Governor's Family Violence Council 2018 Annual Report

Executive Order 01.01.2012.05

Larry Hogan
Governor

Boyd K. Rutherford
Lt. Governor

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Governor's Office of Crime Control and Prevention

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Acknowledgements

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Roster of Members

The Governor's Family Violence Council is composed of various members, and a Chair and a Vice-Chair appointed by Governor Hogan.

Governor Larry Hogan
Governor of Maryland

Lt. Governor Boyd K. Rutherford
Lt. Governor of Maryland

V. Glenn Fueston, Jr.
Executive Director, Governor's Office of Crime Control and Prevention

Jeanne Yeager
Chair, Executive Director, Mid-Shore Council on Family Violence

Dorothy J. Lennig, Esq.
Vice-Chair, Director of Marjorie Cook Legal Clinic at House of Ruth Maryland

Sam Abed
Secretary, Department of Juvenile Services

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Debbie Feinstein
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Senator Susan Lee
Maryland Senate

Stephen Moyer
Secretary**,** Department of Public Safety & Correctional Services

Lisa Nitsch, MSW
Director of Training and Education, House of Ruth Maryland

Kathleen O'Brien, Ph.D.
Executive Director, Walden/Sierra, Inc.

Lourdes Padilla
Secretary, Maryland Department of Human Services

Colonel William M. Pallozzi
Superintendent, Maryland State Police

Scott Patterson
State's Attorney, Talbot County State's Attorney's Office

Manuel Ruiz
Synergy Family Services

Karen B. Salmon
Superintendent, Maryland State Department of Education

Robert L. Neall
Secretary, Maryland Department of Health

David Shultie
Domestic Violence Law Manager, Administrative Office of the Courts

Senator Bryan Simonaire
Maryland Senate

Neshanna Turner
Survivor

Delegate Kriselda Valderrama
Maryland House of Delegates

Jaclin Warner Wiggins
Acting Executive Director, Governor's Office for Children

Reverend Anne Orwig Weatherholt
Rector, Saint Mark's Episcopal Church

Family Violence Council Alternate Representatives

Captain Holly Barrett
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Maryland State Department of Education

Vernice Renee McKee
Maryland Department of Human Services

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Office of Lieutenant Governor

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David Wolinski
Department of Public Safety & Correctional Services

S. Lee Woods
Maryland Department of Health

Executive Order

In accordance with Executive Order 01.01.2012.05, the Governor's Family Violence Council (Council) is charged to continue its mission to provide the Governor with timely and accurate information on family violence and to make recommendation to reduce and eliminate abusive behaviors. Through its charge, and under the leadership of Chairwoman Jeanne Yeager, Executive Director of the Mid-Shore Council on Family Violence, Vice-Chairwoman Dorothy Lennig, Director of Marjorie Cook Legal Clinic at House of Ruth Maryland, and staff from the Governor's Office of Crime Control and Prevention (Office), the Council accomplished a variety of projects to improve accountability, awareness, and research in statewide family violence policy over the past year.

To address its charge, the Council utilized a framework in which members identify two or three key areas of family violence policy, selected by a majority vote, and championed by one member to be addressed by a workgroup of members over the duration of one year. At the conclusion of each year, the identified workgroup(s) presents its findings and recommendations to the Office for consideration.

In 2018, and under the leadership of the Council, the Healthy Teen Dating Workgroup continued its efforts to identify and examine best practices and approaches throughout the State. In addition to these efforts, the Strategic Planning Workgroup developed outcomes for disciplines that work with family violence victims and specific victim populations, and continued to ensure the effective use of grant funds for victim services.

To continue to build upon these efforts, the Council identified two areas of study to pursue in FY 2019, to include:

- Fingerprinting in Domestic Violence Cases
- Abuse Intervention Program Certification Review Process

Background

In 1995, the Lieutenant Governor and the Attorney General established the Family Violence Council to bring together leaders from various systems to produce recommendations and an action plan to reduce family violence in Maryland.

In 1998, Executive Order 01.01.1998.25 formed the Family Violence Council to improve coordinated responses to family violence issues in Maryland, to prevent and reduce family violence in Maryland, and to break the cycle of violence between generations.[1] Pursuant to its charge, the Family Violence Council consisted of representatives from criminal justice systems and the community to work in conjunction with the Maryland Network Against Domestic Violence and other state organizations to develop and promote workplace policies and training for state employees.[2] Furthermore, it required the Family Violence Council to take effect on October 1, 1998.

In 2006, Executive Order 01.01.2006.01 established the Governor's Council on Family Violence Prevention within the Governor's Office of Crime Control and Prevention (Office).[3] Through its order, it required the Governor's Council on Family Violence Prevention to advise the Governor on matters related to family violence and to make recommendation based on analytical findings, best practices, research, and other gathered information related to its topic.[4]

In 2008, Executive Order 01.01.2008.16 rescinded Executive Order 01.01.2006.01, and established the Governor's Family Violence Council (Council) within the Office.[5] Pursuant to its charge, it required the Council to provide the Governor with timely and accurate information on family violence with recommendations to reduce and eliminate abusive behaviors.[6]

In 2012, Executive Order 01.01.2012.05 amended Executive Order 01.01.2008.16, to add additional members to serve on the Council to address issues related to domestic violence.[7] Executive Order 01.01.2012.05 also required the Council to remain within the Office and to continue its mission to provide the Governor with timely and accurate information on family

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[1] The State of Maryland, Executive Department. (1998). *Executive Order 01.01.1998.25, Domestic Violence and the Workplace*.
[2] Ibid.
[3] The Just Call Me Charley Blog. *Governor Ehrlich: Governor's Council on Family Violence Prevention (Executive Order 01.01.2006.01)*.
[4] Ibid.
[5] The Department of Legislative Services, General Assembly of Maryland. (2008). *Executive Orders 2008*.
[6] Ibid.
[7] The Department of Legislative Services, General Assembly of Maryland. (2012). *Executive Orders 2012*.

violence with recommendations to reduce and eliminate abusive behaviors.[8] Pursuant to its order, the Council is charged with the following duties and responsibilities:

1. Advise the Governor through the Executive Director of the Office on matters related to family violence.
2. Identify and analyze State policies and programs relating to family violence, including but not limited to:
    a. Collecting data from State agencies relating to the prevention and reduction of domestic violence and related family violence;
    b. Identifying resources available to reduce and prevent family violence through a statewide coordinated effort; and
    c. Identifying opportunities for collaboration between governmental agencies.
3. Examine, or cause to be examined, the relationship between family violence and other societal problems, including but not limited to juvenile delinquency, alcohol and substance abuse, truancy, and future criminal activity.
4. Identify best practices, research, and information pertaining to abuser intervention and related programs.
5. Propose to the Governor, through the Executive Director of the Office, legislative, regulatory, and policy change to reduce and prevent the incidence of domestic violence and related family violence, to protect victims, and to punish perpetrators.
6. Perform such other duties and functions as may be appropriate and necessary for the Council to address and implement the provisions of this Executive Order.

In addition to the assigned duties and responsibilities, the Council is required to submit an annual report to the Governor by December 1 of each year to provide the status of family violence in Maryland and recommend improvements to the state's activities to prevent family violence.[9]

[8] Ibid.
[9] Ibid.

Governor's Family Violence Council

FY 2018 Areas of Study

In FY 2018, the Council continued to address issues related to domestic violence to provide the Governor with timely and accurate information on family violence, and to make recommendation to reduce and eliminate abusive behaviors. Pursuant to its charge, the Council collaborated with its partners to address two key areas of family violence: healthy teen dating and strategic planning (*as illustrated below*).

Healthy Teen Dating

In FY 2018, the Healthy Teen Dating Workgroup continued to increase awareness and education on teen dating violence. To achieve this goal, the workgroup identified best practices and approaches to bring healthy teen dating education to all jurisdictions in the State of Maryland. In doing this, the workgroup collected information on healthy teen dating curriculums in schools within designated jurisdictions. The workgroup also continued to collect data, build relationships with each jurisdiction, and host presenters on the topic of healthy teen dating to ultimately increase awareness and education on the topic of teen dating violence.

Healthy Teen Dating Resource Guide

In 2017, the workgroup created a survey to gather information on healthy teen dating education in public schools. The survey revealed that some jurisdictions lacked a healthy teen dating curriculum, and that time and funding hindered their ability to implement curricula in schools. The survey also showed that a majority of jurisdictions stressed the importance of teen dating/healthy relationship education and the need for it to be accessible to students. Due to the conflicting results, the workgroup decided to create a resource guide for school districts with a specific focus on healthy teen dating curricula. To accomplish this task, the workgroup, with the assistance of Roma Shah, an intern from Johns Hopkins University, developed a healthy teen dating resource guide, titled *Healthy Teen Dating: A Guide for Educators and Youth Service Professionals*.[10] The resource guide provides an overall summary of the prevalence and impact of teen dating violence and a general curriculum for teen dating violence prevention programs. It also includes a comprehensive list of teen dating violence prevention programs along with referral resources in each county (*See APPENDIX A*). For more information on the resource

[10] Governor's Family Violence Council and Governor's Office of Crime Control and Prevention. (2018). *Healthy Teen Dating: A Guide for Educators and Youth Service Providers*.

guide, please visit the Governor's Family Violence Council and/or the Maryland State Department of Education website.

