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Unified Solutions Coaching & Consulting Group, Inc.

Training & Technical Assistance Project for Tribal Victim Assistance (TVA) Programs

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Addressing Stalking in Native American Communities By Jo Hally, Native American Circle, LTD

While more than one million women in the United States are stalked each year, American Indian/Alaska Native women are stalked at a rate at least twice that of any other race. Statistics established by the 1998 National Violence Against Women Survey reflect that 17 percent of American Indian and Alaska Native women are stalked in their lifetime, compared to 8.2 percent of white women, 6.5 percent of African-American women, and 4.5 percent of Asian/Pacific Islander women.

Although there is a tendency to view these findings with skepticism due to a variety of reasons, including the small number of American Indian/Alaska Native women participating in the survey (88 out of 8,000), the statistics are consistent with other studies showing that Native Americans are at a significantly greater risk of violence than other Americans. In fact, American Indians are sexually assaulted at a rate 3.5 times higher than that for all races, and approximately 75 percent of the violence perpetrated involves offenders of a different race.

In recognition of these and other issues, the Violence Against Women Office funded a Technical Assistance initiative in late 2001 to specifically assist tribal nations in developing effective interventions, services, and coordinated community responses to stalking crimes perpetrated on Indian women. The project involves a collaborative effort between the Stalking Resource Center and Native American Circle, Ltd., a nonprofit, victim advocacy, technical assistance and training organization.

The District of Columbia, Puerto Rico, the Virgin Islands, and Guam, as well as all fifty states, have enacted anti-stalking laws. Formal programs to enforce the laws and support stalking victims have been or are being developed in jurisdictions across the country. However, despite these efforts nationwide, few tribes, as sovereign tribal governments, have legal code in place to address stalking, and even fewer have developed formal criminal justice protocol to effectively and appropriately respond to those crimes. In fact, few tribes possess arrest records substantiating arrests for stalking, and even fewer possess prosecution case summaries.

The reasons for these problems are many and are as uniquely varied as the cultures, customs, and traditions of the more than 500 federally-recognized American Indian and Alaska Native tribes. The result of complex relationships that have historically existed between tribes and federal and state governments, public policy dating back to the 1830s has over time created substantial jurisdictional issues that directly impact the type and quality of victim response programs in Indian country.

The concept of tribal sovereignty—the power and right of Tribal Nations to self-governance—was first recognized by Chief Justice John Marshall of the U.S. Supreme Court in 1832 when he wrote

(Continued on page 2)

that Indian tribes are “distinct, independent, political communities.” In November 2000, President Clinton re-affirmed the power of Indian Nations to self-government when he signed an executive order that included the goal of ensuring “that all executive departments and agencies consult with Indian tribes and respect tribal sovereignty as they develop policy on issues that impact Indian communities.”

While it is generally recognized that Indian Nations have authority to form their own government, establish leadership, create and enforce their own laws, and punish criminal activity on reservation or Indian trust land (except where a non-Indian or a federal crime is involved), various U. S. Supreme Court decisions and Congressional Acts since 1832 have had the overall effect of blurring jurisdictional lines and limiting the punitive powers of tribes over their own citizens.

For example, the Major Crimes Act, 18 U.S.C.S. 1153, enacted in 1885, authorized federal jurisdiction over certain defined “major offenses” committed by Indians on Indian land, including murder, kidnapping, maiming, and sexual abuse. But since the Act did not directly address the issue of tribal authority over the same offenses, tribal courts retain concurrent jurisdiction over the same crimes (See e.g., *Westit v. Stafne*, 44 F3d 823, (9th Cir., 1995)). Also, as tribal courts possess sole, exclusive jurisdiction over all other offenses not listed in the Major Crimes Act, it can be generally presumed that domestic violence and stalking-related offenses perpetrated by one Indian against another Indian on Indian land are crimes that fall within the jurisdiction of the tribe.

Further complicating matters was Public Law 83-280, Chapter 505, H.R. 1063 (cited as 67 U.S. Statutes at Large, Chapter 505, pp. 588-590) “Indians—Criminal Offenses and Civil Causes—State Jurisdiction,” enacted by Congress in 1953. Enacted during a period in federal Indian policy known as the “Termination Era,” Public Law 83-280 transferred to certain states criminal and civil jurisdiction over Indian persons in Indian country within those states without tribal consent, thereby negating the power of self-government by the tribes in these “mandated” states and superceding both tribal and federal authority.

Although P. L. 83-280 initially affected only six states (California, Minnesota, Nebraska, Oregon, and Wisconsin, with Alaska becoming the sixth upon statehood), the Act also authorized “nonmandatory” states to “assume jurisdiction” over tribal nations within their state boundaries by taking “affirmative legislative action” and without tribal consent. As a consequence, several more states subsequently assumed jurisdiction, either in whole or in part, over Indian country within their borders.

In 1968, when Congress enacted the Indian Civil Rights Act (ICRA) (82 Stat. 77, 25 U.S.C.S. 1301, et seq.), P.L. 83-280 was amended to require tribal consent of subsequent transfers of jurisdictions to states. The tribal consent requirement is not retroactive, however. As a consequence, the amendment did not apply to transfers of tribal jurisdiction to states that had already taken place prior to 1968. Title 25, U.S.C.S. 1323 then authorized a retrocession of jurisdiction by any state to the federal government of “all or any measure of the criminal or civil jurisdiction, or both, acquired by such State” by virtue of Public Law 83-280. Tribes within states affected by P.L. 83-280 effectively

retain concurrent jurisdiction with the state in both investigation and prosecution matters, which can be an additional burden to Tribal Nations’ criminal justice response teams.

Additionally, the Indian Civil Rights Act, enacted in 1968, limited the sentencing authority of tribal courts to a maximum of a \$5,000 fine and/or a one year jail term. This particular policy poses special concerns for tribes which have taken on the arduous task of developing and adopting tribal legal code that effectively addresses stalking crimes because the limited sentencing authority imposed by the ICRA leaves little leeway for establishing graduated sanctions as punitive measures against stalkers that re-offend.

Lack of financial resources adds further difficulties to the already confusing mix of what some feel amounts to “opposing” public policy, at both a state and federal level. Many Indian Nations that are committed to providing safety and legal protection to stalking victims do not possess the financial resources necessary to develop tribal court systems or tribal police forces. Tribes that rely on Bureau of Indian Affairs law enforcement personnel to respond to stalking crimes may find that BIA budget constraints result in officer staff shortages in the field, which in turn, result in longer officer response times to reports of stalking crimes. (Wakeling, Stewart et al, “Policing on Indian Reservations”, National Institute of Justice Journal, January 2001, p. 4.: “Existing data suggest that tribes have between 55 percent and 75 percent of the resource base available to non-Indian communities.”)

Native American Circle, Ltd. and the Stalking Resource Center have defined project objectives and goals as:

- Assist tribal nations in developing tribal legal codes that effectively and appropriately address stalking crimes against American Indian/Alaska Native women;
- Provide educational materials and training programs to educate victim advocates, police officers, prosecutors, and other criminal justice professionals serving tribal nations in identifying and managing stalking cases in American Indian/Alaska Native communities;
- Develop model protocol for use by tribal nations to implement coordinated, multidisciplinary responses to stalking crimes in Indian country;
- Assist in forming dedicated teams of police officers, prosecutors, court personnel, and parole and probation officers from existing domestic violence units to investigate, monitor, arrest, and aggressively prosecute stalkers;
- Identify promising practices to prevent and reduce stalking in domestic violence cases;
- Provide technical assistance and training in the use of federal laws regarding interstate stalking, as defined by VAWA 2000.

Even Indian Nations that do possess strong tribal court systems and police forces will have a difficult time holding offenders accountable if the tribe has not successfully designed and adopted tribal legal code that effectively addresses stalking crimes — particularly as “stand-alone” crimes, independent of domestic violence-related offenses.

But what happens when the Native stalking victim seeks protection from a non-Native stalker in Indian country? In these cases, there may be no recourse under the law for the victim, either at a tribal or state level. The U.S. Supreme Court decision in *Oliphant vs. Suquamish* (435 U.S. 191 (1978)) makes it clear that tribal governments have no criminal jurisdiction over non-Indians for any violation of tribal law, and since non-P.L. 83-280 states do not have jurisdiction over crimes committed in Indian country against Indian persons, the Native victim of stalking may have nowhere to turn to seek either justice or protection.

