



City of Phoenix

Domestic Violence Work Group

A Road Map to Excellence:
Making the City of Phoenix a National
Leader in Preventing and Addressing
Domestic Violence

PHOENIX AGAINST DOMESTIC VIOLENCE

A Roadmap to Excellence

Executive Summary

The purpose of this report is to provide a roadmap of strategic and operational actions designed to make Phoenix a national leader in ending domestic violence and serving its victims. This report summarizes the collective work of a Domestic Violence Workgroup consisting of more than fifty community leaders and City of Phoenix staff, who were charged by city management to explore innovative and bold solutions to this critical issue. The Phoenix Roadmap to Excellence is an evolving plan and process and will continue to be updated to reflect best practices and innovative strategies as they develop.

BACKGROUND

In November 2012, an Arizona Republic article highlighted changes in state domestic violence funding that impacted some DV shelters in Phoenix. On Dec 4, 2012, Council members Williams, Nowakowski, and DiCiccio requested the City identify ways to add funding to the domestic violence system. The Public Safety Subcommittee took up the issue on December 12, 2012. On December 19, 2012, Mayor Stanton and the City Council adopted a plan to add \$200,000 for DV assistance and further directed the City Manager to develop a roadmap to excellence for the City in addressing domestic violence. On February 19, 2013, the Housing and Neighborhoods Subcommittee recommended issuing a contract for \$200,000 to Arizona Coalition Against Domestic Violence (AZCADV) to implement a collaboration for a centralized screening program and a mobile DV housing specialist. The Mayor and City Council approved this contract on February 20, 2013. Following up on the Council's direction, this report provides a roadmap to excellence.

THE ISSUE

Domestic violence is one of the most widespread and dangerous health and safety challenges in Phoenix today. The statistics are staggering: one in four women will experience domestic violence; one in five teens will be the victim of dating abuse; on average in Arizona, someone dies every three days in a domestic violence incident; thousands of children witness domestic violence, making them more likely to drop out of school, abuse alcohol and drugs, and perpetuate the cycle of violence in their own lives.

Despite an overall drop in crime in Phoenix, the rate of domestic violence remains steady. Domestic violence is still the leading 911 call for violent crime responded to by police. Each year, Phoenix police receive approximately 50,000 calls related to domestic violence, and it is estimated another 40,000 incidents go unreported.

Last year, the 24 detectives assigned to the three domestic violence units of the Phoenix Police Department Family Investigations Bureau were assigned 15,476 reports. This means each detective handles approximately 644 cases per year- the equivalent of a new report every three hours. The Family Advocacy Center's five Victim Advocates made 11,300 contacts with victims seeking assistance – the equivalent of a new victim contact every hour for each advocate.

THE PHOENIX RESPONSE

Understanding the severity of the problem, the Phoenix City Council unanimously agreed domestic violence must be a city priority. The Council instructed the City Manager and staff to form a multi-disciplinary and diverse workgroup of community leaders and city staff to develop and present a plan to enhance domestic violence prevention and violence services. The O'Connor House Program for Women and Justice, which has been working in the area of domestic violence reform for almost five years, was asked to assist in developing a dynamic and bold plan for the city, which also reaches out to the private sector and the community to become actively involved in dealing with this problem. The attached Work Plan outlines actions across the city and the community which will make the City of Phoenix a national model for best practices in preventing and addressing domestic violence.

EXISTING INFRASTRUCTURE

The City of Phoenix has long been recognized as a leader in raising awareness and responding to domestic violence by providing a strong foundational infrastructure to support victims. Significant progress has also already been made in coordinating available resources to promote seamless integration and operational efficiency. Some examples include:

