



# Regional Plan to End Domestic Violence

Regional Domestic Violence Council  
May 6, 2010







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## Executive Summary

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The Maricopa Association of Governments (MAG) Regional Domestic Violence Council leads the coordinated community response for ending domestic violence. Established in 1999, the Council strives to reduce the incidence of and trauma associated with domestic violence. The Council was formed to implement recommendations laid out in the first regional domestic violence plan. At the time, the MAG region was one of only six regions to utilize the strength of a regional approach to addressing domestic violence. The work of the Council continues today with the guidance of a new regional plan. The *MAG Regional Plan to End Domestic Violence* will impact the region by increasing survivor safety, holding abusers accountable, and trimming costs through streamlined processes.

Thanks to Saint Luke's Health Initiatives, the new regional plan was developed through the guidance of domestic violence survivors, advocates, and community partners. Participation



Domestic Violence Council Chairman Commander Kim Humphrey (left foreground) attends the Regional Plan to End Domestic Violence 2010 Summit.

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in the strength-based planning process brought together many devoted to making changes for survivors of domestic violence. Their diverse perspectives and innovative ideas are reflected in the plan's strategies. The outcome of the plan will be addressing sustainability of funding,

raising awareness and education, enhancing multi-disciplinary coordination, and strengthening long-term supports.

### The plan is built on four areas of focus:

- Funding
- Training and Education
- Coordination and Collaboration
- Services



**Fifteen strategies provide the framework:**

1. Communicate the need for sustainable funding for existing programs and services.
2. Develop avenues for raising awareness and educating the public.
3. Increase social capital through grassroots efforts focused on the prevention of domestic violence.
4. Develop standardized, multi-disciplinary curriculum for providing domestic violence education to criminal justice system and first responders.
5. Develop multi-disciplinary training for victims about the criminal justice process, law enforcement procedures, and realistic expectations of these systems.
6. Develop cross-training between law enforcement, criminal justice system and advocates.
7. Increase coordination and collaboration between shelters and services.
8. Increase access to information on available resources.
9. Coordinate multi-disciplinary effort for reviewing standard protocols and practices for responding to domestic violence.
10. Connect all critical resources for people experiencing domestic violence and homelessness through a coordinated community response.
11. Create an ideal model for culturally competent prevention and intervention services.
12. Enhance the process for appropriately meeting survivors' housing needs.
13. Develop support groups for teens who have experienced or witnessed domestic violence.
14. Develop more transportation options for those residing in shelter.
15. Create long-term supports for helping survivors maintain their safety.

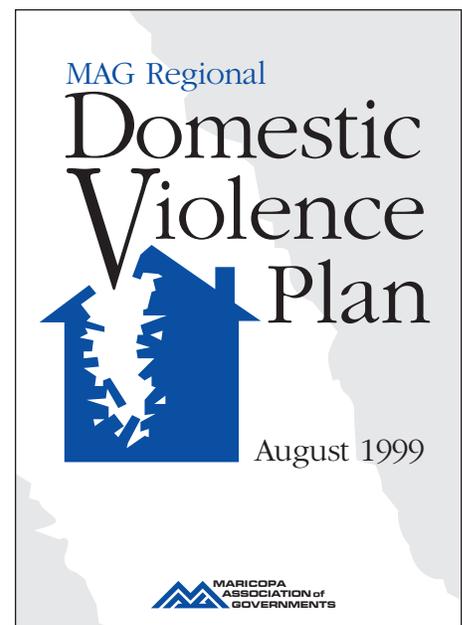
Forward movement is vital to the success of the *MAG Regional Plan to End Domestic Violence*. The Council is indebted to community partners that champion this work. Progress will be monitored on a quarterly basis through reports to the MAG Regional Domestic Violence Council.

An annual report will show the impacts achieved by implementing the plan's strategies. The new *MAG Regional Plan to End Domestic Violence* will prove to enhance processes for increasing victim safety, holding abusers accountable, and

leveraging limited resources to make the most impact in ending domestic violence throughout the region.

To become involved in these efforts, please contact Renae Tenney at [rtenney@mag.maricopa.gov](mailto:rtenney@mag.maricopa.gov) or by calling (602) 254-6300.

All materials may be accessed at [www.mag.maricopa.gov](http://www.mag.maricopa.gov).



The MAG Domestic Violence Council was formed to implement recommendations laid out in the first regional domestic violence plan which was developed in 1999.



# Introduction

The Maricopa Association of Governments (MAG) *Regional Plan to End Domestic Violence* provides a blueprint for continuing to make a difference in the lives of individuals and families seeking to escape violence. The landscape of domestic violence has changed dramatically over the past 10 years, especially in the wake of the recession. Funding for domestic violence providers has been drastically reduced while case managers are reporting their clients are experiencing an increase in intensity and complexity of abuse. Job loss and home foreclosures are increasing the severity of financial strains experienced by many families throughout the region. This new environment provides plenty of uncertainty, but it also presents a unique opportunity to reassess how to work better together as a region to address domestic violence.

The MAG Regional Domestic Violence Council was developed to reduce the incidence of and trauma associated with domestic violence in the MAG region. The



This three-dimensional timeline highlights ten years of accomplishments achieved through a coordinated community response to domestic violence.

Council coordinates initiatives with community partners and municipalities in accordance with the regional plan. Survivors of domestic violence, advocates, and community partners guide the development of the plan, and ultimately, the Council's work. This document serves as the next regional plan to end domestic violence. The outcome of the plan will be addressing sustainability of funding, raising awareness and education, enhancing multi-disciplinary

coordination, and strengthening long-term supports to increase survivor safety, hold abusers accountable, and trim costs through streamlined processes. The Council's work has positively impacted the region's ability to respond to domestic violence.

Additional shelter beds are now available to help meet the demand for safety. Employers are more active in addressing domestic violence in the workplace. Teens are connected to

an online resource about dating violence. First responders and healthcare professionals receive training about identifying potential domestic violence victims. Efforts are underway to increase survivors' access to legal help. Countless lives have been saved by the work of the MAG Regional Domestic Violence Council in partnership with dedicated community partners.

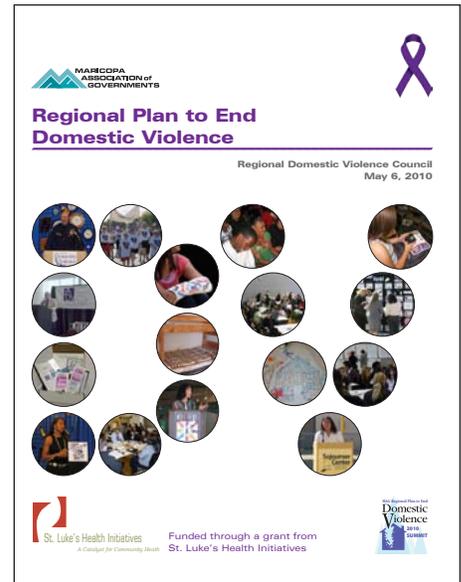
The *MAG Regional Plan to End Domestic Violence* provides a roadmap for continuing an impactful regional response to domestic violence. First, an overview of the Council's background and key accomplishments are provided. Next, the plan describes the strength-based planning process utilizing *Appreciative Inquiry* interviews and facilitation techniques of World Café and Open Space Technology.

Fifteen strategies were developed around the need to embrace the changing environment and discover creative ways to leverage severely limited resources. These strategies address the following areas:

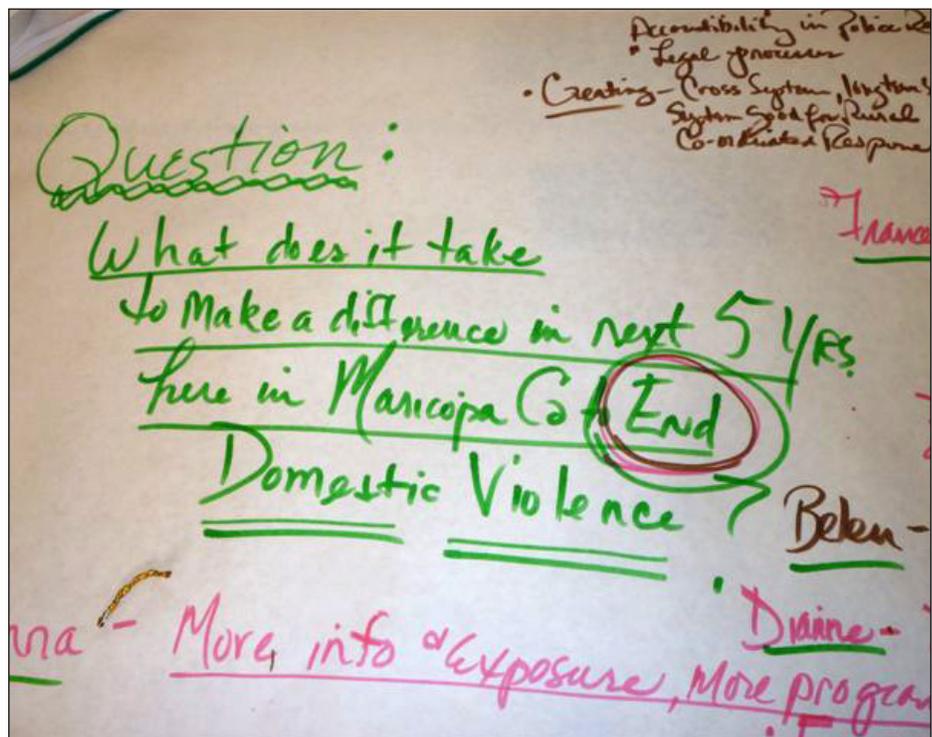
- Communicate funding concerns;
- Develop multi-disciplinary trainings for law enforcement, prosecution, and victim advocates;
- Assess protocols for arresting and prosecuting domestic violence offenders; and

- Develop additional long-term supports for survivors.

Many dedicated community partners participated in the plan development process. More than 150 individuals took part in *Appreciative Inquiry* interviews and attended the planning summit. Their innovative ideas for continuing meaningful work are captured in the plan's strategies and action plans. The strength of this plan lies in the diverse perspectives of those who participated in this process. The *MAG Regional Plan to End Domestic Violence* represents the collaborative work of many advocates, professionals, and survivors devoted to ending domestic violence in the region.



This new plan will provide a roadmap for continuing a regional response to domestic violence.



Collaborative brainstorming techniques were used during the summit to find ways to end domestic violence in the region.



# Domestic Violence 101

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**D**omestic violence is a pattern of behavior that includes the use or threat of violence and intimidation for the purpose of gaining power and control over another person. Such violence is characterized by physical abuse, sexual abuse, economic abuse, isolation, emotional abuse, control, or verbal abuse. Legally, domestic violence is defined through 19 other crimes such as assault, homicide, and harassment. In Arizona, domestic violence was recognized legally only between adults within specific relationship parameters until recent legislative action. In July 2009, the state's definition of domestic violence was expanded to recognize dating violence amongst adults and teens.

Research vividly documents the negative impact domestic violence has on the health of an individual, as well as the community. Abused teens are more likely to experience lower self-esteem; be abused as an adult; and have higher rates of teen pregnancy, substance abuse, depression, eating disorders and delinquency. Adult

survivors of domestic violence are more likely to experience behavioral health issues, struggle with substance abuse, and suffer from physical injuries that may or may not be treated. The health of the one being abused suffers gravely, as well as witnesses to the abuse, such as children.

Domestic violence is a serious health condition that has a devastating impact on individuals, families, and communities. Every year, domestic violence takes away a significant number of lives and lost opportunities. Local research indicators point to the vast prevalence of domestic violence in this region. Respondents to a survey commissioned by MAG in 2005 revealed that 40 percent of adults personally knew someone who had been involved with domestic violence. Teens echo this sentiment consistently in focus groups conducted by MAG. Since 2006, more than 300 teens have participated in focus groups. On average, at least 50 percent reported they knew someone who had been a victim of teen dating violence. In some groups, 90 per-

cent had such an experience. Lives can be saved through regional planning and coordination.