Strategic Planning

In FY 2018, the Strategic Planning Workgroup continued to develop an outcome-based strategic plan for family violence victims in Maryland. The workgroup identified three goals for victims, to include: victims are safe, victims are self-sufficient, and victims and the community are aware. Through these goals, the workgroup developed outcomes for disciplines that work with family violence victims and specific victim populations. The strategic plan also ensures grant funds are used effectively for victim services.

Strategic Plan

In 2017, the workgroup expanded to include additional representatives within the field of prosecution, law enforcement, courts, and parole and probation which demonstrated the impact of services within various disciplines. The workgroup also collaborated with local state's attorney's offices and law enforcement to create logic models to reflect the three goals identified for victims. In addition, and with the assistance of the National Immigrant Women's Advocacy Project at American University, the workgroup received outcomes specific to immigrant and non-English speaking victims.

The workgroup also examined best practices and research to develop specific outcomes for service providers to be included in the strategic plan. This allows agencies and programs to demonstrate the success of their program through its alignment with best practices and evidence-based programs. The workgroup also referenced the *2016 Biennial Report: The 2016 Biennial Report to Congress on the Effectiveness of Grant Programs under the Violence Against Women Act* to help develop the strategic plan.[11] This report separates victims, criminal justice disciplines, and underserved victim populations which aligns with the logic models for the Council's strategic plan. It also indicated evidence-based approaches, interventions, and tools to enhance victim safety, increase awareness of services, and increase a victim's ability to be self-sufficient.

Based on its research, and in collaboration with its partners, the Council successfully created the *Governor's Family Violence Council Strategic Plan* (*See APPENDIX B*).[12] This plan serves as a model to write grant applications and develop outcomes for disciplines. Given its fluid form, this "living document" allows modifications to occur, at any time, to ensure the inclusion of essential

[11] U.S. Department of Justice. (2016). *2016 Biennial Report: The 2016 Biennial Report to Congress on the Effectiveness of Grant Programs Under the Violence Against Women Act*.
[12] Governor's Family Violence Council. (2018). *Governor's Family Violence Council Strategic Plan: 2017 - 2018*.

information. Within this plan, the Council identified several outcomes and activities for each goal, and provided insight on how to apply the outcome-based programming (*as illustrated below*).

Goal	**Victims are Safe**
Outcomes	Increase intentional safety planning, increase ways to plan for safety, decrease risk/threat, increase awareness about domestic violence
Participation	Domestic Violence Program
Activity	Case Management Sessions
Measurement Tool	HRM Safety Planning Score, Dutton's Threat Appraisal Scale
Timeline	Case Manager does Safety Planning Measure after each interaction with victim; Victim does On-going Threat Appraisal Score
Outputs	# of Case Management interactions with client, # of measures completed
Benefits	Victims become empowered to manage their safety and threat, more informed about power and control dynamics through understanding types of threats

Goal	**Victims are Self-Sufficient**
Outcomes	Increase in ability to meet basic needs, increase in control over finances
Participation	Legal Services/Accompaniment Program or Economic Empowerment Program
Activity	Assistance Obtaining Final Protective Order or Divorce and Custody, Enforcement of Court Orders
Measurement Tool	Ability to Meet Basic Needs Survey
Timeline	Pre Final Protective Order or Divorce and Custody Case, post Final Protective Order or Divorce and Custody Case
Outputs	Amount of family maintenance ordered by court, amount of child support ordered by court, number of court cases
Benefits	Victims have more financial resources to support self and children, more stable income

Goal	**Victims & Community are Aware**
Outcomes	Decrease in abuser assigning abuse to victim
Participation	Abuser Intervention Program (AIP)
Activity	AIP Group
Measurement Tool	Assigning Abuse Questions
Time Line	First Support Group Session and last Support Group Session
Outputs	# of sessions provided
Benefits	Abuser came to accept they are responsible for the abuse

The Council also recognized that, as outcome-based programming and reporting evolve, so will the need for other specific outcomes and methods to evaluate the effectiveness of programs and services.

FY 2019 Areas of Study

In May 2018, and after a vote, members of the Council decided to address two areas of study in FY 2019 (*as illustrated below*).

Fingerprinting in Domestic Violence Cases

This workgroup will study live scan fingerprinting to ensure arrests are linked to disposition outcomes. In doing this, the workgroup will review the activities and progress of the current and prior workgroups that examined this problem to identify gaps and to make recommendation to address this issue. Because domestically-related records are necessary to determine if a defendant is compliant with the law, and with respect to future crimes, it is essential for the workgroup to address this. In order to capture domestically-related cases within the Criminal Justice Information System (CJIS), fingerprints of the defendant must be provided and domestically-related cases must be linked to CJIS.

Abuse Intervention Program Certification Review Process

This workgroup will thoroughly examine the existing abuse intervention program (AIP) review process for certification applications. The workgroup will make revisions to the review form to ensure that questions and sections of the form are weighted properly and points within each section are allocated with objectivity as they correspond to the AIP Certification Guidelines. This will ensure that the certification process will be standardized while utilizing various evaluators and programs that are evaluated effectively. The goal of the workgroup is to improve the quality of the AIP review process, and ultimately the AIPs in Maryland.

Program Updates

The Council serves as the certifying body for all AIPs in Maryland. Specifically, the Council certifies AIPs for inclusion in the Administrative Office of the Courts Bench Book for Maryland Judges to refer abusers to appropriate intervention programs. In May 2018, the Council received 12 applications for AIP certification. In June 2018, and through a peer review process, the Council reviewed the applications which resulted in the certification or recertification of 10 AIPs (*See APPENDIX C for a list of the certified AIPs*). Two programs did not receive certification/recertification.

AIP certification is valid for three years from the date of issuance. Once certification status has been issued, an audit may be conducted at any time during the three year certification period to ensure programs are compliant with the Operational Guidelines for Abuse Intervention Programs

in Maryland set forth by the Council. In FY 2018, six programs received an audit of which five resulted in a compliant outcome and one resulted in a non-compliant outcome. The Council requested a corrective action plan of the non-compliant program. In response to its request, the Council received and approved the corrective action plan. A subsequent audit is scheduled to occur in October 2018.

Looking Ahead: Goals for 2018 - 2019

With the support of the Hogan-Rutherford Administration, and to continue these efforts, the Council identified several goals to pursue in FY 2019, to include the following:

- Deliver and accept workgroup recommendations for fingerprinting in domestic violence cases in order to label crimes as domestically-related in the criminal justice information system.
- Deliver and accept workgroup recommendations for the AIP certification review process.
- Complete certification and review of the AIPs that are due for recertification and/or requesting certification for the first time.
- Conduct audits of AIPs to ensure compliance with the operational guidelines.
- Build capacity of Maryland domestic violence organizations by assisting with information and awareness sharing.
- Advise the Governor, through the Executive Director of the Office, on workgroup topics and recommendations for the upcoming fiscal year.

APPENDICES

APPENDIX A: Resource Guide

Healthy Teen Dating: A Guide for Educators and Youth Service Providers

Presented by the Governor's Family Violence Council and the Governor's Office of Crime Control & Prevention
2018

Updated: October 2018

A Message from Governor Larry Hogan

Dear Educators and Youth Serving Professionals,

I am pleased to present the ***Healthy Teen Dating: A Guide for Educators and Youth Serving Professionals***.

In 2016, the Governor's Family Violence Council voted to create a workgroup to study ways to bring healthy teen dating education to all Maryland counties. The purpose of this guide is to provide information on teen dating violence prevention programs to address the needs of youth who are at risk for dating violence. Each year, nearly 1.5 million high school students nationwide experience physical abuse from a dating partner. In 2014, more than 10 percent of Maryland high school students reported experiencing physical and/or sexual dating violence.

This guide contains relevant data and literature, educational resources, and suggested curriculum on teen dating violence which aligns with Maryland State Education Standards. You will also find a list of teen dating violence prevention programs in the state to help you connect the youth you serve with agencies that can best help them.

Our hope is that this guide will be a valuable resource for you to provide teen dating violence prevention support to our teens in need. In doing so, we can prevent future violence and foster healthy relationships within our schools and communities.

Sincerely,

Larry Hogan
Governor

The Goal of this Guide

In 2016, the Governor's Family Violence Council voted to create a workgroup to study ways to bring healthy teen dating education to all counties in the State. The workgroup looked at best practices and evaluated whether a statewide approach to this issue would increase awareness and education. The workgroup considered ways to engage public and private middle and high schools in this prevention effort.

As a part of the information-gathering process, the workgroup surveyed Maryland local education agencies (LEAs) to understand current school offerings and potential barriers. Of the 24 LEAs in Maryland, 19 responded to the survey. While the majority stated that their LEA offered some healthy relationship curriculum, few described stand-alone, focused education on this topic.

