



Support, Education, Empowerment & Directions (SEEDs): Toolkit

A trauma-informed sober-living home for women with
histories of domestic violence and sexual abuse

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Purpose of this Manual

This is the first edition of The SEEDs (Support, Education, Empowerment and Directions) Toolkit. The hope for this toolkit is to not only share the SEEDs story but also to provide a general roadmap for practitioners and communities interested in undertaking a similar effort. This manual can also be used for students, practitioners or other individuals who wish to learn more about a promising model of a sober-living homes for women with co-occurring substance use disorders and histories of domestic and/or sexual violence.

While this information provides an overview of how SEEDs was developed and operates, we must emphasize that it is an organization whose evolution has been, and will continue to be, one that is shaped by the needs of the residents. Moreover, as the needs and situations of SEEDs residents shift, funding resources change and knowledge around supporting women who have been impacted by substance abuse and domestic and/or sexual violence evolves, so will the SEEDs program. One of the key reasons SEEDs is successful in positively impacting women and their children is due to the program's adaptability and willingness to evolve. The success of SEEDs is also grounded in the fact the women, residents and alumnae are key participants in shaping all aspects of the program.

We created this manual using various sources of information, including interviews with the founder and Executive Director of SEEDs, stakeholders, review of the organization's documents relative to its operation, and data collected from current and past SEEDs residents.

Mission Statement

The SEEDs Program, a program of the National Advocacy & Training Network (NATN), is a safe and sober-living program that offers supportive living in an environment where women are educated and empowered to make choices that foster a healthy lifestyle. The staff, volunteers and mentors provide services that assist residents in working through issues related to substance abuse, domestic and/or sexual violence, other forms of trauma and homelessness. Each resident has the opportunity to develop a network of support to enhance their sobriety and safety, links to job training and job skills, and access to resources within the community. The program admits individuals who identify as women regardless of biological sex, age, race, creed, religion, sexual orientation and race/ethnicity.

The NATN is an international network of survivors, volunteers, advocates, staff and professionals working collaboratively to end domestic abuse, sexual assault and substance abuse. NATN strives for the prevention of domestic violence and abuse through quality training programs tailored to specific needs. It enhances recovery and the quality of life for survivors through transitional housing, counseling and support. Simply put, we want anyone who connects with us to leave in a better place.

The mission of NATN is to address the health, safety, economic and social justice issues related to domestic violence, sexual assault and substance abuse. To achieve our mission, we offer services using a multi-disciplinary and trauma-informed approach through our 1) Training & Technical Assistance 2) Public Awareness and 3) Direct Services.

Transforming Lives through Hope, Healing & Empowerment

-SEEDs motto

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BACKGROUND & CONTEXT

Recovery Residences

The ability to locate and maintain stable housing during substance abuse recovery is often difficult for those struggling with substance use disorders.¹ According to estimates from the 2016 National Survey on Drug Use and Health (NSDUH), roughly 5.6% of people age 12 or older meet the diagnostic criteria for an alcohol use disorder and 2.7% of people 12 or older meet the diagnostic criteria for an illicit drug use disorder.² Approximately 19.5% of women have had an alcohol use disorder in their lifetime, and 7.1% of women have met the criteria for a drug use disorder in their lifetime.³ Research shows that women, compared to men, more rapidly transition from substance abuse to substance dependence and substance abuse.⁴ For

many women struggling with substance abuse, maintaining a stable recovery is often threatened by both housing instability and unsupportive housing environments.⁵ Recovery residences offer promising mechanisms to address the need for housing that provides both a safe and healthy environment.

According to the National Association of Recovery Residences (NARR), the term “recovery residence” encompasses a spectrum of housing options ranging from peer-run housing (Level I) to clinically oriented extended care (Level IV) (see **Table 1** for details).⁶ Recovery residences have several names, including sober-living homes and transitional living

Table 1. Recovery Residences Levels of Support

		LEVEL I Peer-run	LEVEL II Monitored	LEVEL III Supervised	LEVEL IV Service provider
Standards Criteria	Administration	<ul style="list-style-type: none"> • Democratically run • Manual 	<ul style="list-style-type: none"> • House manager or senior resident • Policy and Procedures 	<ul style="list-style-type: none"> • Organizational hierarchy • Administrative oversight for service providers • Policy and Procedures • Licensing varies from state to state 	<ul style="list-style-type: none"> • Overseen organizational hierarchy • Clinical and administrative supervision • Policy and Procedures • Licensing varies from state to state
	Services	<ul style="list-style-type: none"> • Drug Screening • House meetings • Self-help meetings encouraged 	<ul style="list-style-type: none"> • House rules provide structure • Peer-run groups • Drug Screening • House meetings • Involvement in self-help and/or treatment services 	<ul style="list-style-type: none"> • Life-skill development emphasis • Clinical services utilized in outside community • Service hours provided in house 	<ul style="list-style-type: none"> • Clinical services and programming are provided in house • Life-skill development
	Residence	<ul style="list-style-type: none"> • Generally single-family residences 	<ul style="list-style-type: none"> • Primarily single-family residences • Possibly apartments or other dwelling types 	<ul style="list-style-type: none"> • Varies – all types of residential settings 	<ul style="list-style-type: none"> • All types – often a step-down phase within care continuum of a treatment center • May be more institutional in environment
	Staff	<ul style="list-style-type: none"> • No paid positions within the residence • Perhaps an overseeing officer 	<ul style="list-style-type: none"> • At least one compensated position 	<ul style="list-style-type: none"> • Facility manager • Certified staff or case managers 	<ul style="list-style-type: none"> • Credentialed staff

Note: SEEDs homes are considered Level II residences. The table is based on the information provided by the National Association of Recovery Residences. A primer on recovery residences: Frequently asked questions. 2012. www.narronline.org.

homes. A recovery residence may be especially important for individuals who suffer from both substance use disorders and domestic and sexual violence because safe housing is also a struggle for individuals in abusive relationships and/or recently experienced a sexual assault.^{7,8} The oversight of SEEDs homes is considered monitored (Level II) and includes: (a) oversight from a house manager, (b) structured house rules, (c) peer-run groups and (d) required house meetings. According to the NARR, there are thousands of these residences operating throughout the United States.⁶

Despite the proliferation of recovery residences, little is known about how they operate, the specific populations they serve and how they help to foster and sustain recovery. The Oxford Houses are the most well-known recovery residences. They are peer-run, self-supporting and drug-free homes operating in urban areas throughout the United States (www.oxfordhouse.org). These residences provide peer-support particularly relative to abstinence, employment and a sense of community for residents.⁹ Several studies focusing on the effectiveness of Oxford Houses in reducing substance use found that they may be more effective than traditional referral or typical after-care conditions post-release from residential treatment.^{10,11} Although research on the effectiveness of other recovery residence programs is limited, studies show that individuals who reside in recovery residences report improvements in substance use outcomes.^{12,13}

