

November 30, 2015

TO: Members of the MAG Regional Domestic Violence Council

FROM: Vice Mayor Robin Barker, City of Apache Junction, Chair

SUBJECT: MEETING NOTIFICATION AND TRANSMITTAL OF TENTATIVE AGENDA

Meeting - 2:00 p.m. - 4:00 p.m. Extended Meeting
Thursday, December 3, 2015
MAG Office, Suite 200 - Ironwood Room
302 North 1st Avenue, Phoenix

The next Regional Domestic Violence Council meeting will be held at the MAG offices at the time and place noted above. Members of the Regional Domestic Violence Council may attend either in person, by video conference or by telephone conference call.

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/RegionalDomesticViolenceCouncil>. 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, and 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 Regional Domestic Violence Council 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 contact Amy Robinson at arobinson@azmag.gov or (602) 254-6300.

MAG REGIONAL DOMESTIC VIOLENCE COUNCIL
TENTATIVE AGENDA
December 3, 2015

COUNCIL ACTION REQUESTED

1. Call to Order

1. Welcome and introductions.

2. Call to the Audience

An opportunity will be provided to members of the public to address the Regional Domestic Violence Council 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 Regional Domestic Violence Council 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.

2. Information.

3. Approval of the October Meeting Minutes

The draft minutes for the October 1, 2015 meeting are posted with the meeting materials.

3. Approval of the October 1, 2015 MAG Regional Domestic Violence Council meeting minutes.

4. Regional Misdemeanor Protocol Model

The Regional Misdemeanor Protocol Model, housed by MAG, is updated every year through a collaborative process. Collected revisions will be presented to the committee for approval..

4. Approval of the revised Regional Misdemeanor Protocol Model.

5. Vice Chair Appointment

Amy Robinson, MAG, will provide the committee with an update on the Vice Chair appointment made by the MAG executive committee, and provide a welcome and introduction to the new Vice Chair.

5. Information.

6. Domestic Violence Awareness Month Updates

October was Domestic Violence Awareness Month. A summary report will be provided by Amy Robinson, MAG, on events taking place

6. Information and discussion.

<p>during the month of October, including the Lifesaving Lethality Assessments Press Conference and outreach event.</p>	
<p>7. <u>Case Transfer Project Update</u></p>	<p>7. Information and discussion.</p>
<p>As part of the Protocol Evaluation Project, MAG contracted with Business Enterprise Mapping to conduct a mapping and assessment of the existing domestic violence case transfer process. Amy Robinson, MAG, will provide a report on the outcomes of the project.</p>	
<p>8. <u>Tempe CARE 7</u></p>	<p>8. <u>Information and discussion.</u></p>
<p>Kristen Scharlau, Tempe CARE 7, will provide the committee with a report on the outcomes of transitioning the counseling program to CARE 7, and how it aligns with services currently offered. Challenges and plans for the future will also be discussed.</p>	<p>There are several upcoming opportunities for involvement, including trainings and affinity group meetings. Amy Robinson, MAG, will provide an overview of upcoming events.</p>
<p>9. <u>Project Satisfaction Survey</u></p>	<p>9. Information and discussion.</p>
<p>Each year MAG asks Protocol Evaluation Project partners and stakeholders to complete a survey regarding overall satisfaction with the project. Amy Robinson, MAG, will provide the committee with instructions for completing and returning the survey.</p>	
<p>10. <u>Upcoming Events and Trainings</u></p>	<p>10. Information and discussion.</p>
<p>There are several upcoming opportunities for involvement, including trainings and affinity group meetings. Amy Robinson, MAG, will provide an overview of upcoming events.</p>	
<p>11. <u>Call to Action</u></p>	<p>11. Information and discussion.</p>
<p>The committee will have an opportunity to discuss practical applications of information and best practices covered during the meeting.</p>	
<p>12. <u>Request for Future Agenda Items</u></p>	<p>12. Information.</p>
<p>Topics or issues of interest that the Regional</p>	

Domestic Violence Council would like to have considered for discussion at a future meeting will be requested.

13. Comments from the Council

An opportunity will be provided for Regional Domestic Violence Council members to present a brief summary of current events, or share stories of success. The Regional Domestic Violence Council is not allowed to propose, discuss, deliberate or take action at the meeting on any matter in the summary, unless the specific matter is properly noticed for legal action.

Adjournment

13. Information.

MINUTES OF THE
MAG REGIONAL DOMESTIC VIOLENCE COUNCIL MEETING
October 1, 2015
MAG Office Building, Ironwood Room
Phoenix, Arizona

MEMBERS ATTENDING

* Celeste Adams, Save the Family
Zach Altman, City of Gilbert Prosecutor's
Office
Vice Mayor Robin Barker, City of Apache
Junction, Vice Chair
John Belatti, City of Mesa Prosecutor's
Office
Libby Bissa, City of Phoenix Family
Advocacy Center
John A. Blackburn, Jr., Arizona Criminal
Justice Commission
* Serene Carney, Apache Junction Police
Department
* Councilmember Samuel Chavira, City of
Glendale
Councilmember Eddie Cook, Town of
Gilbert
* Jon Eliason, Maricopa County Attorney's
Office
Kristin Scharlau for Naomi Farrell, City of
Tempe
* Troy Finley, Phoenix Police Department
Maria Garay, Sojourner Center
* Donna Gardner, City of Avondale
Amy Offenber for Will Gonzalez, City of
Phoenix Prosecutor's Office
Laura Guild, Arizona Dept. of Economic
Security

Elizabeth Herbert, City of Chandler
Prosecutor's Office
Sara Steffen for Lynette Jelinek, City of
Glendale Fire Dept.
* Mary Lynn Kasunic, Area Agency on Aging
* Patricia Klahr, Chrysalis Shelter, Inc.
* Councilmember Sheri Lauritano, City of
Goodyear
Councilmember Kathy Littlefield, City of
Scottsdale
* Gerardo Pena, Chicanos por la Causa
DC Ernst for Kerry Ramella, Phoenix Fire
Department
Iva Rody, El Mirage Police Department
Councilmember Terry Roe, City of Chandler
Chief Steve Stahl, City of Maricopa Police
Department
Kathleen Sullivan, Town of Gilbert Police
Department
Yvonne Taylor, Arizona Coalition to End
Sexual and Domestic Violence
Councilmember Cecil Yates, Town of
Fountain Hills
Sarah Youngblood, Community Legal
Services

* Those members neither present nor represented by proxy.
Attended by telephone conference call.
+ Attended by videoconference

OTHERS PRESENT

Anna McCray, City of Apache Junction
Dana Martinez, A New Leaf
Carl Mangold, Retired
Rebeca Rodriguez, A New Leaf
Julie Bordelon, City of Phoenix
Betty McEntire, Secretary of State's Office
Address Confidentiality Program
Tiffany Copp, City of Surprise
Donna Bartos, Go Purple.org
Vic Perez, Gilbert Police Department
Kirsten Bieber, Salvation Army Elim House
#Bobbi Sudberry, Kaity's Way

Kimberly Thompson, Salvation Army Elim House
Kim MacEachern, Arizona Prosecuting Attorneys' Advisory Council
Amy Robinson, Maricopa Association of Governments
Brande Mead, Maricopa Association of Governments
Rachel Brito, Maricopa Association of Governments
Roxanne Zaad, Salvation Army Elim House

1. Call to Order and Introductions

Vice Mayor Robin Barker, City of Apache Junction, Vice Chair, called the meeting to order at 2:06 p.m. Introductions ensued.

2. Call to the Audience

An opportunity was provided to members of the public to address the Regional Domestic Violence Council 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. There were no comments.

3. Approval of the Regional Domestic Violence Council Meeting Minutes

Vice Chair Barker called for any revisions and approval of the MAG Regional Domestic Violence Council meeting minutes from August 12, 2015. John Blackburn, Arizona Criminal Justice Commission noted he was not present at the August meeting but was represented by Larry Grubbs. Additionally, he noted the August minutes reflect an incorrect date for agenda item three. Hearing no further changes, Vice Chair Barker called for a motion to approve the minutes. A motion was made by Mr. Blackburn and seconded by Chief Steve Stahl, City of Maricopa Police Department, to approve the meeting minutes. The motion passed.

4. Case Transfer Project Update

Amy Robinson, MAG, advised a selection process was held to hire a consultant to assist with mapping and assessing the current domestic violence case transfer process from the misdemeanor level to the county and vice versa. A brief overview of issues and challenges that arise during case transfers was provided noting opportunities for improvement. Business Enterprise Mapping (BEM) was hired and has begun working on the project.