Of those surveyed, 84% of respondents stated they believed that teen dating violence education was important to offer in schools, but respondents described numerous barriers to implementation:

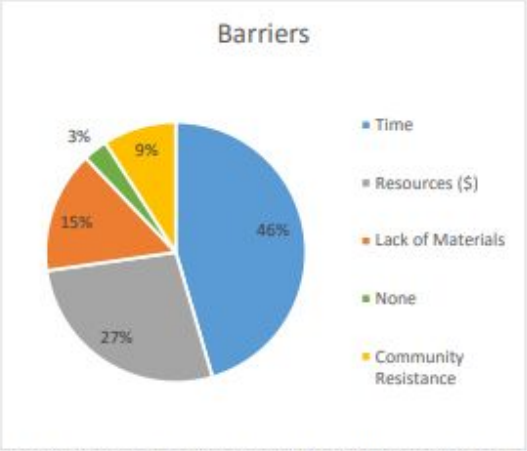

Figure 1: Self-reported barriers to providing TDV education in schools

This resource guide was created to address these barriers by providing low cost or free options for classroom implementation that maximize impact even where limited time is available in the curriculum.

The Prevalence and Impact of Teen Dating Violence

What is teen dating violence?

Teen dating violence (TDV) is the physical, sexual, psychological, or emotional violence within a dating relationship, including stalking.[1,2,3] TDV can include any pattern of behavior that a person may use to gain and maintain power over their partner.[4] This can include financial abuse and digital abuse. Digital dating abuse is the use of technology (i.e. texting, social networks) to harass, stalk, or intimidate a partner.[5] Digital abuse often takes the form of psychological or emotional violence.[6]

How common is TDV?

National estimates of TDV victimization depend on various demographic factors, with female students reporting TDV close to two times more often than their male counterparts.[7] Nearly 1.5 million high school students nationwide experience physical abuse from a dating partner in a single year.[8]

Overall, one in three females and one in seven males report experiencing TDV.[9] And one in five adolescents reported physical TDV and roughly one in ten reported sexual TDV.[10]

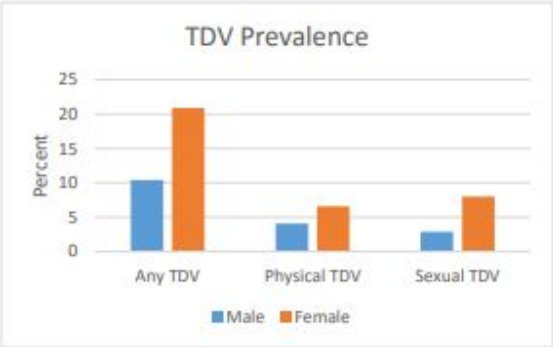

Figure 1: Prevalence of TDV by type and gender[11]

In Maryland, 10.1% of high school students reported experiencing physical dating violence and 10.3% reported experiencing sexual dating violence.[12]

Who is at highest risk?

TDV occurs in higher rates among Black and Latinx youth, including those living in urban and economically disadvantaged communities.[13] One study found that the prevalence of TDV victimization among Black and Latinx youth was 41%.[14] About 30% of the youth in this study reported both victimization and perpetration in current or past relationships.[15]

Recent research looked at risk based on gender. One study determined that females are equally as likely as males to perpetrate TDV, especially with minor acts of physical aggression.[16] The study also found that female-on-male aggression is often underreported due to issues of stigma and masculinity.[17]

Lesbian, gay, bisexual, transgender, questioning (LGBTQ) youth are also at a higher risk for all types of dating violence victimization and perpetration, when compared to heterosexual youth.[18] Specifically, transgender and female youth are at the highest risk of victimization and perpetration of TDV.[19]

Older teens are at an increased risk of sexual TDV victimization.[20]

Why does TDV happen?

Teens learn how to behave in relationships from peers, adults, and the media. Unfortunately, these examples often suggest that violence in a relationship is normal. According to the Centers for Disease Control (CDC) the risk of having unhealthy relationships increase for teens who:

- Believe that dating violence is acceptable
- Are depressed, anxious, or have other symptoms of trauma
- Display aggression towards peers or display other aggressive behaviors
- Use drugs or illegal substances
- Engage in early sexual activity and have multiple sexual partners
- Have a friend involved in dating violence
- Have conflicts with a partner
- Witness or experience violence in the home[21]

What are the warning signs of TDV?[22]

Teen dating violence often exists on a spectrum. The following are some warning signs to recognize TDV:

- Checking his/her cell phone or email without permission
- Constantly putting him/her down
- Extreme jealousy or insecurity
- Explosive temper
- Isolating him/her from family or friends
- Making false accusations
- Mood swings
- Physically hurting him/her in any way
- Possessiveness
- Telling him/her what to do
- Pressuring or forcing him/her to have sex

Click here to learn more about how unhealthy relationships work.

How does TDV impact health?

Unhealthy or violent relationships can have severe short and long-term effects on a teen's development.[23] Youth who have experienced TDV are at a higher risk of experiencing the following:

- Depression
- Anxiety
- Increased use of alcohol, tobacco, and drugs
- Risky sexual behaviors: unprotected sex, pregnancy, multiple sex partners, STIs [24,25]
- Eating disorders[26]
- Thoughts of suicide

Youth who experience TDV are at an increased risk of re-victimization in college and adulthood. Moreover, youth who experience TDV are roughly 2 to 3 times as likely to attempt suicide.[27]

Taking TDV Prevention to the Classroom

TDV prevention programs reduce violence

TDV can be prevented when teens, parents, schools, and communities work together to implement evidence-based prevention strategies.[28] School-based dating violence prevention programs have shown to be effective in preventing physical, sexual, and emotional violence in adolescent dating relationships and may help prevent violence in adult relationships as well.[29]

Students weigh-in on effective programs

Based on focus group and survey research, middle and high school students reported greater satisfaction with TDV prevention programs that had:[30,31]

- Mix-gendered activities
- Mentoring from trusted adults or older adolescents
- A focus on personal development of values (love, respect, self-esteem, etc.)
- Used real-life stories of TDV, followed by clear presentation of information
- Included information about characteristics of healthy relationships

Maryland State Education Standard Alignment

Including teen dating violence curriculum meets several of the Health Education standards provided by the Maryland State Board of Education.

Standard 1: Mental and Emotional Health

- Topic A, Communication: Recognize and apply effective communication skills
- Topic D, Decision Making: Apply the decision-making process to personal issues and problems

- Topic G, Conflict Resolution: Justify the nature of conflict and conflict resolution

Standard 4: Family Life and Human Sexuality

- Topic D, Healthy Relationships: Distinguish between healthy and unhealthy relationships
- Topic J, Sexuality and Culture: Evaluate the influence of communication and decision-making on sexual behavior

Standard 5: Safety and Injury Prevention

- Topic C, Harassment
  - Indicator 1: Demonstrate appropriate responses to harassment and other violent behaviors
  - Indicator 2: Recognize contributors to harassment, intimidating behaviors, and violence
- Topic D, Abuse and Assault: Assess and respond appropriately to sexual aggression

Evaluating Effective Programs

Research has demonstrated that effective prevention programs follow certain principles.[32] Effective programs:

1. Are comprehensive
2. Use varied teaching methods
3. Offer sufficient dosage
4. Are theory driven
5. Encourage positive relationships
6. Are appropriately timed
7. Are socio-culturally relevant
8. Include outcome evaluation
9. Are implemented by well-trained staff

The CDC and other agencies provide tools to help develop, evaluate, and sustain a public health approach to preventing teen dating violence. Several of these resources are provided below:

CDC Capacity Assessment and Planning Tool

CDC Health Education Curriculum Analysis Tool (HECAT)

CDC School Health Index

Teen Dating Violence Prevention Programs

The following list is not intended to be comprehensive, but instead to provide a menu of possible options. For more information, please consult the website associated with the individual program. Please provide feedback to the Family Violence Council as described on page 11 of this guide.

Name	Description	Length of Time	Evidence of Effectiveness	Cost	Target Audience
Athletes as Leaders	Athletes on girls' sports teams will be empowered to take an active role in promoting healthy relationships, ending sexual violence, and to be leaders in changing social norms to a culture of safety and respect	10 sessions	Uses research and best practices of sexual assault prevention	Free	High school
Character Playbook - Building Healthy Relationships	Students engage with true-to-life scenarios that include bystander intervention strategies and positive relationship examples	2-3 hours (online)	Uses evidence-based strategies, but no studies on effectiveness of *Character Playbook* have been conducted	Free	Middle school
Center for Abused Persons Contact: Annette Gilbert-Jackson, 301-645-3336	Educational seminars and dissemination of information on topics including healthy relationships and drug-facilitated sexual assault for Charles County schools	Varies	No published studies on effectiveness	Free	High school
Chesterfield RELATE	Peer-facilitated lessons include: lectures, skits, activities and self-assessment	Five 1-hour sessions	Increases knowledge about healthy relationships[33]	$225	High school
Choose Respect	Campaign resources that reach out to adolescents, ages 11 to 14, and connects with parents, teachers, youth leaders, and other caregivers	N/A	No published studies on effectiveness	$32-$125	Middle school
Citizens Assisting and Sheltering the Abused, Inc.	Workshops address topics such as self-esteem domestic violence, family violence and sexual assault for Washington County schools	Varies	No published studies on effectiveness	Free	Middle and high school
Coaching Boys into Men©	Series of coach-to-athlete trainings that illustrate ways to model respect and promote healthy relationships	Weekly throughout athletic season	Decreases perpetration and negative bystander activities[34]	Free	High school male athletes
Crisis Intervention Center Contact: Corrita Myers, 410-535-1121 ext 398	Offers healthy relationship program to Calvert County public school students	Varies	No published studies on effectiveness	Free	Middle and high school
Dating Matters® Educator Training	CDC-developed training about TDV that provides knowledge and resources for educators	60 mins	No published studies on effectiveness	Free	Middle school
Discovery Dating	Healthy relationship tool that engages youth and adults to explore their	Varies	Increases students' sense of	Varies	Middle School;

