KATIE HOBBS
GOVERNOR

STATE OF ARIZONA
OFFICE OF THE GOVERNOR

EXECUTIVE
OFFICE

To: salpi.stark@pinal.gov
Angeline.woods@pinal.gov
boschair@pinal.gov

December 19, 2023

Jeff Serdy
Chairman, Board of Supervisors
Pinal County Attorney's Office

RE: Arizona STOP (Services, Training, Officers, and Prosecutors) Violence Against Women Grant (RFGA-STOP-GOYFF-010124-00)
Application Title: Trauma-Informed and Victim Centered Approach to Case Management & Court Advocacy

Dear Chairman Serdy,

Your grant application submitted for the Arizona STOP (Services, Training, Officers, and Prosecutors) Violence Against Women Grant solicitation has been accepted. Your grant application was evaluated in accordance with A.R.S. §41-2701, et. seq. and the evaluation criteria in the R.F.G.A. Attached, please find a countersigned copy of your Offer and Acceptance Form and Summary of Award.

This office requires a current copy of your Certificate of Insurance, in the types and amounts stated in the RFGA. It is the awardee's responsibility to ensure that all required coverage is in full force and effect during the term of the contract and shall not serve to limit any liabilities or any other sub-grantee obligations. Copies of the applicable Certificate of Insurance shall be provided to this office to the attention of Shane Richardson, Procurement Manager, State of Arizona, Governor's Accounting Office, 1700 W. Washington, Suite 500, Phoenix, AZ 85007 or procurement@az.gov. Failure to do so may result in cancellation of the contract for breach.

Congratulations on your grant award! The Governor's Office of Youth, Faith and Family looks forward to a mutually beneficial relationship during this contract period. Should you have any questions, please contact me at procurement@az.gov.

Sincerely,

Shane Richardson

Shane Richardson
Procurement Manager

Enclosed: Offer and Acceptance Form
Summary of Award

Exhibit A

Katie Hobbs
Governor

State of Arizona
Governor's Office of Youth, Faith and Family

Tonya Hamilton
Director

OFFER AND ACCEPTANCE FORM (SPO FORM 203)

TO THE GOVERNOR'S OFFICE OF YOUTH, FAITH AND FAMILY:
The Undersigned hereby agrees, if awarded a grant, to all terms, conditions, requirements, and amendments in this Request for Grant Application ("RFGA") solicitation and any written exceptions, as accepted by the Governor's Office of Youth, Faith and Family, in the Application.

Arizona Transaction (Sales) Privilege Tax License No.:

20033932

Federal Employer Identification No.

86-6000556

Name of Point of Contact Concerning this Application:

Name: Salpi Stark

Phone: (520) 866-6282 Fax: _____

E-Mail: Salpi.stark@pinal.gov

By signature in this Offer section, the Applicant certifies:

1. The submission of the Application did not involve collusion or other anti-competitive practices.
2. The Applicant shall not discriminate against any employee or Applicant for employment in violation of Federal Executive Order 11246, State Executive Order 2009-9 or A.R.S. §§ 41-1461 through 1465.
3. The Applicant has not given, offered to give, nor intends to give at any time hereafter any economic opportunity, future employment, gift, loan, gratuity, special discount, trip, favor, or service to a public servant in connection with the submitted offer. Failure to provide a valid signature affirming the stipulations required by this clause shall result in rejection of the offer. Signing the offer with a false statement shall void the offer, any resulting contract and may be subject to legal remedies provided by law.

Pinal County Attorney's Office
Name of Applicant Organization

PO BOX 887
Address

Florence | AZ | 85132
City | **State** | **Zip**

Signature of Person Authorized to Sign Offer

Jeff Serdy
Printed Name

Pinal County Board of Supervisors, Chairman
Title

CERTIFICATION

ACCEPTANCE OF APPLICATION
The Application is hereby accepted.

The Applicant is now bound to perform as stated in the attached grant Application, and based upon the RFGA Solicitation Documents, including all terms, conditions, requirements, amendments, etc., and the Applicant's grant Application as accepted by the State.

This grant shall henceforth be referred to as Grant No. GR-STOP-GOYFF-010124-16.

The effective date of the contract is January 1, 2024.

The Applicant has been cautioned not to commence any billable work or to provide any material or service under this contract until Applicant receives a purchase order, contract release document, or written notice to proceed.

State of Arizona
Awarded this 14 **day of** December 20 23

Shane Richardson

Shane Richardson, Procurement Manager

State of Arizona
Governor's Office of Youth, Faith and Family

Summary of Award – Year 1

1. ***Type of Agreement*** Grant Award	**2.** ***Title of Grant*** Arizona STOP (Services, Training, Officers, and Prosecutors) Violence Against Women Grant		**3.** ***Action Type*** Year 1 Agreement **4.** ***Amendment No.*** 0
5. ***Contract No.*** GR-STOP-GOYFF-010124-16	**6.** ***Effective Date*** 01/01/2024	**7.** ***Performance Period*** 01/01/2024 – 12/31/2024	**8.** ***Sponsoring Federal Agency*** United States Department of Justice, Office on Violence Against Women
9. ***Grantee Name*** Pinal County Attorney's Office PO Box 887 Florence, AZ 85132	**10.** ***Grantee ID*** ***EIN***: 86-6000556 ***UEI***: GX4FM9VQD7W3	**11.** ***Grantee's Program Name*** Trauma-Informed and Victim Centered Approach to Case Management & Court Advocacy	**12.** ***CFDA No.*** 16.588 **13.** ***FAIN No.*** 15JOVW-23-GG-00560-STOP
14. ***Award Info*** **Grant Funding:** $124,994 **Grantee Match:** $41,665 **Grantee Indirect:** N/A	**15.** ***Agreement Type*** Cost Reimbursement **16.** ***Method of Payment*** Electronic or Warrant **17.** ***Financial Reporting*** Monthly 20 days after month end	**18.** ***Program Report Contact*** Emily Uline-Olmstead Justice Program Manager Governor's Office of Youth, Faith and Family 1700 W. Washington Suite 230 Phoenix, AZ 85007 euolmstead@az.gov	**19.** ***Statutory Authority*** Violence Against Women Act of 2000, the Violence Against Women Act of 2005, and the Violence Against Women Act of 2013 under 34 U.S.C §§ 10441, 10446-10451.
20. ***Program Reporting*** **Quarterly Reports Due:** Q1: April 30, 2024 Q2: July 31 2024 Q3: October 31, 2024 Q4: January 31, 2025 **DOV/OVW Annual Progress Report (Muskie) Due:** February 15, 2025 The Governor's Office of Youth, Faith, and Family shall provide the forms for the quarterly reports and requests for reimbursement.	**21.** ***Remittance Address*** State of Arizona Governor's Accounting Office 1700 W. Washington Suite 500 Phoenix, AZ 85007 grantrfr@az.gov	**22.** ***Grantee Program Contact*** Salpi Stark Grants Administrator Pinal County Attorney's Office PO Box 887 Florence, AZ 85132 520-866-6282 salpi.stark@pinal.gov	**23.** ***Grantee Financial Contact*** Angeline Woods Director of Office of Budget and Finance Pinal County 31 N Pinal St PO Box 1348 Florence, AZ 85132 520-866-6676 angeline.woods@pinal.gov

24. ***Special Conditions***

The above grant program is approved subject to such conditions of limitations as are incorporated by reference to the grantee's contract materials. Contract materials incorporated by reference include: The Request for Grant Solicitation No. RFGA-STOP-GOYFF-010124-00 and all Attachments; solicitation amendment(s); grantee's response application (including narrative responses and all Exhibits); clarification requests and responses; and countersigned Offer and Acceptance Form, all of which are in the possession of the grantee.

The State of Arizona's Uniform Terms and Conditions (Revision No. 10.4) are incorporated into this contract as if fully set forth herein. Copies of this document may be accessed at:
https://spointra.az.gov/sites/default/files/Uniform%20Terms%20and%20Conditions_r10.4_05-23_0.pdf

In the event of any divergence between these contract materials and the Uniform Terms and Conditions, the contract shall control. Grantee warrants that it has read and understands the State of Arizona's Uniform Terms and Conditions (Revision No. 10.4), and agrees to be bound by them in their entirety.