Meetings were held with several groups to gather input from their specific areas of expertise. Ms. Robinson advised BEM offered training to those individuals participating as team leaders in the project. This was followed by a simple mapping of the current process at the municipal and county level and development of flow-charts and problem identification. Further work is scheduled for the week of October 5th to identify the gaps and challenges. Ms. Robinson advised anyone interested in participating is welcomed to attend. The purpose will be to evaluate and identify strategies for immediate and long-term implementation to present to the Committee in December. Having no further questions or comments, Vice Chair Barker proceeded to the next topic.

5. BLOOM for Healthy Teen Relationships

Purple Ribbon Council Founder and Executive Director Donna Bartos presented the results of BLOOM's initial pilot year. The program was offered in the Phoenix Union and Deer Valley school districts as well as in some charter schools. Ms. Bartos noted the organization is undergoing branding changes to be more relevant to the work being done and will be known as BLOOM 365.

An overview of the mission, purpose, and program offered to students over a seven-day period was provided. The organization's theory of change is the belief in the potential and desire of the next generation to prevent violence before it starts. It was noted that the work follows the Center for Disease Control's social-ecological framework for primary prevention. Ms. Bartos discussed BLOOM Crews created by students working together to promote healthy relationships and the importance of involving parents in the process. Statistics of the 2014-2015 first year pilot programs were provided.

The program includes risk assessments, safety planning, working with parents and counselors within the framework of confidentiality and mandatory reporting. Ms. Bartos noted one barrier is that students are not reaching out to community referrals as they have built trust with the educators working to teach the program within their schools. As a result, efforts are underway with the University of Arizona, School of Public Health to help boost the advocacy program within schools that are blooming. Ms. Bartos noted there is a current wait list of 13 schools pending additional funding to expand the program.

Ms. Bartos shared an overview of how the data is collected via pre- and post-test and invited Bill Hart, Morrison Institute, to share results of a statistical analysis of 700 students who had participated in the program. He noted a statistically significant shift was detected in the responses to 17 of 22 statements in what is considered the "right" direction. Only one question had a statistically significant shift in the "wrong" direction. It was later noted the statement "Teen dating abuse in lesbian, gay, bisexual, and transgender relationships is different from abuse among straight partners" resulted in a "no" response. Ms. Bartos noted preliminary conversations are underway with agencies such as One-n-Ten to help enrich the curriculum and ensure cultural competency in all areas. The overall indication was a positive effect from the curriculum. Ms. Bartos shared students' stories and comments about the knowledge and awareness gained from participating in the movement.

Carl Mangold, consultant and BLOOM trainer, shared comments from his experience working with male students. Ms. Bartos concluded with YouTube video “Leadership Lessons” from Dancing Guy highlighting how a movement begins.

A question was raised on how students were selected for the program. Ms. Bartos advised every student enrolled in health in ninth grade or science or social studies in middle school in BLOOM schools participates in the program. The number of students range from 200 to 500. The curriculum is aligned with core standards for health, social studies and science.

Funding to date has been from individuals and social venture partners and grant funding. Tier of giving sponsorship offers opportunity to sponsor a teen for \$35 per student; sponsor a classroom of 30 for \$1,050; or \$5,000 per school. Ms. Bartos offered to provide an informational session for any school interested in the program and appealing to the local community for sponsorship. A train-the-trainer model is anticipated by June 2016. Vice Chair Barker thanked Ms. Bartos for sharing information on the movement.

6. Vice Chair Letters of Interest

Amy Robinson advised Chief Steve Campbell, City of El Mirage and former Chair of the Committee has retired. Vice Chair Barker will ascend to the Chair position effective January 2016. As such, letters of interest are being solicited for the vice chair position on the MAG Regional Domestic Violence Council. The MAG Executive Committee will select a new vice chair in November.

7. Meeting of the Minds

Vice Chair Barker thanked the presenters of the Meeting of the Minds conference and noted a great learning experience. Additionally, committee members were encouraged to ask for clarification when acronyms are used and not explained.

Ms. Robinson noted the Meeting of the Minds annual domestic violence training was held on September 30th at the Southwest Center for HIV/AIDS. This year’s training took a different approach as in years past. Recently, work has focused on law enforcement and prosecution given support from STOP funding. However, collaborative efforts also touch on health, advocacy, and prevention and deserve further in-depth exploration. The conference explored some of the medical issues affecting domestic violence survivors such as traumatic brain injury (TBI), cognitive impairment and post-traumatic stress. Ms. Robinson acknowledged Dr. Javier Cardenas, Barrow Neurological Institute, Barrow Concussion and Brain Injury Center. Dr. Cardenas is nationally recognized in TBI and discussed the correlation between TBI and domestic violence. Additionally, Ashlee Bridwell, leading expert in the field, co-presented on TBI. Ms. Bridwell has offered to present information for anyone interested in learning more. It was noted presentation from the conference will be posted on the website.

Ms. Robinson acknowledged Saint Luke’s Health Initiatives, Barrow Neurological Institute, and Yvonne Taylor, Arizona Coalition to End Sexual and Domestic Violence for their support and sponsorship of the conference. Information presented was impactful and

everyone was encouraged to get involved and/or submit their suggestions for the next conference to ensure events are tailored to meet the needs of the community. Ms. Robinson concluded noting there were a total of 105 conference attendees and thanked everyone for their continuous efforts to end domestic violence.

8. Call To Action

Vice Chair Barker requested feedback on how information presented from the conference, case transfers and Bloom presentation can be used either as a Committee or by individual agencies to move efforts forward. She encouraged members to think about future opportunities and share their ideas and feedback at the next meeting.

9. Request for Future Agenda Items

Vice Chair Barker asked for any requested topics or issues of interest to consider for future agenda. Having no comment, Vice Chair Barker recalled prior discussions regarding education, and evaluating the committee structure as future topics.

Ms. Robinson discussed the committee structure and membership advising the current decision is to have the Committee complete the Regional Plan to End Domestic Violence Plan for 2015. Once the new five-year plan is in place, staff will then move forward with determining who is needed at the table to help achieve the goals and affect strategies and structure membership for the committee based on those needs.

Ms. Robinson requested volunteers who would be interested in participating in a work group to begin planning for the Regional Plan to End Domestic Violence. Volunteers included: Laura Guild, Yvonne Taylor, Chief Stahl, Betty McEntire, Kirsten Bieber, Kimberly Thompson, Vice Mayor Barker, Maria Garay, Kathleen Sullivan, Donna Bartos, Zach Altman, Vic Perez and Sarah Youngblood. Ms. Robinson advised a follow-up email with further details will be distributed and an update will be offered in December. Ms. Guild recommended distributing a notice to all Committee members to ensure anyone not present is informed about the work group and has the opportunity to participate.

10. Comments from the Council

Council members were given the opportunity to present a brief summary of current events. The Regional Domestic Violence Council is not allowed to propose, discuss, deliberate or take action at the meeting on any matter in the summary, unless a specific matter is properly noticed for legal action.

Mr. Mangold shared information on a board game created to explain the dynamics of domestic violence. The game has several different roles including two different types of abusers, a child victim, an adult victim, and others. The goal is to move around the board and get into center to be safe. Mr. Mangold noted one Police Officer who has worked in the field for many years expressed shock over how much the price is paid in all of this by the

innocent children. The cost of the game is \$49.99. Anyone interested may contact Mr. Mangold for further information.

Bobbi Sudberry, Kaity's Way, addressed the Committee regarding outdated education being shared on Arizona Statute 13-3601 regarding dating relationship. She noted since September 30, 2009, those in dating relationships have the same protection under 13-3601 as the other relationship guidelines. Ms. Sudberry wanted to ensure everyone has the most current information. Vice Chair Barker thanked Ms. Sudberry for the update.

Ms. Robinson advised the domestic violence awareness month press conference is scheduled for October 16th at 10:00 a.m. at the Banner Simulation Center in Mesa at 525 West Brown Road. Please RSVP due to limited space. Additionally, event submission forms are available for anyone interested in having an event published on the MAG domestic violence awareness month calendar. Please include a contact for the event submitted.

Ms. Robinson acknowledged the Governor's Office as chief sponsor for the Meeting of Minds Conference and press conference. She encouraged everyone to participate in "Light Arizona Purple" at 1700 West Washington Street.

