

# “ **COMMUNITY CONVERSATIONS:**

## ARIZONA VICTIM SERVICES STRATEGIC PLANNING

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CONVENED BY THE STATE AGENCIES  
COORDINATING TEAM (SACT) ”

SACT is comprised of multiple state agencies who collaboratively assess and develop plans to improve crime victim services throughout Arizona. These agencies include the Governor’s Office of Youth, Faith and Family, the Office of the Arizona Attorney General, the Department of Health Services, the Department of Economic Security, the Department of Public Safety, the Department of Housing, and the Arizona Criminal Justice Commission.

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### **State Agencies Coordinating Team (SACT)**

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### **History of Needs Assessment and Community Conversations by SACT**

As agencies that administer federal funds, the entities that make up SACT are required to create state implementation plans for how they plan to distribute funds across the state. In order to get a better sense of the needs around the state, every few years SACT hosts a series of statewide Community Conversations in various locations with broad sets of stakeholders representing all aspects of the criminal and civil legal services, as well as non-governmental entities that serve crime victims.

Although the last time in-person Community Conversations took place was in 2010, state agencies collaborated with the Arizona Coalition Against Domestic Violence and the Morrison Institute for Public Policy at the Arizona State University in 2013 and 2014 to conduct surveys with survivors and advocates, first in Maricopa County and then statewide, to get a sense of the needs of victims across the state. Two reports were issued that indicated victim's needs throughout the state largely focused on healing as well as meeting basic needs.

The Arizona Department of Economic Security also held a series of meetings in 2013 and 2014 in which it brought together domestic violence service providers to have discussions about how the Domestic Violence Prevention line item of the state budget is administered in the state of Arizona. Discussions focused on what activities are supported today compared to what providers think the priorities should be 10 years from now. During the three years following that discussion, some programs have made significant changes to the way they provide services to victims of domestic violence, while others have made small changes, and others have made virtually no changes to their delivery of services in the community.

Additionally, the US Department of Justice, Office for Victims of Crime and the US Department of Health and Human Services, Family Violence Prevention and Services Administration released updated regulations with how Victim of Crime Act (VOCA) Victim Assistance funds and Family Violence Prevention and Services Act (FVPSA) funds, respectively, can be used. Due to the length of time since the last round of community conversations, as well as new funding regulations, it was necessary to host another round of conversations to ensure that the voices of crime victims' rights advocates, as well as some crime victims themselves and criminal legal system actors, are factored into determining how priorities for funding for crime victim services should be set.

### **2017 Conversations**

SACT agreed to co-host a series of five Community Conversations around the state: in Southern, Central, Eastern, Western and Northern Arizona. SACT contracted with the Arizona Coalition to End Sexual and Domestic Violence to facilitate the meetings with the goals being to determine who the most under and unserved victims of crime are in each area, what barriers or challenges they face in reaching services, and what solutions are required in order to best

Attendees were challenged to be **10x BOLDER** in their proposed solutions to the challenges each community is facing.

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meet their needs. In order to ensure that solutions were creative and focused on meeting the needs of the most isolated and vulnerable victims, attendees were challenged to be 10x BOLDER in their proposed solutions to the challenges each community is facing. As a note before the information regarding the Community Conversations, both ACJC and VOCA/DPS conducted surveys that also served as data points for the state agencies in developing their recommendations for moving forward with allocations and processes. These reports are provided in the Appendix, following the conversation summaries.

### **Agenda and Materials Presented**

Each of the five regional meetings were designed to be interactive and to facilitate relationship building among the attendees. The agenda was as follows:

- **Introductions**
  - Name, role and organizational affiliation
  - Who are your people? What identities do you have?
  - In what ways do your identities impact the way you do your work, interact with clients/customers?
  - How might peoples' identities impact the way they interact with (or choose not to interact with) victim services? Overall thoughts, observations about the exercise
- **Reframing Our Work**
  - 3 pivots:
    - Pivot 1: Proactive – move from reactive to proactive, pursuing a bold vision for change
    - Pivot 2: Interconnected – move from a fragmented field working in silos to an interconnected movement that has exponentially greater impact
    - Pivot 3: Social Change – move from a primary focus on meeting the immediate needs of people to an integrated approach that combines services and social change
  - Habits vs. Practices
  - False vs. Real Solutions
  - Bold Leaps and “Badass” Moves
  - Centering solutions on the most marginalized – the Last Girl
- **What Are the Core Strengths in Your Community's Responses to Victims?**
  - What is going well?
  - Who is being served?
  - Would your community agree?
  - How are these real solutions?
- **Who is NOT Being Served by the Community's Response?**
  - What are the challenges with reaching this community?
  - What opportunities exist for collaborations?
  - What services would you need in order to meet the needs of underserved victims in your community?
  - If you were 10x bolder in your efforts to meet the needs of unserved/underserved victims in your community, you would...

Attendees were asked to create new groups with each new question, creating an opportunity for expanded networking and discussion about the questions proposed. Even in the smaller gatherings, the conversations were enriched by the diversity of ideas and strategies.

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### **Summary of Findings**

The similarities across the communities are striking. All five regions indicated that their Core Strengths included their collaborations and relationships, resourcefulness, adaptability and diversity. Common Last Girls in each community, those who are the most vulnerable and most unlikely to seek services included:

- Youth/Teens
- Undocumented
- Non-English Speaking
- Native Americans
- People with Disabilities
- Geographically remote
- LGBTQ+
- People with Mental Illness and Substance Use Issues
- Men/boys
- Youth aging out of foster care

#### *One Stop Service Centers/Co-Location*

The solutions centered on providing services to victims of crime in a way that allowed them to bring their full selves – their own full identities – to one-stop service centers, or co-located services. There was a lot of creativity in thinking about the types of spaces that could serve to meet the needs of victims, like schools, churches and other places where people gather, recognizing that victims of crime are everywhere around us. Being a victim of crime is only ONE part of a person's identity; they need so much more in order to thrive in communities and can access support in a variety of ways/settings.

#### *Mobile Advocacy/Use of Technology*

Attendees talked about mobile advocacy and using technology to advance access to mental health services and counseling. Many victims are limited in their ability to come to service providers, either due to work or family obligations, limited mobility, or isolation and lack of transportation. If advocates can come to them, this will alleviate a lot of barriers to accessing services. Furthermore, in rural areas, technology should be explored further as an option for providing counseling, advocacy and support services, similar to how it is being used in medical settings. Alternatives to stand alone service agencies were of great interest.

#### *Flexible Funds*

Participants wanted greater flexibility with utilization of funds to meet the needs of victims. Many victims simply need financial assistance to assist them. Victims of domestic violence, for example, may need relocation assistance, whereas families in which a crime has occurred in their home or business need support with crime restoration expenses. Additionally, organizations requested greater flexibility for funding to be able to support self-care and training for advocates to be their best selves. Overall, the need for greater flexibility in use of funds was a big area of need.

Attendees also felt it was important to make the connection between victim services and other social service supports and anti-poverty efforts.

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#### *Services for Specific Populations*

There were calls for services to be available to more specialized populations, especially shelters available for men as well as to gender and sexual minorities and other culturally specific populations. Some suggestions, particularly in rural communities, were focused on practical issues, such as lack of access to phone and internet service in remote communities, as well as transportation infrastructure and possible uses of vacant commercial retail spaces.

#### *Prevention*

Attendees were very interested in working in schools and with communities to do more to raise awareness about conditions that lead to increased victimization and ways to ameliorate those conditions. Some attendees expressed the desire to have greater engagement with policy makers about the role that victim services play in meeting the needs of their communities. Attendees also felt it was important to make the connection between victim services and other social service supports and anti-poverty efforts.

#### *Systems Interventions*

The topic of criminal justice reform efforts was discussed in more than one region, with an emphasis on exploring options for alternative forms of justice, including restorative or transformative justice. There were a few suggestions with regards to systems advocacy or legislative changes needed, particularly around services to youth who are victims, access to firearms by people with mental illness or those under an order of protection, mandatory training for systems actors on trauma-informed responses and victims' rights, and comprehensive sex and healthy relationship education in schools.

#### *Grants Management*

There was a focus on how grants can be used. Funding cycles should be extended so that longer-term approaches could be implemented. Also, there were challenges with reporting requirements and processes related to amendments that participants identified. Streamlining processes by administering agencies would be a big help.

#### *Summary*

Overall, strategies focused on meeting the immediate and personal needs of victims to larger, complex systems issues that will take time to implement. Some of the suggestions will take funding, such as creating financial assistance programs for victims or creation of one-stop service centers, while others can be done without money, but with relationship building, increasing collaborations and systems advocacy/reforms. In fact, some options (i.e. restorative justice) may save money, allowing funds to be repurposed for higher priority activities. Attendees exhibited creativity, leading to exciting possibilities for the future of services for victims.

# RECOMMENDATIONS

(Listed in order of # of solutions offered under each area)

- 1 **Services needed** to meet the needs of victims of crime, particularly those most marginalized, include **outreach, legal assistance, mobile advocacy** and providing flexibility and convenience in order to access services in a **one-stop center**. (38)
- 2 There are **systems changes** needed in order to better meet the needs of victims. (28)
- 3 A focus on **prevention** is critical to stemming the tide of future violence in our homes and communities. (18)
- 4 **Meeting victims' basic needs** is a critical aspect of their ability to become whole again. (18)
- 5 There is a need for greater **flexibility with fund sources**, including less onerous reporting requirements and restrictions on how funds can be used. (17)
- 6 **Increased community collaborations** would improve services to victims, especially by adding **non-traditional partners** in coordinated community responses. (12)
- 7 **Taking care of our staff and agencies/organizations** is key to meeting the needs of all crime victims, including being open to change and willing to have difficult conversations. (11)
- 8 **Technology improvements** would lead to better ability to provide services to victims. (6)

## Conclusion

Each of the 5 Regional Community Conversations brought together diverse representatives from across the crime victim services spectrum. There was a lot of opportunity for networking and increased opportunities for collaboration in each room. When given the chance to be bold and think of doing the work more creatively, to search for real solutions to the challenges facing victims of crime, especially those who are the most vulnerable and least likely to seek services in a traditional sense, those present rose to the task. The solutions they offered were innovative, victim-centered, and trauma-informed. The time and energy spent by all the participants is greatly appreciated! Because of the dedication and creativity of all those involved, the State Agencies Coordinating Team have the information needed to set priorities for the funds they administer to best meet the needs of crime victims across the state.