Budget Report

Passthrough Agency: Arizona
Program: GOYFF STOP Formula Grant Program FY24
Stage: Pre-Award

Report Date: 12/01/2023
Requested By: Salpi Stark
salpi.stark@pinal.gov

Budget Items

Category	Title	Description	Units	Unit Cost	Extended Cost	Direct Cost	Indirect Cost	GL Account	Cost Share	Type
Personnel										
	Victim Advocate (1)	Salary	1	$44,337.50	$44,337.50	$44,337.50	$0.00		$0.00	Direct Cost
	Victim Advocate (2)	Salary	1	$44,337.50	$44,337.50	$44,337.50	$0.00		$0.00	Direct Cost
Personnel Total			2	$88,675.00	$88,675.00	$88,675.00	$0.00		$0.00	
Fringe Benefits										
	Victim Advocate (1)	ERE	1	$18,159.50	$18,159.50	$18,159.50	$0.00		$0.00	Direct Cost
	Victim Advocate (2)	ERE	1	$18,159.50	$18,159.50	$18,159.50	$0.00		$0.00	Direct Cost
Fringe Benefits Total			2	$36,319.00	$36,319.00	$36,319.00	$0.00		$0.00	
Travel										
	Travel	Travel	0	$0.00	$0.00	$0.00	$0.00		$0.00	Direct Cost
Travel Total			0	$0.00	$0.00	$0.00	$0.00		$0.00	
Equipment										
	Equipment	Equipment	0	$0.00	$0.00	$0.00	$0.00		$0.00	Direct Cost
Equipment Total			0	$0.00	$0.00	$0.00	$0.00		$0.00	
Supplies										
	Supplies	Supplies	0	$0.00	$0.00	$0.00	$0.00		$0.00	Direct Cost
Supplies Total			0	$0.00	$0.00	$0.00	$0.00		$0.00	
Contractual										
	Contractual	Contractual	0	$0.00	$0.00	$0.00	$0.00		$0.00	Direct Cost
Contractual Total			0	$0.00	$0.00	$0.00	$0.00		$0.00	
Construction										
	Construction	Construction	0	$0.00	$0.00	$0.00	$0.00		$0.00	Direct Cost
Construction Total			0	$0.00	$0.00	$0.00	$0.00		$0.00	
Indirect Costs										
	Indirect Cost	Indirect Cost	0	$0.00	$0.00	$0.00	$0.00		$0.00	Indirect Cost
Indirect Costs Total			0	$0.00	$0.00	$0.00	$0.00		$0.00	
Other										
Other Total			0	$0.00	$0.00	$0.00	$0.00		$0.00	

Budget Report, Created by Salpi Stark, salpi.stark@pinal.gov, 12/01/2023
Source: eCivis™ Portal
http://www.ecivis.com/

Program: GOYFF STOP Formula Grant Program FY24
Provided for: Salpi Stark
On Friday, December 1, 2023 8:38:34 PM UTC

The Victim Advocate will assist the victim by assessing their needs, identifying and referring them to appropriate services and keeping them engaged throughout the criminal justice process while working side-by-side with stakeholders to help create a stronger community-based resource for victims. Funds will help cover for Salary + ERE with a match requirement of 25%.

Budget items: $124,994.00

Match 25%: 41,665.50

Total Project amount: $166,659

KATIE HOBBS
GOVERNOR

STATE OF ARIZONA
OFFICE OF THE GOVERNOR

EXECUTIVE
OFFICE

To: salpi.stark@pinal.gov
angeline.woods@pinal.gov
boschair@pinal.gov

December 4, 2023

Jeff Serdy
Chairman, Board of Supervisors
Pinal County Attorney's Office
PO Box 827
Florence, AZ 85132

Re: Arizona STOP (Services, Training, Officers, and Prosecutors) Violence Against Women Grant Program RFGA-STOP-GOYFF-010124-00
Application Title: Trauma-Informed and Victim Centered Approach to Case Management & Court Advocacy

Dear Chairman Serdy,

Your grant application submitted for the Arizona STOP Violence Against Women Grant Program solicitation requires the following clarifications or revisions to complete the evaluation:

1. STOP funds should be used for projects that serve or focus on adults and youth (age 11 to 24) who are victims of domestic violence, dating violence, sexual assault, or stalking. Please confirm that this funding only supports services for victims aged 11 and older.
2. Please specify which budget categories the match amount will be coming from.

Please submit the above revisions via email to procurement@az.gov **NO LATER THAN 5:00 P.M. (Arizona time) on Wednesday, December 6**. Failure to respond to this request may have an adverse impact on the evaluation of your application. Clarification questions may also be emailed to procurement@az.gov.

Thank you for your prompt attention. Receipt of this clarification request does not commit the Governor's Office of Youth, Faith and Family to any possible contract or award.

Sincerely,

Shane Richardson
Procurement Manager

GOVERNOR'S OFFICE OF YOUTH, FAITH AND FAMILY
1700 West Washington Street, Suite 230, Phoenix, Arizona 85007
Phone 602-542-4043 * Fax 602-542-3423 * www.goyff.az.gov

Gmail Emily Uline-Olmstead <euolmstead@az.gov>

Clarification Request for RFGA-STOP-GOYFF-010124-00

Salpi Stark <salpi.stark@pinal.gov> Tue, Dec 5, 2023 at 3:15 PM
To: Governor's Office Procurement <procurement@az.gov>, Sharon Woodard <sharon.woodard@pinal.gov>, Amanda Stanford <amanda.stanford@pinal.gov>
Cc: angeline.woods@pinal.gov, boschair@pinal.gov, Kyleigh Kape <kkape@az.gov>, Emily Uline-Olmstead <euolmstead@az.gov>

Good afternoon Shane,

Please see our responses below:

1. STOP funds will be used for projects that serve or focus on adults and youth (age 11 to 24) who are victims of domestic violence, dating violence, sexual assault, or stalking. This response confirms that this funding will only provide support services for victims aged 11 and older.
2. The budget category will be from salary + ERE.

Please let me know if you have any questions.

Sincerely,

Salpi Stark
Grants Administrator
Office of the Pinal County Attorney, Mr. Kent Volkmer
520-866-6282 Office
PO Box 887
Florence Arizona 85132
Salpi.Stark@pinal.gov

On Mon, Dec 4, 2023 at 1:33 PM Governor's Office Procurement <procurement@az.gov> wrote:
[Quoted text hidden]

Applications: Trauma-Informed and Victim Centered Approach to Case Management & Court Advocacy

Profile
salpi.stark@pinal.gov

1. Application/Project Title
Trauma-Informed and Victim Centered Approach to Case Management & Court Advocacy

2. Org Name
Pinal County Attorney's Office

Applicant Category
Prosecution

Target Geographical Service Location
Rural

3. Program/Project Congressional District (check all that apply)
2, 5, 6, 7

4. Program/Project Legislative District (check all that apply)
7, 15, 16, 17, 23

Exhibit A: Offer and Acceptance
Offer and Acceptance.pdf

Exhibit B: GOYFF Standard Data Collection Form
Exhibit B Standard Data Collection Form.pdf

Exhibit C: GOYFF Financial Systems Survey
Exhibit C Financial Systems Survey.pdf

5. Scope of Work (200 points)

Executive Summary (500 word limit)
In Pinal County there is a significant gap between when a case is investigated and when it is charged. During this transition period the case is not officially assigned to an advocate and it is therefore the burden of the victim to remain in contact with the investigative agency and the prosecutor's office if they wish to receive information regarding their case. This often leaves the victim feeling anxious, unheard, frustrated, confused and re-traumatized. A significant portion of victims have no previous experience with the justice system and do not know where to turn to for help, or what to expect. The fear of the unknown can enhance the anxiety the victim is already feeling due to the trauma they endured. Without a direct point of contact, many victims are lacking the needed support and services to promote informed decision making, self-autonomy, engagement and safety. Consequently, many victims lose hope and become disengaged from the criminal justice process. Providing case management services that provide the victim with choices and keep them informed and engaged throughout the process will assist in reducing the anxiety the victim is experiencing.

