

January 20, 2015

TO: Members of the MAG Human Services Coordinating Committee (HSCC)

FROM: Councilmember Joanne Osborne, City of Goodyear, Chair

SUBJECT: MEETING NOTIFICATION AND TRANSMITTAL OF TENTATIVE AGENDA

Meeting - 10:00 a.m.
Wednesday, January 28, 2015
MAG Office, Suite 200 - Cottonwood Room
302 North 1st Avenue, Phoenix

The next HSCC meeting will be held at the MAG offices at the time and place noted above. Members of HSCC may attend either in person, by video conference, or by telephone conference call. Supporting information is enclosed for your review.

The meeting agenda and resource materials are also available on the MAG website at www.azmag.gov. In addition to the existing website location, the agenda packet will be available via the File Transfer Protocol (FTP) site at: <ftp://ftp.azmag.gov/HumanServicesCoordinatingCommittee>. This location is publicly accessible and does not require a password.

Please park in the garage underneath the building. Bring your ticket to the meeting, parking will be validated. For those using transit, the Regional Public Transportation Authority will provide transit tickets for your trip. For those using bicycles, please lock your bicycle in the bike rack in the garage.

In 1996, the Regional Council approved a simple majority quorum for all MAG advisory committees. If the Human Services Coordinating Committee does not meet the quorum requirement, members who have arrived at the meeting will be instructed a legal meeting cannot occur and subsequently be dismissed. Your attendance at the meeting is strongly encouraged.

Pursuant to Title II of the Americans with Disabilities Act (ADA), MAG does not discriminate on the basis of disability in admissions to or participation in its public meetings. Persons with a disability may request a reasonable accommodation, such as a sign language interpreter, by contacting the MAG office. Requests should be made as early as possible to allow time to arrange the accommodation.

If you have any questions, please call the MAG office.

c: MAG Human Services Technical Committee

MAG HUMAN SERVICES COORDINATING COMMITTEE
TENTATIVE AGENDA
January 28, 2015

COMMITTEE ACTION REQUESTED

1. Call to Order

2. Call to the Audience

An opportunity will be provided to members of the public to address HSCC on items not scheduled on the agenda that fall under the jurisdiction of MAG, or on items on the agenda for discussion but not for action. Citizens will be requested not to exceed a three minute time period for their comments. A total of 15 minutes will be provided for the Call to the Audience agenda item, unless the HSCC requests an exception to this limit. Please note that those wishing to comment on agenda items posted for action will be provided the opportunity at the time the item is heard.

3. Approval of Consent Agenda

Prior to action on the consent agenda, members of the audience will be provided an opportunity to comment on consent items that are being presented for action. Following the comment period, Committee members may request that an item be removed from the consent agenda. Consent items are marked with an asterisk (*).

2. Information.

3. Approval of the Consent Agenda.

ITEMS PROPOSED FOR CONSENT*

*3A. Approval of the October 1, 2014 Meeting Minutes

The draft minutes for the October 1, 2014 meeting are posted with the meeting materials.

*3B. MAG Elderly and Persons with Disabilities Transportation Program Ad Hoc Committee

An update will be provided on the 2015 Section 5310 Enhanced Mobility of Seniors and Individuals with Disabilities application time line and the Section 5307 Job Access and Reverse Commute grant programs.

3A. Approve the HSCC meeting minutes of October 1, 2014.

3B. Information and discussion.

*3C. MAG Regional Domestic Violence Council

An update will be provided on the MAG Protocol Evaluation Project including the Building Bridges to Justice training held on December 9, 2014 at the Burton Barr Library, Orders of Protection training video and plans for the project in 2015.

3C. Information and discussion.

ITEMS PROPOSED TO BE HEARD

4. Draft Social Services Block Grant Funding Recommendations

The SSBG funding recommendations developed by the MAG Human Services Technical Committee on January 8, 2014 will be presented for action.

The process for developing the draft funding recommendations included a community service ranking exercise that was distributed on November 19, 2014 with a deadline of December 2, 2014. In total, 31 surveys were returned. Results of the community service ranking exercise were presented to the MAG Human Services Technical Committee in December. Taking into consideration results from the community service ranking exercise, the MAG Human Services Technical Committee and Human Services Coordinating Committee also completed the service ranking exercise. Results from the exercise were then used to develop the draft funding recommendations.

On January 8, 2015, the MAG Human Services Technical Committee voted to recommend approval of the draft SSBG funding recommendation. The draft funding recommendations were released for public comment on January 23, 2015.

The draft funding recommendations and public comments received will be presented for action by the Committee.

5. MAG Continuum of Care Regional Committee on Homelessness and 2015 Point-in-Time Homeless Count

4. Recommend Approval of the Draft Social Services Block Grant Funding Recommendations.

5. Information and discussion.

An update will be provided on the governance restructuring of the Continuum of Care, including the membership of the Continuum of Care Board, and changes to the Committee structure. A status update will also be provided on the implementation of the Regional Coordinated Assessment system and preparations for the 2015 point-in-time homeless count. Meeting materials will be available at the meeting.

6. Engaging Experienced Older Adults in the Greater Phoenix Regional Economy

A report will be offered on the Thunderbird School of Global Management's study of the economic impact of older adults. The project addresses the growing adult 65+ population and the economic impact that it will have in Maricopa County through 2050. The Thunderbird School of Global Management report on Engaging Experienced Older Adults in the Greater Phoenix Regional Economy is posted with the meeting materials.

7. Arizona Age-Friendly Network

A report will be provided on activities of the Arizona Age-Friendly Network including plans for a Spring conference and an update on the Indiana Rural Collaborative site visit.

8. FY 2016 Committee Outcome Measures

An update on progress made on the FY 2015 outcome measures will be provided to the Committee. Outcomes measures for the FY 2016 MAG Unified Planning Work Program will be identified. Please refer to the outcome measure chart posted with the meeting materials.

9. Human Services Coordinating Committee and Technical Committee Spring Retreat

The Committee will discuss plans for a combined Human Services Coordinating Committee and Human Services Technical Committee joint retreat.

6. Information and discussion.

7. Information and discussion.

8. Information and discussion.

9. Information and discussion.

10. Committee Member Human Services Updates

Committee members will be invited to share brief updates about human services-related items from their municipalities or agencies for information and discussion. Any proposed action will be requested as an item for a future meeting agenda.

11. Request for Future Agenda Items

Topics or issues of interest that the Human Services Coordinating Committee would like to have considered for discussion at a future meeting will be requested.

10. Information and discussion.

11. Information.

Adjournment

MINUTES OF THE
MAG HUMAN SERVICES COORDINATING COMMITTEE
October 1, 2014
MAG Office Building, Cottonwood Room
Phoenix, Arizona

<p><u>MEMBERS ATTENDING</u></p> <p>#Councilmember Samuel Chavira, City of Glendale #Councilmember Trinity Donovan, City of Chandler Councilmember Chris Glover, City of Mesa, Vice Chair *Councilmember Michelle Hess, Town of Buckeye *Supervisor Andrew Kunasek, Maricopa County Board of Supervisors *Councilmember Diane Landis, City of Litchfield Park</p> <p>*Neither present nor represented by proxy. #Attended by telephone conference call. +Attended by videoconference.</p>	<p>Councilmember Joanne Osborne, City of Goodyear, Chair Councilmember Nancy Puffer, Tempe Community Council Vice Mayor Frank Scott, City of Avondale Councilmember Todd Tande for City of Surprise *Councilmember Jared Taylor, Town of Gilbert #Councilmember Corey Woods, City of Tempe</p>
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<p><u>OTHERS PRESENT</u></p> <p>Janeen Gaskins, City of Surprise Marlene Moreno, City of Avondale</p>	<p>Rachel Brito, MAG DeDe Gaisthea, MAG Brande Mead, MAG Amy St. Peter, MAG</p>
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1. Call to Order

Councilmember Joanne Osborne, City of Goodyear, Chair, called the meeting to order at 10:05 a.m. Chair Osborne requested introductions and asked the Committee to identify one of three human services issues, including homelessness, domestic violence, and elderly persons and persons with disabilities, that moves them to action.

Councilmember Todd Tande, City of Surprise, Councilmember Chris Glover, City of Mesa, Vice Chair, and Councilmember Corey Woods, City of Tempe, selected domestic violence. Vice Mayor Frank Scott, City of Avondale, Councilmember Sammy Chavira, and Councilmember Nancy Puffer, Tempe Community Council, selected elderly and disability. Chair Osborne and Councilmember Trinity Donovan, City of Chandler, selected homelessness.

2. Call to the Audience

An opportunity was provided for members of the public to address the Committee. No comments were made.

3. Approval of Consent Agenda

A motion was requested to approve the consent agenda and meeting minutes of April 23, 2014. Vice Chair Glover motioned to approve the consent agenda and meeting minutes. Councilmember Chavira seconded the motion. All voted and the motion passed.

4. Purpose Ribbon Council

Chair Osborne welcomed Donna Bartos, Executive Director, Purple Ribbon Council, to offer a presentation on BLOOM for Healthy Relationships. Ms. Bartos shared her excitement to work with the Committee on the issue of domestic violence prevention. She noted more than 15 women died in this country from an act of domestic violence within the same week Ray Rice from the NFL brutally attacked his wife. Ms. Bartos shared a brief history of the 2006 launch of the Purple Ribbon Council noting the mission is to educate youth, engage communities, and empower families to promote healthy relationships.

Ms. Bartos noted the BLOOM's anticipated impact is to "disrupt socially and culturally entrenched attitudes, behaviors and systems that normalize abuse and violence." A PowerPoint presentation on BLOOM for Healthy Relationships provided an overview of the initial pilot program that launched in 2010 reaching 3,000 students; the enhanced pilot program that launched in 2013, and results to date reaching an anticipated 5,000 teens in 15 Arizona schools. The ASU Morrison Institute for Public Policy is evaluating the program's results.

Ms. Bartos advised BLOOM is offered through seven "doses" delivered in health education classes. The education doses include 1) Define it, 2) The Roots, 3) Gender Norms, 4) Red Flags, 5) BLOOM It: Core Characteristics, 6) BLOOM It: Skills and Confidence Building; and 7) The BLOOM Effect: Active Bystanders for social change. A brief overview of BLOOM Circles, community engagement efforts, BLOOM for Parents, and on-going community collaborations was provided. The program's call to action is to help increase awareness through BLOOM presentations to city councils and communities.

A question was raised on whether the program has been offered to the Dysart School District. Ms. Bartos confirmed collaboration with Dysart School District in the initial pilot project. However, due to funding, the seven dose program has not been offered in that district. She advised the cost is approximately \$25 per student and current funding is available to reach approximately 5,000 students. Efforts are underway for a sustainability model in which colleges pay to run the program through college work study students.

Chair Osborne discussed the importance of messaging and the importance of reaching out to teenagers. A recommendation was made to include individuals in sororities and fraternities

to help engage others in these efforts and spread the message. Councilmember Tande advised the City of Surprise has recently hired a youth program coordinator as there is a need to engage youth much more. He noted information about the program will be shared to further these efforts.

5. Human Services Per Capita Final Report

Chair Osborne welcomed Amy St. Peter, MAG, to report on the Human Services Per Capita Funding Study. Ms. St. Peter acknowledged the Committee for their efforts and support of the study noting the purpose was to review how human services are defined and funded.

Ms. St. Peter referred the Committee to the Executive Summary provided in the meeting materials. She advised the study determined a regional median expenditure of \$17.49 and a regional mean expenditure of \$47.42. Some communities are much larger and spend more as a result of both the size and priorities. However there is much variation throughout the region. Ms. St. Peter noted each community has different support systems in place to help its residents and noted the report does not compare city to city. The purpose of the study is to provide a benchmark so that communities have some context to consider when determining how much they spend on human services.

The per capita figure for poverty was also included in the study. Ms. St. Peter noted the thought was that cities that had more people in poverty would spend more, however it was possible that those cities might have smaller budgets. The per capita figure for populations in poverty was \$328 for the mean and \$178 for the median. The study provides a regional context for human services funding and a common understanding of how human services is defined. Ms. St. Peter advised information has been provided to each city and town. However, the individual results are not published in the report so as to prevent data from being used in an unintentional manner.

Chair Osborne requested clarification on whether the study will be conducted on a yearly basis. Ms. St. Peter advised staff would look to the Committee for further direction based on the usefulness of the study while also recognizing that input from the cities and towns is needed to inform the study.

Councilmember Tande advised the City of Surprise is adopting a servant leadership role in servicing the community. He noted youth services as one example and on-going discussions regarding human services. He noted the data provided is both helpful and timely. Chair Osborne requested Councilmember Tande share further information on the outcome at a future HSCC meeting. She further acknowledged the usefulness of the study as the City of Goodyear does not currently have a human services department but does provide funding to other areas such as the Avondale Senior Center through regional cooperation. Chair Osborne expressed the need to continue the study noting it is a good check-list for cities.

A motion was requested. Vice Mayor Scott made a motion to approve the MAG Human Services Per Capita Final Report. Councilmember Tande seconded the motion. All voted and the motion passed.

6. Greater Phoenix Age-Friendly Network

Chair Osborne welcomed Ms. St. Peter to offer an update on the Greater Phoenix Age-Friendly Network. Ms. St. Peter referred the committee to the draft Arizona Age-Friendly Network Overview provided in the meeting materials. She advised that staff has been notified that the Grantmakers in Aging grant funding has been awarded. Ms. St. Peter provided a brief overview of the current on-going projects Tempe Neighbors Helping Neighbors in Tempe, Northwest Valley Connect in Northwest Valley, and Central Village in Phoenix. She advised additional sites will be coming on board including Surprise, Bullhead City, Quartzsite and the City of Maricopa. She requested input and guidance from the Committee on what would be most helpful as the network expands.

Ms. St. Peter noted the efforts through the Greater Phoenix Age-Friendly Network will be rolled out statewide with a very important caveat that local activity will be driven by the local community. A statewide leadership group will convene quarterly and help to cross fertilize information. Ms. St. Peter noted the importance of coordinating, not dictating, efforts to ensure the project stays responsive to the work of community. She added there is an open invitation to every community to become part of the network. Ongoing work includes providing technical assistance to communities; maintaining the Connect60plus.com website, offering on-going training opportunities, and hosting an annual conference.

Ms. St. Peter advised this is the third and final year of funding from the Pfizer Foundation and expressed gratitude for the Foundation's support. She noted moving forward, staff will work with communities to ensure the work is being embedded into existing structures and core functions. Ms. St. Peter noted additional funding was received from a collaborative proposal with colleagues in Indiana. Nationwide, there are five different regions participating in Community AGenda of which Indiana is one. Indiana has a statewide coalition and wants to learn more about metro areas. This will offer the opportunity for Indiana and Arizona to share and learn from each other. Ms. St. Peter requested feedback in terms of the relevance and impact in communities.

Councilmember Tande expressed value in the Connect60plus website. Chair Osborne suggested offering a presentation to various Councils including the National League of Cities. A motion was requested. Councilmember Glover made a motion to approve the draft Arizona Age-Friendly Network Overview. Councilmember Chavira seconded the motion. The motion passed unanimously.

7. MAG Regional Domestic Violence Council

Chair Osborne invited Ms. St. Peter to provide an update on activities of the MAG Regional Domestic Violence Council. Ms. St. Peter advised October is domestic violence awareness month. The "Voices for Justice" press conference is scheduled for October 7th at Arizona State University's Sandra Day O'Connor College of Law. Additionally, a calendar of regional domestic violence awareness month activities has been developed and distributed and will also be available at the press conference. Ms. St. Peter provided a brief overview of the press conference agenda and speakers.

The Protocol Evaluation Project Solutions for Safety training event was held on August 12th. There were 140 attendees with presentations focused on orders of protection and lethality assessments. Ms. St. Peter advised the notes from the small group discussions are available on the MAG website and many groups have requested these notes as they are being used in their own planning efforts.

An application for STOP Grant federal funding was submitted with support of 30 partners including law enforcement, victim advocates, prosecutors, the Maricopa County Attorney's Office, and Maricopa County Sheriff's office. Ms. St. Peter advised one of the main focus areas for the grant will be on the case transfers to ensure a timely and efficient process. These efforts would impact the safety of residents, safety of officers, and funding. Notice of funding awards is anticipated by end of year with an opportunity to renew for an additional two years. Ms. St. Peter requested input from the Committee on opportunities to support efforts to prevent domestic violence within their communities.

Chair Osborne discussed the issue of human trafficking in light of the super bowl being hosted in Arizona. She requested an update on measures taking place to prevent human trafficking. Councilmember Chavira advised he will be meeting with members of homeland security to discuss plans for the super bowl. He offered to report back on the outcome of the meeting in terms of human trafficking.

8. Proposed Practicum Project with the Thunderbird School of Global Management

Ms. St. Peter advised work is underway with students from the Thunderbird School of Global Management to determine the economic impact of aging communities and encore workers. The need being addressed through the study will focus on key issues such as the economic impact of encore workers in the workforce, their ability to transfer knowledge to younger workers, and the accommodations needed in the workforce to support those interactions. Some businesses are choosing not to locate in Arizona due to a lack of talent. Ms. St. Peter noted talent exists among retirees who do not want to work full-time but want meaningful work that respects their expertise. At a personal level, this project is about supporting individual's choices. The study will focus on the economic impact of older adults, quantifying the dollar value and improving competitiveness.

Ms. St. Peter advised the study will also have a focus on STEM workers and how the community can better offer support. Thus far, the team has met a few times and has also met with stakeholders throughout the community. Weekly meetings are on-going. Input is welcomed regarding other community groups the students should meet with to help inform the study. Ms. St. Peter noted some of the challenges identified include working with human resources departments; strict IRS strict rules, and how to mitigate concerns. The study will be completed by December.

Councilmember Tande advised the City of Surprise has fantastic retirement communities with some individuals who may be interested in full or part time work. He inquired if the study anticipates creating a method to get people with very unique talent and experience

involved in consulting efforts. He suggested it may be helpful to have students speak with the management company in Sun City Grand and other city council members.

Ms. St. Peter noted a concept being studied is Masters Classes which partners individuals entering the work force who have the training but need to learn the soft skills, with those individuals who have the experience and expertise. She noted companies are often looking for individuals who have completed coursework, but who also have some experience. The Masters Classes help facilitate knowledge transfer for the individual entering the work force and also maintain an identity kit for the master. Additionally, people interested in social purpose can work with programs such as Experience Matters – a private nonprofit affiliate of Encore.org. The program seeks to connect talent with community. Ms. St. Peter provided examples of the Encore Fellows and Service by Design models offered through Experience Matters.

Chair Osborne suggested if MAG were to develop the framework for Masters Classes, cities can then use the framework as a guideline to replicate and adapt within each city.

9. Committee Member Human Services Updates

Chair Osborne welcomed new members Nancy Puffer and Councilmember Samuel Chavira and acknowledged the efforts of former Councilmember Woody Wilson and Councilmember Manny Martinez. Additionally, Chair Osborne advised this would be Vice Mayor Scott's last HSCC meeting. She acknowledged Vice Mayor Scott for his service on the Committee.

Committee members were offered an opportunity to offer additional updates. Vice Mayor Scott advised the Avondale Family Fun Fair will be held on Thursday, October 9th focusing on promote healthy eating and exercise for family.

