The background of the cover features a vibrant rainbow flag waving from the top left. The colors of the flag transition from red at the bottom to purple at the top. In the lower right corner, there are detailed illustrations of green ferns, some in silhouette and some in a lighter green tone, overlapping the flag's colors.

READINESS GUIDELINES for Serving LGBTQ Victims and Survivors of Sexual Violence

A Companion Tool to HCASA's 2015
LGBTQ-Enhanced Best Practice Standards for the
Delivery of Sexual Assault Services in Hawai'i

HAWAII COALITION
AGAINST
SEXUAL ASSAULT
October 2017

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HAWAII COALITION
AGAINST
SEXUAL ASSAULT
October 2017

“If I can’t talk about my LGBT identity out in the real world, why would I reach out to anyone when I’m in trouble? If they don’t like me when I’m happy, why would they like me when I’m sad?”

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FOREWORD

We are pleased to share with you the accompanying document entitled “Readiness Guidelines for Serving LGBTQ Victims and Survivors of Sexual Violence”. These guidelines were developed by the Hawaii Coalition Against Sexual Assault (HCASA) through the support of the Office on Violence Against Women Grant No. 2012-SW-AX-0001. Their purpose is to support Hawaii’s sexual assault centers in implementing best practice standards as articulated in the 2015 HCASA reference manual, “LGBTQ-Enhanced Best Practice Standards for the Delivery of Sexual Assault Services in Hawai‘i.”

The quotations that appear in the following pages represent the voices of LGBTQ focus group attendees from each county. The focus groups informed the development of the 2015 best practice standards as well as these guidelines.

It is important to note that these Readiness Guidelines are not meant to be used as a stand-alone tool, but are considered to be a “companion piece” to the 2015 HCASA “LGBTQ-Enhanced Best Practice Standards” cited above, which provides a deeper and more nuanced understanding of the experience and needs of Hawai‘i’s LGBTQ victims and survivors of sexual violence. The guidelines are presented in checklist format and are meant to serve as a practical tool that can guide agencies as they engage in a comprehensive process of self-assessment and transformation in policy and practice.

We hope that sexual assault agencies in Hawai‘i will find the Readiness Guidelines to be a practical, “user-friendly” tool that will better allow them to provide enhanced services for LGBTQ victims and survivors of sexual violence that are optimally accessible, affirming and informed.

Paula Chun
Executive Director
Hawaii Coalition Against Sexual Assault

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LGBTQ Consultant

CONTEXT

I. Best Practice Standards: Framework for Readiness Guidelines

In 2015, the Hawai'i Coalition Against Sexual Assault (HCASA) published its comprehensive reference manual, "LGBTQ-Enhanced Best Practice Standards for the Delivery of Sexual Assault Services in Hawai'i." This manual was based upon an extensive review of the literature related to lesbian, gay, bisexual, transgender and queer/questioning (LGBTQ) individuals and their experience of sexual violence. It also was grounded in the direct input of members of Hawai'i's LGBTQ communities and sexual assault service providers through a statewide series of focus groups.

TWO PROMINENT LGBTQ THEMES

"Sexual violence is really just one part of a larger picture of violence against LGBT people on our island."

Increased Risk of Violence

The LGBTQ-enhanced best practice standards that arose from the above sources reflect two prominent themes. First, many LGBTQ individuals face risks of sexual violence equal to, and sometimes much greater than, the general population. These risks often are due directly to prevailing anti-LGBTQ sentiment in many sectors of American society.

Decreased Access to Care

Secondly, even though LGBTQ individuals face the same or often significantly higher risks of violence, they are among the least likely to seek out, find or access welcoming and informed sexual assault services that are able to address their specific needs for safety and support. In part this is due to a justified belief among many LGBTQ individuals that social service agencies and providers may not offer a safe or supportive place in which to seek services.

REASONS FOR OPTIMISM

"The bi's have been left out completely in the discussion of sexual violence and domestic violence. We are misunderstood and invisible."

Agencies and Providers Often Reflect Community Norms

Social service agencies and providers often reflect the attitudes and norms of the communities of which they are a part. In communities where sexual and gender diversity are misunderstood or disapproved of, or simply go unrecognized, LGBTQ individuals often have faced

"If a woman is raped by a man, reporting is less scary because people expect a male perpetrator and assume, if you are a woman, that you're straight. But if a woman is raped by a woman, or a gay boy goes to a man's house and was raped, or if a transgender person is raped, reporting means probably being 'outed', and so instead you don't report it and begin to think, 'Maybe I deserve this because I'm gay.'"


rejection, ridicule, humiliation or a lack of understanding and sensitivity when seeking out and receiving services. This has been true across the breadth of helping professions, including the fields of social work, counseling, medical and mental health care, law enforcement, law and others. These professions are among those that are directly involved in providing protection, support and advocacy to victims and survivors of sexual assault. Too often, however, victims and survivors who are LGBTQ have not felt welcome or safe in their presence. There is, however, reason for optimism.

Professional Understanding/Public Opinion Changing

Over the past two decades, there has been a significant change in professional understanding and public opinion about sexual and gender diversity in American society. This has resulted in an increased acceptance, even celebration, of LGBTQ people across the country and in Hawai'i.

Sexual Assault Agencies Eager to Serve, Yet Uncertain

Many sexual assault agencies and providers have joined in this movement, eager to develop and provide services that are safe, affirming and informed, addressing the specific needs of LGBTQ victims and survivors of sexual assault. And yet, because many have not yet engaged in a formal process of institutional or personal self-reflection on how best to serve LGBTQ communities, there often is an uncertainty about the specific steps agencies can take to best assure that services provided meet these high standards.



II. LGBTQ Readiness Guidelines: Addressing Agency Uncertainty on Moving Forward

APPROACH: ORGANIZED, COMPREHENSIVE, AFFIRMING, RELEVANT

"I think there's always going to be a mistrust when it comes to trans folk and "The Man", which would be like the police or any kind of authority. And when it comes to having to report it or find support for it we've traditionally gone to each other. And as a transwoman I didn't have an experience ever, or know anyone ever, who would feel a need to call a sexual assault center."

The readiness guidelines presented in the following pages propose to address agency uncertainty by laying out an organized and comprehensive approach through which organizations can:

- **Assess their present capacity to serve LGBTQ individuals;**
- **Identify areas for improvement; and**
- **Develop policies, programs, services and an organizational environment better able to meet the needs of LGBTQ clients.**

These guidelines draw, in part, upon pioneering work already done across the U.S. in the fields of sexual assault service delivery and a broad array of other social and health services seeking to provide affirming and relevant support to LGBTQ individuals in need. Most importantly, these guidelines also draw upon the experience and expertise of sexual assault service providers and LGBTQ individuals in Hawai'i to assure that services provided here in the islands are responsive to the real needs of Hawai'i's LGBTQ communities.

MESSAGE: COMPLETELY READY OR NOT, TIME TO MOVE FORWARD IS NOW

"You have to remember that this is a rural island. Everybody knows everybody and there is a shame connected to being a victim of sexual assault and probably even more if it's related to your being LGBT. So it's almost impossible to conceive of someone reporting or reaching out for help, even more so if they're LGBT and this could become known."

The term "Readiness Guidelines" does not mean to imply that an agency or provider should defer actively offering services to LGBTQ victims/survivors of sexual assault until all guidelines have been addressed and fully implemented. In fact, LGBTQ individuals already make up a significant portion of sexual assault agencies' clientele, even though often they may be 'invisible' in terms of their sexual orientation or gender identity.

“The reason LGBT people aren’t accepted is because of the suppression of the culture, when the white man came and they didn’t want no hula dancing and they didn’t want people speaking Hawaiian, so the culture gets submerged and not practiced. And being gay or māhū becomes a shameful thing. And your grandparents are teaching the old culture, but then you come to school and they’re looking at you differently because the school is run now by people who want it to be a ‘white way.’ And families need to realize that their old culture is for their children and that that is an alternative way to teach our children, which is good, too.”

Aspiring to meet all the needs of all survivors of sexual assault, including those who are LGBTQ, is a laudable guiding principal for any organization or individual provider, but it is an aspiration that is rarely or only transiently fulfilled. Agencies’ understanding and capacity to serve diverse communities grow over time, particularly when unmet client needs have been recognized and a sincere commitment to enhance services has been made.

Therefore, assuring that an agency is increasingly able to meet the needs of LGBTQ victims and survivors requires an on-going effort involving self-reflection and self-improvement in terms of enhancing attitude, knowledge and skills. Completely ready or not, the time to move forward is now, trusting that with good intentions much of learning is in the doing.



