

ANNOTATED TRAINER'S GUIDE

Training Module **6**

Tools for Getting Started

Training Module 6: Tools for Getting Started

Length: 60-90 minutes

Objectives:

- Design a unique service provision program for incarcerated survivors of sexual abuse and sexual harassment
- Implement new strategies to build positive relationships with corrections staff
- Author and institute effective memoranda of understanding
- Address common concerns of advocates related to serving incarcerated survivors

Materials:

- Module 6 PowerPoint slides
- Handouts
 - Internal Program Plan Questions
 - External Program Plan Questions

How to Use This Guide¹:

This guide is intended to support the material presented in the PowerPoint presentation for trainings on “Tools for Getting Started” (Module 6). The left column has a copy of each slide in the presentation; the right column has instructions on how to present the slides. The italicized text contains directions for the trainer. The text not in italics is a sample script.

Module 6 is intended to lead centers through a discussion about building relationships with corrections facilities, help identify ways to improve such relationships, and help address some common concerns advocates have before starting work with corrections. As such, this module is most helpful for centers that are beginning work with corrections facilities in general, or a specific corrections facility, for the first time.

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Trainer’s Narrative/Notes

Slide 1



- *[Welcome participants enthusiastically and set a positive and energetic tone for the training.]*
- Just a quick note on language. We will use the terms “victim” and “survivor” interchangeably during this training.
- Also, the terms “inmates,” “prisoners,” “residents,” and “detainees” will be used interchangeably to refer to incarcerated people. The term “residents” usually will refer to youth.

Slide 2



- *We will begin with an overview of the training session, and by taking some time to introduce ourselves.*
- *[Give a brief, two-to-three sentence introduction to develop a connection and establish credibility with the audience. Introduce yourself, your current work, and background, and describe why this training is important to you. Ask participants to do the same; encourage participants —particularly those who have experience in detention settings — to share their own understanding of corrections culture and strategies for navigating it.]*
- *[Review the agenda.]*
 In this module, we will:
 - Talk about program planning
 - Discuss strategies for partnerships
 - Review how to craft written agreements
 - Discuss how to address common concerns of advocates

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Objectives

By the end of this session, you will be able to:

- Design a unique service provision program for incarcerated survivors of sexual abuse and sexual harassment
- Implement new strategies to build positive relationships with corrections staff
- Author and institute effective memoranda of understanding
- Address common concerns of advocates related to serving incarcerated survivors

- By the end of this session, you will be able to:
 - Design a unique service provision program for incarcerated survivors of sexual abuse and sexual harassment
 - Implement new strategies to build positive relationships with corrections staff
 - Author and institute effective memoranda of understanding
 - Address common concerns of advocates related to serving incarcerated survivors
- *[Trainers should note that this module is intended to lead centers through a discussion about building relationships with corrections, to help identify ways to improve relationships, and to help address some common concerns advocates have before starting work with corrections. As such, this module is most helpful for centers that are beginning work with corrections facilities in general, or a specific corrections facility, for the first time.]*

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Program Planning

- In this section, we will talk about developing a service program plan for incarcerated survivors by talking through a scenario.

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Scenario

You're the Director of Client Services at your local rape crisis center. You recently attended a webinar about PREA and realize that the local county jail in your service area has not contacted your agency about providing services to incarcerated survivors.

You think your agency has the capacity to provide rape crisis services to the jail inmates.



- *[Read the scenario.]*

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What do you do first?

- A. Send an email right away to the Sheriff's Office letting them know that your agency would like to provide in-person services to inmates in his jail to comply with PREA.
- B. Discuss it with your board, staff, and volunteers.
- C. Start researching who the PREA Coordinator is at the jail and what the facility is required to do to be in compliance.

- *[Solicit responses from the group.]*
- The correct answer is B, "Discuss it with your board, staff, and volunteers." Before you reach out to outside parties like corrections agencies, you want to check-in with the board and staff at your organization. Checking-in will help to ensure board, staff, and volunteers alike have a solid understanding about why providing these services is important. It will also give your organization the opportunity to develop a strong program plan to guide your efforts.
- A reasonable second step would be to do some research to make sure you understand the relevant Prison Rape Elimination Act (PREA) standards and have the name of the best contact person at the jail.