Name	Description	Length of Time	Evidence of Effectiveness	Cost	Target Audience
	personal values, discern character traits of others, practice decision making		personal agency[35,36]		developed for Native American youth
Dove Center Contact: Heather Hanline, 301-334-6255	A school outreach counselor is co-located at the schools in Garrett County to present annually for 7th and 9th grade health classes to help change attitudes and social norms that support dating and sexual violence	Varies	No published studies on effectiveness	Free	Middle and high school
Ending Violence: Break the Cycle©	Program focused on legal issues: includes a self-guided resource for students, a video presentation for adults, and classroom materials	3 class sessions (45-60 mins each)	Increases knowledge of dating violence laws; decreases acceptance of female-on-male violence; increases likelihood of seeking help[37]	$108 https://www.hazelden.org/OA_HTML/ibeCCtpItmDspRte.jsp?item=195106	High school; effective for Latinx youth
Expect Respect®	Manual includes curriculum for support groups, lessons, and school-wide prevention strategies	Support groups: 24 sessions SafeTeens lessons: 8	Increases knowledge about healthy relationships and warning signs of TDV; increases healthy conflict resolution[38]	$160	Middle and high school; support groups for at risk youth exposed to violence
Expect Respect Montgomery County Contact: Smita Varia, smita.varia@montgomerycountymd.gov	Students learn about dating violence, consent, warning signs and how to help a friend	45 mins	Uses evidence-based strategies but no studies on effectiveness have been conducted	Free	Middle and high school
Family & Children's Services Contact: Kelley Rainey, krainey@fcsmd.org or Chelsea Nelson-Dorsey, cnelson-dorsey@fcsmd.org	Program educates teens on healthy relationships and dating violence to encourage boundary setting, communication and safety planning to identify red flags and risk factors; student support groups on teen dating violence and healthy relationships are also available	Varies, generally one class session a quarter	No published studies on effectiveness	Free	Middle and high school
Family Crisis Resource Center Contact: Sarah Kaiser, 301-759-9244	A girls' empowerment group, healthy masculinity group and LGBTQ group within Allegany public school settings are offered to prevent dating and sexual violence	Varies	No published studies on effectiveness	Free	Middle and high school
Florida Coalition Against Domestic Violence	Provides fundamental knowledge to students about teen dating violence	Eight 45-min sessions	No published studies on effectiveness	Free	Middle and high school

Name	Description	Length of Time	Evidence of Effectiveness	Cost	Target Audience
The Fourth "R" ©	Aims to reduce youth dating violence by addressing youth violence and bullying, unsafe sexual behavior, and substance use	Varies	Reduction in physical dating violence during the previous year and increased condom use by boys[39]	$35-300	Middle and high school
#healthyfriendships®	Experiential workshop using icebreakers, creative brainstorming, and role-play; students learn to identify signs of unhealthy friendships and use tools to help themselves or a friend	75-90 mins	Uses evidence-based strategies, but no studies on effectiveness have been conducted	Varies	Middle school
Heartly House, Inc. Contact: Nina Carr, ncarr@heartlyhouse.org	Educational seminars for youth and youth-serving professionals in Frederick County on pro-social norms, healthy relationships, bystander intervention, and consent	Varies	No published studies on effectiveness	Free	Middle and high school
HERO (Healthy Equal Relationship Options) Contact: Anna Barton, abarton@ywcaaac.org	Program provides psycho-educational intervention and prevention classes for teen perpetrators of intimate partner/teen dating violence and teens who have been affected by domestic violence and/or sexual assault; these classes promote offender accountability and responsibility and teach skills for maintaining a healthy, respectful and violence free relationship; some topics include consent, red-flags, conflict resolution, maintaining healthy boundaries, gender role stereotypes, definitions of abuse, sexual harassment and sexual abuse; the program utilizes the *Live Respect* curriculum and other evidence-based strategies	2 hour weekly group sessions for a minimum of 20 weeks; can be modified for victim or use in school setting	Uses evidence-based strategies but no studies on effectiveness have been conducted	Varies	High school and young adult
HopeWorks Youth Leadership Initiative	Service-learning program promoting healthy relationships, behaviors and attitudes to inspire introspective thinking, social consciousness and the use of these concepts to reduce interpersonal violence	Requires monthly meetings and trainings	No published studies on effectiveness	Free	High school
It's Not Love®	Participants assume the role of a character who is in an abusive relationship or is witnessing one and learn how to identify the red flags of dating abuse, who to talk to, and how to help a friend	Part I and II: 75-90 mins each	Uses evidence-based strategies, but no studies on effectiveness have been conducted	Varies	High school
Katie Brown Educational Program© Contact: Claire McVicker, csmcvicker@kbep.org	Lessons that aim to modify cognitions (dating attitudes, expectations, and knowledge) and behaviors (conflict resolution, and communication skills) to help students foster healthy relationships	Five 50-60 min sessions	Lower approval of aggression, healthier dating attitudes, and more DV knowledge; less emotional /verbal	Varies	Middle and high school

Name	Description	Length of Time	Evidence of Effectiveness	Cost	Target Audience
			and total DV perpetration and victimization[40]		
Life Crisis Center Contact: Donna Leffew, dleffew@lifecrisiscenter.org	Lessons on healthy relationships, identifying red flags, how to help someone who they feel is in danger, domestic violence, sexual assault and related topics	Varies	No published studies on effectiveness	Free to Somerset, Wicomico, Worcester County Public Schools	Middle and high school
One Love Contact: Grace Carmichael, grace.carmichael@joinonelove.org	Film and discussion-based curriculum surrounding preventative education on healthy and unhealthy relationship; useful free tools and resources on website	Varies	Increased knowledge on recognizing healthy and unhealthy behaviors as abuse, victim and bystander	Varies	Middle and high school
Rape Crisis Intervention Service	Classroom presentations in Carroll County cover child sexual abuse, date/acquaintance rape, sexual and dating violence, domestic violence and sexual harassment	Varies	No published studies on effectiveness	Free to Carroll County Public Schools	Middle and high school
Reaching and Teaching Teens to Stop Violence	Didactic presentations, modeling, role-plays, experiential exercises, and discussion about sexual harassment, gender roles, and physical violence	5 Units	Effective in increasing knowledge and improving attitudes, and effects were maintained for at least six months[41]	$10-75	Middle and high school; effective for low-income, minority youth
Safe Dates	Program includes lessons, 45-minute play to be performed by students, and a poster contest; program involves family members	Nine 50-minute sessions	Decreased physical and sexual violence perpetration and victimization[42]	$245	Middle and high school
Sexual Assault/Spouse Abuse Resource Center	Educational seminars are offered to middle and high school students at public schools in Harford County; topics include healthy relationships and bystander intervention	Varies	No published studies on effectiveness	Free	Middle and high school
Shifting Boundaries	Two-part intervention (classroom and school wide) that highlights consequences of behavior	6 lessons: taught over 6-10 weeks	Mixed results, but reductions in sexual violence and TDV in some studies[43]	Free	Middle school
Start Talking	Receive tools to promote healthy relationships and learn warning signs	Ten 40-minute sessions	Lowers tolerance for abuse and increases knowledge of healthy behaviors	Varies	Middle school

Name	Description	Length of Time	Evidence of Effectiveness	Cost	Target Audience
Teen Choices	Online program that delivers assessments and individualized guidance matched to dating history, dating violence experiences, and stage of readiness	3 sessions (30 mins each)	Reduction in dating violence (physical, sexual, psychological, and emotion)[44]	$500	High school
That's Not Cool©	That's Not Cool's interactive website, tools, Respect Effect app, and resources support youth as they learn to recognize, avoid, and prevent TDV	N/A	No published studies on effectiveness	Free	Middle and high school
TurnAround, Inc.©	Programs on healthy relationships and sexual harassment are offered for middle school students and healthy relationships and teen dating violence programs are offered for high school students in Baltimore County and Baltimore City	30-60 min	No published studies on effectiveness	Free	Middle and high school
Victim Assistance and Sexual Assault Program	Educational seminars are provided to 10th grade health classes in Montgomery County on sexual assault prevention, to include media violence, social norms that support violence, gender norms and consequences	Varies	No published studies on effectiveness	Free	High school
YWCA of Annapolis & Anne Arundel County	Community education and outreach is provided to schools to ensure individuals know the signs of abuse and how to respond	Varies	No published studies on effectiveness	Free	Middle and high school

Acknowledgements

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Glossary of Terms

TDV: teen dating violence
Sexual TDV: unwanted or forced sexual activity; including forced intercourse, touching, fondling, etc.
Physical TDV: includes slapping, hitting, kicking, or beating
Psychological/Emotional TDV: include intimidation, constant belittling, isolating, monitoring, and humiliation,
Victimization: experiencing one or more forms of teen dating violence
Perpetration: performing or carrying out a form of teen dating violence
Latinx: gender neutral term referencing Latin American cultural or ethnic origin

Feedback Requested

To ensure that this guide is relevant and useful, the FVC asks users to please send feedback to:

Rebecca Allyn
Governor's Office of Crime Control and Prevention
100 Community Place
Crownsville, MD 21032
Rebecca.allyn@maryland.gov
410-697-9384

***Please let us know if you utilize a program listed in this guide and whether you found it to be effective with your student population.**

***If you utilize a program that is not listed, please provide us with information so that we can share your program with other educators and youth service providers.**

Note on Use

The list of resources contained in this document is not meant to be an exhaustive list but rather a guide of low-cost or free solutions that maximize impact within limited time periods. The Governor's Office of Crime Control & Prevention is not endorsing these programs and encourages school systems to research and evaluate each one individually to determine the best fit.