To address this issue, the Pinal County Attorney's Office (PCAO), Victim Services Division is proposing a grant project entitled "A Trauma-Informed and Victim Centered Approach to Case Management & Coordination of Care through Assessment, Case Planning and Service Coordination for Victims of Sexual and Domestic Violence Involved in the Criminal Justice System." The target population for this project are female victims of sexual and domestic violence in Pinal County whose cases have been reported, but not charged. The purpose of this project is to implement a multidisciplinary, strengths based, trauma-informed approach to working with female victims of violent crimes who are involved in the criminal justice system. For this project, PCAO will utilize Case Managers that will serve as community liaisons and direct points of contact for female victims of sexual and domestic violence whose cases have been investigated, but are pending charges or have been furthered. Case Managers will assist the victim by assessing their needs, identifying and referring them to appropriate services, case/safety planning, providing legal advocacy, acting as a liaison between the investigative agency and the prosecutor's office and keeping the victim engaged throughout the criminal justice process.

Needs/Resources (1,500 word limit)
In FY2021, PCAO provided services to 1,254 victims of adult sexual assault, domestic violence and/or stalking. Comparatively, in FY 2022, PCAO

provided services to 1,537, which was an increase by 22%. In FY 2023 to date our office has provided services to 1,736 victims of Adult Sexual Assault, domestic violence and/or stalking. The significant increase in the number of these cases coupled with the challenges in working with victims of sexual and domestic violence have intensified since the COVID epidemic ended. Consequently, it is imperative that we explore new and innovative approaches to working with this population.
There is a significant gap in services between when a case is pending a charging decision. Within this gap, victims are often left unsupported and have to navigate the justice system on their own. For many victims this is their first encounter with the justice system and attempting to locate services, while seeking information regarding case status can seem like an impossible task. Delays in case processing and uncertainty with regards to the process can make the criminal justice system seem complicated and overwhelming causing victims to become disengaged. The length of time it takes from when a case is investigated to when it is charged varies depending on a number of factors. Deferment in case processing can be attributed to factors such as pending attorney review and delays in submission of the case by the investigating agency. Another complication adding to the length of time between when an offense is committed and the case is charged, is that cases are often “furthered”, a term meaning returned to the investigative agency for more information. In FY20, 50 cases were furthered and spent an average of 146 days pending further investigation. This is not only traumatizing the victim, but also puts them and others at a substantial risk of harm. Ensuring victims are informed, assessing their needs and referring them to appropriate services is imperative to keeping victims engaged and safe throughout the criminal justice process. In the 2009 Ramsay-Cochrane Review, 10 randomized control trials followed 1,527 survivors and found that the implementation of some level of domestic violence advocacy increased a survivor’s implementation of safety behaviors and reduced physical injury (Ramsay et al., 2009). Whether the advocacy was brief (less than 12 hours), survivors showed an improvement in safety-seeking behaviors (Ramsay et al., 2009). However, only survivors who received intense advocacy showed a reduction in physical injury." In addition, Kulkarni (2018), reported that while the relationship between the courts and Intimate Partner Violence (IPV) programs is complex at best, when victims felt empowered in court it was due to their connections with IPV services. Victims of sexual and domestic violence are often facing many obstacles outside of the pending criminal case such as homelessness, financial hardship, relocation fees, mental health and/or substance abuse issues, unemployment, difficulties with child care and barriers related to family court cases (Adams et al., 2008 & Alexander, 2011). For the victim, it can be overwhelming to be engaged in the criminal justice process when facing such pressing issues. According to the Conservation of Resources (COR) theory, psychological distress following traumatic or highly stressful life events is strongly influenced by “resource loss”, the loss of economic, social and interpersonal resources central to wellbeing (Hobfoll, 2001). Financial and housing stability, safety, community support and access to healthcare are social factors that have been found to be related to wellbeing (Braveman & Grusin, 2003; Ferguson, 2006). In their study on effective community responses to domestic violence, Allen, Bybee & Sullivan (2004) found that despite the varied needs of survivors (legal, housing, education, employment), broad-based advocacy enhanced survivors' effectiveness in mobilizing needed community resources. These findings suggest that comprehensive and individualized approaches to advocacy for battered women are essential. COR posts that if resource loss is followed by “resource gain” psychological distress will be reduced and well-being will be increased (Hobfoll, 2001). Further supporting the need to align victims with community-based providers to encourage self-efficacy, access to resources, strengthen community support and increase safety. To accomplish this, Sullivan (2017) argues that successful programs who work with survivors of domestic violence implement the following key features:

1). Provide Information
2). Safety Plan
3). Build Skills
4). Offer Encouragement, Empathy and Respect
5). Supportive Counseling
6). Increase Access to Community Resources and Opportunities
7). Increase Social Support and Community Connections
8). Community Engagement and Social Change Work.

The Pinal County Attorney’s Office will implement a modified version of Sullivan’s framework for effective advocacy based on the COR theory. During the project, the Case Advocate will have three primary goals:
1). Increase the capacity of victims whose cases are pending charges to make informed decisions regarding contacting community based support services by providing information to increase knowledge of victim resources.
2). Reduce the victim’s anxiety about participating in the criminal justice system by providing case management to advocate on their behalf, keeping them informed and engaged throughout the criminal justice process.
3). Encourage self-autonomy by enhancing the victim’s ability to assess their safety needs.

To accomplish goals #1 & 2, the Case Advocate will assist the victim with prioritizing and identifying needed services and coordinating care with community partners. Due to the multifaceted challenges victims face there are a myriad of services a victim could potentially be referred to including but not limited to organizations who provide community based advocacy for victims of sexual and domestic and dating violence (Against Abuse and Community Alliance Against Family Abuse), workforce development programs (Arizona @ Work and PEPP Inc.), online apps that assist with safety planning and identification of other resources (MyPlan App), programs that assist with housing and/or relocation fees (Arizona Coalition to End Sexual and Domestic Violence and Community Action Human Resources Agency) and culturally specific programming (Jewish Family Services &

Native American Fatherhood and Families Association).

Upon intake the Case Advocate will complete a brief assessment with the victim to determine what services they may need. The assessment is voluntary and no victim will be forced to participate. Further assessments may be completed during the duration of the program based on the needs of the victim and their availability. Once the assessment is completed, the Case Advocate will provide the victim with information regarding services that may benefit them. The victim will have self-autonomy in determining and prioritizing which services they would like to access and in which order. However, the Case Advocate will be available to assist the victim in connecting with service providers should the victim desire assistance.

While the case is pending charging the Case Advocate will maintain contact with the victim to provide case status updates, identify if there are any additional needs, provide support, and assist with the development of safety plans and/or plans to prepare for court. The Case Advocate will also provide the victim with information regarding the criminal justice process, victim's rights and updated status information regarding their case. In cases that have been furthered or are pending attorney, review the Case Advocate will contact law enforcement and/or the Deputy County Attorney (DCA) to obtain accurate information about the status of the case for the victim. If the case is charged the notification team will generate the Initial Contact (IC) Packet, which consists of a letter informing the victim that the case has been charged with the charges listed, a copy of the Crime Victim's Bill of Rights and information regarding their statutory rights as victim. Upon generation of the IC Packet the Case advocate will continue to work the case with the victim ensuring continuity of care, initiate and schedule any direct services that may be utilized during the court process. The Case Advocate will assist with the victim engaged throughout the duration of the criminal justice process, including follow up calls to check in with the victim, provide them with reminders of upcoming court dates and determine if any additional services are needed. If the DCA is considering declining the case, the Case Advocate will arrange a conference call between the DCA and the victim, at the victim's request.

To accomplish goal #3, all victims of domestic violence will be offered the opportunity to complete a lethality assessment and a safety plan with the Case Advocate. Victims who do not desire to complete an assessment or an safety plan will be provided with information regarding access to the MyPlan App, an application that assists victims in completing a validated lethality assessment, prioritizing needs to make safety decisions and provides recommendations for services specific to the individual (Glass, Perrin, Bloom & Hanson, 2010). Victims will also be given the opportunity to complete case plans with the Case Manager. The Case Managers will be trained on how to complete the National Center on Domestic Violence, Trauma & Mental Health: 1). Sobriety Plan (2015), Preparing for Court, "What If Plan" (2013) and Night Before Court Plan (2013). Case Managers will utilize these plans to assist victims in feeling supported, confident, prepared and reduce anxiety about attending court.