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Step 1: Getting Started

- Develop goal for program for providing services
- Create space for your board, staff, and volunteers to openly discuss serving incarcerated survivors
- Listen to your staff's concerns
- Identify your organization's capacity
- Training
- Staffing
- Funding



- *[Refer to the Recalibrate section of the handout titled Internal Program Plan Questions, which can be found at <https://goo.gl/bZsD4f>. Respond to question 1.]*
- **Getting Started:** PREA and changes in the attention paid to the needs of incarcerated survivors that have come with PREA create the opportunity for rape crisis centers to work with their local detention facilities to provide rape crisis services to incarcerated survivors in their communities. We are going to talk now about how to build a victim services program for survivors behind bars.
- Before developing a **program plan** for incarcerated survivors, it is imperative to develop a clear and definitive **program goal** that is directly tied to your organization's mission. Having a clear goal is critical because you may have to present, and justify, the program to an audience of board members, staff, volunteers, corrections officials, funders, the public, and survivors who may be weary, skeptical, and/or unfamiliar with how this new program relates to your ongoing work and why it is an important use of resources.
- Working with incarcerated survivors and detention facilities can bring out very strong feelings because the work both highlights and challenges some fundamental beliefs that underlie sexual assault work. Serving incarcerated survivors forces us to ask the questions: who deserves to be safe, who perpetrates sexual abuse, who can be a victim of sexual abuse, who is responsible for structural violence, who is in prison, and what can we do about it? It brings to light the reality that racism, poverty, homophobia, transphobia, sexism, and the inhumane prison conditions of mass incarceration directly contribute to the numbers of sexual abuse victims in custody.
- **Your goals and mission:** *[Instruct participants to refer to the handout and to write a goal for their service program for incarcerated survivors. Have them respond to the following question: how does this goal further the mission and/or vision of your organization? Then facilitate a share out with the larger group.]*
- **Examples of potential responses: Because...**
 - We envision a world free from all forms of violence and oppression, where communities are safe and there is compassion for all.
 - We deliver the highest quality of comprehensive treatment for all survivors.
 - We believe all survivors deserve services.
 - We assert there are no bad victims.
 - We acknowledge that incarcerated survivors are part of the community.
 - We recognize that inside detention facilities is where the most *underserved survivors of sexual abuse can be found.*

- We understand that helping people heal from abuse they experienced both inside and outside of detention will reduce recidivism and result in healthier individuals and communities.
- *[Ask for a volunteer to practice sharing how they might make this argument to a board or staff meeting. For example:*
 - *We believe all survivors deserve services. Therefore it is our goal to provide robust services to survivors of sexual abuse in the facilities in our service area.]*
- **Identify challenges:** It is important to give space for your board, staff, and volunteers to share their concerns.
- Let's take a moment to anticipate some concerns that might come up. Planning ahead can help you to be prepared with a response that is tied to the mission for your organization.
- Some common concerns include: capacity and resources, advocate safety, difficulties of working with corrections agencies, a belief that prisoners do not deserve rape crisis services, a misperception that all necessary services are provided by the corrections agency, a belief that rape crisis advocates are not qualified to provide services to prisoners.
- **Capacity Assessment:** Finally, conduct an assessment of your organization's capacity to provide these services. Consider:
 - Funding
 - While it is common to want to provide a comprehensive set of services, it may be more practical to start with a few services and then expand from there.
 - Consider starting with the most needed and cost- and time-efficient services: hospital accompaniment and written correspondence.
 - Staffing
 - Some facilities may want to designate work with incarcerated survivors to one staff person, while others may distribute the work amongst a team of several staff, interns, and volunteers.
 - Training
 - Your staff may need additional training, to help understand the PREA standards, how to apply their usual tools to working with incarcerated survivors, and because incarcerated survivors may represent different demographic groups (i.e., men, people of color, LGBTI people, people with developmental disabilities, people with mental illness, people from metropolitan areas, poor people). While the fundamental advocacy principles are the same with any survivors, advocates can benefit from training that will help them to apply the principles with survivors with whom they are less familiar.
 - There are several resources to help with training: JDI (Just Detention International), PRC (National PREA Resource Center), your state coalition, other state coalitions, and rape crisis centers with more experience in this field.

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Step 2: Do Your Research

- Familiarize yourself with the PREA Standards and incarcerated survivors' rights
- Recognize corrections agencies need your organization in order to be in compliance with the PREA Standards
- Determine the corrections facilities in your service area
- Identify the PREA Coordinator or PREA Compliance Manager, other key people, like the Warden, Public Information Officer, PREA Investigators, Chief of Mental Health