At the beginning of the meeting Committee members were asked to identify a specific human services area that moves them to action. Chair Osborne discussed the importance of the Committee's efforts being engaged and more impactful and noted MAG has specific committees that focus on homelessness, domestic violence and elderly persons and person with disabilities. She encouraged Committee members to attend a committee meeting for the topic they identified with and report back to HSCC. She noted this would be a great opportunity to keep the Committee engaged and the work relevant. Additionally, Chair Osborne stressed the need to continue getting the message out to the general public on human services efforts.

10. Request for Future Agenda Items

Committee members were given an opportunity to request topics or issues of interest that the HSCC would like to have considered for discussion at a future meeting. Updates were requested on the following items: Continuum of Care, and child protective services reform.

The meeting adjourned at 11:13 a.m.

MAG Human Services Coordinating Committee
January 28, 2015

Consent Agenda Item 3B: MAG Elderly and Person with Disabilities Transportation Program Ad Hoc Committee Update

Section 5310 Application Cycle Update

MAG staff coordinates the Section 5310 Enhanced Mobility of Seniors and Persons with Disabilities program application process for the Phoenix/Mesa Urbanized Area (UZA). Collaboration with the City of Phoenix Public Transit Department ensures all federal requirements are adhered to during the application process. The MAG Elderly and Individuals with Disabilities Transportation Program (EPDT) Ad Hoc Committee is tasked with the evaluation of the Section 5310 Enhanced Mobility of Seniors and Persons with Disabilities program application. Revisions under the Moving Ahead for Progress in the 21st Century Act (MAP-21) for Section 5310 now includes New Freedom eligible projects under the Section 5310 awards program. New Freedom eligible projects are public transportation projects that exceed the American with Disabilities Act (ADA) required services. On January 28, 2015, the MAG Elderly and Individuals with Disabilities Transportation Program Ad Hoc Committee met to approve the application process and timeline.

The 2015 Section 5310 application for the Phoenix/Mesa UZA will be released on Friday, February 13, 2015. Regional stakeholders will be notified as soon as the application becomes available. MAG staff, in coordination with the City of Phoenix Public Transit Department will conduct an application training workshop on Thursday, February 19, 2014 at 10:00 a.m. in the Saguaro room at the MAG offices. The 2014 Section 5310 apportionment for the Phoenix/Mesa UZA was \$2.9 million, funding for the 2015 cycle is projected to remain the same. In response to MAP-21 revisions, 55 percent of the available funding is required to be allocated to traditional projects such as capital and mobility management projects. New Freedom eligible projects that go beyond ADA required services are eligible for up to 45 percent of funding.

Section 5307 Job Access and Reverse Commute Program Update

MAG staff coordinates the Section 5307 Job Access and Reverse Commute (JARC) Program through the MAG Transit Committee. The Chair and Vice Chair of the MAG EPDT Ad Hoc Committee has been requested to participate in the application process for JARC to ensure the needs of the underserved population are addressed. During the 2014 application process, the MAG Transit Committee recommended JARC funding to cover a two year time period. The next call for projects is anticipated to be in late January or early February of 2016. Funding for Section 5307 JARC was \$1.8 million in 2014, funding for the 2016 cycle is projected to remain the same. The MAG EPDT Ad Hoc Committee and the MAG Transit Committee will continue to coordinate on the Section 5307 application process.

For any questions or further information regarding Human Services Transportation please contact DeDe Gaisthea at dgaisthea@azmag.gov or (602) 254-5062.

MAG Human Services Coordinating Committee
January 28, 2015

Consent Agenda Item 3C: MAG Regional Domestic Violence Council

The MAG Regional Domestic Violence Council oversees the Protocol Evaluation Project, which assesses the arrest and prosecution protocols used in responding to domestic violence. In 2011, the project resulted in development of the Misdemeanor Domestic Violence Protocol Model, the first protocol model for responding to misdemeanor domestic violence calls. The project researches local and national promising practices, and develops resources to improve how the criminal justice system addresses domestic violence. The goal is to save lives, hold offenders accountable, and save money by increasing efficiency in the region's response to domestic violence. Recently, MAG has been working with the Maricopa County Attorney's Office to update the Felony Protocol Model as well.

Domestic Violence Victim Survey

The Protocol Evaluation Project is gaining momentum and it is vital that victims' perspectives continue to be incorporated into the work. The Behavior Research Center which conducts research on public opinion, public policy and consumer behavior was chosen to be the Domestic Violence Victim Survey Consultant. The Behavior Research Center was selected after a Request for Qualifications (RFQ) was released in April 2014 seeking consultants with expertise in qualitative and/or quantitative survey services. The survey was completed in December of 2014, and the results of the survey will be presented to DV Council on February 5, 2015. (Survey results included in packet.)

Law Enforcement Training Video

Domestic violence calls are some of the most dangerous that law enforcement responds to. Each year, the Protocol Evaluation Project produces a law enforcement training video. Midnight Sun Films was selected as the film consultant for the 2014 video. The Protocol Evaluation Project's law enforcement training video "Orders of Protection: A Tool for Safety" discusses how an order of protection can increase safety to officers as well as victims. The training video was completed in December of 2014, and will be presented to DV Council on February 5, 2015. (DVD included in packet.)

Solutions for Safety Training Event

The Protocol Evaluation Project coordinates a multi-disciplinary effort for assessing current protocols and practices used by law enforcement and prosecutors when responding to domestic violence offenders at the misdemeanor and felony levels. The project includes evaluating current protocols, building a framework of promising practices, and developing public awareness tools. A part of the Protocol Evaluation Project was the *Building Bridges to Justice* Training Event where local experts presented on a "Going Beyond Protocols" panel about the importance of interactions between the criminal justice system and victims of domestic violence. After the "Going Beyond Protocols" panel was presented to the large group as a whole, attendees broke out into small groups for facilitated discussions. These discussions were aimed at identifying trends in practitioners' cumulative experience and using those trends to explore challenges and

develop solutions as well as building stronger relationships between disciplines, and creating greater continuity of care for victims.

There were a total of 87 people who attended this training out of 114 people who registered giving this event a 76 percent attendance rate. Of those 87 people, 42 (48 percent) completed and returned an evaluation. All percentages in this report are based on the number of people who completed an evaluation, not the number of people who attended or registered. The Muskie report data includes all attendees who registered and signed in at the event, not just those who returned an evaluation. This training had a high turnout of attendees and the small group discussions that ensued from the event were very productive. As a result of the day's training, 81 percent of attendees stated they had a better understanding of local best practices for more successful prosecution of felony cases. When asked whether attending the event was a valuable use of their time, 91 percent of attendees indicated that it was a valuable use of their time. When asked if the best practices highlighted in today's panel discussion will result in greater levels of victim safety and abuser accountability, 81 percent of attendees indicated that it would result in greater levels of victim safety and abuser accountability. Also, 73 percent of attendees indicated the information discussed in the small group discussions helped generate ideas they could share with their organization.

Protocol Evaluation Project: Brown Bag Trainings

These trainings are a part of a series coordinated by the Maricopa Association of Governments in partnership with: the Arizona Coalition to End Sexual and Domestic Violence, O'Connor House, Arizona Coalition for Victim Services, Arizona Prosecuting Attorneys' Advisory Council and Arizona Peace Officer Standards and Training Board. Training topics are intended for victim advocates, law enforcement, prosecutors and/or stakeholders. The goal is to improve coordination, communication, and implementation of domestic violence protocols. There was a Brown Bag training in September, November and December.

The September training briefly looked at Evidence Based Prosecution as it relates to domestic violence cases. The presentation explained why domestic violence crimes can be the most challenging type of cases to prove in court, as well as reviewed several evidentiary methods and rules to use for successful prosecution of these cases. The trainer, Jon Eliason, is a Division Chief at the Maricopa County Attorney's Office. In this capacity Mr. Eliason supervises all felony sex crimes, domestic violence, child abuse, and auto theft cases. Mr. Eliason sits on the Governor's Human Trafficking Council, City of Phoenix Human Trafficking Task Force, the Arizona Forensic Academy, and the East Valley Domestic Violence Fatality Review Team. Mr. Eliason was previously the Mesa City Prosecutor. During that assignment he implemented many new successful protocols for the prosecution of domestic violence and DUI cases. Mr. Eliason also teaches for the Arizona Prosecuting Attorney's Advisory Council, the National District Attorney's Association, and the Association of Prosecuting Attorneys.

The November training briefly looked at Valid Priors and the effect valid priors have on subsequent aggravated domestic violence prosecution. The presentation discussed what a prior conviction is and what it means for purposes of charging or sentencing. The presentation also covered how a prosecutor can prove a person has a prior conviction and various methods for doing so. The trainer, Hilary Weinberg has been with the Maricopa County Attorney's Office

since July of 1999. Prior to this, she spent four and a half years with the City of Tucson, after serving as a law clerk for a Pima County Superior Court Judge. Hilary has been assigned to numerous bureaus within the office including Vehicular Crimes, Gangs, Homicide, Training and Trial Group. Most recently she was appointed to be the Bureau Chief of Family Violence.

The December training briefly looked at the Centralized Screening system used in the domestic violence service provider community. The training discussed successes as well as challenges experienced over the past 18 months and how advocates can better understand and support the process of accessing shelter services. This training also offered a look into the history of the Family Housing Hub, while providing a detailed explanation of homeless housing procedures. The trainers were Dana Martinez and Mila Valle. Dana Martinez has worked for A New Leaf for more than 18 years and is currently the Program Manager of domestic violence and homeless programs. Mila Valle has been in the social service field for more than 15 years. She has worked various positions for the Salvation Army, St. Vincent de Paul and most currently, UMOM. She has been at UMOM for three years, and currently serves as the Housing Hub Coordinator.

For more information about the Protocol Evaluation Project, please contact Amy Robinson, Human Services Intern, at arobinson@azmag.gov or (602) 452-5039.

**MARICOPA COUNTY DOMESTIC
VIOLENCE VICTIM'S SURVEY**

December 2014

Prepared for

Maricopa Association of Governments
Human Services Division

Prepared by

Behavior Research Center, Inc.
45 E. Monterey Way
Phoenix, Arizona 85012
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INTRODUCTION

This study was commissioned by the Human Services Division of the Maricopa Association of Governments. The primary purpose of this effort was to obtain information to better understand domestic violence victims' perspectives about their experiences when dealing with law enforcement in the MAG region.

The information contained in this report is based on 39 in-depth telephone interviews conducted with a cross-section of individuals 18 years of age or older who were victims in the MAG region in the past ten years and involved law enforcement in their incident. The research plan originally called for the completion of 150 interviews; however this was not possible within the study deadline. To supplement for this reality, in the later stages of the interviewing process, two additional question areas were added: 1) victims who did not involve law enforcement in their incident were probed on their reasons for not doing so, and; 2) non-victims were probed on whether anyone close to them had been a victim of domestic violence in the past ten years. This supplement resulted in an additional 608 partial interviews – 11 with group 1) and 597 with group 2). The margins of error at 95 percent confidence levels for the various components of this effort are as follows: 39 victims, +/- 16.0 percent; 11 group 1), +/-30 percent; 597 group 2), +/- 4.1 percent.

Respondent selection for this project was accomplished via a computer-generated pure unweighted (EPSEM) random digit dial (RDD) telephone sample which selects households on the basis of telephone prefix. This method was used because it ensures a randomly-selected sample of area households proportionately allocated throughout the sample universe. This method also ensures that all unlisted and newly-listed telephone households are included in the sample. A pre-identification screening process was also utilized on this project. The computer procedure screens the sample to remove known business and commercial phone prefixes in addition to disconnects, faxes and computers. This process greatly limits contacts to residential phones. Both landlines and cell telephones were included in this research.

The questionnaire used in this study was designed by Behavior Research Center (BRC) in conjunction with the MAG Regional Domestic Violence Council (see appended questionnaire). After approval of the preliminary draft questionnaire, it was pre-tested with a randomly-selected cross-section of respondents. The pre-test focused on the value and understandability of the questions, adequacy of response categories, questions for which probes were necessary and the like. Following the pre-test, the final form was approved by the Council.

All of the interviewing on this project was conducted from early October to mid December 2014 at the Center's central location telephone facility where each interviewer worked under the direct supervision of BRC supervisory personnel. All of the female interviewers who worked on this project were professional interviewers of the Center. Each had prior experience with BRC and received a thorough briefing on the particulars of this study. During the briefing, the interviewers were trained on (a) the purpose of the study, (b) sampling procedures, (c) administration of the questionnaire, and (d) other project-related factors. In addition, each interviewer completed a set of practice interviews to ensure that all procedures were understood and followed.

Interviewing on this study was conducted during a cross-section of late afternoon and evening weekday hours and weekend hours. During the interviewing segment of this study, up to six separate attempts, on different days and during different times of day, were made to

contact each selected household. Only after six unsuccessful attempts was a selected household substituted in the sample.

As the data collection segment of this study was being undertaken, completed interviews were turned over to BRC's in-house Coding Department. The Coding Department edited, validated and coded the interviews. Upon completion of coding, a series of validity and logic checks were run on the data to ensure it was "clean" and representative of the sample universe.

The Behavior Research Center has presented all of the data germane to the basic research objectives of this project. However, if MAG management requires additional data retrieval or interpretation, we stand ready to provide such input.

BEHAVIOR RESEARCH CENTER

SUMMARY OF THE FINDINGS

DOMESTIC VIOLENCE INCIDENCE

Slightly under ten percent (8.5%) of the individuals interviewed during this effort indicated that they had been victims of domestic violence in metropolitan Phoenix in the past ten years and 68.4 percent of these victims involved law enforcement in their domestic violence incident. Overall we find that in the past ten years 5.8 percent of Maricopa County residents have been involved in a domestic violence incident that included law enforcement intervention.

DOMESTIC VIOLENCE INCIDENCE IN METROPOLITAN PHOENIX – PAST TEN YEARS

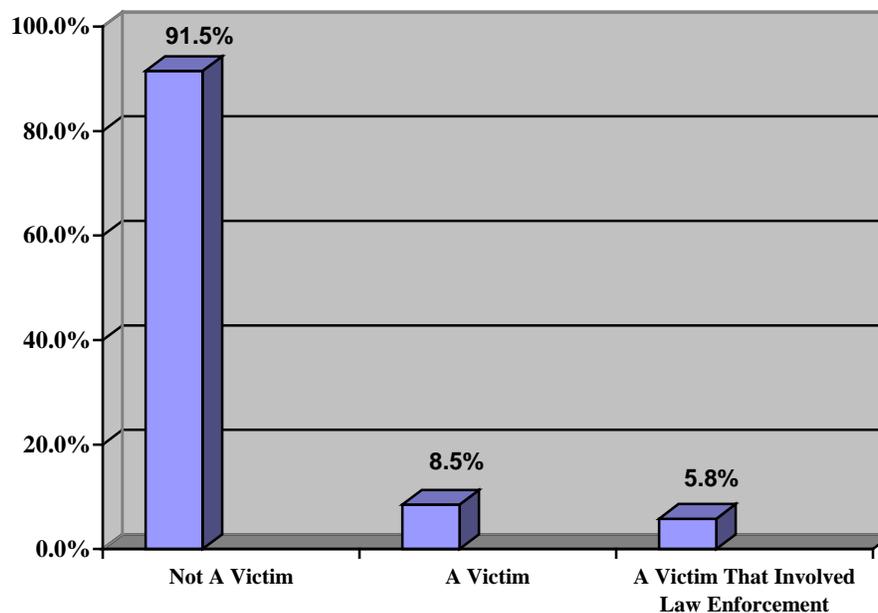


TABLE 1: DOMESTIC VIOLENCE INCIDENCE

“In the past ten years have you personally been a victim of domestic violence here in metropolitan Phoenix? Domestic violence is defined as a pattern of behavior that includes the use of threats or violence and intimidation for the purpose of gaining power and control over another person. (IF NECESSARY, INDICATE THAT VIOLENCE IS CHARACTERIZED BY PHYSICAL ABUSE, SEXUAL ABUSE, ECONOMIC ABUSE, ISOLATION, EMOTIONAL ABUSE, CONTROL OR VERBAL ABUSE).

Yes	8.5%
No	<u>91.5</u>
	100.0%

(IF YES)

“During your (most recent) domestic violence incident did law enforcement officers become involved?”

Yes	68.4%
No	<u>31.6</u>
	100.0%

INCIDENCE SUMMARY

Not a victim	91.5%
A victim	8.5
A victim and law enforcement was involved	5.8
(BASE)	(1155)

~~~~~

The demographic profile of victims included in this research is presented on the following table. Here we find that 82 percent were females and that nearly equal percentages were either under 35 (48%) or 35 or over (49%). Additionally, 66 percent of victims were Caucasian and 44 percent experienced their incident in the city of Phoenix.

TABLE 2: PROFILE OF DOMESTIC  
VIOLENCE INCIDENTS THAT INVOLVED  
LAW ENFORCEMENT

|                             |            |
|-----------------------------|------------|
| <u>GENDER OF VICTIM</u>     |            |
| Male                        | 18%        |
| Female                      | <u>82</u>  |
|                             | 100%       |
| <u>AGE OF VICTIM</u>        |            |
| Under 25                    | 15%        |
| 25 to 34                    | 33         |
| 35 to 44                    | 28         |
| 45 or over                  | 21         |
| Refused                     | <u>3</u>   |
|                             | 100%       |
| <u>ETHNICITY OF VICTIM</u>  |            |
| Caucasian                   | 66%        |
| Hispanic                    | 18         |
| Native American             | 5          |
| Mixed                       | 8          |
| Refused                     | <u>3</u>   |
|                             | 100%       |
| <u>DATE OF INCIDENT</u>     |            |
| 2010 to 2014                | 59%        |
| 2004 to 2009                | <u>41</u>  |
|                             | 100%       |
| <u>LOCATION OF INCIDENT</u> |            |
| Phoenix                     | <u>44%</u> |
| <u>Southeast Valley</u>     |            |
| Mesa                        | <u>36</u>  |
| Tempe                       | 23         |
| Chandler                    | 10         |
|                             | 3          |
| <u>West Valley</u>          |            |
| Goodyear                    | <u>16</u>  |
| Glendale                    | 5          |
| Surprise                    | 5          |
| Tolleson                    | 3          |
|                             | 3          |
| <u>Northeast Valley</u>     |            |
| Scottsdale                  | <u>5</u>   |
|                             | <u>5</u>   |
|                             | 101%*      |
| (BASE)                      | (39)       |

\*Total exceeds 100% due to rounding

~~~~~

Those victims who did not involve law enforcement did not do so primarily because things calmed down (37%) or out of fear (18%).

TABLE 3: REASONS LAW ENFORCEMENT
NOT INVOLVED IN INCIDENT

(AMONG VICTIMS WHO DID
NOT INVOLVE LAW ENFORCEMENT)

“Why didn’t you involve law enforcement officers in your domestic violence incident(s)? (PROBE) Why else?”