Strategies/Approaches (1,500 word limit)
The Pinal County Attorney's Office will implement a modified version of Sullivan's framework for effective advocacy based on the COR theory. During the project, the Case Advocate will have three primary goals:
Safety Planning/Case Planning
Research shows that when victims feel they have some control over what happens to them they are more satisfied with the criminal justice system as well as victim services (Cattaneo and Goodman 2015; Cattaneo 2010; Zweig and Burt 2007). They are also more willing to report re-abuse (Hotaling and Buzawa 2003) and they have better mental health outcomes (Cattaneo and Goodman 2015; Perez et al. 2012). Schrank et al. (2012) conducted a meta-review of studies examining the relationship between hope and wellbeing, which found that programs intending to increase hope should include components that involve staff collaborating with clients to meet goals and emphasize efficacy, spirituality and well-being. Safety planning promotes self-efficacy and collaboration because it provides an opportunity for staff to work with the victim to create a personalized plan based on the victim's priorities and individual needs, which also empowers the victim to take control. It is imperative to effectively create a safety plan specific to individual needs in order to identify their safety needs. The Case Advocate is teaching them self-efficacy skills, skill building with the victim and increasing the probability that the victim will utilize the skill in the future.

Building Skills:
Assisting victims with skill building not only shapes self confidence in their ability to utilize the skill, but it also promotes the development of self-efficacy. Case Advocates will work with victims on skill building or refer them to services needed to assist with skill building based on the results of the needs assessment.
Case Advocates may assist victims in skill building through a variety of ways, such as:

1). encouraging the victim to have their voice heard by helping them practice what they will say to the Judge in Court
2). assisting in the development of a safety plan and/or case plan
3). role playing scenarios the victim is unsure how to handle, such as seeing the defendant at court
4). providing assistance with seeking an Order of Protection/Injunction against Harassment
5). Offer Encouragement, Empathy and Respect
6). Supportive Counseling
7). Increase Social Support and Community Connections

Victim Advocates will be trained to be non-judgmental, culturally competent, respectful and supportive. They will be trained on trauma-informed

practices and encouraged to recognize signs of anxiety, fear or nervousness, so that they can assist the victim with understanding the impact of trauma, identify strategies for self-regulation and align victims with trauma informed community based services, such as Eye Movement Desensitization and Reprocessing (EMDR) and Dialectical Behavior Therapy (DBT). Case Advocates are not licensed counselors and therefore will not provide counseling services.

Maintaining ties to the community and having a strong social support system is critical to the well-being of victims. There are several ways the Case Advocate can encourage engagement from the victim's support network throughout the criminal justice process (National Center on Domestic Violence, Trauma and Mental Health, 2013):

1. Include the support network in safety and case planning
2. Encourage the support network to attend court with the victim
3. If the support network is not available to attend court, suggest they send trinkets, letters of support, or buttons the victim can take to court
4. If the victim does not have any support, or limited support in the community the Case Advocate may assist the victim in building new support networks by:
Coordinating with other Victim Services & PCAO staff to support the victim by attending hearings.
5. Coordinating services with an IPV community based provider, such as individual and group counseling or case management services, so that the victim may find a supportive network while receiving assistance.
6. Encourage community involvement, such as volunteer work, attending a class, event or becoming involved in a club that is related to their hobbies or interests

Community Engagement and Social Change Work
To ensure that the program is implemented with fidelity, the victim receives the services they need and there is a warm handoff to the Case Advocate, representatives from law enforcement, the Family Advocacy Center, Public Health, Arizona Prosecuting Attorney's Advisory Council APAAC, Hispanic Council, Pinal County Juvenile Court Services have been recruited to participate in a stakeholder group. Many of these organizations currently participate in various stakeholder meetings aimed at improving outcomes for Pinal County residents. Through these stakeholder committees ,PCAO has worked with several of these agencies to streamline referrals for services and create a warm handoff for victims whose cases are transitioning from the investigation phase to the charging phase. Within the first month of receiving the award, stakeholders will meet to review assessment tools i.e. PRAPARE (social determinants of health), danger assessments, the short-form 36 (quality of life survey), etc. and determine which tools the Case Advocate will utilize and when. In addition, the stakeholder group will be responsible for identifying local, state and national resources for victims. Stakeholders will review the completed needs assessment survey to make any recommendations. All stakeholders will complete pre and post surveys regarding their perception of services provided by the PCAO. The Case Advocate will conduct training for law enforcement, public health, social service agencies and advocacy center employees explaining the program and services provided. A Shoe Card with information about the program and contact information for the Case Advocate will be provided to collaborate agencies, so that they can distribute them to victims upon initial contact.

Culturally Competent Services
While PCAO is not a culturally specific community based organization, it is imperative for Case Advocates to be knowledgeable in culturally competent programming, specifically within the Native American and Hispanic communities. Pinal County encompasses three tribal communities: Ak-Chin, Gila River Indian Community & Tohono O'odham and 6.6% of Pinal County residents identify as Native American (U.S. Census Bureau, 2019). For the Case Advocate to be successful in working with this population it will be critical that they are educated in services offered by tribal communities and community based programming specific to Native American culture. In addition, Case Advocates will need to be knowledgeable in services specific to the Hispanic population and immigration. In 2017, Arizona ranked first in Lifetime Prevalence of Sexual Violence among Hispanic women and was 11.5% higher than the national average (Violence Policy Center, 2019). Currently, PCAO does not have the capacity to track victims by race and offense type, however it is noteworthy that in FY19 & FY18, 27% of victims served by the PCAO Victim Services Division identified as Hispanic. According to the 2019 U.S. Census Bureau, 31.7% of Pinal County residents identify as Hispanic or Latino. It is these factors that make the Hispanic population more vulnerable to victimization and validates the necessity for rapid engagement, assessment, case planning and referral to appropriate services specific to this population. Areas of focus for the Case Advocates with this population could include referrals to services such as Chicanos Por La Causa, Pinal Hispanic and Arizona Immigrant and Refugee Services, providing assistance with applications for U-Visa's and arranging for a court interpreter.

6. Implementation Plan (100 points)

Implementation Plan (1,000 word limit, not including Exhibit F)
Pre-Implementation
Phase 1, PCAO will recruit for Case Advocate positions. PCAO. Under the current STOP funds, PCAO has one Case Advocate in training. Stakeholders will complete the pre-stakeholder satisfaction survey regarding perception of services provided and partnership with PCAO. Upon award of the grant, the stakeholder team will meet to identify gaps in services and conduct a needs assessment. The stakeholder team will identify resources, assessment tools, worksheets, etc. that would be beneficial tools to utilize when working with victims. Internally, the leadership team, Senior Advocate, the Victim Notification Manager and the Victim Services Manager will create a procedure regarding roles and responsibilities for the Case Advocate and a Quality Assurance (QA) Review Form specific to this position. The procedure will be utilized to establish clear guidelines regarding expectations and job duties of the Case Advocate and to train PCAO staff on the role of the Case Advocate. The QA form will be used by leadership staff to review cases for overall quality of case management, adherence to best practices and quality of services provided. QA's will be completed three times a year and reviewed with the Case Advocate. This will assist in the early identification of programmatic or training issues so solutions can be implemented quickly. Lastly, the leadership team will develop a shoe cards with information regarding the program that stakeholders will provide to victims. Once the shoe cards is completed the stakeholder team will review and approve it. It is anticipated that this phase will last approximately 30 days.
Implementation
Case Advocate will undergo training on rapport building, assessment and case planning tools, the Records Management System and community-based services available to Pinal County residents. It is anticipated that the training will be completed within 45 days of hire. Training will be completed by a combination leadership team, advocates and the notification team. Case Managers will complete the Office for Victims of Crime, Victim Advocacy Training (VAT). The VAT training is a 40 hour advocacy course that provides information on victims' rights, advocacy, assessing victim needs, communication skills, collaboration, safety planning, cultural diversity, tribal advocacy, referrals, trauma-informed care, advocacy specific to victimization (Sexual Assault & Intimate Partner Violence) and specialized populations (homeless, refugee, people with disabilities). Once the training phase is completed the program will be fully implemented. Case Advocates will begin community education outreach efforts to increase awareness of program eligibility requirements, services provided and how victims can request services from Case Advocates.