The downturn of the economy is intensifying domestic violence. More victims are remaining with their abusers longer due to the uncertainty of their jobs. Shelters and service providers are struggling to maintain appropriate service levels with unstable or reduced funding. In March 2010, state budget reductions included \$1.6 million in cuts to domestic violence services. An estimated 1,600 victims are projected to be turned away from shelter due to a lack of funding. Regional planning dollars supporting the MAG Regional Domestic Violence Council have been eliminated. These changes emphasize the importance of working better together to make the most impact with limited resources.



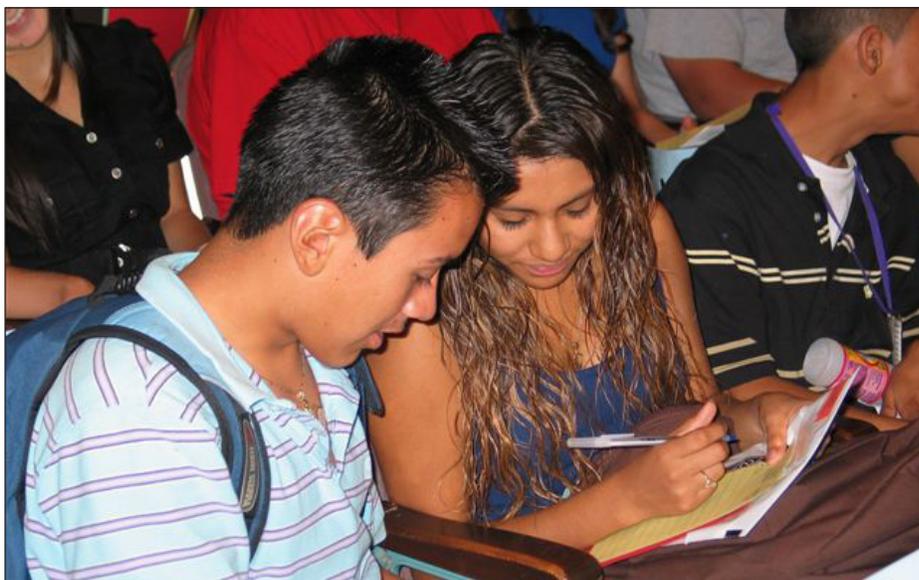


## Background

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Eleven years ago, the region awoke to the brutal reality of domestic violence when a mother was killed by her husband in front of their children. She had tried to escape, but returned home when none of the shelters she called had any room. Her story shocked the region into action. In 1999, the community came together to develop the *MAG Regional Domestic Violence Plan*, the region's first regional plan to address domestic violence. The plan was a major component in mobilizing the community around the issue of domestic violence.

Within the year, the MAG Regional Domestic Violence Council was formed to coordinate implementation of the plan's recommendations. The Council engaged the community in collaborative projects in prevention, early intervention, crisis intervention, systems coordination and evaluation, and long-term responses to domestic violence. The results included trainings for health care professionals, online resources for teens experiencing



Teens participating in the 2008 "Date Smart" Event at North High School discuss potential warning signs in dating relationships that could lead to abuse.

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dating violence, and the *Walk to End Domestic Violence*. This coordinated community response profoundly and positively impacted the region while earning national acclaim as a best practice model.

The *MAG Regional Domestic Violence Plan* successfully guided initiatives to address domestic violence in the region for 10 years. These initiatives, and the recent downturn of the economy, have changed the landscape of

domestic violence in the region dramatically. In 2009, the MAG Regional Domestic Violence Council decided to refocus its efforts through development of a new regional plan. The Council spent the next year engaging the community in a strength-based process looking at what had been done well, and what successes could be capitalized upon to continue making a difference. The results of this process are captured in the new *MAG Regional Plan to End Domestic Violence*.



# Highlights of Accomplishments

In 2009, the MAG Regional Domestic Violence Council celebrated ten years of progress toward ending domestic violence in the region. Great strides have been made in providing safety to those deciding to leave a violent relationship.

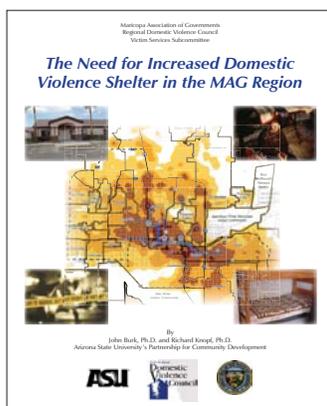
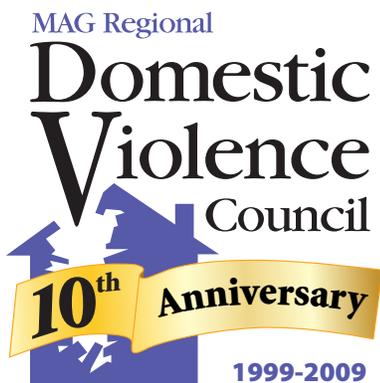
From increasing shelter beds, to implementing workplace policies, to educating teens about healthy dating relationships, the Council has established the groundwork for intervening and preventing domestic violence in the region. A timeline of the Council's projects throughout the last ten years is provided as *Appendix A*. The following are highlights from the timeline of accomplishments.

## Increased Domestic Violence Shelter Beds

The MAG Regional Domestic Violence Council conducted a study in 2006 on the need for additional domestic violence shelter beds in the region. *The Need for Increased Domestic Violence Shelter in the MAG Region* report was developed in partnership with Arizona State University's Partnership for Community Development and the Governor's Office Division for Women. The report offered statistically conclusive evidence that at least 325 more beds were needed to meet the existing demand for shelter. The study's findings led to the addition of 319 shelter beds, which ultimately decreased the turn away rate of families seeking shelter by more than 40 percent.

## Empowered Employers to Respond to Domestic Violence

In 2000, business leaders on the MAG Regional Domestic Violence Council established Employers Against Domestic Violence (EADV) to form a united response to domestic violence in the work place. This group conducted trainings as well as biannual forums on the importance of corporate policies to help victims and maintain workplace safety. EADV partnered with the Men's Anti-Violence Network to develop domestic violence awareness packets for distribution to hundreds of employers, and collaborated with The Arizona Republic for the first *Annual Walk to End Domestic Violence*,





Many MAG staff members and their families participated in the first Walk to End Domestic Violence event in 2003.

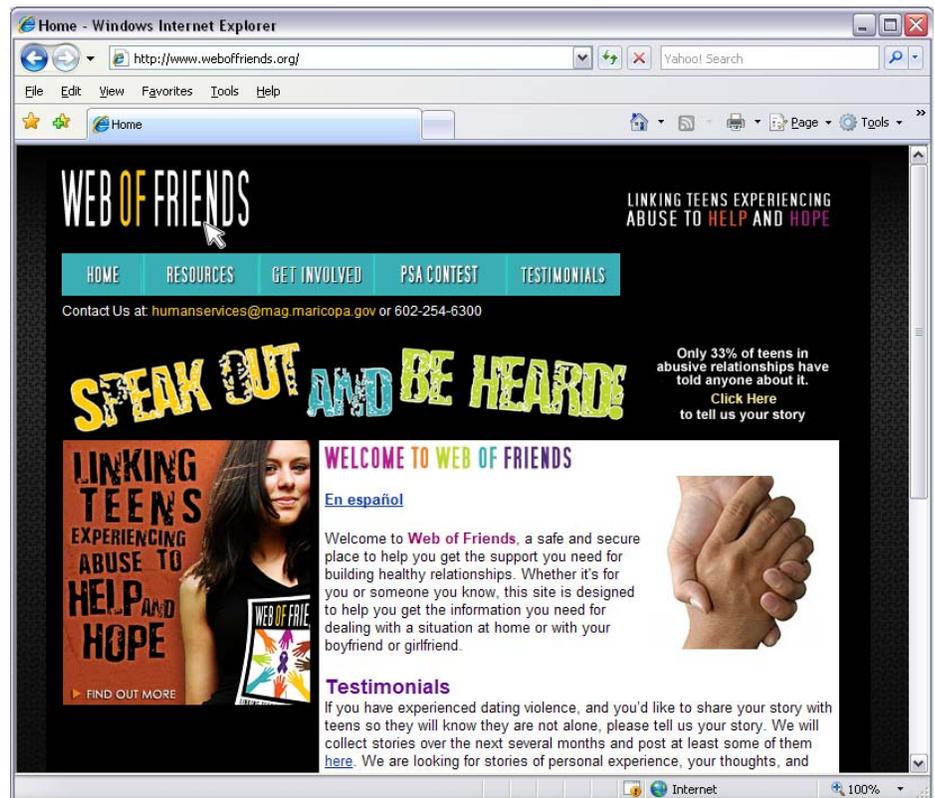
the most successful first-time walk in Arizona history. More than 3,000 people participated in the first year of the walk raising more than \$130,000 to benefit nine domestic violence service providers.

## Connected Teens to Safety

The MAG Youth Empowerment Project was developed to put resources about dating violence directly in the hands of teens. In 2006, the project was created after feedback from teens indicated they didn't feel safe in their relationships. More than 50 percent of the teens surveyed indicated they, or someone they

knew, had been involved in an abusive dating relationship. They

said the best way to reach teens with information about this issue was to talk about it and create an anonymous, on-line resource. Hundreds of teens throughout the region were engaged in discussions about the importance of building healthy dating relationships, and involved in developing a series of public service announcements. Teens' feedback also led to the creation of [www.WebofFriends.org](http://www.WebofFriends.org), a Web site specifically for teens. In 2009, visits to the project's Web site increased by 158 percent! Teens have contacted the site from as far away as Georgia, Norway, and India. The MAG Youth Empowerment Project continues to help teens experiencing abusive relationships throughout the nation and across the globe.



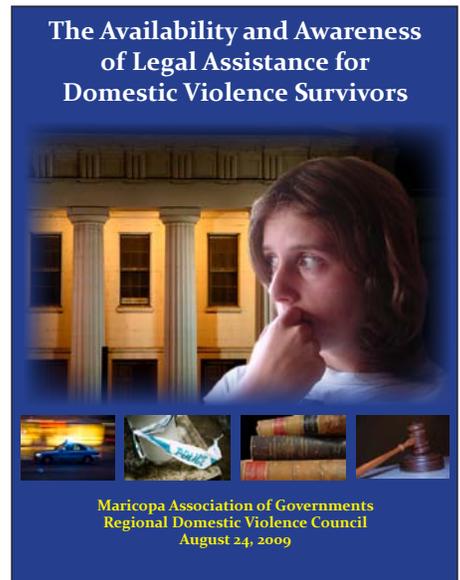
## Trained Healthcare Professionals to Screen for Domestic Violence

The MAG Regional Domestic Violence Council has partnered with the healthcare community to help victims to access assistance. In 2001, the Council collaborated with more than 20 municipalities and community organizations to provide first responders with training on how to work with child witnesses of domestic violence. The following year, an evidence-based domestic violence screening question was developed to help emergency room personnel identify potential domestic violence victims. Healthcare professionals received training on how to photograph domestic violence injuries and maintain photo documentation in patient's medical files. Interactive trainings for pediatricians were developed to help them determine when either the child or parent was experi-

encing domestic violence. This extensive collaborative project provided healthcare professionals with information about how to identify and respond to victims of domestic violence, and ultimately, provided victims with more avenues for accessing safety.