Adjournment

Vice Chair Barker thanked everyone for their attendance. The meeting adjourned at 3:23 p.m. The next MAG Regional Domestic Violence Council meeting is scheduled for Thursday, December 3, 2015.

Maricopa Association of Governments (MAG)
Domestic Violence (DV) Protocol Evaluation Project
Misdemeanor DV Protocol Model

Revised by MAG Regional Domestic Violence Council on September 4, 2014

The MAG Domestic Violence (DV) Protocol Evaluation Project strives to increase efficiencies in arresting and prosecuting misdemeanor domestic violence offenders. The goal is to save the lives of domestic violence survivors and save money for the agencies responding to these crimes. During its first year, the project engaged more than 320 community partners in law enforcement, prosecution, and victim advocacy in developing the region's first misdemeanor domestic violence protocol model. An annual review of local and national promising practices informs the model's 29 recommended practices. Training resources created to help put these practices into place include outreach and training videos as well as webinars. Through this work, the project will increase the consistency and efficacy of the criminal justice system's response to domestic violence crimes.

Support of the MAG DV Protocol Evaluation Project grew to include more than 500 community and statewide stakeholders by its third year. Project partners currently include the Arizona Coalition to End Sexual and Domestic Violence; Arizona Criminal Justice Commission; Arizona Peace Officer Standards and Training Board; Arizona Prosecuting Attorneys' Advisory Council; City of Apache Junction Police Department; City of Avondale Police Department; City of Buckeye Police Department; City of El Mirage Police Department; Town of Gilbert Police Department; Glendale City Court; Maricopa County Prosecutor's Office; City of Mesa Prosecutor's Office; O'Connor House; City of Peoria Police Department; City of Phoenix Police Department, Prosecutor's Office, and Family Advocacy Center; City of Scottsdale Prosecutor's Office; Sojourner Center; Southwest Family Advocacy Center; and City of Tolleson Police Department. The goal is to work toward a statewide protocol model for addressing domestic violence crimes.

With ongoing support and continued collaboration, the MAG DV Protocol Evaluation Project continues to streamline the criminal justice system's response to domestic violence by saving money, and more importantly, saving lives. Project resources are available at <https://www.azmag.gov/Projects/Project.asp?CMSID=3780>. For more information, please contact Renae Tenney at (602) 254-6300 or by email at rtenney@azmag.gov.

A. Initial Response

1. The Communications Operator should be responsible for determining if a call for service is dispatched as "Domestic Violence." Any call involving a domestic violence incident should be given the same priority as any other emergency call.
2. Two officers should respond to the call (when possible).
3. The officer(s) should be briefed by the Communications Operator before arriving on scene. Information should include whether an order of protection applies to the situation.
4. The officer(s) should be alert for weapons when arriving on scene.
5. The officer(s) should ask victim and suspect about the nature of the dispute while noting their mental, emotional, and physical conditions. Officer(s) should adopt a neutral approach to the situation regardless of who appears to be at fault, if possible and appropriate.
6. If suspect is on scene, the officer(s) should restrain suspect (if necessary) and remove suspect to the patrol car if immediate detention or arrest is warranted.
7. If suspect flees the scene, the officer(s) should locate, interview, and arrest suspect as soon as possible. If a warrant is needed, the officer(s) should obtain and execute the warrant as soon as possible.
8. If entry is consented, the officer(s) should enter and conduct a search of the premises.
9. If refused entry, the officer(s) should persist in seeing and speaking alone with the subject of the call. If access is still refused, the officer(s) should force entry for the purpose of ensuring the welfare of all occupants inside, if warranted and advisable.



10. The officer(s) should assess injuries, administer first aid, and notify Emergency Medical Services. The officer(s) should encourage victim to seek emergency room exams as appropriate and should document if treatment is refused.
11. The officer(s) should NOT become involved in the disposition of personal property ownership. The officer(s) should remain neutral and be concerned primarily with maintaining the peace and safety of those present. The officer(s) should stand by while victim or suspect gathers necessities for a short-term absence from the home.
12. In cases of intimate partner violence, it is recommended, but not mandated, the officer(s) ask the victim lethality/danger assessment questions to determine the level of lethality/danger the victim is facing in the relationship. The lethality/danger assessment questionnaire, if used, should ask specific questions relating to the frequency and severity of physical and/or emotional violence and/or control in the relationship, as well as other questions linked to increased risk of homicide (i.e. employment status of abuser, incidents of strangulation, ownership of a firearm...etc.) and should be drafted in consultation with the local law enforcement agency. The results of the lethality/danger assessment should be clearly conveyed to the victim.
13. The officer(s) should advise a victim of her/his constitutional rights, both verbally and in writing, and take care to specifically explain that the suspect's initial court appearance likely will occur in less than 24 hours.
14. Officer(s) should access translators (i.e., Language Line) as needed to communicate with individuals on scene.

B. On-Scene Assistance to Victims

15. The officer(s) should call a Crisis Response or Victim Services Unit, if available, to assist victim and her/his family on scene. The officer(s) shall share the outcomes of the lethality/danger assessment questions with the responding Crisis Response or Victim Services Unit.



16. If a Crisis Response or Victim Services Unit is NOT available, the officer(s) should assist with Sections a-h (below).

- a. Conduct safety planning with the victim as she/he may need to take additional protective measures to maintain her/his safety (i.e., emergency order of protection).
- b. Provide information, resource materials, and phone numbers for accessing domestic violence assistance, including help locating lodging per ARS 13-3601(J)(3).
- c. Inform the victim to document any contact or acts of intimidation or influence attempted by the suspect (i.e., letters, phone calls, or other statements to the victim or children) and to give that information immediately to the case agent and/or prosecutor. Acts that can be in violation of an order may include leaving notes on vehicles and certain acts or gestures made in the past indicating a threat or that violence was going to occur. These activities increase the likelihood that a victim may not appear in court.
- d. Contact the appropriate victim advocates, who may be located at the closest Family Advocacy Center, and provide the victim's contact information for follow up to maintain the continuum of care.
- e. Provide Victim Rights Form and Victim Compensation Fund information.
- f. Inform the victim of suspect's status after an arrest is made and whether an order of protection was served.
- g. Help arrange for transportation to emergency housing, if requested by victim.
- h. Contact the appropriate entities for obtaining protective orders.

C. On-Scene Investigation

17. The officer(s) should conduct thorough interviews by following Sections a-h (below).

- a. Conduct complete interviews and obtain written statements as soon as possible.



- b. Identify, separate, and talk with all witnesses, including children.
 - c. Interview each person in an area out of hearing range from each other and bystanders.
 - d. When interviewing the victim of intimate partner violence, use lethality/danger assessment questions to determine the level of lethality/danger of the relationship and convey this information clearly to the victim. If the victim is found to be in a high lethality relationship, the officer should ensure that the victim is made aware of their status and elevated risk of death or serious injury, as well as document how this notification was made to the victim in their report.
 - e. Take audio recorded statements of interviews. Take video of the victim's statement, if possible.
 - f. Use supportive interviewing techniques to ask about previous incidents, frequency, and severity. Allow parties to describe and explain without interruption before asking questions.
 - g. Talk with children separately from parents, if parents give their consent. Use age-appropriate techniques and document children's age(s).
 - h. Be alert of signs of trauma or abuse. Contact appropriate agency if children are being abused.
 - i. Do not tell victim what action will be taken until all available information is collected.
18. The officer(s) should collect important evidence by following Sections a-d (below).
- a. Collect and preserve the physical evidence reasonably necessary to support prosecution including evidence that substantiates victim's injuries, and elements of the attack (i.e., weapons, torn clothing, etc.). Record the crime scene thoroughly.
 - b. Take photos of visible injuries and the crime scene. Document and describe these in the report.
 - c. Request a copy of the telephone recording through a supervisor to impound as evidence, as appropriate.
 - d. Follow up with victim, in person, to see if injuries are now visible or if injuries observed at the scene are changing. Arrange for follow up if the officer(s) will not be available.