Substance use disorders, domestic violence and sexual violence

Over 80% of women in inpatient substance use disorder treatment report a history of domestic and/or sexual violence and female victims of domestic and/or sexual violence are up to six times more likely to struggle with substance use disorders than the general population.¹⁴⁻¹⁷ Individuals with substance use disorders are more likely suffer from a host of negative outcomes (see **Table 2** for details). Further, research finds that these negative outcomes are often more pronounced among women than men with substance use disorders,^{18,19} and that women with domestic and/or sexual violence

histories are commonly revictimized.²⁰⁻²³

Research suggests that the factors that predict women's substance use disorder onset and relapse can differ from those of men (e.g., negative emotions, interpersonal problems)^{24,25} and that historical and psychosocial factors²⁶⁻²⁸ (e.g., childhood abuse, post-traumatic stress disorder [PTSD], depression, domestic and/or sexual violence) play a significant role in women's onset and maintenance of substance use disorders. There is a documented bidirectional relationship between mental health symptoms (e.g., PTSD, depression, suicidality) and substance use disorders in women trauma survivors.²⁹ Women with domestic and sexual violence histories have worse health problems than women without domestic and sexual violence histories.²⁹

Thus, services for women with substance use disorders, including aftercare options, need to also incorporate gender-responsive (e.g., the

Table 2. Listing of potential outcomes of substance use disorders

• Domestic and sexual violence victimization and re-victimization
• Criminal offending and re-offending, arrest and incarceration
• Diminished self-efficacy and coping skills
• Mental health (e.g., PTSD, depression, suicide) and physical health issues (e.g., sexually transmitted infections)
• Psychosocial functioning including weakened social network/social support and increased social isolation
• Reduced quality of life
• Homelessness/unstable housing
• Economic deprivation and unemployment/employment insecurity
• Family instability and loss of custodial rights to children

program is responsive to the unique aspects of substance abuse and victimization of women) and trauma-informed (e.g., the program focuses on the individual and considers past trauma while promoting coping strategies, sobriety and recovery) treatment and services. The intersection of these services have been found to be effective for substance use disorders recovery.³⁰

Taken together, substance use disorders are a risk factor for both initial victimization and re-victimization, particularly among women. Mental health issues, particularly PTSD, are also risk factors for both substance use disorders, and domestic and sexual violence victimization. For example, untreated PTSD can lead to self-medication with substances, thus leading to relapse or worsening of a substance use problem. Prevention and intervention efforts for women that address both substance use disorders and a history of domestic and/or sexual violence are much more likely to be effective in reducing both substance use disorder relapse and revictimization.

Recovery residences, domestic violence and sexual violence

Despite the strong overlap between substance use disorders and domestic and sexual violence among women, substance use disorders and domestic and/or sexual violence are rarely addressed concurrently in sober-living programs. According to estimates from the 2017 National Survey of Substance Abuse Treatment Services (NSSATS), roughly one-quarter of substance use disorders treatment facilities provide tailored programs or groups for clients who have experienced domestic and/or sexual violence.³¹ Despite housing vulnerability in women with histories of substance use disorders and domestic and/or sexual violence victimization, this population is often excluded from domestic and/or sexual violence shelter admission because of the presence of a substance use disorder.³² In fact, in a national study conducted in 2009 on domestic and/or sexual violence shelters, the most frequently cited reason for excluding women's admission to a domestic violence (DV) facility was the presence of a substance use

disorder (32%).³² Other reasons for denying women admission to a DV shelter included a history of a criminal offending (12%) and mental health issues (15%), both of which co-occur at high rates among women with substance use disorders.^{7,32}

Recovery homes may also serve as an environment in which women can disclose and process domestic and/or sexual violence experiences with other women with similar experiences.³³ Research suggests that higher levels of perceived social support can protect against negative health outcomes such as PTSD^{26,34-38} and that women residing in gender-responsive settings reported higher support in solving personal problems than male-orientated settings.²⁷ Women with histories of trauma residing in gender-responsive and trauma-informed environments may be more likely to receive positive social support that in turn can act as a source of resiliency that ultimately promotes recovery. Therefore, it is imperative to have housing environments/support contexts that address both substance use disorders and domestic and/or sexual violence victimization histories.

The SEEDs sober-living homes offer a unique space for women with substance use disorders and a history of domestic and/or sexual violence because they provide a gender-responsive, trauma-informed recovery community grounded in models of self-governance and peer-based support. SEEDs staff works to ensure the needs of women in the homes are being met by finding mental and physical healthcare providers for them. The SEEDs homes offer support for substance abuse recovery and domestic and/or sexual violence, making them a unique and important model of recovery residences.

OVERVIEW & HISTORY

The Support, Education, Empowerment and Directions (SEEDs) program officially opened in 2003 by the current executive director, MonaLou Callery. The program was developed on the principles and traditions of self-help and the belief that every woman has worth regardless of past experiences, race, ethnicity, sexual preference, age and/or abilities. SEEDs are safe homes that maintain secure and violence-free environments for women in recovery with histories of domestic and sexual violence. The SEEDs program provides services to high-risk, underserved populations of women with co-occurring domestic or sexual abuse issues and substance abuse-related issues.



Most women served by SEEDs are between 25 and 50 years of age, but any woman 18 or older is welcome. Many women in the program have minor children. One of the three SEEDs homes is reserved for women with children in their custody. The three sober-living homes allow women without full custody of their children, or those who are working to regain physical custody, the opportunity to have their children stay with them on weekends, holidays and during summer vacations.

As a transitional housing program, SEEDs provides women with housing to help them transition to independent living. Women in this transition often benefit from a support system to overcome barriers and realize their personal goals. To help strengthen self-esteem, self-efficacy and life purpose, the staff, volunteers and mentors who are former SEEDs residents

provide support services and guide residents in leading violence- and crime-free lives. These individuals connect with current SEEDs residents by providing workshops on a variety of topics, including safety planning, job readiness and life skills. Furthermore, the program helps women achieve holistic wellness, and is focused on resilience and quality of life – not merely reductions in negative outcomes.

Annually, SEEDs houses a range of 60 to 100 women and their children. The length of stay in the program ranges from a week to over two years with the average stay being approximately 71 days. Residents are eligible to receive services for a period of up to 24 months to obtain a stable employment, develop a positive social support network, and access permanent and safe housing.

“I know people who’ve been through the program, past participants who are out of the program for many years and doing phenomenal. And all of them saying that this program saved their life.”

-SEEDs Stakeholder



The Founding of NATN

Prior to founding, Executive Director MonaLou Callery brought with her extensive history as a grassroots organizer in the domestic violence field. Her role as an organizer began in Massachusetts. As she became connected with organizations outside of Massachusetts, she expanded her reach into Arizona. The program works with various agencies including the court system, the governor’s office, department of corrections and with domestic violence shelters. In the 1990s, across these contexts, MonaLou saw a large number of women being turned away from shelters due to co-occurring issues of substance abuse and mental health disorders.^{39,40} Research has shown this specific link between mental health disorders (e.g., PTSD, depression) and substance use disorders the SEEDs program identified.²⁹ MonaLou believed it was unjust to deny services to women seeking shelter and protection simply because of their history of substance abuse. With her extensive background, she felt compelled to advocate for more training, prevention and education around the overlap

of substance use disorders and domestic and/or sexual violence. She saw a need for more effective community responses because despite the formal training being conducted in police departments and local resource offices, women were still being turned away from domestic violence shelters because of their substance abuse struggles.