Referral Resources

National Hotlines
National Domestic Violence Hotline: 1-800-799-SAFE (7233)
National Sexual Assault Hotline: 1-800-656-HOPE (4673)
National Dating Abuse Helpline and Love is Respect: 1-866-331-9474 or text loveis to 22522
National Sexual Assault Online Hotline: online.rainn.org

Maryland Hotlines
Maryland Coalition Against Sexual Assault: 1-800-983-7273
Maryland Network Against Domestic Violence: 1-800-MD-HELPS
Sexual Assault Legal Institute: 301-565-2277
211 Maryland: 2-1-1

Local Resources by County

Allegany County
Family Crisis Resource Ctr
146 Bedford Street
Cumberland, MD 21502
Hotline: 301-759-9244
Office: 301-759-9246
http://www.familycrisisresourcecenter.org/

Anne Arundel County
YWCA of Annapolis & Anne Arundel County
1517 Ritchie Hwy, Suite 101
Arnold, MD 21012
Hotline: 410-222-6800
Office: 410-626-7800
https://www.annapolisywca.org/

Baltimore City
CHANA
Helpline: 410-234-0023
Office: 410-234-0030
http://chanabaltimore.org/

House of Ruth Maryland
2201 Argonne Drive
Baltimore, MD 21218
Hotline: 410-889-7884
Office: 410-889-0840
Legal: 410-554-8463
http://www.hruth.org/

TurnAround, Inc.
1800 N. Charles St, Suite 404
Baltimore, MD 21218
Helpline: 443-279-0379
Office: 410–837-7000
https://turnaroundinc.org/

Baltimore County
County-wide Hotline:
410-828-6390

Family and Children's Services of Central MD
7000 Security Blvd., Suite 302
Baltimore, MD 21244
Hotline: 410-828-6390
Office: 410-281-1334
http://www.fcsmd.org/

Family Crisis Center of Baltimore County, Inc.
P.O. Box 3909
Baltimore, MD 21222
Hotline: 410-828-6390
Office: 410-285-4357
Shelter: 410-285-7496
https://www.familycrisiscenter.net/

TurnAround, Inc.
8503 La Salle Road, 2nd Fl.
Towson, MD 21286
Hotline: 443-279-0379
Office: 410-377-8111
https://turnaroundinc.org/

Calvert County
Crisis Intervention Center
P.O. Box 980
Prince Frederick, MD 20678
Hotline: 410-535-1121
https://www.calverthealth.org/personalhealth/crisisintervention/

Caroline, Dorchester, Kent, Queen Anne's and Talbot Counties
For All Seasons, Inc.
300 Talbot Street
Easton, MD 21601
Hotline: 410-820-5600
Office: 410-822-1018
www.forallseasonsinc.org

Mid-Shore Council on Family Violence
8626 Brooks Dr., Suite 101
Easton, MD 21601
Office: 410-690-3222
Hotline: 1-800-927-4673
http://mscfv.org/

Carroll County
Family and Children's Services of Central MD
22 North Court Street
Westminster, MD 21157
Hotline: 443-865-8031
Office: 410-876-1233
http://www.fcsmd.org/

Rape Crisis Intervention Service
224 N Center St., #102
Westminster, MD 21157
Hotline: 410-857-7322
Office: 410-857-0090
https://www.rapecrisiscc.org/

Cecil County
Cecil County Domestic Violence/Rape Crisis Center
P.O. Box 2137
Elkton, MD 21922
Hotline: 410-996-0333
Office:
http://www.cecilhelp4u.com

Charles County
Center for Abused Persons
2670 Crain Hwy, Suite 303
Waldorf, MD 20601
Hotline: 301-645-3336
Office: 301-645-8994
https://www.centerforabusedpersonscharlescounty.org

Frederick County
Heartly House, Inc.
P.O. Box 857
Frederick, MD 21705
Hotline: 301-662-8800
Office: 301-418-6610
https://www.heartlyhouse.org

Garrett County
The Dove Center
882 Memorial Drive
Oakland, MD 21550
Hotline: 301-334-9000
Office: 301-334-6255
http://www.gcdovecenter.org/

Harford County
Sexual Assault /Spouse Abuse Resource Center
20 N Main Street
Bel Air, MD 21014
Hotline: 410-836-8430
Office: 410-836-8430
https://www.sarc-maryland.org/

Howard County
HopeWorks of Howard County
9770 Patuxent Woods Dr., Suite 300
Columbia, MD 21046
Hotline: 410-997-2272
Office: 410-997-0304
http://www.wearehopeworks.org/

Montgomery County
Victim Assistance and Sexual Assault Program
1301 Piccard Dr., Ste. 4100
Rockville, MD 20850
Hotline: 240-777-4357
Office: 240-777-1355
https://www.montgomerycountymd.gov/hhs-program/BHCS/VASAP/VASAPVolDon.html

Jewish Coalition Against Domestic Abuse
P.O Box 2266
Rockville, MD 20847
Helpline: 1-877-885-2232
Office: 301-315-8040
https://jcada.org

Family Justice Center
600 Jefferson Plaza, #500
Rockville, MD 20852
Hotline: 240-777-4000
Office: 240-773-0444
https://www.montgomerycountymd.gov/fjc/

Prince George's County
Domestic Violence and Sexual Assault Center
3001 Hospital Drive
Cheverly, MD 20785
Hotline: 301-618-3154
Office: 301-618-3154
https://umcapitalregion.org/service/domestic-violence-and-sexual-assault/

Family Crisis Center of Prince George's County, Inc.
3601 Taylor Street
Brentwood, MD 20722
Hotline:301-731-1203
Office: 301-779-2100
http://www.fccpg.org/

Family Justice Center
14757 Main Street
Upper Marlboro, MD 20772
Office: 301-870-8008
http://princegeorgescourts.org/358

Somerset, Wicomico, Worchester Counties
Life Crisis Center
P.O. Box 387
Salisbury, MD 21803
Hotline: 410-749-4357 Office: 410-749-8111
http://www.lifecrisiscenter.org/

St. Mary's County
Walden/Sierra, Inc.
21770 FDR Blvd.
Lexington Park, MD 20653
Hotline: 301-863-6661
Office: 301-997-1300
http://www.waldensierra.org/

Washington County
CASA (Citizens Assisting and Sheltering the Abused)
116 West Baltimore Street
Hagerstown, MD 21740
Hotline: 301-739-8975
Office: 301-739-4990
http://www.casainc.org/

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APPENDIX B: Strategic Plan

Governor's Family Violence Council Strategic Plan

2017-2018

Updated 7/2018

Mission Statement

The mission of the Governor's Family Violence Council (Council) is to provide the Governor with timely and accurate information on family violence with recommendations that will reduce and eliminate abusive behaviors.

Family Violence Council Structure

The Council was organized by the Lieutenant Governor and the Attorney General in 1995. The Council's executive order states that there shall not be more than 28 members. The Council represents all areas of the criminal justice system, elected officials, advocates, scholars and citizens.

Members of the Council include:

- the Lieutenant Governor, or a designee
- the Secretary of the Department of Health & Mental Hygiene, or designee
- the Secretary of the Department of Human Resources, or designee
- the Secretary of the Department of Public Safety & Correctional Services, or designee
- the Secretary of the Department of Juvenile Services, or designee
- the State Superintendent of Education, or designee
- the Secretary of the Maryland State Police, or designee
- the Executive Director of the Governor's Office of Crime Control & Prevention, or designee
- the Executive Director of the Governor's Office for Children, or designee
- the Attorney General, or designee
- a Representative of Maryland Judiciary designated by Chief Judge Court of Appeals, or designee
- two Senators, or their designee
- two Delegates, or their designee
- a representative of the Maryland State's Attorney's Association, or designee
- Twelve interest members who encompass expertise from the faith community, domestic violence service providers, the legal field and victims and survivors of domestic or family violence

The Governor's Office of Crime Control & Prevention (Office) is the overseeing body of the Council. The Council is currently chaired by Jeanne Yeager, Executive Director, Mid-Shore Council on Family Violence.

Statewide Victim Services Needs Assessment

The Governor's Family Violence Council and the Governor's Office of Crime Control & Prevention are very passionate about delivering effective victim services and reducing domestic and family violence in the State of Maryland. In 2016, the Governor's Office of Crime Control & Prevention conducted a statewide victim services need assessment. This study was designed to assess the efficiency of current victim services and identify areas the Office can give priority attention in its efforts to promote access to victim services, especially for the underserved, while

carrying out the goals of federal grants awarded to Maryland. The goal of the assessment was to create a comprehensive approach to funding, strategic planning, crime data analysis, best practices, research, and results-oriented customer service to decrease gaps in services. The assessment consisted of interviews, focus groups and electronic surveys.