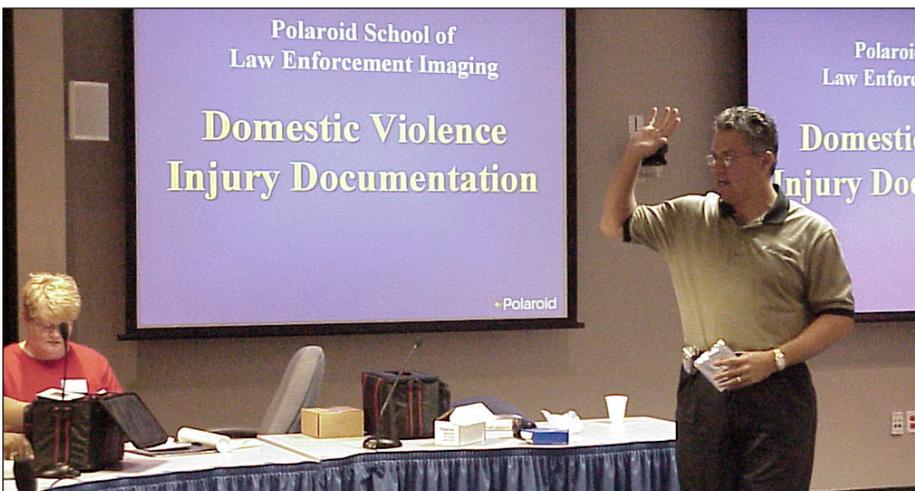
## Increased Legal Help for Survivors

*The Availability and Awareness of Legal Assistance for Domestic Violence Survivors*, a 2009 report released by the MAG Regional Domestic Violence Council, focused on the legal needs of domestic violence survivors navigating the civil court system. Domestic violence survivors as well as legal and domestic violence professionals participated in the study. All reported survivors have a difficult time finding affordable legal services. Nearly one quarter of survivors wanting legal



The study found that nearly one quarter of all survivors wanting legal assistance did not receive it.

assistance reported they did not receive it. The study found survivors may not know how to access affordable legal help. Professionals cited awareness as the biggest barrier to survivors securing legal representation. Recommendations were made to develop a legal assistance fund, reach out for pro bono legal services, develop educational materials about the civil court process, and raise awareness of the benefits of legal services. The Arizona Coalition Against Domestic Violence's Legal Committee is moving forward with several recommendations including coordinating efforts for accessing pro bono legal services, providing educational materials about the civil court process, and raising awareness of the benefits of accessing legal services.



MAG hosted a training session in 2003 on how to use photography to document domestic violence injuries.



## Methodology to Develop the Plan

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The development of a new regional plan to end domestic violence was identified as a primary goal of the MAG Regional Domestic Violence Council for FY 2010. The Council described the goal of the plan as highlighting what has been done well to address domestic violence in the region and what successes may be capitalized upon to make the most impact moving forward. The Council decided to use a strength-based, three-phase approach utilizing *Appreciative Inquiry* interviews, a community forum, and strategy refinement. Funding was secured from Saint Luke's Health Initiatives to support meaningful community engagement and plan development.

### Appreciative Inquiry Interviews

The first phase of plan development was an *Appreciative Inquiry* interview process. In October 2009, members of the MAG Regional Domestic Violence Council and community partners were invited to participate in a planning



Nearly 90 community partners and domestic violence survivors participated in Appreciative Inquiry interviews for development of the plan.

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workgroup. The workgroup met twice to identify key areas of focus and create *Appreciative Inquiry* interview guides. Participants decided to create two sets of interview guides. One guide was designed for domestic violence professionals and another guide created for survivors of domestic violence. Workgroup members agreed to conduct and participate in interviews. Key community members were identified for requesting their participation in the interview process. The in-

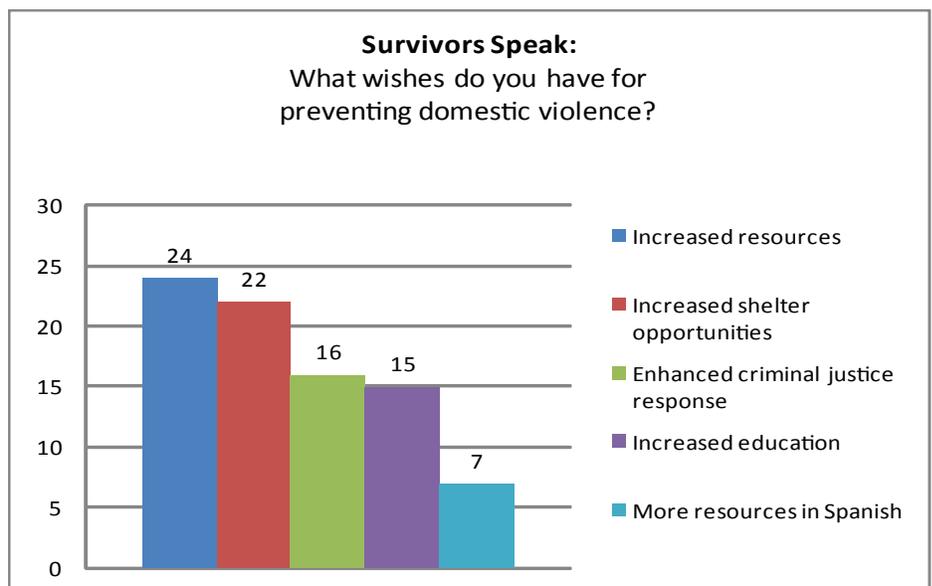
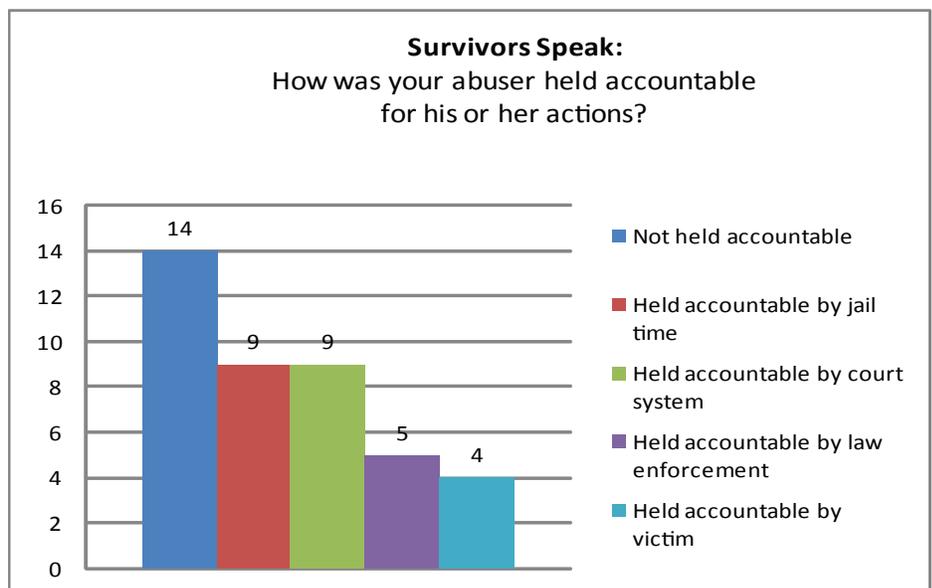
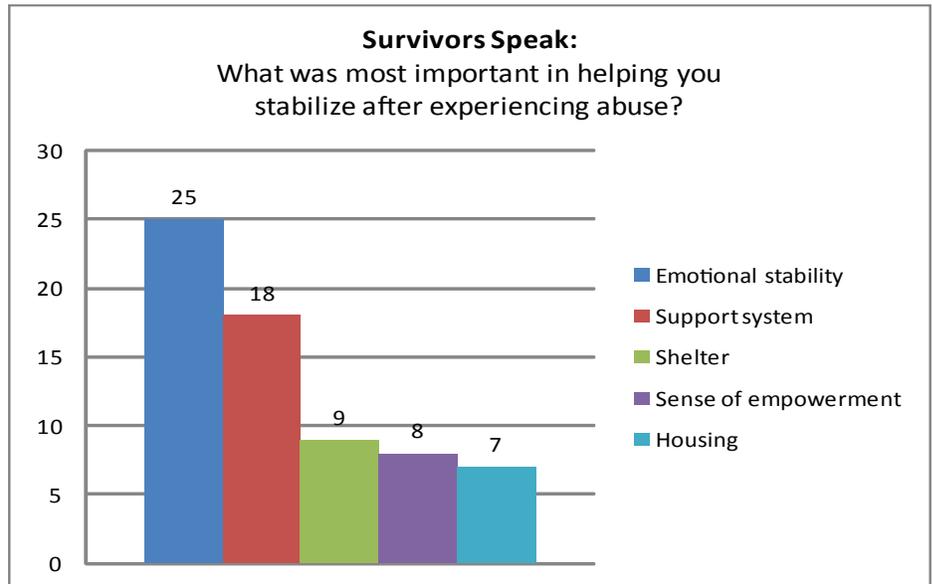
terview guides are provided in *Appendices B and C*.

Interviews were conducted between November 2009 and January 2010. Nearly 90 community partners and survivors of domestic violence participated in this process. Interview data was analyzed for emerging trends and notable gems. Interviews were conducted with 44 professionals and 43 survivors of domestic violence. An overview of the findings is provided below. A full

set of the results is provided in *Appendices D and E*.