- *[Refer to the Do Your Research section of the Internal Program Plan Questions handout. Respond to question 1.]*
- Familiarize yourself with the PREA standards by reading through them, watching webinars on JDI and PRC's website or designate a staff member or group of staff to take on this work. Given the prevalence of misinformation and lack of understanding of the PREA standards by advocates, corrections staff, and PREA auditors alike, it is even more important to understand this information for yourself and your organization.
- Recognize that the obligation to provide services to incarcerated survivors is on the prison, jail, lockup, or juvenile facility. Sometimes people who are not familiar with the PREA standards, frame it as the rape crisis center's obligation. However, as we talked about in Module 4, under the PREA standards, the corrections agency is required to make rape crisis services available to those in their custody.
 - If the local rape crisis center does not have the capacity to provide certain services due to staff, budget, or geographic constraints, the corrections agency must provide the services through an alternative community service provider or by training their own staff to act as an advocate (which has its limitations).
- *[Refer to the Do Your Research section of the Internal Program Plan Questions handout. Respond to question 2.]*
- Use the fact that corrections facilities are required to attempt to work with your organization in order to come into proper compliance with the PREA standards to your advantage when negotiating your MOU and developing your relationship with corrections.
- Learn which corrections facilities are in your service area. With a quick Google search, look for federal, state, and county, prisons, jails, juvenile facilities, and community confinement facilities.
 - Keep in mind that sometimes a corrections facility may work with more than one rape crisis center for several reasons. For example, the hospital they use for exams is in one rape crisis center's service area while their facility is in a different rape crisis center's service area.
- *[Refer to the Do Your Research section of the Internal Program Plan Questions handout. Respond to question 3.]*
- Identify the agency PREA Coordinator, facility PREA Compliance Manager, and other interested parties. This may include the warden, assistant warden, public information officer, PREA investigators, chief of mental health, the head of the mail room, etc.)
 - Sustainability is about making a primary contact and at

least one secondary contact. Because just like rape crisis centers, staff often change positions, retire, or leave and you do not want to have to start the work all over again when your primary contact leaves.

- In some cases, the PREA Coordinator's designee or another staff member has a better sense of the practical day-to-day implementation work and the PREA Coordinator is less connected to the work. In that case, involve the designee or staff member in all your conversations.

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Step 3: Prepare

- Define your role as an advocate working with incarcerated survivors
- Define your goals for collaboration with the corrections facility
- Anticipate and develop responses to common concerns you anticipate from corrections staff



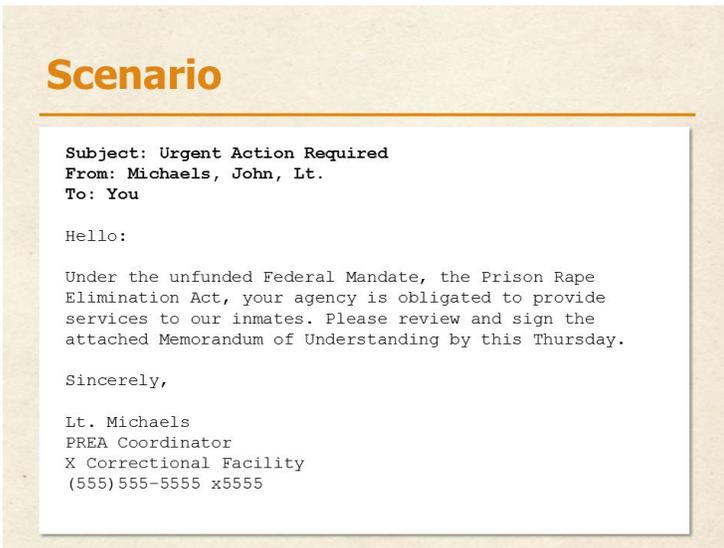
- *[Refer to the Prepare section of the Internal Program Plan Questions handout. Respond to question 1.]*

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- In this section, we will demonstrate strategies for successful partnerships with corrections by working through a second scenario.

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- You have been selected to be the corrections staff liaison at your organization. Just as you're ready to reach out to the PREA Coordinator at the local jail to start the conversation and see what the jail has already done in terms of providing services to inmates, you get this email from the very same person:
- *[Read the scenario.]*

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What do you do next?

- A. Delete the email immediately. This is not what you and your agency had in mind.
- B. Reply letting Lt. Michaels know that there's no way that your agency can agree to those terms. Unless they're up for negotiation, your agency can't help him.
- C. Check with your executive director first and then reply, letting him know that you would like to discuss this further in person.

- *[Solicit responses from the group.]*
- The correct answer is C, "Check with your executive director first and then reply, letting him know that you would like to discuss this further in person." First check-in and second be clear about your interest and availability to discuss providing services. This leaves the door open to the various possibilities (including not providing services) and documents your intent and response.
 - Have any of you been faced with a similar scenario?
 - Many rape crisis centers are faced with a similar scenario and some even receive many of these types of requests at once.
- PREA Coordinators and Compliance Managers often have a full workload unrelated to PREA and then are tasked to work on PREA with very challenging deadlines to prepare for an upcoming PREA Audit. This may give some context for actions that may seem rushed, abrasive, and out of touch.