## CORE STRENGTHS

- Name recognition of providers
- Progressive
- Adaptability
- Collaboration
- Faith based
- Service Connector
- Community Outreach
- Maximization of resources
- Outcome focused services
- Higher success rate w/increased level of engagement
- Needs awareness
- Client centered advocacy
- Culturally specific advocacy
- Lifelong connection with child
- Ability to travel
- Multi-Disciplinary Teams (MDT)
- Eye Movement Desensitization and Reprocessing (EMDR)
- Quality of care vs. quantity
- Community Support

## LAST GIRLS

- Native Americans
- Geographically remote
- Children abusing parents
- Department of Child Safety (DCS)
- Parents with substance abuse
- People with disabilities
- Teens
- Offenders
- People with mental health issues
- Youth aging out of DCS
- Unemployed/Underemployed

## OPPORTUNITIES FOR COLLABORATION

- Funeral homes
- Fire Departments
- Hospitals
- Detectives/prosecutors
- Other human service agencies
- Law enforcement
- Faith based groups
- Neighborhood groups
- Grassroots orgs
- Interdisciplinary entities
- Native American Intertribal Council
- Culturally competent interpreters
- DCS
- Placement services
- Chaplains
- Boys and Girls Clubs
- Scouts
- Big Brothers Big Sisters

## 10 X BOLDER

- Challenge standards of funding quality over quantity
- Consistency between agencies to prevent workers leaving for “better benefits” – incentives for staying
- Buy vacant homes that aren’t selling – get house parents to stay at home – safe home
- Quality of work – care of employee; balance of work and life; self-care emphasis
- Tribal specific advocates – middle person for specific tribes
- Push the limits on who/how to obtain funding
- Collaborate to share resources as some have more
- Mobile behavioral health
- Mobile Sexual Assault Nurse Examiner (S.A.N.E.) Unit
- Consistent therapy for children in foster care; therapy outside school hours
- Extended office hours for providers
- More community outreach programs
- Qualitative outcome measures for grant funds
- Focus/investment in non-traditional therapy/services (enough time to grow programs)
- Education and prevention as primary focus
- Focus on eviction prevention
- Advocacy for technology use and funding
- Fundraising grassroots efforts by and for survivors to increase housing, financial stability, and transportation
- Trust people/entities to do the right thing
- Develop partnerships with private sector asking for vouchers for hotels, homes, and transportation
- Ask apple, Samsung, to donate phones and tablets to train people to use them for telemedicine, skype, webex, etc.
  - Develop chat rooms for 24 hour support
  - Remote glucose testing
  - Counseling/Advocacy/Mental Health Services
- Making schools community centers where services can be provided – agencies more mobile than office based
- Elementary based social and emotional teaching
- Tracking cases from report, to arrest, to prosecution, judicial decision, and possible probation performance. This would help identify issues with cases, weak links as a person or agency; getting straight to the source
- Demanding funds to serve victim needs, rather than the myriad of grant requirements or political posturing that stop the funding of victim services.
- Bringing the issue forward (non-political)

## CORE STRENGTHS

- Passion – doing as much as you can with what little you have (one advocate)
- Increasing service ability
- Strong networks/close community connections with rural communities can be more buy-in/support
- Community leadership
- Active advocates
- Immediate response to crisis
- Expanding the services
- Coalitions (continuum of care)
- Strong leadership
- Broader networking – other larger areas of the state and communities
- Diversified experience of advocates – skills, education, and experience
- MDT's
- Expanding type of crime victim
- Criminal justice collaboration
- Positive advocate-prosecutor relationship
- Law enforcement, magistrate, and schools engaged in collaboration
- Being more inclusive
- Broadening our network
- Outreach
- Community collaboration
- Change with technology app/social media
- Established commitment to serving
- Developing digital tools

## LAST GIRLS

- Native Americans
- Elderly
- Youth
- Substance abuse
- Mental health
- Health
- Geographically remote
- Male juvenile victims
- Victims with mental disabilities
- DV victims in local community/shelter
- LGBTQ+
- Men/boys
- Sex trafficking victims
- FLDS

## CHALLENGES

- Connection to Tribe and law enforcement due to turnover
- Breakdown of territorial agencies-barriers
- Lack of services in all areas/communication

## OPPORTUNITIES FOR COLLABORATION

- Resources in small communities chambers, support groups
- Outreach to mental health providers
- High school, coaches, teams
- Parks and rec, P.D., fire fighters
- Sherriff/Law enforcement
- Emergency rooms

## 10 X BOLDER

- Restorative justice/community justice
- Victim advocates in rural areas
- Notification unit in every county Sheriff's office
- Relocation funds
- Funding not time-limited
- Longer project periods
- Outreach prevention
- Training to enhance staff
- Self-care for workers
- Staff provided community outreach
- Countywide collaboration team – all silo-ed teams, agency, etc.
- Mobile advocacy, mental health, and legal teams in all areas
- Regional CCR
- Campaign to mobilize stakeholders (increase investment)
- Develop consortiums (resource and purchasing power)
- Regional conference or trainings by regional/area providers (using in-house expertise)
- Specialized regional residential providers

## CORE STRENGTHS

- Funding
- Great partners
- Collaboration
- Variety of resources
- Community based advocacy
- Mobile advocacy
- Flexibility
- Trauma informed care
- Multi-disciplinary team
- Connection with attorneys
- Direct and quality services to victims
- Reaching non-traditional victims with mobile programs
- Low barrier
- Therapeutic services
- Well-staffed
- Continuum of care in one city
- Communication with special victims attorneys
- Faith-based community
- Self-advocacy
- Teen voices leading the way
- Educational training
- Data on impact
- Use of promising practices
- Positive feedback even when outcome isn't agreed upon
- Passion for their work
- Growth in program and well received
- Increase in legal services awareness
- Transportation
- Technology
- Recognition of Role (staff)
- People
- Addressing root causes
- Proactive
- Creating social change
- Long term vision
- Efforts to promote awareness
- Prevention
- Response time/immediate engagement
- Negotiating hurdles
- Compliance
- Immediate crisis services
- Restoration

## LAST GIRL

- Undocumented
- Culturally diverse populations
- Alternate languages
- Children
- Minors in misdemeanor cases
- Minorities
- Transgender
- Refugee communities
- Misinformed victims
- People with disabilities
- Youth
- Preventative factors for underserved
- Perpetrators
- Survivor without access to services
- Aged-out foster care youth
- Non-English Speaking
- Male victims of violence
- Trans victims of SA
- Displaced youth
- Vulnerable populations
- Adults that were victimized as a minor
- Victims in post-conviction phase

## CHALLENGES

- Criminal history barriers
- Someone that doesn't see themselves as a victim
- Victims unidentified in reports
- Undocumented people afraid of reporting
- Minor victims without parents/guardians
- Lack of information and understanding for underserved
- Native Americans and lack of services
- Trauma informed care across agencies
- Systems that serve foster care youth in need of trauma informed care
- Funding uncertainty
- Internal fear of interaction

## COLLABORATIONS

- Prevention programs
- DCS
- Law and immigration enforcement
- DES
- Law enforcement and corrections officers
- St. Joseph's the Worker
- Mobile van
- Mexican consulate

## 10 X BOLDER

- Provide services to youth w/o permission from guardian
- Policy-makers and funders complete "in her shoes" training
- More conversations w/ funder – how to utilize funds to meet unmet needs
  - Funding and resources for trauma, mental health, and substance – adults and children
  - Increase services to rural areas
- Change legislation –
  - No opt-in regarding automatic notification
  - Tax credit for restitution paid for by community service of offender
- Change gun access laws
- Provide education and support in schools
- File special actions against judges who violate victim's rights
- Mandatory training on victim's rights for judges, police officers, persecutors, etc.
- Analyzing and changing the system to make it more victim centered
- Task force that attend courts to observe victim's rights are followed
- Reviewing victim's rights to ensure misdemeanor processes are covered
- Service providers and victim advocates given capacity to speak on behalf of victims in court
- Male shelters
- Coordinated community response
- Multi agency, integrated, permanent service organization. Project connect x 1000!
- Restorative justice program
- Run for legislature, president, political office
- A Victims Speaker Bureau to address law enforcement and invoke compassion in their profession
- Pro-bono legal assistance to victims and families
- Partnering w/ Dept. of Ed. To speak with Governor and add prevention education in school curriculum
- Approach AZPost to add DV education to initial training in police academies
- Invite others not normally in conversation- post-master, front office secretary, victims, teachers
- Fund prevention programs
- Force (strongly incentivize) funders to fund affordable housing programs
- Increase batterer intervention programs
- Address disproportionality
- Increasing services and advocacy for gender and sexual minorities
- Mandatory poverty boot camp for all government
- Rape crisis center
- Community centers/places local, state and federal
- Demand funding for victim services and make it a basic function of government
- Automatic legal service for victims
- Not having to constantly prove our value to an organization/contribution
- Require the BOD to contribute financially for organizational sustainability
- Radical community and political activism
- All funding should be unrestricted blind funding with one universal report that is under 10 pages