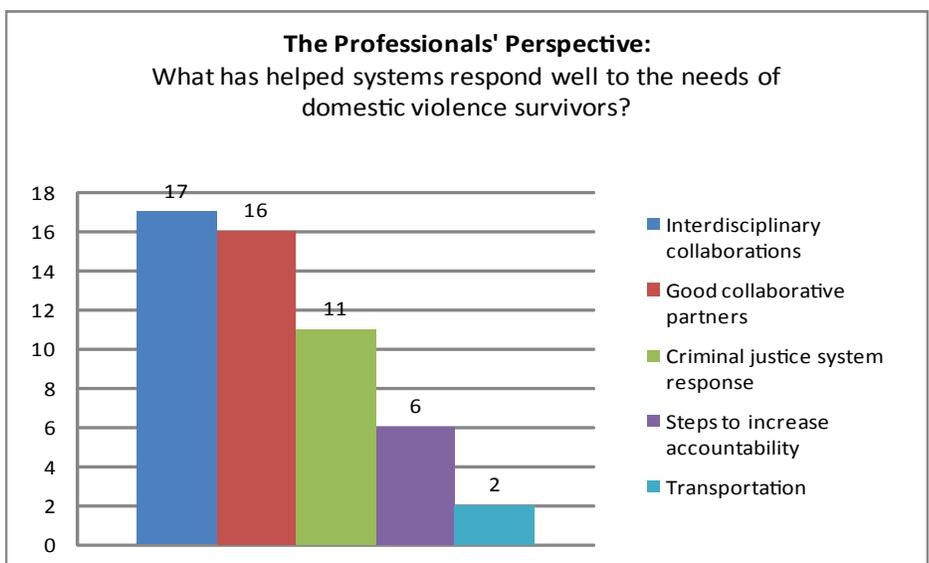
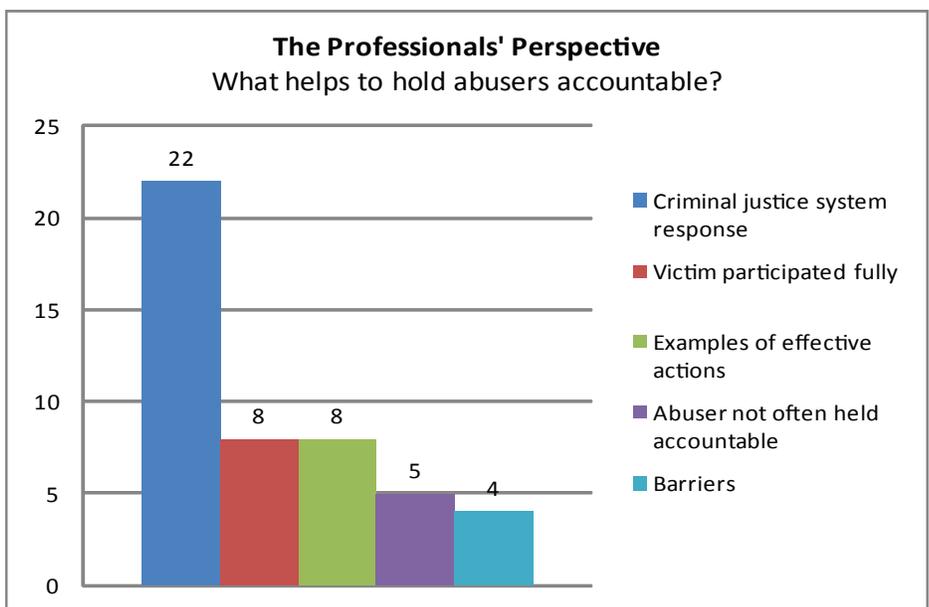
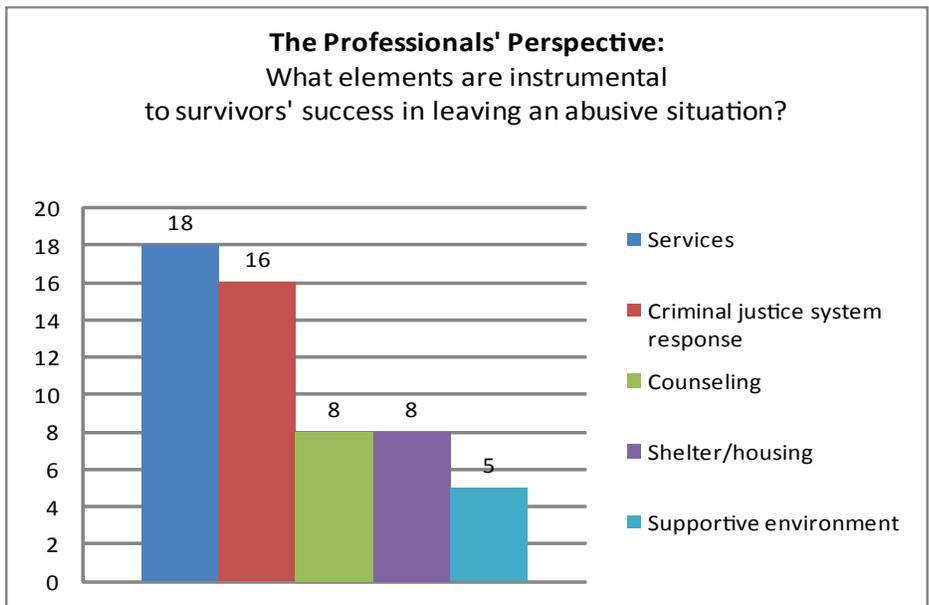
Professionals shared their enthusiasm for the positive changes that have occurred to address domestic violence in the region. From providing services and shelter to survivors, raising public awareness, and establishing interdisciplinary collaborations, they believe the region has come a long way. However, they also indicated the need to continue work in these areas to refine the great efforts already taking place. Professionals cited the need to continue services and shelter options in spite of drastic state budget reductions, provide healthy relationships education to youth, and strengthen partnerships with first responders and players in the criminal justice system. Overall, professionals shared they are truly inspired by survivors of domestic violence and dedicated to improving efforts to end domestic violence in the region.

Survivors of domestic violence shared the triumphs and tribulations of their personal stories in the hopes of helping others trying to escape from abuse. Many survivors spoke of the importance of a support system, including their children, friends, extended family, victim advocates, shelter staff, and other survivors. Since most of the survivors were accessed through



services and shelters, it was no surprise that many cited these resources made a huge difference in their ability to leave. Survivors wished for increasing resources to assist more survivors, providing additional avenues for accessing housing, increasing the public's awareness and education about domestic violence, and enhancing law enforcement and the criminal justice system's response to domestic violence. Overall, survivors were thankful for the help they have received in rebuilding their lives and the opportunity to enhance these resources for others struggling to leave a violent relationship.

Several common themes were found throughout interviews with both the professionals and survivors. The information gleaned from the interview process provided themes for discussion. These themes included the need to continue providing emergency services and shelter, enhancing public awareness and education efforts, and strengthening interdisciplinary collaborations between domestic violence providers, law enforcement, and the criminal justice system. These themes provided a foundation for the work of community partners at the MAG Regional Domestic Violence Summit, a community engagement forum.



## MAG Regional Plan to End Domestic Violence Summit

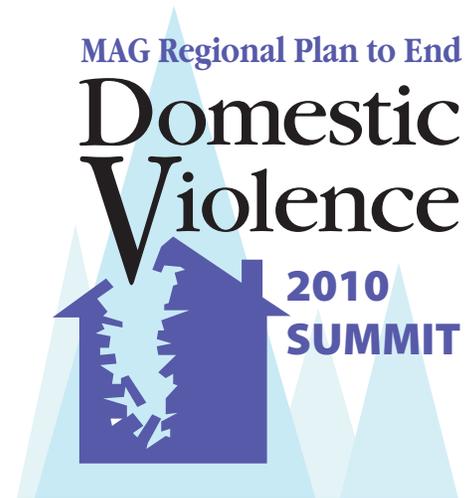
On February 24, 2010, nearly 100 community partners attended the *MAG Regional Plan to End Domestic Violence Summit*, the second phase of plan development. Participants included representatives from law enforcement, prosecution, education, domestic violence shelters and programs, victim advocates, and survivors of domestic violence. The Summit was facilitated by Sarah Griffiths and Cassandra O'Neill of Wholonomy Consulting, Inc.

*Appreciative Inquiry* interview data provided a starting point for strategy development at the Summit. An overview of the nine themes found during analysis of the interview data was presented

to participants. One theme was assigned per table. Participants were encouraged to join the tables hosting the topics of interest to them and their work. These table discussions were organized using the World Café facilitation technique. World Café is used to create collaborative discussions, share knowledge, and build on the ideas of others to discover new opportunities.

### World Café Table Topics:

- Increasing Community Awareness
- Increasing and Maintaining Access to Resources
- Creating a Coordinated Response
- Increasing Knowledge About Resources
- Increasing Accountability Throughout the Legal Process
- Creating Long-Term Supports



On February 24, 2010, nearly 100 community partners attended the MAG Regional Plan to End Domestic Violence 2010 Summit.

- Creating Cross-System Opportunities
- Increasing Accountability in Police Response
- Creating Systems Responsive to Rural and Native American Communities

Participants at each table responded to the question: “*Over the next five years, what would it take for the region to become known nationally for its work to end domestic violence?*” The groups began their discussion based on this question and their table topic.

The World Café activity inspired rich conversations and ignited new ideas for developing strategies for the new regional plan.

Ideas from the World Café activity were brought forward



for the next step in the planning process, an Open Space Technology session. This technique is used to encourage creativity, generate enthusiasm, and help people self-organize to discuss what is most important to them and generate action plans to get results. Participants were seated in a large circle and encouraged to bring their ideas to the larger group. They were asked to frame their ideas within the context of the question: *“What strategies could be rolled out to connect and strengthen the regional work that seeks to end domestic violence?”* Participants generating ideas were designated as table hosts and took the lead in facilitating table discussions on their topics. Nine topic areas emerged during the Open Space planning session.

**Open Space Table Topics:**

- Sustaining Funding
- Awareness, Prevention, and Education
- Teen Help Programs
- Culturally Competent Services
- Housing
- Criminal Justice Accountability and Expectations
- Education of Criminal Justice System and First Responders
- Coordinated Community Response
- Shelters and Services Linkages



**Strategy Refinement**

The MAG Regional Domestic Violence Council distilled the work from the Appreciative Inquiry interview process and the Summit in the third phase of plan development. In March 2010, the nine topic areas identified during the Open Space planning session were developed into strategies. Community partners were engaged throughout strategy development. Fifteen strategies were offered to the MAG Regional Domestic Violence Council on April 1, 2010. The Council provided feedback on the strategies. The strategies and action plans are reflected in the next section of this report.





## Strategies and Action Steps

Community partners provided valuable input and innovative ideas throughout the planning process. Fifteen strategies emerged from the facilitated activities at the MAG Regional Plan to End Domestic Violence Summit. These strategies aligned with input received during the Appreciative Inquiry Interview process. The strategies were organized into the four main categories of Funding, Training and Education, Coordination and Collaboration, and Services.



### **Fifteen strategies provide the framework:**

1. Communicate the need for sustainable funding for existing programs and services.
2. Develop avenues for raising awareness and educating the public.
3. Increase social capital through grassroots efforts focused on the prevention of domestic violence.
4. Develop standardized, multi-disciplinary curriculum for providing domestic violence education to criminal justice system and first responders.
5. Develop multi-disciplinary training for victims about the criminal justice process, law enforcement procedures, and realistic expectations of these systems.
6. Develop cross-training between law enforcement, criminal justice system and advocates.
7. Increase coordination and collaboration between shelters and services.
8. Increase access to information on available resources.
9. Coordinate multi-disciplinary effort for reviewing standard protocols and practices for responding to domestic violence.
10. Connect all critical resources for people experiencing domestic violence and homelessness through a coordinated community response.
11. Create an ideal model for culturally competent prevention and intervention services.
12. Enhance the process for appropriately meeting survivors' housing needs.
13. Develop support groups for teens who have experienced or witnessed domestic violence.
14. Develop more transportation options for those residing in shelter.
15. Create long-term supports for helping survivors maintain their safety.

## Category: Funding

Strategies	Short-Term	Long-Term	Resources	Primary Partners	Time-line
<b>1. Communicate the need for sustainable funding for existing programs and services.</b>	1) Conduct meeting with foundation leaders, 2) Advocate on impact of loss of funding.	Create an endowment for funding services.	Domestic violence providers, business community, media, public	AZ Coalition Against Domestic Violence, Arizona Foundation for Women	FY 2011-2012

## Category: Training and Education

Strategies	Short-Term	Long-Term	Resources	Primary Partners	Time-line
<b>2. Develop avenues for systems to raise awareness and educate the public about domestic violence.</b>	1) Research best practices for raising awareness and providing education on a systems level, 2) Develop basic, consistent message, 3) Develop train-the-trainer modules for educating children and adults.	Create culturally competent, regional approach for systems to raise awareness and provide education on domestic violence; including awareness events, outreach, education in schools.	Schools, hospitals, doctors, WIC, county clinics, service providers, law enforcement, fire departments, behavioral health, government, community leaders, faith community	AZ Coalition Against Domestic Violence, Arizona Foundation for Women	FY 2011-2013
<b>3. Increase social capital through grassroots efforts focused on the prevention of domestic violence.</b>	1) Research strategies for leveraging social capital, 2) Recruit volunteers to assist in prevention and awareness activities.	Develop opportunities for community conversations to raise awareness and increase prevention of domestic violence; including awareness activities and outreach.	Community based leaders and groups, members of faith communities, neighbors, friends, relatives, and others engaged through personal connections	Purple Ribbon Council	FY 2011-2012
<b>4. Develop standardized, multi-disciplinary curriculum for providing domestic violence education to criminal justice system and first responders.</b>	1) Identify existing trainings for the criminal justice system, first responders, and law enforcement; 2) Determine how to expand or improve existing training curriculum.	1) Develop collaboration among cities to share lessons learned including best practices for working with rural and Native American communities, 2) Establish a train-the-trainer curriculum for the criminal justice system, first responders, and law enforcement.	AZ POST, AZ Prosecuting Attorneys' Advisory Council, Regional Training Advisory Council, judges, mayors, decision makers, attorneys, police officers, advocates, survivors	AZ Coalition Against Domestic Violence, AZ Supreme Court Administrative Offices of the Court, Governor's Division for Women	FY 2011-2013
<b>5. Develop multi-disciplinary training for victims about the criminal justice process, law enforcement procedures, and realistic expectations of these systems.</b>	1) Determine key areas to highlight in training, 2) Develop multi-disciplinary training.	Deliver multi-disciplinary training.	AZ POST, AZ Prosecuting Attorneys' Advisory Council, family advocacy centers, judges, clergy, defense attorneys, survivors, police officers, advocates	Governor's Division for Women, Phoenix Family Advocacy Center	FY 2011-2012