Things calmed down and accuser left	37%
Threatened me – afraid to call	18
Abuser left country	9
Did not want to involve other people	9
It was my fiancé and I didn’t want to cause trouble	9
Didn’t feel like it	9
Don’t recall	9
(BASE)	(11)

~~~~~

In two related questions which were added to the questionnaire half way through interviewing, we find that 14 percent of non-victims have known someone close who had been a victim in the past ten years. In 64 percent of these cases, the police became involved.

TABLE 4: AWARE OF DOMESTIC VIOLENCE  
AMONG SOMEONE CLOSE TO

(AMONG NON-VICTIMS  
OF DOMESTIC VIOLENCE)

“Has anyone close to you been a victim of domestic violence in the past ten years?”

|     |           |
|-----|-----------|
| Yes | 14%       |
| No  | <u>86</u> |
|     | 100%      |

|        |       |
|--------|-------|
| (BASE) | (597) |
|--------|-------|

(IF YES)

“During this person’s domestic violence incident, did law enforcement officers become involved?”

|          |          |
|----------|----------|
| Yes      | 64%      |
| No       | 32       |
| Not sure | <u>4</u> |
|          | 100%     |

|        |      |
|--------|------|
| (BASE) | (81) |
|--------|------|

~~~~~

INITIAL CONTACT – WHO CALLED POLICE

In nearly six out of ten cases (59%), the victims themselves contacted the police regarding their domestic violence incident, while in ten percent of the cases the victim went directly to a police station to report their incident.

TABLE 5: INITIAL CONTACT— WHO CALLED POLICE

“During your (most recent) experience, who called the police regarding the domestic violence incident?”

	TOTAL	GENDER	
		Male	Female
I called	59%	43%	63%
Police not called – went to station	10	0	13
A neighbor or friend called	5	29	0
My child called	5	0	6
My abuser called	5	14	3
Other relative	5	14	3
Spouse	5	0	6
Ex husband	3	0	3
Don't recall	3	0	3
	100%	100%	100%
(BASE)	(39)	(7)	(32)

~~~~~

## POLICE OFFICER IMPARTIALITY

In 64 percent of all cases, the victim felt the attending police did not take sides, while in 26 percent of cases they felt they did.

TABLE 6: POLICE OFFICERS IMPARTIALITY

“Do you feel the police officer who arrived on the scene did or did not take sides?”

|                      | TOTAL | GENDER |        |
|----------------------|-------|--------|--------|
|                      |       | Male   | Female |
| Took sides           | 26%   | 29%    | 25%    |
| Did not take sides   | 64    | 71     | 63     |
| One did, one did not | 2     | 0      | 3      |
| Don't recall         | 8     | 0      | 9      |
|                      | 100%  | 100%   | 100%   |
| (BASE)               | (39)  | (7)    | (32)   |

~~~~~

PROVISION OF VICTIM'S RIGHTS INFORMATION

Sixty-nine percent of victims indicate that the officer informed or provided them with information about their rights as a victim. Among this group, 85 percent were both advised of their rights as a victim verbally and in writing.

TABLE 7: PROVISION OF VICTIM'S RIGHTS INFORMATION

“Did the officer inform or provide you with information about your rights as a victim?”

	TOTAL	GENDER	
		Male	Female
Yes	69%	71%	69%
No	28	29	28
Don't recall	<u>3</u>	<u>0</u>	<u>3</u>
	100%	100%	100%
(BASE)	(39)	(7)	(32)

(IF YES)

“And did the officer do each of the following or not?”

	Yes	No	Don't Know	% YES	
				Male	Female
Advise you of your rights as a victim verbally	85%	15%	0%	100%	82%
Provide you with written information about your rights as a victim*	85	7	7	80	86
(BASE)		(27)		(5)	(22)

*Total does not equal 100% due to rounding

~~~~~

## OCCURRENCE OF PHYSICAL INJURIES

One-third of victims (33%) indicate that they sustained physical injuries and 54 percent indicate that the officer on scene checked to see if they had any injuries. Among those who said the officer checked for injuries, 48 percent said the officer encouraged them to go to the emergency room for an exam, while 29 percent said the officer notified emergency medical service and 19 percent said the officer administered first aid.

TABLE 8: OCCURRENCE OF PHYSICAL INJURIES

“Did you sustain any physical injuries during your (most recent) experience?”

|     | TOTAL             | GENDER            |                   |
|-----|-------------------|-------------------|-------------------|
|     |                   | Male              | Female            |
| Yes | 33%               | 43%               | 31%               |
| No  | <u>67</u><br>100% | <u>57</u><br>100% | <u>69</u><br>100% |

“Did the officer on scene check to see if you had any injuries?”

|        |                   |                   |                   |
|--------|-------------------|-------------------|-------------------|
| Yes    | 54%               | 43%               | 56%               |
| No     | <u>46</u><br>100% | <u>57</u><br>100% | <u>44</u><br>100% |
| (BASE) | (39)              | (7)               | (32)              |

(IF YES)

“And did the officer take any of the following steps?”

|                                                       | Yes | No   | % YES |        |
|-------------------------------------------------------|-----|------|-------|--------|
|                                                       |     |      | Male  | Female |
| Encourage you to go to the emergency room for an exam | 48% | 52%  | 67%   | 44%    |
| Notify emergency medical services                     | 29  | 71   | 33    | 28     |
| Administer first aid                                  | 19  | 81   | 33    | 17     |
| (BASE)                                                |     | (21) | (3)   | (18)   |

~~~~~

REFERRAL TO VICTIM ADVOCATE

Eight percent of victims indicate the officer called a victim advocate to assist them and the advocate assisted them in the following manner: 1) getting an order of protection; 2) contacting the District Attorney; 3) help getting counseling; 4) help with paperwork and; 5) providing general information.

The 87 percent of victims for whom the officer did not call a victim advocate reveal that the officer assisted them in the following primary ways: 1) gave advice on documenting any contact or acts of intimidation by abuser (53%); 2) provided domestic violence shelter information (36%) and; 3) provided Victim's Rights Form and Victim Compensation Fund information (36%). In about one out of five cases or less the officer conducted a safety plan with the victim (22%) or informed the victim of the suspect's status after an arrest was made (14%).

TABLE 9: REFERRAL TO VICTIM ADVOCATE

"Did the officer call a victim advocate to assist you?"

	TOTAL	GENDER	
		Male	Female
Yes	8%	14%	6%
No	87	86	88
Don't recall	<u>5</u>	<u>0</u>	<u>6</u>
	100%	100%	100%
(BASE)	(39)	(7)	(32)

(IF YES)

"And what did the victim advocate assist you with?"

	TOTAL	GENDER	
		Male	Female
Getting an order of protection	33%	0%	50%
Contacting the District Attorney	33	0	50
Help with getting counseling	33	0	50
Help with paperwork	33	0	50
General info, don't recall	<u>33</u>	<u>100</u>	<u>0</u>
	165%*	100%	200%*
(BASE)	(3)	(1)	(2)

*Exceeds 100% due to multiple responses

(Continued)

(CONT.) TABLE 9: REFERRAL TO VICTIM ADVOCATE

(IF NO)

“Did the officer assist you in any of the following ways?”

	Yes	No	Don't Recall	% YES	
				Male	Female
Advise you to document any contact or acts of intimidation by your abuser	53%	47%	0%	67%	50%
Provide resource materials to you like domestic violence shelter information	36	61	3	50	33
Provide you with a Victims Rights Form and Victim Compensation Fund information	36	64	0	50	33
Conduct safety planning with you	22	75	3	33	20
Inform you of the suspect's status after an arrest is made	14	69	17	33	10
(BASE)		(36)		(6)	(30)

~~~~~

## STEPS TAKEN BY OFFICER DURING ENCOUNTER

Victims were asked to indicate if the attending officer did any of ten things. This line of inquiry reveals that better than seven out of ten officers did two of the ten items tested.

- Conducted separate interviews with all parties and witnesses out of hearing range from each other and bystanders (77%)
- Asked about the history of your relationship with the person who was the reason you called for help (72%)

We also find that a majority of officers took four additional steps.

- Asked for a safe phone number the victim could be contacted at (61%)
- Asked if there were any firearms or weapons in the home (59%)
- Allowed the victim to tell their story uninterrupted, before starting to ask you questions about the incident (54%)
- Documented evidence of the attack such as weapons or torn clothing (54%)

Each of the remaining four items tested was done by roughly one-third of officers or less.

**TABLE 10: STEPS TAKEN BY  
OFFICER DURING ENCOUNTER**

|                                                                                                                | “Next, did the officer do each of the following things?” |      |              | % YES |        |
|----------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|------|--------------|-------|--------|
|                                                                                                                | Yes                                                      | No   | Don't Recall | Male  | Female |
| Conduct separate interviews with all parties and witnesses out of hearing range from each other and bystanders | 77%                                                      | 15%  | 8%           | 100%  | 72%    |
| Ask about the history of your relationship with the person who was the reason you called for help              | 72                                                       | 23   | 5            | 86    | 69     |
| Ask for a safe phone number you could be contacted at                                                          | 61                                                       | 36   | 3            | 86    | 56     |
| Ask if there were any firearms or weapons in the home                                                          | 59                                                       | 36   | 5            | 71    | 56     |
| Allow you to tell your story uninterrupted, before starting to ask you questions about the incident            | 54                                                       | 36   | 10           | 71    | 50     |
| Document evidence of the attack such as weapons or torn clothing                                               | 54                                                       | 31   | 15           | 71    | 50     |
| Ask for the name and phone number of a friend or family member                                                 | 36                                                       | 56   | 8            | 57    | 31     |
| Take photos of visible injuries                                                                                | 33                                                       | 62   | 5            | 57    | 28     |
| Ask for an email address                                                                                       | 18                                                       | 72   | 10           | 43    | 13     |
| Followed up with you after the incident to collect more documentation of injuries                              | 15                                                       | 82   | 3            | 43    | 9      |
| (BASE)                                                                                                         |                                                          | (39) |              | (7)   | (32)   |

(Continued)

(CONT.) TABLE 10: STEPS TAKEN BY  
OFFICER DURING ENCOUNTER

(IF ASKED ABOUT FIREARMS)

“And did the officers request your consent to remove any firearms  
weapons from the home?”

|            | <u>TOTAL</u> | <u>GENDER</u> |           |
|------------|--------------|---------------|-----------|
|            |              | Male          | Female    |
| Yes        | 26%          | 80%           | 11%       |
| No         | <u>74</u>    | <u>20</u>     | <u>89</u> |
|            | 100%         | 100%          | 100%      |
| <br>(BASE) | <br>(23)     | <br>(5)       | <br>(18)  |

~~~~~

In 26 percent of those cases where the officer asked about firearms in the house, the officer requested the victim’s consent to remove them from the home.

ARREST AS A RESULT OF INCIDENTS

One-third of victims reveal that there was an arrest as a result of their incident.

**TABLE 11: ARREST AS A RESULT
OF INCIDENT**

“Was anyone arrested as a result of your incident?”

	TOTAL	GENDER	
		Male	Female
Yes	33%	43%	31%
No	<u>67</u> 100%	<u>57</u> 100%	<u>69</u> 100%
(BASE)	(39)	(7)	(37)

(IF YES)

“Who was arrested?”

Ex-husband/boyfriend	23%	0%	30%
Other relative (father/cousin)	15	33	10
The abuser	15	0	20
I was	15	33	10
Spouse	8	33	0
Unknown woman	8	0	10
Victim’s child	8	0	10
Me and spouse	<u>8</u>	<u>0</u>	<u>10</u>
	100%	99%*	100%
(BASE)	(13)	(3)	(10)

* Does not equal 100% due to rounding

OVERALL EVALUATION OF POLICE RESPONSE

A majority of victims (52%) offer an overall positive rating of either excellent (31%) or good (21%) regarding how well the police responded to their domestic violence incident. In comparison, ten percent offer a fair rating and 33 percent offer a negative rating of either poor (18%) or very poor (15%).

Additionally, 59 percent of victims believe their attending officers completed their duties as officers to the best of their ability – 36 percent disagree.

**TABLE 12: OVERALL EVALUATION
OF POLICE RESPONSE**

“Next, overall, how would you rate how well the police responded to your domestic violence-related incident – excellent, good, fair, poor or very poor?”

	TOTAL	GENDER	
		Male	Female
Excellent	31%	14%	34%
Good	21	29	19
Fair	10	29	6
Poor	18	14	19
Very poor	15	14	16
Not sure	<u>5</u>	<u>0</u>	<u>6</u>
	100%	100%	100%
(BASE)	(39)	(7)	(32)

“Why do you rate it as (rating)?”

	Positive <u>Responses</u>		
Officers did a good job/took care of situation	35%	67%	29%
Officers were respectful/kind/understanding	25	67	18
Officers gave me information/number to call	25	0	29
Officers were impartial/didn't take sides	10	0	12
Officers made me feel comfortable/relaxed	5	0	12
Got my son back safely	5	0	6
Did a follow-up/called to check on me	5	33	0
Officers responded quickly	5	0	6
Officers helped save my life	5	0	6
Not sure	<u>5</u>	<u>0</u>	<u>6</u>
	130%*	167%*	124%*
(BASE)	(20)	(3)	(17)

(Continued)

(CONT.) TABLE 12: OVERALL EVALUATION OF POLICE RESPONSE

	Negative Responses	<u>GENDER</u>	
		Male	Female
Officers were disrespectful/rude/mockd me	23%	50%	18%
Accused me/took me to jail/ felt I was responsible	23	50	18
Officers not helpful/I did all the work	15	0	18
They were judgmental/took sides/biased	8	0	9
Took a long time to show up	8	0	9
I didn't want spouse arrested/just wanted fight to stop	8	50	0
Asked for emergency order of protection/told it didn't exist	8	0	9
Didn't tell me abuser wasn't arrested/still on the streets	8	0	9
Wasn't allowed to ride in ambulance with spouse	8	0	9
Officers didn't believe my story	8	0	9
Didn't let me talk	<u>8</u>	<u>0</u>	<u>9</u>
	125%*	150%*	117%*
 (BASE)	 (13)	 (2)	 (11)

*Exceeds 100% due to multiple responses

“In your opinion, do you feel the officer or officers who arrived on scene completed their duties as officers to the best of their ability?”

	Total	<u>GENDER</u>	
		Male	Female
Yes	59%	57%	59%
No	36	43	34
Not sure	<u>5</u>	<u>0</u>	<u>6</u>
	100%	100%	99%*
 (BASE)	 (39)	 (7)	 (32)