This circumstance is further aggravated by policies that do not allow for prosecution of misdemeanor domestic violence and stalking offenses in a federal court unless the crime committed involves either "serious bodily injury or death."

The standard definition for "serious bodily injury," per 18 U.S.C.S. 1365(g)(3), is "bodily injury which involves – (A) a substantial risk of death; (B) extreme physical pain; (C) protracted and obvious disfigurement; or (D) protracted loss or impairment of the function of a bodily member, organ, or mental faculty." It is a high price for a victim to pay before getting justice in the federal system.

The overall effect of these combined factors is that Native victims of domestic violence and stalking may justifiably feel that "equal protection under the law" has been denied them as a direct consequence of race and ethnicity.

The Violence Against Women Act II (VAWA II), signed into law effective November 1, 2000, clarifies some of the confusion that has resulted from public policy, particularly around the authority of tribal courts to enforce civil protection orders against non-Indians. However, a number of barriers still prevent Native stalking victims in Indian country from seeking the safety and justice they deserve. Indian Nation governments that design, develop, and implement their own culturally-specific legal code to address domestic violence and stalking crimes will further their sovereignty by protecting their citizens, empowering victims of stalking, and holding perpetrators of these crimes accountable.

Reprinted from Newsletter of the Stalking Resource Center, Volume 2, Number 2 - Summer 2002

You may contact the Native American Circle, Ltd. by e-mail at: nac@ionet.net or toll-free by phone at 866-622-3872 (NAC-DVSA).

Mille Lacs chief urges tribe to cling to its traditions and culture

By MIKE O'ROURKE, Associate Editor

Reprinted with permission, The Brainerd Daily Dispatch, Issue of January 14, 2004

ONAMIA — Mille Lacs Band Chief Executive Melanie Benjamin Tuesday called upon the Ojibwe tribe to cling tightly to its traditions as a way to combat the violence, substance abuse and neglect that threatens the Indian community.

"We have been told to abandon our language, culture and teachings in the name of 'civilizing' us," she said in the 20th annual State of the Band address. "We were told to value money and material things and then happiness would follow.

"Forgetting our culture and believing those lies was our downfall."

Benjamin, who was elected chief executive four years ago, said at the outset of her speech that she could have spoken about record casino profits, new housing or the tribe's new grocery store that will open next month, Grand Market. Instead, tribal elders asked her to voice their concerns and emphasize the importance of speaking Ojibwe and observing traditions.

"Some of our children are getting involved with gangs," Benjamin said. "Our elders say they do this because their spirit within is begging to be nourished. But there's no nourishment in gangs. Only sadness and destruction.

"Violence is not part of our culture. Abusing one another is not part of our culture. Neglecting our elders and our babies is not part of our culture."

The speech was delivered before a packed crowd at the Grand Casino Mille Lacs Convention Center. It was preceded by an invocation

delivered in Ojibwe, a pipe ceremony, ceremonial drums and music by the Little Otter Singers.

Benjamin bemoaned the effects of violence, drug and alcohol addiction and the fact that nearly 150 of the tribe's children were in foster care. Benjamin's address eschewed specifics, referring tribal members to her report on programs and directives to commissioners. Instead, she spoke on the need to return to traditional Ojibwe values and customs.

She called for a two-day meeting, similar to the regional economic summit the tribe conducted last year. Only this meeting would be for band members only, providing a chance for them to make decisions about their community.

Also delivering addresses were Herb Weyaus, speaker of the assembly, and Rosalie Noonday, chief justice of the judicial branch.

In her speech, Benjamin honored tribal members who are currently serving in the military and the tribe's veterans, noting these men and women should be role models for the youth.

Benjamin reminded the audience they can legislate what goes on in homes or the choices of the tribe's children. What's needed, she said, was a commitment to take responsibility for the tribe's future.

"We've tried everything the other society has told us to try," Benjamin said. "Isn't it time to follow the instructions of our elders?"

http://www.brainerddispatch.com/stories/011404/new_0114040008.shtml

A Message From the Director



Stalking is far more prevalent than most people would ever imagine. As Jo Hally tells us in our lead article, *“Statistics established by the 1998 National Violence Against Women Survey reflect that 17% of American Indian and Alaska Native women are stalked in their lifetime....”* We suspect the numbers are even higher because most stalking crimes go unreported. This month’s issue of the TVA T&TA Newsletter provides resources for you to learn more about this potentially life-threatening crime facing the victims we are serving.

Stalking is serious and dangerous. Stalking has been defined as, *“the malicious, willful and repeated following, harassment and/or accosting of an individual, or any pattern of the above behavior that places a reasonable person in fear for their safety.”* Stalkers are controlling, obsessive offenders who employ many tactics to connect with and frighten their victims. They know how to get around, get through, and even use the law and the criminal justice system to establish or maintain their connection. And, while their motives are generally the same - the desire to control - each case is astoundingly unique. Stalkers will insinuate themselves into the lives of their victims and gradually arm themselves with all the information needed to build their strategies. It is a form of tailor-made terrorism that, for the most part, is frightfully clear to the victim yet elusive to those not directly involved.

Stalking does not just entail the physical actions of harassing, making phone calls, sending letters, making threats, and so on. The fear instilled and the psychological breakdown IN BETWEEN the physical acts of stalking cause some of the greatest damage. This includes the feeling of being watched constantly, the overwhelming dread when the phone rings or someone is knocking on your door, the feeling of impending doom on a daily basis, confident that it is not a matter of IF this person will come for you, but WHEN. Even if they never show up again, you may always fear they will. And it is when things are the most peaceful that you are most afraid.

Some of the more common tactics employed by a stalker include following the victim, invading and exploiting the victim’s past, defamation, harassment of the victim’s family, friends, and co-workers; and, in more technologically advanced cases, cyberstalking, GPS tracking, covert surveillance and tapping of phone lines.

I encourage you all to empower yourselves and the communities you serve by learning about the dangers associated with stalking, the different types of stalkers and their methods of operation. It is important for tribal governments to include this life-threatening crime in the criminal codes and work with law enforcement and the courts to ensure these incidents are dealt with swiftly and efficiently while maintaining the safety of the victim.

Gina

New Guide Examines Stalking



A new 58-page booklet entitled *Stalking*, developed by the Stalking Resource Center of the National Center for Victims of Crime is now available. This guide is No. 22 in the series of the Problem-Specific Guides Series of Problem-Oriented Guides for Police.

The publication defines and examines the problem of stalking and the factors that contribute to it, as well as its impact on victims. It also includes a review of responses to the problem and what is known about them from evaluative research and police practice, and outlines state and federal anti-stalking laws.

The guide is available in PDF format at Community Oriented Policing Services (COPS) on-line:

<http://www.cops.usdoj.gov/mime/open.pdf?Item=1042>

To obtain hard copies of the booklet, contact 21st Century Solutions at 301-438-3132 or the U.S. DOJ Response Center at 1-800-421-6770.



Book Promotes Holistic Health For Indian Women

By Rita Brhel
rita.brhel@yankton.net

Poverty, poor education, teen pregnancy, depression, alcohol, substance abuse, domestic violence — all are plagues faced by nearly every generation of Native Americans born on a reservation.

But a Lake Andes woman believes she has a tool to help Native American women rise above those vicious cycles.

Charon Asetoyer is one of the driving forces behind THE INDIGENOUS WOMEN'S HEALTH BOOK, WITHIN THE SACRED CIRCLE, a book that offers holistic health education.

"There has never been another book like this or that even covered indigenous women's health issues," said Asetoyer, one of the book's editors and executive director of the Native American Women's Health Education Resource Center. "Not only does the book explain different medical ailments, but it is also geared toward indigenous women and their specific health issues. Other health manuals lacked the cultural (specificity) and uniqueness of indigenous women."

Other editors were Dr. Katharine Cronk and Samantha Hewakapuge.

Besides specific diseases, the book's authors included both social and political analyses of teen pregnancy, traditional midwifery, domestic violence, environmental contamination, reproduction, abortion and sterilization.

By incorporating tribal culture, as well as traditional herbal and home remedies, into contemporary medicine, the 326-page book helps teach Native American women how each area of their lives affects their health.

The book, which took three years to put together, also focuses on self-help and advocacy, Asetoyer said.

"The book helps readers learn how to help themselves, and how to get better and more help from physicians by teaching them what questions to ask and information to give," she said.

Written and edited by a host of Native American experts, the health manual is a great reference for women and families as well as a potential for a textbook, Asetoyer said.