III. LGBTQ Readiness Guidelines: Practical Roadmap for Moving Forward Now

The Readiness Guidelines presented in the following pages are a companion tool to the 2015 HCASA reference manual “LGBTQ-Enhanced Best Practice Standards for the Delivery of Sexual Assault Services in Hawai‘i.” This latter document seeks to provide a deeper understanding of the specific experience and needs of LGBTQ victims and survivors of sexual violence. It also presents detailed recommendations on how best to address those needs. The Readiness Guidelines serve as a practical roadmap, in checklist format, that details specific steps a sexual assault agency can take to assure that it is well-positioned to implement the LGBTQ-enhanced best practice standards and thus provide safe, affirming and informed services.

TEN TOPIC AREAS

“In the end, LGBT survivors need to know they have options for reporting and accessing services, and that each and every one of those options is safe, respectful and knowledgeable. The trust is going to have to be built and then proven. That’s how we’ve always done it.”

The Readiness Guidelines address both the internal and external work agencies can engage in to achieve this goal. For convenience, they are organized into the following topic areas:

1. Grounding Services in Traditional Hawaiian Culture
2. Making a Commitment: First Steps
3. Where Are We Now? Agency Self-Assessment
4. What We Need to Know: “LGBTQ 101” Training and Beyond
5. An Inclusive Workplace: Personnel Policies
6. Creating a Welcoming Agency Environment
7. Optimizing Healing: Direct Service Delivery
8. Outreach to L, G, B, T, and Q Communities
9. Engagement With L, G, B, T, and Q Communities
10. Learning and Growing: Quality Improvement

AN ONGOING PROCESS OF ENGAGEMENT

Activities in some of these areas lead logically to those that follow. For example, engaging in an in-depth self-assessment of present agency capacity to serve LGBTQ clients leads logically to next steps in developing training curricula and assuring a more LGBTQ-inclusive organizational environment.

At the same time, certain activity areas, such as LGBTQ community involvement and grounding services in an understanding of traditional Hawaiian respect for sexual and gender diversity inform work throughout every phase of agency transformation in terms of becoming more LGBTQ welcoming and inclusive. Even the commitment to serve LGBTQ communities in a more meaningful way is not a single initiating planning event, but represents an organizational understanding that needs to be revisited and reaffirmed on a regular and on-going basis over time.

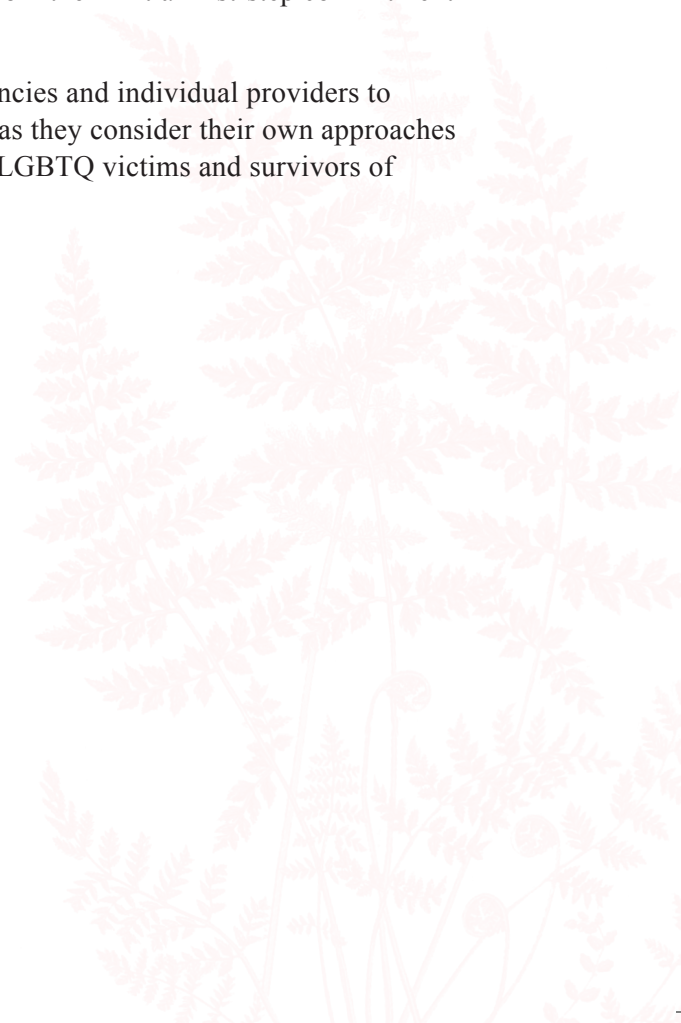
RESOURCES SUPPORTING AGENCY TRANSFORMATION

“It was the acceptance of my grandmother, who laid down the law and wrote the rules and definitely wouldn’t allow anybody to call me the wrong name or condemn me or make me feel I wasn’t a part of the family. She just said, ‘This is her. Accept her. And love her anyway.’ I wasn’t a different person. I was the same person.”

An extensive and varied Resource List appears at the end of this document. Many of these resources helped inform the development of the guidelines offered in the following pages.

These resources offer guidance on approaches to creating services that are accessible, informed, culturally-sensitive and effective in meeting the needs of various marginalized and stigmatized populations. Most address the specific needs of LGBTQ victims and survivors of violence and offer detailed guidance on how to develop an LGBTQ-inclusive agency as well as specific tools (agency self-assessment surveys, checklists, model policies, further resources etc.) that can be helpful to agencies as they move forward from their initial first-step commitment to action.

We encourage sexual assault agencies and individual providers to carefully review these resources as they consider their own approaches to enhancing service delivery to LGBTQ victims and survivors of sexual violence.



READINESS GUIDELINES

I. Grounding Services in Traditional Hawaiian Culture

Sexual violence is a reality for many LGBTQ people, just as it is for any other community. However, certain segments of LGBTQ communities experience disproportionate levels of sexual violence when compared to the general population. Certainly, compassionate and informed services have been provided many LGBTQ victims and survivors of sexual and other forms of violence by many agencies dedicated to supporting those in need.

But it is also true that many LGBTQ individuals in need have encountered “helping professionals” that have been unprepared to address the specific and sometimes unique needs of these individuals. Some have been turned away over the phone or at the agency reception desk, being told that the needs of “people like them” can best be met elsewhere. Others have experienced services that are offered only tentatively, in the shadows and “under the radar,” reflecting a broader societal discomfort with or disapproval of sexual and gender diversity. Some have been treated in ways that are overtly disrespectful and retraumatizing.

A remembrance of traditional Hawaiian culture’s respect for, and even celebration of sexual and gender diversity has the ability to provide agencies and individual providers a deep historical grounding that can overcome the institutional and personal uncertainty, hesitancy, embarrassment and fear that often has impeded LGBTQ program development and service delivery in the past. This deeply-rooted “blood memory of times past” can enable both agencies and individual providers to openly, confidently and enthusiastically develop and offer services that address the real needs of Hawai‘i’s LGBTQ victims and survivors of sexual violence, which often include the specific needs for safety, validation and support in an often unaccepting world.

IN SERVING LGBTQ VICTIMS AND SURVIVORS OF SEXUAL VIOLENCE AGENCIES AND INDIVIDUAL PROVIDERS SHOULD:

“We need a Hawaiian-based approach. If you want someone to come in and open up, you have to show— I mean really show— you’re welcoming, that you want them to come in. And then you can form a relationship first, and from that comes trust, and then things are disclosed. They need to know that you really care about them.”

- Recognize the professional confidence and therapeutic power that can derive from a deep understanding of traditional Hawaiian culture’s celebration of sexual and gender diversity.