## Category: Training and Education (continued)

Strategies	Short-Term	Long-Term	Resources	Primary Partners	Time-line
<b>6. Develop cross-training between law enforcement, criminal justice system, and advocates.</b>	Research national models for successful collaboration in best interest of survivors.	Develop regional process for ongoing collaboration in best interest of survivors.	AZ Prosecuting Attorneys' Advisory Council, Phoenix Family Advocacy Center, police officers, judges, attorneys, advocates, survivors,	AZ POST, MAG	FY 2012-2013

## Category: Coordination and Collaboration

Strategies	Short-Term	Long-Term	Resources	Primary Partners	Time-line
<b>7. Increase coordination and collaboration between shelters and services.</b>	Increase communication between shelters, programs, and transitional housing programs.	Develop environment of collaboration instead of competition among shelters and programs.	Shelter directors, program directors, victim services, transitional housing programs	AZ Coalition Against Domestic Violence	FY 2011-2012
<b>8. Increase access to information on available resources.</b>	1) Identify types and locations of existing resources, 2) Determine where resources are needed.	Develop a centralized database or Website listing resources.	Shelter directors, program directors, victim services, advocates, survivors, housing programs, attorneys	AZ Coalition Against Domestic Violence, AZ Department of Economic Security	FY 2011-2012
<b>9. Coordinate multi-disciplinary effort for reviewing standard protocols and practices for responding to domestic violence.</b>	Review existing protocols and practices of law enforcement, prosecution, and advocates for responding to domestic violence.	Develop multi-disciplinary process for seamless response to domestic violence.	City of Phoenix Police Department, Phoenix Prosecutor's Office, Mesa Prosecutor's Office, Avondale Police Department, Southwest Family Advocacy Center, El Mirage Police Department, Tolleson Police Department Scottsdale Prosecutor's Office Victim Services Program, AZ Criminal Justice Commission, Sojourner Center, AZ Coalition Against Domestic Violence	MAG, Governor's Division for Women	FY 2011-2012
<b>10. Connect all critical resources for people experiencing domestic violence and homelessness through a coordinated community response.</b>	1) Survey domestic violence and homeless providers to identify who they currently engage for response, 2) Research best practices for public health and emergency response models, 3) Educate faith leaders on how to address domestic violence.	Develop a coordinated community response in the region.	Domestic violence shelter and providers, homeless shelter and providers, healthcare community, first responders, faith communities, community leaders, city leaders	MAG, Governor's Division for Women	Ongoing

## Category: Services

Strategies	Short-Term	Long-Term	Resources	Primary Partners	Time-line
<b>11. Create an ideal model for culturally competent prevention and intervention services.</b>	Develop culturally diverse trainings designed for indepth learning.	Organize discussions on coordinating services to address cultural, age, disability, and substance barriers without denying services.	Variety of cultures (i.e., refugees, LG-BTQ, disabilities, aging), Department of Economic Security, Department of Health Services	AZ Coalition Against Domestic Violence in partnership with culturally specific organizations, such as Southwest Indigenous Women's Coalition, AZ South Asians for Safe Families, Chicanos por la Causa, Governor's Division for Women	FY 2011-2013
<b>12. Enhance the process for appropriately meeting survivors' housing needs.</b>	Create more opportunities for networking and sharing information about existing services.	Create a "big picture" approach to planning services without sacrificing attention to crisis needs.	Shelters, transitional housing, affordable housing, MAG, AZ Department of Economic Security, Valley of the Sun United Way, Local Initiatives Support Corporation	AZ Coalition Against Domestic Violence, Arizona Housing Alliance	FY 2012-2014
<b>13. Develop support groups for teens who have experienced or witnessed domestic violence.</b>	Develop network of domestic violence counselors (both male and female) to help teens.	Provide support group, counseling services, and prevention education to teens.	AZ Coalition Against Domestic Violence, AZ Department of Economic Security, survivors, teen survivors, counseling programs	Governor's Division for Women, Court Appointed Special Advocates (CASA)	FY 2011-2012
<b>14. Develop more transportation options for those residing in shelter.</b>	Research existing transportation options and barriers.	Coordinate new or expanded transportation options with community partners.	Shelters, program providers, transportation programs, AZ Department of Economic Security	MAG	FY 2011-2012
<b>15. Create long-term supports for helping survivors maintain their safety.</b>	Identify types of long-term supports that increase survivors' success in remaining safe.	Create long-term support services for survivors to access after leaving abuse.	Shelters, program providers, survivors, AZ Department of Economic Security	AZ Coalition Against Domestic Violence, Governor's Division for Women	FY 2012-2014



## Next Steps

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The new regional plan provides strategies for moving forward efforts to end domestic violence. These strategies will only result in meaningful work if they are implemented, which seems daunting in the current economic environment. While resources remain thin, the relationships and reliance on community partners becomes even more important. Together, we can take the next steps in providing safety to victims and holding offenders accountable.

Several projects that will move the plan's strategies forward are already taking shape. These projects highlight the immense need for collaborative efforts for increasing training and education, enhancing coordination, and improving services. The momentum in these areas demonstrates the community's desire to make the necessary changes to better serve those impacted by domestic violence. A few of the projects are mentioned below.



Fourteen community partners collaborated to secure STOP grant funding for the MAG Protocol Evaluation Project which will assess protocols for arresting and prosecuting domestic violence offenders.

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### Training and Education

Thanks to STOP Grant funding through the Governor's Division for Women, the MAG Protocol Evaluation Project began in May 2010. The purpose of this project is to assess the protocols used to arrest and prosecute domestic violence misdemeanor offenders. The project includes an evaluation of existing protocols used by law enforcement, prosecutors, and victim advocates to address domestic violence cases; assessment of national

and local promising practices; and the development of training and public awareness tools. This project strives to enhance communication and continuity across multiple disciplines to the betterment of survivor outcomes.

The Arizona Supreme Court Administrative Office of the Courts is leading a collaborative project to enhance domestic violence education for members of the criminal justice system. An education specialist is developing

computer-based trainings specific to the unique nature of domestic violence cases. Additional trainings are being developed for inclusion in upcoming conferences for judges. The group has applied for grant funding to support this effort.

## Coordination and Collaboration

Increasing coordination and collaboration are key components of work being done by the Arizona Coalition Against Domestic Violence and A New Leaf. In partnership with MAG, the Coalition began hosting a quarterly meeting of the executive directors of domestic violence shelters throughout the region. Attendees have found these meetings to be meaningful and are increasing their frequency to monthly.

The AzCADV Residential Programs Committee provides domestic violence service providers with a monthly opportunity to exchange information on available resources through their organizations. A New Leaf, in partnership with Valley of the Sun United Way, facilitates a bi-monthly meeting of the Domestic Violence Collaborators. These meetings provide shelter and program personnel the chance to share promising practices, build collaborative efforts, and discuss trends impacting shelters.

## Services

The MAG Domestic Violence and Homeless Transportation Project will assess the transportation needs of domestic violence survivors. In partnership with the Arizona State University CARE Program, an intern will conduct a series of focus groups with domestic violence shelter staff and survivors. These groups will help identify transportation needs of survivors in shelter, especially related to their ability to gain and maintain employment. Participating agencies include Chicanos por la Causa, the Area Agency on Aging DOVES Program, Sojourner Center, and Chrysalis. This project will lead to increased transportation options for those residing in domestic violence shelters throughout the region.

## Summary

Forward movement is vital to the success of the *MAG Regional Plan to End Domestic Violence*. Community partners will champion this work. Progress will be monitored on a quarterly basis through reports offered to the MAG Regional Domestic Violence Council. Feedback from the Council will include any needed modifications. In addition, an annual report will be developed to indicate progress made, areas needing improvement, and actions to stimulate implementation efforts. This report will be prepared for the MAG Regional Domestic Violence Council and distributed to the public.



The Domestic Violence and Homeless Transportation Project will assess transportation needs for domestic violence survivors.



## Conclusion

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During the past ten years, great strides have been made in addressing domestic violence. More shelter beds reduced the number of individuals and families turned away from a safe place to sleep. Resources empowered employers to reach out to personnel experiencing abuse. Screening questions helped healthcare professionals identify potential victims of abuse. These important steps created more opportunities for those experiencing abuse to reach out and access help.



Shelter beds, like this one at the Sojourner Center, are at risk of closing due to recent budget cuts. These beds provide an important safety net to ensure individuals and families have a safe place to go when leaving an abusive situation.

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Difficult decisions are being made about domestic violence services. Budget cuts are challenging providers to continue their important work. Service providers are seeking resourceful options for continuing to help those seeking safety from violence. Devoted community partners are pulling together in creative ways to

maintain services that have saved countless lives throughout the region.

Ending domestic violence will require increased coordination and communication. This plan lays out strategies focusing on the importance of knowing what re-

sources exist and how to leverage severely limited resources. The way of doing business will evolve to ensure services remain in place to provide safety. The role of the coordinated community response is vital to continuing to make the most impact for victims and survivors of domestic violence.

See the Signs.



the Abuse.



## Acknowledgements

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The development of the MAG Regional Plan to End Domestic Violence was made possible by the many dedicated community partners and survivors who gave their time and expertise to the planning process. Community partners participated in the Appreciative Inquiry interview process, attended the Summit, and assisted in gathering input from survivors of domestic violence. This plan is a reflection of their dedication to ending domestic violence in the region.



### **MAG Regional Domestic Violence Council**

- Commander Kim Humphrey, *Phoenix Police Department, Chair*
- Barbara Marshall, *Maricopa County Attorney's Office, Vice Chair*
- Celeste Adams, *Save the Family*
- Christina Avila, *City of Avondale*
- Lieutenant Robert Bates, *Phoenix Police Department*
- Kathy Berzins, *City of Tempe*
- John A. Blackburn Jr., *Arizona Criminal Justice Commission*
- Allie Bones, *Arizona Coalition Against Domestic Violence*
- Chris Christy, *Salt River Pima-Maricopa Indian Community*
- JoAnn Del-Colle, *Phoenix Family Advocacy Center*
- Diane Enos, *President, Salt River Pima-Maricopa Indian Community*
- Will Gonzalez, *City of Phoenix Prosecutor's Office*
- Laura Guild, *Arizona Department of Economic Security*
- Dan Hughes, *City of Surprise*
- Lynette Jelinek, *Glendale Fire Department*
- Mary Lynn Kasunic, *Area Agency on Aging*
- Patricia Klahr, *Chrysalis Shelter Inc.*
- Suzanne Klapp, *Councilmember, City of Scottsdale*
- Phil Lieberman, *Councilmember, City of Glendale*
- Jodi Beckley Liggett, *Arizona Foundation for Women*
- Maria-Elena Ochoa, *Governor's Office for Children, Youth and Families*
- Dottie O'Connell, *Chicanos por la Causa*
- Stephanie Olohan, *City of Goodyear*
- Connie Phillips, *Sojourner Center*
- John M. Pombier, *City of Mesa*
- Kerry Ramella, *Phoenix Fire Department*
- Sarah Youngblood, *Community Legal Services*

## **Regional Domestic Violence Plan Workgroup**

- Lieutenant Robert Bates, *Phoenix Police Department*
- Allie Bones, *Arizona Coalition Against Domestic Violence*
- Maribel Castro, *Chicanos por la Causa – De Colores Shelter*
- Dottie O’Connell, *Chicanos por la Causa – De Colores Shelter*
- JoAnn Del-Colle, *Phoenix Family Advocacy Center*
- Debbie Driscoll, *City of Buckeye*
- Will Gonzalez, *City of Phoenix Prosecutor’s Office*
- Alice Ghareib, *Area Agency on Aging*
- Laura Guild, *Arizona Department of Economic Security*
- Katie Hobbs, *Sojourner Center*
- Terri Leveton, *Phoenix Rescue Mission*
- Mary Alice McKone, *Elim House*
- Sandy Robertson, *A New Leaf*
- Linda Scott, *Jewish Family & Children’s Service*