"This book is an important accomplishment for indigenous women," Asetoyer said. "We have received only positive feedback from tribes across the nation."

To order a copy or for more information, call Asetoyer at (605) 487-7072 or visit the Web site, www.nativeshop.org.

http://www.yankton.net/stories/121203/com_20031212033.shtml

Scholarships Available for American Indians and Alaska Natives

Washington, D.C. — The Indian Health Service has announced the availability of approximately \$3,733,332 to fund scholarships for American Indians and Alaska Natives pursuing preparatory, pregraduate, and professional programs. Approximately 200 awards, 100 of which are continuing, will run for at least 10 months. The average award to a full-time student is approximately \$20,000.

In 2004, approximately \$1,500,000 is available for continuation awards and approximately \$2,233,000 is available for new awards. Approximately 340 awards will be made under the Indian Health Scholarship (Professions) Program. Awards will be made to both full-time and part-time students. These awards are for 12 months in duration and the average award to a full-time

student is for approximately \$23,500. Up to five percent of available funds will be used for part-time scholarships.

These grants programs are intended to encourage American Indians and Alaska Natives to enter the health professions and to assure the availability of Indian health professionals to serve Indians. Deadlines for applying for these grants is February 28, 2004.

For more information, visit <http://a257.g.akamaitech.net/7/257/2422/14mar20010800/edocket.access.gpo.gov/2003/03-26698.htm>, or contact Mr. Jess Brien at (301) 443-6197.

For grants information, contact Mr. Bernard Covers Up at (301) 443-5204.



Native American Circle, Ltd. offers Training Materials, Workshops, and a Handbook on Domestic Violence, Sexual Assault, and Stalking

Native American Circle, Ltd. (NAC) is a non-profit, federally tax exempt victim advocacy organization. NAC's programs are available to tribes operating batterer intervention and victim services programs to aid survivors of domestic violence, sexual assault and stalking crimes, as well as to non-Indian programs desiring to offer culturally competent victim services. NAC's programs are designed to foster admiration of indigenous cultures and pride in cultural-connectedness, while fueling interest in recovering non-violent, traditional lifestyles in today's American Indian/Alaska Native communities.

NAC offers training materials based on the conviction that attempting to evaluate another person's culture, beliefs, and traditions according to the standards and values of a distinctly different cultural base results in inaccurate perceptions. The training materials have been developed for professionals working in criminal justice, law enforcement, advocacy, medical professions, and faith-based communities. Workshops center on American Indian/Alaska Native

values, history, and culture, emphasizing the impact of public policy on Native victims of domestic and sexual violence.

NAC provides on-site, peer-to-peer consultations and telephone conference consultations to tribal communities desiring to design programs, protocol, and policy specific to a particular community's needs. They also work with Native American communities to help develop culturally appropriate responses to domestic and sexual violence from a grassroots level, both in urban and rural areas.

Native American Circle, Ltd's handbook, *Domestic Violence, Sexual Assault, and Stalking: Prevention and Intervention Programs in Native American Communities*, is available as a free download, either as an entire handbook or section-by-section. The 800-page comprehensive handbook has been approved by the Office on Violence Against Women, Office of Justice Programs, U.S. Department of Justice, for distribution to OVW-funded grantees.

Visit the NAC website at <http://www.nativeamericancircle.org/default.asp>.

Financial Status Reports (Form SF269) are due for TVA Programs by February 13, 2004.

The report period is from October 1, 2003 – December 31, 2003.

You must mail the original report and two copies to:

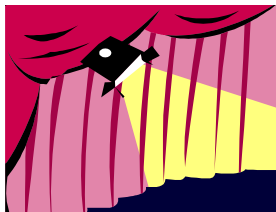
**Office of Justice Programs
Office of the Comptroller/Control Desk
810 Seventh Street, NW
Washington, DC 20531**

Fax a copy of the report to Laurel Shuster, PhD., OVC Program Specialist, at (202) 514-6383.

Fax a copy of the report to Unified Solutions at (520) 622-7558.

Keep a copy of the report for your records.

**Unified Solutions can help with questions about your Financial Status Report.
Contact us toll-free at 1-877-438-4400 for assistance.**



The Program Spotlight Shines on The Bering Sea Women's Group

By Dan Hally, Training Director

The Bering Sea Women's Group is a full service advocacy program based in Nome, Alaska, a remote Alaskan community of approximately 4000 residents. The program's Executive Director, DeNette Perry, oversees all the operations of the program. Beatrice Buchholz manages the TVA Program under DeNette's supervision. Other program staff include Winona Huffman, Legal Advocate; Ida Brown, Rural Victims Coordinator; Florence Habros, Advocate; Ashby Ahwinona, Administrative Assistant; Maureen Pederson, Part-time Advocate; Barbara Pungowiyi, Part-time Advocate; Julie Downey, Relief Advocate; Kendra Nichols, Relief Advocate; Dorothy Dickson, Relief Advocate; Naomi Green, Child Coordinator; Holly Ireno, Relief Advocate; Josie Bourdon, Relief Advocate; and Megan Brewer, Relief Advocate.

Seventeen remote villages, accessible only by plane, are served by the Bering Sea Women's Group, which provides victims transportation, shelter, clothing, emergency supplies, counseling, assistance with statements, accompaniment to medical exams and court dates, and coordination of services with other programs. The program operates a shelter program in each of the 17 communities.

Training is a high priority for the Bering Sea Women's Group. Unified Solutions Training Consultant Pam Moore visited the program on January 29 and 30 to provide grant writing training for the staff. Pam was greeted with a warm welcome to this cold country. Beatrice Buchholz, who had planned and organized the training session, transformed herself into "Chef Beatrice," treating everyone to a delicious caribou stew during the first day's lunch. In addition to the culinary delights, Pam experienced the thrill of a lifetime as a guest on a dog sled ride.

The two-day training had the program's staff working hard and participating in a number of exercises designed to enhance their grant writing skills. Pam led them through a number of group exercises, as well as a tour of the internet to demonstrate how to search for funding sources. On the second day of training, the group worked together to draft a proposal requesting funding for a new shelter. A discussion of how begin the process of identifying future funding sources was also included in the training.

The Bering Sea Women's group has faced many obstacles in providing services to victims of crime in the area surrounding Nome. The obstacles include the remote locations of the numerous villages they serve and the extreme weather that frequently occupies the region. This program has not wavered in its commitment to provide services and strives to continue to improve and expand those services. We wish them the best as they continue to learn and utilize their newly honed grant writing skills in the ongoing process of securing funds. We also encourage all programs to contact Beatrice and her staff to learn more about their services and to share some ideas and practices they have developed for serving victims of crime.

**Bering Sea Women's Group:
DeNette Perry, Executive Director
Bea Buchholz, TVA Program Director
P.O. Box 1596, Nome, Alaska 99762-1596
Phone: 907-443-5491, Fax: 907-443-3748
E-mail; legalad@nook.net**

8th Annual Conference On Advocacy for American Indians with Disabilities April 13-15, 2004 - Gila River, AZ

**Sheraton Wildhorse Pass Resort and Spa
Gila River Indian Community**

The purpose of the 16th Annual Arizona Indian Council on Aging (AICOA) Conference is to focus on policies and healthy practices which will advance the well being of American Indian elders and individuals with disabilities. The conference is designed for elders, individuals with disabilities, service providers, informal and formal caregivers, volunteers, advocates, and others who impact policies and practices at the federal, state, local, and community level.

**For more information, contact Mr. Gilbert Patino, Inter-Tribal Council of Arizona, Inc.
Phone: 602-258-4822, Fax: 602-258-4825**

The Leadership Program

The Seven Regions of an Organization

By Rebecca Lacy (Onondaga) & Larry Lacy (Pottawatomie), PMG International, Training Consultants for Unified Solutions

How do you eat an elephant? One bite at a time.

Being the leader of an organization can be highly stressful. With so many activities to oversee, people who depend upon you for their well being, and funding agencies to satisfy, it can become as overwhelming as eating an elephant. However, there is an easy way to filet the organization into bite-sized pieces.

First, imagine your organization as a house. The great thing about a house is that it has clearly defined spaces partitioned by walls, quite unlike the more nebulous structure of an organization. Now that you have the picture clearly in your mind of your organization as a house, imagine seven rooms in that house. Each room has a distinct purpose and is vital to the total structure. Just like house cleaning, an organization is easier to tackle one "room," or region, at a time.