* Does not equal 100% due to rounding

~~~~~

**APPENDIX**

Survey Questionnaire

BEHAVIOR RESEARCH CENTER  
45 East Monterey Way  
Phoenix, Arizona 85012  
(602) 258-4554

JOB ID 2014061

DOMESTIC VIOLENCE VICTIM'S SURVEY  
Fall 2014

RDD VERSION

Hello, my name is \_\_\_\_\_ and I'm calling on behalf of The Maricopa Association of Government. We're conducting a study on domestic violence in the metropolitan Phoenix area and I'd like to speak with someone in your household for a few minutes.

- A. In order to get a balanced sample of local residents, I need to speak with the person 18 years of age or older in your household who had the most recent birthday.

- IF RESPONDENT IS THE PERSON – GO TO QUESTION D
- IF OTHER PERSON COMES TO PHONE – GO TO QUESTION B
- IF RESPONDENT NOT AVAILABLE – ARRANGE CALLBACK
- IF REFUSE – THANK AND TERMINATE

- B. Hello, my name is \_\_\_\_\_ and I'm calling on behalf of The Maricopa Association of Government. We're conducting a study on domestic violence in the metropolitan Phoenix area and I'd like to speak with you for a few minutes.

- C. Before we get started, are you 18 years of age or older?

IF YES: GO TO QD

IF NO: ASK TO SPEAK WITH PERSON 18 OR OLDER,  
RE-INTRODUCE YOURSELF AND CONTINUE.  
IF NONE AVAILABLE, ARRANGE CALLBACK.  
IF NONE IN HOUSEHOLD, TERMINATE

Male...1  
Female...2

CELL PHONE VERSION

Hello, my name is \_\_\_\_\_ and I'm calling on behalf of The Maricopa Association of Government. We're conducting a study on domestic violence in the metropolitan Phoenix area and I'd like to speak with you for a few minutes.

- A. Before we get started, are you 18 years of age or older?

IF YES: CONTINUE

IF NO: THANK AND TERMINATE

Male...1  
Female...2

- B. Is your residence located within the metropolitan Phoenix area which includes all of Maricopa County?

Yes...1  
No...2

IF YES: CONTINUE

IF NO: THANK AND TERMINATE

- C. Are you currently driving or doing anything else that would make it unsafe for you to be on the phone?

(ARRANGE CALLBACK) Yes...1  
(GO TO QD) No...2

- D. In the past ten years have you personally been a victim of domestic violence here in the metropolitan Phoenix? Domestic violence is defined as a pattern of behavior that includes the use of threats or violence and intimidation for the purpose of gaining power and control over another person. (IF NECESSARY INDICATE THAT VIOLENCE IS CHARACTERIZED BY PHYSICAL ABUSE, SEXUAL ABUSE, ECONOMIC ABUSE, ISOLATION, EMOTIONAL ABUSE, CONTROL OR VERBAL ABUSE.)

(GO TO QE) Yes...1  
(GO TO QI) No...2

- E. Have you been involved in more than one domestic violence incident in the past ten years here in the metropolitan Phoenix?

(GO TO QE1) Yes...1  
(GO TO QF) No...2

E1. How many? NUMBER: / / /

F. During your (most recent) domestic violence incident did law enforcement officers become involved?

(GO TO Q1) Yes...1  
(GO TO NEXT INSTRUCTION) No...2

**INSTRUCTION: IF ONLY ONE INCIDENT IN PAST TEN YEARS - GO TO QH. IF MULTIPLE INCIDENTS, GO TO QG.**

G. Has law enforcement been involved in any of your domestic violence incidences in the past ten years here in the metropolitan Phoenix area?

(GO TO Q1) Yes...1  
(GO TO QH) No...2

H. Why didn't you involve law enforcement officers in your domestic violence incident(s)? (PROBE) Why else?

(THANK, TALLY AND TERMINATE)

I. Has anyone close to you been a victim of domestic violence in the past ten years?

(GO TO QJ) Yes...1  
(THANK, TALLY AND TERMINATE) No...2

J. During this person's domestic violence incident, did law enforcement officers become involved? (IF MORE THAN ONE INCIDENT ASK ABOUT MOST RECENT)

Yes...1  
No...2  
Not sure...3

(THANK, TALLY AND TERMINATE)

1. What I'd like to talk to you about this (afternoon/evening) is your (most recent) domestic violence incident that involved the police. Are you in a situation at this time where you feel comfortable continuing this interview or would you prefer to do it at a different time?

(GO TO Q2) Do it Now...1  
(GO TO Q1a) Do it At Different Time...2

1a. And would you prefer to have us call you back at this number, at some other number or would you prefer to call us back at a number I can give you?

(GO TO Q1c) This Number...1  
(GO TO Q1b) Another Number...2  
(GO TO Q1e) Call In Number...3

1b. What is that number? (INCLUDE AREA CODE AND VERIFY) / / / / - / / / / - / / / / /

1c. When would be the best time to call you back? (RECORD DAY AND HOUR)

1d. And what is your first name so our interviewer will know who to ask for?

Thank you very much for agreeing to participate in this important study. We will be back in touch with you at the time you requested. **(FILE IN CALLBACKS)**

1e. The call back number you can use is xxx-xxx-xxxx. It is available X am to X pm Monday through Friday and X am to X pm Saturday and Sunday. When you call back, give our interviewer the last four digits of this number we're currently talking on, and they will complete the interview **(MAKE SURE RESPONDENT WRITES DOWN PHONE AND CODE NUMBER)**

Thank you very much for agreeing to participate in this important study. We look forward to hearing back from you. **(FILE IN CALLBACKS)**

2. To begin, in what local city did your (most recent) domestic violence incident that involved the police occur?
- Avondale...01
  - Buckeye...02
  - Cave Creek...03
  - Chandler...04
  - Fountain Hills...05
  - Gilbert...06
  - Glendale...07
  - Goodyear...08
  - Litchfield Park...09
  - Mesa...10
  - Paradise Valley...11
  - Peoria...12
  - Phoenix...13
  - Queen Creek...14
  - Scottsdale...15
  - Sun City/Sun City West...16
  - Surprise...17
  - Tempe...18
  - Wickenburg...19
  - Other (SPECIFY).....\_\_\_\_\_
3. And in what year did it occur? YEAR: / 2 / 0 / / /
4. During your (most recent) experience, who called the police regarding the domestic violence incident? (DO NOT READ LIST)
- I called...1
  - A neighbor or friend called...2
  - My child called...3
  - I asked someone to call for me...4
  - My abuser called...5
  - I do not know who called...6
  - Other (SPECIFY) \_\_\_\_\_
5. Do you feel the police officer who arrived on the scene, did or did not take sides?
- Took sides...1
  - Did not take sides...2
  - One did, one did not...3
  - Don't recall...4
6. Did the officer inform or provide you with information about your rights as a victim? (GO TO Q6a) Yes...1  
No...2  
(GO TO Q7) Don't recall...3
- 6a. And did the officer do each of the following or not?
- |                                                                             | Yes | No | Don't Recall |
|-----------------------------------------------------------------------------|-----|----|--------------|
| A. Advise you of your rights as a victim verbally .....                     | 1   | 2  | 3            |
| B. Provide you with written information about your rights as a victim ..... | 1   | 2  | 3            |

7. Did you sustain any physical injuries during your (most recent) experience? Yes...1  
No...2
8. Did the officer on scene check to see if you had any injuries? (GO TO Q8a) Yes...1  
(GO TO Q9) No...2
- 8a. And did the officer take any of the following steps?
- |                                                                | Yes | No | Don't Recall |
|----------------------------------------------------------------|-----|----|--------------|
| A. Administer first aid .....                                  | 1   | 2  | 3            |
| B. Notify emergency medical services .....                     | 1   | 2  | 3            |
| C. Encourage you to go to the emergency room for an exam ..... | 1   | 2  | 3            |
9. Did the officer call a victim advocate to assist you? (GO TO Q9a) Yes...1  
(GO TO Q10) No...2  
Don't recall...3
- 9a. And what did the victim advocate assist you with?

---

**(GO TO Q11)**

10. Did the officer assist you in any of the following ways?
- |                                                                                          | Yes | No | Don't Recall |
|------------------------------------------------------------------------------------------|-----|----|--------------|
| A. Conduct safety planning with you .....                                                | 1   | 2  | 3            |
| B. Provide resource materials to you like domestic violence shelter information ..       | 1   | 2  | 3            |
| C. Advise you to document any contact or acts of intimidation by your abuser ...         | 1   | 2  | 3            |
| D. Provide you with a Victims Rights Form and Victim Compensation Fund information ..... | 1   | 2  | 3            |
| E. Inform you of the suspect's status after an arrest is made .....                      | 1   | 2  | 3            |
11. Did the officer conduct separate interviews with all parties and witnesses out of hearing range from each other and bystanders? Yes...1  
No...2  
Don't recall...3
12. Did the officer allow you to tell your story uninterrupted, before starting to ask you questions about the incident? Yes...1  
No...2  
Don't recall...3
13. Next, did the officer do each of the following things?
- |                                                                                                            | Yes | No | Don't Recall |
|------------------------------------------------------------------------------------------------------------|-----|----|--------------|
| A. Document evidence of the attack such as weapons or torn clothing .....                                  | 1   | 2  | 3            |
| B. Take photos of visible injuries .....                                                                   | 1   | 2  | 3            |
| C. Followed-up with you after the incident to collect more documentation of injuries .....                 | 1   | 2  | 3            |
| D. Ask about the history of your relationship with the person who was the reason you called for help ..... | 1   | 2  | 3            |
| E. Ask for a safe phone number you could be contacted at .....                                             | 1   | 2  | 3            |
| F. Ask for the name and phone number of a friend or family member .....                                    | 1   | 2  | 3            |
| G. Ask for an email address .....                                                                          | 1   | 2  | 3            |
| H. Ask you if there were any firearms or weapon in the home .....                                          | 1   | 2  | 3            |

**INSTRUCTION: IF YES TO Q13H, GO TO Q14; OTHERWISE GO TO Q15**

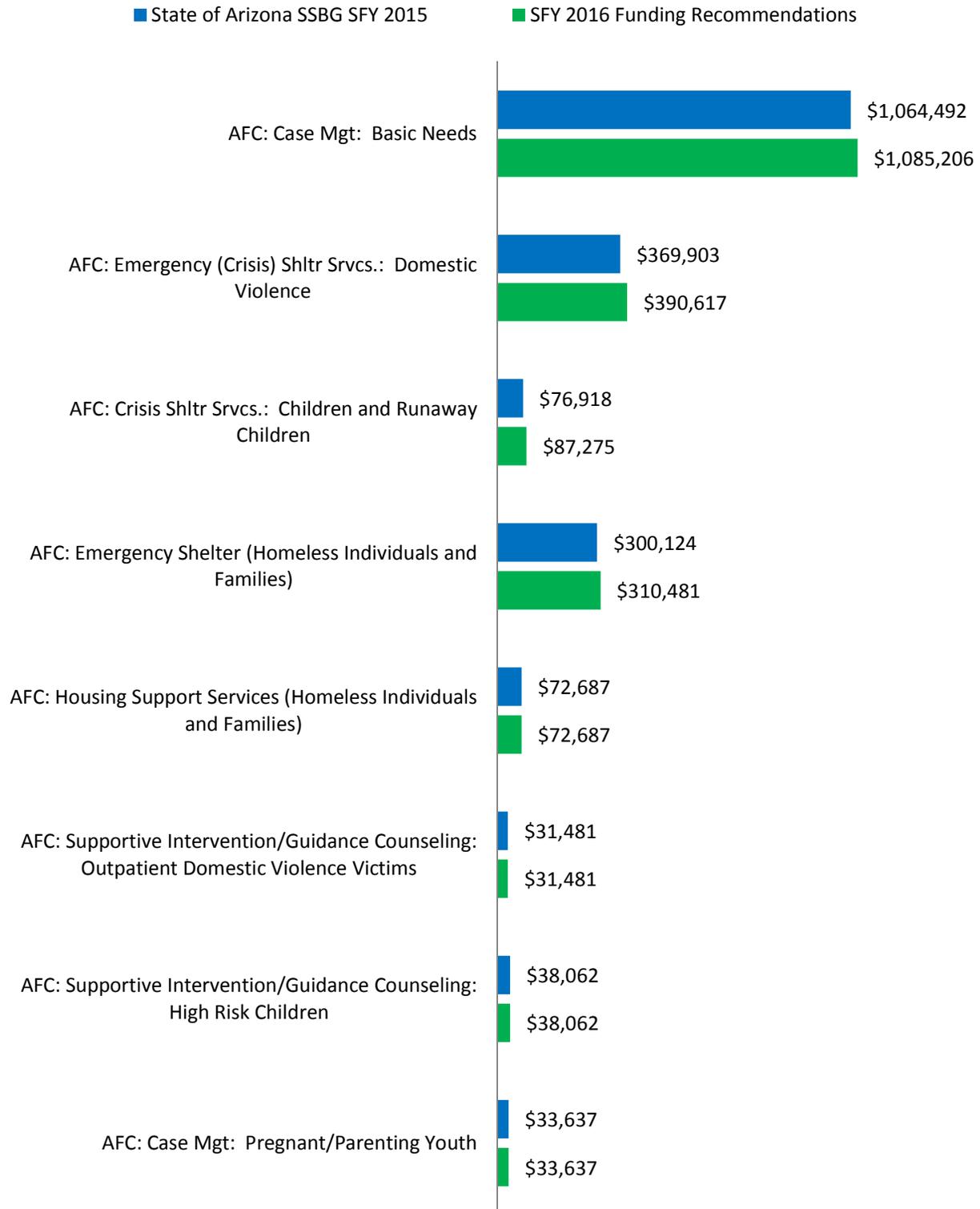
14. And did the officers request your consent to remove any firearms or weapons from the home? Yes...1  
No...2  
Don't recall...3
15. Was anyone arrested as a result of your incident? (GO TO Q15a) Yes...1  
(GO TO Q16) No...2
- 15a. Who was arrested?  
\_\_\_\_\_
16. Next, overall, how would you rate how well the police responded to your domestic violence related incident – excellent, good, fair, poor or very poor? Excellent...1  
Good...2  
Fair...3  
Poor...4  
(GO TO Q16a) Very poor...5  
(GO TO Q17) Not sure...6
- 16a. Why do you rate it as (Rating)?  
\_\_\_\_\_
17. In your opinion, do you feel the officer or officers who arrived on scene completed their duties as officers to the best of their ability? Yes...1  