Monalou worked alongside Dr. Sharon Murphy, an expert on domestic and sexual violence, along with others in the field of substance abuse, to address the struggles of those working with substance abuse and survivors of domestic and/or sexual violence. It became clear through their work that the approach to these issues was too narrow and did not acknowledge the interconnectedness of substance use disorders and domestic and/or sexual violence. This realization was part of the catalyst that motivated MonaLou to establish her own organization – SEEDs – to address substance use and domestic and/or sexual violence from a wider lens. In addition, her organization needed to be a vehicle for cross-training advocates and substance abuse specialists to better inform community resources about how best to improve the lives of women with histories of domestic and/or sexual violence, substance abuse and mental health issues.

In 2002, Callery founded the National Advocacy and Training Network (NATN), a non-profit organization comprised of a network of survivors, volunteers, advocates, staff and professionals collaborating to end domestic abuse, sexual assault and substance abuse.

SEEDs Timeline & History



As MonaLou received requests, she trained health care workers on the effects of domestic violence on children. As the organization grew, it became clear there was much more that NATN could do. NATN considered the next steps in its evolution.

NATN found it problematic that women were being turned away from shelters because they had co-occurring issues such as substance use disorders and domestic and/or sexual violence experiences. Seeing this disconnect between the training provided by NATN to these shelters and the policies of the shelters served as the inspiration for MonaLou to start her own organization to address women's needs more holistically. Through input from experts, advocates and survivors, NATN set out to open the first SEEDs recovery safe home.

Cup O'Karma: Community Café for a Cause

With the success and increasing interest in the SEEDs program model came the realization that a self-sustaining funding mechanism needed to be in place to allow the program to operate without constantly seeking outside funding. NATN met with Stealth

Mode Partners, an entrepreneurship skills organization. Stealth Mode Partners not only taught individuals how to become entrepreneurs, but at the time had a grant from the Kauffman Foundation to teach low-income individuals how to start their own businesses.

The SEEDs program (including the residents and staff) decided to work collaboratively on an agency-specific business plan. They envisioned a galleria that included a coffee shop, resale boutique and community resource center. Once the business plan was created, the program

began looking for start-up funds to make the business a reality. While developing the business model, the group met at a local coffee shop. After spending many days as patrons of the shop, the women became acquainted with the owner, Luis Prado, who decided to donate his business to the SEEDs program rather than sell it outright. In April 2008, SEEDs acquired the business, and Prado helped train SEEDs members in all aspects of owning a business during the transition.

Current Operation: Cup O' Karma officially opened in June 2008. Along with serving coffee, the café provides community resources, sells a variety of items and hosts open mic nights, children's reading corners and live music. Recently, Cup O' Karma moved from its original location to the Chandler, Arizona, Library. Cup O' Karma not only supports the SEEDs program financially, but also provides jobs skills training and employment to SEEDs residents. Women can start out at the café as hourly baristas and with newly acquired skills may advance to leadership/management roles within the business. Many SEEDs residents arrive with criminal records, so employment at Cup O' Karma is especially beneficial to them, as they have trouble finding employment.



PROGRAM OPERATIONS

Direct Services Provided to SEEDs residents

The SEEDs program offers a variety of direct services (see **Figure 1**) to residents including case management, support groups, legal advocacy, family reunification assistance, peer mentoring, workforce development, life-skills training and more. These services help to support women through their recovery as well as provide access to important personal development such as job training skills.

The peer mentorship program run by current SEEDs residents provides opportunities to connect with women who have been in similar situations and who can help them navigate the recovery process. SEEDs also offers access to several support groups for substance abuse, recovery and social support. For instance, a Clothesline group run within the Cup O’ Karma coffee shop after hours served as a support group for survivors. It was open to members of the community as well as program members. An individual with trauma expertise would run this support group and would co-facilitate meetings with someone from SEEDs (e.g., a survivor, an alumna, etc.).

In terms of case management, the house case manager meets weekly with each client one-on-one to address goals pertinent to life circumstances – finding a job, enrolling in school or a general education development program, and securing stable housing.

Life-skills workshops, including financial literacy and management, parenting and conflict resolution (to name a few), are offered to all SEEDs residents by community sponsors and SEEDs alumni. In addition, while living in a SEEDs home, residents are exposed to basic life skills training, such as cooking and cleaning.

Residents also learn workforce development skills through employment at a coffee shop owned by

Figure 1. Direct Services Provided to SEEDs residents



Please note, the SEEDs program tailors direct services to the individualized needs of clients. Individualized direct services may include support specific to military veterans and referrals to other support services on an as needed basis.

SEEDs. The program also hires some residents as house managers.

A key aspect of SEEDs is its support of women with children. The program’s volunteers assist with things such as family reunification and finding legal advocacy for residents. For instance, when necessary, SEEDs hires immigration attorneys to work with battered women within the program during their domestic violence court cases. In addition, if women in the program need legal assistance, SEEDs has relationships with lawyers that will assist and provide pro bono work.

Finally, through the generosity of volunteers, SEEDs provides access to medical and dental assistance. All medical and dental assistance provided to SEEDs women is donated pro bono by the doctors. Any of the women can be referred to St. Vincent DePaul (an organization that

offers a range of services, including a medical and dental clinic) for medical needs. St. Vincent DePaul provides dental and medical services free of charge to SEEDs women and their children/dependents. Because there is an entire referral process for medical and dental visits, only current residents are eligible to receive the benefits. In addition, SEEDs women have access to an online telehealth service, which also waives fees for SEEDs women and their children/dependents.

SEEDs Houses

All SEEDs homes are in safe neighborhoods in the greater Phoenix metro area. The maximum length of stay within the SEEDs program is 24 months (per federal funders requirements), but with approved extensions women can stay up to two additional years. Research finds that longer lengths of stay are associated with better outcomes.¹⁹

Marilyn House: In August 2003, the first SEEDs home — the Marilyn House — opened in Mesa, Arizona. The homeowner offered to give the home to NATN rent free for three months, in exchange for renovations to the home. Advocates and survivors of domestic and/or sexual violence in the community helped to clean, paint and furnish the house, which includes four bedrooms and a maximum occupancy of nine women.

Diane House: Due to increased demand, a second SEEDs home opened in 2006. After touring the Marilyn House, The Halle Family Foundation provided funding for the second SEEDs home: the Diane House. Eventually the home was opened to children to help accommodate the clear, critical need for women with children seeking a safe and sober home. The house has four bedrooms, in which one woman with two or three children can comfortably fit. The Diane House can accommodate between 7-10 individuals and their children at maximum occupancy.