Exhibit F: Implementation Plan
F. Implementation plan - completed.pdf

7. Collaborative Elements and Partners (150 points)

Collaborative Elements and Partners (1,500 word limit)
The grant project will include a stakeholder team who will be responsible for assisting with the implementation of the project, ongoing program evaluation and compiling a summative report at the conclusion of the program. The Pinal County Attorney's Office has received letters of support from the following agencies, who have agreed to participate in the stakeholder committee:

Pinal County Attorney's Office, Family Advocacy Center (FAC). The goal of the FAC is to reduce the stress children and adults experience as victims of crimes by promoting a multidisciplinary team approach to investigations of abuse." The advocates at the FAC will be trained on this program and work closely with Community Case Advocate to create a warm handoff between the advocacy center staff and the criminal justice advocates.

Arizona Prosecuting Attorneys' Advisory Council (APAAC): APPAC provides a variety of services to prosecutors, the primary mission of APAAC is to coordinate and provide training and education to prosecutors throughout Arizona. APPAC will assist the project by participating in the stakeholder committee, to evaluate programmatic data and provide feedback. APPAC has participated in several stakeholder committees and subcommittees hosted by the Pinal County Attorney's Office. Including the: *Digital Transformation of Community Supervision and Arizona Digitization of Victim Services.

Pinal County Public Health Department: The Pinal County Public Health Department promotes the health of people where they live, learn, work, and play. Public health works to prevent people from getting sick in the first place, through policies, research, resources, services, and education. Public Health will assist with the grant by providing training and resources to the Community Case Coordinators, in topics such as healthy relationships, domestic violence and services provided by Public Health. Public Health staff will also be trained on the Community Case Manager program, so that they can refer victims to this service. Public Health has participated in several stakeholder programs with the Pinal County Attorney's Office, including the *Pinal County Substance Abuse Coalition, DV Fatality Review Board and the DV Coalition.

Pinal County Hispanic Council: Will participate as a stakeholder team member to help ensure gaps in services, which are identified within the Hispanic community of Pinal County.

8. Sustainability Plan (100 points)

Organizational Capacity (1,000 word limit, not including Exhibit D)

The Pinal County Attorney's Office has many years of successful programmatic and fiscal grant management. Currently, the Pinal County Attorney's Office (PCAO) has a total of 11 federal and 2 state grants. Each grant plays a vital role in providing services to Pinal County. Currently, 10 of these grants have the opportunity to renew based on the goal and objectives of each project. PCAO has a Grants Administrator who completes all programmatic requests such as grant research, data collection, completion of progress reports and records management. For example, PCAO has 5 Victims of Crime Act (VOCA) which is administered to the PCAO Victim Services department and Family Advocacy Centers. Each grant has provided services to victims of crime by utilizing advocates to help victims through their case. As Pinal County continues to grow, it is important to implement Case Managers to assist in bridging gaps between victims and law enforcement, courts and community based services. These Case Managers will assist victims when a case is being investigated but not yet charged. Case Managers will provide victims comfort and understanding and assist victims in building skills and safety plans based on needs assessments.

PCAO staff accountabilities and qualifications: If awarded the Arizona Governor's Office of Youth, Faith and Family (GOYFF) Stop Violence against Women (STOP) grant will provide covered positions that will spend 100% of their time involved in the project. Grant funded employees will be full time positions. A full time position is defined as an employee who is required to work 40 hours per week. Both Case Manager positions are new to the department. Job qualifications included:

- Associate's degree in Criminal Justice, Social Services, or related field.
- One (1) year of social services experience.
- Certificate of completion of Basic Victims' Rights through Arizona Office of the Attorney General.
- Certificate of completion of online Victim Compensation training through Arizona Criminal Justice Commission.
- Demonstrated coursework or training in trauma-informed care/services for children and families
- Valid Arizona State Driver's License.
- Must pass a thorough background investigation

To ensure coordination of care on behalf of victims it is important that victims have the information needed to access program services. PCAO can incorporate this type of coordination by working with community-based stakeholders. Stakeholders need to have a strong collaboration with PCAO, Victim Services and a basic knowledge of the program eligibility requirements and available services. To accomplish this, Case Advocates will educate stakeholders and their staff on program eligibility requirements and services. Case Advocates will also be trained on services provided by stakeholder agencies and their role in servicing victims.

Upon award by the grantor, the department is required to upload and retain grant award documents in the OnBase Grant Management system with Pinal County. The applying department must submit an agreement and acceptance of the grant award to the Board of Supervisors. Departments will use the Board of Supervisors Grant Request form to formally request approval to apply and accept a grant. Upon execution of the agreement the department uploads the agreement to the OnBase Grant Management system. The originally signed executed agreement is provided to the Clerk of the Board. The grant award may also require a budget amendment. The department must consult with the Office of Management and Budget Department to determine if a budget amendment is required. If required, the department must complete a budget appropriation form and submit the form to the Board of Supervisors in the acceptance of the grant award agenda item. Upon Board of Supervisor acceptance, new grants will require a cost center to be created and delivered by the Management and Budget Department. The cost center request form must be submitted to the Finance Department Grants Administrator for review. Cost center requests will only be considered if Board approval has been received. The Grants Administrator will review with the Finance Department Grants Accountant for adherence to cost center policies and gain approval for setup by the Finance Director. The Grants Administrator forwards the cost center request form to the ERP team to create the cost center and associated object codes. The Grant Administrator will retain the cost center request form and the agreement in the OnBase Grant Management System under the applicable grant and the Finance Cost Center OnBase file.

Throughout the duration of the grant several methods will be implemented in an effort to establish long term sustainability. For the project to continue encouragement of stakeholder participation and buy in is key. The Pinal County Attorney's Office will attempt to meet this objective by engaging the stakeholders in a process of collaboration and evaluation. Stakeholder committee members will assist with the implementation design of the program and identification of resources to be utilized by the Case Advocates, this will enhance buy-in from the stakeholders and thus positively impact their desire for program success. In March 2024, the stakeholder committee will begin discussing sustainability and evaluate program effectiveness at the quarterly meetings. Through systematic quarterly review of programmatic data, evaluation of program success and opportunities to offer feedback regarding program improvement and sustainability the stakeholders will become more invested in program outcomes. Thus, increasing the likelihood that stakeholder members may commit to assist with funding this project, or find other funding opportunities. In December 2024, the stakeholder team will complete a summation report including an evaluation of program effectiveness and suggestions for sustainability. Through the continued program evaluation, stakeholders may also identify areas of cost savings that could be reallocated towards funding this program.

Exhibit D: Personnel Staff Overview

Exhibit D - FINAL.pdf

9. Goals, Objectives, and Performance Measures (200 points)

Exhibit E: Goals, Objectives, and Performance Measures
Exhibit E - Goals Objectives and Performance Measures.pdf

10. Evaluation Plan (100 points)

Program Evaluation (1500 word limit)
During Phase 3, stakeholder members will review program data to evaluate effectiveness. The Stakeholder team will complete the post- stakeholder satisfaction survey. The team will also discuss options for sustainability of the program. It is anticipated that this phase will begin in April 2024 and continue quarterly thereafter.
To recruit clients, stakeholders will be provided with education and shoe cards regarding the program. In addition, when victims call PCAO seeking services, or requesting information regarding case status they will be routed to the Case Advocates who will complete a screening to determine if the victim is eligible to receive services. If the victim does not qualify for services the Case Advocate will provide outside resources. Only victims of sexual and/or domestic, dating violence and or stalking over the age of 11 will be eligible to receive services through Pinal County Victims Services.
One significant barrier for this project is that victims may refuse to participate in services. While the goal is to empower victims by informing them of the resources available to them it is just as important to encourage self-autonomy. Therefore, the victim will not be pressured into participating in services. However, the approach the Case Advocate takes in explaining the purpose of the assessment, referral to services and case planning could have a substantial effect on the victim's willingness to participate in the process. It is therefore imperative that Case Advocate receive training in rapport building and the administration of assessment and screening tools.
Another potential barrier to implementation is that because most contacts will be completed over the phone, the victim may not be in a safe place, where they can truthfully answer questions without putting themselves at risk of harm. Therefore, the Case Advocate will inquire at the beginning of each call if the victim is in a safe place to talk. If the victim is not in a safe place the Case Advocate may schedule another time to complete the screening and/or assessment.
Program success will be determined by the following measures:

Goal #1: Increase the capacity of victims to make informed decisions regarding contact community based support services.
Outcome Objective: By December 30, 2024, 90% of victims will report that they obtained the information needed to make informed decisions about contacting other support services.
Output Objective: Provide the victim with knowledge of and access to community based services specific to their needs by conducting a basic needs assessment, as measured by enrollment of 20 participants per quarter with 80% of basic needs assessments completed within the first thirty days of the intake date.