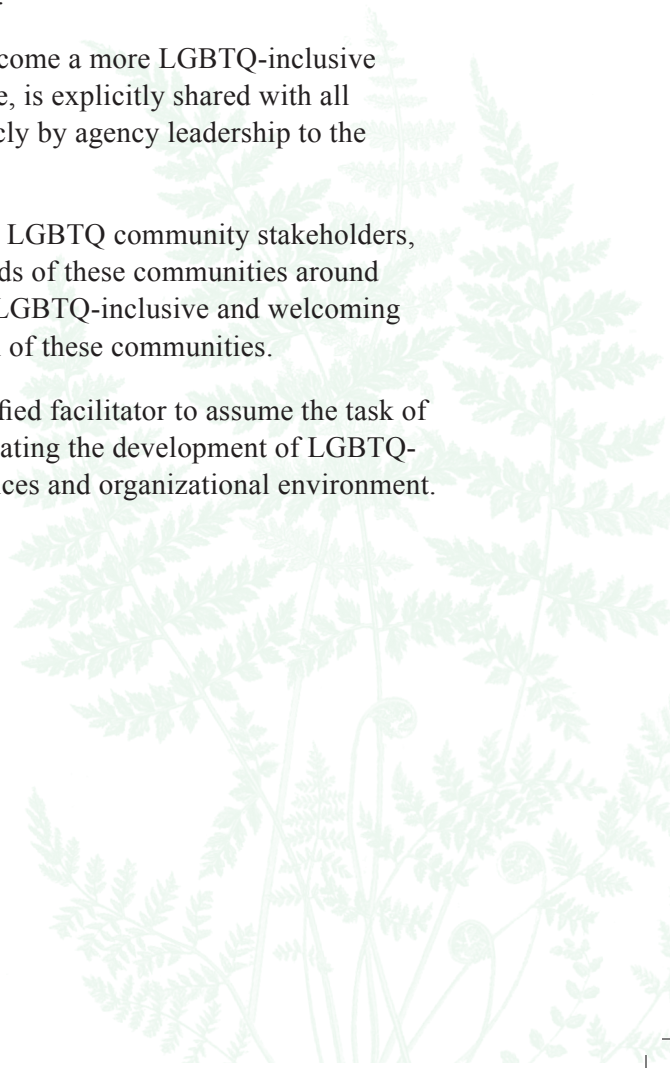
II. Making a Commitment: First Steps

Agencies should make an explicit, confident and public commitment to be LGBTQ-inclusive and welcoming. Without a formal commitment, organizational culture, policies, procedures and practices tend not to change. And without visible evidence of agency commitment, many LGBTQ individuals, given past experience with “helping professions,” will not trust that services offered the general public will be inclusive and welcoming of them, or understanding of their experience of violence and specific needs.

MAKING A COMMITMENT TO BECOME A MORE LGBTQ-INCLUSIVE AND WELCOMING AGENCY GENERALLY INCLUDES THE FOLLOWING STEPS:

“The message we give to our LGBT community on this island is, ‘Stay in the closet, put your rainbow flag away, don’t hold hands;’ all these are things that push people back into a place of their own internalized homophobia, their own perspective that ‘I’m not a valuable individual.’ And it affects our helping agencies too. The staff of my agency would say, ‘We’re not a gay agency. Please don’t tell people we’re a gay agency.’ I’m embarrassed by this. We are a gay agency! We’re a straight agency. We’re a ‘little people’ agency, a people-who-don’t-have-sex agency, a people-who-do-have-sex agency. We’re all of these things!”

- ❑ Engage in initial discussions, involving all sectors of the agency, about the perceived readiness of the organization to assume the goal of becoming more LGBTQ-inclusive and welcoming. This goal should apply to both clients and staff and to all levels and sectors of the organization.
- ❑ Work toward achieving consensus (“buy-in”) throughout the organization that becoming a more LGBTQ-inclusive and welcoming agency is a desirable goal (understanding that consensus does not mean complete agreement on all issues).
- ❑ Assure that the commitment to become a more LGBTQ-inclusive and welcoming agency, once made, is explicitly shared with all agency staff and announced publicly by agency leadership to the broader community.
- ❑ Initiate an on-going dialogue with LGBTQ community stakeholders, discussing the experience and needs of these communities around sexual violence, including what “LGBTQ-inclusive and welcoming services” would look like for each of these communities.
- ❑ Create a work team with an identified facilitator to assume the task of planning, implementing and evaluating the development of LGBTQ-inclusive policies, programs, services and organizational environment.



III. Where Are We Now? Agency Self-Assessment

In order to carry forward a commitment to become a more LGBTQ-inclusive and welcoming organization, it is essential for an agency to conduct a detailed self-assessment of its current ability to serve LGBTQ clients in an informed and meaningful way. Fortunately, sexual assault agencies already bring significant resources to this commitment in terms of knowledge, understanding and skills needed to serve diverse communities in a culturally-sensitive manner.

Identifying agency strengths in order to build upon them is an important part of the self-assessment process. At the same time, “pukas” and shortcomings in present service delivery likely will be identified since most sexual assault agencies have had relatively little in-depth discussion or training on the experience and needs of LGBTQ individuals related to violence. Similarly, there may not have been a consideration of how the experience of violence by LGBTQ individuals through the course of a lifetime, and often under the auspices of respected societal institutions, may have a profound impact on a victim’s or survivor’s ability to find or access informed services that meet their specific needs for safety and support.

Identifying agency strengths and challenges are a necessary prelude to defining objectives and goals and determining “next steps.” Fortunately, there are several excellent agency self-assessment tools related to LGBTQ-inclusivity which can be adapted to the specific needs of individual agencies in Hawai‘i (see Resource List).

COMPREHENSIVE AGENCY SELF-ASSESSMENT RELATED TO LGBTQ-INCLUSIVITY GENERALLY INVOLVES THE FOLLOWING ACTIVITIES:

“We need to be willing to engage in conversations in our agencies, about how we can best serve the LGBT population. We try so hard not to offend anyone among our co-workers so we back away from these open, honest discussions. But we have to have them.”

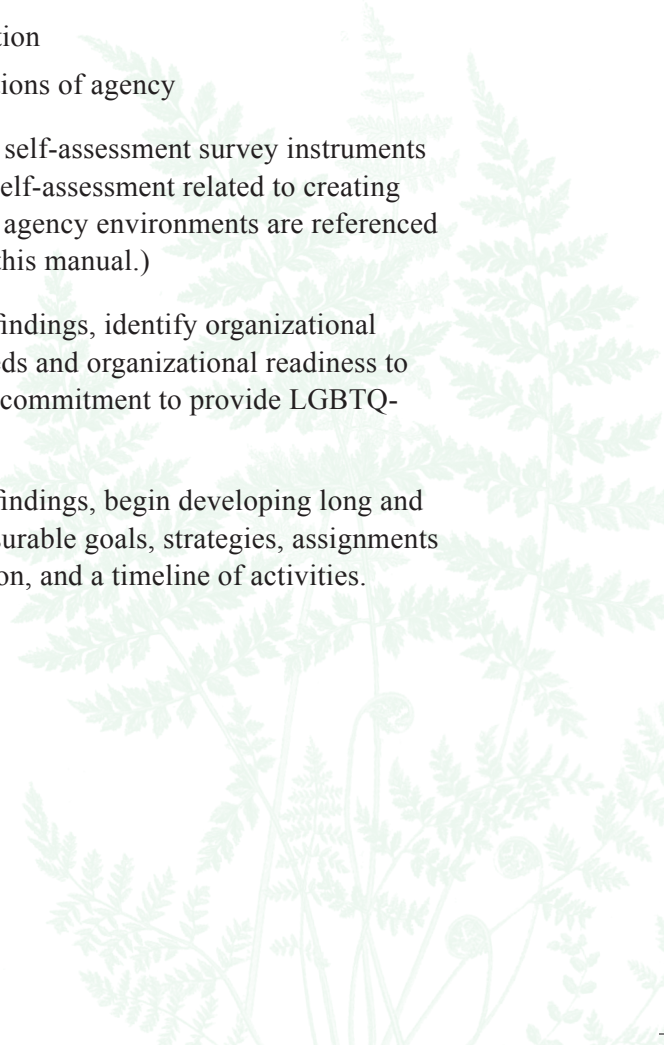
- Conduct surveys/interviews throughout all levels and sectors of the organization regarding present commitment and capacity to serve LGBTQ clients, including present programs, services and practices that explicitly create a welcoming environment and specifically address their needs. (board of directors, administration, service providers, reception staff, other staff, volunteers)
- Conduct surveys/interviews with L, G, B, T and Q community stakeholders regarding their perceptions of the agency’s ability to respond to LGBTQ clients’ needs in a welcoming and informed manner.
- Create survey/interview instruments addressing the following topics as related to present LGBTQ-inclusivity, as appropriate:
 - Organizational values
 - Organizational mission

“Agencies often don’t advertise themselves as LGBT-friendly. If you were an LGBT victim and got through the front door of our agency, you would receive excellent services. So it’s not active hostility. But because of homophobia we don’t want to be seen on the frontline of advocacy for LGBT people.”