- Adoption of the Coercive Control Model and Protocol by the Phoenix Police Department Family Investigations Bureau (FIB) and City Prosecutor's Office.
- The Family Advocacy Center, FIB, City Prosecutor's Office and Fire Department Crisis Response Unit pilot project with Scottsdale Healthcare and the Maricopa County Attorney's Office to provide forensic medical exams for strangulation victims. As a result, case filings have risen from 14 percent to approximately 60 percent.
- Victim Advocates are provided through the FIB and the City Prosecutor's office to assist victims in obtaining services and navigating the legal system.
- The O'Connor House Program for Women and Justice (Avon Program) is working to raise awareness about the prevalence and severity of violence against women through its "Speak Out Against Domestic Violence" campaign.
- The Ruth V McGregor Family Protection Clinic at ASU offers direct victim legal representation using law students supervised by Law School faculty.
- The MAG DV Protocol Evaluation Project strives to increase efficiencies in arresting and prosecuting misdemeanor domestic violence offenders. During its first year, the project engaged more than 320 community partners in law enforcement, prosecution, and victim advocacy.
- The Arizona Coalition Against Domestic Violence convenes the Executive and Program Directors of the region's domestic violence service providers monthly to discuss issues, trends and opportunities for service coordination and collaboration. The City of Phoenix granted \$200,000 to this collaboration to create a centralized screening process for the region's residential shelter programs as well as a Housing Specialist position to assist victims and survivors in the five Phoenix shelters to find more permanent housing.

RECOMMENDATIONS

Building on successful systems already in place and best practices from around the country, the taskforce recommends adoption of a two-tiered plan consisting of: (1) a

community campaign which demonstrates the city's leadership in ending domestic violence and reaches out to the private sector and the community at large to join this effort; and (2) a series of short, medium and long term actions outlined in the attached Strategic Work Plan, to make Phoenix a national leader in preventing and addressing domestic violence.

THE PHOENIX CAMPAIGN AGAINST DOMESTIC VIOLENCE – At the core of the proposed plan are the substantive actions described below, which will improve the overall response to domestic violence in Phoenix. However, these reforms alone will not solve the problem of domestic violence. Beyond reforms, a cultural shift in attitudes toward domestic violence must occur. It must be clear domestic violence is unacceptable under any circumstances, and will not be tolerated. This requires participation and “buy-in” from every individual, and the mobilization of private sector resources to augment the city's efforts.

To this end, the campaign will reach out to the private sector and the community in order to: (1) demonstrate the city's commitment to this issue, (2) garner media attention, (3) form collaborations to streamline and improve services to victims, and (4) enlist the community in changing attitudes toward domestic violence. It is this strategic combination of reforms and community action which will make Phoenix a national leader.

STRATEGIC WORK PLAN – To this end, the workgroup also defined a strategic plan consisting of five “pillars” providing the strategic support to realize a world-class, community-wide domestic violence program.

The five pillar areas are:

- 1. Increase Community Awareness and Advocacy** – The city has the standing within the community to establish a standard where everyone in the community knows domestic violence will not be tolerated. O'Connor House is engaging the private and non-profit sectors to develop a campaign through which community leaders would help spread this message through a broad range of media and many other channels. A specific youth campaign would be used to break generational cycles of tolerance for this problem.
- 2. Make Phoenix a National Model** – Assure policies and business practices represent a national model to maximize employee safety and mitigate the costs and risks associated with this problem.
- 3. Reform the Justice System to Focus on Domestic Violence** – The designation of specialized units within the entire justice system is needed to assure justice is brought to every offender while also minimizing any further trauma to victims. This includes Intimate Partner Violence (IPV) policing, vertical prosecution teams within the City Prosecutor's Office and the effective use of court-mandated diversion programs. A new public-private Domestic Violence Advisory Council would report regularly to the Council, to monitor progress and as a mechanism for continuous improvement.
- 4. Enhance Coordination of the Service Delivery System** – Current rates of domestic violence overwhelm the capacity of existing programs and services. Efforts must be undertaken to improve the coordination of existing services, combine duplicative processes, streamline access to services, and educate the public on where to go to help themselves or their neighbors.

5. Develop Community Partnerships to End Domestic Violence – While the city has chosen to take a leadership role in ending domestic violence the community must actively respond and provide some of the solutions. Local businesses, community and faith-based organizations and educational institutions will be recruited to add capacity and innovation to the existing domestic violence systems and services.