Region One – Goals, Values, Structure, Plan

Region One is the heart and soul of any organization. Unfortunately, it is so often the one that is most ignored. In this region reside the ***Ultimate Goals***. This is what you and your team strive for...what you would wish for if a genie popped out of a bottle to grant you your fondest desire for your organization. To know your goals, you have to know your ***Vision*** – not the vision statement you hang in your lobby, but rather the picture you see in your mind when you close your eyes. This vision not only says why you show up for work, but also shows you where you want to be in 10 years, 20 years, and beyond.

Region One is also the home of the organization's collective ***Beliefs and Values***. Understanding these allows the team to bond and to

help new members adjust more easily. This in turn leads to Alignment, wherein the entire team is working in a productive manner for the same result.

In addition, ***Structure*** is also an element of Region One. This is where we ask questions such as: How will we be organized? Who will be responsible for what? How will we communicate that effectively?

Finally, Region One is where the Strategic Plan is developed and overseen. For the other elements to be performed in the most effective manner possible, a strategic plan needs to be in place and communicated to the entire team so that each individual and team understands how they impact it. They are also provided with mechanisms to measure their achievements.

Region Two – Products & Services

Region Two is where an organization designs and chooses its ***Products and Services***. This may sound elementary, but many leaders find that they do not have a clear definition of what the organization really does, which becomes clear when the entire team sits down to discuss it.

Region Two also is where the team determines how they will ***Measure Quality*** of the products and services from the client's point of view. This entails gaining an understanding of what quality is from the client's point of view, and knowing if it is being achieved. Additionally, Region Two examines how the team can improve its own in-house operation to better improve the services and products. These meetings are called a "continuous quality improvement review."

Region Three – The Marketplace

Region Three is the ***Marketplace***. Some not-for-profit organizations have a difficult time thinking in terms of having a marketplace. However, when there are limited resources that can be allocated to more than one program or organization, there is competition, and therefore, a marketplace. In Region Three, an organization analyzes its competition to determine how to better

position itself. This may mean understanding other programs competing for the same resources in order to ensure that your program remains foremost on the radar screen. One aspect of this analysis is determining what the client needs. Oftentimes one thing is described as a need or requirement, but with a little research, another undocumented need is unearthed. It is like peeling back the layers of an artichoke looking for what is at the heart. Understanding this can differentiate your program from the rest of the pack.

The final element of Region Three is determining what portion of the available market you currently serve, and how much you would like to serve. Once you have that objective in hand, then you can plan how you will achieve it, and measure success.

Region Four – Daily Operations

Region Four is where *Daily Operations* are performed. This includes the day-to-day activities necessary to deliver the services and products. In a manufacturing firm, it is the people making the products to be sold. In a law firm, it is the hours billable to a client. For a dental group, it is the work directly performed on a patient. For a non-profit or tribal program, like the Tribal Victim Assistance programs, it is the delivery of those services paid for by the grant or other funding mechanism.

Region Five – Overhead and Indirect Costs

Region Five is home to all *Overhead and Indirect Costs*, such as janitorial services, facilities, and support staff that cannot be directly charged. This is one of the most critical regions to manage closely because it is so easy to let it get out of hand. What typically happens in organizations of all descriptions is that when funding gets tight, management starts cutting back by reducing staff. Instead, look to this region for cutting costs. If this region is measured closely, downsizing and other reactive measures can typically be avoided.

Region Six - Reinvestment

Region Six is where *Reinvestment* in the organization is performed. If the other five regions have been performed successfully and spending has been well managed, an organization may have "carry-over" funds; that is, a little extra

money at the end of the year! Hallelujah! So, how do we spend it? The first place is to invest in the future of the organization. What will be required to take it to the next level? Facilities, equipment, travel budget, training, additional personnel? Funds that flow to Region Six can be allocated to support this development.

Region Seven – The Bottom Line

Finally, Region Seven is what is left over – the *Profit* gained after all the other Regions have been addressed. This is commonly known as the Bottom Line. In non-profit and tribal organizations, such as the Tribal Victim Assistance Programs, the bottom line is not measured in dollars; it is measured in the social profit to the community. Did your services help community members in need? How many people did you serve? How many families were helped? How many arrests were made? How many violent crime cases were prosecuted? Tribal Councils and other funding agencies, like the Department of Justice, ask for statistics that show your success as an organization. For them, this "bottom line" helps them decide if they would like to reallocate funding to you in the future.

To get the statistics you need, spend time determining how you will measure the seven Regions. As W. Edwards Deming stated, "If you can't measure it, you can't manage it", and "If you are not measuring it, you are not managing it." By including your team in determining methods to track and measure each region, and how to continuously improve processes in each region, they will have more invested in the success of the organization. Ultimately, this means that your organization will thrive and you can anticipate less stress in your life as you allow your team to be all that it can be.

The Seven Regions Template was developed by Don Clay, Clay Institute, Las Vegas, Nevada (c) 2004 as a tool for the Thrive Management System. PMG is certified to teach these processes.

Reminder: The Tribal Victim Assistance Leadership Program has tele-classes ongoing on Wednesdays 12 noon PST, 1pm MST, 2pm CST, 3pm EST. See the TVA Website, www.GeneratingSolutions.org/TVA for a class schedule, or contact Angie toll-free at 1-877-438-4400.

The Dynamics of Stalking

by Dan Hally

Stalking is a dangerous crime. In Indian Country, many tribal governments have not yet addressed the crime of stalking in the Tribal Criminal Codes. Unfortunately, many courts and law enforcement agencies consider stalking to be a rare occurrence and do not yet understand the dangers associated with stalking.

There is no single psychological or behavioral profile for stalkers and this makes it nearly impossible to develop a single effective strategy to assist victims. Therefore, it is vital for victim service providers to have an understanding of stalking that includes the types of stalkers, how they operate, and safety tips for victims. It is also important to be aware of correct law enforcement response to stalkers, so service providers can more effectively advocate for the victim. The following information is provided as a resource.

Please be aware that even if you follow all the safety tips included in this article, it is no guarantee for the safety of the victim; however, utilizing these strategies may reduce the likelihood of the stalker harming the victim. Informing yourself about the types of stalkers and the methods they use can help you provide valuable information for law enforcement to arrest the stalker and for the prosecutor to successfully prosecute the offender.

Types of Stalkers¹

The Rejected Stalker:

The **Rejected Stalker** can also be known as the **Simple Obsessional Stalker**. The name is misleading because there is nothing "simple" about the stalker's behavior or psychology. This person begins to obsessively stalk their partner after being rejected – that is, after either a romantic partner or a close friend has ended their relationship or indicates that he or she intends to end the relationship.

Often the most persistent and intrusive type of stalker, this person wants to be in a relationship with the victim again or seek revenge on the victim. This type of stalker is most likely to employ intimidation and assault in pursuit of their victim, and a history of violence in the relationship with the partner is common. According to the research, this type of stalker is typically the most resistant to efforts aimed at ending their stalking behavior.

The Resentful Stalker:

This stalker wants to frighten and distress his victim – whether it is someone he knows or a complete stranger. The victim is usually a

person who has upset the stalker, and he stalks the victim to get revenge against them. This type of stalker may view his victim as being similar to those who have oppressed or humiliated him in the past, so he may view himself as a victim striking back against an oppressor. This person is often irrationally paranoid. This type is the most likely to verbally threaten his victim, and least likely to physically assault his victim. Research shows this type of stalker is likely to stop stalking if confronted with legal sanctions early on. The longer the stalking continues, the less effective legal sanctions are likely to be.

The Predatory Stalker:

The **Predatory Stalker** stalks his victim as part of a plan to attack her, usually sexually. The stalking is motivated by the promise of sexual gratification and power over his victim. This type may stalk someone he knows or a complete stranger.

This stalker is unlikely to provide any kind of warning of his plan to attack the victim, for example, this person is unlikely to harass or try to contact his victim while he is stalking her. However, he is likely to engage in behaviors such as: surveillance of the victim, obscene phone calls, exhibitionism, fetishism, and sexual masochism and sadism.

This stalker is more likely to have prior criminal convictions, most often sexual, than other type of stalker. There is a high potential that this stalker will commit sexual assault against his victim.

The Intimacy Seeker:

This stalker seeks to establish an intimate, loving relationship with his victim. He already "loves" the victim – whether an acquaintance or a complete stranger - and he may believe the victim is in love with him. He may believe the victim is the only person who can satisfy his desires. He may believe the victim is his ideal partner. These are all delusions.