High priority recommendations from the needs assessment were:

- Invest in core services by building capacity (infrastructure, staff), strengthening effectiveness (expanding services and locations), and focusing efforts to underserved populations.
    - Collaborate with Mass Transit Authority to explore the feasibility of extending public bus transportation routes and schedules to facilitate transporting victims closer to victim service locations.
    - Increase staff, specifically bilingual counselors, case managers, social workers and victim –witness advocates
- Seek alternative and expansive housing solutions
- Develop and implement a standardized data collection, tracking, reporting software and processes statewide

Outcome Based Strategic Plan for Victim Services

Based on the results of the needs assessment, the Governor's Office of Crime Control & Prevention tasked the Family Violence Council, along with the Children's Justice Act Committee, the Maryland State Board of Victim Services and the Neshante and Chloe Davis Domestic Violence Prevention Task Force to create outcome based strategic plans for their specific victim populations. These plans will then be incorporated into and overall outcome based strategic plan for victims in Maryland.

Needs of Family Violence Victims

1 in 4 women and just over 1 in 7 men in the United States report experiencing violence by a current or former spouse or dating partner at some point in their life (Center for Disease Control, 2010). Domestic violence is prevalent in every community and is often paired with psychological trauma, depression, suicidal behavior, and economic impacts. The National Coalition Against Domestic Violence reported that intimate partner violence amounts to 15% of all violent crime (NCADV, 2015).

National Census in Maryland 2016

Maryland participated in the National Census of Domestic Violence Services on September 14, 2016, where 22 domestic violence programs participated in collecting information on the services provided within a 24-hour survey period. In that one day, 956 victims were served, 407 domestic violence victims found refuge in emergency shelters or transitional housing and 549 adults and children received non-residential assistance and services. There were 156 unmet requests for services, 42% of which were for housing requests (Domestic Violence Counts: Maryland Survey, 2016). Unmet services are often due to lack of resources and funding, and lack

of staffing support. This census information helps to see where the gaps in services are and how victim services can be improved in Maryland.

Services Provided by Local Programs	September 14, 2016
Children's Support or Advocacy	82%
Emergency Shelter	77%
Court or Legal Accompaniment/Advocacy	68%
Homicide Reduction Initiative/Lethality Assessment	55%
Bilingual Advocacy (services provided by someone who is bilingual)	32%
Legal Representation by an Attorney	32%

Family Violence Council's Strategic Planning Process

Family Violence Council members began with creating a vision about what outcomes should be achieved for victims of family violence in Maryland. As part of this process, members reviewed the House of Ruth Maryland's Measuring Success Project.

The Project model aims to improve the safety of the women and families it serves by increasing their housing, financial, and life stability, and by raising individual and community awareness of intimate partner violence issues. Researchers and experts in the field of domestic violence created this theory to show that if victims are stable and aware then they are safer.

Based on the House of Ruth Maryland model, the Family Violence Council members identified three specific Goals to be achieved: **Victims Are Safe, Victims Are Self-Sufficient, Victims and Community Are Aware.**

Members of the Council were then provided with logic models to complete; these tools are used during the planning and implementation processes to visualize change. The model used for the Council's strategic plan provided a way to organize outcomes, activities, participation, benefits, outputs and inputs, external factors and timelines for each goal. With the logic model, members drafted outcomes and worked backwards, producing activities, outputs, and the other attributes that are needed to achieve the outcomes for each goal.

Members also drafted examples of external factors, or situational circumstances about the victim, the abuse, the abuser and victim's relationship or the community, which are outside of the entity's control and may affect the outcomes. Examples of external factors include poverty, physical disability, and language barriers. External factors can also be associated with a program's capacity to provide services, law enforcement and other victim assistance personnel's interest in training, and funding limitations, to name a few.

For each goal, outcomes were identified, entities (participants) were identified that would be needed to help family violence victims achieve the outcomes, what those entities need to provide (activities/services) to help family violence victims achieve the outcomes, the measurement tools to track achievement of outcomes, specified timeline, outputs to report methodology and the benefits of achieving the outcomes. Members also developed a logic model specific to immigrant/Non-English speaking victims, law enforcement, and state's attorney's offices to show how the plan can address specific victim populations and agencies that serve victims.

Outcomes for Family Violence Victims

Victims Are Safe

Providers	Activities	Outputs	Outcomes

• Domestic violence programs
• Victim services staff
• AIP facilitators and AIPs
• Parole and probation
• Law enforcement
• Faith communities
• Schools, colleges, universities
• Department of Social Services
• Division of Corrections
• Courts
• Maryland Network Against Domestic Violence (MNADV)
• Media
• Community
• Attorneys
• Maryland State Police Gun Center
• Commissioner
• Secretary of State's Office
• Governor's Office of Crime Control & Prevention
	• Counseling
	  ▪ Support groups
	• Obtaining protective orders/other legal actions
	• Divorce/ custody issues
	  ▪ Make arrests/prosecute offenders
	• Case management services
	  ▪ Culturally relevant services
	• Abuser Intervention Programs (AIP)
	  ▪ Continue/improve AIP certification
	  ▪ Review AIP curriculums
	• Transportation
	• Lethality screenings
	• Mental Health therapy
	• Washington College geographic information system mapping
	• Child care
	• Assistance with obtaining Violence Against Women Act and U Nonimmigrant status (U Visa) relief
	• Multi-disciplinary response teams
	• Involve community agencies focused on safety and services
	• Media to encourage domestic/ family violence awareness
	• AV equipment for court video testimony
	• Safe at Home Address Confidentiality Program
	• Trainings
	• Safe shelter for pets
	• Abuser repository for guns
	• Shelter and housing assistance
	• Probation conditions
	• Pre-trial conditions
		• # of calls for police responses to domestic violence
		• # of prosecutions for domestically related crimes
		• # of lethality assessment screens
		• # of victims applying for protective orders
		• # of victims being granted protective orders
		• # of victims utilizing safe visitation/exchange centers
		• # of convicted abusers required to wear tracking monitors
		• # of follow up calls and meetings with survivors
		• # of staff attended trainings
		• # and type of crisis services provided
		• # and type of transitional services provided
		• # and type of therapy services provided
		• # and type of legal services provided
		• # and type of transportation services provided
		• # and type of housing services provided
		• # of safety plans created
			• Increase in intentional safety planning
			• Increase ways to plan for safety
			• Increase engagement with programs and supportive services for victims
			• Increase healthy support systems
			• Decrease in time from abuse to receiving help
			• Decrease in victim risk/threat/lethality
			• Decrease isolation
			• Decrease trauma symptoms
			• Decrease in number of violence incidents by perpetrators

Assumptions: Only perpetrators can effect change on # of incidents of abuse, however victims can become more intentional in their safety planning, regardless if perpetrator attempts to harm, AIP (contents are appropriate for targeted behaviors, clients are capable of change, staff are qualified, success of the program is measured by low recidivism), mandatory reporting for gun seizures will require legislation and would need to be funded

External Factors: Protective orders and other legal actions to decrease harm, access to victim services and tools, type of abusive partner, are they likely to follow protective order and stay away/likely to change?, community denouncement of domestic violence, assign responsibility to abuser, there are political agendas in the field of domestic violence, some of the funds come from the federal government and those funds are discretionary, victims' willingness/ability to receive services to protect themselves and their children

Victims are Self-Sufficient

Providers	Activities	Outputs	Outcomes
• Therapists • Support group facilitator • Victim services staff • Domestic violence programs • Legal services programs and attorneys • Department of social services • Academic institutions and community colleges (career development/ESL classes) • Housing programs • Law enforcement • Financial institutions • Job training programs	• Safety planning • Therapy/counseling ▪ Support groups • Information and referral for housing assistance and economic empowerment services • Permanent housing • Obtain employment, established a career/started a business • Job placement services • Financial literacy classes • Family maintenance support • Transportation and other material assistance • Transportation for protective orders provided by law enforcement • Child care • Obtain child support • Learn English as a second language • Restructured debt/credit • GED classes • Crisis shelter • Enroll in healthcare with employer/enroll in Medicare/Medicaid • Connection to community safety net resources	• Pre and post budget • Court restitution of the offender • # of people accessing homeless shelter beds • # of victims who gain employment • # of victims who start their own business • # of victims who obtain training/education after seeking services • # of survivors attending counseling and support groups • # of survivors receiving legal advocacy • # of cases with legal representation in Consumer Law Matters • # of victims who obtain permanent housing	• Increase ability to meet basic needs • Increase ability to support self and family, • Obtain permanent housing • Obtain permanent transportation • Increase financial stability and live independently • Increase in control over finances • Decrease dependence on abuser for income • Decrease in debt • Decrease need for public benefits support • Decrease amount of public benefits received • Increase employment among victims • Increase in victim's ability to manage household expenses on their own • Increase in education skills

Assumptions: Constant abuse creates physical limitations on social and emotional stability (can't attend work with broken bones, etc.), the ongoing psychological effects of trauma can hinder stability of goals (loss of concentration, depression, etc.), survivors need both social (housing, economic) and emotional (trauma symptoms, social support) stability to achieve self-sufficiency

External Factors: Stalking, severity of abuse and injury, access to community safety net resources, abuser who are required to send family maintenance or child support payments but do not comply, individual police departments level of interest or ability