Jeanne House: In July 2011, a third SEEDs house opened — the Jeanne House. External funding played a vital role in the opening of this home. A local philanthropist with an interest in SEEDs' work helped support its opening. The local Phoenix philanthropist financially committed

to paying three years' of rent on a new house. Requirements for residents interested in living in the Jeanne House did not include having current substance use issues, whereas in the other SEEDs homes co-occurrence of domestic and/or sexual violence and substance use were criteria for admission for residents. This home was solely for domestic and/or sexual violence survivors, and was the second to accept women and their children. The decision to allow children in the Jeanne House was based on the number of requests to the program from women needing to bring their children and not having other resources to seek shelter while family members cared for their children. In the Jeanne House, women were able to have their own private rooms with their children. Unfortunately, in July 2016, the Jeanne Home closed due to a lack of external funding. The house served approximately 16 women and 21 children while it was open.

Susan House: In 2013, thanks to a private donation, the fourth SEEDs home was opened — the Susan House. The residence is considered the transitional home for women in the program who have been living in another SEEDs home and doing well in the program, but still needing housing. Women may stay at the Susan House for an extended period — beyond the 18-month residential limit at the Marilyn, Jeanne and Diane houses (though women may move back in after relapsing, and women with special circumstances may stay longer). The Susan House provides longer-term housing and offers step toward independence beyond other SEEDs houses. Susan House is the smallest of the SEEDs homes, with only three bedrooms. Sometimes there is one bed per room, while at other times there have been two. This means the Susan house can house anywhere from 3-5 women at a time.

As of January 2019, there are three operational SEEDs homes and the Cup O' Karma Cafe. While the Marilyn, Susan and Diane homes have been able to maintain their existing external funding (including private and government funding), some funding services for domestic and/or sexual violence housing require an 18-month limit on stays. This means that funding options for the Susan House are limited due to it allowing for stays beyond 18 months.

Admission Criteria

Women who wish to live at a SEEDs home must meet certain criteria. The list below is an example of the criteria that women must meet.

Sample admission criteria include:

- The SEEDs program works with women who have a history of substance use disorders and domestic and/or sexual violence.
- Must be 18 years of age or older.
- Be willing and able to participate in the SEEDs program offerings upon acceptance.
- Be willing to adhere to the Guidelines/Rules of the program.
- Must have no convictions of the following offenses: assault or violent offenses; sexual offenses involving children or minors; arson offenses.
- Must not be or have been a defendant in any domestic and/or sexual violence-related incident unless the circumstances are justified to be self-defense. (Staff asks for additional details about the incident and then determines if the person is program eligible.)
- Anyone diagnosed, undergoing treatment for or suspected of suicidal and/or homicidal tendencies will be referred to an appropriate program that is able to offer services.
- No use of medical marijuana, suboxone or methadone.

Once it is established that a woman meets the admission criteria, they fill out intake forms and sign the resident agreement to acknowledge agreement with the rules of the house. These forms are completed with the help of a staff member and include questions to better understand the lived experiences of survivors (e.g., age, number of children, victimization history, transportation status, military service and income).

Referrals

Women are referred to the SEEDs program in a variety of ways. Below is a list of the most common referral sources for SEEDs.

- **Inpatient substance use disorder treatment facilities:** There are several area drug/alcohol treatment centers from which the SEEDs program receives the most common referrals (e.g., Patina Wellness Center, Community Bridges).
- **The criminal justice system:** Departments of corrections, police departments, probation and parole officers (roughly 56% of women residing at SEEDs have histories of incarceration). The program receives letters from incarcerated women who are looking for safe and sober housing when they are released.
- **Domestic violence service providers:** Domestic violence programs, domestic violence shelters and domestic violence hotlines all provider referrals to SEEDS.
- **Self-help groups:** Alcoholics Anonymous meetings, Narcotics Anonymous meetings and affiliate member associations all provide referrals to SEEDs.
- **Physical and mental health care providers:** Hospitals and case workers in social service environments refer their patients to SEEDs.
- **Alumni referrals:** Women who live in SEEDs, or have lived in SEEDs housing, often tell other women in need of safe and sober housing about the program.

House Rules/Guidelines

The SEEDs program philosophy is grounded in providing women a sense of empowerment and self-efficacy. The house rules/guidelines were established by the program's early residents through a system of consensus. The input of these first residents was critical to the development of the program. The house rules and regulations, presented in **Table 3**, are continually reviewed by women residing in the SEEDs homes, as well as previous residents who make up the Resident Advisory Committee (RAC). Guidelines are adaptive and revised as new programmatic issues arise within the program. The RAC crafted many of the guidelines, including the requirement that a woman be clean and sober for 24 hours prior to admission. Should a resident relapse while participating

in SEEDs, the resident is referred to a local substance abuse program partner for treatment and can re-enter the program once medically cleared. SEEDs has a zero-tolerance policy on violence that prohibits residents from threatening to use violence or using violence. Program participants who violate the no-violence policy while in the program are immediately asked to leave. The resident receives a list of other programs when asked to leave.

Following the principles of empowerment practice, SEEDs requires women to attend weekly meetings to discuss appropriate rules for communal living. These weekly meeting times are scheduled and agreed upon by the core group of women in the house. The weekly house meeting is run by the house manager and/or case manager. The rules are democratically decided upon by the women living in the SEEDs homes and are adapted to fit the needs of the women in the

Table 3. The SEEDs Program House Rules & Regulations

<p>Attendance at house meetings</p> <p>Each house has their own house meeting at which residents discuss issues (e.g., conflicts between residents, missing food, personal hygiene, roommate disputes, etc.) and chores. The house manager or the case manager is present at the meeting to help facilitate.</p>
<p>Attendance at education group meetings</p> <p>Guest speakers, including SEEDs alumni, with specific expertise discuss topics relative to program participants. Attendance is encouraged. These meetings are usually on Sunday.</p>
<p>Drug or alcohol use</p> <p>Residents are not permitted to engage in drug or alcohol use.</p>
<p>Violence</p> <p>Residents may not threaten or use violence against another resident or staff member.</p>
<p>Substance abuse treatment</p> <p>Substance abuse treatment is encouraged and promoted but not required. AA meetings are not conducted on site.</p>
<p>Participation in house duties</p> <p>All residents are responsible for: (1) keeping the house clean, (2) making their own meals as well as a group meal once a week and doing their own laundry, and (3) completing an assigned house chore (e.g., vacuuming or sweeping) each week. Any resident or her children who utilizes the pool is responsible for maintaining its cleanliness.</p>
<p>Payment of program fees (when possible)</p> <p>Upon gainful employment, residents are asked to pay a program fee. Program fees are generally 30% of a women's income, up to \$115 weekly.</p>
<p>Grievance procedures</p> <p>If a resident is asked to leave the program, the resident may file a grievance with the Resident Advisory Committee. The committee (consisting of at least three SEEDs alumni) will meet with the person filing the grievance and determine whether the person is permitted to stay.</p>

homes. Examples of rules that are changed based on resident's consensus include day to day operations, group topics, guidelines and rules regarding overnight stays and curfew.