This stalker is very persistent and may interpret any kind of response from his victim, even a negative response, as encouragement. If, however, he recognizes he is being rejected by the victim, he may become threatening or violent. He may also come to believe the victim owes him love because of all he has invested in stalking her. He may become jealous if his victim enters or continues a romantic relationship with another man.

This stalker often lives alone and lacks any sort of intimate relationship in his life. He may never have had an intimate

relationship. Research shows this type of stalker is likely to have a mental disorder such as schizophrenia, erotomania, or narcissistic personality disorder. This stalker is usually unresponsive to legal sanctions because he views them as challenges to overcome that demonstrate his love for the victim.

The Incompetent Suitor:

Unlike the Intimacy Seeker, who already "loves" his victim, the **Incompetent Suitor** is motivated by a desire to start a romantic or intimate relationship with his victim.

This stalker may have lower than normal intelligence and is likely to be impaired in his social skills and courting skills. He may be unaware of the victim's feelings (lack of empathy) and believe that any woman should be attracted to him. He usually stalks acquaintances, but may stalk complete strangers. This stalker typically engages in behaviors such as: repeatedly asking for dates, even after being rejected; repeatedly calling on the phone; trying to hold the victim's hand or kiss the victim. He is likely to have stalked numerous others in the past, and will likely stalk in the future. Research shows this type of stalker tends to quickly stop stalking if confronted with legal action or if he has successful counseling.

The Erotomaniac and Morbidly Infatuated:

These types of stalkers believe that they are loved by the stalking victim – even though the victim has done nothing to suggest it is true and may have made statements that she does not and never will love him. The stalker reinterprets what his victim says and does to support his belief that she loves him. More common examples of these cases include stalkers who choose "celebrities" or those of higher social status. The stalker will repeatedly try to approach and communicate with his supposed lover. The stalker makes the imagined romance with his victim the most important part of his life, and believes the imagined romance will eventually become a permanent union. These stalkers typically suffer from psychological problems such as acute paranoia and delusions. They may sometimes respond well to psychological treatment with drugs and talk therapy, but they are typically unresponsive to threats of legal action.

Methods of Stalking

- Entering the home of the victim and moving items around so the victim will sense a presence, but will doubt themselves, and law enforcement may not believe the victim.
- Following from a distance, using binoculars, video cameras, and other means of surveillance which can include global positioning equipment attached to the victim's vehicle.
- Reading e-mail, posing as a friend in a chat room or through instant messaging programs.
- Visiting the work place of the victim.

- Associating with friends and family of the victim and telling them that he is concerned about the victim, getting them on his side.
- Using law enforcement to check up on the victim through welfare checks and false reports.
- Damaging property - slashed tires, scraped paint on the victim's car, broken windows, etc. - all practices to generate fear.
- Watching the victim sleep.
- Using a scanner to listen to cell phone calls. Cell phones and cordless phones are not secure. Anyone can buy a scanner with a frequency search function and sit across the street from a residence or business, scanning until they locate the frequency of the phone in use. They can then listen to the calls without being detected.
- Stealing mail or sending harassing letters.
- The killing of pets.
- Sending gifts.
- Sending love letters.
- Repeated calling on the telephone.

Questions to Determine if Someone is Being Stalked:²

1. Was the victim so afraid that they changed their phone number? Cell phone number? Pager number?
2. Was the victim so frightened that they avoided social events that they went to regularly in the past?
3. Was the victim so frightened that they changed classes? Jobs? Asked for a job transfer? Moved in with relatives?
4. Was the victim so frightened that they added extra locks on doors? Added a security system to their home or car?
5. Has the victim considered seeking psychiatric or psychological treatment because of the stalking? Sought a counselor? Pastor?
6. Have the actions caused the victim to suffer emotional distress?
7. Has the suspect ever battered or attempted to batter the victim?
8. Has the suspect followed the victim in a repetitive manner?
9. Has the suspect ever threatened the victim?
10. Has the suspect sent the victim threatening mail? Letters? E-mail?

(Continued on page 18)

Press Release

Source: Lifetime Television; V-Day

‘Until the Violence Stops’ to Air on Lifetime Television, February 17, As Part of the Network’s Emmy Award-Winning Advocacy Campaign, Our Lifetime Commitment: Stop Violence Against Women

Monday January 12, 12:13 pm ET

- Featuring Appearances by Tantoo Cardinal, Rosario Dawson, Eve Ensler, Jane Fonda, LisaGay Hamilton, Salma Hayek, Rosie Perez, Isabella Rossellini -

- Documentary Selected for a Special Screening at the 2004 Sundance Film Festival -

NEW YORK, Jan. 12 /PRNewswire/ — “Until the Violence Stops,” a powerful one-hour documentary on V-Day, the global movement to end violence against women and girls, premieres on Lifetime Television Tuesday, February 17, at 10:00 PM (ET/PT). The documentary is part of Lifetime’s Emmy Award-winning public awareness and advocacy campaign, Our Lifetime Commitment: Stop Violence Against Women, which includes a broad spectrum of on-air, original programming, on-line content and community outreach. The documentary, which will air commercial-free on Lifetime, makes its world premiere at the 2004 Sundance Film Festival at a special screening on January 17.

In 2002, 800 cities participated in a movement to end violence against women and girls called V-Day, which grew out of Eve Ensler’s award-winning play, “The Vagina Monologues.” “Until the Violence Stops” shows V-Day’s impact in five communities internationally, while exposing the pervasive and cultural forms of violence that women experience all over the world.

Directed by first-time director Abby Epstein, the story begins at a star-studded V-Day benefit at Harlem’s Apollo Theater, travels to regional events in Ukiah, California, the Philippines and Pine Ridge Indian Reservation near Rapid City, South Dakota, and culminates in the opening of the first V-Day Safe House for girls in Kenya. What emerges is an alternately devastating and hopeful look at the global and grassroots efforts in motion to stop violence against women and girls.

PROGRAM HIGHLIGHTS

“Until the Violence Stops” includes appearances by V-Day Founder/Playwright Eve Ensler and a wide range of actors who support V-Day’s efforts to end violence against women, including: Jane Fonda, Glenn Close, Isabella Rossellini, Mary Alice, Queen Latifah, Rosie Perez, LisaGay Hamilton, Salma Hayek, Rosario Dawson, Hazelle Goodman and Tantoo Cardinal. The five communities featured are:

Harlem, New York

The film opens in Harlem, New York City, where a group of celebrity performers — including Rosie Perez, LisaGay Hamilton, Salma Hayek and Essence magazine’s Susan L. Taylor — are presenting “V-Day Harlem,” a star-studded benefit production of “The Vagina Monologues” to raise funds for local anti-violence organizations. On stage, as well as off, the women involved in the production reveal how their lives have been shaped by early experiences with violence and share the healing and empowering message of Ensler’s play with their community.

Ukiah, California

In this idyllic Northern California town of Ukiah, the entire community prepares for a V-Day benefit of “The Vagina Monologues” featuring 39 women ages 8 through 93. Ukiah Sheriff Anthony Craver and Under-sheriff Gary Hudson embrace the production as an extension of their daily police work, as they consider themselves “peace officers.” Also showcased are the members of the Mendocino quilting group who address the issue through their craft, creating “vagina quilts” as a way to express their personal experiences with abuse. Displayed in storefronts throughout the town, the handmade quilts tell a story. They are in your face — where you live, where you work — an expression of hurt or pain but also of release and freedom.

Manila, Philippines

Organizer/producer/actress Monique Wilson creates a 5000 seat V-Day event at the Folk Arts Theater in Manila, highlighting the experience of WWII “comfort women.” In the film, these “70-something” grandmothers speak openly about their long untold service as sex slaves to Japanese soldiers during the war. These elders in the community share candid details about the horrors they endured — some when they were just teenagers.

Pine Ridge Reservation, near Rapid City, South Dakota

At the Pine Ridge Reservation near Rapid City, South Dakota, the male directors of the Cangleska Women’s Shelter, Marlin

Mousseau and Wayne Weston, discuss their experiences with violence. First victims and then perpetrators, these men are now reformed activists, guiding other men of the Lakota tribe. Dramatically conveying the cycle of violence, Mousseau discusses his painful childhood in an abusive home, and how, as an adult, he found himself repeating his father's behavior. Weston shares his own tearful accounts of abuse and his struggle to change attitudes of other men in the community. This deeply personal segment is underlined by Native American actress Tantoo Cardinal's powerful performance of "Crooked Braid," a monologue by Eve Ensler about a wife braiding the hair of her husband who beats her.