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Step 1: Outreach

- Reach out by email *and* phone
- Request an in-person meeting
- Be clear about your interest in discussing the **possibility** of providing services



- *[Ask participants to refer to the External Program Plan Questions, which can be found at <https://goo.gl/6ET8eh>]*
- Whether you are responding to a request or you are reaching out to start a relationship, make your request for an in-person meeting by email and telephone. This demonstrates that you are easy to reach, genuinely interested, and again documents your intent and efforts.
- As we discussed in Module 4, the PREA standards require that facilities attempt to enter into relationships with rape crisis centers and provide documentation in order to pass their audit.
 - Unfortunately, some corrections facilities do not make a full faith effort to enter into a relationship with a rape crisis center.
 - This may take the form of: providing a MOU with unrealistic conditions, requesting a MOU turnaround with an impractical deadline, ignoring your emails and calls post PREA audit.
- Keep this email so you have a record to demonstrate your willingness to collaborate.
 - At some point a PREA Auditor (for more information about audits, see: www.prearesourcecenter.org/audit) should reach out to you to: 1) ask if you have worked with any survivors from the local detention facilities in your service area and 2) verify the detention facility's attempts to enter into a

- relationship to provide services to their prisoners with your organization and include your response in their reports.
- It is important to keep these emails because sometimes there is a disagreement about your willingness to work with corrections facilities or determining what services your organization is actually providing. For example, a corrections agency may:
 - Say your organization provides services, but provide the wrong number (i.e. office number or number to a different rape crisis center)
 - Provide your organization’s phone number or address without informing you, potentially preventing actual access
 - Say you have a relationship or MOU when you do not
 - Say you have a relationship based on an old MOU that was signed by your predecessors and of which your current staff are unaware

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Step 2: Initial Meeting

- Introduce your agency’s role in the community and the services you provide
- Discuss your interest in providing services to incarcerated survivors
- Establish a shared goal of eliminating sexual abuse
- Discuss the role of an advocate and learn about the role of corrections officials in working with a survivor of sexual abuse



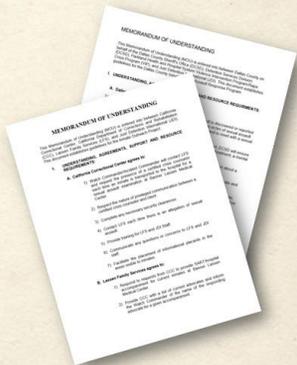
- Although we called Step 2 the initial meeting, understand that you do not have to complete these tasks in the initial meeting. In fact, it may be easier that some of these tasks are covered via phone calls, emails back and forth, and/or a series of meetings.
- While you can build the entire relationship over phone and email, it is best to meet in-person at least once, in order to develop the rapport, familiarity, openness, and trust that is necessary in any long-term relationship between organizations.
- Most corrections agencies are very insular and may not even know that your agency exists until now. Therefore, talk about your role in the community and the services that you provide, and point them to your website (or invite them to visit your offices). Generally, when you explain what you do and talk about ongoing collaborations with parties like local law enforcement, other detention facilities i.e., county jails, the district attorney, the facility you are working with can appreciate the importance and value of your services.
 - If possible, bring your lead advocates, so they can meet and build relationships with the correction staff they will be working with.
- Talk about your organization’s interest in providing services and the goal for your program.
- Talk about what you have in common and your shared goal of eliminating sexual abuse in detention. Ask the correction officials and staff about their role and protocol in working with survivors of sexual abuse at their facility. Then discuss how you see your role in supporting their work.

- As discussed in Module 2, safety and security of their facility, their staff, the community at-large, and inmates is their priority. If you can frame the importance of providing services in this way, they will be more receptive to what you have to say.
- Finally, talk about your duties and obligations to the state and your organization and how they may be different from theirs.
 - Gain fluency in each other’s language and culture as much as possible. Make sure to share acronyms and discuss interpretations of key concepts like confidentiality and safety.
 - You will have an opportunity later in this module to practice talking about confidentiality.

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Step 2: Initial Meeting (continued)

- Learn about the facility’s basic protocol in responding to reports of sexual abuse
- Discuss what the services may potentially look like within the facility
- Discuss anticipated concerns and challenges on both sides
- Create plan for next steps



- Learn about the basic protocol and procedures for responding to reports of sexual abuse. See Module 5 to identify the most important protocols and procedures to learn.
- Discuss what services may look like in application. If you already have services in place, talk about gaps, areas of strength, and areas for improvement. If you do not already have services in place, talk about how you envision the services that your organization currently has the capacity to provide.
- Create the space to talk openly about anticipated concerns and challenges.
- Finally, create a plan for next steps. Here are a couple ideas for next steps: draft and review MOU, tour the facilities, arrange for cross trainings, schedule regular meetings, ensure your staff meet their security clearance protocol, etc.
 - Conducting regular cross-trainings which ensures that all participants have a clear understanding about the purpose and importance of each other’s roles.
- *[Instruct participants to share some of the possible next steps that they wrote in their handout.]*