Domestic Violence Workgroup Participants

- Peggy Bilsten, Executive Director, C.E.A.S.E.
- Libby Bissa, Acting Director, Family Advocacy Center
- Allie Bones, Executive Director, AZ Coalition Against Domestic Violence
- Chris Boyle, Sergeant, Police Department
- Sarah Buel, Director, ASU Ruth V. McGregor Family Protection Clinic
- Dennis Burke, Interim Executive Director, Diane Halle Center for Family Justice
- Jim Burke, Acting Director, Parks and Recreation Department
- Aaron Carreon-Ainsa, City Prosecutor, Prosecutor's Office
- Lt. Bryan Coley, Lieutenant, PPD Domestic Violence Unit
- January Contreras, Chief Operating Officer, Diane Halle Center for Family Justice Sandra Day O'Connor College of Law Arizona State University
- JoAnn Del-Colle, Retired FAC Director
- Paul Denial, Executive Director, New Life Center
- Kim Dorney, Director, Housing Department
- Shelly Duane, O'Connor House
- Catherine Rea Dunning, Chief Executive Officer, CIR/2-1-1 Arizona
- Kellee Ellis, Chrysalis
- Dolores Ernst, Volunteer Recruiter/Supervisor, Fire Department Community Assistance Program
- Lucia Fakonas-Howard, Board Member, O'Connor House
- Dick Geasland, Associate Director, Sojourner
- Sergio Gomez, Caseworker III, City of Phoenix-Human Services
- Will Gonzalez, Asst. City Atty IV*Pros, Prosecutor's Office
- Kelly Gremmel, Admin Asst. II, City Prosecutor's Office Victim Services
- Frankie Grimsman, Maricopa County Attorney's Office
- Laura Guild, Domestic Violence Program Manager, AZ DES
- Chris Hallett, Director, Neighborhood Services Department
- Bill Hart, Sr. Policy Analyst, Morrison Institute
- Candice Hewitt, Victim Svc Supervisor, FAC Victim Services
- Randy Hutson, Sergeant, Police Department-FIB
- Eric Jeffery, Asst. Presiding Judge, City of Phoenix Municipal Court
- Deanna Jonovich, Human Services Director, City of Phoenix Human Services Department
- Patricia Klahr, CEO/President, Chrysalis
- Gary Kula, Executive Director, City of Phoenix Public Defender Department
- Mark Lewis, CONTACTS
- Jodi Liggett, Assistant to the Mayor, Mayor's Office
- Mattie Lord, Chief Program Officer, UMOM
- Matt Lucky, O'Connor House
- Michael Malone, Municipal Court
- Dana Martinez, Program Manager, DV STOP (shelter/service provider)
- Hayden Maynard, Research Analyst, District 6 Offices
- Chris McBride, Public Defender, City of Phoenix Public Defender Department
- Kent McCarthy, Deputy City Prosecutor, City Prosecutor's Office
- Dawn Meadows, UMOM
- Leah Meyers, Program Administrator, Governor's Office for Children, Youth & Families
- Cindi Nannetti, Division Chief, Maricopa County Attorney's Office
- Darlene Newsom, CEO, UMOM
- Doreen Nicholas, AzCADV
- Samantha Pettit, ASU Barrett Honors
- Connie Phillips, Executive Director, Sojourner
- Kerry Ramella, Volunteer Coordinator, Fire Department Community Assistance Program
- Karyn Rasile, Charge Nurse, Scottsdale Healthcare Forensic Nurse Examiner Program
- Linda Scott, V.P. of Child & Family Solutions, Jewish Family & Children's Service
- Roxanne Song Ong, Chief Presiding Judge, City of Phoenix Municipal Court
- Amy St. Peter, Human Services Manager, Maricopa Association of Governments
- Kim Sterling, Co-Chair, Avon Program for Women and Justice at O'Connor House
- Sarah Suggs, President & CEO, O'Connor House
- Angie Swart, CPO/Chief Program Officer, Chrysalis
- Don Taylor, Municipal Court Exec. Officer, Phoenix Municipal Court
- Renae Tenney, Human Services Planner II, Maricopa Association of Governments
- Kim Van Nimwegen, Community Impact Manager, VSUW
- Ed Zuercher, Assistant City Manager, City of Phoenix City Manager's Office