## CORE STRENGTHS

- Collaboration /Partnerships
- Community Outreach
- Leadership
- Volunteers
- Compassion
- Listen/hearing/being objective
- Positive solutions
- Open to change
- Resource to meet needs
- Diversity
- Knowledge and understanding of victim's rights
- Creative innovation
- Always open
- Culture of education
- Awareness/education
- Inclusive
- Trauma informed
- Funding
- SANE Program

## LAST GIRL

- Transgender
- Child victims of IPV
- Native Americans
- Men
- Suspects
- Rural
- Youth
- Non-English speaking
- Undocumented
- SMI Individuals
- Those who don't report
- SA victims
- Homeless
- Unidentified juvenile victims
- Geographically remote
- Youth
- Human Trafficking victims
- Gender sexual minorities
- Pre-school aged
- Elders

## CHALLENGES

- Lack of staff members
- Lack of rural mental health facilities
- Employee turnover
- Lack of resources
- Opportunities for training
- Jurisdiction and Tribal law enforcement
- Bad/no cell service
- Lack of educational services
- Culture
- Geography
- Family buy-in
- No local SANE
- Mental Illness
- Fear of engaging services
- Agency culture of scarcity
- Lack of housing
- Distance/transportation
- Confusion about law and media
- Range of services for elderly

## OPPORTUNITIES

- Coalitions
- Resources/space
- Cell service
- Networking
- Expert outreach and traveling
- Multiple discipline team
- Coordinated community response team
- Personal warm handoff (referrals)
- Network- knowing each other
- Opportunity to use technology
- Opportunity to share facilities/services

## 10 X BOLDER

- Regional collaborative unit for comprehensive services
- Remove “match” on grants
- Reach out to other parties to assist in getting needs met
- Education for all parties involved
- Step out of comfort zone
- Interventions
- Preventative campaigns
- Partner with schools
- Build bridge between whole community and service providers
- Community outreach center for everyone
- Make suicide illegal in order to access VOCA funds
- Comp funds for clean-up and counseling
- More flexible funding and systems advocacy
- Victim can ask for court hearings to be held in jurisdiction of their choice
- No more jurisdictions for first response w/ victims
- External community audits DV/SA/CA (i.e. FRASA safety Audit)
- Open access to alternative/traditional evidence based mental health programs (outdoor experiential learning, sailing school, wilderness)
- Mandate all k-12 provide primary prevention to DV/SA
- Start believing that we can
- Train all civil attorneys to sue Perps and private investigators
- Deploy mobile units to high risk/needs areas to provide education prevention
- Put a community based advocacy resource center for every 10 miles
- Place higher value on prevention
- Sex ed. in schools
- Healthy relationships
- More counseling/counselors in schools
- Mobile behavioral health and in home services for families
- Public transportation
  - oDial-a-Ride
  - oGas Cards
  - oMobile Advocacy
  - oHigh speed rails
- Building infrastructure in rural areas
- Internet and phones for reservations
- Satellite offices that serve as community one stop
- Residential services for acute mental health patients, substance use, and family violence
- Wi-Fi and cell service for all
- Universal housing and transportation
- One-stop big box community resources(meals, play area, banking, social support)
- Universal access to home visiting support across lifespan
- Consistent political platform to provide basic needs to human beings
- Service providers career valued and paid enough for longevity
- One-stop shop in all counties
- Specific tribal advocacy positions
- Mobile SANE units throughout state
- Utilizing empty building in community

## CORE STRENGTHS

- Collaboration as a necessity in rural communities (2nd nature)
- Strong partnerships
- Respect
- Close-knit community
- Willingness to help each other
- Knowledge of community/resources
- Cultural differences/diversity
- Direct access to power brokers
- Resourcefulness
- State partnerships
- Willingness/openness to change
- New leadership
- “Everyone’s welcome”

## LAST GIRL

- People with mental illness
- Youth
- Geographically remote
- Non-English speaking
- LGBTQ+
- Homeless
- Those who have experienced multiple forms of trauma
- Historical trauma
- People with developmental disabilities
- Elder population
- Native Americans
- LDS/Catholic Communities
- Immigrants
- Muslim
- Anyone not white

## CHALLENGES

- Faith community doesn’t want to get involved
- Lack of resources for SMI
- Silence about issues
- Lack of age appropriate sex education
- Lack of transportation
- Lack of access to youth (institutions won’t allow it)
- Everyone knows everyone
- Hard to find/reach/engage those experiencing homelessness
- Conservative community
- Isolated/forgotten elders
- Lack of trust/confidentiality for smaller communities (Natives, LDS, Catholics)

## OPPORTUNITIES

- Faith Community
- School Boards
- Health Care/Medical providers
- DCS
- Law Enforcement
- Community Colleges (volunteers, public awareness, outreach)
- Retirement Communities

## 10X BOLDER

- Implementing “Healthy Family Programs” for ages elementary and up
- Community panels/trainings
- oVictimization – awareness
- oMental health – addictive behaviors
- 24-hour facility available for mental health services – adults and children
- Provide meaningful funding for daycare
- oBring community daycare providers to the table
- oDonate daycare services through NGOs
- Transportation services through Community Transit Coalition
- oVehicles
- oDrivers
- oMaintenance
- Start difficult conversations
- Entertain all ideas
- Develop sense of urgency
- Build with others – collaboration
- Push communications
- Educate the community

# PARTICIPATING ORGANIZATIONS

## **SOUTHERN ARIZONA**

(ORO VALLEY, APRIL 10, 2017) – 27 SIGNED IN:

ARC (Administration of Resources & Choices)  
Arizona Department of Juvenile Corrections  
Casa de los Niños  
CASA of Gila County  
CASA of Pima County  
Catholic Community Services of Southeastern Arizona (Sierra Vista)  
Cochise County Superior Court

Emerge! Center Against Domestic Abuse  
Homicide Survivors, Inc.  
Jewish Family Children's Services  
MADD Arizona  
Our Family Services  
Pima County Adult Probation  
Pima County Attorney's Office – Victim Services Division  
Pima County Juvenile Court

Pinal County Attorney's Office  
Santa Cruz County Attorney's Office  
Southern Arizona AIDS Foundation  
Southern Arizona Center Against Sexual Assault  
Southern Arizona Children's Advocacy Center  
Southern Arizona Legal Aid

## **CENTRAL ARIZONA**

(PHOENIX, APRIL 11, 2017) – 77 SIGNED IN:

A New Leaf  
Against Abuse, Inc.  
Arizona Bar Foundation  
Arizona Children's Association  
Arizona Crime Victim's Rights Law Group  
Arizona Department of Corrections Office of Victim Services  
Arizona Department of Juvenile Corrections  
Arizona Legal Women and Youth Services (ALWAYS)  
Arizona South Asians for Safe Families  
Arizona Supreme Court  
Arizona Voice for Crime Victims  
Bloom 365  
Brothers United Against Domestic Violence  
CARE 7 (Tempe Crisis Response)

Catholic Charities My Sisters' Place  
Chandler Fire, Health and Medical  
Chandler Police Department  
Chicanos por la Causa – DeColores  
Childhelp  
Chrysalis  
City of Maricopa Police Department  
City of Mesa Prosecutor's Office  
City of Phoenix Human Services/  
Family Advocacy Center  
Community Alliance Against Family Abuse  
Court Appointed Special Advocates  
Defenders of Children  
DOVES – Area Agency on Aging Region 1  
El Mirage Police Department  
Eve's Place  
Glendale Police Department  
Glendale Prosecutor's Office

MADD  
Maricopa Association of Governments  
Maricopa County Attorney's Office  
Maricopa County Sheriff's Office  
Mesa Police Department  
Peoria Police Department  
Phoenix Fire Department – Crisis Response  
Scottsdale Police Department  
Secretary of State's Office/Address Confidentiality Program  
Sojourner Center  
Southwest Family Advocacy Center  
Surprise Police Department  
Tumbleweed Center for Youth Development  
UMOM New Day Centers  
US Attorney's Office  
Yavapai County Attorney's Office

# PARTICIPATING ORGANIZATIONS

## WESTERN ARIZONA

(PARKER, APRIL 12, 2017) – 14 SIGNED IN

Amberly's Place Family Advocacy Center

Arizona Alliance of Community Health Centers/Arizona Rural Women's Health Network

Catholic Community Services of Western Arizona – Yuma Safe House

Colorado River Indian Tribes Victim Advocacy Program

Colorado River Regional Crisis Services

HAVEN Family Resource Center

Interagency Council of Lake Havasu City

La Paz County Attorney

La Paz County Sheriff's Office

Mohave County Attorney's Office – Victim/Witness Office

Northern Arizona (Flagstaff, April 26, 2017) – 27 signed in

Arizona Board of Executive Clemency

Arizona Child & Adolescent Survivor Initiative/Family Violence Institute/NAU

Arizona Child and Family Advocacy Network

Arizona Department of Juvenile Corrections

CASA of Yavapai County

Coconino County Attorney's Office

Coconino County Juvenile Court

Cottonwood Police Department

DNA-People's Legal Services

Flagstaff Police Department

Kingman Aid to Abused People

Northern Arizona Care and Services

After Assault (NACASA)

Northland Family Help Center

Prescott Valley Police Department

Safe Child Center at Flagstaff

Medical Center

Sharon Manor

Time Out, Inc.