Narok, Kenya

In the Rift Valley of Narok, Kenya, the activist Agnes Pareyio, founder of the V-Day Safe House and creator of an alternative ritual to FGM (Female Genital Mutilation), is a model of creativity, strength and unique selflessness. For years Agnes performed her daily mission by foot, walking through the fields to educate young women and girls about the devastating practice of FGM. Three years ago, V-Day bought Agnes a Jeep to expand her journeys. Then in 2002, V-Day provided Agnes with the funds to build a permanent school and safe house. Many young girls are featured, sharing their stories of how, in saying "no" to early marriage and to "the cut," they were banished from their homes. These accounts are narrated from the V-Day Safe House, a place that has welcomed these girls and protected them from mutilation.

"Until the Violence Stops" is director Abby Epstein's first film. She has directed theatrical productions of "The Vagina Monologues," as well as acted as artistic director of V-Day's worldwide campaign.

About V-Day:

V-Day is a global movement to stop violence against women and girls initiated by Eve Ensler's play "The Vagina Monologues." V-Day is a catalyst that promotes creative events to increase awareness, raise money, and revitalize the spirit of existing anti-violence organizations. V-Day generates broader attention for the fight to stop worldwide violence against women and girls, including rape, battery, incest, female genital mutilation (FGM) and sexual slavery.

V-Day stages large-scale benefits and produces innovative gatherings, films, and programs to educate and change social attitudes towards violence against women. In addition to the documentary "Until the Violence Stops," examples include: community briefings with Amnesty International on the missing and murdered women of Juarez, Mexico; the December 2003 V-Day delegation trip to Israel, Palestine,

Egypt and Jordan; the Afghan Women's Summit; the Stop Rape Contest and the Indian Country Project.

Through V-Day campaigns, local volunteers and college students produce annual benefit performances of "The Vagina Monologues" to raise awareness and funds for anti-violence groups within their own communities. In 2003, over 1,000 V-Day benefit events were presented by volunteer activists around the world, educating millions of people about the reality of violence against women and girls and raising \$4 million.

The V-Day movement is growing at a rapid pace throughout the world. V-Day, a non-profit corporation, distributes funds to grassroots, national, and international organizations and programs that work to stop violence against women and girls. In its first year of incorporation (2001), V-Day was named one of Worth Magazine's "100 Best Charities." In its first six years, the V-Day movement has raised over \$20 million. The 'V' in V-Day stands for Victory, Valentine, and Vagina.

About Lifetime Television:

Lifetime's groundbreaking advocacy initiative, *Our Lifetime Commitment: Stop Violence Against Women*, was recently recognized by the Academy of Television Arts and Sciences with the prestigious Governors Award Emmy. In 2004, this initiative will continue to raise awareness and offer lifesaving information and support, and encourage both women and men to work together to stop violence against women once and for all. Lifetime will also take the campaign to the nation's capital for the Network's third annual Stop Violence Week in Washington, when the voices in the anti-violence community come together in the halls of power to make ending violence against women a national priority.

Our Lifetime Commitment: Stop Violence Against Women is part of the Network's commitment to using the power of the media to make a positive difference in the lives of women. In partnership with more than 200 nonprofit organizations and opinion leaders, *Our Lifetime Commitment* public outreach campaigns represent the Network's ongoing efforts — on-air, on-line and in communities around the country — to inform and support women on a range of issues affecting them and their families.

A leader in women's television and one of the top-rated basic cable television networks, Lifetime Television, along with sister networks, Lifetime Movie Network, Lifetime Real Women and Lifetime On-line are part of LIFETIME Entertainment Services, a 50/50 joint venture of The Hearst Corporation and The Walt Disney Company, as is Lifetime magazine, which debuted in April 2003. **Source: Lifetime Television; V-Day**

Job Announcements

Position Title: STOP Violence Against Indian Women (STOP) Project Coordinator
Position: Half Time
Term: Two years

Position Description: The STOP Project Coordinator position is an excellent, exciting career opportunity for an adventurous, creative, energetic leader who wants to make a difference. The STOP Project Coordinator will be responsible for planning a comprehensive program, in collaboration with the community, which will provide victims' services for Indian women who are victims of domestic violence in a remote, rural, predominantly Native American community. The STOP Project Coordinator will be responsible for program research, design, and development. Duties include gathering information through contact with existing programs, participation in technical and financial management training, independent research on domestic violence issues, and development of needs lists, goals, tasks, and action plans. The STOP Project Coordinator will supervise support staff, be the day-to-day coordinator of the Tribe's STOP project, organize regular quarterly planning meetings between the partner organizations, ensure compliance with the program requirements, assign and supervise project tasks, develop research tasks and materials, and serve as the central point of contact on project activities.

Qualifications and experience:
Education: Minimum requirement of a Bachelor's degree in psychology, social work or similar degree program with emphasis in family counseling; preferably a Master's degree in the above degree areas.

License: Minimum requirement of license eligibility for state of Alaska in

social work or counseling; Alaska state license in social work or counseling is preferred.

Other: Administrative skills, experience in coordinating other projects, training and experience in family violence issues.

Employer: Aleut Community of St. Paul AKA Tribal Government of St. Paul Island

Location: St. Paul Island, AK

Salary: up to \$20/hour plus benefits dependent on education and experience

Submit: Cover letter and résumé

Deadline: Open

Contact Person: Norman Bake

Telephone: 360-928-2023

Fax: 360-928-9458

Mailing Address: 543 Dodger Lane
Port Angeles, WA 98363

E-mail: drginc@tenforward.com

Position Title: Rural Program Project Coordinator/Victims' Advocate
Position: Full Time
Term: Two years

Position Description: The Rural Program Project Coordinator/Victims' Advocate position is an excellent, exciting career opportunity for an adventurous, creative, energetic leader who wants to make a difference. The Rural Program Project Coordinator/Victims' Advocate will be responsible for developing and implementing programs which will provide services for victims of family violence, especially women and children, in a remote, rural, predominantly Native American community.

The Rural Program Project Coordinator/Victims' advocate will be responsible for program research, design, development, implementation, and delivery. Duties include gathering information through contact with existing programs, participation in training sessions, and direction of independent research on

domestic violence issues. The Project Coordinator/Victim's Advocate will supervise all support staff; be the day-to-day coordinator of the Tribe's Rural Program; organize regular meetings between the partner organizations; ensure compliance with the program requirements; assign and supervise project tasks; develop research tasks and materials; develop and implement victims' services; develop and implement coordination, prevention, education, and public awareness programs; develop project products; distribute assignments to contract consultants; and serve as the central point of contact on project activities.

Qualifications and experience:

Education: Minimum requirement of a Bachelor's degree in psychology, social work, or similar degree program, with emphasis in family counseling; preferably a Master's degree in the above degree areas.

License: Minimum requirement of license eligibility for state of Alaska in social work or counseling; Alaska state license in social work or counseling is preferred.

Other: Administrative skills, training and experience in domestic violence and child abuse issues, training and experience in counseling, ability to work collaboratively, good communications skills, rapport with victims.

Employer: Aleut Community of St. Paul AKA Tribal Government of St. Paul Island

Location: St. Paul Island, AK

Salary: up to \$20/hour plus benefits dependent on education and experience

Submit: Cover letter and résumé

Deadline: Open

Contact Person: Norman Baker

Telephone: 360-928-2023

Fax: 360-928-9458

Mailing Address: 543 Dodger Lane
Port Angeles, WA 98363

E-mail: drginc@tenforward.com

 Job Announcements, *cont'd*

Position Title: Tribal Youth Program Project Coordinator
Position: Full Time
Term: Three years

Position Description: The Tribal Youth Program Project Coordinator position is an excellent, exciting career opportunity for an adventurous, creative, energetic leader who wants to make a difference. The Tribal Youth Program Project Coordinator will be responsible for developing and implementing programs which will provide intervention and educational services for at-risk youth, parents, and organizations in a remote, rural, predominantly Native American community. The Tribal Youth Program Project Coordinator will be responsible for program research, design, development, implementation, delivery, and evaluation. Duties include gathering information through contact with existing programs, participation in training sessions, and direction of independent research on juvenile delinquency issues. The Tribal Youth Project Coordinator will supervise support staff and project volunteers; be the day-to-day coordinator of the Tribal Youth Program; organize regular meetings between the partner organizations; ensure compliance with the program requirements; assign and supervise project tasks; develop research tasks and materials; supervise development and implementation of after school, mentoring, and reverse mentoring programs; supervise development and implementation of community and parent education programs; supervise development and implementation of three Youth conferences; supervise the facilitation of organization reviews; develop project products; distribute assignments to project personnel; evaluate effectiveness of programs; and serve as the central point of contact on project activities.