## **MAG Regional Plan to End Domestic Violence Summit and Appreciative Inquiry Interview Participants**

- A New Leaf
- Aguila Youth Leadership Institute

- Ak-Chin Indian Community
- Area Agency on Aging
- Arizona Coalition Against Domestic Violence
- Arizona Department of Economic Security
- Arizona Prosecuting Attorneys’ Advisory Council
- Arizona State University Morrison Institute for Public Policy
- Arizona Supreme Court, Administrative Office of the Courts
- Avondale Young Families Program
- Catholic Charities Community Services
- Catholic Diocese of Phoenix
- Chicanos por la Causa, De Colores Shelter
- Child Protective Services
- Chrysalis Shelter, Inc.
- City of Glendale Fire Department
- City of Mesa Police Department
- City of Mesa Prosecutor’s Office
- City of Phoenix Fire Department
- City of Phoenix Police Department
- City of Phoenix Prosecutor’s Office
- City of Scottsdale Police Department
- City of Tempe, Care 7 Program
- DRA Consulting Services
- Glendale City Court
- Governor’s Office for Children, Youth, and Families
- Health Choice Arizona
- Homeward Bound
- Human Resource Essential
- Jewish Family & Children’s Service
- Maricopa County Attorney’s Office
- Mariposa: Wings to Safety
- Marley House
- Mountain Sky Junior High/ Washington Elementary School District
- National Organization for Women
- Nina Mason Pulliam Charitable Trust
- O’Connor House
- Peoria Unified School District
- Phoenix Family Advocacy Center
- Phoenix Rescue Mission
- Purple Ribbon Council to Cut Out Domestic Abuse
- Recovery Innovations of Arizona
- Remax Infinity
- Saint Luke’s Health Initiatives
- Salt River Pima-Maricopa Indian Community
- San Lucy District
- Save The Family
- Sojourner Center
- Southwest Human Development
- Tempe Community Council
- The Arizona Republic
- The Salvation Army Elim House Domestic Violence Shelter
- Wesley Community and Health Center
- Wholonomy Consulting, Inc.



# Appendices

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## Appendix A: MAG Regional Domestic Violence Council Timeline

### 1999

- Developed the *MAG Regional Domestic Violence Plan*.
- Established the MAG Regional Domestic Violence Council.
- Published Domestic Violence Safety Planning Brochures.

### 2000

- Formed Employers Against Domestic Violence (EADV).
- Developed *Model Guide for Developing Local Coordinating Councils*.

### 2001

- Formed Health Cares About Family Violence initiative collaborating with hospitals to implement screening and follow up protocol for domestic violence.
- Developed *Domestic Violence Resource Guide for Faith Leaders* and sponsored the Religious Response to Domestic Violence forum.
- Published *Crisis Response Team Reference Guide*.
- Held first Employers Against Domestic Violence forum about employers' response

to domestic violence in the workplace.

### 2002

- Published *MAG Regional Domestic Violence Plan Update*.
- Developed Domestic Violence Response Kits, including domestic violence screening lanyards and shoe cards.

### 2003

- Partnered with The Arizona Republic for first Annual Walk to End Domestic Violence.
- Co-sponsored forum on the religious response to domestic violence.
- Coordinated health care provider training on photographing domestic violence injuries.

### 2004

- Partnered with Men's Anti-Violence Network (MAN) to develop domestic violence awareness packets for employers.
- Developed *Domestic Violence Plan Five-year Report Card*.
- Held first annual domestic

violence awareness press conference, "There's Not a Minute to Lose."

- Produced interactive training CDs helping pediatricians identify potential domestic violence cases.
- Partnered with The Arizona Republic for second Annual Walk to End Domestic Violence.
- Developed training curriculum for Crisis Response Teams working with children witnesses of Domestic Violence.

### 2005

- Conducted a Domestic Violence Survey through Behavior Research Center.
- Participated with The Arizona Republic for the third Annual Walk to End Domestic Violence.
- Conducted Employers Against Domestic Violence trainings.
- Held "Do You See It?" press conference highlighting the importance of identifying and stopping domestic violence.

## 2006

- Developed *The Need for Increased Domestic Violence Shelter in the MAG Region*, which assisted in the efforts to increase domestic violence shelter beds.
- Drafted the *Exploration of the Fiscal Impact of Domestic Violence on Local Criminal Justice Systems* in the MAG Region.
- Implemented Youth Empowerment Project (YEP) to raise awareness of dating violence among teens.
- Launched *WebofFriends.org* website with live chat during annual press conference.

## 2007

- Conducted region's first "Text-a-thon" with teens at annual press conference to spread the word about the importance of healthy relationships.
- Coordinated first YEP Public Service Announcement (PSA) Competition, resulting in a television PSA on teen dating violence.
- Coordinated first annual joint committee meeting of the MAG Regional Domestic Violence Council and MAG Continuum of Care Regional Committee on Homelessness.

## 2008

- Organized first Smart Dating event at the annual press conference to help teens See the Signs. Stop the Abuse.
- Conducted community outreach engaging youth in discussions about healthy dating relationships.
- Implemented second Annual YEP Public Service Announcement Competition, resulting in a radio advertisement.
- Identified collaborative goals at second annual joint committee meeting of the MAG Regional Domestic Violence Council and MAG Continuum of Care Regional Committee on Homelessness.
- Participated in the Annual Walk to End Domestic Violence

## 2009

- Held third Annual YEP Public Service Announcement Competition, resulting in development of print ad and Web banner.
- Developed YEP Best Practices Toolkit.
- Released *The Availability and Awareness of Legal Assistance for Domestic Violence Survivors* report.
- Developed regional screening principles for the domestic violence and homeless shelter system.

- Conducted a domestic violence and homeless shelter capacity study as a follow up to *The Need for Increased Domestic Violence Shelter in the MAG Region*.
- Launched a community involvement process to update the MAG Regional Plan on Domestic Violence.

## 2010

- Conducted the Regional Plan to End Domestic Violence 2010 Summit
- Created the *MAG Regional Plan to End Domestic Violence*.

## Appendix B: Appreciative Inquiry Interview Guides – Survivors

Maricopa Association of Governments  
Regional Domestic Violence Council  
Appreciative Inquiry Interview Questions - DV Survivor

Name of Interviewer: \_\_\_\_\_

Name of Interviewee: \_\_\_\_\_

Date of Interview: \_\_\_\_\_

Thank you for participating in this interview process. As someone who has been personally touched by domestic violence, you can play an important role in identifying what is most helpful to those leaving a violent situation. Thank you for your willingness to share your experience so others may receive the help they need to be safe.

Although changes have been made in addressing domestic violence in our community, there is still a lot of work to be done. Information is being gathered from survivors of domestic violence as well as professionals helping those currently experiencing domestic violence to help identify what is already being done well and what should be done in the future. Thank you for participating in this effort.

### *Services for Domestic Violence*

- 1) Tell me about a positive experience in which one or more systems you accessed for help were responsive to your needs. Examples of systems include criminal justice, law enforcement health care, community organizations, and/or faith communities. What happened in this experience? What made it positive for you?
  - What did the organization or agency do to make this positive outcome possible?
  - What did you do that helped achieve this positive outcome?
- 2) What would you say were the three most important things that helped you stabilize after the abuse?
- 3) Imagine it is four years from today and the three most important things that helped you are available to all women who experience domestic violence. What has changed?
- 4) Was it difficult for you to access shelter or services? What helped you to connect with these resources?
- 5) Can you describe a time when your abuser was held accountable for his/her actions? How was your abuser held accountable? What happened?
  - What did the organization or agency do to make this positive outcome possible?
  - What did you do that helped achieve this positive outcome?

### *Prevention of Domestic Violence*

- 6) What is being done the best in our community to prevent domestic violence?
- 7) What three wishes do you have for the way domestic violence survivors are served in Arizona? What three wishes do you have for preventing domestic violence in Arizona?

### *Additional Comments*

- 8) Is there anything else you would like to share?

Please contact Renae Tenney, MAG Human Services Planner I, with questions at [rtenney@mag.maricopa.gov](mailto:rtenney@mag.maricopa.gov) or 602-254-6300. Interview notes should be sent to Renae by January 29, 2010 via email, fax (602-254-6490), or mail (302 N. 1st Ave., Phoenix, AZ 85003).

**Thank you!**

## Appendix C: Appreciative Inquiry Interview Guides – Professionals

### Maricopa Association of Governments Regional Domestic Violence Council Professional Interviewer Guide

Name of Interviewer: \_\_\_\_\_

Name of Interviewee: \_\_\_\_\_

Date of Interview: \_\_\_\_\_

We have come a long way in addressing domestic violence in our region. As professionals in this work, we have implemented strategies to help identify domestic violence, developed brochures to help victims keep themselves safe, and expanded shelter and support services. Thank you for your shared passion and dedication in making a difference for those escaping violent relationships.

Now it is time to take a close look at how we can continue to make a difference for those experiencing domestic violence. We need your help in generating fresh approaches. We ask you to use “out of the box thinking” to identify concepts you have gleaned from your life and work experiences. Please join us as we continue to put an end to domestic violence in this region.

#### *Preservation of Resources*

- 1) Think of a time when you assisted a domestic violence survivor along their journey to self-sufficiency. What about this survivor’s story and experience was inspirational?
  - What would you say were the *top three elements* or services that made their journey possible?
  - What would you say can be done to maintain or enhance these elements or services?

*(INTERVIEWER: If the interviewee needs prompting, mention these may be feelings, relationships, services, and/or resources they found helpful. Try to determine where their three answers originated. For example, if “hope” was a major element, where did this hope come from? What made them feel hopeful?)*

- 2) Not all survivors may share the same access to services and shelter. What would you say is being done well to provide access to underserved domestic violence populations?

*(INTERVIEWER: If the interviewee needs prompting, mention that “underserved populations” may include people from historically marginalized groups. Some examples may be refugees, immigrants, undocumented people, those with substance abuse issues, disabilities, mental health issues, and affluence.)*

#### *Offender Accountability*

- 3) Describe a peak experience when an abuser(s) was held accountable for his/her actions.
  - What did the survivor do that helped achieve this positive outcome?
  - What did the organization or agency do differently that allowed this positive outcome to be possible?

### ***Systems Accountability***

- 4) Describe a positive experience in which one or more systems accessed by a domestic violence victim(s) were responsive to the victim's needs.
- What made this experience memorable for you?
  - What did the systems do differently that helped to achieve this positive outcome to be possible?

*(INTERVIEWER: If the interviewee needs prompting, mention that "systems" may include outreach by community organizations and/or faith communities, law enforcement, health care, and courts. Try to determine how the systems were helpful. For example, if the interviewee says the police were helpful, what did they do that was helpful?)*

### ***Prevention***

- 5) Describe a peak experience when you clearly saw the positive effects of domestic violence prevention efforts. What do you see as the keys to successful prevention efforts?

### ***Collaboration/Leveraging***

- 6) Tell about a time when you were energized about working closely with others in reaching a shared goal. What made the experience energizing for you?

### ***Leadership Development***

- 7) Recall a time when you were inspired by irresistible leadership. What was the situation and what made the leadership irresistible to you?
- In what ways has this experience influenced your leadership style?
  - What would you say can be done to develop new leaders and re-energize current leaders in the domestic violence community?

### ***Additional Comments***

- 8) Is there anything else you would like to share?