Goal #2: Reduce the victim's anxiety about participating in the criminal justice system by providing case management to keep them informed and engaged throughout the criminal justice process.
Outcome Objective: By December 30, 2024, 85% of victims will report that the services they received reduced their anxiety about participating in the criminal justice process.
Output Objective: Increase victim knowledge regarding criminal justice processes, procedures and direct services available to victims during the criminal justice process, as measured by quarterly reports reflecting 80% of victims were provided information regarding direct services and a 15% increase in the number of direct services provided for FY25 as compared to FY24.

Goal 3#: Encourage self-efficacy by enhancing the victim's ability to plan for continued safety.
Outcome Objective: By December 30, 2024, 80% of victims will report that the services they received helped them to plan for continued safety.
Output Objective: Increase victim knowledge regarding safety planning by providing services directly related to identifying and/or mitigating safety needs on 85% of cases involving crime by December 30, 2024.

Findings from the summative evaluation
During the grant period qualitative and quantitative data specific to this project will be collected. Quantitative Data will include all performance measures regarding indirect and direct services provided and services provided to address safety needs. This data will be collected from reports generated by the Records Management System. Once the case is charged, the Notification team will generate the IC packet and the Case Advocate will generate the Victim Satisfaction Survey to send to the victim.

The Victim Satisfaction Survey will include both quantitative and qualitative data. The satisfaction survey is a 22 item questionnaire, with a 5 point scale response (Strongly Agree, Agree, Disagree, Strongly Disagree & Neither Agree, Nor Disagree) and includes the following measures specifically related to this grant:
Overall, I have a better ability to assess my safety needs.

Overall, I have the information I need to make informed decisions about contacting other support services.
Overall, the services I was offered reduced my anxiety about participating in the criminal justice systems.
All responses indicating that the victim strongly agrees or agrees with the statement will be considered as in compliance with programmatic goals. Neutral responses will not be included in the measurements. Surveys will also include qualitative measures as there is a section for victim's to provide comments. Comments will be used to identify gaps in services and implement system improvements. All victim satisfaction survey responses will be tracked by the Notification Team on an Excel spreadsheet and reviewed by the Victim Services Manager quarterly.

In addition, stakeholders will complete pre and post satisfaction surveys regarding their perceptions of services provided by the Pinal County Attorney's Office, Victim Services Division and the quality of their relationship with the department. The surveys will also include a comment section for stakeholders to provide additional information that could be utilized to identify system gaps in service and assist with system improvement. Stakeholders will be provided a copy of the survey two weeks prior to the initial stakeholder meeting and asked to return the survey within one week prior to the meeting. This survey will consist of two statements, with a 5 point scale response (Strongly Agree, Agree, Disagree, Strongly Disagree & Neither Agree, Nor Disagree).
Overall, I am satisfied with the quality of my agency's partnership with the Pinal County Attorney's Office, Victim Services Division.
Overall, I am satisfied with the services that the Pinal County Attorney's Office, Victim Services Division provides to victims.
For the purposes of this grant data collection and evaluation will occur through a formative evaluation and summative evaluation process. The formative evaluation will provide an opportunity to assess project activities, development and progress towards programmatic goals to address any issues early on. It also provides a format to identify new insight to improve outcomes of the project.

Formative Evaluation
The Victim Services Manager will review the qualitative and quantitative performance measures quarterly with the Case Advocates, the leadership team and the stakeholder team to ensure that we are in compliance with programmatic goals. The Stakeholder team will meet quarterly beginning March 2024 to review programmatic measures and make recommendations. The quarterly report will include a running total of performance measures for each quarter, so that stakeholder members can compare progress towards program goals. Overall survey responses and programmatic data will be provided in a digital quarterly report to the stakeholder team by the Victim Services Manager one week prior to the stakeholder meeting. This will give the stakeholder team time to review the data prior to the meeting. All stakeholders will have the opportunity to provide input regarding their experiences with the program, positive feedback and suggestions for improvement.

Summative Evaluation
In April 2024, the stakeholder team will begin the summative evaluation process. During the summative evaluation the team will discuss programmatic successes, areas for improvement and opportunities for sustainability. In December 2024, the stakeholder team members will complete the post stakeholder satisfaction survey.
In January 2025, the stakeholder committee will completed the final summative evaluation to:
Review victim satisfaction surveys
Review pre and post stakeholder satisfaction surveys
Assess the quality and success of reaching programmatic goals
Provide thoughts on idea be compiled into a summary report and utilized for programmatic improvement and sustainability.

11. Budget Alignment (150 points)

Budget Status
I have completed the Budget Worksheet

Did you include indirect costs in your budget?
No

Solicitation Amendment 1
Solicitation Amendment #1.pdf

Proof of SAM.gov Registration
SAM.GOV Registration.pdf

Audit Report (or applicable financial documents)
Single Audit Report.pdf

Proof of 501c3 Status (if applicable)

Additional Upload 1 (Optional)
Letter of Support - Final.pdf

Additional Upload 2 (Optional)
References.pdf

Budget Worksheet

Please use the following link to view the Budget

View Budget Worksheet
https://portal.ecivis.com/#/peerBudget/05D52CED-AC9B-4280-A554-A74B1C403FA5

Additional Information

11. Program Specific Criteria #1

12. Program Specific Criteria #2

13. Program Specific Criteria #3

Average Score

# of Reviews
0

# of Denials
0

Application Goals

View Application Goals
https://portal.ecivis.com/#/peerGoals/C3DD1D17-22DF-404B-9211-DE3BD44F92AA

Applications: File Attachments

Exhibit A: Offer and Acceptance
Offer and Acceptance.pdf

Exhibit B: GOYFF Standard Data Collection Form
Exhibit B Standard Data Collection Form.pdf

Exhibit C: GOYFF Financial Systems Survey
Exhibit C Financial Systems Survey.pdf

Exhibit F: Implementation Plan
F. Implementation plan - completed.pdf

Exhibit D: Personnel Staff Overview
Exhibit D - FINAL.pdf

Exhibit E: Goals, Objectives, and Performance Measures
Exhibit E - Goals Objectives and Performance Measures.pdf

Solicitation Amendment 1
Solicitation Amendment #1.pdf

Proof of SAM.gov Registration
SAM.GOV Registration.pdf

Audit Report (or applicable financial documents)
Single Audit Report.pdf

Additional Upload 1 (Optional)
Letter of Support - Final.pdf

Additional Upload 2 (Optional)
References.pdf

EXHIBIT D
Personnel Staff Overview

The following form may be reproduced with word processing software or another form may be created that contains all the information requested.

In addition to this overview, please attach a resume (for current personnel) or a job description (for positions to be hired) for the key individuals involved in the project.

STAFF MEMBER	BACKGROUND AND EXPERTISE OF PERSONNEL
Name: Shawntella Hockaday Title: Victim Advocate What percent of time will be spent on this project: 100%	• Associate's degree in Criminal Justice, Social Services, or related field • One (1) year of social services experience • Certificate of completion of Basic Victims' Rights through Arizona Office of the Attorney General (pending training completion) • Certificate of completion of online Victim Compensation training through Arizona Criminal Justice Commission (pending training completion) • Demonstrated coursework or training in trauma-informed care/services for children and families • Valid Arizona State Driver's License • Passed a thorough background investigation
Name: TBD Title: Victim Advocate What percent of time will be spent on this project:	• Associate's degree in Criminal Justice, Social Services, or related field • One (1) year of social services experience • Certificate of completion of Basic Victims' Rights through Arizona Office of the Attorney General (pending training completion) • Certificate of completion of online Victim Compensation training through Arizona Criminal Justice Commission (pending training completion) • Demonstrated coursework or training in trauma-informed care/services for children and families • Valid Arizona State Driver's License • Passed a thorough background investigation

EXHIBIT E

Goals, Outcome Objectives and Performance Measures

In the table below, state the goal(s) that will address the identified problem/need. Use a continuation sheet if necessary. The following table may be reproduced with word processing software to replicate the number of tables to match the proposed program's number of goals.