D. Arrest Decision

19. The officer(s) should make an arrest decision based on credible statements and supporting evidence. Criminal action is initiated by the State, not by the victim.
20. If an officer(s) determines there is no evidence of a crime or there has been no allegation of a domestic violence offense, the officer(s) should find the call unfounded. A specific Computer Automated Dispatch entry should be entered for every domestic violence call including those lacking physical evidence of a crime.
21. The officer(s) should determine if there is a predominant aggressor by considering factors, including Section a-i (below):
- a. What is the prior history of violence between the couple?
 - b. Is there a size differential between the parties?
 - c. What is the relative severity and extent of the injuries?
 - d. What is the likelihood of future injury to each party?
 - e. What is the relative fear of each party to the other?
 - f. What is the law regarding self-defense?
 - g. Was either party armed with a weapon or did either party use a weapon?
 - h. What were the circumstances leading up to and surrounding the confrontation?



- i. What was said by the parties?
- 22. In order to arrest both parties, the officer(s) should have probable cause to believe both parties independently may have committed a crime.
- 23. The officer(s) shall provide victim with written information for contacting victims' assistance programs, if available, whether or not an arrest is made. ARS 13-3601(J)
- 24. Following an arrest decision, the officer(s) should conduct tasks including those in Sections a-d (below).
 - a. Take the accused into custody as soon as it is determined a warrantless arrest is appropriate.
 - b. Ask questions to determine the presence of firearms in the home or if the suspect has access to firearms.
 - c. Arrest juveniles only when appropriate to the incident. If suspects are under 18 years of age, the officer(s) should process using Juvenile Code.
 - d. Submit the suspect's fingerprints and photographs with the Departmental Report (DR) and forward them onto the Arizona Automated Fingerprint Identification System (AAFIS).

E. Complete Reports

25. The officer(s) should thoroughly complete reports by following sections a-k (below).

- a. Obtain, and if possible, verify victim's address, home phone number, cell phone number, safe phone number (i.e., name and phone number of friend and/or relative), email, and alternate addresses for contacting victim for follow up. Advise victim her/his information may be given to victim advocates for follow up.
- b. Document any possible incriminating statements and any excited utterances.
- c. Document evidence of substance and/or chemical abuse by suspect, victim, and witnesses.
- d. Identify any emergency medical personnel who responded. Provide their names and unit contact information for follow up (i.e., station phone number and shift).
- e. Provide the officer(s)' names and contact information (direct numbers and cell phone numbers), and Departmental Report (DR) numbers for follow up by prosecutors.
- f. Document the level of lethality/danger determined using the lethality/danger assessment questions. If the victim is found to be in a high lethality relationship, the officer should ensure that the victim is made aware of their status and elevated risk of death or serious injury as well as document how this notification was made to the victim in their report.
- g. Determine if victim has a protective order. If so, verify protective order with the agency or entity housing it and request a faxed copy for inclusion in the report.
- h. Check protective order to determine if weapons have been ordered to be removed per domestic violence statutory requirements for "cooling-off" period.
- i. Obtain consent from the owner to remove any weapons if no protective order exists.
- j. Ask about and document any information about prior incidents to establish a pattern or history of abuse.
- k. Make records checks on both parties in the dispute. Felony charges should be submitted if criminal histories elevate a misdemeanor to a felony given the number of prior misdemeanor convictions.
- l. Take and describe photographs of all injuries found on victim and/or suspect.
- m. The officer(s) should submit a reviewable report prior to the end of shift.



26. The officer(s) should submit all evidence of suspect attempting to intimidate or influence victim. This may deter victim's participation in the prosecution process.
27. The officer(s) should clearly mark all written reports and documents as "domestic violence."
28. The officer(s) should submit a report when probable cause exists, even if the victim recants or declines to assist in prosecution.
29. The officer(s) should locate and interview suspect if there is evidence a crime has occurred (i.e., physical injuries or damaged property), especially if there are no witnesses for corroboration. A report should be written even if reasonable attempts to contact the suspect are unsuccessful.
30. Judges will be provided a completed Form IV to review before making a release decision. Information in the Form IV should include whether suspect poses a threat to victim or others (i.e., threatening comments or conduct by the suspect), whether suspect has access to weapons, and whether a court has issued a protective order against the suspect. Any completed lethality/danger assessment information should be submitted to the judge as well to assist with bond setting and hold determinations.
31. A copy of any completed lethality/danger assessment should be submitted to the prosecuting attorney along with the report to assist in charging determinations with submittals as well as with asking for higher bond and/or holds on in custody cases.

*This project was supported by subgrant No. ST-WSG-12-2366-12Y2 awarded by the Governor's Office for Children, Youth and Families. The opinions, findings, conclusions, and recommendations expressed in this publication/program/exhibition are those of the author(s) and do not necessarily reflect the views of the U.S. Department of Justice, Office on Violence Against Women or the Governor's Office.

Maricopa Association of Governments (MAG)
Domestic Violence (DV) Protocol Evaluation Project
Misdemeanor DV Protocol Model

Pending approval by MAG Regional Domestic Violence Council on December 3, 2015.

The MAG Domestic Violence (DV) Protocol Evaluation Project strives to increase efficiencies in arresting and prosecuting misdemeanor domestic violence offenders. The goal is to save the lives of domestic violence survivors and save money for the agencies responding to these crimes. During its first year, the project engaged more than 320 community partners in law enforcement, prosecution, and victim advocacy in developing the region's first misdemeanor domestic violence protocol model. An annual review of local and national promising practices informs the model's 33 recommended practices. Training resources created to help put these practices into place include outreach and training videos as well as brown bag trainings. Through this work, the project will increase the consistency and efficacy of the criminal justice system's response to domestic violence crimes.

Support of the MAG DV Protocol Evaluation Project grew to include more than 500 community and statewide stakeholders by its third year. Project partners currently include the Arizona Coalition to End Sexual and Domestic Violence; Arizona Criminal Justice Commission; Arizona Peace Officer Standards and Training Board; Arizona Prosecuting Attorneys' Advisory Council; City of Apache Junction Police Department and Prosecutor's Office; City of Avondale Police Department; City of Buckeye Police Department; City of Chandler Prosecutor's Office; City of El Mirage Police Department; Town of Gilbert Police Department and Prosecutor's Office; Glendale City Court, Police Department and Prosecutor's Office; City of Goodyear Police Department; Maricopa County Attorney's Office; City of Maricopa Police Department; Maricopa County Sheriff's Office; City of Mesa Prosecutor's Office; O'Connor House; City of Peoria Police Department; City of Phoenix Police Department, Prosecutor's Office, and Family Advocacy Center; City of Scottsdale Prosecutor's Office; City of Surprise; Southwest Family Advocacy Center; City of Tempe CARE 7; City of Tolleson Police Department; and Town of Wickenburg Police Department. The goal is to work toward a statewide protocol model for addressing domestic violence crimes.

With ongoing support and continued collaboration, the MAG DV Protocol Evaluation Project continues to streamline the criminal justice system's response to domestic violence by saving money, and more importantly, saving lives. Project resources are available at <https://www.azmag.gov/Projects/Project.asp?CMSID=3780>. For more information, please contact Amy Robinson at (602) 254-6300 or by email at arobinson@azmag.gov.

A. Initial Response

1. The Communications Operator should be responsible for determining if a call for service is dispatched as "Domestic Violence." Any call involving a domestic violence incident should be given the same priority as any other emergency call.
2. Two officers should respond to the call (when possible).
3. The officer(s) should be briefed by the Communications Operator before arriving on scene. Information should include whether an order of protection applies to the situation.
4. The officer(s) should be alert for weapons when arriving on scene.
5. Identify, separate, and talk with all witnesses, including children.
6. Interview each person in an area as far as is practical out of hearing range and sight from each other and bystanders, while maintaining officer safety. Consider removal to a patrol car if warranted and necessary. If one party attempts to influence or intimidate another, or otherwise impede investigation, remove aggravating party to patrol car.
7. The officer(s) should ask victim and suspect about the nature of the dispute while noting their mental, emotional, and physical conditions. Officer(s) should adopt a neutral approach to the situation regardless of who appears to be at fault, as appropriate.
8. If suspect is on scene, the officer(s) should separate suspect from victim by removing suspect from the victim's immediate area to be interviewed, and if necessary, removed to a patrol car or restrained.