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Tips: Meeting

- Frame your services as an asset
- Use the PREA standards as a tool
- Remember, the corrections agency needs your agency to properly implement the standards



Photo: Associated Press/Elaine Thompson

- Like staff in any other field, corrections staff want their jobs to be easier. If you can frame your services as an asset that will enhance operations, reduce litigation, improve public credibility, and ultimately make their jobs easier, they will be more likely to work with you.
- The PREA standards are a helpful tool that you can use to develop the initial parameters and establish the foundation of your relationship. See Module 4 on using the PREA standards as a tool.
- Proper PREA implementation requires corrections agencies to make genuine efforts in good faith to work with a rape crisis center. Every corrections facility in the US is required to undergo a PREA audit every three years. Your organization can take advantage of the fact that PREA implementation is still at the forefront of many corrections administrators' minds and use it as leverage in your negotiation. "Help us help you, pass your PREA audit and keep prisoners safe from sexual abuse in detention."

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Framing Your Services

Your services will lead to benefits such as:

- More resources
- Better investigations
- Improved response to survivors
- Safer facilities
- Participation in SARTs
- Assistance with PREA Compliance



- You are all experts at framing your services as a benefit to various institutions like the military, universities, religious institutions, the county, the city, etc. and other large institutions that have historically been unfamiliar and even skeptical of your organization's work and role.
- Working with corrections is, in some ways, no different. When the corrections agency understands that your services lead to: better investigations, improved responses to victims of abuse, increased community visibility and credibility through participation in SARTs, PREA compliance, and overall safer facilities, they will be more invested in developing a strong relationship with your organization.
- If your organization can provide services such as in-person emotional support counseling, this goes beyond the required minimum services provided for in the PREA standards. Therefore, frame any such services as instrumental to helping them exceed the PREA standards and enabling them to be a national model in their field — and most importantly, helping to create a safer facility with a strong reporting culture around sexual abuse and sexual harassment.

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Step 3: The Follow-Up

- Send an email confirming your discussion at the meeting
- Draft or review your Memorandum of Understanding
- Invite the corrections department to join the community SART
- Continue with next steps and check-in



- As for the follow-up, document your meeting(s) and phone calls(s) by sending out the minutes in a thank you email.
- Draft and then review your MOU. We will talk about this in greater detail in the next section.
- After you have invited them to a SART, extend the formal invitation by signing them up through the email list serve. Including corrections staff in coordinated response meetings in the community can help to ensure that partnerships are sustainable beyond the individuals who begin the collaboration and show them how your organization is valued by all the SART participants.
- Schedule your next meeting and create a plan for next steps. It is important to stay in continued contact, so you do not fall off their radar after the initial momentum of the meetings has diminished.

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Tips: Building Relationships

- Be persistent
- Identify common ground and shared goals
- Build trust and establish relationships
- Be upfront and firm about your limitations



- Given corrections-community partnerships may be particularly difficult to sustain because of the differing philosophies, limited funding, and high staff turnover in the agencies, here are a few tips on building strong sustainable relationships.
- Just like all types of work, persistence is critical. Your determination and continued effort is key to a strong relationship.
- Always start with common ground and your shared goals; this will help build the space and comfort to discuss ideas that you disagree on.
- Be open and develop rapport and relationships beyond formal duties. To ensure continuity, community service providers should build with several people in their local detention facilities, such as PREA Coordinators, front-line custody officers, and agency leaders. Corrections, like rape crisis organizations, have high turnover. Although you may have built a strong working relationship with one person, they may be promoted, move to another agency, or retire, leaving you to start from scratch.
 - If you are aware someone may be leaving, request that they introduce you to a new point of contact and pass on the message that they trust and value your work.
- Be clear about your role and firm about your limitations. Corrections agencies and facilities also have budget constraints, rules, and laws that they need to abide by. If you