Goal: increase capacity of victims whose cases are pending charges to make informed decisions regarding contacting community based support services

Rationale (How does this goal address the identified problem/need and selected risk/protective factors?): Financial and housing stability, safety, community support and access to healthcare are social factors that have been found to be related to wellbeing (Braveman & Grusin, 2003; Ferguson, 2006). In their study on effective community responses to domestic violence, Allen, Bybee & Sullivan (2004) found that despite the varied needs of survivors (legal, housing, education, employment), broad-based advocacy enhanced survivors' effectiveness in mobilizing needed community resources. These findings suggest that comprehensive and individualized approaches to advocacy for battered women are essential.

Targeted Outcome(s) (Check all that apply):

- ☐ Parental Stress
- ☐ Family Cohesion
- ☐ Family Management
- ☐ Family Connectedness
- ☐ Family Involvement
- ☐ Family Conflict
- ☐ Adult Attitudes of Youth Substance Use
- ☐ Youth Perception of Parental Attitudes of Youth Substance Use
- ☐ Adult Perception of Risk/Harm of Youth Substance Use
- ☐ Youth Perception of Family Involvement
- ☐ Youth Perception of Risk/Harm of Substance Use
- ☐ Youth Perception of Family Cohesion

Other (Please Specify)

- ☒ Access to services
- ☐
- ☐
- ☐

OUTCOME OBJECTIVE(s) pertaining to this goal: (EXAMPLE)
By December 30, 2024, as measured by enrollment of 20 participants per quarter with 90% of victims reporting that they obtained the information needed to make informed decisions about contacting other support services.

Performance Measure(s)	Definition(s) include data source	Tools/process for collection	Explain how the performance measure demonstrates progress towards the goal
Number of victims who return the Victim Satisfaction Survey	Victims who return Victim Satisfaction Surveys will report that they "agree" or "strongly" agree that they obtained the information needed to make informed decisions about contacting other support services.	A survey will be sent to the victim once their case is charged or declined.	Progress towards this goal will be measured by the number of victims who marked "strongly agree" or "agree" to this performance measure on the Victim Satisfaction Survey divided by the total number of victims who returned the Victim Satisfaction Surveys, equaling at least 90%.

OUTPUT OBJECTIVE(s) pertaining to this goal: (EXAMPLE)
Provide the victim with knowledge of and access to community based services specific to their needs by conducting a basic needs assessment, as measured by enrollment of 30 participants per quarter with 80% of basic needs assessments completed within the first thirty days of the intake date.

Performance Measure(s)	Definition(s) include data source	Tools/process for collection	Explain how the performance measure demonstrates progress towards the goal
Number of victims in the program who have completed a needs assessment	Number of victims who have completed an assessment divided by the number of victims who are currently in the program. Assessment will be defined as a validated tool that assesses risk and/or needs. Examples of assessment tools that may be utilized include (lethality assessments, stalking assessments, the PRAPARE, (social determinants of health).	Upon intake a case light entry will be made into the Records Management System. The Case Management Coordinator will track services provided in the services screen and a report will generate the number of victims enrolled in the program and the number of victims that have completed an assessment.	Progress towards this goal will be measured by the number of victims who have completed at least one assessment divided by the total number of victims in the program, equaling at least 80%.

Goal: Reduce the victim's anxiety about participating in the criminal justice system by providing case management services to keep them informed and engaged throughout the criminal justice process.

Rationale (How does this goal address the identified problem/need and selected risk/protective factors?): In Pinal County there is a significant gap between when a case is investigated and when it is charged. During this transition period the case is not officially assigned to an advocate and it is therefore the burden of the victim to remain in contact with the investigative agency and the prosecutor's office if they wish to receive information regarding their case. This often leaves the victim feeling anxious, unheard, frustrated, confused and re-traumatized. A significant portion of victims have no previous experience with the justice system and do not know where to turn to for help, or what to expect. The fear of the unknown can enhance the anxiety the victim is already feeling due to the trauma they endured. Without a direct point of contact, many victims are lacking the needed support and services to promote informed decision making, self-autonomy, engagement and safety. Consequently, many victims lose hope and become disengaged from the criminal justice process. Providing case management services that provide the victim with choices and keep them informed and engaged throughout the process will assist in reducing the anxiety the victim is experiencing.

Targeted Outcome(s) (Check all that apply):

- ☐ Parental Stress
- ☐ Family Cohesion
- ☐ Family Management
- ☐ Family Connectedness
- ☐ Family Involvement
- ☐ Family Conflict
- ☐ Adult Attitudes of Youth Substance Use
- ☐ Youth Perception of Parental Attitudes of Youth Substance Use
- ☐ Adult Perception of Risk/Harm of Youth Substance Use
- ☐ Youth Perception of Family Involvement
- ☐ Youth Perception of Risk/Harm of Substance Use
- ☐ Youth Perception of Family Cohesion

Other (Please Specify)

- ☒ Reduction in anxiety
- ☐
- ☐
- ☐

OUTCOME OBJECTIVE(s) pertaining to this goal: By December 30, 2024, as measured by enrollment of 20 participants per quarter with 85% of victims reporting that the services they received reduced their anxiety about participating in the criminal justice process.

Performance Measure(s)	Definition(s) include data source	Tools/process for collection	Explain how the performance measure demonstrates progress towards the goal
Number of victims who return the Victim Satisfaction Survey	Victims who return Victim Satisfaction Surveys will report that they "agree" or "strongly" agree that the services they received reduced their anxiety about participating in the criminal justice process.	A survey will be sent to the victim once their case is charged or declined.	Progress towards this goal will be measured by the number of victims who marked "strongly agree" or "agree" to this performance measure on the Victim Satisfaction Survey divided by the total number of victims who returned the Victim Satisfaction Surveys.

OUTPUT OBJECTIVE(s) pertaining to this goal: Increase victim knowledge regarding criminal justice processes, procedures and direct services available to victims during the criminal justice process, as measured by quarterly reports reflecting 80% of victims were provided information regarding direct services and a 15% increase in the number of direct services provided for FY25 as compared to FY24.

Number of victims in the program who were provided with direct services during the criminal justice process.	Number of victims who were provided direct services, divided by the	Upon intake a case light entry will be made into the Records Management System. The Case	Progress towards this goal will be measured by the number of victims who have been provided a direct service divided

	number of victims who are currently in the program. Direct services is defined as any services provided by the Pinal County Attorney's Office. Examples of direct services Include (court orientation, Crime Victim Compensation, Court Facility Dog, Case Planning, Safety Planning, Case status updates, Interventions with prosecutor, court and/or law enforcement & Initial Contact Calls).	Management Coordinator will track services provided in the services screen and a report will generate the number of victims provided with direct services.	by the total number of victims in the program, equaling at least 80%.

Goal: Encourage self-efficacy by enhancing the victim's ability to plan for continued safety.

Rationale (How does this goal address the identified problem/need and selected risk/protective factors?): Research also shows that when victims feel they have some control over what happens to them they are more satisfied with the criminal justice system as well as victim services (Cattaneo and Goodman 2015; Cattaneo 2010; Zweig and Burt 2007). They are also more willing to report re-abuse (Hotaling and Buzawa 2003) and they have better mental health outcomes (Cattaneo and Goodman 2015; Perez et al. 2012). Schrank et al. (2012) conducted a meta-review of studies examining the relationship between hope and wellbeing, which found that programs intending to increase hope should include components that involve staff collaborating with clients to meet goals and emphasize efficacy, spirituality and well-being. Safety planning promotes self-efficacy and collaboration because it provides an opportunity for staff to work with the victim to create a personalized plan based on the victim's priorities and individual needs, which also empowers the victim to take control. To effectively create a safety plan specific to individualize needs it is imperative that the safety needs are identified. By assisting the victim in identifying their safety needs, the Victim Advocate is teaching them self-efficacy skills, skill building with the victim and increasing the probability that the victim will utilize the skill in the future.