Domestic Violence Workgroup Timeline

December 12, 2012	Public Safety, Veterans Transparency and Ethics Subcommittee / Special Council Meeting	Original RFP (Action)
December 19, 2012	Mayor and City Council Request: - RFP for \$200,000 in DV Services - Plan to end DV in Phoenix - Formation of DV Workgroup	Original RFP (Action)
January 23, 2013	First DV Workgroup Meeting	
February 13, 2013	Public Safety, Veterans Transparency and Ethics Subcommittee	RFP/Roadmap (Info)
February 19, 2013	Neighborhoods, Planning, Development, Housing and Homeless Subcommittee	RFP (Action)
February 20, 2013	Formal Council Meeting	RFP (Action)
February 28, 2013	Second DV Workgroup Meeting	
March 13, 2013	Public Safety and Veterans, Subcommittee	Roadmap (Info)
March 19, 2013	Neighborhoods, Housing and Development Subcommittee	Roadmap (Action)
April 9, 2013	Council Policy Meeting	Roadmap (Action)
Ongoing	Implementation Phase/Mayor and City Council Updates	
January 2014	Progress report to Mayor and City Council	

PHOENIX AGAINST DOMESTIC VIOLENCE
A ROADMAP TO EXCELLENCE

CAMPAIGN OVERVIEW

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A ROADMAP TO EXCELLENCE

CAMPAIGN OVERVIEW

The Phoenix City Council has shown bold leadership in identifying domestic violence as a city-wide priority and embarking on an aggressive plan to make Phoenix a national leader in the prevention and response to domestic violence. Achieving this goal will require a three-pronged approach:

1. Create a campaign that demonstrates the city's commitment to the community, and is worthy of media attention locally and nationally.
2. Adopt an aggressive agenda of cross-disciplinary reforms at all levels of the City to implement best practices and to pilot technological and other innovative solutions for keeping victims safe, making perpetrators accountable, breaking the cycle of violence, and allocating the City's resources most effectively. (See the Five Pillars Strategies Matrix).
3. Partner with the private and non-profit sectors, as well as the community at large, to add new resources, capacity and collaboration to the city's domestic violence efforts.

The synergy of these strategies ensure Phoenix is a national model for combatting domestic violence. By actively involving the private sector, Phoenix can leverage city resources and attract new talent, resources and collaborations to solve this daunting challenge.

CAMPAIGN STRUCTURE

To develop and execute the campaign, as well as the substantive reforms, the City Manager's Office should create a new DV Action Committee, led by three unique individuals (also referred to as the Campaign Champions), each with specific responsibilities related to the plan. These individuals can then select appropriate public and private sector Committee members to help them execute the plan.

- **Deputy City Manager:** primarily responsible for cross-department implementation of the substantive reforms and the City's execution of the plan. It is important that this individual report directly to the City Manager and Council, and have the authority to work across City departments and agencies.
- **Private Sector Champion:** primarily responsible for recruiting private and non-profit sectors to develop new resources and partnerships to leverage the City's resources and efforts.
- **Marketing Champion:** primarily responsible for developing the materials, activities, events and strategies that will attract the public to participate in and the media to cover the campaign. Ideally, this individual would be highly creative and innovative, with a good understanding of technology, social media, and "guerilla marketing," as well as more traditional media modalities.