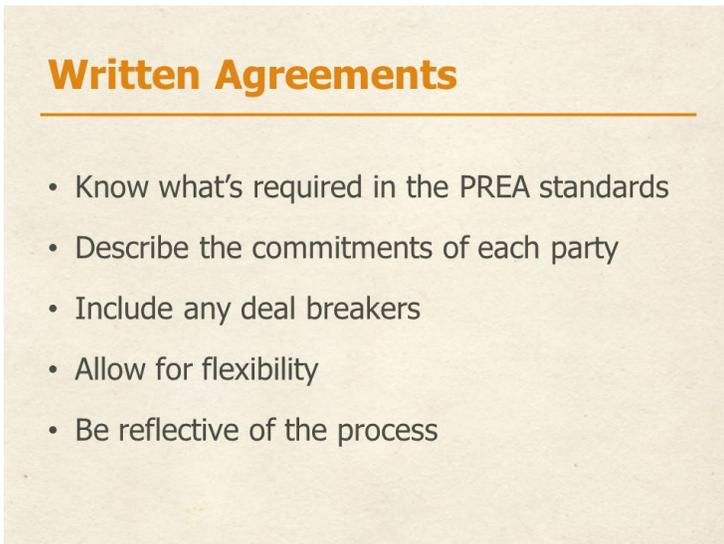
are up-front and open about your boundaries from the start, you can better manage their expectations. This will lead to a better quality relationship down the line.

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- In this section, we will talk about written agreements, also known as MOUs (memorandum of understanding or agreement) between your organization and the corrections agency.
- A MOU that formalizes each agency's role can be an effective tool to build and sustain partnerships between rape crisis centers and corrections agencies.
- A MOU requires both parties to agree to work together and lay out the terms of their partnership in writing. It should spell out the common understandings, clarify the kind of support that will be provided, and define the rights and responsibilities of each party involved. It also clarifies how regulations will be interpreted. While state law and the PREA standards provide a framework, an MOU will clarify how your organization will carry out its responsibilities under these policies and rules.

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- Know what's required in the PREA standards
- Describe the commitments of each party
- Include any deal breakers
- Allow for flexibility
- Be reflective of the process

- As we discussed in Module 4, PREA Standard 115.53 (c) states that the corrections "agency shall maintain or attempt to enter into memoranda of understanding."
- Know the basic services that corrections facilities are required to secure according to the PREA standards: access to advocates at forensic exams and investigative interviews, and emotional support through mail and phone. Include the services that you will provide and cite the standards to support their inclusion.
- Describe in detail the commitment of each party.
 - Remember that the core aspects of the agreement will include services, staff training, confidentiality, and institutional security.
 - Make sure that each party's section about commitments is balanced, so neither party feels like the work is unequal and that everyone feels their contribution is equally valued.
 - Avoid using jargon, convoluted wording or intricate legal terms; instead use language that makes the corrections facility and your organization feel important and vital to the relationship.
 - While you want to be specific, allow for flexibility like a change in staff.

- Finally, be reflective of the process. Negotiating an MOU increases both parties' awareness about their responsibilities to involve the other party in decisions or program policies.
- The process of actually negotiating an MOU helps parties build a better working relationship, better listening skills, and more empathy for the issues that the other group faces, like working with a limited budget or working in a volatile working environment.
- As Maria said in her video, a partnership between corrections and rape crisis centers is new for everyone and the learning curve is steep. So take your time, be patient, lead with deference, but hold your line during this part of the process—this piece is the foundation of your relationship.
- Take any next steps to finalize your MOU. While you may have the signing authority for your agency, it is very rare that the PREA Coordinator has MOU signing authority without it going through some internal process first. This is because corrections systems tend to have a clear and strict hierarchy.

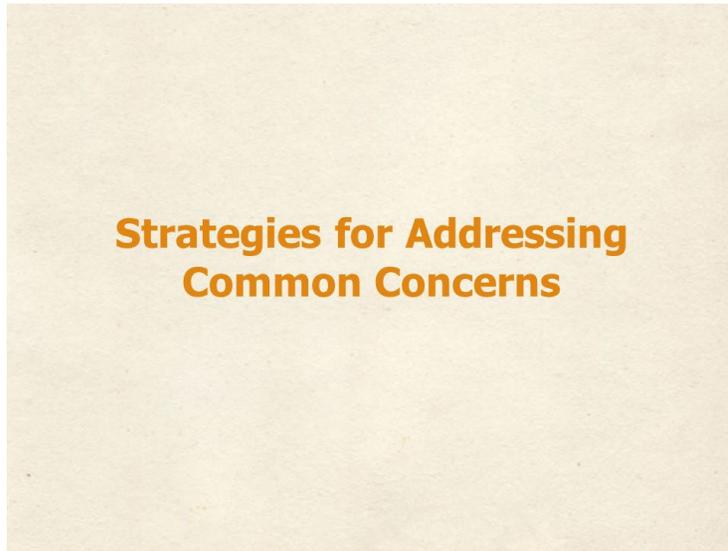
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Memorandum of Understanding Exercise