Verde Valley Sanctuary

Victim Witness Services of

Coconino County

Yavapai Family Advocacy Center

## EASTERN ARIZONA

(HOLBROOK, APRIL 27) – 9 SIGNED IN

Alice's Place

Bread of Life Mission

FBI Victim Services

Gilbert Police Department

Navajo County Attorney's Office

North Country Health Care

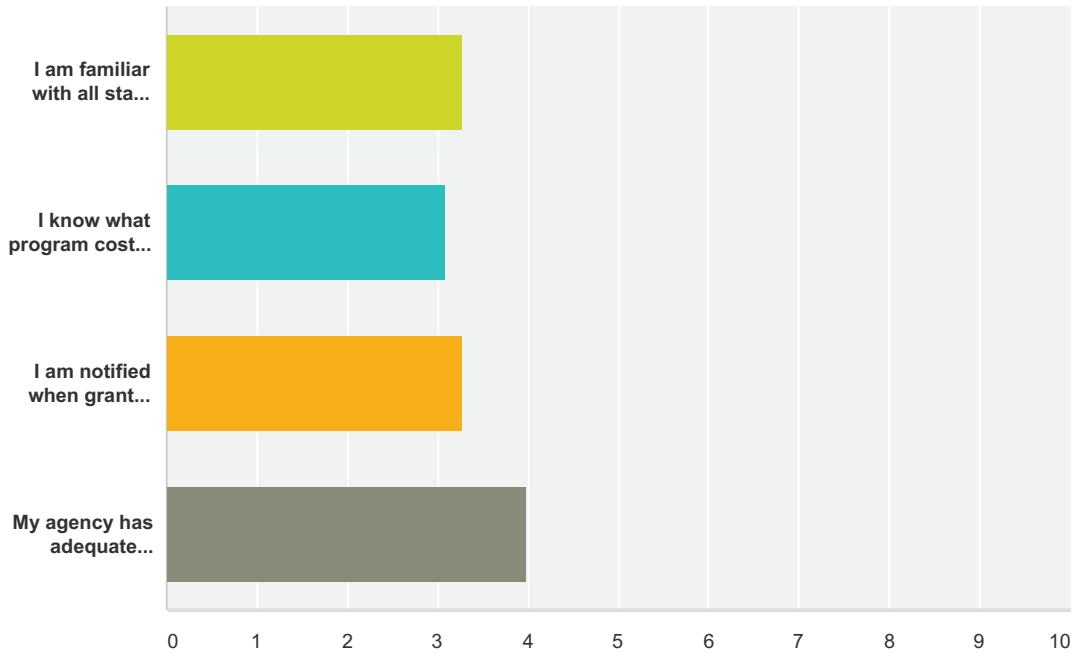
Show Low Police Department

# **SACT STRATEGIC PLANNING SURVEY**

# Q1

Please indicate your level of agreement with the following related to the accessibility of state administered victim service grant funds:

ANSWERED: 60 SKIPPED: 0



	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total	Weighted Average
I am familiar with all state agencies providing victim service grant funding.	16.67% 10	33.33% 20	15.00% 9	31.67% 19	3.33% 2	60	3.28
I know what program costs are allowable under each state administered victim service grant program.	11.67% 7	31.67% 19	20.00% 12	26.67% 16	10.00% 6	60	3.08
I am notified when grant application periods are open for state administered victim service grant programs.	20.00% 12	30.00% 18	16.67% 10	23.33% 14	10.00% 6	60	3.27
My agency has adequate resources to successfully administer a victim service grant award.	38.33% 23	36.67% 22	13.33% 8	8.33% 5	3.33% 2	60	3.98

## Q2

Please describe any barriers you perceive in accessing available state administered victim service grant funds: (Narrative)

ANSWERED: 27 SKIPPED: 33

#	Responses	Date
1	Not all grants funds are made available to all programs. Scope of available funds are largely dominated by shelter based programs for state dollars; whereas federal dollars are accessed by these same programs, along with other non-shelter programs. Sexual assault programs still lacking in available funding. Certain grant funds are administered heavily as a sub-recipient contract versus operating as a grant under federal definitions which makes programs unable to access due to demands of reporting.	4/11/2017 10:47 AM
2	Arizona is unique in that there is a statute (A.R.S. § 13-1414) that dictates County Attorney's pay for certain costs of an investigation. The amount and allowable costs vary from county to county in our state and that leads to confusion over what is allowable costs for victims service grant funds.	4/10/2017 10:53 AM
3	We have challenges in knowing what grants are available, collaborative opportunities for our organization, and how our organization fits into larger victim services.	4/7/2017 9:36 AM
4	Barriers Annual writing of grants Grants not distributing funds - a 90 day turnaround Not providing the information grantor is seeking and having to learn as you go. the grant system difficult to use not utilizing the entire system - so we are providing services that could "fit" under a grant process	4/6/2017 8:52 AM
5	I am not familiar with ALL the grants available that may be useful to our agency in providing services to victims. Although VOCA provides most of the funding necessary for our direct services to victims program or the needs we have or that arise are generally eligible through VOCA. There is a significant amount of time involved in the whole process. However, the time is worth the amount of funding received. Without the funds, victims would definitely be negatively impacted by a lack of assistance.	4/5/2017 10:26 AM
6	Some of the grants can be somewhat restrictive making them challenging to meet deliverables. The Match %'s can be a bit of a challenge meeting as well when it has to come from non-federal sources and much of our \$ comes from federal or federal pass-through dollars.	4/4/2017 3:39 PM
7	There is no barrier that can be identified. As it relates to the focus of service providers that are eligible, that is clear.	4/4/2017 10:51 AM
8	I think the biggest barrier is identifying match funds. The match waiver process has been a huge and essential benefit for our organization. Without it, we would definitely be struggling to maintain our organization. We hear that there are large amounts of money available to victim service organizations through the VOCA grant, which is wonderful and needed, however that also means we are forced to identify even more areas where our organization must match that money which is certainly a challenge.	4/4/2017 10:08 AM
9	In my position as a victim advocate I am aware of any barriers.	4/4/2017 8:41 AM
10	Our victim services program is funded by VOCA and the AG's grants, so we are familiar with our role and responsibilities within those grants.	4/4/2017 7:46 AM
11	This unit falls into a gray area of what is required for funding. I would like to see a wider spectrum of some of the requirements.	4/4/2017 7:21 AM
12	When the grantors fail to fully fund a grant application. Sometimes it is not possible to launch a project with funded staff but no funding to support the work. For instance funding an advocate for nighttime fallout but not funding the vehicle needed to accomplish the call out.	4/3/2017 6:59 PM
13	We have not had the opportunity to apply for a victim service grant. My organization is 4-months old.	4/3/2017 4:50 PM
14	Many times the 'match' requirement is a huge barrier for VOCA also the cost of administering the grant (grant writers, CPA/accountants, data entry,etc) are all necessary to administer the grant but are not funded by them.	4/3/2017 4:15 PM
15	Having required match for some contracts. Federal audit requirements when at the threshold. Having the infrastructure to complete required tasks for administration of contracts, such as accounting/data entry/supervision, etc.	4/3/2017 4:15 PM
16	None	3/29/2017 1:48 PM

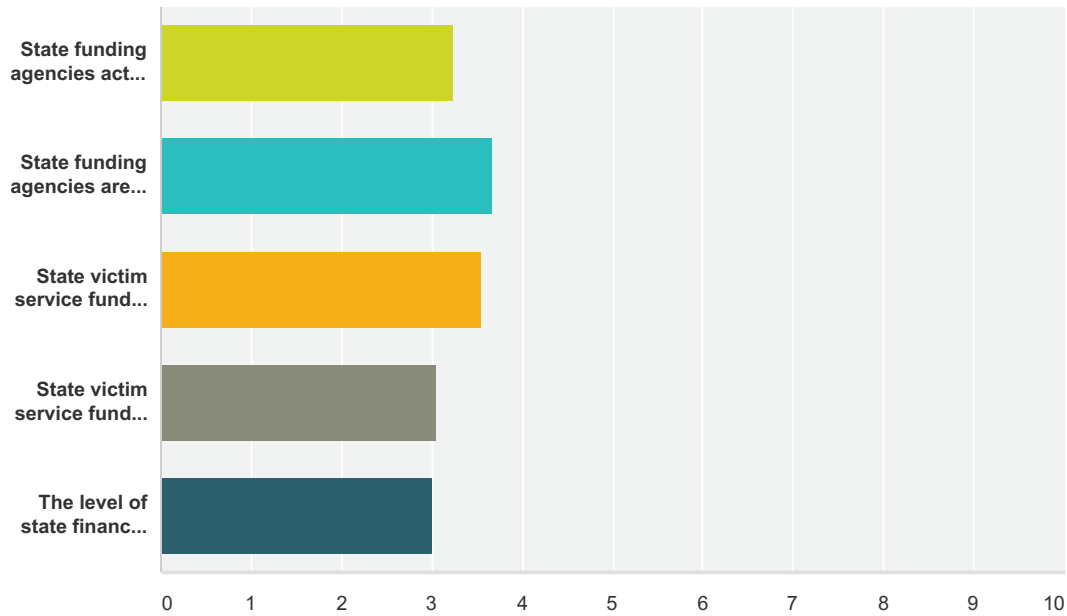
## Q2 (Continued)