DOMESTIC VIOLENCE WORKGROUP

A ROADMAP TO EXCELLENCE

CAMPAIGN STRATEGIES

	SHORT TERM (>1 Year)	MEDIUM TERM (1-2 Years)	LONG TERM (3-5 Years)
CAMPAIGN “BRANDING”	<ol style="list-style-type: none"> 1. Announce Phoenix Against Domestic Violence at press conference with Mayor and full Council; announce \$200,000 grant as first step. 2. Adopt a proclamation and challenge: “No one will be trapped in an abusive situation because there are not enough shelter beds.” Challenge other cities to join the campaign. 3. Competition to select slogan and logo. 4. Target specific audiences and messages such as youth, victims, perpetrators, employers. 5. Recruit celebrities(s) aimed at targeted groups as “face” of campaign; arrange appearances and interviews on TV, radio, print media and social media. 6. Prepare paper and digital “press packets” announcing the campaign; hold press conference in October, 2013 to announce campaign. 	<ol style="list-style-type: none"> 7. Launch Domestic Violence Hotline and unified intake with the Arizona Coalition Against Domestic Violence (\$200,000 grant awarded.) 8. Launch coordinated website with Arizona Coalition Against Domestic Violence, MAG and other stakeholders. 9. Select materials to be used consistently for various target groups: posters, brochures, web images, Public Service Announcements. 10. Survey schools in Phoenix and nationally for most effective bullying and healthy relationships materials for K-12; launch initiative with Phoenix schools. 11. Phoenix Mayor & Council host roundtable of all AZ Mayors to introduce and explain DV efforts; ask for statewide participation. 12. Partner with local media outlets (TV, radio, print, social media) to publicize campaign. 13. Write articles about the Phoenix Campaign Against Domestic Violence for local and national publications. 14. On-going assignments for continued campaign in partnership with private sector and other non-profits. 	<ol style="list-style-type: none"> 15. Assess success of campaign: goal to double awareness of DV and campaign in community. 16. Enter national competitions for innovation and victim services; nominate Phoenix “champions” for all applicable local and national awards (e.g.: AG’s Victim Advocates Award; AZ Coalition annual awards, national police and judicial awards, etc.).

CAMPAIGN STRATEGIES	SHORT TERM (>1 Year)	MEDIUM TERM (1-2 Years)	LONG TERM (3-5 Years)
		<ol style="list-style-type: none"> 1. Create separate account to receive donations to be used only to implement best practices and innovative solutions to DV services or prevention; publicize public donations. 2. Adopt proclamation and challenge: No victim will be trapped in a dangerous situation because of no place to go. 3. Mayor and City Council take on-line DV Pledge and ask community to join them. 4. Phoenix becomes first city to join Employers Against Domestic Violence and asks other cities and private sector employers to join. 5. October, 2013 and annually thereafter, Council & staff participate in DV awareness events add DV tagline on all correspondence and emails; take "In Her Shoes" training w/ media; wear purple ribbon; presentations and information at October City Council meetings and Council District meetings. 6. City and private sectors PR create media campaign for new initiatives. 7. Issue releases and articles on all important domestic violence "Moment of Silence" at all athletic events. 8. "Run Domestic Violence Out of Town" 5K run led by Mayor and Council. 9. October, 2013 all City letters, emails & communications include tag line about domestic violence awareness advances & events in Phoenix.gov placement for important research 10. Special campaigns at malls, restaurants in October including "Shop Till It Stops" campaign at malls. <p><i>Group all events and announcements in October, 2013 for maximum publicity & collaboration w/ DV groups</i></p>	<ol style="list-style-type: none"> 11. Coordinate and partner with other organizations to participate in scheduled domestic violence awareness activities. 12. Trained volunteer Speakers Bureau to appear on radio and TV; attend neighborhood meetings and events with information and materials. 13. Develop special award to domestic violence Advocacy and Innovation and present at appropriate event with press coverage. 14. Prepare articles for specific local and national industry journals like Police, Lawyers, Judges, etc. 15. Light downtown in purple; ask private sector to join.