Victims & Community are Aware

Providers	Activities	Outputs	Outcomes

• Domestic violence programs
• MD Crime Victims Resource Center
• Faith based organizations
• Schools, colleges, universities
• AIP facilitators
• Hospital based programs
• Community centers
• Domestic Violence Coordinator with law enforcement
• Law enforcement
• Outreach programs/specialists
• Crisis advocates
• Media
• Prosecutors
• Courts
• MNADV
• Legislature
• Victims
• Therapists
• Case managers
	• Education
	• Outreach
	• Therapy/counseling
	  ▪ Support groups
	• Assistance with connecting to resources
	  ▪ Advocacy/case management
	• 24-hour crisis hotline
	• Training sessions
	• Develop curriculum about trauma and its effects on children and adults
	• Community presentations on domestic violence and awareness
	• Outreach to AIP participants' victims
	• Social media communications and resources
	• Focus groups
	• Legislative briefings for victims
	• AIP participants
	• Lethality screenings
		• # of domestic violence educational awareness events
		• # of participants in educational awareness events
		• # of activities promoting domestic violence services
		• # of culturally appropriate information disseminated
		• # of victims engaged in legislative education processes
		• # of referrals
		• # of focus group participants
		• # of support group participants
		• # of support groups provided
		• Development of teen dating and trauma curriculum
		  ▪ Effects on children and adult's curriculum
		• # of trainings provide using curriculums
		• # of lethality screens
		• # screened high danger
		• # of AIP groups provided
		• # of AIP participants
		• # of times victims received services
		• Length of time engaged in services
		• # and types of legislative initiatives supporting outcome/goal
			• Increase victim holding abuser responsible
			• Increase community holding abuser responsible
			• Decrease abuser holding victim responsible
			• Increase community's knowledge
			  ▪ Effects on children, teen dating violence, healthy relationships, dynamics of domestic violence, programs and services
			• Increase victim's knowledge
			  ▪ Dynamics of domestic violence, effects on children, service providers and community resources, legal options (criminal and civil), rights and compensation, healthy relationships, awareness of risk/lethality, physical and psychological effects of trauma caused by others
			• Increase victim's healthy support systems/social connectiveness
			• Increase self-worth/self-esteem
			• Assign responsibility of abuse
			• Increase public denouncement of domestic and family violence
			• Increase victim's engagement of services after outreach

Assumptions: Survivors/community must know that abuse is not okay, they don't have to live this way, they know help is available and can access resources, many victims do not recognize or understand litigation abuse as form of domestic violence

External Factors: Enough community programs to provide help, education is meaningful to audience, stability factors are not compromised if survivor seeks help, budget limitations, law enforcement's level of interest in training (manpower and funding constraints on police departments)

Immigrant/Non-English Speaking Victims
Victims & Community Are Aware, Victims are Safe, Victims are Self-Sufficient

Providers	Activities	Outputs	Outcomes
• Courts • Victim Advocates • Victim Assistance • Legal Programs • Domestic Violence Programs • Family Justice Centers • Coalitions • Interpreters • Translators • Programs that Immigrant victims trust • Immigrant Community • Faith Based Organizations • Law Enforcement • Prosecutors & Attorneys • Judges • Health and Mental Health Providers	• Secure Technical Assistance training on language access plans from API Institute on gender based violence for advocacy, legal, police, prosecution agencies • Identify language resources in State that could be shared and utilized by all programs • Require certification by all federally authorized agencies • Police, Prosecutors and courts receive U/T visa certification training • Lethality Assessments conducted in the State include immigration related abuse • All agencies distribution information on VAWA, T, U and SIJS screen early and help immigrants apply • Courts and attorneys receive training on child support as part of protections, child and spousal support cases • Screening for relief of children • Courts receive training - SIJS • Provide annual training about legal rights and options for immigrant victims • Develop evaluation tools for training i.e. pre and post • Identify data collection occurring • Develop short victim surveys that providers can use with immigrants they serve • Examine the system for providing interpreters by each profession • Utilize multi-lingual training material • Identify top 10 LEP languages and foreign born populations in MD • Utilize existing multi-lingual brochures that can be adapted for MD • Identify qualified translator for top 10 languages spoken in MD	• # of trainings for diverse professionals conducted • # of legal rights topics covered in training • # and types of professionals trained • # of service providers aware of benefits/services available • # of victims aware of legal options and program resources • # of materials distributed by language, geographic locations • # of immigrant serving platforms utilized i.e. radio, TV, social media • # of agencies with language access plans • # of agencies with bilingual staff or contracting with interpreters • # of immigrants served • # of immigrants with pending/approved applications by immigration case type • # of immigrants eligible but on a wait list • # of U, T Visa certification signed or denied by agency • # of agencies doing safety planning related to immigration threats or related abuse • # of victims in which qualified interpreters were used at crime scene • # of immigrants receiving PO & Peace Orders • # of victims receiving benefits (health care, driver's licenses, state tuition, food stamps) • # of victims receiving child and spousal support • # of immigrant victims' children filing or receiving SIJS status	• Increase victim and community holding abuser responsible • Decrease abuser holding victim responsible • Increase victim's and community's knowledge ▪ Dynamics of domestic violence, effects on children, service providers and community resources, legal options (criminal and civil), rights and compensation, healthy relationships, awareness of risk/lethality, physical and psychological effects of trauma caused by others • Increase victim's healthy support systems/social connectiveness • Increase self-worth/self-esteem • Increase public denouncement of domestic/family violence • Increase victim's engagement of services after outreach • Increase in intentional safety planning • Decrease in time from abuse to receiving help • Decrease in victim risk/threat/lethality • Decrease isolation • Decrease trauma symptoms • Decrease in number of violence incidents by perpetrators • Increase ability to meet basic needs, support self and family • Obtain permanent housing and transportation • Increase in education skills • Increase employment among victims • Decrease amount of public benefits received • Decrease in debt • Increase financial stability and live independently

Law Enforcement Agency
Victims & Community Are Aware, Victims are Safe, Victims are Self-Sufficient

Providers	Activities	Outputs	Outcomes
• Courts • Law enforcement • Law enforcement stakeholders • Law enforcement partners • Community partners • MSP Gun Center • Advocates • State's Attorney's • Community • Maryland Police and Correctional Training Commission • School Resource Officers (SRO)	• Victims video conferencing to testify in court proceedings • Secure AV equipment in courts to allow victims to video conference • Develop a task force to identify efficient and effective methods to promptly serve victim with protective orders • Establish an abuser repository • Develop a comprehensive uniform LAP reporting form • Identify and report cases where domestic violence crimes were committed in the presence of children • Law enforcement training • Hire Domestic Violence Coordinators within law enforcement • Establish Special Victims Units within law enforcement • Secure child custody exchanges • Law enforcement providing victims transportation to courts/commissioners offices to obtain protective orders • Input protective orders • Follow up with victim • Maintenance of property rooms (eg guns) • Develop DV training awareness programs for SROs • Evidence-based prosecution model • Collection of evidence • Law enforcement interaction with victim/children/witnesses at the scene	• # of courts allowing victims to video conference into the court proceedings • # of victims receiving protective orders • # of guns seized from domestic violence offenses • # of lethality assessment screens conducted • # of domestic violence cases committed in the presence of children • # of law enforcement trained on how to communicate with victims • # of victims received transportation by law enforcement to obtain protective orders • # of re-offenses • # of follow up calls to victims by law enforcement	• Decrease re-victimization • Increase reporting of gun seizures resulting from domestic violence offenses • Decrease in victim risk/threat/lethality • Increase penalties for offenders who commit domestic violence crimes in the presence of children • Decrease fear and intimidation offender has over victim • Increase victims' positive outlook towards law enforcement • Increase support by law enforcement to victims • Increase victims' knowledge of services by law enforcement

State's Attorney's Office
Victims & Community are Aware, Victims are Safe, and Victims are Self-Sufficient

Providers	Activities	Outputs	Outcomes
• Assistant State's Attorneys • Legal Assistants • Victim Coordinators	• Prosecute offenders • Designate specialized domestic violence prosecutors, legal assistants and victim coordinators where possible • Train all SAO staff on domestic violence prosecution and victimization • Coordinate with victim service providers • Connect victims to community safety net resources, including victim relocation support • Distribute information about local services to victims • Certify U/T Visas where appropriate • Train law enforcement • Educate community members • Educate teenagers • Adopt culturally sensitive policies • Offer multi-lingual support to victims • Utilize Domestically Related Designation where appropriate • File sentencing enhancements for crimes committed in the presence of a minor where appropriate • Participate in multi-disciplinary teams, including fatality review • Request pretrial conditions, including GPS, that address victim and community safety • Request probation conditions, including AIP participation, that address victim and community safety • Utilize trauma-informed methodology when speaking to/interviewing victims • File timely motions to revoke bond where appropriate • File violations of probation where appropriate • Evidence-based prosecution model • Vertical prosecutions	• # cases prosecuted • # of jurisdictions with specialized divisions • # of SAO staff trained • # of victims referred to services • # of victims aware of service providers and available resources • # of victims receiving relocation support • # of victims receiving U/T Visas • # of law enforcement members trained • # of community members educated • # of teenagers educated • # of victims receiving services in a language other than English • # of cases receiving DRC designation • # of cases with enhanced penalties for crimes committed in the presence of a minor • # of cases discussed by multidisciplinary teams • # of cases with pretrial conditions • # of cases that include AIP as a probation condition	• Increase criminal justice system holding offender accountable • Increase victim holding offender accountable • Increase community holding offender accountable • Decrease offender holding victim responsible • Increase offender compliance with pretrial supervision • Increase offender compliance with probation conditions • Increase number of cases designated DRC • Increase number of cases of enhanced penalties for crimes committed in presence of a minor • Increase community awareness • Increase victim awareness • Increase victim's healthy support systems/social connectiveness • Increase self-worth/self-esteem • Increase public denouncement of domestic and family violence • Increase victim's engagement of services after outreach • Increase in intentional safety planning • Decrease in victim risk/threat/lethality • Decrease isolation • Decrease trauma symptoms • Decrease in number of violence incidents by perpetrators • Increase ability to meet basic needs, support self and family • Increase victim access to culturally sensitive support • Increase victim access to multi-lingual support

Application of the Strategic Plan Outcome Based Programming

The following outcomes and activities for each goal are provided as examples. The Family Violence Council recognizes that as Outcome Based programming and reporting evolves, there will be other specific Outcomes and methods to evaluate the effectiveness of programs and services.