- Organization structure
- Organizational climate
- LGBTQ-friendly milieu
- Programs
- Policies
- Practices
- Staff awareness
- Staff knowledge
- Staff attitudes
- Staff skills
- LGBTQ representation among staff and clientele
- Training
- Resource allocation/budget
- “Pukas” in services
- Perceived strengths
- Perceived challenges
- LGBTQ community outreach
- LGBTQ community input
- Agency-community collaboration
- LGBTQ communities’ perceptions of agency

(Note: Examples of model agency self-assessment survey instruments and recommended approaches to self-assessment related to creating LGBTQ-inclusive and welcoming agency environments are referenced in the Resource List at the end of this manual.)

- Based on agency self-assessment findings, identify organizational strengths, challenges, barriers, needs and organizational readiness to move forward in fulfilling agency commitment to provide LGBTQ-inclusive and welcoming services.
- Based on agency self-assessment findings, begin developing long and short-term action plans, with measurable goals, strategies, assignments of responsibility, resource allocation, and a timeline of activities.



IV. What We Need To Know: “LGBTQ 101” Training and Beyond

Sexual assault agencies already have a strong foundation of understanding and skills to serve LGBTQ victims and survivors of sexual violence. The recently published “LGBTQ-Enhanced Best Practice Standards for the Delivery of Sexual Assault Services in Hawai‘i” serves as a further resource for supporting an even deeper understanding of the experience and needs of these individuals and the challenges they face accessing informed and supportive services.

The process of agency self-assessment further identifies training needs, as do on-going and candid discussions with LGBTQ community stakeholders.

Providing training and other educational opportunities can help overcome a legacy of institutional lack of awareness, tentativeness and fear that has inhibited the development of visible, confident and robust service delivery on behalf of LGBTQ victims and survivors of sexual violence.

COMPREHENSIVE AND MEANINGFUL LGBTQ TRAINING GENERALLY REQUIRES THE FOLLOWING:

“We desperately need training for everyone working with LGBT people—from the ground up—law enforcement, advocates, medical professionals, mental health providers, everyone. They clearly don’t know what to do, no cultural competency, and that’s why we stay away.”

- Provide LGBTQ cultural competency training and other educational opportunities to all levels and all sectors of the organization. (board of directors, administration, service providers, reception and other staff, volunteers)
- Develop and implement trainings that respond to the specific needs of agency staff and volunteers based on their roles in interfacing with and supporting LGBTQ clients (“role-specific training”). This involves going beyond traditional generic and often superficial “LGBTQ 101” trainings, to address the specific needs of administrators, therapists, counselors, crisis workers, health providers, reception staff, volunteers and others, as well as the specific needs of each community represented within the “LGBTQ” acronym.
- Involve members of local Hawai‘i LGBTQ communities in the development, implementation and evaluation of all LGBTQ cultural competency training curricula.
- Provide basic LGBTQ 101 training to all new-hire staff and new volunteers, augmented by the additional training they will need to fulfill their specific roles within the organization in a culturally competent manner.

“I know it’s not possible to have everyone trained as experts in LGBT care but you can train everyone in respectful treatment and to be knowledgeable about referral resources.”

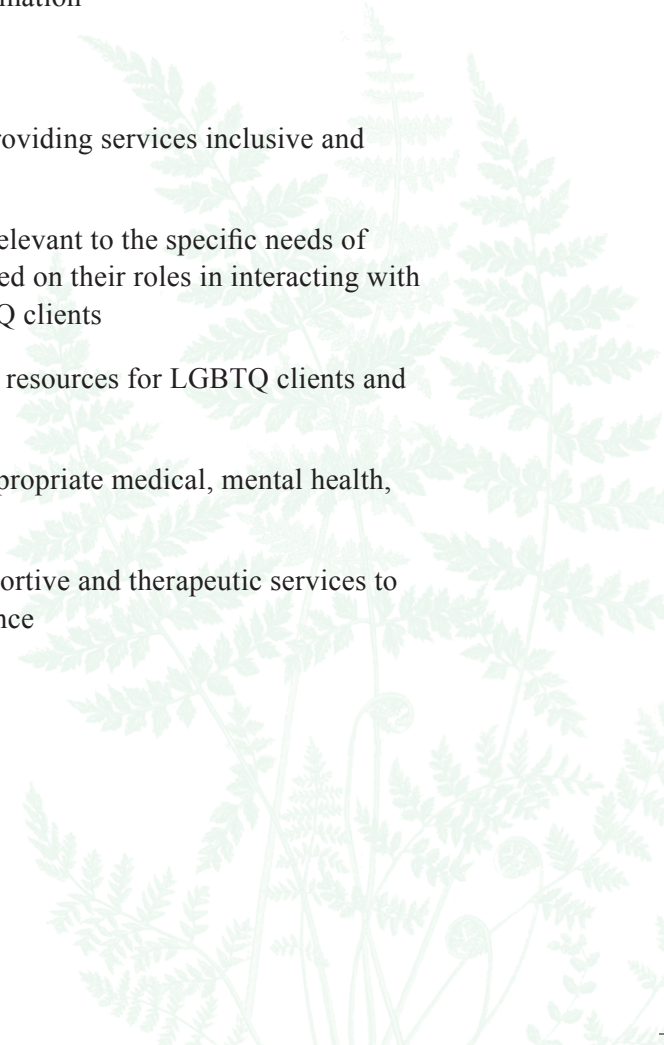
- Provide basic LGBTQ 101 “refresher” training to all agency staff and volunteers on an annual basis.
- Be familiar with LGBTQ cultural competency training resources available on-line (webinars, model training curricula, video resources) and be open to adapting them to local training needs as appropriate.
- Consider including the following topics in developing comprehensive trainings on LGBTQ cultural competence:

ORGANIZATIONAL/PROGRAM DEVELOPMENT

- The manner in which serving LGBTQ clients aligns with agency’s mission and values
- Agency policies related to LGBTQ clients, employees and volunteers
- Creating a welcoming agency environment for LGBTQ clients and staff
- LGBTQ-related myths and stereotypes, and their impact on clients, agencies and individual providers
- The impact on providers and “systems of care” of societal anti-LGBTQ oppression and discrimination

DIRECT SERVICES

- Challenges in developing and providing services inclusive and welcoming of LGBTQ clients
- Knowledge, attitude and skills relevant to the specific needs of agency staff and volunteers, based on their roles in interacting with and providing support to LGBTQ clients
- Agency-level, state and national resources for LGBTQ clients and service providers
- The importance of culturally-appropriate medical, mental health, legal and social service referrals
- Best practices in providing supportive and therapeutic services to LGBTQ victims of sexual violence



- Trauma-informed care and the LGBTQ experience of stigma, discrimination and oppression
- Concept of “intersectionality” (the trauma impact of having multiple stigmatized identities)
- “Coming out” and its relationship to feelings of safety, potential victimization and the ability to seek and find support

NETWORKING/PARTNERSHIPS

- Introduction to LGBTQ communities
- The importance of outreach to LGBTQ communities
- LGBTQ communities as participants in program development and evaluation
- The importance of getting all allied community partners on board in committing to LGBTQ-inclusive and welcoming services (social service providers, law enforcement, legal professionals, health providers etc.)

BARRIERS

- Barriers to LGBTQ victims reporting violence specifically related to a victim’s LGBTQ identity
- Barriers to LGBTQ victims finding, accessing and engaging in agency services
- Concept of “minority stress” and its relationship to seeking services and engaging in a therapeutic relationship

LANGUAGE

- Terminology and concepts related to sexuality, sexual orientation, gender identity and gender expression
- The nature and importance of culturally-appropriate language
- Approaches to addressing culturally inappropriate words and actions in the agency setting.