17	While there are programs that have staff specifically designated to grant writing and administering, many do not. I imagine the smaller programs and rural programs have even less resources (dedicated staff, volunteers, and board members with the knowledge and experience in these areas). The time required to administer each grant can be enormous. It is common to have several different grants all asking for the same basic information but each having different reporting criteria. This includes even the name or description of a service. This can become very tedious and confusing for staff who's focus is to help the clients but end up spending more time than should be needed on documenting and reporting. Developing one comprehensive way to report to all the funding agencies would streamline our work and allow us to spend more time serving our clients.	3/29/2017 10:59 AM
18	It seems to me the SACT makes decisions without input from providers - for example, in an attempt to not "duplicate" funding, services that are VOCA ineligible are not approved for ACJC however ACJC is a resource for non-federal funds used as match for VOCA. Less and less state funding is available for VOCA match. Everything is revolving around all the excess VOCA money the state received yet attempts to use the VOCA money for CURRENT needed and PROVIDED services and staff is very difficult. How can we fund what we are already doing if we have to prove MORE need? Our programs are severely underfunded - our staff is paid minimal salaries - how can we access more state grant funds?	3/29/2017 9:44 AM
19	I am concerned about the current federal administration's plan to cut services. I can see this as a huge barrier to accessing state funds if these funds originate with the federal government.	3/29/2017 8:10 AM
20	The current VOCA forms (both narrative and financial) are extremely labor intensive. It raises the question of whether the funds are worth what is required for reporting. Having said that, the direct services positions that are funded are critical and many of us can't afford those positions without VOCA funds. While accurate data collection and reporting is important, the current system seems extremely stressful and unnecessary.	3/28/2017 9:31 PM
21	Not having the tools to best track and identify victim service needs and productivity. Like an effective case management system or survey program. It is hard to provide analytical data in our small areas that support our request for additional dollars. We can provide statistics on services we are currently providing, but we do not have a way to quantify gaps in services.	3/28/2017 2:55 PM
22	No barriers to accessing available funds. Unfortunately, a serious lack of infrastructure funding to support the provision of direct services.	3/28/2017 2:22 PM
23	My position is grant-funded but I am not included in the grant writing loop	3/28/2017 12:14 PM
24	At my agency I am not really in the loop regarding state grants. That is handled by others.	3/28/2017 11:43 AM
25	A decrease in federal funds to VOCA and how it would impact statewide.	3/28/2017 11:40 AM
26	Match Requirement makes it hard for non-profits to maximize funds available.	3/28/2017 10:52 AM
27	We are currently in the progress to action of obtaining victim services for our members. We are reaching out to certain agencies to train our recovery coaches and clinicians.	3/28/2017 10:47 AM

# Q3

Please indicate your level of agreement with the following related to customer service provided by state agencies administering victim service grant funds:

ANSWERED: 57 SKIPPED: 3



	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total	Weighted Average
State funding agencies act as partners with grantees in providing services to crime victims.	17.54% 10	54.39% 31	19.30% 11	5.26% 3	3.51% 2	57	3.23
State funding agencies are responsive to questions or concerns from grantees.	35.09% 20	47.37% 27	15.79% 9	0.00% 0	1.75% 1	57	3.67
State victim service funding agencies are a valuable resource for grant related technical assistance and training.	31.58% 18	40.35% 23	22.81% 13	1.75% 1	3.51% 2	57	3.54
State victim service funding agencies coordinate well together.	12.28% 7	38.60% 22	33.33% 19	12.28% 7	3.51% 2	57	3.05
The level of state financial and programmatic oversight places unnecessary burdens on grantees.	12.28% 7	21.05% 12	45.61% 26	17.54% 10	3.51% 2	57	3.00

# Q4

Please describe ways that state victim service funding agencies could provide better customer service to grantees:

ANSWERED: 25 SKIPPED: 35

#	Responses	Date
1	I'm not sure	4/7/2017 9:37 AM
2	Our agency used to receive ACJC funding and they used an annual report system which is much preferred over monthly and quarterly reporting. We also knew to expect them to come visit us once every two years. That type of consistency is great, and annual reports take much less time to complete. Thanks!	4/4/2017 3:56 PM
3	It would be helpful to have more training on administering certain grants, particularly those grants with very specific requirements. We have had a lot of turn over in management staff and it would be training on the various grants by the funders themselves, to accurately teach the new management about the reporting aspects.	4/4/2017 3:44 PM
4	Regularly scheduled roundtables where grantees gather to have funder facilitated discussions about successes and challenges with the funding, requirements, reporting, and community barriers.	4/4/2017 3:26 PM
5	As initial grantees, it would have been nice to have more than one face to face meeting with the state agency to help on board the agency to the VOCA requirements. There are many nuances, as with most grants, however it would have been nice to have a three month follow up to check in and clarify questions.	4/4/2017 11:20 AM
6	In my experience, the funding agencies have been responsive to questions and ensuring that the victim service providers understand how funds can be utilized.	4/4/2017 10:53 AM
7	Our particular grant coordinator is wonderful and highly responsive to our needs, requests and questions.	4/4/2017 10:12 AM
8	I do not have enough understanding of the state victim service funding agencies to answer this question.	4/4/2017 8:42 AM
9	Our state funding agencies (for both VOCA and the AG's grant) has been excellent and disseminating information and being available for guidance, technical assistance, and other help and support. I'd like to specifically mention Carla Schultz (VOCA) and Kennesha Jackson (AG's Office) as being extremely supportive and helpful. I'm not sure that I could specifically note or recommend any necessary improvements.	4/4/2017 7:52 AM
10	I think we receive great customer service for on all of our funders.	4/3/2017 7:00 PM
11	Neutral	4/3/2017 4:53 PM
12	Additional training regarding the allowable service types ( define crisis intervention vs individual counseling, etc) and how to code general scenarios ( travel 2 hours for a 'no show' , when/how/can we code the service we 'intended' to provide?	4/3/2017 4:20 PM
13	They could be less negative when new ideas are presented and try to work through the process instead of issuing barriers/problems. This would allow for more diversity in programs/services. Clear definitions of what services are funded. Process to submit suggestions regarding contracts and reports from providers.	4/3/2017 4:19 PM
14	Provide better training on what they are looking for in terms of the text/problem statement in grant applications. Provide better training on how to maneuver their electronic grant management systems.	3/29/2017 1:51 PM
15	Our experience in working with our funding agencies have been mostly positive. We do have emails that go unanswered but I believe it is due to their own heavy workloads. Once we follow up they eventually get answered. We have not seen that the agencies actually work together. Each one seems to be mono-focused on their criteria regardless of whether it causes conflicts in reporting with other agencies.	3/29/2017 11:19 AM
16	Decide you want to help victims. Don't try to screen out applications from current providers. Don't assume we are the enemy. Don't assume we are trying to cheat you. We are here to help victims. We should work together - let us know what you want and we can provide it. We don't mind having outcomes, etc to report but it should be easy to get money when there is "plenty" in the state for victim services. But if you only want to fund new programs then just let us know that too so we don't have to bother to try to apply.	3/29/2017 9:48 AM
17	I have never had a problem with customer service provided by state victim service funding agencies.	3/29/2017 8:12 AM

## Q4 (Continued)

18	1. Reporting could be streamlined 2. Financial reporting could be less labor intensive, particularly with ammendments. Our VOCA grant manager, Sheri Doll is EXTREMELY supportive and helpful but I believe her hands are tied with the current reporting system. She is very concerned with accuracy, as all of us are, however, the current reporting system seems "over the top." There is something wrong with a reporting system that has so many persons misunderstanding the formal directions.	3/28/2017 9:34 PM
19	There needs to be an in-depth training as to the State Agencies expectations are to reporting purposes with consistent audit activities.	3/28/2017 2:57 PM
20	Our experience has been that when the grant period opens, funding agencies are loathe to answer ANY questions concerning the grant process. Agencies claim that they can't provide input or an opinion, even though the question is asking for clarification regarding directions.	3/28/2017 2:49 PM
21	Our experience has been very positive so I can't speak to this.	3/28/2017 2:24 PM
22	I don't know b/c I have no access to the grant writing and oversight process	3/28/2017 12:16 PM
23	When departmental changes in agencies occur such as 2016 onsite audit changed to electronic audit. An onsite audit last one day and the electronic audit dragged on for 6 months. Information was requested multiple times and we have never received the audit results. Later during our audit process we were informed of their staffing shortage. Open communication would have been helpful and brought forth a better understanding of the unusual length of time for audit.	3/28/2017 12:08 PM
24	I don't have enough knowledge to answer this question.	3/28/2017 11:45 AM
25	Keep the communication smooth and consistent. Avoid email tag. Physically visit the sites at least once a month, it may sound unrealistic but it's a building of trust and accountability.	3/28/2017 10:49 AM

# Q5

List the five most important things you think state victim service funding agencies need to know about the challenges grantees have in managing award(s):

ANSWERED: 33 SKIPPED: 27

Answer Choices	Responses	
1.	100.00%	33
2.	87.88%	29
3.	75.76%	25
4.	48.48%	16
5.	33.33%	11

#	1.	Date
1	cost reimbursement methodology compromises cash flow for smaller agencies	4/6/2017 10:54 AM
2	Duplicative reporting to multiple state agencies (including the fact that each wants different information or wants data carved up in different ways)	4/6/2017 10:44 AM
3	for some grants - annual submission	4/6/2017 8:53 AM
4	Initial costs submitted in an application can fluctuate significantly at times and amendments can take a considerable amount of time.	4/5/2017 10:26 AM
5	Time in applying	4/5/2017 8:32 AM
6	My agency is comprised of 5 programs; at any given time we have 23 grants and contracts. Please keep in mind many agencies have multiple funders, deadlines and reports. Anything you can streamline in terms of reporting including data and times of reports and RFP to make it easier on grantees is always appreciated.	4/4/2017 4:11 PM
7	how time consuming data collection can be.	4/4/2017 4:07 PM
8	Amendment process is difficult within GMS	4/4/2017 10:23 AM
9	Technology and programming challenges (structuring data collection to be able to support reporting requirements).	4/4/2017 8:18 AM
10	Data collection - we need a standardized data base	4/4/2017 6:41 AM
11	Limited staff	4/3/2017 7:05 PM
12	Time consumption regarding reporting and invoices	4/3/2017 4:28 PM
13	Some of them are extremely time consuming due to stringent requirements for reporting/invoicing.	4/3/2017 4:27 PM
14	TECHNOLOGY	4/3/2017 4:04 PM
15	limited staffing, especially important in small nonprofits	4/3/2017 10:58 AM
16	Time spent preparing, managing and reporting for funding that only covers a portion of the program.	3/29/2017 5:06 PM
17	We are under staffed!!!	3/29/2017 11:43 AM
18	All awards are reimbursement only. Cash flow is a big issue for small nonprofits.	3/29/2017 10:03 AM
19	An agency staff capacity may make some management more challenging but it's expected to be done so they make it happen	3/29/2017 8:58 AM
20	Trying to figure out exactly what is covered by a particular grant for a particular victim.	3/29/2017 8:31 AM
21	I will speak only for my agency - we don't have financial specialists	3/28/2017 9:38 PM
22	In rural counties there isn't a dedicated resource to focus solely on grants management	3/28/2017 3:02 PM
23	Most grants require a volunteer component. It's nigh impossible to find qualified volunteers.	3/28/2017 2:52 PM