Please contact Renae Tenney, MAG Human Services Planner I, with questions at [rtenney@mag.maricopa.gov](mailto:rtenney@mag.maricopa.gov) or 602-254-6300. Interview notes should be sent to Renae by January 29, 2010, via email, fax (602-254-6490), or mail (302 N. 1st Ave., Phoenix, AZ 85003).

**Thank you!**

## Appendix D: Appreciative Inquiry Interview Results – Survivors

Services for Domestic Violence #1		
<i>Part A: How were systems responsive to survivors' needs?</i>		
Result	#	Comments
Shelters	6	Available shelter space, a safe place, without shelter space we would be dead, saw past policy
First Responders (police, fire)	5	Treated as high priority, gave referrals, assisted with securing shelter and advocate, police helped with order of protection
Justice System Response	4	Abuser arrested and held, received order of protection, a judge finally believed in me, help with divorce for free
Faith Community	2	Provided support, helped with accessing shelter and services
Employer's Assistance	1	Helped with counseling and safety planning
Healthcare Professionals	1	
Food Bank	1	
<i>Part B: How did survivors help achieve a positive outcome?</i>		
Result	#	Comments
Gained sense of empowerment	10	Self-awareness, inspired myself by getting this far, peace and confidence, learned from my situation, taking care of my health, don't have to live with threats and violence, have learned to be a better person, now living a better, healthy, peaceful life, better with my children, have grown in many different ways, learned about laws, felt empowered through DV Walk, received assistance
Gained knowledge of services	9	Transportation, job training, counseling, housing, Community Information & Referral, TERROS, Sojourner, orders of protection, Jewish Family and Childrens' Services
Went into shelter	7	Shelter services, DeColores, protection for self and family,
Found support system	6	Shelter staff, other survivors in shelter, family, co-workers, girlfriends

Services for Domestic Violence #2		
<i>Three most important things that helped you stabilize after abuse?</i>		
Result	#	Comments
Emotional Stability	25	Time enough to be okay, counseling, talking with someone, crisis team, therapy, validation by therapist, mental health issues, feel better emotionally, emotional well-being (faith, hope, health), regained my health, love for self and children, feeling better, no more fear, no more abuse and insults, less stress, better health, family therapy, feel I have a future filled with triumph
Support System	18	Family, friends, other survivors, shelter staff, support groups, not feeling alone, having mentors or role models
Shelter	9	Shelter resources, resources, victim advocate, VAWA services and process, My Sister's Place, Save the Family, Community Bridges, shelter
Sense of Empowerment	8	Willpower, self-determination, discipline, self-sufficient, independent, hope, talking about my experience in court, sharing my knowledge of resources with another victim
Housing	7	Find housing, housing, some place to go, safety, find a place to live, a safe place to live where he can't hurt me
My Children	6	Safety for my children, my son
Financial Stability	4	Financial stability, employment, school, education
My Faith	4	Faith, spiritual growth, church, God, my faith
Leaving situation	3	Getting out, leaving situation, moving far away
Legal Help	2	Legal help, filed for divorce and child custody
Communication across systems	1	

### Services for Domestic Violence #3

#### *Four years from now, what has changed to help women experiencing domestic violence?*

Result	#	Comments
Shelter and Services	13	Shelter, counselors, housing, medical, safe place, safety, classes, affordable services, referrals, English classes
Awareness	10	In schools and mainstream media, television commercials, domestic violence awareness expanded, prevention education, educating children, more education, less stigma, different environment
Empowerment	8	Willing to ask for help, women speaking out, not returning to abuser, feeling stronger and more self-sufficient after overcoming abuse, enhanced self-esteem, focus on self and children
Counseling	6	Provided a lot of help and advice
Legal Help	6	Orders of protection; divorce; understanding laws; legal help; court-mandated classes; laws in general because not only am I affected, my child is affected
Support System	4	Support system, unconditional support of a friend, support of other survivors, my children, my teachers
Coordination Between Systems	3	Relationship between victim advocate and probation; being able to relay on help from police, judge, shelter staff; centralized family services with judges, police, counselor, shelter, therapists, groups, legal advocates
Career and Educational Opportunities	2	Accessible education available to all women
DV taken seriously by police	2	Have specific number to call police about DV
Easier shelter screening	2	Process was long and questions were rude, finding shelter space
Transitional Housing	2	
Transportation	1	
CPS Intervention	1	

### Services for Domestic Violence #4

#### *Part A: Was accessing shelter or services difficult?*

Result	#	Comments
Lack of Services	13	Unaware of help; did not know shelters existed; people are not aware of resources; limited awareness of shelters; information not available without shelter referrals; difficult to access services; unaware of shelters; need more information about DV at WIC offices, stores, and wherever victims might seek help, DES not helpful, long-term services to help victims from having to return to abusers, access to services in college
Shelter	10	Every time I called the shelter was full, difficult finding open space at shelter, called shelter but they would not take me in, taken to Watkins first then to De Colores four days later, Long process to get into shelter, screening questions were difficult and rude, prefer separate rooms in shelter
Eligibility Criteria	5	Not serving men, rich people, drug users, women with older children; youth programs difficult to find, transitional housing does not accept teens, had to be labeled Seriously Mentally Ill to be able to access affordable medication and therapy, ridiculous process for accessing food stamps requiring abuser to verify victim's income level
Law Enforcement	3	Talk down to victims, could do more, survivor charged with DV
Transportation	2	Limited public transportation

#### *Part B: What helped connect you to them?*

Result	#	Comments
Received referrals	8	Referred from hospital, asked for referrals, referred to resources, nurse was a great resource, teachers connected me to DeColores, received shelter list from church, crisis hotline, TV ads motivated me to keep trying
Not difficult	5	Helped by friend, CONTACTS helped, referred by Mexican Consulate, police provided a number to call and shelter was waiting with open arms and love

### Services for Domestic Violence #5

#### Part A: How was your abuser held accountable?

Result	#	Comments
Was Not Held Accountable	14	Rural area, few services, strong church influence, given probation with recent girlfriend but statute of limitations with me, held accountable for hurting others but not me, never held accountable, deported, police informed me I could stay somewhere I felt safe if I feared what would happen after they left, no charges filed because he threatened to take my children, no charges filed
Held Accountable by Jail Time	9	Jailed for two days and sent to 26 weeks of DV classes, jailed for 24 hours then made bail of \$20,000, jailed for two months, husband went to jail while I was pregnant, given jail time but came out angrier, victim charged with abuse, imprisoned for one month
Held Accountable by Court System	9	Fined for delaying legal process, provided documentation aiding lawyer, court held him accountable, judge held abuser accountable, Order of Protection, child support enforcement, provide support
Held Accountable by Law Enforcement	5	Arrested on other charges and deported but came back worse, arrested and served 15 days, arrested when he put me in a coma and almost killed my son, police very helpful
Held Accountable by Victim	4	Victim left, survivor advocated and didn't give up, abuser lost his family, abuser lost his children
Was Not Held Accountable - Not Reported to Police	4	Did not contact police due to fear; he made threats; threatened to take my children, kill me, or report me and I would get deported
Sent to Rehab	1	

### Prevention of Domestic Violence #6

#### Best prevention of domestic violence in our community?

Result	#	Comments
Awareness	17	Teen awareness; awareness outside of reservation; awareness and education such as television commercials, DV Walk, shoe cards, pamphlets in bathrooms; education on DV awareness, ads on preventing DV, word of mouth from others who have been in shelter, providing information on radio, internet, flyers; give more DV information, provide phone numbers, survivor's share experience
Resources	7	Services outside of reservation, resources like Web of Friends, availability of resources, more visible information about programs for victims, informing other victims of services, more information on how to overcome abuse
Shelters	5	Shelters, safe houses, housing in communities, safe place with a level of independence
Offender Accountability	5	Harsher sentencing, more severe consequences, stronger charges, tougher laws, law better enforced
Education	4	Educate children about domestic violence, educate on healthy relationships as young as possible, school programs
Outreach	4	Hospitals, doctors asking questions, teachers asking questions, churches
Nothing	2	Nothing being done
Communication	1	

<b>Prevention of Domestic Violence #7</b>		
<i>Three wishes for serving domestic violence survivors?</i>		
<b>Result</b>	<b>#</b>	<b>Comments</b>
Increased Resources	24	Easier access to documents, services for those moving out of DV situation, long-term support, classes, support groups, financial help for mothers with infants, affordable childcare, policy changes so financial assistance does not disappear as soon as employed, transportation to services, financial assistance, reliable foster system, hotline, availability of professional counseling, sliding scale system for services, knowledge of resources, life skills, employment, education, affordable services, accessible agencies, safe haven for children while parents work out their difficulties
Increased Shelter Opportunities	22	Easier access to shelter, more shelters, safe place, more shelters for Spanish/Mexican individuals, continue to have exceptional shelters, less discrimination, no eligibility limits on older boys, accept kids of all ages, extend 30 day limit in shelter, for families of two, for single female victims
Enhanced Criminal Justice Response	16	Stricter, tougher, stronger, more severe charges for abusers, harsher on abusers on first and second calls, jail time for all abusers, stronger child custody laws, judges are aware of the issue, charges are carried forward, DV court, compassionate lawyers, police involvement, more rights for victims
Increased Education	15	Educate on relationships, awareness and education, domestic violence education, equal DV awareness for providers from all systems, accessible information and education to low-income, provide more information on television and radio, inform the community, knowledge of domestic violence, more information geared towards abusers so they know what will happen to them, outreach, can happen to anyone, can cycle
Increased Resources in Spanish	7	More information in Spanish, increased services in Spanish, more Spanish-speaking representatives, translator services, more court services in Spanish
Increased Resources for Undocumented Women	9	Less discrimination, information and services in Spanish (especially victim's rights), treat everyone equally, undocumented hold back from calling for help due to discrimination and end up losing their lives, dedicate more time and attention to making changes to help victims obtain residency without all the barriers and requirements, continue helping find work and opportunities, give legal status to DV victims
Children Taught Healthy Relationship Skills	5	Domestic violence curriculum in schools, prevention through education of children, parents teach children respect for others, teach children how to be members of a family without domestic violence
Sense of Personal Empowerment	4	Confidence, let survivors know they are not alone, collaborate with survivors, stand up against abuse
Seriousness Validated by Responders	3	Responders are more kind toward victims, advocates for children arrive with first responders, DV taken seriously
Affordable Housing	2	Places to live

<b>Other #8</b>		
<i>Anything else to share?</i>		
<b>Result</b>	<b>#</b>	<b>Comments</b>
Importance of Support System	8	Sharing my story with others, support of friends, co-workers, get information on support groups, working with child care provider to better child's life, my sister inspired me to leave
Importance of Helping Others Through Their Experiences	7	Information used to help others, take action on information gathered, hope more is done so no one else experiences DV, do something to end DV, help DV victims put a stop to DV, increase services available for women who are abused, hope information helps so no else suffers or dies from DV