Though house rules are agreed upon by the women, the SEEDs program does have a structure starting with the executive director, then case managers, house managers and then the residents. If a resident has a concern, they address it with the house manager (if it pertains to another resident or a situation in the house) or the case manager (if it pertains to themselves and their needs/goals). Sometimes, issues arise among women in the program. For example, if a woman is not completing a chore in the home, it can be addressed at the house meeting. However, a specific SEEDs member is not addressed individually during these meetings. Instead, the house manager will lead the discussion and will remind all women of the house guidelines. If the issue persists, the house manager will speak to the resident individually. If that conversation is not effective, the house manager will inform other staff (e.g., executive director, case manager) about the issue.

Residents are also asked to pay program fees once they secure employment. Typically, program fees are 30% of a women's income, not exceeding \$115 weekly. Research suggests that paying program fees is typically seen as a positive outcome and contributes to a resident's sense of pride and sense of belonging to the program.¹⁷ If a resident can pay program fees (i.e., has been consistently employed) but is not paying, a member of staff (e.g., house manager or case manager) will speak to them directly and try to determine the issue with payment.

Staff & Volunteers

Executive Director: The executive director leads the strategic plan of organization and carries out fundraising activities. The position is also responsible for oversight of paid employees as well as volunteers.

Program Manager: The program manager oversees the day-to-day operations, as well as

handling housing and volunteers for all three houses. This is most often a SEEDs alumna; however, past program participation is not a requirement of the position.

Case Managers: The case managers are responsible for meeting weekly with program participants. Case managers help participants set goals and provide them with support in reaching those goals. Case managers are often SEEDs alumna.

Workforce Development Manager: The workforce development manager handles local business placement relationships for program participants, reaching out to different organizations that can offer employment to SEEDs women, and manages the coffee shop and other business operations.

House Managers: The house manager oversees the management and operation of the homes and provides peer support to the residents. House managers live on-site and are provided with free room and board. House managers are often SEEDs alumna.

Volunteers: The SEEDs program has a robust pool of dedicated community volunteers who act as mentors, baristas, bookkeepers, trades people providing maintenance, and mental and physical health care providers who offer their services free of charge to SEEDs residents. There are often large groups of volunteers from businesses and local colleges who do one-day group projects to help support the work of the SEEDs program.

Alumni: Former residents and other women who have experienced domestic and/or sexual violence continue to offer their experience and knowledge to advise SEEDs leadership. This comes in the form of hosting events and fundraisers, and mentoring residents.

Resident Advisory Committee: An advisory group of SEEDs alumni that work with the current residents to develop house rules and guidelines, and act as the review board in the event of a program dismissal petition.

Board of Directors: There are between 12 to 15 people on the board of directors at any time.

Board members are not required to have a certain skill set or background to be a part of the board of directors. Board members must agree with the mission of NATN, attend board meetings and assist with fundraising and events. To ensure survivors have a voice on the board, the bylaws dictate that there must be at least two survivors of domestic and/or sexual violence on the board at any time.

Community Partnerships

The NATN and SEEDs programs, have worked diligently to establish and maintain deep connections and partnerships with local community organizations. These partnerships include, but are not limited to, the individuals and agencies listed below.

Current or previous organizations that provide volunteers:

American Association of Retired Persons, Chandler Police Department, Fix the Hurt, Girl Scouts, KLA Tencor Foundation, Liberty Mutual, SEEDs Alumna Association, Zonta Club of East Valley, Sundt, Bank of America.

Current or previous community partners that provide volunteers and referrals:

Coalition to End Arizona Sexual Exploitation, Inter Tribal Council of Arizona, New Leaf, Lifewell Behavioral Wellness, Maricopa Workforce Connections, O'Connor House, Ebony House, Community Bridges, Soroptimist of San Tan Valley, Naturopaths International, Veteran's First.

Current or previous organizations or individuals that provide volunteers and financial assistance:

Bank of America, Frank & Sharon Murphy, Kutak Rock LLP, Roger & Marilyn Seymann, Sarah Buel, Dennis Burke, Soroptimist International, Veteran's First, Arizona Foundation for Women, Nina Mason Pulliam Charitable Trust, Thunderbird Charities, Walton Family Foundation, Pivotal Foundation, United Way of Mesa, E-Squared Builders, SouthEast Valley Regional Association of Realtors, R.A.N. Realty, Russ Lyon Sotheby's International Realty, First American Title, Zonta International East Valley,

Fennemore Craig Attorneys, Stealthmode Partners, Lucky Strike Bowling Optional, Palomar Hotel, Paul C. Phillips Trust, Valley of the Sun Rebuilding Together, Songwriters for a Cause, Southwest Acoustic Music Association, Veterans First.

Current or previous organizations that provide financial assistance:

Allstate Insurance, Bruce & Diane Halle Family Foundation, City of Chandler Library, City of Phoenix, Deb Carstens Family Foundation, Elks Lodge #2846, Freeport McMoran Copper & Gold, Frankel Family Foundation, Gila River Indian Community, Office of Violence Against Women, State Farm Insurance, Women's Independence Scholarship Program.

Current or previous organizations that provide financial assistance, materials and merchandise:

Bensussen, Deutsch & Associates, BDA, Keller Williams, Safeway Foundation, Chandler Police Department.

Current or previous organizations that provide materials and merchandise:

Arizona Office Technologies, Costco Chandler, Good 360, Home Depot, Pet Smart, Veteran's First.

Key previous or current corporate supporters:

MeMD, Next Care Urgent Care, Old Republic Title Insurance, Park & Co, Red Development, Guess, Discount Tire, Sundt, U-Haul, Femme Clothing Store.

Funding

The SEEDs program has an annual operating budget of roughly \$483,000. Funding for SEEDs comes from grants, donations, coffee shop revenue and participant program fees. **Table 4** summarizes the annual expenditures for each program by resource category.

The largest expenditure for both NATN/SEEDs and COK Café is for personnel (e.g., salaries and benefits), which encompasses over 40% of the total expenditures. Non-personnel costs, for both programs, were mostly for space, food, training

and supplies. In terms of residents served over a three-year period, 89 individuals were estimated to have been residents. This three-year prevalence creates an estimate of roughly 30 residents served annually. These two estimates indicate a basic range of 22 to 30 residents served each year. These individuals stay on average for 71 days. The variable annual per-resident cost ranges from \$2,374 to \$3,238.

Table 4. Annual Operating Budget and Proportion of Budget Allocated per Resource

	NATN/SEEDs	COK Café
Operating budget	\$319,600	\$164,000
Resource		
Personnel (e.g., salaries and benefits)	53.1%	44.6%
Space & other fixed (e.g., rent, utilities, telephone, internet, insurance, and postage)	24.6%	11.2%
Food	3.9%	16.2%
Training & development (e.g., client assistance job training, professional and consultant fees, and professional development)	6.4%	14.0%
Supplies & equipment	6.5%	8.6%
Marketing & fundraising	2.7%	1.3%
Other variable cost (e.g., bank fees and miscellaneous expenses)	1.4%	3.5%
Travel	1.3%	0.5%

STRENGTHS & CHALLENGES

Strengths of the SEEDs Program

Holistic approach to treatment:

The SEEDs program provides information and education on domestic and/or sexual violence and substance abuse, specifically focusing on the co-occurrence of the two issues – an approach not typically utilized in recovery homes. The SEEDs program is trauma-informed, meaning the program focuses on the individual and considers past trauma while promoting coping strategies, sobriety and recovery. The SEEDs program is gender-responsive, meaning that the unique aspects of substance abuse and victimization of women are considered and discussed. The SEEDs program invites program participants to share as of their story they would like to share and provides support to promote individual and collective healing.