9. If suspect flees the scene, the officer(s) should locate, interview, and arrest suspect as soon as possible. If a warrant is needed, the officer(s) should obtain and execute the warrant as soon as possible.
10. If entry is consented, the officer(s) should enter and conduct a search of the premises.
11. If refused entry, the officer(s) should persist in seeing and speaking alone with the subjects of the call. If access is still refused, the officer(s) should force entry for the purpose of ensuring the welfare of all occupants inside, if warranted and advisable. Officers should call for a supervisor or support as outlined in agency policy, if necessary.
12. The officer(s) should assess injuries, administer first aid, and notify Emergency Medical Services. The officer(s) should encourage victim to seek emergency room exams as appropriate and should document if treatment is refused.
13. The officer(s) should NOT become involved in the disposition of personal property ownership. The officer(s) should remain neutral and be concerned primarily with maintaining the peace and safety of those present. The officer(s) should stand by while victim or suspect gathers necessities for a short-term absence from the home.
14. In cases of intimate partner violence, it is recommended, but not mandated, the officer(s) ask the victim lethality/danger assessment questions to determine the level of lethality/danger the victim is facing in the relationship. The lethality/danger assessment questionnaire, if used, should ask specific questions relating to the frequency and severity of physical and/or emotional violence and/or control in the relationship, as well as other questions linked to increased risk of homicide (i.e. employment status of abuser, incidents of strangulation, ownership of a firearm...etc.) and should be drafted in consultation with the local law enforcement agency. The results of the lethality/danger assessment should be clearly conveyed to the victim, and included with the report.
15. Officer(s) should access translators (i.e., Language Line) as needed to communicate with individuals on scene.

B. On-Scene Assistance to Victims

16. The officer(s) should call a Crisis Response or Victim Services Unit, if available, to assist victim and her/his family on scene. The officer(s) shall share the outcomes of the lethality/danger assessment questions with the responding Crisis Response or Victim Services Unit. The Crisis Response or Victim Services Unit should assist the officer with the steps in Practice 16 listed below.



17. When a Crisis Response or Victim Services Unit is NOT available, the officer(s) should assist with Sections a-j (below).

- a. Conduct safety planning with the victim as she/he may need to take additional protective measures to maintain her/his safety (i.e., emergency order of protection).
- b. Provide information, resource materials, and phone numbers for accessing domestic violence assistance, including help locating lodging per ARS 13-3601(J)(3).
- c. Inform the victim to document any contact or acts of intimidation or influence attempted by the suspect (i.e., letters, phone calls, or other statements to the victim or children) and to give that information immediately to the case agent and/or prosecutor. Acts that can be in violation of an order may include leaving notes on vehicles and certain acts or gestures made in the past indicating a threat or that violence was going to occur. These activities increase the likelihood that a victim may not appear in court.
- d. Contact the appropriate victim advocates, who may be located in agency or at the closest Family Advocacy Center, and provide the victim's contact information for follow up to maintain the continuum of care.
- e. Provide Victim Rights Form and Victim Compensation Fund information, advising victim of their rights both verbally and in writing, and take care to specifically explain that the suspect's initial court

appearance likely will occur in less than 24 hours.

- f. Inform the victim of suspect's status after an arrest is made and whether an order of protection was served.
- g. Help arrange for transportation to emergency housing, if requested by victim.
- h. Contact the appropriate entities to obtain emergency protective orders, or refer victims to appropriate court entities for an order of protection.
- i. Provide notification of initial appearance including date, time, and location, and directions, if possible. If information is unavailable, officers should direct victims to the appropriate court to get the information, when possible.
- j. After providing victim with all information, confirm victim understanding of next steps.

C. On-Scene Investigation

18. The officer(s) should conduct thorough interviews by following Sections a-i below.

- a. Conduct complete interviews and obtain written statements as soon as possible.
- b. Identify, separate, and talk with all witnesses, including children.
- c. Interview each person in an area out of hearing range and sight from each other and bystanders, while maintaining officer safety. Consider removal to a patrol car if warranted and necessary.
- d. When interviewing the victim of intimate partner violence, use lethality/danger assessment questions to determine the level of lethality/danger of the relationship and convey this information clearly to the victim. If the victim is found to be in a high lethality relationship, the officer should ensure that the victim is made aware of their status and elevated risk of death or serious injury, as well as document how this notification was made to the victim in their report.
- e. Make use of all available technologies; take audio and video recorded statements of interviews, if possible.
- f. Use supportive interviewing techniques to ask about previous incidents, frequency, and severity. Allow parties to describe and explain without interruption before asking questions.
- g. Talk with children separately from parents, if parents give their consent. Use age-appropriate techniques and document children's age(s).
- h. Be alert to signs of trauma or abuse. Contact appropriate agency if children are being abused.
- i. Do not tell victim what action will be taken with suspect, including intent to arrest, until all available information is collected.



19. The officer(s) should collect important evidence by following Sections a-d (below).

- a. Collect and preserve the physical evidence reasonably necessary to support prosecution including evidence that substantiates victim's injuries, and elements of the attack (i.e., weapons, torn clothing, etc.). Record the crime scene thoroughly.
- b. Take photos of visible injuries and the crime scene. Document and describe these in the report.
- c. Request a copy of the 911 recording through a supervisor to impound as evidence, as appropriate.
- d. Follow up with victim, in person, to see if injuries are now visible or if injuries observed at the scene are changing. Arrange for follow up if the officer(s) will not be available.

D. Arrest Decision

20. The officer(s) should make an arrest decision based on credible statements and supporting evidence. Criminal action is initiated by the State, not by the victim.
21. If an officer(s) determines there is no evidence of a crime or there has been no allegation of a domestic violence offense, the officer(s) should find the call unfounded. A specific Computer Automated Dispatch entry should be entered for every domestic violence call including those lacking physical evidence of a crime.
22. The officer(s) should determine if there is a predominant aggressor by considering present factors, including Section a-i (below):
- What is the prior history of violence between the couple?
 - Is there a size differential between the parties?
 - What is the relative severity and extent of the injuries?
 - What is the likelihood of future injury to each party?
 - What is the relative fear of each party to the other?
 - What is the law regarding self-defense?
 - Was either party armed with a weapon or did either party use a weapon?
 - What were the circumstances leading up to and surrounding the confrontation?
 - What was said by the parties?
23. In order to arrest both parties, the officer(s) should have probable cause to believe both parties independently may have committed a crime, as well as probable cause to arrest.
24. The officer(s) shall provide victim with written information for contacting victims' assistance programs, if available, whether or not an arrest is made. ARS 13-3601(J)
25. Following an arrest decision, the officer(s) should conduct tasks including those in Sections a-d (below).
- Take the accused into custody as soon as it is determined a warrantless arrest is appropriate.
 - Ask questions to determine the presence of firearms in the home or if the suspect has access to firearms. If firearms are present, obtain consent from the owner to remove any weapons if no protective order exists through voluntary surrender or for safekeeping according to agency policy, if possible.
 - If effecting the arrest of a juvenile, follow juvenile arrest procedures.
 - Submit the suspect's fingerprints, prior criminal history, and photographs with the Departmental Report (DR) and forward them onto the Arizona Automated Fingerprint Identification System (AAFIS).



E. Complete Reports

26. The officer(s) should thoroughly complete reports by following sections a-m (below).
- Obtain, and if possible, verify victim(s)' address, home phone number, cell phone number, safe phone number (i.e., name and phone number of friend and/or relative), email, and alternate addresses for contacting victim for follow up. Advise victim her/his information may be given to victim advocates for follow up.
 - Take and document audio and video recorded statements of victim and suspect, any potentially incriminating statements and any excited utterances, as possible.
 - Document evidence of substance and/or chemical abuse by suspect, victim, and witnesses.
 - Identify any emergency medical personnel who responded. Provide their names and unit contact



information for follow up (i.e., station phone number and shift).