## Q5 (Continued)

24	Limited funding affects all program services/operations	3/28/2017 2:38 PM
25	As always, more victim service funding is needed overall.	3/28/2017 1:58 PM
26	Our biggest challenge was switching from Shelterbase to Osnium for reporting.	3/28/2017 12:34 PM
27	My superiors write the grant w/o consulting me about what I do and how I do it	3/28/2017 12:21 PM
28	lack of resources	3/28/2017 11:49 AM
29	Have funding, but lack resources to spend it on-this is huge in rural areas, especially when it comes to affordable housing and travel. We do not have taxi services, or uber. We also do not have many state certified child care providers.	3/28/2017 10:55 AM
30	Data collection	3/28/2017 10:52 AM
31	The Amount of Reporting	3/28/2017 10:51 AM
32	administrative burden	3/28/2017 10:50 AM
33	Not sure	3/28/2017 10:50 AM
#	2.	Date
1	Receiving funding notifications so close to the start of a grant term (only applies to some state agencies)	4/6/2017 10:44 AM
2	making changes to grants and funding when things change	4/6/2017 8:53 AM
3	The VOCA reporting requirement for demographics and victims types is very cumbersome and difficult	4/5/2017 10:26 AM
4	Time in reconciling	4/5/2017 8:32 AM
5	As a grantee it is great to work with funders that utilize a team approach. I have a state funder that always explains her role is to help me and that is appreciated and I often reach out to her for questions because she has created an atmosphere in which I feel heard and that I won't be in trouble for asking questions.	4/4/2017 4:11 PM
6	it is challenging to have different data elements and outcomes that need to be reported for the different funders	4/4/2017 4:07 PM
7	Financial and Programmatic reports are very time consuming	4/4/2017 10:23 AM
8	many administrators also are case carrying advocates	4/4/2017 6:41 AM
9	Match requirements	4/3/2017 7:05 PM
10	Reimbursement checks have significant wait times at times	4/3/2017 4:28 PM
11	There can be significant wait times for reimbursement checks	4/3/2017 4:27 PM
12	TRANSPORTATION	4/3/2017 4:04 PM
13	lack of available training for staff	4/3/2017 10:58 AM
14	The different fiscal years between state and federally funded programs. Federal funded programs runs different fiscal year than other programs and our county, which results in excessive time on year end projects for both the county and the federal funding agency.	3/29/2017 5:06 PM
15	There is way too much time spent on reporting and documenting. We realize that both are very important but to have it streamlined would make so much sense and allow us to budget our time much more efficiently.	3/29/2017 11:43 AM
16	All reports are pretty much due at the same time - sometimes making deadlines is difficult, give us a break	3/29/2017 10:03 AM
17	If the turn around time for reports, applications, etc is too short is a challenge to complete as well/thoroughly as one might like	3/29/2017 8:58 AM
18	Trying to determine which grant covers what part of one employee's salary.	3/29/2017 8:31 AM
19	The current VOCA reporting forms are ridiculous at best as we are concerned about accuracy but this is way too difficult	3/28/2017 9:38 PM
20	We do not receive funding to administer and maintain grant awards	3/28/2017 3:02 PM
21	Performance measures are normally based on surveys and we have very little control over survey response rate.	3/28/2017 2:52 PM

## Q5 (Continued)

22	Hiring & retaining qualified, experienced staff	3/28/2017 2:38 PM
23	Required training offsite per grantor is difficult when you have minimal staff to cover as a smaller agency.	3/28/2017 12:34 PM
24	There is no coordination between victim service providers in Cochise County Juvenile Court/Probation	3/28/2017 12:21 PM
25	what is allowable expenditures	3/28/2017 11:49 AM
26	Victims are unsure of where to go to get the funding	3/28/2017 10:55 AM
27	Time to write grants initially	3/28/2017 10:51 AM
28	cost to collect data - having updated system, computers, staff time, etc.	3/28/2017 10:50 AM
29	Not sure	3/28/2017 10:50 AM
#	3.	Date
1	Tracking staff time to report on which portion of their time should be attributed to one grant verses another, especially when all of their work is victim services work	4/6/2017 10:44 AM
2	Time.... some agencies don't have grant writers and so service providers are writing grants on top of the grant writing process	4/6/2017 8:53 AM
3	Making changes to reports due to reporting requirements can take a considerable amount of time, effort and resources.	4/5/2017 10:26 AM
4	lengthy narratives	4/5/2017 8:32 AM
5	As most non-profits we are juggling a lot during the day-to-day from client issues, staff issues, hiring processes, contracts, reporting, development, community work-groups etc... We have site visits through-out the year so any flexibility with dates for those visits is greatly appreciated and must be conveyed by the funder or else the agency thinks there is no wiggle room.	4/4/2017 4:11 PM
6	it is challenging when reporting on demographics that should be similar. ex: the age breakdowns for one report are different than other reports which means we can't just pull clients by age ranges, rather we have to pull by age and then place them in the correct ranges, thus taking more time.	4/4/2017 4:07 PM
7	Need clear definitions of service types	4/4/2017 6:41 AM
8	Audits	4/3/2017 7:05 PM
9	implementation of new or inovative programs can take time and the pressure to show utizlation from clients is difficult	4/3/2017 4:28 PM
10	Every change requires amendments which are not simple or quick at times.	4/3/2017 4:27 PM
11	ACCESS TOP HEALTH CARE	4/3/2017 4:04 PM
12	grants do not cover the time put in to manage awards	4/3/2017 10:58 AM
13	Use of different programming for each grant request.	3/29/2017 5:06 PM
14	The issues with urban vs. rural programs are different. I believe most of them don't get that.	3/29/2017 11:43 AM
15	We would like to be partners in the provision of services - we should feel like we are able to call with questions	3/29/2017 10:03 AM
16	Sometimes an agency's internal processes conflict with expectations of deadlines.	3/29/2017 8:58 AM
17	Data tracking is time-consuming.	3/29/2017 8:31 AM
18	VOCA reporting raises the question of "is this worth it" but yet we need the funds for direct services to victims	3/28/2017 9:38 PM
19	Federal grants pay, as part of the award an administrative percentage to manage the grant	3/28/2017 3:02 PM
20	Lack of available funding for admin/support staff required for efficient & quality program operations.	3/28/2017 2:38 PM
21	Victim service providers seem to be in an adversarial relationship in Cochise County	3/28/2017 12:21 PM
22	not being able to provide monetary assistance with funding	3/28/2017 11:49 AM
23	Partners sometimes step on toes	3/28/2017 10:55 AM
24	need full time person to manage grants	3/28/2017 10:51 AM
25	Not sure	3/28/2017 10:50 AM

## Q5 (Continued)

#	4.	Date
1	State level regulations added on top of federal regulations (when the money originates at the federal level)	4/6/2017 10:44 AM
2	Its competitive which is not always needs based or not always decided upon per community resources	4/6/2017 8:53 AM
3	Getting responses for surveys to victims and collaborative partners is difficult. Ideas for better surveys and or ways to collect responses	4/5/2017 10:26 AM
4	Again with so much going on reporting reminders are greatly appreciated.	4/4/2017 4:11 PM
5	the narrative questions are challenging to answer year after year when they continue to be the same.	4/4/2017 4:07 PM
6	need to be able to track the time spent with a client not just the services for holistic purposes (not on every client just extraordinary cases)	4/4/2017 6:41 AM
7	Specific service types/ funding categories are so specific and social services deals with human element	4/3/2017 4:28 PM
8	Inability to be flexible creates hardships on programs to make new services successful.	4/3/2017 4:27 PM
9	TARGER POPULATION	4/3/2017 4:04 PM
10	Request of statistical data that is extracted from different programs in each county.	3/29/2017 5:06 PM
11	Resources are limited for most programs but are often non-existent for smaller/rural programs.	3/29/2017 11:43 AM
12	You should provide us more feedback, suggestions for improvement that include specific examples/samples of policies, etc.	3/29/2017 10:03 AM
13	State funder staff not always clear about nature of work we do & therefore challenges with turning around requests with challenging deadlines	3/29/2017 8:58 AM
14	We are concerned with accuracy of reporting but this takes way too much time in a cost/benefit ratio	3/28/2017 9:38 PM
15	Sustainability of expanded/enhanced services	3/28/2017 2:38 PM
16	Not sure	3/28/2017 10:50 AM
#	5.	Date
1	Restrictions on the use of funds that hampers our ability to address victim's needs, be flexible as needs change and/or leaving gaps of critical operational costs that no funder will pay for	4/6/2017 10:44 AM
2	Obtaining and maintaining well qualified volunteers to provide direct services to victims is difficult. Most volunteer applicants only want to volunteer a few hours for a school obligation, which doesn't work for our office due to clearance requirements and background checks	4/5/2017 10:26 AM
3	it is especially challenging when due dates are all around the same time.	4/4/2017 4:07 PM
4	the amount of numbers needed to collect for the new VOCA requirements	4/4/2017 6:41 AM
5	lack of reimbursment for the time it takes to manage the award (data entry, reports, accounting,etc)	4/3/2017 4:28 PM
6	Reimbursement is economically challenging for large cost items such as vehicles.	4/3/2017 4:27 PM
7	We are under staffed!!! (that was intentionally repeated)	3/29/2017 11:43 AM
8	We do this work because we want to help victims; reports should not be over-burdensome	3/29/2017 10:03 AM
9	The service standards we must follow may impede have concise/complete information required.	3/29/2017 8:58 AM
10	We need to have VOCA cover both forensic interview and forensic medical costs	3/28/2017 9:38 PM
11	Not sure	3/28/2017 10:50 AM

# Q6

What do you find to be the most difficult or frustrating aspect of managing an award?