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STRATEGIC WORK PLAN

DOMESTIC VIOLENCE WORKGROUP

A ROADMAP TO EXCELLENCE

FIVE PILLARS STRATEGIES MATRIX

I. COMMUNITY AWARENESS: Raise public awareness and lead in prevention and early Intervention

	SHORT TERM (>1 Year)	MEDIUM TERM (1-2 Years)	LONG TERM (3-5 Years)
COMMUNITY AWARENESS	<ol style="list-style-type: none"> 1. Place awareness posters and materials in all city facilities; Include info in Inside Phoenix, water bills, etc. Assure marketing materials indicate the problem affects a diverse community in terms of sex, age, race, orientation, etc. 2. Provide domestic violence education for emerging populations/refugees in the city of Phoenix. 3. Coordinate/partner with diverse organizations to identify awareness activities and events during October and throughout the year. 4. Ensure underrepresented groups (e.g. LGBT, youth) are included in all efforts. 	<ol style="list-style-type: none"> 5. Launch coordinated website with AZ Coalition Against Domestic Violence, MAG and other stakeholders so victims can access all information from one portal. 6. Institute inter-disciplinary domestic violence roundtable discussions for law enforcement, prosecution, public defenders, judges, etc. featuring interesting or difficult cases or issues. 7. Ensure community champions are diverse and representative of various cultures. 	<ol style="list-style-type: none"> 8. Take plan to national groups like Conference of Mayors and League of Cities and Towns for adoption nationally. 9. Bid for national and regional domestic violence conferences and group meetings including hosting a national best practices conference. 10. Create a cultural shift in the community making domestic violence unacceptable under any circumstances.
YOUTH EDUCATION	<ol style="list-style-type: none"> 1. Identify and evaluate existing evidence-based curriculums used – City Prosecutor’s Office, CMO Education Liaison, national programs. 2. Identify potential partner schools in Phoenix to implement pilot programs. 	<ol style="list-style-type: none"> 3. Pilot specific curriculums to targeted school groups (social workers and youth councils.) <ol style="list-style-type: none"> a. All levels (preschool – college) b. Males and females c. School sports teams d. Train children, parents, teachers, etc. 4. Measure effectiveness of pilots. 	<ol style="list-style-type: none"> 5. Expand promotion of curriculums to Phoenix schools. 6. Encourage statewide adoption of curriculum. 7. Establish peer-based support groups for youth.

II. PHOENIX AS A MODEL: Lead the community by adopting best practices in all City operations

	SHORT TERM (>1 Year)	MEDIUM TERM (1-2 Years)	LONG TERM (3-5 Years)
EMPLOYEE POLICIES	<ol style="list-style-type: none"> 1. Identify, evaluate and recommend model policies on domestic violence to be adopted by the City of Phoenix. 2. Review City of Phoenix employee insurance coverage for domestic violence related issues. 3. Communicate city policies and best practices to all city employees including the city Ethics Manual. 	<ol style="list-style-type: none"> 4. Include questions related to domestic violence in the bi-annual employee satisfaction survey. Use survey data to track and enhance employee training and awareness. 	<ol style="list-style-type: none"> 5. Promote model policies as a template for city businesses and organizations.
TRAINING	<ol style="list-style-type: none"> 1. Update and distribute the Ethics Manual to employees to include a clear statement that domestic violence will not be tolerated. 2. Hold trainings w/ AZCADV <ol style="list-style-type: none"> a. For employees, including during orientation b. For supervisors c. Citywide EAP program d. For public – (e.g. No wrong door) 	<ol style="list-style-type: none"> 3. Help make domestic violence materials multilingual and culturally appropriate. Collect materials from other areas when available. 	<ol style="list-style-type: none"> 4. Create Internet and DVD training modules for all stakeholders.
PROCUREMENT PROCESS	<ol style="list-style-type: none"> 1. Review procurement process and requirements. 	<ol style="list-style-type: none"> 2. Recommend options for procurement policies revisions to encourage DV policies for vendors. 	

III. SYSTEMS REFORM TO FOCUS ON DOMESTIC VIOLENCE: Lead the nation by adopting Best Practices in all City and State Policies

	SHORT TERM (>1 Year)	MEDIUM TERM (1-2 Years)	LONG TERM (3-5 Years)
LAW ENFORCEMENT	<ol style="list-style-type: none"> 1. Align and focus city Police Department resources on Intimate Partner Violence (IPV) cases; study process by which cases are assigned to FIB unit; collect appropriate data. 2. Reinstitute DV Fatality Review Team. 3. Have an independent organization review a random sample of 911 calls and follow to completion to create a baseline of effectiveness of current processes. 4. Develop plans to address domestic violence in special populations such as immigrants and LGBT communities. 5. Train police on confidentiality provisions that domestic violence shelters must follow per federal law. 	<ol style="list-style-type: none"> 6. Pilot program to enhance Crisis Response for advocacy for Group One cases. 7. Study Maryland model of advocates using cell phones to initiate contact with victims at the scene. 8. Adopt MAG's protocol for all domestic violence cases. 9. Review and enhance all police and Crisis Response training and materials given to victims at 911 calls, including information on children witnessing domestic violence. 10. Repeat review of random sample of 911 calls to evaluate improvements. 11. Obtain thumbprints upon arrest or initial appearance of domestic violence offenders. 12. Training of first responders, including Fire Department, on collection of statements and evidence, including providing tape and video recorders. 13. Evaluate coercive control protocol including mandatory arrest and predominant aggressor policies. 	<ol style="list-style-type: none"> 14. All Group One cases have an advocate on the scene through post-adjudication. 15. Conduct Safety Audit for all city departments and services regarding domestic violence (see models by Duluth, Praxis or similar entities.) 16. Police serve active warrants for defendants who fail to appear in court.