- e. Provide the officer(s)' names and contact information (direct numbers and cell phone numbers), and Departmental Report (DR) numbers for follow up by prosecutors.
 - f. Document the level of lethality/danger determined using the lethality/danger assessment questions. If the victim is found to be in a high lethality relationship, the officer should ensure that the victim is made aware of their status and elevated risk of death or serious injury as well as document how this notification was made to the victim in their report.
 - g. Determine if victim has a protective order. If so, verify protective order with the agency or entity housing it and request a faxed copy for inclusion in the report.
 - h. Check protective order to determine if weapons have been ordered to be removed per domestic violence statutory requirements for "cooling-off" period.
 - i. Obtain consent from the owner to remove any weapons if no protective order exists through voluntary surrender or for safekeeping according to agency policy, if possible.
 - j. Ask about and document any information about prior incidents to establish a pattern or history of abuse.
 - k. Make records checks on both parties in the dispute. Felony charges should be submitted if criminal histories elevate a misdemeanor to a felony given the number of prior misdemeanor convictions.
 - l. Take and describe photographs of all injuries found on victim and/or suspect.
 - m. Take and describe audio and video recorded statements of victim and suspect, when possible.
 - n. The officer(s) should submit a reviewable report prior to the end of shift.
27. The officer(s) should submit all evidence of suspect attempting to intimidate or influence victim. This may deter victim's participation in the prosecution process.
28. The officer(s) should clearly mark all written reports and documents as "domestic violence."
29. The officer(s) should submit a report when probable cause exists, even if the victim recants or declines to assist in prosecution.
30. The officer(s) should locate and interview suspect if there is evidence a crime has occurred (i.e., physical injuries or damaged property), especially if there are no witnesses for corroboration. A report should be written even if reasonable attempts to contact the suspect are unsuccessful.
31. Judges will be provided a completed Form IV to review before making a release decision. Information in the Form IV should include whether suspect poses a threat to victim or others (i.e., threatening comments or conduct by the suspect), whether suspect has access to weapons, and whether a court has issued a protective order against the suspect. Any completed lethality/danger assessment information should be submitted to the judge as well to assist with bond setting and hold determinations.
32. A copy of any completed lethality/danger assessment should be submitted to the prosecuting attorney along with the report to assist in charging determinations with submittals as well as with asking for higher bond and/or holds on in-custody cases.
33. Run criminal history and include previous convictions (fingerprints, prior dv).
34. Follow up on all turn downs and furthers to aid successful prosecution, as necessary.



Maricopa Association of Governments

Regional Domestic Violence Council

**Protocol Evaluation Project
Final Report**

November 12, 2015



Submitted by:

Joe Bockerstette
joe@businessmapping.com
Dir: 602.828.4114

Dave Amari
dave@businessmapping.com
Dir: 602.696.1127

Business Enterprise Mapping
20645 N. Pima Rd., Suite 230
Scottsdale, AZ 85255
Tel: 480.515.9001

Introduction

Business Enterprise Mapping would like to thank the Maricopa Association of Governments (MAG) team for the opportunity to conduct a project to develop process maps and analyze process improvement opportunities for the Regional Domestic Violence Council (RDVC) system. We spent a very productive few weeks with the team studying four processes and believe that together we made substantial progress towards achieving MAG's goal of improving the coordination of domestic violence response within the municipalities' criminal justice systems, case transfers among the County Attorney's Office and the municipalities, and the multidisciplinary, culturally competent regional response to domestic violence. This cover letter provides an Executive Summary of the work, our major findings, and recommended next steps.

Review of the Scope

MAG desires to improve the level of coordination in the way the region arrests, prosecutes, sentences and coordinates case transfers of domestic violence offenders among municipalities and the Maricopa County Attorney's Office. Gaps in the system caused by lack of communication, data siloes, and service fragmentation results in prolonged suffering, wasted resources, lost lives, and a lack of accountability which, in turn, allows the cycle and devastation related to the continuation of domestic violence to continue. Through a collaborative effort, MAG initiated this project targeting prosecutors, law enforcement, jail staff and victim advocates in an effort to improve their collective ability to transfer cases, implement effective practices, enhance the Regional Misdemeanor Protocol, and expand capacity through culturally competent training events.

Business Enterprise Mapping (BEM) performed a project to develop the RDVC system and to work with the MAG team to create current state maps for four processes in the RDVC System (Amy Robinson, System Owner):

- Investigation & Case Submittal/Arrest Det. Sgt. Patrick Beumler, Process Owner
- County DV Case Review Hillary Weinberg, Process Owner
- 48 Hours – Jail Christopher Porche, Process Owner
- Municipal DV Case Review Amy Offenberg – Phoenix, Will Gonzalez – Phoenix, John Belatti – Mesa, Zack Altman – Gilbert, Process Owners

Objectives

The objectives of the project were to:

- Define the system for Case Submittal and Review using Perigon® system diagram method.

-
- Map the current state of the four key processes that link together to form the Case Submittal & Review System.
 - Study the processes for connectivity.
 - Identify quick win actions that can be taken within 90 days.
 - Complete a Customer Value Assessment and Process Profile for each of the four processes identified.
 - Develop an Information Matrix and an Opportunity Matrix for each of the four processes identified.
 - Recommend solutions.

Approach and Deliverables

BEM led the process owners and their teams to develop current state process maps, complete Customer Value Assessments, develop information and improvement opportunity matrices, identify quick win actions and deliver process improvement plans.

The deliverables for each process are:

1. Developed **System Connectivity Diagram** showing the process boundaries within the system.
2. Developed **Current State Process Map** using the Perigon® method to identify inputs, tasks, outputs, decision points, connections, customers and suppliers.
3. Identified **Red CloudsSM**, representing process improvement opportunities and placed directly on the maps.
4. Conducted **War RoomSM session** where Process Owners evaluated the connectivity among processes, addressing boundary and alignment disconnects.
5. Completed **Customer Value Assessment** to evaluate customer needs across four dimensions - quality, service, time and cost.
6. Developed **Information Matrix** to determine the information requirements of the process, such as task instructions, forms, statutory restrictions and departmental policies.
7. Developed **Opportunity Matrix** evaluating improvement opportunities for valid and understandable problem statements, and organizing them based on priority and category as follows:
 - a. Level: Quick Win, Process, System, Enterprise.
 - b. Priorities: Critical, Important and Improvement.
 - c. Categories: Control, Boundary, Tools, People, and Environment.
8. Created **Process Improvement Plan** to include improvement goals, actions to be taken, responsibility, and an implementation timeframe.

Summary Findings

Improvement Opportunities. The team identified a total of 200 tasks across the four processes. A total of 78 improvement opportunities were identified, of which 32 are categorized as Quick Wins - opportunities that can be addressed in 90 days or less with minimum capital investment. Those 32 Quick Wins were consolidated and can be addressed in 13 Actions:

Process	Tasks	Opp's	QW	90 Day Actions		
				30	60	90
Inv/Arrest	73	30	17	1	0	4
County	52	14	1	0	0	1
48/Jail	10	9	6	1	1	0
City	65	25	8	1	2	2
TOTAL	200	78	32	3	3	7

Inadequate Input and Output Specifications. The lack of coordination is caused by a mismatch between the information provided and the information required by each of the agencies to accomplish their purpose. Incomplete, inaccurate and untimely communication causes delay and rework that can result in the defendant being released before Case Review is complete. Contributing factors include:

- Lack of defined and well understood input specifications.
- Lack of standard, documented processes promotes inconsistencies in effectiveness and efficiency.
- Lack of measurement of the extent to which the providing agency meets the user agency's needs.
- Manual tasks and "hand-walked" documents are inefficient and error prone.
- Lack of interface between independent computer systems causes duplication, manual work-around and inaccessibility of needed data.
- Inconsistent arrest threshold definitions cause the System to be clogged with cases that will not be prosecuted, wasting time and resources.

Recommendations

The project was a substantial success. The RDVC team was fully engaged and dedicated to the project. The quality of the work by participants was excellent. Participants expressed appreciation about being asked to help define the opportunities to improve

their work, being able to work real time with other agency representatives, and with the BEM methodology.

To achieve needed improvements and capitalize on the project momentum, BEM makes the following recommendations:

1. **Create an RDVC Task Force**, including representation from all agencies, with the purpose of defining input and output specifications and measures to improve coordination in the Case Submittal & Review System. Three Committees within the task force will design and execute improvements:

- **Scorecard Committee** charged with creating a scorecard to quantify the problem by identifying and measuring the relevant performance percentages at critical delay or failure points in each of the processes. Some possible measures might be:
 - Percentage of defendants released due to elapsed time limit
 - Root causes of delays in case review in these cases
 - What is the impact, i.e., percentage of defendants re-arrested, or re-offending, financial impact of locating and re-arrest or duplicate rebooking fees

Identified performance measures must be made regularly and consistently communicated to all relevant agencies. These measures can then become the benchmark for improvements.

- B. **System Interfaces Committee** whose purpose is to define and document the input specifications for what is needed by each process to be successful. Once specifications are defined and documented, the committee will design the most efficient and effective methods to deliver inputs to specifications and train relevant users. Initial efforts will focus on these key, current boundary issues:
 - Case Information of various types, sources, components and uses
 - Further Requests and the responses to them
 - Turndown documentation of various types
 - Page Two and Long Form Submittals

Efficient input delivery methods put what is needed where it is needed when it is needed for a successful outcome. The committee follows this principle in standardizing and designing the interfaces and determining optimal communication methods. The committee may bring Information Technology in where possible to solve particular interface issues after the specifications are defined.