Residents have a voice in the house:

Women provide substantial input in program development at SEEDs. Their opinions and feedback are continuously used to make the SEEDs program more impactful for women.

Job/skills training:

The job training program available through Cup O' Karma is also a unique feature of the SEEDs program. The job training program creates work opportunities for the women in the SEEDs program as well as other groups such as retirees, veterans and community members, seeking to re-enter the workforce. Cup O' Karma, NATN's social venture, trains unemployed individuals, including SEEDs residents, to learn employable life skills such as customer service, marketing, record keeping, food preparation, budgeting and business planning.

Community outreach:

Beyond the important impact the SEEDs program has on women, it also impacts the broader community. For example, SEEDs

TESTIMONIALS

"The No. 1 strength has been the environment. There are many recovery programs and halfway houses throughout the Phoenix metro area and they're just what they sound like: halfway houses that collect rent once a week, and people come and go. The SEEDs program was always like a home. It was, 'Here, come and stay with us and we'll help you get on your feet. We'll offer you resources, we'll love and support you.'"

"[SEEDs] was very supportive, a lot of resources were given through the house managers. Everybody there was always encouraging each other to go to meetings."

"In the first two weeks I've learned quite a bit. Gotten to know a lot of the girls, [and] they can relate to my issues, I can relate to theirs. I feel safer. I don't have to worry about being yelled at in the morning or you know, punched in the shoulder or anything like that. It's peaceful and calm and more of serenity than being at home, that's for sure."

"I feel like the groups that we have on Sunday are super intense and very involved. They've covered quite a bit of stuff. [The group leader is] very much involved in each of us individually and will ask if we need anything. She'll sit down and make sure where our heads at to know 'Ok next week I'll work on this or I'll work on self-esteem'. I definitely feel the support here quite a bit."

staff conduct trainings within the community at agencies such as police departments and prisons to educate individuals about healthy relationships, and understanding and defining different types of abuse. Groups of trainers (advocates, survivors, professionals with expertise in DV/SA, etc.) assemble relative to their expertise and the client's interest to deliver curriculum. Many trainings incorporate lectures as well as group participation. For example, one popular training is the In Her Shoes training that educates individuals on the difficulty survivors experience in accessing and utilizing different systems (e.g., health care, child support, etc.).

Just as the peer support network within the SEEDs homes is crucial to the successful recovery for residents, the outside community support (healthcare providers, dentists, advocates, survivors, police, substance abuse counselors, businesses and colleges/universities) plays an equally important role in supporting the program.

Size of the program and length of stay:

The small size of the program, coupled with allowing residents to stay for longer periods of time, are hallmarks of SEEDs. This environment allows deeper relationships to form between staff and residents, as well as the residents themselves.

Peer support:

The SEEDs program offers a supportive, holistic environment where women help themselves while helping one another. This peer support is a vital part of the program's success and one of the key reasons for the program's success. Residents are offered a variety of supports to enhance their ability to live independently, such as peer support, domestic and/or sexual violence support groups and culturally appropriate case management services (e.g., connecting program participants with culturally tailored resources).

Empowerment of women:

In the SEEDs program, homes are not considered to be halfway houses. They are safe homes. While most women who come into the house are in some sort of recovery, SEEDs is about providing a safe environment to educate women about domestic and/or sexual violence and substance abuse, and to give them a way to name the

problem. Many women enter SEEDs with the assumption that what happened to them was their fault, which negatively affects their well-being and recovery. The SEEDs program gives residents the space and ability to enter recovery and promote empowerment among women.

Challenges Encountered by the SEEDs Program

Securing ongoing funding:

Funding is vital to the operation of the SEEDs program, and securing funding is an ongoing challenge similar to other nonprofit organizations. While the program can generate some funds through the café and contributions from the residents themselves, these funding sources are not enough to cover all the expenses.

Funding sources have requirements that conflict with the SEEDs approach:

Educating funders on the unique approach of the SEEDs program is crucial. For many funding organizations, there are restrictions on how funding can be used. Restrictions on how funds are to be used can prove difficult not only for the program but also for those who work within it to help residents. For example, in some cases, funding agencies that work with domestic and/or sexual violence survivors do not want information about medications taken by residents to be collected. However, this can be crucial information for those treating populations with substance use disorders as well as domestic and/or sexual violence histories and also is information that other funders may require.

Operating permanent housing:

Even with funding, finding properties for SEEDs homes is challenging. Landlords often want the names of all potential inhabitants of the property, which poses a safety issue for women in need of a safe, confidential location to stay and recover. Property management companies can be reluctant to rent to a substance abuse recovery-type program due to perceived risks residents could bring to the neighborhood. In some communities, there are strict zoning regulations around rental properties. Some limit

the number of unrelated individuals in a rental unit. Others enforce strict requirements to deter organizations from starting recovery or safe homes in their community. This is a common challenge among recovery residences.⁴¹

Challenges to growing social venture options for both job training and revenue:

Challenges to growing social venture options include the startup funds, leasing appropriate space, applying for and obtaining grant funding, rising rental prices and the maintenance cost of rental space. Challenges to maintaining job training include the billable hours and consistency of management it takes to maintain the same level of training and produce a consistent product, the different levels of competency within a group of trainees, the high levels of turnover within training staff and the loss of volunteers with a lack of contracted commitment.

MEASURING SUCCESS

Recovery residences and domestic violence shelters often measure success in several ways. Research on recovery homes typically focuses on abstinence from substance use and then secondary outcomes such as improvements in employment and mental health among program participants.^{12,13,42} SEEDs takes a holistic and personalized approach to measuring recovery, which means residents define the areas of growth they wish to focus on, and recovery as part of the SEEDs program often goes beyond sobriety and focuses on things such as regaining custody of children, personal progress (e.g., finding employment, securing housing), and empowerment (e.g., increasing self-esteem).

The SEEDs program tracks change over time across several domains including sobriety, employment, and social support. These changes are relative to when women are first admitted into a SEEDs home and when they transition out of a SEEDs home. One way SEEDs measures the level of success in treatment for a given resident is to complete a self-sufficiency matrix (see appendix) and a goal-planning worksheet. Together, these tools act as a visual aid to chart individual participant progress. Sometimes, larger goals are harder to realize and women feel as though they are not making progress. The matrix allows the case manager to chart smaller goals, such as finishing a resume or attaining government identification alongside bigger outcomes, such as securing housing or finding employment. The matrix is a useful tool

for assessing progress and helping prevent participants from being discouraged. Another way SEEDs measures success is through looking at positive changes among individual participants. A positive change can be something as small as the ability to contribute toward the house, giving back to the program or other members, and/or getting involved in the community. This delineation between different types of success enables women to recognize that they are meeting goals of all sizes.