ANSWERED: 29 SKIPPED: 31

#	Responses	Date
1	Different grants have different report requirements - for example, even the age categories are different.	4/10/2017 10:55 AM
2	Time Frustration with changes Multiple agencies to apply from - especially when you have multiple programs	4/6/2017 8:53 AM
3	The reporting requirements for demographics and victim types. I am still working on trying to get a report that meets all the requirements. I have to do a lot of checking manually to ensure the accuracy.	4/5/2017 10:26 AM
4	Sometimes it feels that the time investment in managing/reconciling an award outweighs the actual award itself	4/5/2017 8:32 AM
5	The reporting schedules are all different, typically the demographics are different as well, small things such as the County of origins being split differently, or the age ranges not matching reports for another funder all mean more time reporting. Contracts that are able to be renewed yearly as opposed to a competitive process are also easier to manage, but i understand that is not always possible.	4/4/2017 4:11 PM
6	Each funder has a different system for billing so in an agency that is large and has multiple grants from multiple funders it can be confusing to the finance department who has to go into so many different systems for billing.	4/4/2017 4:07 PM
7	The amendment and reporting processes are quite time consuming and stress inducing. If there was a way either of those could be simplified, it would make the process much smoother.	4/4/2017 10:23 AM
8	The biggest challenge for us is that we aren't able to easily make changes to our database and reports programs, which means that we still have to do "hand-counting" to provide some of the numbers for our reports.	4/4/2017 8:18 AM
9	Data collection for the new DPS VOCA questions for quarterly reports. Survey collection on clients	4/4/2017 6:41 AM
10	Managing the audits and site visits. I know it is necessary but with multiple grants it takes an inordinate amount of time.	4/3/2017 7:05 PM
11	The lack of flexibility in the VOCA grant makes it difficult to manage. Staff changes, department or program improvements must all be amended and approved which takes time and adds a layer of resistance from the agency to make such changes because of the difficulty in making amendments	4/3/2017 4:28 PM
12	The detail required for some funders invoicing. This creates a burden due to volume of receipts/copies and labeling. A more streamlined process for this would lighten the load for programs that do not have large accounting departments.	4/3/2017 4:27 PM
13	When awards have many reporting requirements that take away from staff devoting their time to direct services.	4/3/2017 10:58 AM
14	Time spent on preparing a grant, managing the funding, and the monthly, quarterly and annual reporting required for each grant received. This, along with the different fiscal year for federal funded grants, becomes very extreme for programs which are not funded 100% by the award.	3/29/2017 5:06 PM
15	The numerous screens that have to be completed in WAGS for the successful submission of a budget modification. The inability to make a budget "request". We are generally told what we will be getting - either the same or less than the previous year. When there is funding available, we should be able to make a 'request' that might actually reflect the total costs associated with completing the work associated with the grant. Having to prepare and submit budget modifications just so that they approved budget exactly matches what was expended. Specifically, if we do not spend the entire award it seems unnecessary to have to do a budget modification just to show a lower award amount so everything matches at the end of the year.	3/29/2017 2:05 PM
16	While we understand the importance of documenting and reporting services, with each agency having a different criteria for both of these greatly increases the time spent on this function and takes away from time with clients and programs. Some of the funding agencies have criteria that is VERY narrow and specific which makes it even more difficult to manage the grant. How we deliver services from one client to another can vary greatly and documenting this can sometimes be a real challenge.	3/29/2017 11:43 AM

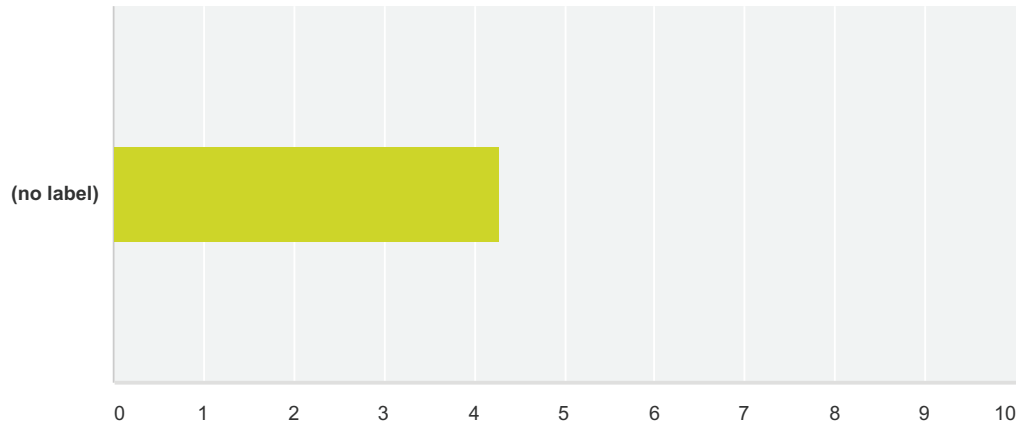
## Q6 (Continued)

17	Small nonprofits don't have the luxury of multiple administrative staff - we have a few people to assist the direct service workers with all their problems and issues in dealing with the clients we serve plus we have to manage grants, submit for reimbursements, send reports, pay monthly bills, process and double-check payroll/staff hours, handle HR issues/staff problems, manage a board of directors, develop fundraisers, make community presentations, be available for staff/client problems at a moments notice, develop staff appreciation/recognition, maintain a positive culture and manage database issues.	3/29/2017 10:03 AM
18	Lack of clarity	3/29/2017 8:58 AM
19	Reporting and data tracking.	3/29/2017 8:31 AM
20	Most state and federal reporting is fine but VOCA is a huge concern. It is super stressful as we are providing comprehensive services to so many crime victims and yet we are stressed by the reporting forms VOCA has. Other federal grants and pass through grants do not have these labor intensive requirements that require such specialized efforts. I was at a meeting last month and one woman was in tears stating she needed a "VOCA support group."	3/28/2017 9:38 PM
21	Rural agencies do not have a dedicated resource to focus solely on grant management. Often times they have split duties like an office manager or a victim service provider. We are often balancing multiple duties in these positions which makes the management portion more difficult.	3/28/2017 3:02 PM
22	Funding agencies need to give organizations a period of time to work through the grant reporting process before deciding to not renew a grant. Grantees live under the constant fear that they will lose funding for positions when it takes a minimum of a year to get a program up & running and the kinks worked out.	3/28/2017 2:52 PM
23	Coordinating financial & programmatic reporting.	3/28/2017 2:38 PM
24	A few unnecessarily narrow restrictions on spending/usage	3/28/2017 1:58 PM
25	Meeting grant requirements with changing population consistently for meeting group counts and survey results.	3/28/2017 12:34 PM
26	I am not involved in the award management	3/28/2017 12:21 PM
27	N/A	3/28/2017 10:55 AM
28	Constant reporting	3/28/2017 10:51 AM
29	N/a	3/28/2017 10:50 AM

# Q7

My agency or criminal justice agencies in my community ensure compliance with victims' rights laws.

ANSWERED: 45 SKIPPED: 15

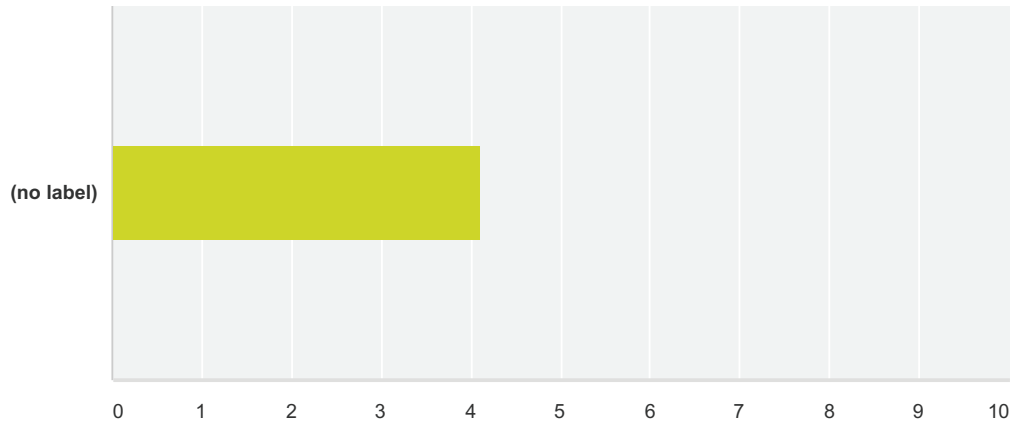


	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total	Weighted Average
(no label)	51.11% 23	35.56% 16	4.44% 2	6.67% 3	2.22% 1	45	4.27

## Q8

I am confident that my agency or criminal justice agencies in my community are in compliance with victims' rights laws.