No...2  
Not sure...3
- Now before we finish, I need a couple of pieces of information about yourself for classification purposes only.
18. First, in what year were you born? YEAR:  / / / / /
19. Which of the following categories best describes your ethnic origin?  
(READ LIST AND RECORD ONE RESPONSE) Caucasian...1  
African-American...2  
Hispanic...3  
Native American...4  
Asian...5  
Or something else (SPECIFY)...6  
(DO NOT READ) Not sure...9
20. And finally, what is the zip code at your place of residence? ZIP CODE:  / / / / /

Thank you very much, that completes this interview. We very much appreciate your help on this most important study. If you would like to receive additional information or help on domestic violence you can contact either DOMESTICVIOLENCESTOP at (480) 835-5555 or you can contact the Maricopa Association of Governments at (602) 254-6300. Have a good day/evening.

**Social Services Block Grant  
Draft SFY 2016 Funding Recommendations  
January 9, 2015**

| Target Group | Service Title & Service Ranking Across Target Group                                                                        | State of Arizona SSBG SFY 2015 | Committee Recommended Funding per Target Group | Funding difference applied (+/-) | SFY 2016 Funding Recommendations |
|--------------|----------------------------------------------------------------------------------------------------------------------------|--------------------------------|------------------------------------------------|----------------------------------|----------------------------------|
| AFC          | AFC: Case Mgt: Basic Needs                                                                                                 | \$ 1,064,492                   |                                                | \$ 20,714                        | \$ 1,085,206                     |
| AFC          | AFC: Emergency (Crisis) Shltr Svcs.: Domestic Violence                                                                     | \$ 369,903                     |                                                | \$ 20,714                        | \$ 390,617                       |
| AFC          | AFC: Crisis Shltr Svcs.: Children and Runaway Children                                                                     | \$ 76,918                      |                                                | \$ 10,357                        | \$ 87,275                        |
| AFC          | AFC: Emergency Shelter (Homeless Individuals and Families)                                                                 | \$ 300,124                     |                                                | \$ 10,357                        | \$ 310,481                       |
| AFC          | AFC: Housing Support Services (Homeless Individuals and Families)                                                          | \$ 72,687                      |                                                |                                  | \$ 72,687                        |
| AFC          | AFC: Supportive Intervention/Guidance Counseling: Outpatient Domestic Violence Victim:                                     | \$ 31,481                      |                                                |                                  | \$ 31,481                        |
| AFC          | AFC: Supportive Intervention/Guidance Counseling: High Risk Childrer                                                       | \$ 38,062                      |                                                |                                  | \$ 38,062                        |
| AFC          | AFC: Case Mgt: Pregnant/Parenting Youth                                                                                    | \$ 33,637                      |                                                |                                  | \$ 33,637                        |
|              |                                                                                                                            | <b>\$ 1,987,304</b>            | <b>\$2,090,875</b>                             |                                  | <b>\$ 2,049,447</b>              |
| DD           | DD: Ext Supported Empl Svcs: Individuals with DD in need of work training opps.                                            | \$ 202,456                     |                                                |                                  | \$ 202,456                       |
| DD           | DD: Ext. Supported Empl. Svcs.: Individuals with DD who reside in the family home and are in need of work training \ opps. | \$ 14,820                      |                                                |                                  | \$ 14,820                        |
| DD           | DD: Attendant Care Svcs.                                                                                                   | \$ 11,972                      |                                                | \$ (2,199)                       | \$ 9,773                         |
| DD           | DD: Habilitation Svcs.                                                                                                     | \$ 4,469                       |                                                | \$ (2,199)                       | \$ 2,271                         |
| DD           | DD: Respite Service                                                                                                        | \$ 18,939                      |                                                | \$ (10,261)                      | \$ 8,677                         |
|              |                                                                                                                            | <b>\$ 252,656</b>              | <b>\$228,224</b>                               |                                  | <b>\$ 237,997</b>                |
| ELD          | ELD: Home Delivered Meals                                                                                                  | \$ 466,875                     |                                                | \$ -                             | \$ 466,875                       |
| ELD          | ELD: Adult Day Care/Adult Day Health Care: Homeless, Emergency Shltr                                                       | \$ 195,930                     |                                                | \$ (15,208)                      | \$ 180,722                       |
| ELD          | ELD: Housing Support Services (ELD/DD-Homeless)                                                                            | \$ 103,410                     |                                                | \$ (15,208)                      | \$ 88,202                        |
| ELD          | ELD: Home Care: HK/HM, Chore, Home Health Aid, Personal Care, Respite and Nursing Svcs.                                    | \$ 341,621                     |                                                | \$ (15,208)                      | \$ 326,413                       |
|              |                                                                                                                            | <b>\$ 1,107,836</b>            | <b>\$1,031,794</b>                             |                                  | <b>\$ 1,062,211</b>              |
| PwD          | PwD: Home Delivered Meals                                                                                                  | \$ 19,655                      |                                                | \$ -                             | \$ 19,655                        |
| PwD          | PwD: Congregate Meals                                                                                                      | \$ 11,144                      |                                                | \$ -                             | \$ 11,144                        |
| PwD          | PwD: Rehabilitation Instructional Svcs.                                                                                    | \$ 2,343                       |                                                | \$ -                             | \$ 2,343                         |
| PwD          | PwD: Supported Empl., Ext.                                                                                                 | \$ 38,364                      |                                                | \$ (465)                         | \$ 37,899                        |
| PwD          | PwD: Adult Day Care/Adult Day Health Care                                                                                  | \$ 8,208                       |                                                | \$ (465)                         | \$ 7,743                         |
| PwD          | PwD: Home Care                                                                                                             | \$ 26,371                      |                                                | \$ (465)                         | \$ 25,906                        |
| PwD          | PwD: Adaptive Aids/Devices                                                                                                 | \$ 2,244                       |                                                | \$ (465)                         | \$ 1,779                         |
|              |                                                                                                                            | <b>\$ 108,329</b>              | <b>\$105,232</b>                               |                                  | <b>\$ 106,471</b>                |
|              |                                                                                                                            | <b>\$ 3,456,125</b>            | <b>\$3,456,125</b>                             |                                  | <b>\$ 3,456,125</b>              |

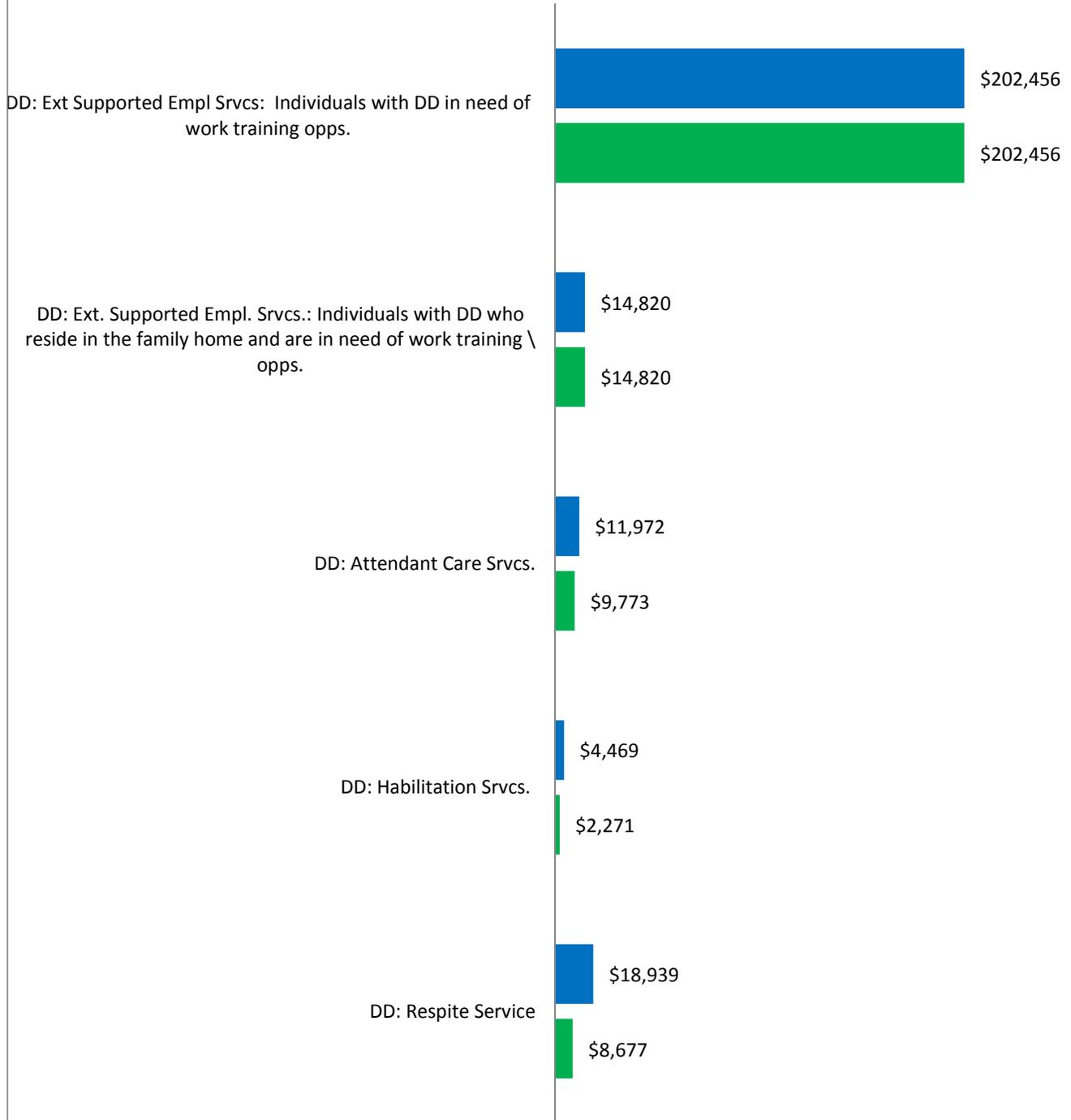
## Social Service Block Grant Adults, Families & Children SFY 2016 Draft Funding Recommendations



## Social Service Block Grant Developmental Disabilities SFY 2016 Draft Funding Recommendations

■ State of Arizona SSBG SFY 2015

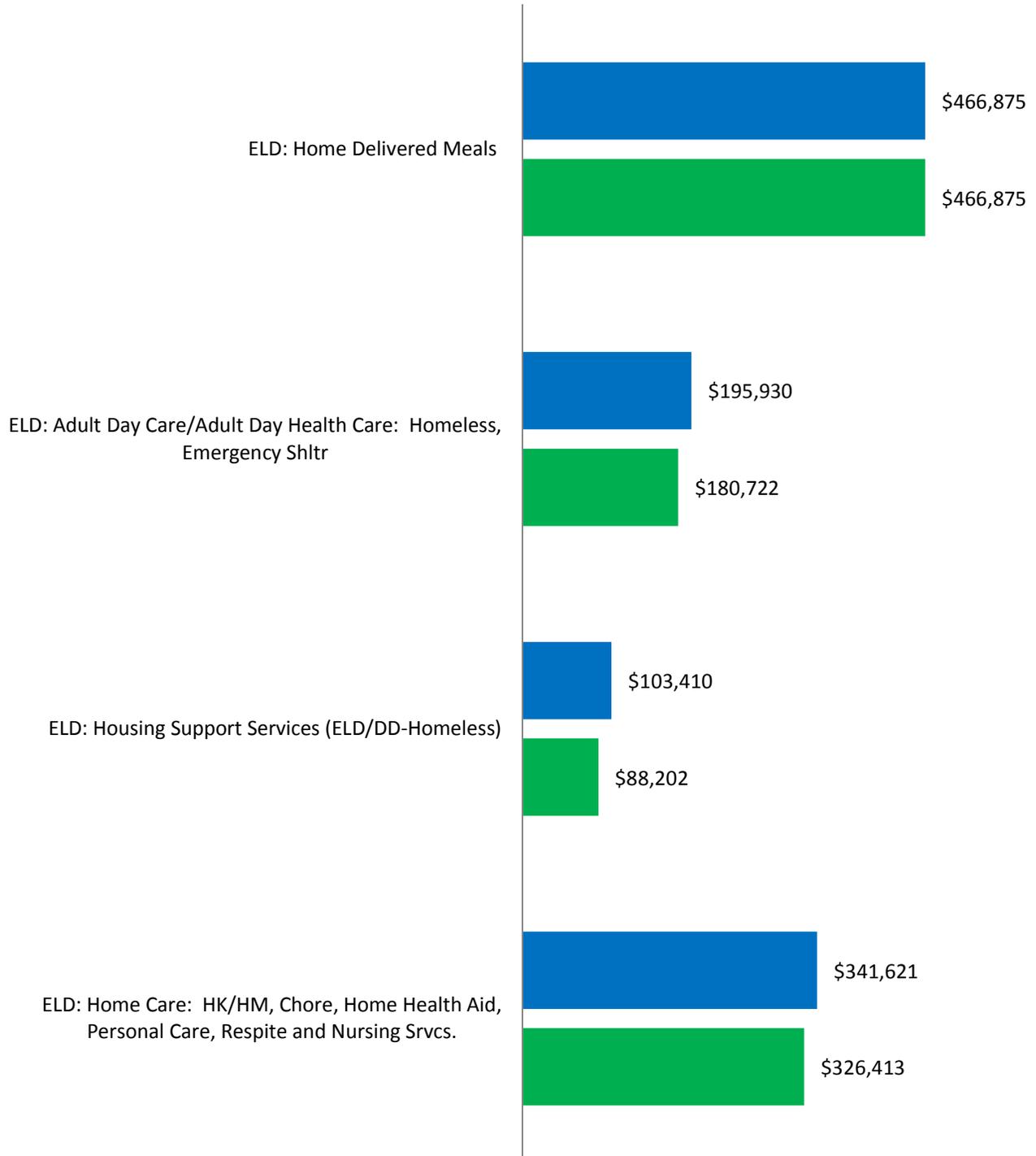
■ SFY 2016 Funding Recommendations



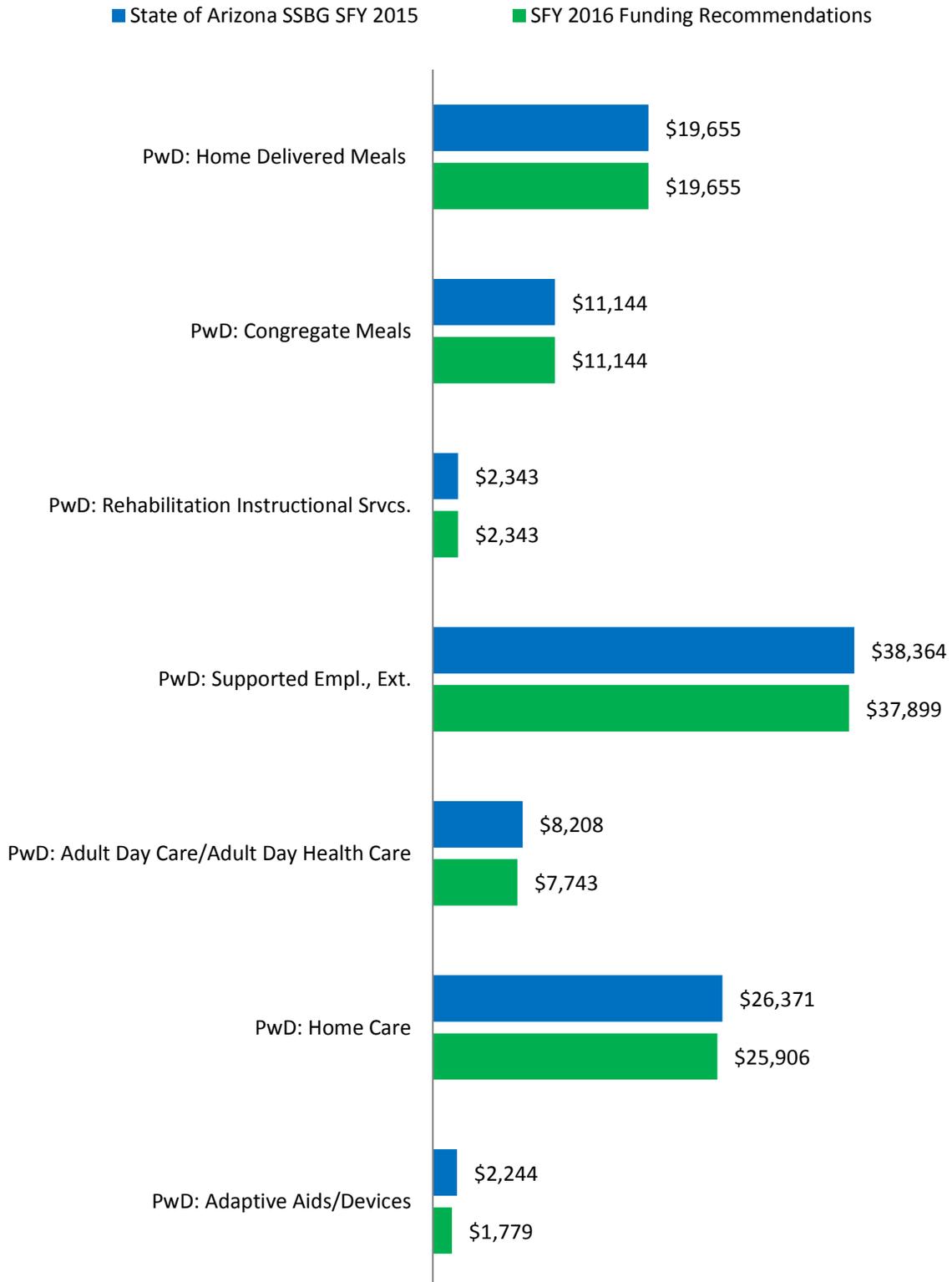
## Social Service Block Grant Elderly SFY 2016 Draft Funding Recommendations

■ State of Arizona SSBG SFY 2015

■ SFY 2016 Funding Recommendations



**Social Service Block Grant  
Persons with Disabilities  
SFY 2016 Draft Funding Recommendations**



## Continuum of Care Board Membership

*Approved August 25, 2014*

*Revised December 8, 2014*

| CoC Board Representative                                 | Term (2, 3, or 4 years) | Formerly Homeless (1) | ESG Recipient's Agency (1) | Continuum of Care Chair (1) | Policy/Advocacy Representative (3) | CoC-Funded Provider Representative (3) | Funder (2) | Community Seat (2) |