Targeted Outcome(s) (Check all that apply):

- ☐ Parental Stress
- ☐ Family Cohesion
- ☐ Family Management
- ☐ Family Connectedness
- ☐ Family Involvement
- ☐ Family Conflict
- ☐ Adult Attitudes of Youth Substance Use
- ☐ Youth Perception of Parental Attitudes of Youth Substance Use
- ☐ Adult Perception of Risk/Harm of Youth Substance Use
- ☐ Youth Perception of Family Involvement
- ☐ Youth Perception of Risk/Harm of Substance Use
- ☐ Youth Perception of Family Cohesion

Other (Please Specify)

- ☒ increase in ability to plan for safety
- ☐
- ☐
- ☐

OUTCOME OBJECTIVE(s) pertaining to this goal: By December 30, 2024, as measured by enrollment of 20 participants per quarter with 80% of victims reporting that the services they received helped them to plan for continued safety.

Performance Measure(s)	Definition(s) include data	Tools/process for collection	Explain how the performance measure

	source		demonstrates progress towards the goal
Number of victims who return the Victim Satisfaction Survey	Victims who return Victim Satisfaction Surveys will report that they "agree" or "strongly" agree that the services they received enhanced their ability to plan for continued safety.	A survey will be sent to the victim once their case is charged or declined.	Progress towards this goal will be measured by the number of victims who marked "strongly agree" or "agree" to this performance measure on the Victim Satisfaction Survey divided by the total number of victims who returned the Victim Satisfaction Surveys.
OUTPUT OBJECTIVE(s) pertaining to this goal: Increase victim knowledge regarding safety planning by providing services directly related to identifying and/or mitigating safety needs on 85% of cases involving domestic violence by December 30, 2024.			
Number of victims in the program who were provided with direct services pertaining to the safety assessment/identification of safety needs and/or mitigation of safety concerns	Number of victims who were provided direct services, pertaining specifically to assessment/identification of safety needs and/or mitigation of safety concerns divided by the number of victims who are currently in the program. Direct services directly pertaining to safety needs is defined as any services provided by the Pinal County Attorney's Office that promote identifying and mitigating safety needs. Examples of direct services that mitigate safety concerns Include (lethality assessment, Case Planning, Safety Planning, assisting with Orders of Protection/Injections Against Harassment).	Upon intake, a case light entry will be made into the Records Management System. The Victim Advocate will track services provided in the services screen and a report will generate the number of victims provided with direct services specific to assessing, identifying and mitigating safety concerns.	Progress towards this goal will be measured by the number of victims who have been provided direct services related to the assessment, identification and mitigation of safety needs divided by the total number of victims in the program, equaling at least 80%.

EXHIBIT F
Implementation Plan

The following form may be reproduced with word processing software or another form may be created that contains all the information requested. Sequentially list the key tasks and activities needed to implement the strategies/approaches including timelines and responsibilities as they relate to the achievement of the task. In the final column, list how the effectiveness of the implementation will be measured (e.g. number of participants attending/completing, participant satisfaction, adequacy of resources, timely completion of activities, etc.)

Strategy	Key Task	Activities	Person Responsible	Completion date	Measured by
Hire 1 Case Advocate and continue to fund another Case Advocate position which is currently paid through our STOP grant ending 12/31/2023	Post job announcement for victim advocate	Contact HR and PCAO Admin Director	Sharon Woodard, Victim Services Manager Ron Carlson, Administrative Director	Within 60 days of award date	Job announcement being posted & positions filled
Identify gaps in services offered by the Pinal County Attorney's Office (PCAO), Victim Services Division	Create/review a survey instrument to assess stakeholder perception of satisfaction with services provided by PCAO, Victim Services Division.	Have the stakeholders complete the pre-survey prior to the first stakeholder meeting	Leadership team Victim Services Manager Notifications Team Sr. Victim Advocate	Within one week prior to the first stakeholder meeting.	Submittal of pre-surveys from stakeholder members.
Improve relationships with partner agencies	Create a survey instrument to assess stakeholder perception of satisfaction with the working relationship they have with PCAO, Victim Services Division.	Have the stakeholders complete the pre-survey prior to the first stakeholder meeting	Leadership Team Victim Services Manager Notifications Team Sr. Victim Advocate	Within one week prior to the first stakeholder meeting.	Submittal of pre-surveys from stakeholder members.
Identify needs of victims in Pinal County and gaps in community based services.	Complete a needs assessment	Stakeholder team will conduct the needs assessment, review results and make	Stakeholder Team	Within 60 days of award date	Needs assessment

		recommendations			
Increase access of services/resources for victims in Pinal County	Identify resources and tools at the national, state and local level that will benefit victims in Pinal County.	Stakeholders will compile a list resources that address Social Determinants of Health & tools that the Case Advocates can utilize with victims (My Plan App, Screening Tools, Court Preparation Plans, etc.)	Stakeholder Team	Within 60 days of award date	Complied list of resources and tools
	Provide Case Advocates with the training needed to effectively conduct assessments, create case plans, and refer victims to appropriate services while promoting self-autonomy, empowerment and safety of the victim.	Develop training plan for Case Advocate	Leadership Team	Within 60 days of award date	Finalized and approve training plan
		Train Case Advocate on their role, job duties, resources and tools to utilize with victims	Leadership Team	Within 60 days of award date	Completion of items listed on training plan.
	Survey victims who participate in the program to determine if the services they received were helpful and/or reduced their anxiety/fears about participating in the criminal justice system	Create a victim satisfaction survey to be administered to victims who receive services from this program.	Leadership Team	Within 60 days of award date	Finalized and approved victim satisfaction survey.

Ensure that staff understand the role of the Case Advocate position	Establish clear guidelines for the Roles and Responsibilities of the Case Advocate	Create a procedure regarding roles and responsibilities of the Case Advocate	Leadership Team	Within 60 days of award date	Procedure finalized and approved
		Train PCAO, Victim Services staff on the roles and responsibilities of the Case Advocate	Leadership Team	Within 60 days of award date	Training Completed
Conduct community outreach to spread information regarding the program.	Create materials for training law enforcement, advocacy center staff and other community partners on the program.	Create & Implement a Quality Assurance review process to ensure the program is implemented with fidelity and as a training tool for Community Case Advocates	Leadership Team	Within 60 days of award date	QA finalized, approved and implemented
		Create a handout to be provided to victims regarding the program specifics i.e. eligibility requirements, assessments, case planning, referrals to services and how to access Community Case Advocates	Leadership Team & Stakeholder Team	Within 60 days of award date.	Handout finalized and reviewed by stakeholder team
Conduct community outreach to spread information regarding the program. Complete	Create materials for training law enforcement, advocacy center staff and other	Create a PowerPoint presentation regarding program	Community Case Advocates	Within 90 days of award date.	Trainings scheduled and completed

ongoing programmatic evaluation	community partners on the program. Review Programmatic Data Quarterly	Schedule training sessions with law enforcement and advocacy center staff			
		Provide stakeholders with programmatic data quarterly to review for evaluation and recommendation	Stakeholder Team	Quarterly Beginning April 2023	Review programmatic data, evaluation and recommendations completed
Sustainability	Determine sustainability of the program and identify other funding sources	Continued discussion amongst stakeholder regarding program sustainability and funding options	Stakeholder team	Quarterly beginning May 2023	Ongoing agenda item for stakeholder team to discuss at meetings
Community Participation	Strengthen the partnership of the PCAO, Victim Services Division and stakeholder members	Create a stakeholder team to conduct a needs assessment, review programmatic handouts and identify resources for social determinants of heath	Sharon Woodard	Within 30 days of award date	Completion of needs assessment and final approval of handouts and list of resources.
Community Participation	Strengthen the partnership of the PCAO, Victim Services Division and Stakeholder members	Build a team of key stakeholders including justice partners, treatment and educational service providers who meet quarterly to review programmatic data and make recommendations	Sharon Woodard	Quarterly beginning April 2023	Completion of ongoing stakeholder meetings

		Conduct pre & post surveys with stakeholders regarding perception of partnership with PCAO Victim Services and perception of services provided to victims	Sharon Woodard	Preprograming implementation by December 2023	Completion of pre and post surveys by stakeholders