The SEEDs program also monitors its operations by maintaining records of how many participants are served each year, types of programming participants receive and are offered, challenges participants encounter and what successes participants achieve. The program uses this data, in conjunction with the perspectives of residents and alumni, to refine various aspects of operations and programming.

A recent evaluation of the program revealed that longer lengths of stay at SEEDs were related to reduced rates of domestic violence victimization and sexual assault among women over a one-year period. In addition, women who participated in SEEDs showed reductions in mental health symptoms, including post-traumatic stress symptoms and depressive symptoms over a one-year period. Women also showed reductions in financial worries and housing instability over a one-year period.

“The [SEEDs] staff were always available and ready to help any way they could, if you were going through a rough patch. They had a social-worker that had resources which helped me get my housing and, it was just really awesome.

– Former SEEDs Resident

A recent study of the SEEDs social network revealed that women who stay at SEEDs longer had more connection to other women in the program. More connections were related to less post-traumatic stress and depression, and less alcohol and drug use, over a one-year period.

Upon successful completion of the SEEDs program, residents are offered an ongoing relationship through support groups held in the larger community and case management services, when requested. The goal of SEEDs is to have women “graduate” and continue to live safe and sober lives. According to agency-collected data, the majority of women who complete SEEDs stay in touch with the program, and 75% of the residents who have stayed six months or longer have become staff, volunteers and/or mentors in the SEEDs program or in the community (e.g., they do service work, become sponsors, etc.). There is an alumni group of SEEDs women that consists of roughly 25 women who keep in contact with the SEEDs staff. Some of the women in the alumni group were in the original SEEDs home established in 2003.

Women from the program often report feeling connected to SEEDs after leaving. Many alumni express a sense of community and family among current and former residents. For many, the homes offer a space to connect to other women and to build kinship networks. Ultimately, evaluation, social network and interview data show that the SEEDs program helps women recover from substance use disorders and past experiences of domestic and/or sexual violence. The SEEDs model is a unique trauma-informed and gender-responsive program that has the potential to be replicated and help even more women on their path to safe and drug-free lives.

Contact Information

SEEDs Program

P.O. Box 51357, Phoenix, AZ 85076-1357
(602)488-1295
natn2000@msn.com

www.natn-az.org/seeds

 @nomoreviolence

National Advocacy & Training Network

www.natn-az.org

Cup O’ Karma

www.natn-az.org/cup-okarma

 @ CupOKarma

For more information about assessment of programs for women with co-occurring substance use disorders and sexual and domestic violence histories, contact:

Katie Edwards, Ph.D.
Director, IVR Laboratory

(603)422-3207
katie.edwards@unl.edu

To learn more domestic and/or sexual violence, substance use disorders, and recovery residences:

National Domestic Violence Hotline:
www.thehotline.org

National Sexual Violence Resource Center:
www.nsvrc.org

National Alliance for Recovery Residences:
narronline.org

APPENDIX

Name	Acronym
National Advocacy & Training Network	NATN
Support, Education, Empowerment and Directions	SEEDs
Resident Advisory Committee	RAC
National Survey of Substance Abuse Treatment Services	NSSATS
Post-Traumatic Stress Disorder	PTSD
National Survey on Drug Use and Health	NSDUH
National Association of Recovery Residences	NARR
Substance Use Disorder	SUD
Sexual Violence	SV
Domestic Violence	DV

Self-Sufficiency Matrix: SEEDs

Participant Name _____ DOB ___/___/___ Initial Interim Exit

DOMAIN	1	2	3	4	5
Shelter/ Housing	Homeless or threatened with eviction.	In transitional, temporary or substandard housing; or current rent/mortgage payment is unaffordable.	In stable housing that is safe, but only marginally adequate.	Household is in safe, adequate subsidized housing.	Household is safe, adequate, unsubsidized housing.
Employment	No job.	Temporary, part-time or seasonal; inadequate pay, no benefits.	Employed full time; inadequate pay; few or no benefits.	Employed full time with adequate pay and benefits.	Maintains employment with adequate income and benefits.
Income	No income.	Inadequate income and/or spontaneous or inappropriate spending.	Can meet basic needs with subsidy; appropriate spending.	Can meet basic needs and manage debt without assistance.	Income is sufficient, well managed; has discretionary income and can save.
Food and Nutrition	No food or means to prepare it. Relies on other sources of free or low-cost food.	Household is on food stamps.	Can meet basic food needs but requires occasional assistance.	Can meet basic food needs without assistance.	Can choose to purchase any food household desires.
Childcare (0=N/A)	Needs childcare, but unavailable/accessible and/or child is not eligible.	Childcare unreliable or unaffordable, inadequate supervision is a problem that is available.	Affordable subsidized childcare available but limited.	Reliable, affordable childcare is available, no need for subsidies.	Able to select quality childcare of choice.
Children's Education (0=N/A)	One or more school-aged children not enrolled in school.	One or more school-aged child enrolled in school, but not attending classes.	Enrolled in school, but 1 or more child attending some classes.	Enrolled in school and attending classes most of the time.	All school-aged children enrolled and attending on a regular basis.
Adult Education	Literacy problems and/or no high school diploma/GED are serious barriers to employment.	Enrolled in literacy and/or GED program and/or has sufficient command of English to where language is not a barrier to employment.	Has high school diploma/GED.	Needs additional education/training to improve employment situation; needs literacy help to function effectively.	Has completed education/training needed to become employable. No literacy problems.
Health Care	No medical coverage with immediate need.	No medical coverage: difficulty accessing medical care when needed. Other household members in poor health.	Some members (e.g., children) on public health care.	All members can get medical care when needed but may strain budget.	All members are covered by affordable, adequate health insurance.
Life Skills	Unable to meet basic needs such as hygiene, food, activities of daily living.	Can meet a few but not all needs of daily living without assistance.	Can meet most but not all daily living needs without assistance.	Able to meet all basic needs of daily living without assistance.	Able to provide beyond basic needs of daily living for self and family.
Family Relations	Lack of necessary support from family or friends.	Family/friends may be supportive but lack ability or resources to help; family does not relate well with one another; potential for abuse or neglect.	Some support from family/friends; family seeks to change negative behaviors; are learning to communicate & support.	Strong support from family or friends. Household members support each other's efforts.	Has healthy/expanding support network; household is stable, and communication is consistently open.
Mobility	No access to transportation, public or private; may have car that is inoperable.	Transportation is available, but unreliable, unpredictable, unaffordable; may have car but no insurance, license, etc.	Transportation is available and reliable but limited and/or inconvenient; are licensed and minimally insured.	Transportation is generally accessible to meet basic travel needs.	Transportation is readily available and affordable; car is adequately insured.