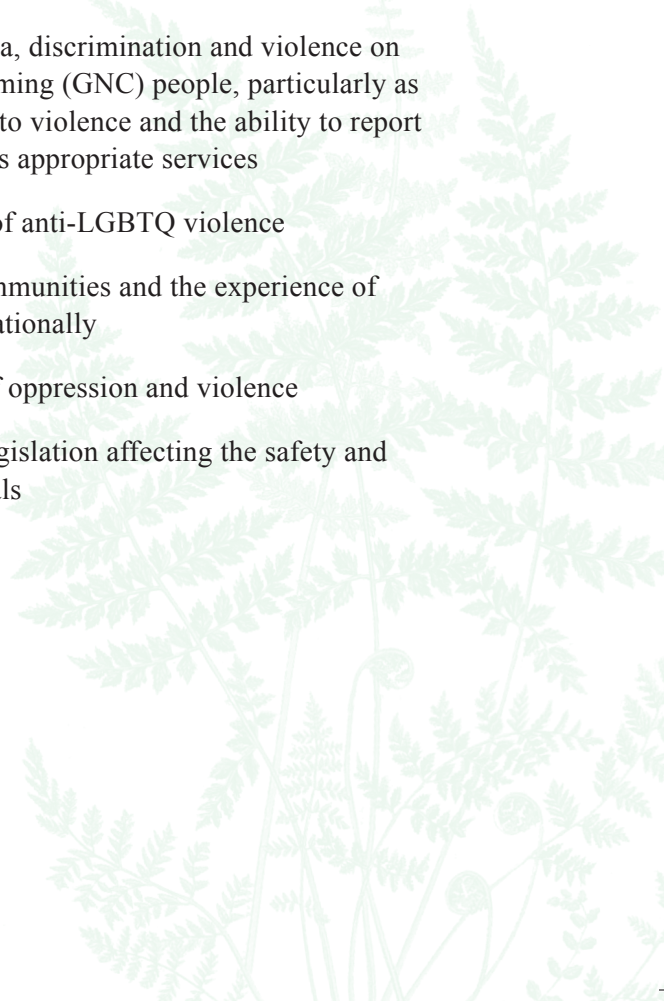
“Our tourist bureau, our churches, everyone knows that this island is a dangerous place for LGBT people. But they do nothing to change that – the physical violence, the sexual violence that happens here. They don’t want people to know that bad things happen here. A powerful thing would be to get the message out through newspapers, radio, TV, online: ‘Let’s make our island safe for our LGBT sisters and brothers!’ That would be so helpful. And the first step is to talk about it openly and confidently.”

SEXUAL AND GENDER DIVERSITY

- Traditional Hawaiian culture’s acceptance of sexual and gender diversity
- The diversity within and among L, G, B, T, and Q communities in Hawai‘i
- Research-based cultural and health-related information on L, G, B, T, and Q people, locally and nationally
- The unique history, issues, strengths, challenges and needs of each of the L, G, B, T, and Q communities
- Exploration of understanding, attitudes and comfort around issues of sexual orientation, gender identity and gender expression
- Transgender (Male-to-Female; Female-to-Male) and non-binary gender identity issue

EXPERIENCE OF VIOLENCE

- Forms of sexual violence experienced by LGBTQ individuals
- Causes of violence against LGBTQ people, including the impact of homophobia, biphobia, transphobia, and heterosexism
- The impact of oppression, stigma, discrimination and violence on LGBTQ and gender non-conforming (GNC) people, particularly as they relate to their vulnerability to violence and the ability to report violence and either find or access appropriate services
- Hate crimes statute’s inclusion of anti-LGBTQ violence
- Statistics related to LGBTQ communities and the experience of violence, both in Hawai‘i and nationally
- LGBTQ resilience in the face of oppression and violence
- State and national civil rights legislation affecting the safety and well-being of LGBTQ individuals



V. An Inclusive Workplace: Personnel Policies

Early on, organizational personnel policies related to nondiscrimination and anti-harassment often were relatively narrow or generic in nature, with a commonly-held but mistaken understanding that all employees were thereby equally protected. In fact, it became clear that many individuals possessing certain personal characteristics were routinely discriminated against and even harassed in the workplace or hiring process despite such policies. It was for this reason that over time, based on increasing evidence of the failure of narrowly-defined generic policies to protect certain employees and job applicants, these policies were amended to include a growing list of explicitly protected personal characteristics: age, gender, race, ethnicity, national origin, ability status and others.

Among the most recent personal characteristics to be added, and not without sometimes vehement opposition, were sexual orientation, gender identity and gender expression. Allowing all employees and volunteers including those who are LGBTQ to feel safe and supported in the work environment enriches organizational culture and enhances work satisfaction. It also sends a powerfully positive message to all staff and clientele that the agency is open, welcoming and inclusive of all. This, in itself, can play an important part in enhancing LGBTQ access to services and promoting the healing process.

RELATED TO LGBTQ INCLUSION, PERSONNEL POLICIES GENERALLY ADDRESS THE FOLLOWING:

“In terms of best practice with LGBT clients, you need to do the internal work for each organization--doing that with staff, with administration, making sure people are on the same page and know what is expected, and what’s acceptable and not acceptable, and having that understanding reflected in job descriptions and orientations and evaluations, right? Then staff can move on to doing the kind of job we want them to do.”

- Be familiar with published, model LGBTQ-inclusive personnel policies related to discrimination and harassment (Resource List).
- Assure that employee and volunteer nondiscrimination policies explicitly prohibit discrimination based on sexual orientation, gender identity and gender expression.
- Assure that employee and volunteer anti-harassment policies explicitly prohibit harassment based on sexual orientation, gender identity and gender expression.
- Assure that all agency staff and volunteers are familiar with personnel nondiscrimination and anti-harassment policies.
- Create a process for on-going evaluation of effectiveness of employee and volunteer nondiscrimination and anti-harassment policies in terms of compliance and a mechanism for the confidential reporting of complaints or concerns.

“We need to hire and support a diverse staff in our agencies. We should have LGBT counselors or at least someone who specializes in and is comfortable with the LGBT community, someone who can train the rest of us.”

- Ensure that personnel policies related to family leave, sick leave to care for family members, bereavement leave, and hospital and other health care insurance coverage are explicitly inclusive of LGBTQ employees.
- Develop policies or guidelines supportive of employees or volunteers who are undergoing gender-affirmation transition.
- Ensure agency compliance with the Violence Against Women Reauthorization Act (2013) grant condition requiring LGBTQ inclusivity in the delivery of sexual assault services by VAWA grantees.



VI. Creating a Welcoming Agency Environment

In order to provide effective and culturally-informed services to LGBTQ victims and survivors of sexual violence it is essential that there be an agency environment that conveys messages of safety, affirmation, understanding and respect. Many LGBTQ individuals have been denied services or received uninformed or disrespectful care when seeking support from helping professions at some time during their lives.

Therefore, it is essential that sexual assault service agencies go beyond simple public reassurances that “We serve all people,” since historically this has not always been so for LGBTQ people, and continues not to be so among segments of many helping professions. Instead, it is important to create agency environments that clearly convey the message that each community represented within the L, G, B, T, and Q acronym is equally and wholeheartedly invited to partake of the full range of sexual assault services.

As has often been noted, services that are not known with certainty to be LGBTQ-welcoming, will be assumed by many to be non-accepting, and therefore inaccessible to these communities. It is also important to remember that providing a welcoming environment for LGBTQ clients and staff improves the quality of care for all clients.

AGENCY ENVIRONMENT IS INFLUENCED IN LARGE PART BY POLICY, VISIBLE SIGNS OF WELCOME AND ACCEPTANCE, AND DEMONSTRATIONS OF CULTURAL COMPETENCE BY AGENCY STAFF:

“One of the biggest barriers for LGBT victims accessing services is the fear of not being well-received. This was the number one response on our survey of transgender folks, worried about how they would be treated by hospital staff, the sex assault nurse examiners and all the others.”

- Assure that client-related nondiscrimination policies explicitly prohibit discrimination based on sexual orientation, gender identity and gender expression.
- Assure that client-related anti-harassment policies explicitly prohibit harassment based on sexual orientation, gender identity and gender expression.
- Review mission statement and policy statements for indications of a public commitment to inclusion and respect for diversity.
- Display nondiscrimination, anti-harassment, and diversity policies prominently, with offered guidance on how to confidentially file reports of concern.