## Appendix E: Appreciative Inquiry Interview Results – Professionals

Preservation of Resources #1		
<b>Part A: what was inspirational about survivor's journey?</b>		
Result	#	Comments
Interviewees were by far most inspired by survivors of domestic violence themselves.	19	Personal spirit, courage, resiliency, support of others, take control, right to be safe, no stigma, kids' safety, self-esteem, following through, values, empowered, determined, success, survivor's determination to survive
Some affected deeply by system.	2	Fear of the system, inspired to act by failure of system
<b>Part B: what three top elements were instrumental to success?</b>		
Result	#	Comments
Services	18	Central point of access, coordinated, accessible, Spanish, quick, seamless, integrated in community, confidential, examples: Phoenix Family Advocacy Center (FAC), Fresh Start, Temporary Assistance for Needy Families (TANF) (2), Section 8, WIC
Criminal justice system response	16	Good police training, police sensitive communication, Orders of Protection (3), police identify signs, court kept abuser in jail until trial, victim advocates (4), police unsupportive, advocate very attentive, hospital-police-prosecutor followed protocols
Counseling	8	Free, unlimited, children's behavioral health
Shelter/housing	8	Emergency shelter (6), transitional housing, given alternative place to stay during trial when couldn't go to shelter
Supportive environment	5	Tell story and be understood, emotional support, encouragement, from surviving to thriving
Connected to family	4	Reunited with family, daughter helped mother to safety, family support
Nogales Circles of Peace	1	Not all survivors want to leave relationship
Transportation	1	
Medical care	1	
<b>Part C: what needs to be done to maintain or enhance services?</b>		
Result	#	Comments
Address funding	6	Keep it consistent, provide more funding for services (2), provide more funding for housing, maintain funding, survivors can be reluctant to prosecute because they need abuser's income
Raise awareness	5	Put face on DV, educate public, Laura Munoz raised awareness about DV, educate survivors about cycle
Provide housing (not shelter)	4	Need a place to go that is not shelter
Support interdisciplinary work	3	Networking important, facilitate more interdisciplinary meetings, CPS called by school and helped family
Provide training	2	1st responder training needed, more training
View DV as one comprehensive system	1	
Need Court Watch program	1	
Advocate	1	
Intervene against patriarchal institutions	1	
Lower caseloads for prosecutors	1	

Preservation of Resources #2

*What is being done well to provide access to underserved populations?*

Result	#	Comments
Serving Spanish-speaking survivors	13	Bilingual outreach (3), monolingual services (3), bilingual services (2), Spanish behavioral health services (2), services for undocumented people have improved, clients get Visas, De Colores cultural competency programs
Examples of needed services	13	Behavioral health services, legal assistance, culturally specific programs, transportation (2), taxi services, victim advocates (2), discipline focused training, diversity and sensitivity training, educate underserved clients, advocates need list of resources and open beds
Examples of effective programs	11	Sojourner serves clients with substance abuse issues, community centers, South East Asians for Safe Families, Moma's House, Echo magazine, Doves, De Colores (2), Violence Against Women legislation, Family Advocacy Center (2), SEEDS program, Phoenix, Scottsdale, CONTACTS
Steps to provide better access	10	Increase media awareness, listen and advocate, increase number of safe houses, network well, employ case workers who reflect diversity of clients, reimburse shelters for capacity not occupancy, provide funding to keep services available, shelters cooperate with police, utilize beds fully so more beds won't be needed, have staff provide personal support
Examples of underserved populations still in need	8	Boys older than 12 years, seriously mentally ill, substance abuse, refugees, LGBT, mid to high income survivors, substance abuse, men victimized as children
Tribal concerns	4	Number of shelters on tribal lands has increased, Amnesty International- Violence Against Native Women, tribal laws need to improve, need more services for tribal women
Emergency shelter	4	Emergency shelter serve survivors with low incomes well (2), lose clients in transitional housing, survivor insecure about entering shelter but found great support
Recognition	2	Recognition of underserved populations has improved, acknowledging need more
Underserved is overemphasized	1	
Good referrals	1	
Hotline attitudes have changed	1	

<b>Offender Accountability #3</b>		
<i>Describe a peak experience when abuser was held accountable.</i>		
<b>Result</b>	<b>#</b>	<b>Comments</b>
Criminal justice system response	22	Treated DV as public safety issue, swift consequences (2), judges trained in DV, police free to determine arrests, collaboration between 911-prosecution-jail-advocate, positive relationship between police and shelter, police knowledgeable about coercive control, new detectives trained, need more victim advocates, assign same victim advocate to police officer, legal advocate assisted and present in court (3), Family Court researched and recreated documentation, police and Maricopa County Attorney's Office brought abuser to trial, good laws like 3 strikes means aggravated assault, court system involved, need better education about orders of protection (OOP), OOP used effectively (2), prosecutor subpoenaed survivor to testify and abuser convicted, good investigation
Victim participated fully	8	Survivor well educated about process, empowered, gave good statements for police, participation is key, attended trial, cooperated because friend had just been killed by her abuser and she realized that could have been her, testifying positive experience for survivor and helps to convict abuser, survivor didn't minimize abuse
Abuser not often held accountable	5	Not held accountable (3), not held accountable until felony charge, rarely adjudicated
Examples of effective actions	8	Men holding men accountable, modified Duluth model, responsive approach, all stay engaged through process, no personal agendas, unified voice, compliance specialist, photos of injuries
Barriers	4	Need more accurate reporting, need to change thinking behind abuse, reverse dual arrest policies, Crawford ruling hurt accountability prosecution (excited utterance)
Treatment	2	Offender treatment, highly skilled therapists
Abuser wanted to return to jail	1	Offended again and realized needed more services
Not survivor's job to hold abuser accountable	1	

#### Systems Accountability #4

*Describe a positive experience when one or more systems accessed for benefit of survivor.*

Result	#	Comments
Interdisciplinary collaborations	17	Teams secured services for survivor, school and shelter partnered, shelters collaborate with each other and share overhead costs, joint meetings with police-CPS-FAC-shelter, shelters collaborated with criminal justice system, social service agencies collaborated with courts (3), FAC collaborates with criminal justice system, Verizon phone, immigrant attorney, church, legal aide, municipalities sharing OOP data, survivor video conference with judge, probation officer met halfway (2), Com Trans, survivor's family, State
Good collaborative partners	16	Case manager coordinated services, child support enforcement, DES Community Conversations, DV Walk in Native communities, shelters going above and beyond, LARC, CPS coordinated housing and courts, Magellan direct care clinic, Scottsdale DV Center, Catholic Church, Pinal DV Court (2), O'Connor House, ASU School of Social Work, CASA, FAC, healthcare system, survivors benefit from working together (2)
Criminal justice system response	11	Judge removed from case, video phone helps judges, police made extra effort to arrest, courts, collaboration between police and cell phone company, police cared and followed through, quick follow-up and consequence, victim advocate worked with police to get OOP, advocate secured food and shelter for survivor, release revoked to keep survivor safe
Steps to increase accountability	6	Adjust approach to survivor's religious and cultural needs, move beyond anger, need tools and freedom to make best choices, create a database of DV convictions, stimulate economic development for families, bring Mentors in Violence Prevention Program to region, advocate going to court with survivor to obtain OOP
Transportation	2	Officers provided transportation, more transportation needed
Barriers	2	Most lesbian survivors not in shelter, survivors need more permanent housing and not shelter
Healthcare		
Inspired by seeing survivor smile at end of trial		

<b>Prevention #5</b>		
<i>Describe a peak experience when effects of prevention clearly seen.</i>		
<b>Result</b>	<b>#</b>	<b>Comments</b>
Examples of effective steps	20	Survivors gaining self-sufficiency (2), survivors building self-esteem, healthcare involved, survivors more aware of resources (2), community holds abusers accountable, prioritize cases, courts involved, change beliefs, realize it's cheaper to prevent than intervene, be tenacious about justice, ask people if they are okay (3), release from prison revoked (2), communication between agencies key, speaker at teen program
Education	14	Community outreach, education about signs of abuse (2), school-based education, community-based education, start in elementary school, education for kids, parenting classes, education about cycle, training
Awareness	6	Spanish-speaking public service announcements, community awareness, mainstream media, send a consistent message that DV is wrong, make messages about DV mainstream like anti-smoking ads
Examples of good prevention resources	6	Fresh Start Resource Center, Men's Anti-Violence Network, Scottsdale crisis teams, Violence Anonymous 12-step program, Purple Ribbon Council, Healthy Relationships session at Hispanic Women's Conference
Services	5	Intake center services, ongoing services, counseling, holistic services, accessible services
Family	4	Serve entire family within one system for true picture, recognize importance of offender accountability to whole family, engage survivor through children, daughter helped mother
Places of worship	2	Church stood up to abuser, Church of Latter Day Saints and tribe collaboration

<b>Collaboration/Leveraging #6</b>		
<i>Describe a time when energized by working closely with others toward shared goal.</i>		
<b>Result</b>	<b>#</b>	<b>Comments</b>
Examples of positive experiences	19	Relationships between police, advocates, and FAC; ASU Lado Telethon, research and advocacy groups, Victim Assistance Academy, legal clinic, 6 court and police collaboration to develop defendant info sheet, coercive control program with Phoenix police (2), FAC, Arizona Coalition Against Domestic Violence (AZCADV) Legislative Committee, National College of District Attorneys, MAG Regional Domestic Violence Council, Men's Anti-Violence Network, Governor's Commission, impactful community services (2), community volunteers, prosecutors used to be assigned to precincts and communication improved, detective very involved, Pendergast School District, Kids at Hope Training, collaborating with law enforcement-doctors-prosecutors to address shocking rates of child abuse
Necessary elements	13	Pride in work (2), short-term goals with long-term focus, share resources, focus on safety for survivors, innovative solutions, common ground, excited about activities, honesty (2), diversity (3)
Inspired by survivors	9	Survivors participated in DV Walk, survivor success (3), survivor educated and employed, empathy, CPS and advocates focused on children, contact with survivors personalizes work
Group dynamics	8	Decision people/right people in the room (3), everything comes together because everyone is necessary to the process, right leadership, inspired by colleague success and knowledge (2), group member roles respected
Examples of steps needing to be taken	3	Institutionalize bullying, prioritize cases, see DV as function of poverty

**Leadership Development #7**

*Describe what makes leadership irresistible.*

<b>Result</b>	<b>#</b>	<b>Comments</b>
Personal characteristics	13	Honest about flaws (2), dynamic, enthusiastic (5), stands by decisions, visionary, confident, no personal agenda, truly believes in work
Passionate	10	Worked in trenches and still passionate, passionate about work
Interactions with others	8	Brings diverse groups together, ability to motivate through example (2), challenges others, creates sense of ownership (2), protects and understands survivors (2)
Communication	7	Gives honest feedback, spokesperson people can relate to, good communicator, consistent outspoken message, advocates, asks the hard questions, willing to listen
Impact on others	7	All are equal, empowers others, personally invests in others, everyone matters, all are valued, ordinary people make a difference, inspiring
Innovative	6	Fosters different perspectives, open to change, open to new approaches, creative problem solving, new ideas, flexible
No ego	5	Selflessness, no ego
Examples of irresistible leadership	5	Sojourner's proactive position on budget reductions, Clothesline Project's enthusiastic outreach, Justice O'Connor's multi-disciplinary approach, MAG Regional Domestic Violence Council's and ACADV's open dialogue, Kids at Hope's encouragement to find positive attributes even in negative situations
Examples of steps needing to be taken	5	Focus on solutions, use an informed strength-based approach, develop redundancies in system, offer true life stories to inspire and show steps taken
Knowledgeable	5	Hands-on knowledge, not just theory, informed and involved, focuses on teaching moments, knowledgeable

**Other #8**

*Is there anything else to share?*

<b>Result</b>	<b>#</b>	<b>Comments</b>
Criminal justice issues	12	Make policies specific to DV because DV is unlike other crimes, police and detective workloads are too high with 90 cases a month, assign the same victim advocate to an officer each time, need more legal assistance (2), prosecute more people, Kaity's Law helps teen dating survivors, changes in law and police methods helping, criminal justice response has improved, need for more courts to address the whole family, hundreds of cases not prosecuted for very one that is successful because survivor recants, focus more on police investigations and successful prosecution
Next steps	9	Tear down barriers and work together, recognize staff burn-out as a critical issue, do more group projects, raise awareness about FAC, need to challenge the system, need really good facilitators, address funding issues and medical/DV services being cut, ensure survivors and children can access ongoing counseling, more shelters and services in West Valley
Survivor issues	7	Investigate the family relationships, fear of immigration issues, survivors speak Mexican/Indian dialect and are learning to read and write, women sometimes victimize each other in shelter, don't put survivors down, use an empowerment model, fear of system
Training	3	Joint training between shelters and police, education is key, cross train
Offenders	3	Hold terrorists accountable, need to address offenders more, stop creating offenders
Hard to share only positive	1	



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