|----------------------------------------------------------|-------------------------|-----------------------|----------------------------|-----------------------------|------------------------------------|----------------------------------------|------------|--------------------|
| Brad Bridwell, Cantwell Anderson                         | 3                       |                       |                            |                             |                                    |                                        |            | X                  |
| Moe Gallegos, City of Phoenix                            | 4                       |                       | X                          |                             | x                                  |                                        | x          |                    |
| Councilmember Kevin Hartke, City of Chandler             | 4                       |                       |                            | X                           |                                    |                                        |            |                    |
| Theresa James, City of Tempe                             | 4                       |                       |                            |                             | X                                  |                                        |            |                    |
| Nick Margiotta, City of Phoenix Police Department        | 4                       |                       |                            |                             |                                    |                                        |            | X                  |
| Darlene Newsom, UMOM New Day Center                      | 2                       |                       |                            |                             |                                    | X                                      |            |                    |
| Amy Schwabenlender, Valley of the Sun United Way         | 2                       |                       |                            |                             |                                    |                                        | X          |                    |
| Councilmember Thelda Williams, City of Phoenix           | 2                       |                       |                            |                             | X                                  |                                        |            |                    |
| Diana (De De) Yazzie Devine, Native American Connections | 3                       |                       |                            |                             |                                    | X                                      |            |                    |
| Tami Linkletter, Save the Family                         | 3                       | X                     |                            |                             |                                    |                                        |            |                    |

X – Primary representative for this category

x – Secondary representative for this category



## COC BOARD RETREAT SUMMARY AND NEXT STEPS



### VISION

Zero by 2020

### GUIDING PRINCIPLES

- Make data driven decisions based on transparent processes and community wide performance measures
- Maintain accountability on all levels
  - Providers accountable for program outcomes
  - System accountable for maximizing resources and leveraging allocations
- Realign resources toward evidence based practices
- Consolidate and align strategies and funders to ensure regional collaboration and one vision

### **COC BOARD NEXT STEPS**

- Add committees
- Recruit for Board; discuss and prioritize needs at future Board meeting. Three openings remain, so need to be strategic. Options include:
  - Housing Authority
  - Behavioral Health
  - Corrections
  - County
  - Workforce Development
  - Medicaid
  - East Valley
  - West Valley
- Create mechanism to educate community and elected officials
- Change HMIS Governance/ Implement TA recommendations
- Ensure peer support and TA is available for agencies to ensure they can realign their programs to embrace best practices
- Address NOFA scoring process

### **DECISIONS MADE**

- Allow proxies at Board meetings? No

### **COMMUNITY VISIONING SESSION RECOMMENDATIONS**

- Goal for the Session: Solicit community input into CoC and HMIS guiding principles, planning priorities, leadership roles, and strategic tasks.
- Objective: As a result of the session, community stakeholders will have a transparent picture of the direction of the homeless service system and can align themselves with the vision and meet the goals of the system.
- Session strategies:
  - Provide basic principles to define direction.
  - Include recommendations from HMIS technical assistance to help define goals.
  - Focus on shifting toward system performance.

Save The Date

**February 24, 2015**

**POINT-IN-TIME HOMELESS STREET COUNT**

➔ Visit [www.azmag.gov](http://www.azmag.gov) ➔ Click Homeless Street Count link

**LET'S MAKE**

**EVERYONE COUNT!**



# Point-In Time Homeless Street Count

NO ONE IS INVISIBLE

WE NEED YOUR HELP TO END HOMELESSNESS  
COUNT OUR HOMELESS ON THE STREETS IN FEBRUARY

February 24, 2015

To learn more or volunteer, please

- visit [www.azmag.gov](http://www.azmag.gov) and look for the Point-In Time Homeless Street Count 2015 link
- call (602) 254-6300 ext. 5130

## Participating cities and towns in Maricopa County

Glendale - Peoria - Avondale - Scottsdale - Mesa - Gilbert - Guadalupe - Sun City - Chandler - Paradise Valley - Queen Creek  
- Tolleson - Litchfield Park - Buckeye - El Mirage - Surprise - Phoenix  
New River - Cave Creek - Fountain Hills - Carefree - Gila Bend - Goodyear - Tempe - Wickenburg - Youngtown

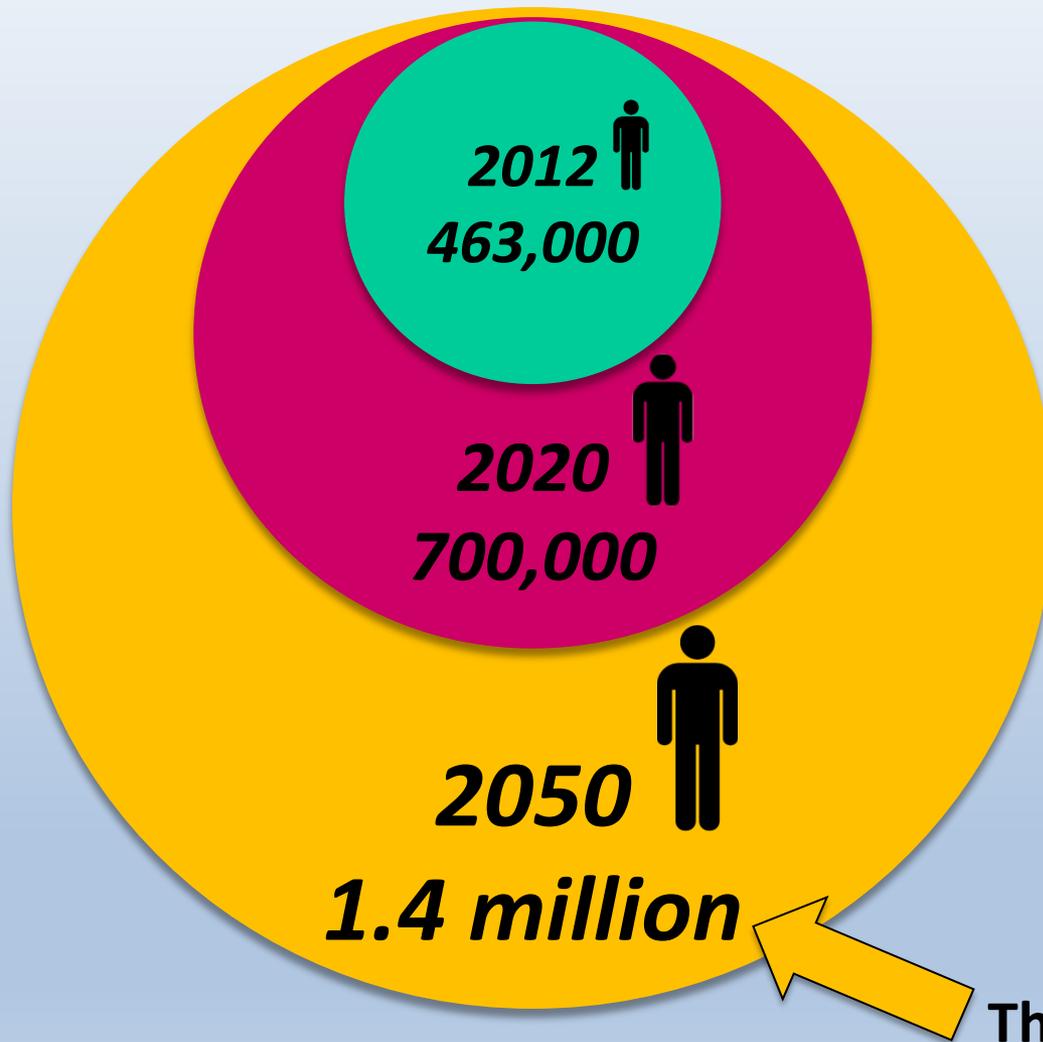
# *Engaging Experienced Older Adults in the Greater Phoenix Economy*

Prepared by:  
Thunderbird Consulting Group  
December 2014

Robert McCracken  
Caroline Kenduywa  
William Hanson  
Vicky Chang  
Justin Espinelli



# Opportunity Statement for Adults 65+



This represents an **untapped opportunity**

To stimulate Greater Phoenix's **global economy**

And foster **knowledge transfer.**

This represents **\$19 billion** in personal income.

# Adults 65+ are a Valuable Resource

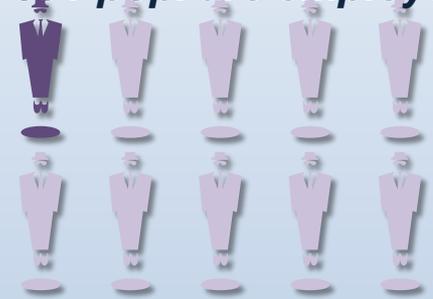
**12.2%**  
of total Maricopa pop.



*Mean annual household income of*  
**\$48K**



**14.1%**  
Of 65+ pop. are employed



**26.5%**  
have attained a

**Bachelor's Degree  
or Higher**



**39%** work in



**Healthcare**

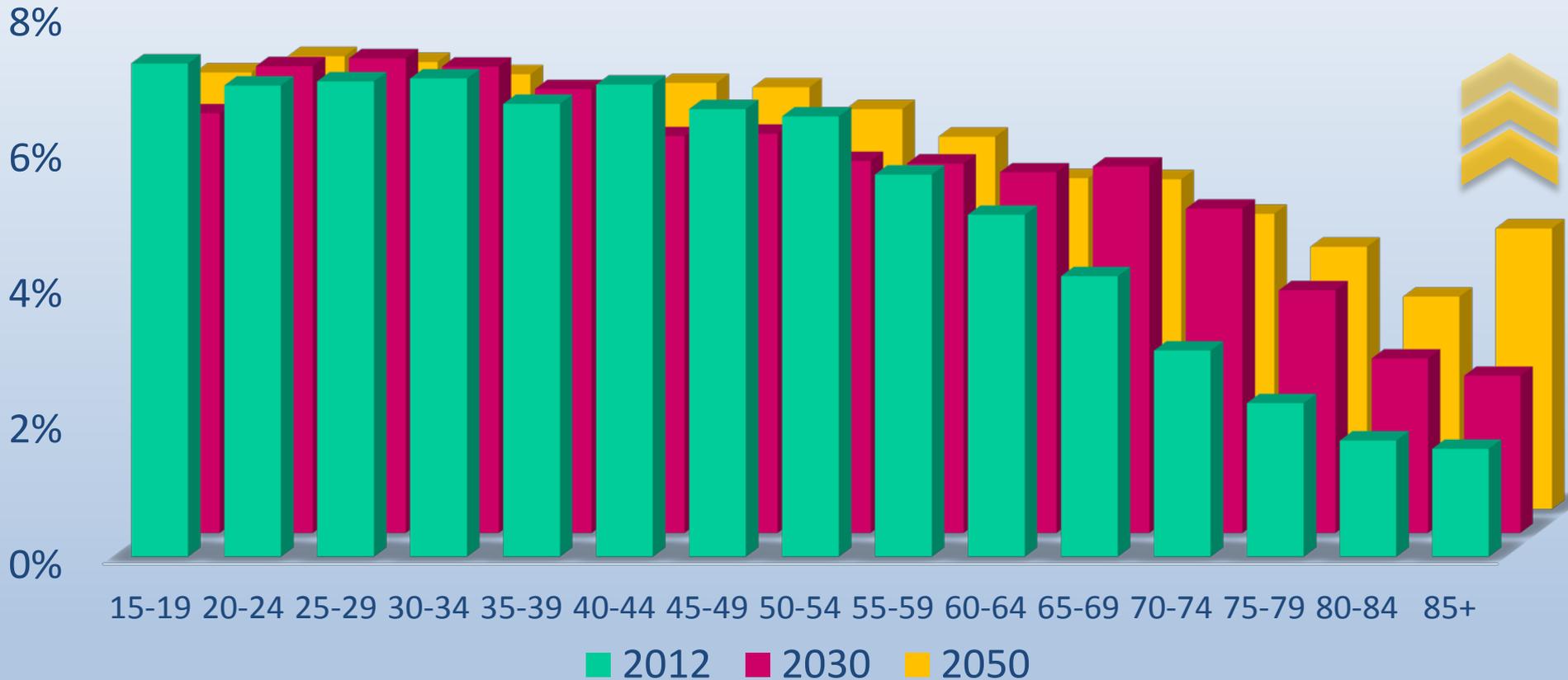


**Education**



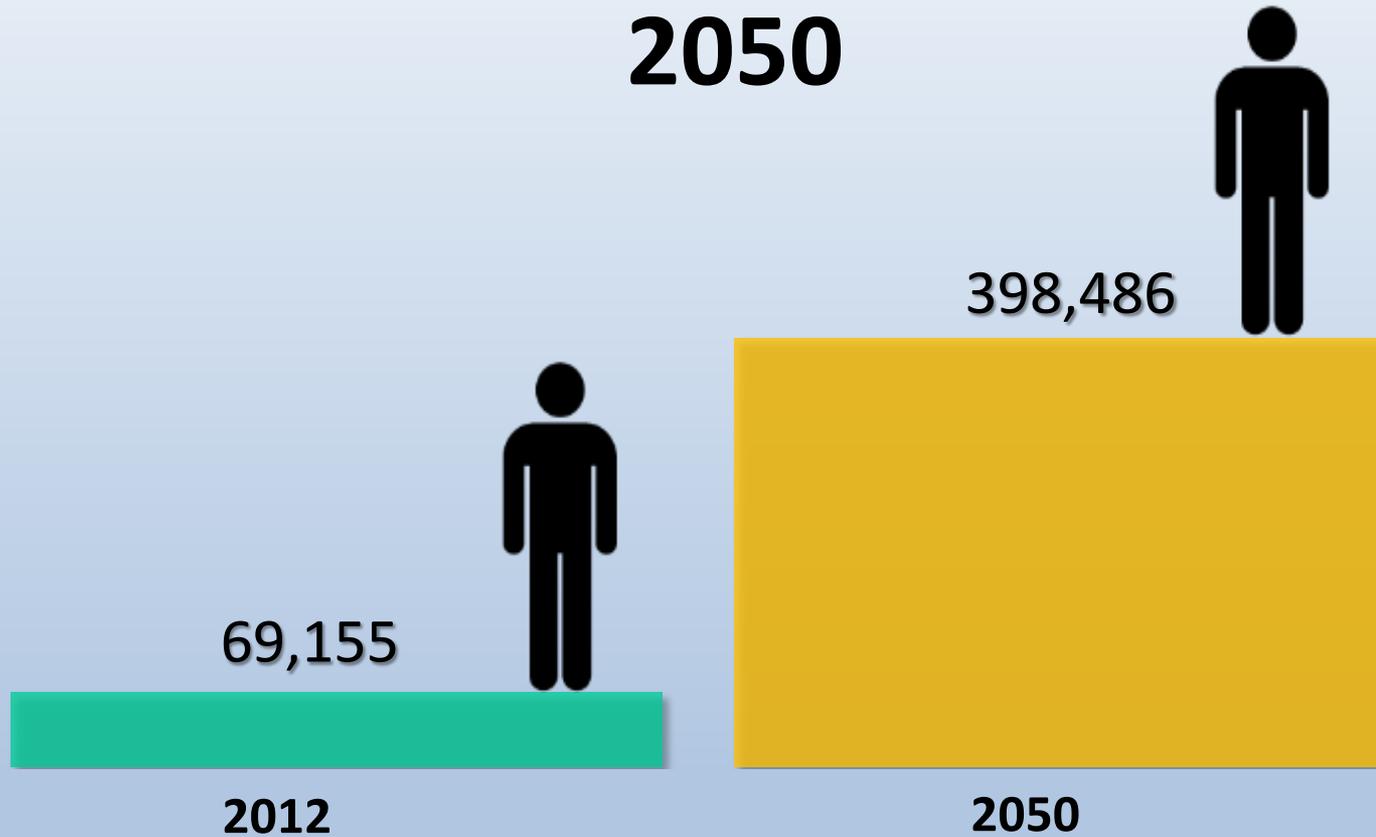
**Retail**

# Greater Phoenix will Experience 204% Growth in Adults 65+ by 2050



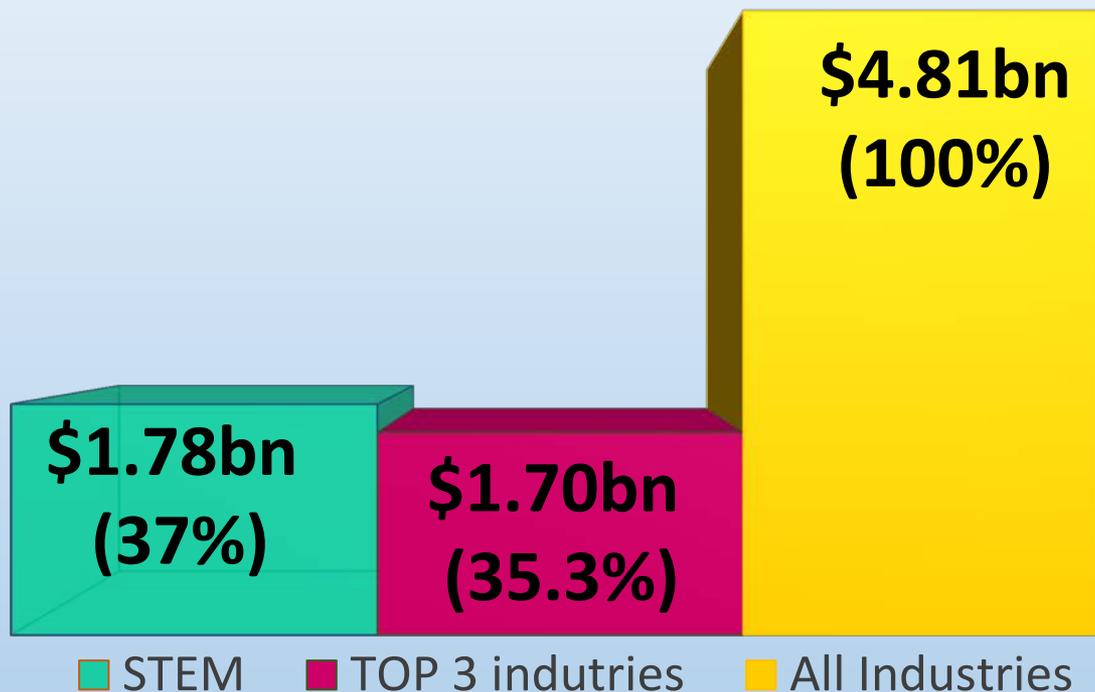
**A growing 65+ population means a growing workforce.**

# Greater Phoenix will Experience 476% Growth in Workforce of Adults 65+ by 2050



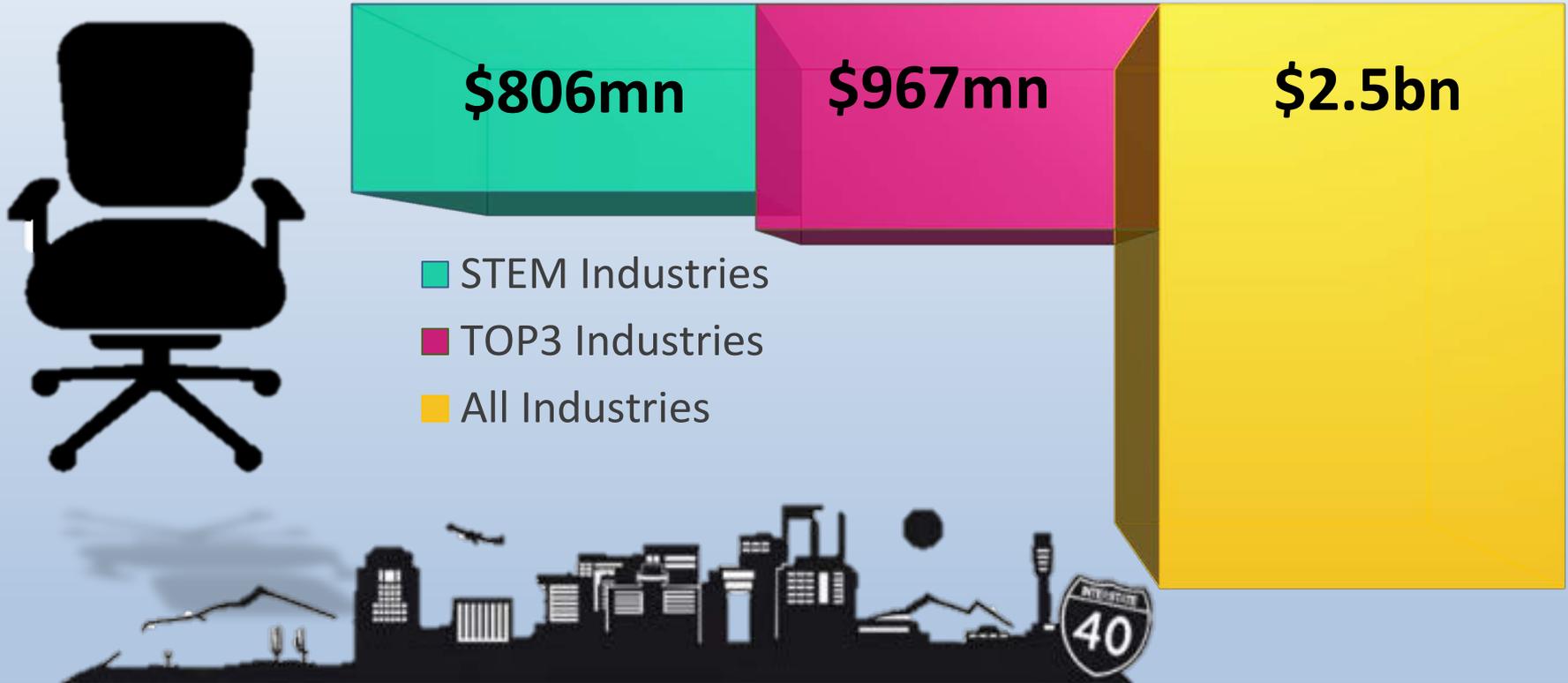
**398,486 older adult professionals working in 2050 =  
\$19.1 billion in personal revenue.**

# Economic Contribution of Adults 65+ Workforce



**Employed adults 65+ contributed \$4.81 billion to the Greater Phoenix economy.**

# Annual Cost of Vacancy of Adult 65+ Professionals



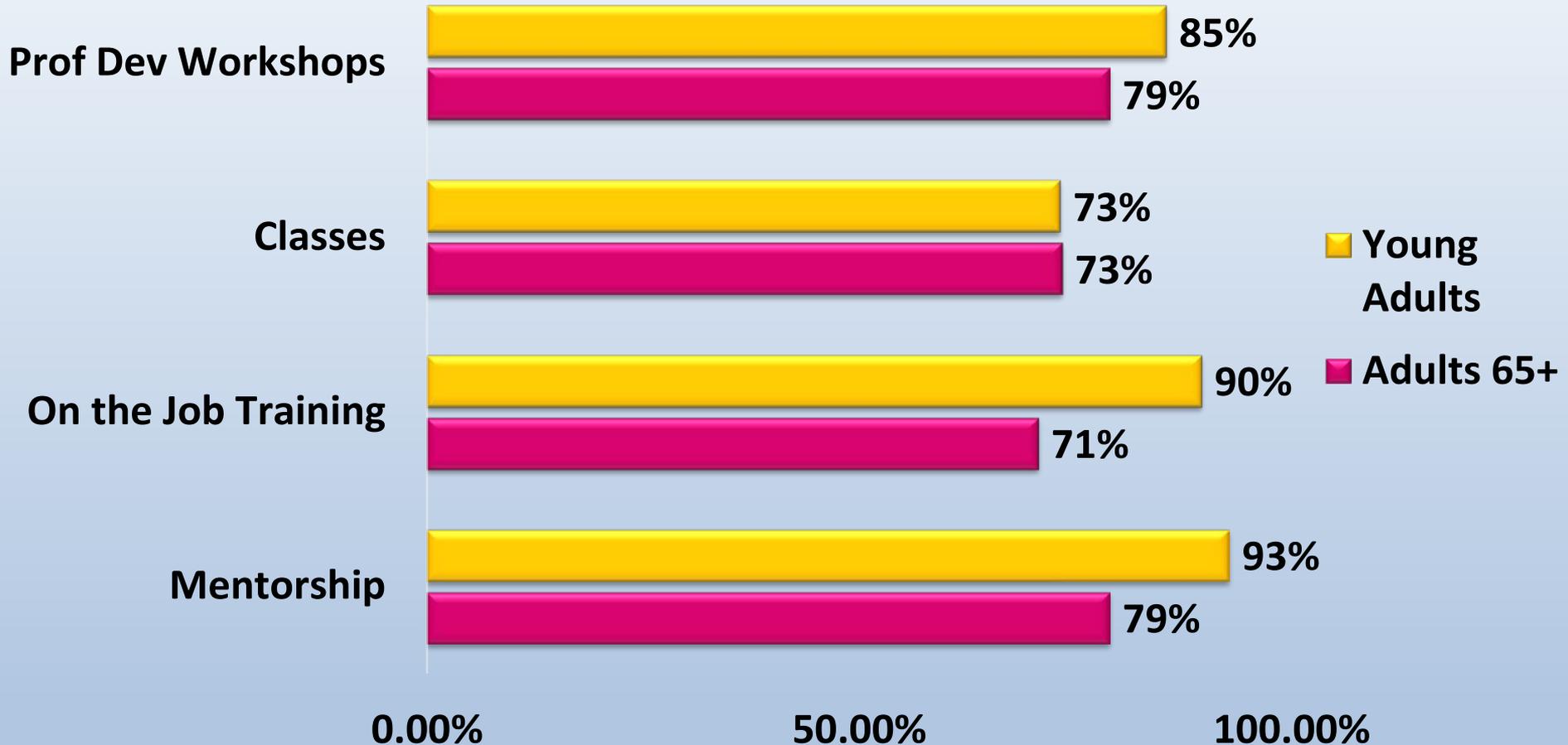
Annual cost of vacancy (adults 65+) had a negative economic impact on organizations in Greater Phoenix.

# Measuring the Economic Impact of Engaged Older Adults



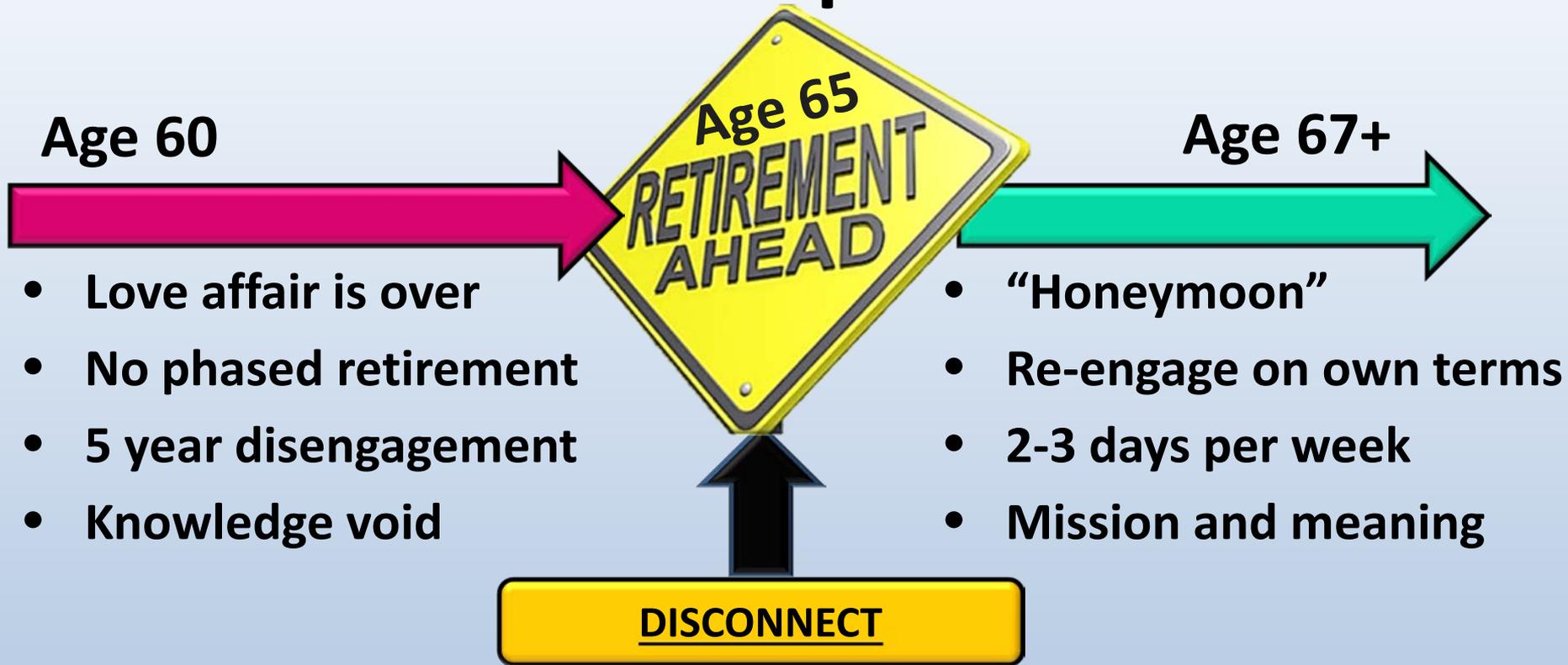
Engaging older adults in the workforce creates an economic impact value worth \$30,843 per match.

# Survey Results Reveal a Desire to Engage



**Both groups want to facilitate knowledge transfer via classes, workshops, training, and mentorships.**

# Focus Group Results



**Older adults want to re-engage on their own terms but have challenges**

# RECOMMENDATIONS: PRIVATE SECTOR

## Action Steps:

- Workforce analysis
- Redefine retention
- Engage pre-retirees
- Develop leadership
- Create opportunities

## Outcomes:

- Innovative positions
- Engaged workers
- Phased retirement
- Flexible benefits



## Benefits:

Turnover ↓

Productivity ↑

Absenteeism ↓

Knowledge

Engagement

Retention ↑

Skillsets

Profit ↑

## Barriers:

Taxes

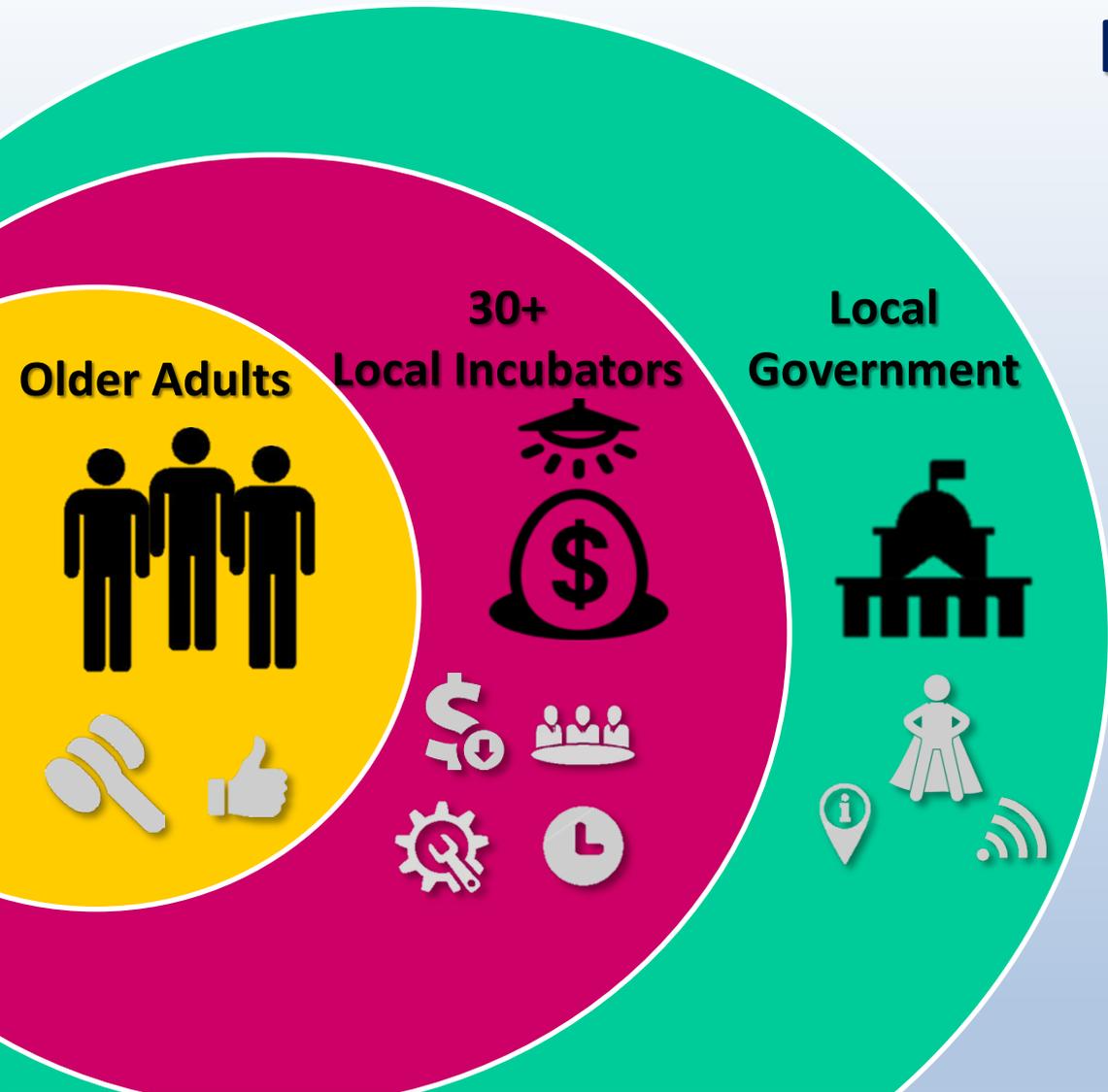
Regulation

Discrimination

**Flexible older adult employment programs will maximize productivity and profit.**



# RECOMMENDATIONS: PUBLIC SECTOR



## Benefits:

Sustainability

Opportunity

Knowledge transfer

STEM

Engagement

Goal Orientation

Entrepreneurship

## Barriers:

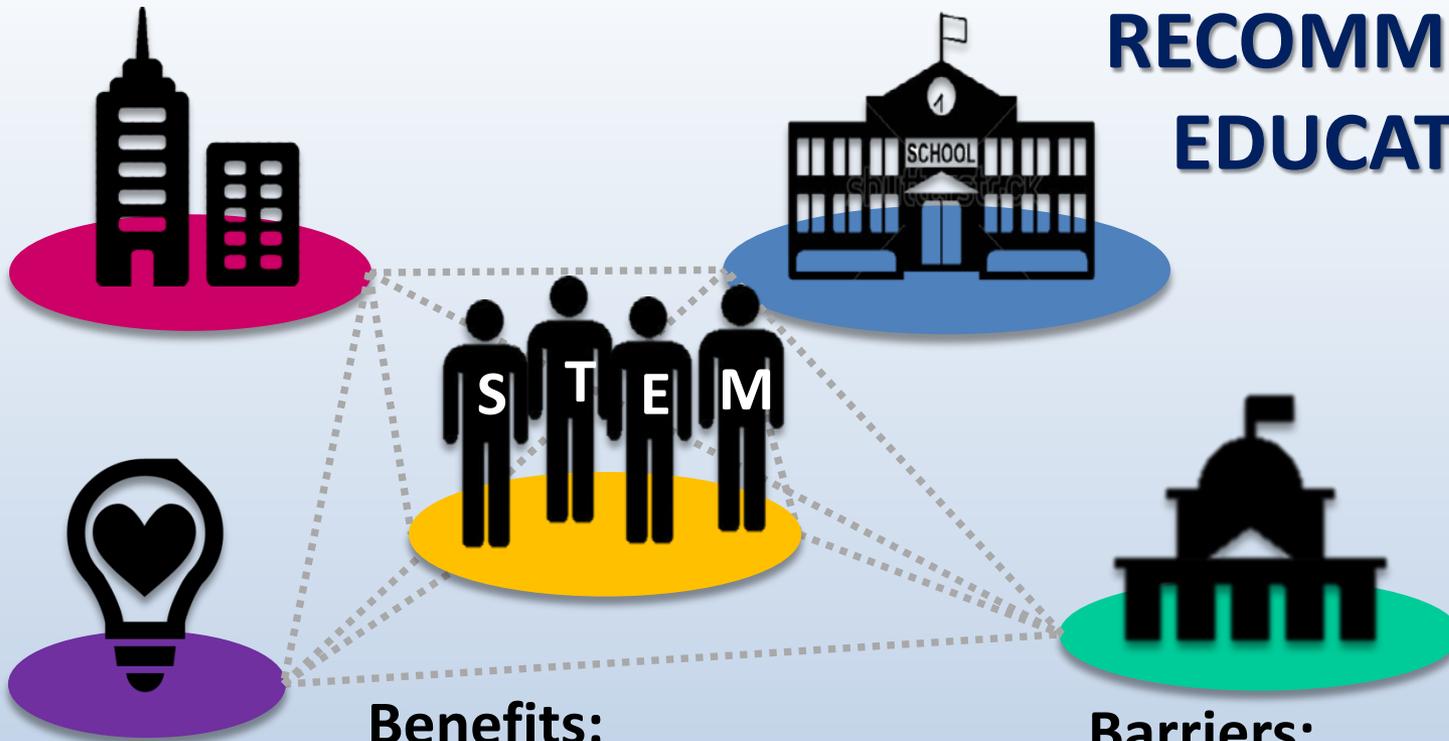
Organizing

Promoting

Funding

Greater Phoenix can drive entrepreneurial growth and knowledge transfer with a regional competition.

# RECOMMENDATIONS: EDUCATION SECTOR



## Benefits:

Sustainability

Network

Knowledge transfer

STEM

Engagement

Mentorship

Talent Match

Master Classes

## Barriers:

Organizing

Promoting

Cost Management

**A knowledge network will create educational and mentorship opportunities .**

# Next Steps on the Ladder



## Private Sector:

- Encourage companies to conduct a workforce analysis
- Identify, prioritize and engage older adult professionals



## Public Sector:

- Identify incubators to participate in a regional event
- Connect older adult professionals with incubator programs



## Education Sector:

- Select organization to develop knowledge network
- Determine access to network

“The art of statesmanship is to foresee the inevitable and to expedite its occurrence .” Charles-Maurice de Talleyrand

# *Thank You. Questions?*

**Maricopa Association of Governments**

Amy St. Peter, Human Services and Special Projects Manager

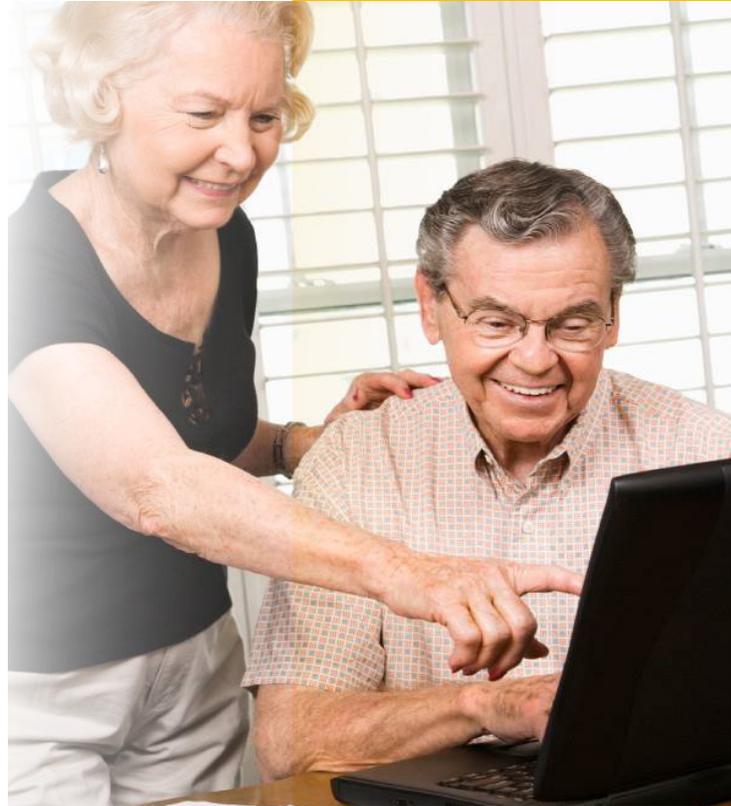
Phone: (602) 452-5049

Email: [AStPeter@azmag.gov](mailto:AStPeter@azmag.gov)



# 2014

## Engaging Experienced Older Adults in the Greater Phoenix Regional Economy



**Presented to:**  
**Maricopa Association of Governments**  
**Economic Development Committee**

**Presented by:**  
**Consultants from**  
**THUNDERBIRD SCHOOL OF GLOBAL MANAGEMENT**

**Robert McCracken**  
**Caroline Kenduywa**  
**William Hanson**  
**Vicky Chang**  
**Justin Espineli**

**December 6, 2014**



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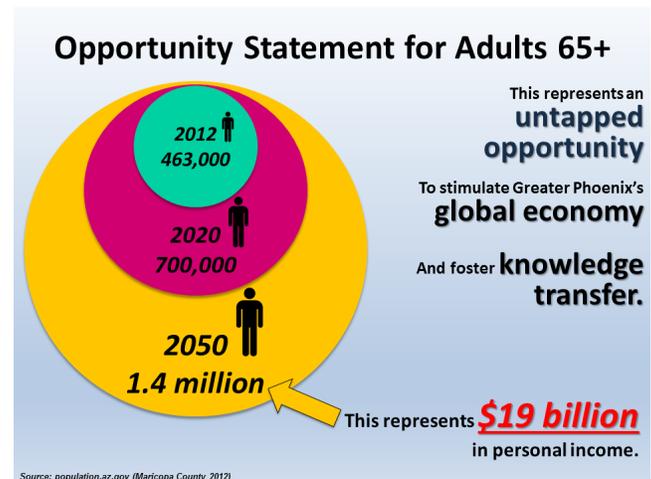


# Overview

Older adult professionals aged 65+ are healthier, more active, working longer and are better educated than ever before. However, in 2011, the first of the Baby Boomers reached retirement age. As the largest generational cohort in the world, this will result in an economic impact both regionally and globally. Currently, every country is trying to understand the impact this will have on their economies, but very few are creating opportunities that maximize the potential value of this demographic. In Greater Phoenix, the older adult population is growing at an unprecedented level of 463,000 adults aged 65+ in 2012 to a projected 700,000 in 2020 and 1.4 million by 2050.