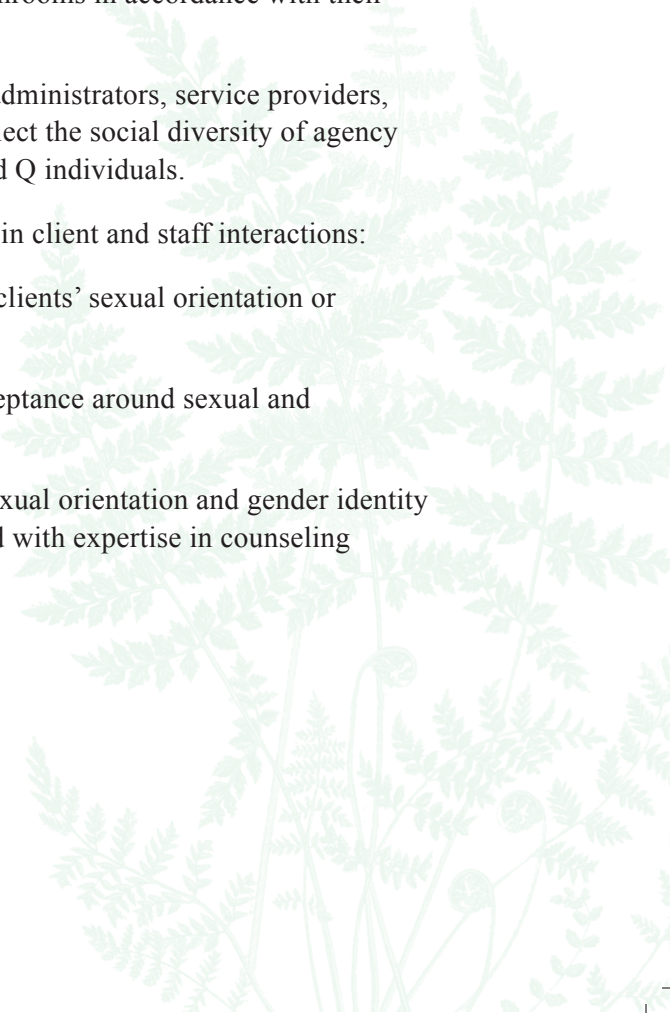
“People do respond to images and messages. If you see ads for a sexual assault agency that include same-sex women or men, those messages are really strong. It tells me that you are skilled in dealing with people like me. Those messages are really strong for all of us. We take those visuals in without realizing it, knowing which services we can access safely.”

- Publicly display visible messages of L, G, B, T, and Q inclusivity and support in reception areas, waiting rooms, counseling and treatment rooms, hallways, and all other client-accessible areas:
 - Brochures and flyers
 - Posters
 - Resource cards
 - Artwork
 - “Safe place” stickers, rainbow flags
 - Magazines
 - Public notices of LGBTQ community events and services
 - Forms that make no assumptions about sexual orientation or gender identity, use gender-neutral language, offer a variety of gender options, and space to record preferred name and pronouns
 - A comprehensive up-to-date list of supportive local and national resources for LGBTQ clients and sexual assault service providers

- Provide unisex or single-stall bathrooms, if possible, or inform clients they may use gendered bathrooms in accordance with their gender identity.

- Actively recruit board members, administrators, service providers, other staff and volunteers who reflect the social diversity of agency clientele, including L, G, B, T, and Q individuals.

- Demonstrate cultural competence in client and staff interactions:
 - Make no presumptions about clients’ sexual orientation or gender identity.
 - Display staff comfort and acceptance around sexual and gender diversity.
 - Be able to discuss issues of sexual orientation and gender identity comfortably, supportively, and with expertise in counseling relationships with all clients.



- Use clients' preferred names and pronouns in all verbal and written communication between staff and client, with colleagues and consultants, and in documenting clinical and other encounters.
- Maintain an agency library of written and multimedia resources to support the professional work of the organization in addressing the needs of LGBTQ victims and survivors of sexual violence.

VII. Optimizing Healing: Direct Service Delivery

Crisis workers, case managers, counselors, therapists and others are involved in providing direct services to LGBTQ victims and survivors of sexual violence in support of the healing process. It is especially important, therefore, that the services provided to LGBTQ victims and survivors of sexual assault reflect best practice standards by offering support that is welcoming, affirming and informed.

These are especially important elements in the healing process for individuals belonging to communities that historically often have experienced misunderstanding, mistreatment and rejection by some in the “helping professions.” It is important to recognize that, in fact, all agency staff and allied sexual assault service providers have important roles to play in supporting the healing process of LGBTQ clients.

Beyond therapists and counselors, this includes everyone from the crisis hotline operator to the police beat officer, the reception desk worker to the agency administrator, and the board of directors’ member to the medical forensic examiner. Each in her or his own role-defined way has an opportunity to support client healing by demonstrating respect, affirmation, understanding and expertise.

THE FOLLOWING ARE WAYS THAT AGENCIES AND INDIVIDUAL PROVIDERS CAN SUPPORT THE HEALING PROCESS THROUGH DEMONSTRATING LGBTQ-AFFIRMING PROFESSIONALISM:

“It’s not just our physical needs that need to be taken care of after an assault; our emotional and spiritual needs need to come first.”

- Encourage all agency staff to be familiar with the reference manual “LGBTQ-Enhanced Best Practice Standards for the Delivery of Sexual Assault Services in Hawai‘i,” and reflect these standards in their daily interactions with LGBTQ clients, in accordance with their specified roles within the organization.
- Rely on evidence-based, LGBTQ-affirming practice models in the design and delivery of services to LGBTQ clients.
- Know and utilize resources related to trauma-informed care that address the specific needs of L, G, B, T, and Q victims and survivors of sexual violence.
- Be familiar with federal and state laws related to the safety and well-being of LGBTQ individuals and communities (e.g. hate crimes and civil rights statutes, procedures for legal name change and change of designated gender on state birth certificates, VAWA grant requirements for serving LGBTQ victims of sexual and domestic violence).

"It's all about respect. Be open to listening to and learning from the stories of your clients. It's not just about the sexual assault. It's about the whole life experience, about non-acceptance, about oppression and being open to talk about all those things. This may be the only time in a person's life when they're able to do that, and I think that's part of the healing process. So I think this manual is not optional reading."

"I want to boldly disagree that there should be special services for the LGBTQ community. It's great that we do have teams of people that specialize, but that's only a band-aid for now. The 'normal' should be that all first responders, health care and other providers should be able to provide good, informed, respectful, and compassionate care— It's not rocket science."

- Be ready to address instances of homophobia, biphobia, transphobia and heterosexism within the agency and in interactions with referral resources and allied sexual assault service providers.
- Appreciate the special need of many LGBTQ clients for explicit verbal and visible signs of assurance around issues of confidentiality, given their fears of being “outed” and its potential negative consequences.
- Include expectations of LGBTQ competency (knowledge, attitudes and skills) in job descriptions and personnel performance evaluations.
- Identify an individual with LGBTQ expertise and sensitivity within the agency as the “go to” person when more complex issues related to LGBTQ counseling, therapy and other services arise.
- Demonstrate sensitivity to the special needs of transgender (Male-to-Female; Female-to-Male) and gender non-binary clients. This should include using preferred names and pronouns at all times, having a deep understanding of their frequent history of trauma separate from sexual assault, and their needs and preferences in receiving supportive care.
- Support advocacy and creativity in addressing the needs of transgender clients, including adaptation of forms, insurance paperwork, bathroom use, and institutional practices and procedures.
- Be familiar with issues related to safety-planning that are specific to the experience and needs of LGBTQ individuals.
- Assure that all referrals of clients are to organizations and professionals who are LGBTQ-affirming and informed.
- Provide the deeper understanding and skills that will allow sexual assault service providers to engage in active advocacy on behalf of LGBTQ clients as they navigate the law enforcement, legal, judicial, social service, and medical and mental health care systems.
- Develop strategies to overcome the diverse barriers to reporting violence and accessing and receiving culturally-informed care that are faced by many LGBTQ victims and survivors of sexual violence.
- Include the specific needs of LGBTQ communities in developing educational materials addressing primary prevention.

VIII. Outreach to L, G, B, T, and Q Communities

Active targeted outreach to marginalized communities is essential if an agency genuinely wishes victims of sexual violence in these communities to seek out and access their services. Sexual assault agencies have rarely reached out to LGBTQ communities in this way, despite the often disproportionately high incidence of sexual violence within prominent segments of these communities.

This historical failure of outreach in many ways reflects a broader societal discomfort around and disapproval of sexual and gender diversity. Serious discussions around LGBTQ needs for protection and support have rarely taken place at a programmatic level and few sexual assault service providers have received in-depth professional training around these issues. Therefore, there has been a serious deficit of comfort, confidence and expertise in the provision of sexual assault services to L, G, B, T (Male-to-Female and Female-to-Male), and Q victims and survivors of sexual violence.

There also has been a lack of expressed recognition that each of these communities is distinct, with its own experience of violence and its own needs for safety and support. Many in the LGBTQ communities have experienced this lack of preparedness to serve LGBTQ clients firsthand and feel little reason to trust established systems of care.