Qualifications and experience:

Education: Minimum requirement of a Bachelor's degree in psychology, social work, or similar degree program with

emphasis in family counseling; preferably a Master's degree in the above degree areas.

License: Minimum requirement of license eligibility for state of Alaska in social work or counseling; Alaska state license in social work or counseling is preferred.

Other: Administrative skills, training and experience in delinquency issues, experience working with at-risk youth, ability to work collaboratively, good communications skills, rapport with at-risk youth.

Employer: Aleut Community of St. Paul aka Tribal Government of St. Paul Island

Location: St. Paul Island, AK

Starting Salary: up to \$19/hour plus benefits dependent on education and experience

Submit: Cover letter and résumé

Deadline: Open

Contact Person: Norman Baker

Telephone: 360-928-2023, **Fax:** 360-928-9458

Mailing Address: 543 Dodger Lane Port Angeles, WA 98363

E-mail: drginc@tenforward.com

Position Title: National Coordinator, National Aboriginal Circle Against Family Violence

The National Aboriginal Circle Against Family Violence is designed to network, provide support, training and access to increased funds for Aboriginal women shelters and transition houses.

The National Coordinator must be a highly motivated, multi-tasked individual who believes strongly in the mandate of the NACAFV and has a track record of multi-sectoral steering committee coordination. You will use this opportunity to develop and apply a variety of skills in the public relations with Aboriginal communities and governmental partners, financial management, grant applications, volunteer development, and advocacy areas. The National Coordinator reports and receives direction from the National Aboriginal Circle Against Family Violence Board of Directors.

Description: The National Coordinator will be responsible for managing and directing the organization towards its primary objectives through developing, planning, coordinating, and controlling the daily operations of the National Aboriginal Circle Against Family Violence.

Qualifications: Graduate degree in the area of Social Work and Business Administration or a mix of education and working experience. A minimum of three years' work experience including proven skills/experience in administration and financial management. Knowledge of First Nations and Federal Government decision-making is a must.

Abilities & Skills: Knowledge of federal and other funding agreements is an asset. Issues facing First Nation Peoples in the area of family violence is a definite asset. Strong ability in the management process of needs assessment and problem solving, planning, and follow-up, responsible financial management and information management. Above average verbal and written communication skills are an asset. Ability to communicate in both official languages would be an asset.

Salary: Based on education and work experience.

Location: Ottawa, Ontario

Duration: Full time, Indeterminate

Closing Date: February 20, 2004

Please forward in confidence a cover letter, along with a current resume and three (3) work related references to:

Board of Directors
National Aboriginal Circle Against
Family Violence
301-396 Cooper St.
Ottawa, ON K2P 2H7

No applications will be accepted beyond the closing deadline. Interviews will be held in Ottawa. Individuals of aboriginal ancestry are encouraged to apply. Only those who qualify will be contacted for an interview.

Current Funding Opportunities

2004 Altria Doors of Hope

Altria Group, Inc. and the National Network to End Domestic Violence Fund (NNEDV) are pleased to announce the availability of funding for domestic violence service providers via the Altria Doors of Hope grant-making initiative.

This year, funding is available in two categories: shelter services and legal advocacy services. Also, organizations in all U.S. states and territories are eligible to apply during the 2004 application cycle.

In order to be eligible to apply for the Altria Doors of Hope funding, an organization must:

- 1) Have a primary mission that includes the provision of shelter and/or legal advocacy services to survivors of domestic violence;
- 2) Be a United States based non-profit, non-governmental, tax-exempt organizations (as defined under section 501(c) 3 of the IRS code); and
- 3) Have been in operation for a minimum of three (3) years with an organization budget greater than or equal to \$250,000.

The 2004 Altria Doors of Hope Request For Proposal (RFP) will only be available on-line from January 20, 2004 to February 20, 2004. This is the only time and manner that an organization may apply for Altria Doors of Hope funds during the 2004 calendar year. A grant application will not be mailed. All of the information necessary to apply for a grant will be available at Altria's website.

Please visit www.altria.com/dv to access the 2004 Altria Doors of Hope RFP!

FY 2004 Grants to Encourage Arrest Policies & Enforcement of Protection Orders Program

Letter of Intent deadline: February 4, 2004

GMS Registration Deadline: February 11, 2004

Application Deadline: February 25, 2004

<http://www.ojp.usdoj.gov/fundopps.htm>

National Center for Victims of Crime to Host First National Conference

By Sue Herman, Executive Director, National Center for Victims of Crime

The National Center for Victims of Crime will convene its first national conference in Washington, DC, June 20-22, 2005.

The 2005 national conference, which has as its theme "Forging Alliances - Building Leadership." will provide a unique opportunity for individuals who support crime victims to share experiences and showcase programs.

Coinciding with our celebration of the National Center's 20th anniversary, this conference will feature:

- * Nationally recognized speakers on a wide range of cutting-edge issues
- * Hands-on workshops to sharpen your skills
- * Networking opportunities with victim service providers and allied professionals from across the country
- * Scheduled meetings with your Congressional representatives
- * No-cost exhibit opportunities

Stay tuned to www.ncvc.org for the "Call for Presenters," "Exhibit Applications," and conference registration information.

(Don't miss the special discount for early-bird registration starting in June 2004)



National Center for Victims of Crimes Scholarships for Training Institutes

In 2000, the National Center for Victims of Crime established its Training Institute with the goal of providing high quality, affordable, and easily accessible training to victim service providers. Several hundred victim advocates have attended the training held regionally through the United States since its inception.

Over the last three years, the Training Institute has been extremely well received by the field. Offered in regions throughout the United States, the Training Institute features a broad range of cutting-edge topics, interactive sessions, and opportunities to network with victim services professionals from across the country.

The National Center is pleased to be offering at least 125 scholarships to its 2004 Training Institute. Funding for these scholarships is being provided under a cooperative agreement from the Office for Victims of Crime, U.S. Department of Justice.

The goal of the scholarship program is to make the Training Institute more broadly available to victim service providers who have been in the field at least three years and who don't have access to similar training in their state or region. Individuals may apply for scholarships for any one of the National Center's four 2004 Training Institute sites in Florida, Maine, Minnesota, and California.

Scholarship funds will cover the cost of registration. Travel and lodging expenses are also available up to a maximum scholarship of \$500, including registration fees.

Deadline for submission of scholarship applications is February 13, 2004. Notification of awards will occur no later than March 15, 2004.

Applications should be filled out by organizations on behalf of the staff they are proposing for the scholarship. Only one application per organization will be considered.

2. Who Can Apply/Selection Criteria

In general terms, anyone either engaged in the direct provision of services to crime victims or those involved in the management of services to crime victims who works for a non-profit organization or governmental agency is eligible to apply. Preference will be given to those who meet the following criteria:

- ***Minimum of Three Years of Experience.*** Giving priority to more experienced applicants will help ensure that scholarships are awarded to victim service professionals who, presumably, possess a basic foundation in the delivery of victim services and therefore would benefit most from the advanced training provided by the Training Institute.
- ***Lack of Access to Local Comparable Training.*** Those applicants who live in states that do not offer local, comparable, and affordable training opportunities will be prioritized for consideration. This requirement is aimed at ensuring that scholarship recipients comprise those victim service professionals who do not have the advanced training opportunities they need and can afford within their home states.
- ***Personal Statements.*** The pool of scholarship applicants will also be evaluated based on the degree to which their attendance will enhance their work serving victims of crime in their community.

Additional information and a downloadable application form can be found at: www.ncvc.org/mcvc_ti_application.html#6, or by contacting Victoria Attfield, Events Coordinator at the National Center for Victims of Crimes at: e-mail: vattfield@ncvc.org or phone: 202-467-8700 fax: 202-467-8701.

The Dynamics of Stalking

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11. Does the suspect follow the victim to and from school? Work? After school activities? Show up unannounced?

Ten Tips for the Victim's Safety³

Anyone can be stalked, either by former spouses, lovers, co-workers, neighbors, internet contacts, or strangers. It is important for victims to understand that you simply cannot assume the police can make the stalking situation disappear. These tips, however critical, are just a starting point. It is also important to encourage victims of stalking to pay attention to their psychological and emotional welfare.