	SHORT TERM (>1 Year)	MEDIUM TERM (1-2 Years)	LONG TERM (3-5 Years)
JUSTICE SYSTEM	<ol style="list-style-type: none"> 1. Establish a domestic violence docket focusing on post-adjudication offender accountability and compliance. 2. Establish Domestic Violence Unit in the City Prosecutor's Office utilizing vertical prosecution model - dedicated prosecutors, advocates, legal assistants and community justices specialist focused solely on domestic violence cases. 3. Identify best practices for DV safety protocols for courts. 	<ol style="list-style-type: none"> 4. Provide appropriate, ongoing DV training opportunities to Judges. 5. Provide appropriate, ongoing DV training opportunities to Prosecutors. 6. Include training focusing on youth offenders and victims regarding intervention and treatment. 7. Evaluate the DV docket for effectiveness and possible expansion to a dedicated DV court. 	<ol style="list-style-type: none"> 8. Coordinate full implementation of vertical prosecution from law enforcement, prosecution, courts and post-adjudication. 9. Supervised probation, with holistic counseling for defendant and provide counseling services for victim, children and wrap-around services. 10. Create a supervised visitation and exchange center that provides holistic services.
ORDERS OF PROTECTION	<ol style="list-style-type: none"> 1. Conduct pilot for service of protective orders using a Coordinator. 2. Conduct pilot using direct communication via email or fax between issuing court and service provider. 3. Improve methods of notifications to victims on service of Orders of Protection using technology such as email, SMS, etc. Explore how private sector solutions may provide enhancements. 	<ol style="list-style-type: none"> 4. Explore expansion of remote issuance of Orders of Protection. 	<ol style="list-style-type: none"> 5. Explore the issue of child support and custody orders in the Order of Protection process. <i>(Requires statewide coordination)</i> 6. Explore electronic transmission of order of protection information that provides real-time access to police and other members of the justice system.
LEGISLATIVE/POLICY INITIATIVES	<ol style="list-style-type: none"> 1. Include Domestic Violence issues in Government Relations briefings during City Council meetings. 2. AZCADV presents to City Council before, during and after state legislative sessions. 3. Pass DV resolutions or proclamations in October (Domestic Violence Awareness Month) and February (Teen Dating Violence Prevention Awareness Month). 	<ol style="list-style-type: none"> 4. Hold meetings between city lobbyists, AZCADV & other stakeholders during Legislative sessions to support DV legislation. 5. Work with stakeholders to amend state legislation pertaining to fingerprinting individuals charged with domestic violence offenses. 	<ol style="list-style-type: none"> 6. Help other cities replicate best practices implemented in the Phoenix domestic violence model. 7. Enhance relevant criminal statutes (e.g. domestic violence and child abuse) to include patterns of coercive control behaviors.

	SHORT TERM (>1 Year)	MEDIUM TERM (1-2 Years)	LONG TERM (3-5 Years)
OFFENDER ACCOUNTABILITY	<ol style="list-style-type: none"> 1. Perform an environmental scan of city offender treatment programs utilized by the City of Phoenix Prosecutor's Office for diversion programs 2. Require evidence-based evaluations and training requirements for all providers in the RFP process for offender treatment programs utilized by the City of Phoenix Prosecutor's Office for diversion programs. 	<ol style="list-style-type: none"> 3. Analyze offender treatment programs utilized by the City of Phoenix Prosecutor's Office in diversion programs for efficacy, including numbers served, recidivism cost analysis and effectiveness. 4. The Court will ensure that all Court processes and procedures are designed to effectively support the judicial officers in holding offenders accountable for the completion of court ordered treatment programs. 	<ol style="list-style-type: none"> 5. Selection process for Offender Treatment programs utilized by the City of Phoenix Prosecutor's Office for diversion programs will be deemed to be effective and evidence based. 6. Collaborate with Arizona State University to research effectiveness of diversion programs. 7. Establish supervised probation for first and second time offenders.