For these reasons, it is imperative that sexual assault service agencies reach out and provide specific reassurances to each of these communities individually that the invitation to partake of an agency’s services is sincere and wholehearted, and that these services will be rendered with respect and expertise.

EFFECTIVE OUTREACH TO L, G, B, T AND Q COMMUNITIES CAN BE ACCOMPLISHED IN THE FOLLOWING WAYS:

“Right now, on our island, there’s no outreach to the LGBT community to address violence. Everything is word of mouth and that just doesn’t work very well. We need to build allies and give LGBT people who are in need resources, like people to talk to. We need to empower people to speak up – our clients, and us too.”

- Specifically list LGBTQ individuals as among those served in all agency promotional literature. Describe services as “LGBTQ-inclusive and welcoming” in all outreach efforts.
- Use gender-neutral and gender-inclusive language in all promotional literature.
- Use gender-inclusive language and incorporate LGBTQ stories and examples into all agency publications, presentations, curricula, outreach education and trainings.
- Develop brochures, flyers, videos and other educational materials specifically focused on each of the L, G, B, T (Male-to-Female; Female-to-Male), and Q communities.

“On this island, there are a few private counselors I can refer LGBT people to. But there is no agency or individual that openly presents themselves to the community as a place they can go to talk with someone when they are in crisis or need. There are really good agencies here, but you won’t find in their literature or websites that they serve the LGBT community.”

- ❑ Post job and volunteer recruitment announcements at LGBTQ community centers, LGBTQ-affiliated organizations, and on LGBTQ-associated websites and bulletin boards.
- ❑ Recognize that many LGBTQ individuals are not connected to the broader LGBTQ communities and do not frequent LGBTQ-associated venues and therefore must be informed of LGBTQ-inclusive services through outreach to the general public.
- ❑ Promote agency services for LGBTQ clients through the following outlets and venues:
 - Newspapers, magazines and other media (LGBTQ-specific, general public and “alternative”)
 - LGBTQ community centers and organizations
 - Agencies and providers with strong ties to LGBTQ communities
 - University, college and other institutions of higher learning venues (LGBTQ centers, women’s centers, health centers, campus newspapers and websites, bulletin boards etc.)
 - LGBTQ-associated social venues, including restaurants, bars and clubs
 - Public service announcements
 - Agency press releases
 - Agency annual reports
 - Social media
 - Cross-links on both sexual assault and LGBTQ-associated agencies’ websites
 - Presentations to the general public
 - Sexual Assault Awareness Month (April) activities
 - Community bulletin boards
 - LGBTQ-focused community resource lists
 - LGBTQ support groups
 - Gay/Straight Alliances (GSAs) in schools and other events and forums supportive of LGBTQ youth (workshops, camps, proms, support groups, art/poetry/music contests, exhibitions and performances etc.)
 - Workplace LGBTQ employee groups
 - Faith communities, including those that have presented themselves as “open and affirming” congregations

- LGBTQ community events (Pride festivals, ‘Coming Out’ Day, Day of Silence, film festivals, pageants)
- General public community events
- Both general and LGBTQ-focused conferences and trainings (as speaker, panel participant, or resource table person)



IX. Engagement with L, G, B, T, and Q Communities

Most sexual assault service agencies have not had extensive experience with or training on L, G, B, T, and Q communities in general, or on the specific experience and needs that LGBTQ individuals may have as related to sexual violence. LGBTQ people are the experts on their own lived experience. Therefore, it is important for agencies to involve members of these communities at every stage of their journey toward becoming more LGBTQ-inclusive and welcoming.

At the same time, sexual assault service providers have expertise around the nature and dynamics of sexual violence and approaches to healing and support that LGBTQ communities may not have. This opens the opportunity for the sharing of expertise (and for increased mutual understanding and trust) through the development of collaborations and other shared activities that help strengthen efforts to promote LGBTQ health, safety, and well-being.

ENGAGING L, G, B, T AND Q COMMUNITIES IN A MEANINGFUL WAY OFTEN INCLUDES THE FOLLOWING ACTIVITIES:

“Another huge barrier to accessing services is internalized homophobia, reinforced by the general population’s attitudes. If I can’t talk about my LGBT identity out in the real world, why would I reach out to anyone when I’m in trouble? If they don’t like me when I’m happy, why would they like me when I’m sad?”

- Establish and maintain a continuing dialogue among LGBTQ communities and sexual assault service providers around common issues of concern.
- Engage stakeholders and other “experts” within L, G, B, T and Q communities in providing informed input into all phases of sexual assault agency self-assessment, policy/program/service development, and quality assurance activities, perhaps through the formation of a community advisory committee.
- Keep current as an agency on issues of importance to LGBTQ communities, particularly those related directly or indirectly to the safety and well-being of LGBTQ individuals.
- Create and maintain collaborations and partnerships between LGBTQ communities and sexual assault service providers, sharing resources and expertise and working together on issues of common concern related to LGBTQ communities and sexual and other forms of violence.

“Around sex assault services, we need to actively reach out to the LGBT community and invite them in, but also to seriously look at improving our services so that they really meet their needs, to fill pukas. And to have an in-depth conversation with the LGBT communities on our island about what safety looks like for them, at all levels and in all areas of their lives.”

- Help create joint training opportunities where sexual assault service providers and LGBTQ community members can learn from each other, as well as reach out jointly to educate the broader community about LGBTQ communities and their experience of sexual and other forms of violence.
- Engage in LGBTQ-related causes and campaigns related to health, safety and civil rights by testifying at hearings, and participating at rallies, fundraisers, petition-signings and other activities.



X. Learning and Growing: Quality Improvement

It is important that, as agencies grow in their understanding of the diverse LGBTQ communities they seek to serve, they continually assess their progress toward achieving the goal of creating more inclusive and welcoming services. This is done in part by tracking data on service utilization by LGBTQ clients, LGBTQ-focused program development and other activities. It is also achieved by listening to the voices of LGBTQ clients who are “experts” on the quality of the services they have received in terms of whether or not those services are felt to be welcoming, inclusive, informed and relevant to their needs. Listening to the voices of informants from the broader LGBTQ communities is also essential in order to keep abreast of the ever-changing needs of these communities and to invite candid feedback on the agency’s reputation among them.

THE FOLLOWING ACTIVITIES CAN HELP ASSURE ON-GOING IMPROVEMENT IN THE QUALITY OF AGENCY SERVICES:

“Professionals working with LGBTQ individuals in all settings—police, crisisline workers, advocates, counselors, the legal system, correctional settings, schools, health providers— need to develop performance standards specifically around working with LGBTQ individuals.”

- Gather data on service utilization by LGBTQ clients, outreach activities, and collaboration efforts with Hawai‘i’s LGBTQ communities.
- Engage in periodic reassessment of agency services and reputation among Hawai‘i’s LGBTQ communities through client satisfaction surveys, focus groups and other means by asking the questions, “What are we doing well?”, “What can we improve on?”, and “Are we meeting your needs as individual clients and as a community?”
- Use client utilization and satisfaction data to inform the periodic review of agency mission, policies, procedures, practices, programs, trainings, recruitment and hiring activities, forms, written educational and promotional materials, website, newsletter, annual report, community education activities, outreach efforts etc. to ensure they reflect inclusion of all people, including those who are LGBTQ.
- Provide in-agency forums where staff can safely and openly explore and share their feelings, perceptions, attitudes, beliefs and values related to the nature and quality of services provided to LGBTQ victims and survivors of sexual violence.
- Be prepared to “institutionalize” successful practices in LGBTQ service provision, outreach and collaboration by incorporating their most salient features into formal policies.

RESOURCES

I. List of Categories

The resources listed in the following sections may be helpful to sexual assault service agencies and providers in addressing the readiness guidelines presented in this manual. Some of these resources present broader, more comprehensive guidance on how agencies and individual providers can approach the task of becoming more LGBTQ inclusive in their services. This might include offering guidance and tools addressing an array of issues, including making a commitment to change, self-assessment, training, creating a welcoming environment, policy development, stakeholder involvement, provision of direct services, outreach, and quality improvement. Other resources may focus more narrowly on just one or two of the above aspects of assuring LGBTQ-informed and inclusive services.