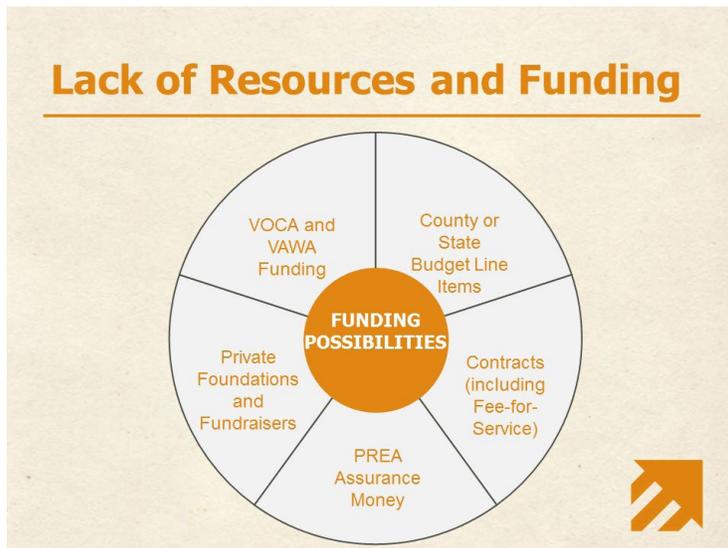
- *[Instruct the class to break into pairs. One person will represent the rape crisis center and the other person will represent corrections staff. Instruct them to review a sample MOU clause by clause and write down concerns and make edits from the perspective they represent. You can use a sample MOU found here, <https://goo.gl/lrF5xF>, or one being used by their agency. Facilitate a discussion.]*

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- In this section, we will review some common concerns that rape crisis centers have on an organizational level when it comes to developing a service program and providing services for incarcerated survivors.

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- One of the most common concerns among service providers is limited funding. In this section, we'll talk about the various funding possibilities.
- **Federal Sexual Assault Funding:** Community service providers are eligible for federal funding to establish programs that help all survivors of sexual abuse, including those who are incarcerated. This funding is allocated by the Department of Justice's Office for Victims of Crime (OVC) and its Office on Violence Against Women (OVW). The largest grant program is the STOP (Services, Training, Officers, and Prosecutors) Violence Against Women Formula Grant Program.
 - VOCA, OVC's State Victim Assistance Program, provides funding to states, which sub-award these funds to support direct services for crime victims — these are the grants that support rape crisis programs.
 - The Federal restriction against using VOCA money for serving incarcerated survivors has been lifted, effective August 8, 2016. It should be noted that state governments may place requirements or restrictions on the use of VOCA funds. Community service providers should check with their coalitions about the guidelines developed by their state victim services administration.
 - A smaller grant area, but one that can be used to serve incarcerated survivors, is the OVW Sexual Assault Services Program (SASP). The purpose of SASP is to provide direct services and advocacy for sexual assault survivors of all ages.
- For more information about Department of Justice funding

opportunities, see here: www.justice.gov/business/grants

- **PREA Assurance Funds:** PREA Assurance Money (also known as PREA set-aside money) — If a state is not in compliance with PREA, the Governor may make an assurance to the U.S. Department of Justice that no less than 5 percent of its funding from federal grants will be directed towards PREA implementation. While the vast majority of states are directing their PREA Assurance money towards their state’s department of corrections, some states like California, Georgia, and North Carolina are finding creative ways to use their PREA set-aside money to support individual service providers to do this important work. In California, the California Office of Emergency Services has decided to direct the funds into a project called CA Advancing PREA, in which the CDCR (California Department of Corrections and Rehabilitation), CALCASA, JDI, and the individual rape crisis centers throughout the state are working on establishing, formalizing, and strengthening relationships between the local rape crisis centers and the individual corrections facilities that they serve through MOU negotiations, cross trainings, and other relationship building activities.
- **Private Funding:** Private foundations and fundraisers — There are several funding trends that your work with incarcerated survivors may fall under. In line with President Obama’s My Brother’s Keeper Initiative, several large foundations have created a funding trend, increasing investments in improving lifelong outcomes for boys and young men of color. Also, Vice President Joseph Biden’s initiative 1 is 2 Many and the Office of Adolescent health work around teen dating violence and promoting healthy relationships has focused significant monies in this area. There are also funding trends around prevention and school-to-prison pipeline work. Take a look at your current programming and current funding trends, and look for the intersections or potential intersections. If you are already running life skills, healthy relationship, and prevention groups, see how you can continue that work into facilities or if you are already doing that work in facilities, how you can expand your programming to include abuse that occurs in detention, how can you reframe or modify some of the work you are already doing and see how your current funding or foundation grant money can cover costs for these program ideas.
- **Fee-for-Service:** In some circumstances, you can enter into fee-for-service contracts. There are some services that are more amenable to this arrangement than others. For example, you might be able to negotiate a fee-for-service contract if you: provide a training to corrections staff, write a curriculum for inmate education classes, or are featured in an inmate

education video. You may also be able to more easily negotiate a fee-for-services contract with corrections facilities that are run by private corrections companies like as GEO or CCA.