- C. **Implementation Project Management Committee** becomes the action arm of the Task Force, monitoring the implementation of the actions developed by the Task Force and developing and distributing materials as

needed to support information flow standardization. Examples of anticipated implementation actions include:

- Develop forms, work instructions, job aids, pocket guides
- Align law enforcement arrest criteria to prosecutorial specification
- Maintain and distribute current contact data for relevant DV agencies
- Publish Case Submittal & Review System explanation for victims
- Implement and monitor Quick Win Actions
- Map additional processes to improve coordinate DV response; such as Jail Intake, Jail Release, Prosecution, Trial & Sentencing

2. **Establish Task Force Governance** so that the Task Force is empowered to oversee improvements and pull coordinating agencies together to solve problems. Determination of the enforcement body should take into account the following critical elements:

- Accountability must exist throughout the agencies and interfaces.
- All stakeholders must be engaged and accountable.
- Continuous Improvement requires monitoring by:
 - Analyzing and reporting progress and performance
 - Taking action based on progress and performance analysis
 - Evaluating effectiveness of actions and making adjustments

By following these recommendations, we are confident MAG RDVC will see significant improvement in the efficiency and effectiveness of the Case Submittal & Review System. Creating this solid foundation can foster expanded application of the Perigon® method across the broader Domestic Violence responders and case prosecution processes for DV criminal justice system-wide improvements.

We want to thank you again for the opportunity to work together on this project. We look forward to continuing our work together soon.

Please feel free to call either Joe Bockerstette or me should you have any questions regarding the project, the final work product, or our conclusions and possible next steps.

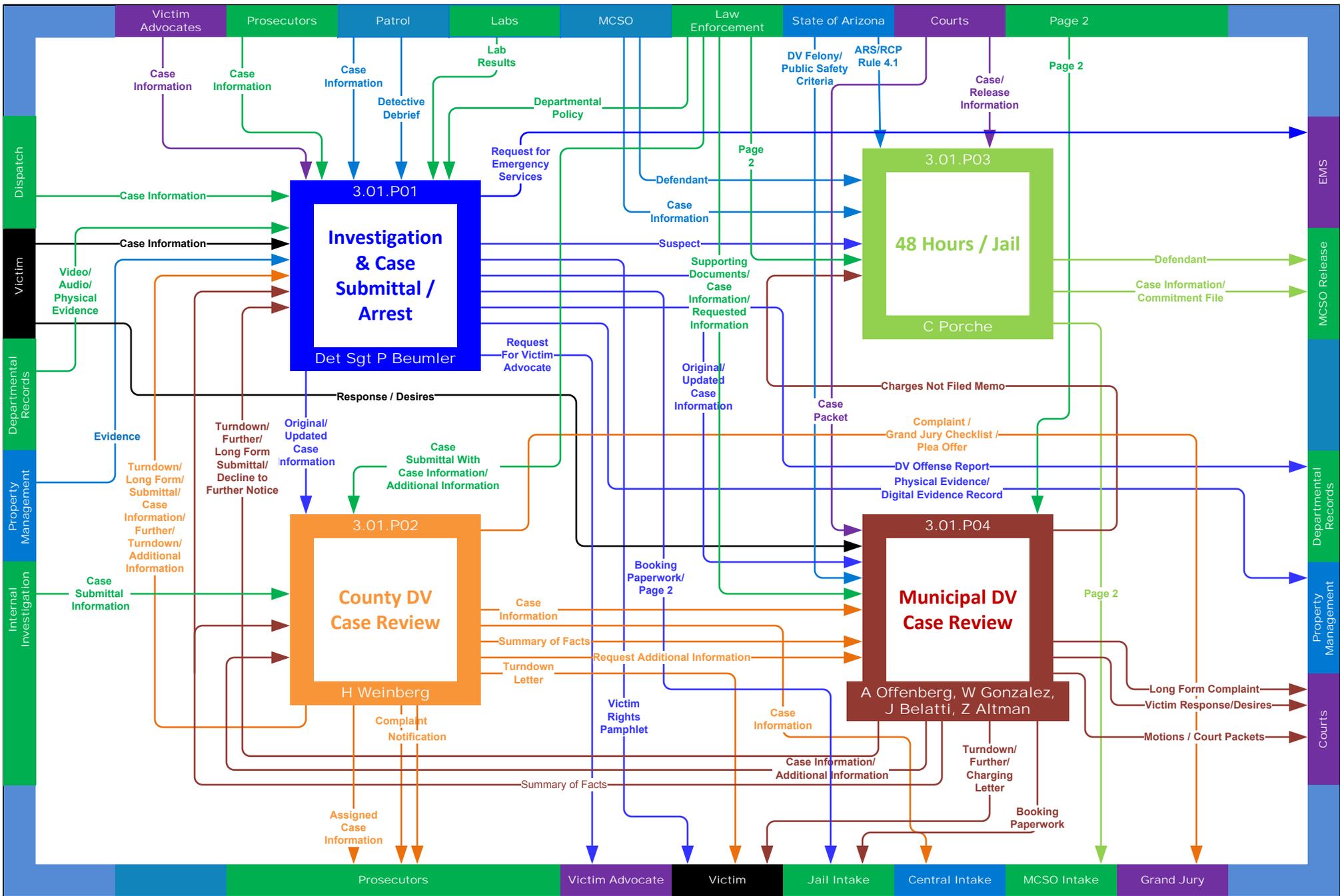
Sincerely,

Dave Amari

Program Director

Table of Contents

1. System Connectivity Diagram
2. Presentation
3. Process Maps
 - a. Investigation & Case Submittal / Arrest
 - b. County DV Case Review
 - c. 48 Hours / Jail
 - d. Municipal DV Case Review
4. Customer Value Assessments
 - a. Investigation & Case Submittal / Arrest
 - b. County DV Case Review
 - c. 48 Hours / Jail
 - d. Municipal DV Case Review
5. Quick Wins & Process Improvement Plans
6. Action Report



	System Reference: 3.01.S01	System Name: MAG Regional DV Council Connectivity	Company: Business Enterprise Mapping, LLC
	Revision: B	System Owner: Amy Robinson	Page: 1 of 1



MAG RDVC Protocol Evaluation Project Review

Business Enterprise Mapping

November 12, 2015



All rights reserved. All materials contained in this binder are considered the proprietary information of Business Enterprise Mapping, LLC. and are intended for single use only. No part of this publication may be modified, displayed, published, performed, transferred, reproduced, copied, used to create derivative works from, stored in a retrieval system, or transmitted by electronic, mechanical, or any other means without the prior written permission of Business Enterprise Mapping, LLC., 20645 N. Pima Road, Suite 230, Scottsdale, AZ 85255, USA.



Agenda

- Welcome & Introductions
- Problem Statement
- Project Approach
- Project Deliverables
- Project Team
- Project Objectives
- Major Learnings
- Recommendations
- Questions



Problem Statement

“Lack of coordination in the way the region arrests, prosecutes, and sentences domestic violence offenders creates gaps in communication, data siloes, and service fragmentation. The resulting prolonged suffering, wasted resources, lost lives and lack of accountability results in the cycle and devastation of domestic violence continuing.”

- MAG Protocol Evaluation Project Request for Quote

Project Approach

- Identify Case Submittal & Review System
 - Investigation & Case Submittal/Arrest
 - County DV Case Review
 - 48 Hour/Jail
 - Municipal DV Case Review
- Create Process Ownership & Provide Training
- Develop Process Maps
- Conduct War Room Connectivity Workshop
- Complete Customer Value Assessments & Process Profiles
- Develop Information Matrices
- Develop Opportunity Matrices
- Develop Process Improvement Plans
- Deliver Final Report & Presentation

Project Deliverables

1. Executive Summary Report
2. System Connectivity Diagram

For each process:

3. Current State Process Maps
4. Knowledge Matrix
5. Customer Value Assessment
6. Process Profile
7. Opportunity Matrix
8. Process Improvement Plan

Project Team

- The team was awesome.
- Complicated scheduling and logistics were well executed.
- The group was very dedicated and engaged.
- The quality of the group's contribution was excellent.
- Overall a terrific experience!