THE KEY BELOW IDENTIFIES THE NATURE OF THE SUPPORT INFORMATION PRESENTED IN THE RESOURCE SECTIONS THAT FOLLOW, THE FIRST ARRANGED ALPHABETICALLY (II) AND THE SECOND BY SUBJECT CONTENT (III):

Brd = Broad, comprehensive guidance

CR = Client resources

F = Forms (model)

O = Outreach

PG = Practice guidelines

Pol = Policy development; Model policies

SAS = Self-assessment survey instruments
(agency and provider); Checklists; Worksheets

II. Resources Listed Alphabetically

- American Psychological Association. (2015). *Guidelines for psychological practice with transgender and gender nonconforming people*. *American Psychologist*, 70:9; 832-864. Available at: <http://www.apa.org/practice/guidelines/transgender.pdf> [PG]
- American Psychological Association. (2012). *Guidelines for psychological practice with lesbian, gay, and bisexual clients*. *American Psychologist*, 67:1; 40-42. Available at: <http://www.apa.org/practice/guidelines/transgender.pdf> [PG]
- Darke, J., & Cope, A. (2002). *Trans inclusion policy manual for women's organizations*. Trans Alliance Society. Available at: <http://www.transalliancesociety.org/education/documents/02womenpolicy.pdf> [Pol]
- Deutsch M.B. (2016). *Guidelines for the primary and gender-affirming care of transgender and gender non-binary people*. UCSF Center of Excellence for Transgender Health. Available at: <http://transhealth.ucsf.edu/protocols> [Brd]
- FORGE. (n.d.). *Quick tips: Trans inclusion – A guide for service providers*. Available at: http://forge-forward.org/wp-content/docs/quicktips_providers1.pdf [Brd]
- FORGE. (2011). *Creating a trans-welcoming environment (Webinar)*. Available at: <http://forge-forward.org/event/trans-welcoming-environment> [Brd]
- FORGE. (2011). *Creating a trans-welcoming environment: A tips sheet for sexual assault service providers*. Available at: <http://forge-forward.org/2011/06/30/trans-welcoming-environment-a-tips-sheet/> [Brd]
- FORGE. (n.d.). *Let's talk about it: A transgender survivor's guide to accessing therapy*. Available at: www.forge-forward.org [CR]
- FORGE. (n.d.). *Services outside the box: Helping transgender clients navigate sex-segregated services*. Available at: <http://www.avp.org/resources/training-center> [Brd]
- Gentlewarrior, S., & Fountain, K. (2009). *Culturally competent service provision to lesbian, gay, bisexual and transgender survivors of sexual violence*. VAWnet, National Resource Center on Domestic Violence. Available at: http://vawnet.org/sites/default/files/materials/files/2016-09/AR_LGBTSexualViolence.pdf [Brd]
- Hawaii Coalition Against Sexual Assault. (2015). *LGBTQ-enhanced best practice standards for the delivery of sexual assault services in Hawaii*. [Brd]
- Human Rights Campaign Foundation. (n.d.). *Benchmarks of LGBT cultural competency*. Available at: <http://www.hrc.org/campaigns/all-children-all-families> [Brd]
- Human Rights Campaign Foundation. (n.d.). *All children - all families: Staff attitude survey*. Available at: <http://www.hrc.org/campaigns/all-children-all-families> [SAS]

- International Planned Parenthood Federation. (n.d.). *Agency readiness index for work with LGBTI youth and adults*. Available at: www.ippfwhr.org/sites/default/files/uploaded_documents/SexualDiversityToolkit_Section4.pdf [Brd, SAS]
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- LaGrone, T., Ramlall, R., Santos, G., Marte, D., & Burse, P. A. (2014). *Shades of change: A guide for domestic violence and sexual assault service providers working with lesbian, gay, bisexual, and transgender people of color*. Albany, NY: In Our Own Voices, Inc. Available at: <http://www.ccasa.org/wp-content/uploads/2015/06/Shades-of-Change-LGBT-Best-Practices-Guide.pdf> [Brd, SAS]
- Mizock, L., & Lewis, T.K. (2008). *Trauma in transgender populations: Risk, resilience and clinical care*. *Journal of Emotional Abuse*, 8:3; 335-354. [PG]
- National Center for Cultural Competence, Georgetown University Center for Child and Human Development. (2012). *Self-assessment checklist for personnel providing services and supports to LGBTQ youth and their families*. Available at: www.nccc.georgetown.edu/documents/Final%20LGBTQ%20Checklist.pdf [SAS]
- National Center for Cultural Competence, Georgetown University Center for Child and Human Development. (2002). *A guide to planning and implementing cultural competence organizational self-assessment*. Available at: <https://nccc.georgetown.edu/documents/ncccorgselfassess.pdf> [SAS]
- The National Child Traumatic Stress Network (NCTSN). (2015). *Safe spaces. Safe places: Creating welcoming and inclusive environments for traumatized LGBTQ youth*. Video available at: www.nctsn.org/products/nctsn-safe-places-video [Brd]
- National Coalition of Anti-Violence Programs. (2015). *Organizational LGBTQ Capacity Building (Webinar)*. Available at: <https://www.youtube.com/watch?v=W3WOfMeaP5M&feature=youtu.be> [Brd]
- National Resource Center on Domestic Violence, National Resource Center on LGBT Aging, & Services and Advocacy for Gay, Lesbian, Bisexual & Transgender Elders (SAGE). (2012). *Inclusive services for LGBT older adults: A practical guide to creating welcoming agencies*. Available at: www.sageusa.org/files/NRCInclusiveServicesGuide2012.pdf [Brd, SAS]
- National Sexual Violence Resource Center, & Pennsylvania Coalition Against Rape. (2012). *Guide for transformative prevention programming: Sexual violence & individuals who identify as LGBTQ*. Available at: <http://www.nsvrc.org/publications/nsvrc-publications-guides/guide-transformative-prevention-programming> [Brd, O]
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The New York City Anti-Violence Project. (n.d.). *From policy to practice: Nondiscrimination and inclusion of LGBTQ individuals in victim services programs*. Available at:

http://www.avp.org/storage/documents/Training%20and%20TA%20Center/From_Policy_to_Practice.pdf [PoI]

Office for Victims of Crime, Office of Justice Programs. (2014). *Responding to transgender victims of sexual assault: Outreach: Connecting to the transgender community*. Available at: www.ovc.gov/pubs/forgel/ [O]

Planned Parenthood of the Southern Finger Lakes. (2006). *Providing transgender-inclusive healthcare services*. Available at: www.plannedparenthood.org/files/4414/0606/9716/PPSFL_Providing_Transgender_Inclusive_Healthcare_Handbook.pdf [Brd, SAS]

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http://www.ncdsv.org/images/TheNetworkLaRed_OpenMindsOpenDoors_2010.pdf [Brd, SAS, PoI, F, PG, O]

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Rivera, M. (2002). *Informed and supportive treatment for lesbian, gay, bisexual and transgender trauma survivors*. *Journal of Trauma and Dissociation*, 3:4; 33-58. [PG]

Transgender Law Center. (2013). *Transgender Law Center model transgender employment policy: Negotiating for inclusive workplaces*. Available at:

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www.hhs.gov/ash/oah/sites/default/files/guide-for-lgbtq-inclusivity.pdf [SAS]

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Virginia Anti-Violence Project. (2005). *Creating an LGBTQ-friendly agency: Worksheet*. Available at:

http://www.avp.org/storage/documents/Training%20and%20TA%20Center/2005_VAVP_Creating_LGBTQ-friendly_Agency.pdf [SAS]

Virginia Anti-Violence Project. (n.d.). *LGBTQ-inclusive model policies*. Available at:

http://www.avp.org/storage/documents/Training%20and%20TA%20Center/VAVP_LGBTQ-Inclusive_Model_Policies.pdf [PoI]

III. Resources Listed by Category

BROAD, COMPREHENSIVE GUIDANCE (Brd)

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FORGE. (n.d.). *Quick tips: Trans inclusion – A guide for service providers*. Available at: http://forge-forward.org/wp-content/docs/quicktips_providers1.pdf [Brd]

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LaGrone, T., Ramlall, R., Santos, G., Marte, D., & Burse, P. A. (2014). *Shades of change: A guide for domestic violence and sexual assault service providers working with lesbian, gay, bisexual, and transgender people of color*. Albany, NY: In Our Own Voices, Inc. Available at: <http://www.ccasa.org/wp-content/uploads/2015/06/Shades-of-Change-LGBT-Best-Practices-Guide.pdf> [Brd, SAS]

The National Child Traumatic Stress Network (NCTSN). (2015). *Safe spaces. Safe places: Creating welcoming and inclusive environments for traumatized LGBTQ youth*. Video available at: www.nctsn.org/products/nctsn-safe-places-video [Brd]

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