Goal	**Victims are Safe**
Outcomes	Increase intentional safety planning, increase ways to plan for safety, decrease risk/threat, increase awareness about domestic violence
Participation	Domestic Violence Program
Activity	Case Management Sessions
Measurement Tool	HRM Safety Planning Score, Dutton's Threat Appraisal Scale
Timeline	Case Manager does Safety Planning Measure after each interaction with victim; Victim does On-going Threat Appraisal Score
Outputs	# of Case Management interactions with client, # of measures completed
Benefits	Victims become empowered to manage their safety and threat, more informed about power and control dynamics through understanding types of threats

Goal	**Victims are Self-Sufficient**
Outcomes	Increase in ability to meet basic needs, increase in control over finances
Participation	Legal Services/Accompaniment Program or Economic Empowerment Program
Activity	Assistance Obtaining Final Protective Order or Divorce and Custody, Enforcement of Court Orders
Measurement Tool	Ability to Meet Basic Needs Survey
Timeline	Pre Final Protective Order or Divorce and Custody Case, post Final Protective Order or Divorce and Custody Case
Outputs	Amount of family maintenance ordered by court, amount of child support ordered by court, number of court cases
Benefits	Victims have more financial resources to support self and children, more stable income

Goal	**Victims & Community are Aware**
Outcomes	Decrease in abuser assigning abuse to victim
Participation	Abuser Intervention Program (AIP)
Activity	AIP Group
Measurement Tool	Assigning Abuse Questions
Time Line	First Support Group Session and last Support Group Session
Outputs	# of sessions provided
Benefits	Abuser came to accept they are responsible for the abuse

Goal	Victims are Aware
Outcomes	Increase in assigning abuse to the abuser, increase healthy support systems through other support group participants and support group facilitator
Participation	Domestic Violence Program
Activity	Support Group – 8 weeks
Measurement Tool	Assigning Abuse Questions
Time Line	First Support Group Session and at the last Support Group Session
Outputs	# of sessions provided
Benefits	Victims know where to find help and support, understand more about domestic violence

Goal	Community is Aware
Outcomes	Increase assignment of abuse to abuser, increase knowledge about domestic violence, increase awareness of resources
Participation	Outreach Programs/Specialist
Activity	Presentations
Measurement Tool	Beliefs and attitudes about domestic violence, assignment of responsibility for abuse
Timeline	Pre and Post Presentation
Outputs	# of presentations, Topics presented, # of people trained
Benefits	Community holds abuser accountable, community provides healthy support systems for victims

Examples of Possible Measurement Tools

- House of Ruth Maryland (HRM) Safety Planning Score
- Risk Assessment
- Mid-Shore Council on Family Violence (MSCFV) Ability to Meet Basic Needs
- MSCFV Victims Assignment of Responsibility
- MSCFV Abuser Intervention Program – Assignment of Responsibility
- MSCFV Community Feedback Form
- Dutton's Threat Appraisal Scale
- Stages of Change (Prochaska and DiClemente)
- Beliefs & Attitudes Survey
- Maryland Network Against Domestic Violence (MNADV) Lethality Assessment
- HRM Social Connectedness Scale
- HRM Responsibility for Abuse Scale
- HRM Public Intimate Partner Violence (IPV) Knowledge
- Beck Depression & Anxiety Scales
- Trauma Symptoms Scale
- HRM Social Connectedness Scale
- Post Traumatic Symptom Checklist
- Acceptance of Couple's Violence Scale (Foshee, Fothergill and Stuart)

- Campbell's Danger Assessment
- Social Media Analytics
- Washington College GIS Mapping

Evidence Based Practices and Research to Support the Family Violence Council Strategic Plan

Agencies and programs can demonstrate the success of their programs by aligning with best practices and evidence-based programs. The following reports and research support the Family Violence Council's strategic plan and its goals.

2016 Biennial Report to Congress on the Effectiveness of Grant Programs Under the Violence Against Women Act

The 2016 Biennial Report to Congress on the Effectiveness of Grant Programs Under the Violence Against Women Act details ways Violence Against Women Act (VAWA) grantees are using VAWA funds to help victims and administer justice. Under the section 'Effectiveness of VAWA Funding', the report outlines how a coordinated community response, criminal justice response, and services to victims and families can provide positive outcomes to domestic and family violence victims. The services and outcomes outlined in the Family Violence Council's Strategic Plan align with those included in the 2016 Biennial Report.

Examining the Evidence: How Domestic Violence Programs Promote Survivors' Social and Emotional Well Being

The Domestic Violence Evidence Project looked at empirical evidence for four common domestic violence services: emergency shelters, advocacy, counseling, support groups. Their research shows that as a result of a shelter stay, survivors report increased feeling of safety, increased feeing of hope, increase in knowledge about domestic violence and its effect on themselves and their children, increase in self-efficacy, decrease in isolation, and a decrease in trauma related symptoms. All of these outcomes align with the Family Violence Council's Strategic Plan. The research on outcomes for advocacy, counseling and support groups also support the outcomes within the Family Violence Council's Strategic Plan.

Civil Protection Orders and Subsequent Intimate Partner Violence and Injury

One approach to preventing subsequent violence against women is obtaining civil protection orders. A study was conducted to compare victims of intimate partner violence who obtained protection orders with those who did not to determine characteristics that might alert clinicians or others to a woman's readiness to obtain such an order, and to assess the association between obtaining a protection order and the risk of subsequent intimate partner violence an injury. The study consisted of three telephone interviews, about one month after the incident, 4.8 months after the incident and 9.4 months after the incident. Researchers found that women who had protection orders were less likely than those who did not to be contacted by the abuser, to experience injury or weapons threats, and to receive abuse-related medical care between the first

and second follow up interviews. This study supports the outcomes for family violence victims as presented in the Family Violence Council's Strategic Plan.

The Kentucky Civil Protective Order Study: A Rural and Urban Multiple Perspective Study of Protective Order Violation Consequences, Responses and Costs

This study examined aspects of protective orders in Kentucky, focusing on rural and urban jurisdictional differences in the protective order process, protective order outcomes, costs of portative orders, economic impact of protective orders on victims and societal costs of partner violence. The study found that without justice system interventions, partner violence offenders are likely to continue a variety of criminal behaviors because partner violence is a pattern of criminal behavior. The study noted that women who received a portative order saw a decrease in abuse, decrease of fear of future harm, and decrease in distress due to the abuse. These results support the Family Violence Council's Strategic Plan.

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APPENDIX C: Certified Abuse Intervention Programs

In 2018, the number of Certified Abuse Intervention Programs within the State of Maryland consisted of the following:

Abused Persons Program, New Beginnings Abuser Intervention Program
Alcohol & Drug Intervention (ADI)
Calvert County Health Department, Crisis Intervention Center Abuser Intervention Program
Citizens Assisting and Sheltering the Abused (CASA), Inc., Positive Choices Abuser Intervention Program
Catoctin Counseling Center
Center for Abused Persons
Dove Center (DVSARC), Abuser Intervention Program
Family and Children's Services, Abuser Intervention Program
Family Crisis Center of Baltimore County, New Behaviors Group Program
Family Crisis Center of Prince George's County, Inc., Abuser Intervention Program
Family Crisis Resource Center, Abuser Intervention Program
HARBEL Community Organization, Inc., Harbel Prevention and Recovery Center
Heartly House, Abuse Intervention Program
HopeWorks of Howard County, New Behaviors Program
House of Ruth Maryland, Gateway Project
Life Crisis Center, Inc., Domestic Abuser Intervention
Mid-Shore Council on Family Violence, Abuser Intervention Program
My Covenant Place, Alpha Project
North Carroll Counseling Center, Abuser Intervention Program
Project Chesapeake
Relational Excellence, Engaging Men's Program
A Renewed Mind Behavioral Health Center, Abuser Intervention Program
Sexual Assault/Spouse Abuse Resource Center (SARC), Inc., Abuser Intervention Program
Si Puedo, Abuser Intervention Program
Synergy Family Services, Inc.
The Engaging Men's Program
TurnAround, Abuser Intervention Program
Walden Sierra, Crisis and Trauma Program
YWCA of Annapolis and Anne Arundel County