- **Tracking Hours:** One tip to keep in mind is to document the hours that your advocates put into providing services to incarcerated survivors. An aggregate of this data may be helpful for coalitions' use for advocacy work with state VOCA administrators and other state level lobbying for more funding to do this work. Also, this information can be helpful when applying for foundation grants.

Slide 25

Advocate Safety

- What if the survivor is in prison for sexual assault?
- What if the survivor threatens the advocate or makes them feel uncomfortable?
- What if there's an incident while the advocate is on-site?
- What if the corrections staff are unprofessional towards the advocate?



- The second most common concern are questions about advocate safety.
- *[Instruct participants to work in pairs and read the following questions. Ask them to share with their partners how they would respond, if their staff or volunteers asked these questions. Then facilitate a share-out.]*

Below are a few points you may discuss:

If the survivor was charged with sexual assault:

- Refer to your agency policies about serving people who have committed some form of abuse
- Determine if the survivor's primary needs now are around their own recent sexual assault
- Determine what services you can provide this person
- Focus on the victimization, not the reason for the person's incarceration
- Consult with your supervisor

If the survivor threatens the advocate or makes them feel uncomfortable

- Make sure your staff are trained to listen to their intuition and empowered to end interactions that do not feel safe
- Get to know the room(s) in which you will meet with survivors and position yourself so that you have access to the door or a phone
- Find out what safety precautions the facility takes with other community providers – personal alarms, rooms with windows or camera (but not audio) coverage

What if there is an incident while the advocate is onsite?

- Know the facility's safety and emergency procedures and follow them
- Become more comfortable by getting to know the facility staff and prisoner culture, demographics, and ways of

communicating

- Review your own organization's safety protocols
- Make sure your contact person knows where you are at all time.

What if the corrections staff are unprofessional towards the advocates?

- Stay in regular contact with your contact person whenever you are onsite
- If you feel unsafe, end the work in the facility for that day and communicate with your supervisor
- Assess the nature of the behavior. Is it safe for you to use this as an educational opportunity for staff? Is it important to document the behavior and report it to your contact person?
- Remember your commitment to serving all survivors, regardless of their background. Please know that JDI and other rape crisis advocates around the country have provided in person counseling for many years, and while there may have been some challenges, JDI is not aware of any incidents that have occurred involving advocates' safety. Most survivors are so relieved to have someone to talk to they wouldn't jeopardize that opportunity by making the advocate feel uncomfortable. That is not to minimize safety concerns, or say that advocates should not be cautious. It's just important to remember that survivors need your help and that most corrections staff will make your safety a priority.
- *[Then instruct participants to brainstorm additional questions that they pose to them and share responses they have given.]*

Slide 26

Differing Cultures and Priorities



- Another common concern that often comes up when providing services to incarcerated survivors is the difference between corrections' and advocates' cultures and priorities. *[Refer back to Module 2 for information about shared and divergent culture and priorities of corrections and advocates.]*
- *[Facilitate a discussion about how you navigate the cultural divide with law enforcement. How can this translate to your work with corrections?]*
- Here are a few points that you may discuss:
 - Maintaining and explaining your principles
 - Knowing when to be deferential and where to draw the line
 - Framing your work as making each other's jobs easier
 - Looking for and building upon commonalities

Slide 27

Providing Services in a Restrictive Environment



Photo credit: Alamy

- Finally, the last common concern we wanted to create space to talk about is providing services in a restrictive environment.
- *[Instruct participants to work with a partner. Identify three challenges when providing services in a restrictive environment.]*
 - Here are two scenarios that you may want to discuss:
 - When corrections staff instruct an advocate that they must meet in a place with very limited privacy, like the general visitation area
 - When staff announce that 'the PREA lady' is on the yard when the advocate comes to provide services, thereby outing prisoners as survivors
- *[Talk about the ideological and emotional challenges your staff may experience when faced with these circumstances. Think of tips you would give to an advocate faced with the above scenarios.]*
- *[Talk about any steps your organization may need to take in order to address some of the issues brought up in these scenarios.]*
- Below are a few tips you may share with your staff and volunteers doing the work.
 - Try to work with what you are given
 - Look for a comfortable alternative
 - Know your bottom line
 - Have a back-up plan
 - Follow up to make sure the concern does not happen again, if possible

Slide 28

What is one thing you learned from this toolkit that will help you to establish services for incarcerated survivors?

- *[Thank participants for their participation in the exercise. Ask them to identify one thing they learned during this module that will help them to be effective advocates. Ask each participant to answer the question, either in a round or “popcorn” style until everyone answers.]*
- *[Summarize the main points.]*

Slide 29



- *[Ask if there are any final questions.]*