System Owner: Amy Robinson

Process	Owner
3.01.P01 Investigation & Case Submittal / Arrest	Det. Sgt. Patrick Beumler
3.01.P02 County Domestic Violence Case Review	Hilary Weinberg
3.01.P03 48 Hours / Jail	Christopher Porche
3.01.P04 Municipal Domestic Violence Case Review	Amy Offenbergl, Phoenix Will Gonzalez, Phoenix John Belatti, Mesa Zach Altman, Gilbert

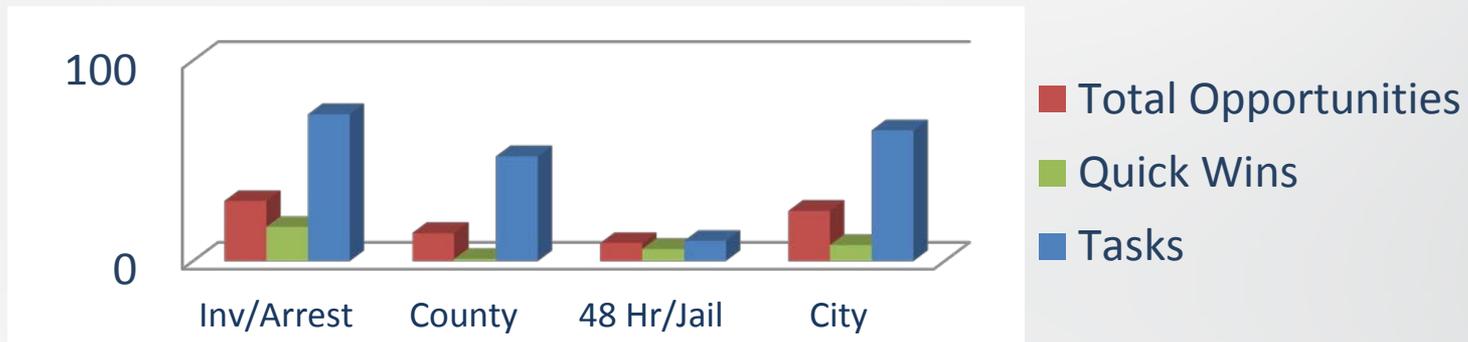
Project Objectives

To improve the coordination of domestic violence response within the municipalities' criminal justice systems, case transfers among the counties and the municipalities, and the multidisciplinary regional response to domestic violence.

- Define the Case Submittal & Review System and defendant case status.
- Map the business processes that make up the Case Submittal & Review System.
- Study the process opportunities.
- Identify Quick Win Actions.
- Recommend solutions.

Identified Opportunities

200 total tasks yielded 78 opportunities and 32 Quick Wins that can be addressed in 13 Actions.



Process	Tasks	Opp's	QW	90 Day Actions		
				30	60	90
Inv/Arrest	73	30	17	1	0	4
County	52	14	1	0	0	1
48/Jail	10	9	6	1	1	0
City	65	25	8	1	2	2
TOTAL	200	78	32	3	3	7

Major Learnings

The lack of coordination is caused by a mismatch between information provided and information required by each of the agencies, which substantially hinders their ability to accomplish their purpose.

- Lack of defined and well understood input specifications.
- Lack of standard, documented processes that promotes inconsistencies in effectiveness and efficiency.
- Incomplete, inaccurate and untimely communication between all parties that causes delays at multiple points in the processes.
- Lack of measurement that contributes to inability to problem solve.
- Manual tasks and “hand-walked” documents that are inefficient and significantly contribute to the coordination gaps.
- Independent computer systems do not interface which causes duplicate manual entries and inaccessibility of needed data.
- Defined arrest threshold not aligned with prosecutorial threshold.

Recommendation 1: Create RDVC Task Force

Representation from all agencies will define inputs, outputs and measures to improve coordination within the Case Submittal & Review System.

1. Create a RDVC Scorecard - Create a Scorecard that quantifies and measures the problem across multiple constituencies. For example:

- What % of DV defendant release is due to time limit elapsing?
- Of these, what are causes that delay Case Submittal & Review completion?
- What is the impact of missing the time limit deadline? For example:
 - % are re-arrested?
 - % re-offend?
 - \$ for locating and re-arresting?
 - \$ for duplicate booking fees?

This is an important first step that must be measured consistently and regularly, communicated to all relevant agencies, and can then become the benchmark for improvements.

Recommendation 1 (cont'd)

2. Define Agency Interface Needs

- Define and document input specifications for what is needed from each providing process to be successful.
 - Case Information – various components and sources
 - Further Requests and Responses
 - Turndown Documentation
 - Page Two and Long Form Submittals
- Design agency interfaces to deliver defined input specifications for each process.
 - Standardize information flow through the Case Submittal & Review System
 - What is needed? When is it needed? In what format? Where in the process?
 - Determine optimal communication method (i.e., email, phone, internet)
- Bring Information Technology in where possible to develop tools to provide information that meets input specifications as defined.
- Design and execute user training for interface tools.

Recommendation 1 (cont'd)

3. Implement and Monitor Improvements

- Develop forms, work instructions, job aids, pocket guides as needed to support standardized information flow.
- Align law enforcement arrest criteria to prosecution specifications.
- Update contact information for DV case assigned parties, publish to all relevant agencies, and maintain current information.
- Publish a document that explains the Case Submittal & Review System for victims.
- Monitor implementation of improvement actions developed by the Task Force.
- Map additional processes to improve coordinated response to domestic violence, such as Jail Intake, Jail Release, Prosecution, Court Trial, Court Sentencing.
- Implement 90 Day Quick Win Actions on the following slide.

Quick Win Plans – 30/60/90 Days

Process Name	Resp.	Quick Win	30/60/90
Invest & Case Sub/Arrest	P Beumler	Enhance supervisory training	30 days
48 Hours-Jail	C Porche	Method to receive Charges-Not-Filed memo from County Attorney	30 days
Municipal DV Case Review	C Ney	Electronic Assignment Log	60 days
48 Hours – Jail	C Porche	Enhance communication with County Attorney	60 days
Municipal DV Case Review	A Offenberg	Charging Letter and Turndown Letter	60 days
		Enhance communication with Law Enforcement	60 days
Invest & Case Sub/Arrest	P Beumler	Obtaining photos of victim while taking DV Offense Report by phone	90 days
	P Beumler & Chief Black	Recording equipment availability and operability	90 days
	P Beumler	Enhance Officer/Detective training	90 days
	P Beumer	Improve communication speed with City Prosecutor & County Attorney	90 days
County DV Case Review	H Weinberg	County Attorney Further Letter to victim	90 days
Municipal DV Case Review	A Offenberg	Clarify “Further” process for victim	90 days
	A Offenberg	Communication with County Attorney	90 days

Recommendation 2: Establish Task Force Governance

Task Force to oversee improvements and pull coordinating agencies together to solve problems.

- Identify what body will enforce Task Force and Committee decisions.
- Identify how enforcement will be deployed to ensure accountability throughout the agencies and interfaces.
 - Must ensure all stakeholders are engaged and accountable. Will reorganization be required to enforce accountability across agencies?
- Monitor improved coordination between the processes.
 - Committees analyze and report progress and performance measures regularly.
 - Committees take action based on progress and performance analysis.
 - Committees evaluate effectiveness of actions taken and adjust accordingly for continuous improvement.

Questions?



CARE 7

- Responds to Fire and Police Calls (primarily)
- 24 hours/day, 7 days/week

- Crisis Response Van
 - City staff with community volunteer

- Victim Advocacy
 - Three advocates (2 are Spanish-speaking)

- Case Management
 - Full-time LMSW

- Counseling
 - LPC plus ASU MC interns



Additional Programs

- Patient Advocate Services (PAS)
- Veterans Services
- HEART Program
- Family Reunification
- Threat Assessment Team



Services Provided

- Assist victims of crime
 - Hotel rooms for victims of domestic violence
 - Food vouchers
 - Groceries
 - Prescriptions
 - Gas money
 - Home Repairs
 - Bus tickets
 - Process servers for OOP/IAH
- Assist children
 - Clothing/shoes
 - Food
 - Supplies



Counseling Services Provided

- Individual, Marital/Couple, Child & Family, Special Interest Groups
- Mediation Services
- Substance Abuse Services
- Crisis Intervention



Treatment Available for:

- Depression
- Anxiety
- Partner Relationship Problems
- Trauma
- Substance Abuse
- Life Transitions
- Grief/Loss
- Other Emotional or Behavioral Issues



Benefits for residents:

- Immediate appointments
- First three (3) visits are free
- Sliding scale fees
- Non-traditional hours