DOMAIN	1	2	3	4	5
Community Involvement	Not applicable due to crisis; in "survival" mode.	Socially isolated and/or no social skills and/or lacks motivation to become involved.	Lacks knowledge of ways to become involved.	Some community involvement (AA, NA, support group), but has barriers such as transportation, childcare.	Actively involved in community.
Parenting Skills (0=N/A)				Parenting skills are adequate.	Parenting skills are well-developed.
Legal	Not sure of outstanding charges.	Needs assistance w/ CJ involvement.	Probation/parole terms.	Successfully completed probation/parole within past 12 months, no new charges filed.	No active CJ involvement in 12 months and/or no criminal history.
Mental Health	Danger to self or others; recurring suicidal ideation; experiencing severe difficulty in day-to-day life.	Recurrent mental health symptoms that may affect behavior, but not a danger to self/others; persistent problems with functioning due to MH symptoms.	Mild symptoms may be present but are transient; only moderate difficulty in functioning due to mental health problems.	Minimal symptoms that are expectable responses to life stressors; abuse.	Symptoms are absent or rare; good or superior functioning in wide range of activities; no more than everyday problems or concerns.
Substance Abuse	Needs and requests SA treatment.	Preoccupation with use and/or obtaining drugs/alcohol; withdrawal or withdrawal.	Admits to persistent or recurrent social, emotional or physical problems related to use (such as disruptive behavior or housing problems).	No recurrent use of drugs/alcohol in the past 6 months.	No drug use/alcohol abuse in last 12 months.
Safety	Home or residence is not safe; immediate level of lethality is extremely high; CPS involvement.	Safety is threatened/temporary protection is available; level of lethality is high.	Current level of safety is minimally adequate; ongoing safety planning is essential.	Environment is safe, however, future of such is uncertain; safety planning is important.	Environment is apparently safe and stable.
Credit	Bankruptcies, foreclosures, evictions.	Outstanding judgments, garnishments.	Needs a Credit Repair Plan.	Moderate budgeting skills.	Manageable budget and ability to save.
Circle legal issues impacting housing: drug charges, violent crimes, civil judgments, custody, family law, DV, divorce					

****STAFF Members**** Use *Self-Sufficiency Matrix Form with Goal Planning Worksheets* for ongoing case management

NATN/SEEDs

New Resident Checklist

RESIDENT INFORMATION	
Full name:	Date of birth:
Date of entry:	Phone number:
Referred from:	Medications upon entry:
Case Manager:	Emergency contact name/Phone number:
Medical conditions/Allergies:	Kids names & ages:
Welcome each new resident	
<p>Tour of facility and general information to include:</p> <ul style="list-style-type: none"> • Welcome bag and pillow • Safely plan • Safety/Security of home: keep windows and doors locked, always ask who it is prior to opening door • Confidentiality • Taking phone messages • Don't disclose address/phone # • Emergency procedures/fire exits • Lock box code • Bulletin board/Staff phone #'s 	<ul style="list-style-type: none"> • Resource manual • Bus book/bus passes • Meeting lists/Support groups • Cleaning supplies/laundry room • Kitchen shelf spaces • House computer/printer use • House phone # • Conservation of energy, recycling • Parking • Closest bus stop • Shopping in the area • Closest urgent care/hospital
Review of Program Guidelines	Job search/Employment/Job training
<ul style="list-style-type: none"> • House meetings/check-in • Groups: Sunday • Any illness or injury need to be reported to staff immediately 	<ul style="list-style-type: none"> <input type="checkbox"/> Does Resident have a resume? <input type="checkbox"/> Interview clothes? Shoes? <input type="checkbox"/> 2 forms of ID for work verification? <input type="checkbox"/> St. Joseph The Worker/Goodwill Career Center <input type="checkbox"/> Is resident interested in job training or going to school? <input type="checkbox"/> New Leaf career center <input type="checkbox"/> Nearest resources for job-center

NATIONAL RESOURCES	
<p>Rape, Abuse and Incest National Network (RAINN)</p> <p>Phone: 1-800-656-HOPE</p> <p>Website: rainn.org</p>	<p>This 24/7 hotline connects to trained sexual assault providers & staff across the country. It is both confidential and free. An online chat service is available in addition to the phone hotline. RAINN provides “victim services, public education, public policy and consulting services,” (rainn.org) as well as other programs and services. RAINN is “the nation’s largest anti-sexual violence organization” (rainn.org).</p>
<p>National Domestic Violence Hotline</p> <p>Phone: 1-800-799-SAFE</p> <p>Website: www.thehotline.org</p>	<p>The National Domestic Violence Hotline is a 24/7 phone service. There is also a 24/7 online chat service that can be accessed via the link to the left. The Hotline is confidential, anonymous and free. Advocates are trained to answer questions about unhealthy and abusive relationships and may connect the caller to other services.</p>
<p>Alcoholics Anonymous</p> <p>Website: www.aa.org</p>	<p>Alcoholics Anonymous is an international mutual aid fellowship with the stated purpose of enabling its members to “stay sober and help other alcoholics achieve sobriety.” There are local chapters all over the world.</p>
<p>Narcotics Anonymous</p> <p>Website: www.na.org</p>	<p>Narcotics Anonymous offers recovery from the effects of substance abuse through working a 12-step program, including regular attendance at group meetings. The group atmosphere provides help from peers and offers an ongoing support network for addicts who wish to pursue and maintain a drug-free lifestyle. There are local chapters all over the world.</p>
<p>Al-Anon Family Groups</p> <p>Website: www.al-anon.org</p>	<p>Al-Anon Family Groups is a “worldwide fellowship that offers a program of recovery for the families and friends of alcoholics, whether or not the alcoholic recognizes the existence of a drinking problem or seeks help.” There are local chapters all over the world.</p>
<p>National Suicide Prevention Lifeline</p> <p>Phone: 800-273-8255</p> <p>Website: suicidepreventionlifeline.org</p>	<p>The National Suicide Prevention Lifeline is a national network of local crisis centers that provides free and confidential emotional support to people in suicidal crisis or emotional distress 24 hours a day, 7 days a week.</p>

PHOENIX AREA RESOURCES	
<p>Chrysalis Phone: 602-944-4999 Website: noabuse.org</p>	<p>Chrysalis offers a comprehensive array of trauma-informed programs for individuals and families impacted by domestic abuse. Their services include an emergency shelter, offender treatment, mobile victim advocacy, counseling, community education and transitional housing.</p>
<p>Autumn House- A New Leaf Website: www.turnanewleaf.org</p>	<p>Autumn House is a safe place and home for survivors of domestic violence and/or sexual assault. It is a space of dependability that provides residency for survivors on their journey toward regaining self-sufficiency and becoming more empowered individuals. Autumn House offers comprehensive services to assist with obtaining and sustaining an independent, safe lifestyle.</p>
<p>Tempe La Frontera Phone: 480-784-1500 Website: lafrontera-mpact.org</p>	<p>La Frontera / EMPACT-SPC's 24-hour Crisis Hotlines are available to callers who are feeling suicidal, find themselves in a crisis, have been a victim of sexual assault or domestic violence, and/or need a referral for services. They also offer services such as mobile crisis support; individual, couples, family, and group therapy; and case management and advocacy.</p>
<p>Eve's Place Phone: 1-844-301-7908 Website: www.evesplace.org</p>	<p>Eve's Place offers mobile victim advocacy services throughout Arizona. They aid with safety planning, resources and referrals.</p>

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