IV. COORDINATED SERVICE DELIVERY: Protect all Victims by strengthening, coordinating and improving access to services

	SHORT TERM (>1 Year)	MEDIUM TERM (1-2 Years)	LONG TERM (3-5 Years)
INNOVATION AND EFFICIENCIES	<ol style="list-style-type: none"> 1. Participate in the AZCADV Morrison Project assessing service needs for victims of domestic violence. 2. Continue participation in MAG's Protocol Evaluation Project (PEP). 3. Implement pilot Coordinated Assessment and Housing Specialist. 4. Identify city services for domestic violence victims. 5. Assure domestic violence safety issues are addressed as CONTACTS is phased out in deference to the AZ211 program. 	<ol style="list-style-type: none"> 6. Analyze service needs in Phoenix based upon AZCADV Morrison Project. 7. Appoint a domestic violence commission to continually review best practices and advise Council. Assure victim participation in the commission. 8. Ask each city department to identify, through innovations and efficiency efforts, strategies to advance the domestic violence plan. 9. Divert sales tax revenues to fund domestic violence services and programs. 10. Outsource non-police functions to allow more time for investigation and response to complaints. 	<ol style="list-style-type: none"> 11. Modify service delivery in Phoenix based upon AZCADV Morrison Project. 12. Ensure employee recognition for innovation and efficiencies in domestic violence. 13. Utilize police crime mapping technology to identify domestic violence hot-spots and coordinate outreach and training to all community stakeholders. 14. Explore police access to data systems similar to those used for DUI. 15. Establish pilot program for providing intervention to those offenders not arrested or charged.
ENHANCED SERVICE AND ACCESS	<ol style="list-style-type: none"> 1. Use technology and city resources (QR codes, smart phone apps, posters & brochures.) 2. Continue participation in MAG interactive mapping. 3. Establish coordinated local website for DV services – AZCADV. 	<ol style="list-style-type: none"> 4. Increase number of trained victim advocates connecting DV victims with services. 	<ol style="list-style-type: none"> 5. Explore feasibility of a uniform application/intake process for all social services within the domestic violence services process.

V. PARTNERSHIPS TO END DOMESTIC VIOLENCE: Engage every level of the community to solve this problem

	SHORT TERM (>1 Year)	MEDIUM TERM (1-2 Years)	LONG TERM (3-5 Years)
BUILD CAPACITY	<ol style="list-style-type: none"> 1. Establish separate account for community fundraising. 2. Explore the use of volunteers for non-traditional roles (e.g. Probation Officers, Victim Advocates, Peer Counselors.) 	<ol style="list-style-type: none"> 3. Identify which programs are sustainable, which will be done by city, which need additional leadership and sponsorship. 4. Identify new resources (public and private grants; individual donors). Apply for funding to address identified needs and/or gaps in services. 	<ol style="list-style-type: none"> 5. Evaluate program effectiveness and sustainability.
PARTNERSHIPS	<ol style="list-style-type: none"> 1. Reach out to private sector in Phoenix to bring resources to the problem, including technological solutions. 2. Support partnerships against domestic violence (e.g. Employers Against DV; Teachers Against DV; Doctors Against DV.) 3. Utilize educational institutions to support efforts included in this plan. 4. Host a Mayor's Faith Summit in collaboration with Arizona Coalition to End Homelessness and AZCADV regarding ways local congregations can be supportive of families in crisis. 	<ol style="list-style-type: none"> 5. Work with DV STOP and private sector to expand hotel and other service vouchers. 6. Explore partnerships and/or resources to address identified needs and/or gaps in services. 7. Hold trainings for staff at the local Veteran's Administration offices, homeless outreach providers, etc. to increase awareness for services to vulnerable populations. 8. Work with educational institutions and providers to create free job/skill training opportunities for survivors and their partners. 	