Two things are happening that are crucial to understanding what is at stake. The first is that as this generation leaves the workforce, there is an institutional knowledge drain that occurs. Organizations that lose employees lose years of knowledge that the employee gained on the job, and many organizations do not have programs designed to maximize the transfer of this knowledge to remaining employees. This can result in a knowledge gap that occurs within organizations. Second, not only are adults working longer, but national trends show that many adults are engaging in “encore” careers after their retirement. Many of these careers are centered around giving back to the communities or working on community projects that provide meaning to their lives. As the adult 65+ population continues to grow, there will be an increased need for programs that can facilitate connections between older adults and organizations in need of experienced talent. However, many of these adults are having difficulty finding the right programs or organizations. As a result, communities are not maximizing the valuable resource of knowledge and skill sets that these adults can provide.

Greater Phoenix is faced with several challenges and opportunities. The scope of this project has three objectives. The first is to determine whether older adults want to connect back into the workforce and whether they want to engage in



knowledge transfer with young professionals. The second is to identify programs that adults aged 65+ want to engage in that will have an economic impact on the community. The third is how to reduce the loss of institutional knowledge within the community as a result of adults aged 65+ leaving the workforce. This project



*Photo source:*  
Virginia G. Piper  
Charitable Trust

will discuss some of the current population trends, what they mean to Greater Phoenix, how older adults want to reengage and transfer knowledge within their communities, and what types of programs can be developed that will create a regional economic impact. As an engaged and proactive community, Greater Phoenix has an opportunity to adapt to the current population trends, to create programs that reengage older adults back into the community in positions in which that they want to engage, and to create pro-

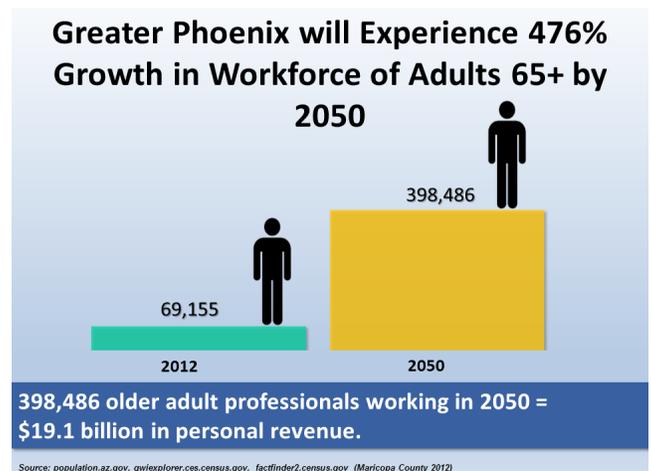
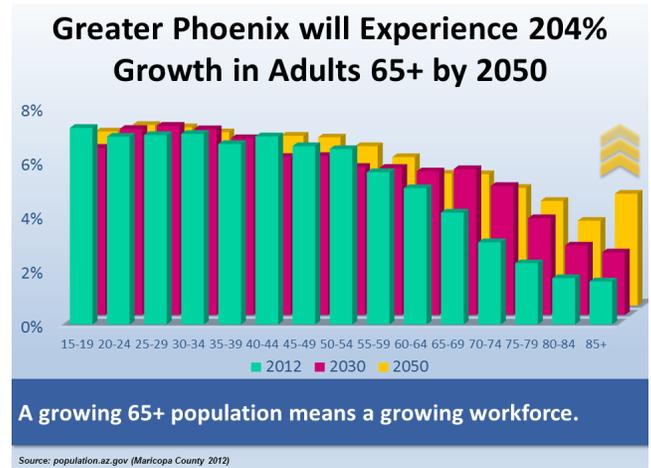
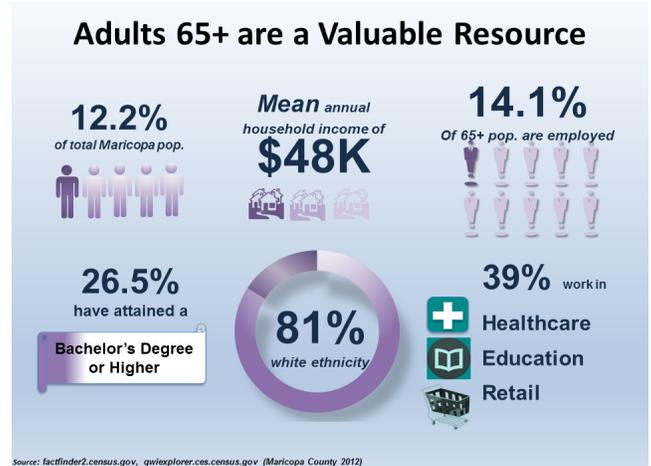
grams that will enable intergenerational knowledge transfer to occur so as to minimize institutional knowledge loss. These programs are divided into three sectors: private, public, and education sectors.

# Demographic Profile and Trends

The demographic for this project was Adults 65+ residing in Maricopa County. Using 2012 data, this age cohort accounts for 12.2 percent of the total Maricopa County population. They are primarily of white ethnicity (81 percent), and 14.1 percent of this group are employed, earning a mean household income of \$48K per year. More than 26 percent have attained a bachelor's degree or higher and 39 percent work in health-care, education and retail industries. This means that older adult professionals are a very valuable resource for Greater Phoenix despite the national perception that older adults contribute minimally to their communities.

The 65+ age cohort is expected to grow to 1.4 million by 2050.

As the world continues to "gray", national and local participation rates of 65 + are also projected to increase. Records from the Bureau of Labor Statistics show that participation rates are on the rise annually nationally and locally, and that by 2050, an increased number of adults 65+ will remain engaged in the workforce. In 2012, there were 69,155 adults 65+ in the workforce, and by 2050 the region will experience a projected 476 percent growth in workforce participation to an unprecedented 398,486. Using 2012 mean household income levels for adults 65+, this translates to \$19.1 billion in personal revenue.

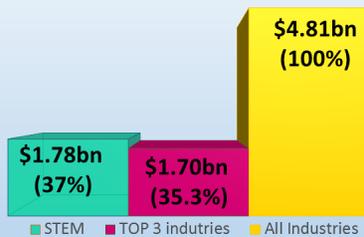


# Economic Impact

In 2012, the older adult workforce aged 65+ contributed \$4.81 billion in personal income to the economy in Greater Phoenix. Science, technology, engineering and math (STEM) workers accounted for more than 30 percent of the total economic

contribution (from working adults 65+) to Greater Phoenix. While increasing numbers of this experienced workforce will remain employed, a survey conducted by the Bureau of Labor Statistics indicates 49 percent of the older adult workforce is planning to retire in a few years.

## Economic Contribution of Adults 65+ Workforce



Employed adults 65+ contributed \$4.81 billion to the Greater Phoenix economy.

Source: [bea.gov](http://bea.gov), [qwexplorer.ces.census.gov](http://qwexplorer.ces.census.gov) (Maricopa County 2012)

## Annual Cost of Vacancy of Adult 65+ Professionals



Annual cost of vacancy (adults 65+) had a negative economic impact on organizations in Greater Phoenix.

Source: [volt.com](http://volt.com), [bls.gov](http://bls.gov), [qwexplorer.ces.census.gov](http://qwexplorer.ces.census.gov) (Maricopa County 2012)

Their exodus leads to the cost of vacancy. Cost of vacancy is the loss of revenue incurred by revenue generating organizations due to vacant positions. Cost of vacancy for public organizations is the dollar amount associated with the reduction in productivity due to vacant positions. The Thunderbird Consulting Group analyzed Bureau of Labor Statistics and Quarterly Workforce Indicators Data to calculate three annual cost of vacancy (CoV) metrics for 65+ older adult professionals in Greater Phoenix:

- STEM industries CoV = \$806 million
- Top three industries (Retail, Healthcare, Professionals) CoV = \$967 million
- All Industries CoV = \$2.5 billion

The key insight is that this \$2.5 billion represents the annual revenue lost in 2012 for Greater Phoenix because older adult professionals left the workforce. The team calculated the annual cost of vacancy by taking the Simple Salary Multiplier (which states that on average an employee generates a value three times their salary) multiplied by the median annual salary for a senior management position (this figure varies by industry) multiplied by the total number of retiring older adults professionals.

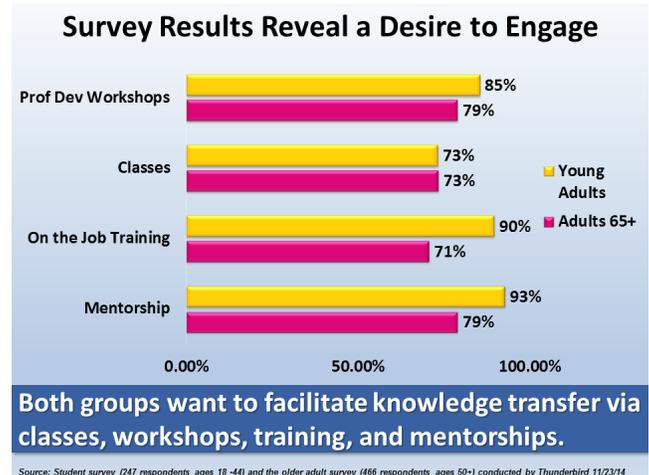
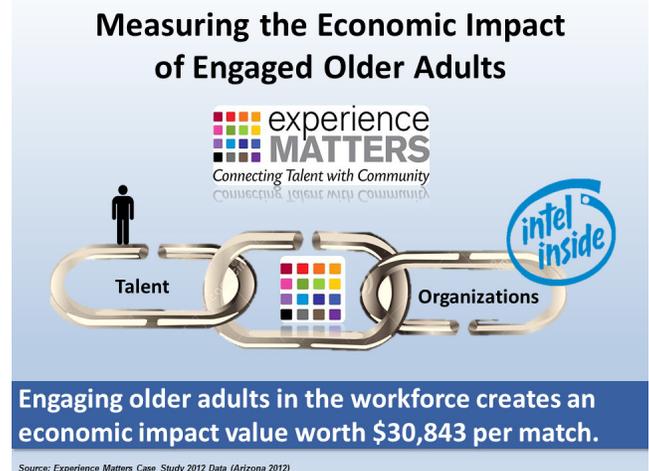
# Experience Matters Case Study

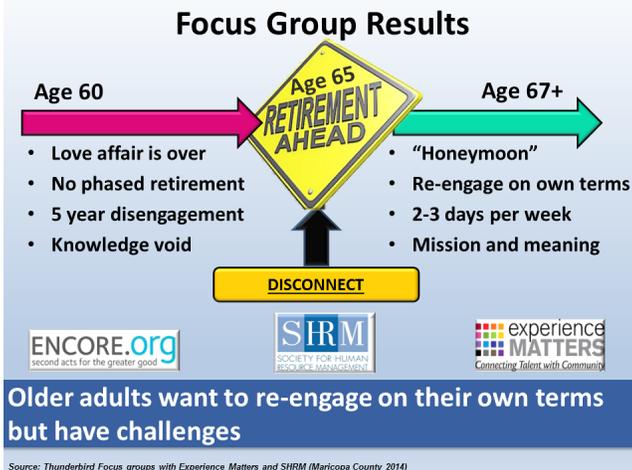
Experience Matters is a nonprofit organization that connects experienced older adult talent with social purpose organizations. This helps mitigate cost of vacancy for participating organizations. Experience Matters identifies and connects talent to organizations by partnering with companies such as Intel to help connect retirees to nonprofit organizations so these talented workers can continually add value to their communities. On average, Experience Matters helps create an annual economic human capital value worth more than \$30,000 per annual match.

## Primary Data

The team conducted two parallel surveys (247 young adult responses and 382 older adult responses) to understand whether there is a mutual desire for young adult professionals to engage with older adult professionals. The team also wanted to know how different generations wanted to engage with each other. Overwhelmingly, both older and younger adult professionals wanted to engage with each other, mainly through mentoring, on the job training, classes, and professional development workshops. This means that the region needs to create programs that leverage these mechanisms to facilitate intergenerational knowledge transfer.

The team also conducted two focus groups through Experience Matters (older adults who had retired and then engaged in encore careers) and the Society





for Human Resource Management (HR managers in charge of recruitment) and a focus group at the national Encore.org conference. The focus groups revealed that during the last five years prior to retirement, older adults start to disconnect from their jobs. They have been there, often for more than 20 years, and have lost interest. Most do look forward to the opportunity to retire, relax, and to spend time with family and friends. Typically, after between six months to two years of retirement, they become dissatisfied with a sedentary lifestyle and experience a form of identity crisis. They look for a sense of meaning and want to share their knowledge and give back to their community. They want to reengage into the workforce, but on their own terms.

The focus groups also revealed that older adults on the verge of retirement prefer a phased retirement that allows them to spend more time mentoring young professionals. Most mid-size companies don't have a system in place to accommodate phased retirement that allows for knowledge transfer prior to retirement. Companies have difficulty reaching older experienced professional adults who want to reengage in the workforce due to the differences in how companies recruit for talent and how older adults seek opportunities.

# Recommendations

## *Private Sector Recommendation*

Private sector organizations can benefit from the following opportunities:

1. *Conduct strategic older adult workforce assessments.*
2. *Redefine retention.*
3. *Identify & Prioritize older adult professionals.*
4. *Foster leadership development.*
5. *Create knowledge transfer opportunities.*

Flexible employment opportunities for older adult professionals will maximize productivity and profit by reducing turnover and absenteeism and increasing retention. Many reputable companies have developed successful older adult engagement programs. For example, Chevron's Bridges Program enables former technical and professional employees to stay connected via a community website. Applicants are considered for specific contract assignments such as advisors, recruiters and technical specialists. According to a SHRM-AARP survey conducted in 2012, 29 percent of organizations have conducted an older adult workforce assessment, an assessment that analyzes the impact of older adult professionals leaving their organizations.

No single program works for all organizations. The key insight is that organizations can benefit from conducting an older adult professional strategic workforce assessment. Organizations can develop engagement programs that address their own specific organizational needs and adopt a proactive paradigm shift toward "retiring retirement." Organizations and employees alike would benefit from eliminating traditional retirement as the exclusive option. This will empower organizations to retain, transfer and leverage subject matter expertise and specialized skill sets for future growth.

**RECOMMENDATIONS:  
PRIVATE SECTOR**

**Action Steps:**

- Workforce analysis
- Redefine retention
- Engage pre-retirees
- Develop leadership
- Create opportunities

**Outcomes:**

- Innovative positions
- Engaged workers
- Phased retirement
- Flexible benefits

**Benefits:**

|               |                |
|---------------|----------------|
| Turnover ↓    | Productivity ↑ |
| Absenteeism ↓ | Knowledge      |
| Engagement    | Retention ↑    |
| Skillsets     | Profit ↑       |

**Barriers:**

|                |            |
|----------------|------------|
| Taxes          | Regulation |
| Discrimination |            |

**Flexible older adult employment programs will maximize productivity and profit.**

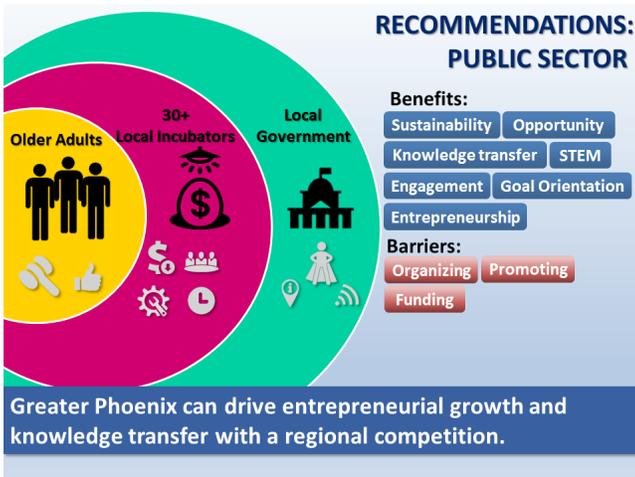