1. **Avoid all contact.** Clearly, directly and explicitly advise the pursuer that you are not interested in a relationship, and then avoid all contact. Handle any unexpected meetings or unavoidable phone calls calmly so as not to escalate the situation.
2. **Don't react to the stalker**, no matter how frightened or angry you are. Stalkers thrive on your energy. They want to elicit attention, positive or negative, from you. It is up to the victim not to feed the obsessive interaction.
3. **Withdraw gently.** When confronted with inescapable contact, in person or on the phone, try to curb any actions or words that might provoke an angry reaction. Speak gently and slowly and say only one sentence before excusing yourself forcefully and totally. The fallback sentence might be: "Please find someone else on whom to focus your attention as I have no interest in you at all." Then shut the door, locking it, or hang up the phone. Don't re-open the door or re-answer the phone. No matter what, allow the stalker to maintain his/her dignity. A stalker has nothing left to lose once that is stripped away, which will mean nothing but misery and danger for the victim.
4. **Get a new unlisted phone number and private post office box.** Use a private post office box for all mail and file a change-of-address card with your local post office. Mail should be kept as documentation in the event that arrest and prosecution become necessary. Get a new unlisted phone number and keep the old one hooked up to an answering machine. Never pick up that line. Do not erase a stalker's messages left on the answering machine. You may need proof of the harassment. Avoid cordless

phones during these dangerous times, as these conversations can be easily monitored.

5. **Carry a cell phone with you for safety.** If you can't afford to buy one, many women's agencies provide them for free. You do not even have to pay for a cell phone plan because you can call 911 from any cell phone at no cost. Keep your cell phone plugged in and charged so it always has power, and keep it within reach at all times.
6. **Protect your home:**
 - Install a tiny glass peephole in your door to identify callers.
 - Install deadbolt locks on all doors making sure doors cannot be kicked in.
 - Keep your doors, windows, and garage locked.
 - Install motion detector lights outside your home, especially in dark areas.
 - Trim the shrubbery near your doors and consider planting thorny shrubs under your windows.
 - Install curtains or blinds that make it impossible to see movement or people in your house.
 - Prepare an evacuation route just in case, providing ladders or a rope if you live in a two-story building.
7. **Change your routes & routines.** Vary the daily routes you take, whether by car or on foot, as well as your routines and social habits. This may mean finding new health clubs, bars, supermarkets, or places of worship to frequent. Avoid going out alone, especially at night. Keep your car locked, and park in well-lighted areas. Do not go into any parking structures unless you are on high alert. At airport garages and many other garages, security guards will escort you to your car.
8. **Inform others.** Let people around you—including family, friends, neighbors, household staff, co-workers, school officials (yours or your children's), and police—know what is going on and enlist their help. Describe the threatening person, as well as any vehicle(s) he/she may drive. Photos work even better.
9. **Paper never stops bullets.** Understand that there is no protective, restraining, or legal order of any kind that can protect you. Indeed, these orders often prove inflammatory and downright dangerous. Your best defense is to refuse to play the stalker's game by his/her rules, in the hope that eventually he/she will get tired of pitching into a black

hole. So, do your best to cut off the stalker's access to you, as well as the energy he/she will try to elicit from you.

10. **Consider moving**—it might just save your life. In particularly hostile cases, sidestepping the danger a stalker poses may require moving near or far. Should you decide you need to relocate, make sure there is no way for the stalker to track you down. Avoid using well-known moving trucks with easily remembered names on the side of the truck. Then, do not pick up your mail at a former neighbor's home or visit favorite haunts. Moving will not help if your activities still make you a target.

Law Enforcement Response from the National Charity for Personal Safety Guide to Developing Stalking Protocols

- Listen to the wishes of the victim and explain the law and police procedure.
- Explain that one option under the Protection from Harassment Act, 1997, for the court at the time of sentence, is to impose a restraining order which might give the victim peace of mind.
- One option, dependent upon the type of stalker, may be to warn the suspect, which may stop such behavior.
- Bear in mind the possibility of malicious allegations and counter-allegations. Ensure that you find out all the available facts of the case, including any previous incidents, however insignificant.
- Advise the victim of the advantages and disadvantages of police involvement. Just because the police are involved, it is no guarantee that the behavior will stop. There is always recourse through the civil courts, although the victim should be advised about cost.
- Establish if there are any injunctions or restraining orders, current or expired.
- Establish if there are any outstanding criminal or civil cases involving the victim as a witness, or whether they have reported a similar case to the police previously.
- If there have been other allegations, establish what happened in the investigation.
- Establish whether there have been any previous incidents, no matter how small, that remain unaccounted for and could have been acts of harassment.
- If appropriate, ensure that a detailed statement is taken, and relevant exhibits seized.
- Tell the victim what he or she can do to help the police, for example gathering evidence. Doing something may help them feel more empowered and less victimized.
- Offer the victim the services of the Victim Support scheme or other support organizations, and arrange for crime prevention advice to be given.
- Inform the victim of the report reference number and advise them to quote it when calling the police in order that they do not have to keep repeating their story.

- Victims may be eligible for criminal injury compensation. The Victim Support scheme is trained in helping victims to complete such forms.
- Give victims details of local and national support and advice groups.
- Consider giving advice about physical health or psychiatric problems. If the victim seems overtly distressed or frightened, or you suspect another psychiatric problem, advise them to see a doctor.
- Ensure the victim has details of the investigating officer, including their name, warrant number, station, and contact number.
- Try to keep the same investigating officer for the case, especially if the incidents are ongoing, as this helps reassure the victim and prevents them from having to repeatedly describe traumatic events.
- When speaking to the victim, frequently use her name when asking questions.
- Watch for signs of stress or nervousness. Ask the victim if it is okay for you to move back and see how they react.
- Ask questions that may help distract the victim from the trauma, such as questions about her heart rate, or, if you notice she is shaking, ask her if she is cold.
- Repeatedly remind the victim that none of this is her fault. Everything being done is the choice of the stalker. He is responsible for the behavior.
- Do not make promises you cannot keep.

(Footnotes)

¹ Stalking Help.org Website, Resources for Stalking Victims Information.

² McCarty, Mike, Public Training Institute. "Preventing Youth Violence," Module Six, 2002.

³ Linden Gross, The Stalking Victim's Sanctuary, 2001.

IMPORTANT REMINDER!

FY-04 Continuing Grant Applications for 2nd year of TVA Program funding are due March 4, 2004.

All Applications must be submitted on-line through the Grants Management System (GMS). You must have an account with GMS in order to submit the application. If you do not have an account, you must register with GMS no later than February 18, 2004.

The Grant Applications have already been faxed and e-mailed to all current TVA Grantees. If you have not yet received your Application, or if we can help in any way, please contact Unified Solutions toll-free at 1-877-438-4400.



Our Mission Statement

Unified Solutions is dedicated to the implementation of sustainable solutions to end violent crime and foster responsible, proactive leadership and public safety. We recognize the problem of violence in our communities and at home can be directly linked to institutional practices of dominance and privilege. Therefore, we invite individuals and agencies to examine and transform these practices and dismantle internalized oppression at all levels. We provide training and resources to build confident and responsive grassroots and workplace leadership. We work in partnership with diverse community sectors, actively seek the participation and involvement of resident community members in our work, and recognize equitable, shared power among all stakeholders involved in a project. We facilitate learning environments and promote linkages between multi-cultural, multi-disciplinary, and multi-faith communities to develop a best practices network of “unified solutions” to sustain peace in our world. We tailor our services and products to uphold the unique cultural heritage and spiritual vitality of those we serve.

About our Logo

The Unified Solutions logo was formed from a collaborative process with community members. We received great blessing from those who support the vision of USCCGI and who offered their talent and expertise to find a way to express the vision in visual art.

Special thanks to Victor Robles, Yaqui artist, and Desiree Trowbridge, Latina artist, who helped breathe life into this work.

The image depicts a Phoenix, the Earth, and four sets of hands coming from each direction to create something new. A light radiates out from the center between the hands, to show the sacred power of the work that comes from this kind of collaboration.

The image tells a story and sends a message:

*The fate of our world depends upon our ability to come together and create together—all people,
young and old, of all colors, from all directions.*

*When we commit our hands together in action, creating a new way with unified solutions,
the power of this light shines from within the Phoenix.*

The Phoenix burns to ashes and is re-born.

The Phoenix takes on all that is finished, all that no longer serves us

—like greed and fear and competition

—and burns it away.

All that is left is the light that guides us, and the Earth is reborn.

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