Source: HBR.org (2004, 2012, 2014), Kenan-Flagler.unc.edu (2011)

The next steps that should be taken are to help companies understand cost of vacancy, to encourage companies to recognize the value created by older adult professionals by conducting a strategic workforce assessment; and to encourage companies to identify and prioritize high value older adult employees and to start engaging them to maximize their value and knowledge transfer.

## *Public Sector Recommendation*

For the public sector, there are more than 30 incubators and accelerators spread throughout the Greater Phoenix area. These are organizations that allow entrepreneurs

space and funding in order to build, develop, and scale their companies. The team recommends that the region leverage the strengths of these incubators in order to connect them with older adults who want to reengage in the workforce.



The entrepreneurial ecosystem is a fragmented landscape that would benefit from increased cooperation communication, and regional collaboration.. The team envisions the public sector championing an event or an existing incubator competition that connects incubators to an experienced older adult talent pool that

wants to engage with local entrepreneurs. Organizations like Venture Madness or SEED SPOT's Demo Day are successful examples of events that showcase entrepreneurs. SEED SPOT's last Demo Day event drew more than 950 attendees. The Thunderbird older adult engagement survey identified 88 older adult professionals who indicated they had a strong or very strong desire to reengage in the workforce by advising a start-up. These are the people who might show a strong interest in connecting to this type of event. If an organization can connect these 88 individuals to start-ups, the region could generate an estimated \$2.7 million in value (assuming an economic impact match value equivalent to Experience Matters).

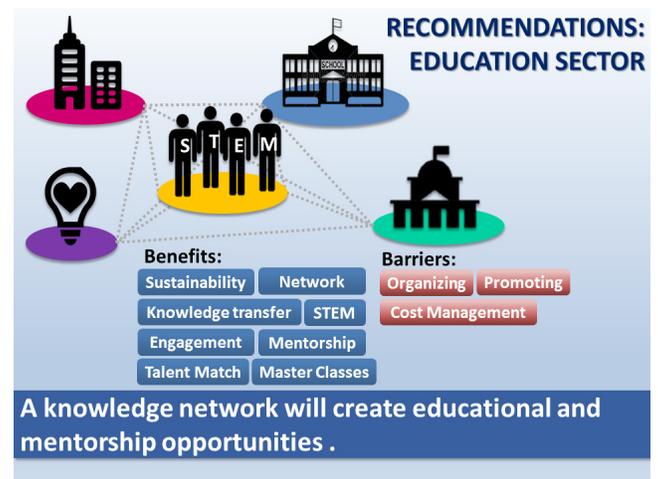
For value to be created, individuals need to bring skills to organizations, and organizations need to provide mission and purpose. Older adult professionals and start-ups can benefit each other. Start-ups need smart, experienced, available, and

lower cost talent. Older adults can fill critical skill gaps that start-ups could otherwise not afford to hire.

The next steps for organizing this program would be to first, analyze the entrepreneurial ecosystem; second, to identify key incubators and accelerators that want to be part of a bigger entrepreneurial movement and; third, to connect older adult talent to these organizations. Organizations such as Experience Matters and Encore.org have ample experience in connecting older adults to causes and work opportunities (primarily with nonprofit organizations) and could be leveraged to assist with facilitating the connection between older adult professionals and entrepreneurs or incubators.

## *Education Sector Recommendation*

For education, it would be beneficial for the region to develop a knowledge network program that connects older adult professionals who want to engage with entities such as the public sector, private sector companies, nonprofit organizations and schools that want to draw from this talent pool on a contract basis. The Thunderbird surveys identified that both older adults and younger professionals want to connect through mentorships and classes, and a knowledge network would facilitate this. By creating a regional portal that attracts and allows adults to connect with service providers who need their experience, Greater Phoenix will serve both the needs of adults 65+ and the needs of the region. This program addresses both the sharing of knowledge between generations, and the reengagement of older adults into activities that they want to be involved with on their own terms.



There are programs in existence that currently offer similar services, such as Greater Phoenix Score ([www.greaterphoenix.score.org](http://www.greaterphoenix.score.org)) that conducts mentoring for businesses and creates an economic impact on the community. However, while this program is successful, its focus is primarily on the business mentor-

ing side rather than the knowledge side of the equation, and they do not target adults 65+. The creation of a knowledge network would match talent with need by creating opportunities for mentorships, master classes (particularly in STEM industries), and consulting engagements between older adults and organizations, government entities and educational institutions.

The first step for creating a knowledge network is to identify an organization that can become the conduit for connecting talent to organizations. The second step is to determine how and to what degree people and organizations will be able to access this network and whether this would be a free or paid service.

# Conclusion

This project has addressed in detail the growing adult 65+ population and the economic impact that it will have in Greater Phoenix through 2050. As this population increases, there will be an increased need for strategies that address inter-generational knowledge transfer, and programs that allow adults to reengage on their own terms and to easily connect with “encore” careers. By recognizing and accepting the new population landscape, and embracing the opportunity that older adult professionals have to offer our communities, Greater Phoenix will also help change the erroneous national perception that regards older adults solely as frail and in need of services and assistance. The new paradigm can focus on the significant skills and talents of older adults as positively impacting the economic engine of a community. By developing scalable programs in the private sector, public sector, and education, Greater Phoenix can set itself apart, drive positive change, and show other communities how to maximize the economic impact that adults 65+ can provide to their communities.

## Next Steps on the Ladder



### Private Sector:

- Encourage companies to conduct a workforce analysis
- Identify, prioritize and engage older adult professionals



### Public Sector:

- Identify incubators to participate in a regional event
- Connect older adult professionals with incubator programs



### Education Sector:

- Select organization to develop knowledge network
- Determine access to network

“The art of statesmanship is to foresee the inevitable and to expedite its occurrence.” Charles-Maurice de Talleyrand

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**Maricopa Association of Governments**  
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☎ 602-254-6300    🌐 [www.azmag.gov](http://www.azmag.gov)



**Maricopa Association of Governments (MAG)**  
**Arizona Age-Friendly Network and the MAG Transportation Ambassador Program Present:**

***Going. Places.***

*Going- Moving with mobility innovations*

*Places- Communities that connect generations*

*Going places- What progress are we making and what's next*

**Purpose of event:**

- To introduce disruptive activities that will create more positive connections among the generations and invite people to reconsider how people age.
- To raise awareness and support for the Arizona Age-Friendly Network and other related efforts.

**Outcome:**

- More communities will adopt more age-friendly elements, resulting in people of all ages having more choices to be meaningfully engaged with their communities.
- The Network and similar efforts will be supported by a range of stakeholders.

**Special Features:**

- Curated art show
- Best Age-Friendly Community awards (one winner and one runner up, honorable mentions)
- Consider sponsorships, scholarships, and if charging a fee raising the fee closer to the event

**Intergenerational Components:**

- Work with Boys and Girls Clubs, scouts to attend?
- Harmony Project and/or Scottsdale Chorale Group to perform?
- Reach out through high schools and colleges?

**Attendance:** 200 people +

**Primary Audience:**

- Local governments
- Nonprofit agencies
- Transportation entities

**Secondary Audience:**

- Faith-based entities
- Civic groups
- Residents

**Date and Time:**

- Tuesday, Wednesday or Thursday
- April 28, 29, 30 or May 5 or 6
- 7:30 a.m. to set up, pack and leave by 5:00 p.m.
- Access to store items the day before

**(Possible) Venue:** Need one plenary room for 200+ people and three to four break out rooms

- Desert Willow Conference Center / Phx/Tempe  
/ [http://www.desertwillowconferencecenter.com/meetings/meeting\\_services](http://www.desertwillowconferencecenter.com/meetings/meeting_services)
- Thunderbird Executive Inn & Conference Center / Glendale  
/ <http://www.thunderbirdexecutiveinn.com/meetings-en.html>
- Scottsdale Resort & Conference Center / Scottsdale  
/ [http://www.thescottsdaleresort.com/conferences/events\\_meeting\\_rfp/](http://www.thescottsdaleresort.com/conferences/events_meeting_rfp/)
- Phoenix Convention Center ( and Executive Conference Center) / Phx  
/ <http://www.phoenixconventioncenter.com/venues/phoenix-convention-center/>
- ASU Mercado Conference Center / Phx  
/ <http://www.asu.edu/xed/asudt/roomrental.html>
- ASU SkySong Center / Scottsdale /  
<https://skysong.asu.edu/space/meeting-event>
- Valley of the Sun Jewish Community Center  
Steve Rosenberg, [srosenberg3@centurylink.net](mailto:srosenberg3@centurylink.net)

**Sponsors:**

- Pfizer Foundation
- Grantmakers in Aging
- Virginia G. Piper Charitable Trust

Draft  
Major Regional Goals/Work Emphasis Areas/Results  
for Fiscal Year 2015 - 2016

Human Services/Environmental Justice:

F-1. Improve Coordination of Mobility Options for Transportation Disadvantaged People

Update the MAG Human Services Coordination Transportation Plan to reflect emerging needs and new opportunities to benefit older adults, people with disabilities, and people with low incomes. The plan will offer an inventory of available services, an assessment of the gaps and resources, and prioritized strategies to best meet these needs. The plan will be presented to the MAG Regional Council for approval in the third quarter of FY 2016.

F-2. Ensure Equitable Treatment of Disadvantaged Populations

Monitor implementation of the Environmental Justice Title VI Plan and make refinements indicated by public feedback and committee recommendation as needed. Continue to reach out to communities of concern through public involvement activities and integrate feedback from communities of concern into the planning process as appropriate. Achievement of these activities will be demonstrated by the fourth quarter of FY 2016 through a report to related MAG Committees.

F-3. Promote and Support Age-Friendly Communities

Support and expand the Arizona Age-Friendly Network by successfully maintaining the three age-friendly initiative pilot projects that launched in FY 2014 through Central Village in Phoenix, Tempe Neighbors Helping Neighbors, and Northwest Valley Connect; implement the new age-friendly pilot projects developed in Scottsdale, Surprise, Wickenburg, the City of Maricopa, Bullhead City, and Quartzsite; solicit additional funding to continue the network; and increase traffic on the project's website by 10 percent.