ANSWERED: 45 SKIPPED: 15



	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total	Weighted Average
(no label)	37.78% 17	48.89% 22	2.22% 1	8.89% 4	2.22% 1	45	4.11

# Q9

What are challenges to effective compliance of victims' rights laws in your community?

ANSWERED: 24 SKIPPED: 36

#	Responses	Date
1	Law Enforcement Agency's turnover and therefore learning curve in victims' rights.	4/10/2017 10:56 AM
2	The largest challenge that I have encountered is with the lack of understanding Victims' Rights by the court. The judge not allowing a case to be re examined due to restitution coming in a few days after a plea agreement; the courts requesting our office to funnel victim information collected by the police department advocates for initial appearances in-custody rather than obtaining information directly from them. We do not appear at the IA. Court wanting the prosecutor to convey the victims input rather than hearing it directly (although the court does allow the victim to speak, it is frustrating to have to insist or remind them the victim has the right). Also police officers not explaining the victims' rights form to victims correctly. This is improving and our PD is trying diligently to make sure officers understand the purpose of the form, it is still a work in progress. For example, many victims think the form is their is indicating if they want to prosecute or not, not invoke right for notices.	4/5/2017 10:26 AM
3	Ensuring victims are made aware of their rights. Just because someone hands them a pamphlet, doesn't mean they read it or understand it. It can be overwhelming at times when a victimization has just occurred and someone hands you a pamphlet and tells you to read it. It's the last thing many victims want to do. A nice one page document with short bullet points on their rights would be less overwhelming.	4/4/2017 4:12 PM
4	communication between agencies	4/4/2017 7:25 AM
5	coordinating multiple departments for compliance reports and turnover rate.	4/4/2017 7:21 AM
6	Ensuring all officers provide the victims' rights forms.	4/4/2017 6:41 AM
7	On the Navajo Nation the rights are different as are the laws. Not all courts and victims advocates in the community follow through with notifications or informing victims of their rights to ask for telecom options... many times the local police station and court house do not follow the confidentiality rules and safety concerns of victims of domestic violence.	4/3/2017 4:32 PM
8	Our agency strives to be compliant with victims' rights. In some of our communities there are problems due to geographic locations in responding to victims and there is a lack of notifications in some jurisdictions.	4/3/2017 4:30 PM
9	The span of distance that our county covers, which includes the "Arizona Strip" located on the North rim of the Grand Canyon. Travel to access this area and the North Canyon Justice Court requires traveling through three states and over 300 miles. The undeveloped townships are also a challenge to provide immediate victim assistance.	3/29/2017 5:12 PM
10	The lack of enforcement of victims' rights by judicial officers and the apparent lack of oversight on judicial officers in this area. Some Judges will proceed with pleas/sentencing even if there has not been compliance with victims' rights statutes (despite being informed of such). The lack of compliance with completing Victims' Rights/Waiver forms by local law enforcement. IF we receive them, many are illegible. In many instances law enforcement 'mails' them to the victims, which obviously will not be received by them by the suspect's Initial Appearance. Additionally, some law enforcement officers do not complete them at the scene. They return to the Station where they will look in their system to obtain contact information for the victim and input that on the Form. Said information may very well be outdated and incorrect, thus hampering our ability to make contact with victims. We begin our work with the Probable Cause statement complete by law enforcement. In many instances (and it seems to be getting worse), law enforcement will write something like "there were 3 and 5 year old children in the vehicle." When the driver of the vehicle is arrested, we are not given any information about who those minors were or whom law enforcement released them to. Hence, no victim information. Another area where law enforcement falls short is when an individual is arrested for driving a stolen vehicle. Especially if that vehicle was reported stolen from another jurisdiction, we are not being provided with the name/contact information for the owner of that stolen vehicle.	3/29/2017 2:15 PM
11	Challenges we see: Victims who are immigrants don't want to come forward because they are fearful of deportation, etc; don't feel comfortable with the new regime. Native American victims court process is not "in sync" with non-native court processes. No availability of qualified SANE nurses who can do a kit locally - we have to go out of county. Some victims don't want to be involved in the process necessary through Victims Compensation program.	3/29/2017 10:13 AM
12	Often victims specific situation doesn't allow for a report within required timeframe. When I'm crisis mode often first opportunity to discuss an incident & learn about victim rights happens well past the 72 hour window	3/29/2017 9:00 AM

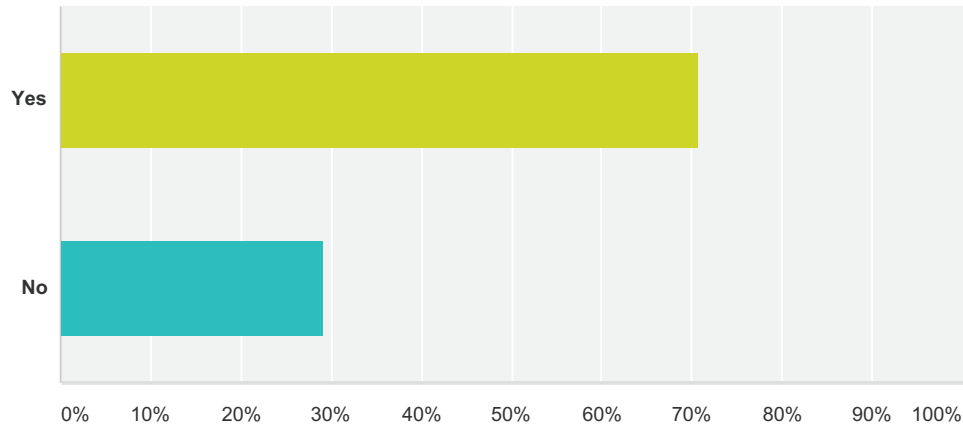
## Q9 (Continued)

13	Victims in misdemeanor cases, as opposed to victims in felony cases, are not kept as well-informed by criminal justice agencies of developments in their case.	3/29/2017 8:38 AM
14	Although the AG's office offers victims' rights laws trainings, often in rural areas they are canceled and in urban areas they are filled up and closed quickly so that additional attendees are not able to be trained. There must be a better way to do this in this day and age...perhaps online?	3/28/2017 9:41 PM
15	Regular training for new hires. In rural areas we often have high turn over rate, we often see a trend in elevated complaints when our staff turns over a large amount of people and we are not keeping up with educating them on the importance of victims rights.	3/28/2017 3:12 PM
16	The biggest challenge to victims' rights compliance is getting information from the Justice Courts, where the majority of cases are citations. Many times we do not find out that a case exists until we receive a call from the victim. We've attempted to address the issue with the Justice Courts and while things have improved, compliance varies depending on the court.	3/28/2017 2:56 PM
17	Lack of knowledge/training	3/28/2017 2:39 PM
18	Agencies' individual staff members who directly serve the public may not be aware of and/or properly adhere to victims' rights laws or the provision of victims' services and information.	3/28/2017 2:01 PM
19	Lack of immigrants reporting any acts of crime against them for fear of being deported.	3/28/2017 12:56 PM
20	Juvenile County Attorney's Office does not communicate w/Juvenile Victim Rights Coordinator at Juvenile Probation. Juvenile County Attorney's Office does not seem to consult the victims when she makes decisions about cases.	3/28/2017 12:55 PM
21	Victims rights form may be hard to read at times, which may cause disruption in getting Victims notified in a timely manner	3/28/2017 12:12 PM
22	Sometimes law enforcement does not have the means to adequately comply.	3/28/2017 10:57 AM
23	Enforcement of violations	3/28/2017 10:51 AM
24	N/A	3/28/2017 10:50 AM

# Q10

Does your agency establish a protocol for handling alleged violations of victims' rights?

ANSWERED: 41 SKIPPED: 19



Answer Choices	Responses
Yes	70.73% 29
No	29.27% 12
<b>Total</b>	<b>41</b>

#	Please Describe	Date
1	Staff handles complaint. If we are unable to handle it locally, we will refer to the proper state agency.	4/10/2017 10:56 AM
2	I'm not entirely sure, my agency is not a victims' services agency.	4/7/2017 9:38 AM
3	Depends on which entity is alleged to have violated the rights of the victim, but in any case, we would offer to serve as a 3rd party advocate for the victim (if they want us to) and/or provide information need for them to advocate on their own behalf	4/6/2017 10:45 AM
4	If it is a violation by the court, we file a motion if appropriate and/or refer the victim to the AG's office. If it is our office, we attempt to find out why it happened and correct the issue to ensure it does not happen again, whether it be a training issue or a system issue, etc.	4/5/2017 10:26 AM
5	All clients are given a copy of their rights and it is discussed with them. if they feel there are any violations, we work with them to report that to proper entities.	4/4/2017 4:12 PM
6	While it isn't an official protocol, if victims feel their rights have been violated we provide them with the AG's office information and encourage them to call and report	4/4/2017 10:24 AM
7	any violations are handled within the unit and changes if needed will be done; to include training or change of procedure. If victim is still not satisfied than complaint would be forwarded to the AGO.	4/4/2017 7:25 AM
8	report to AG's office	4/4/2017 6:41 AM
9	We notify the victims of their rights and process to grieve, however many times many victims and agencies fear 'upsetting' local criminal justice agencies who they may partner with or 'need' in the future	4/3/2017 4:32 PM
10	Work with community agency to find information and provide it to the victim.	4/3/2017 4:30 PM
11	Victims are contacted personally to discuss the alleged violation.	3/29/2017 5:12 PM
12	If our agency violates this, we have a grievance procedure in place. If other agencies violate our client's victims rights we help them through the grievance procedure of those agencies.	3/29/2017 12:46 PM

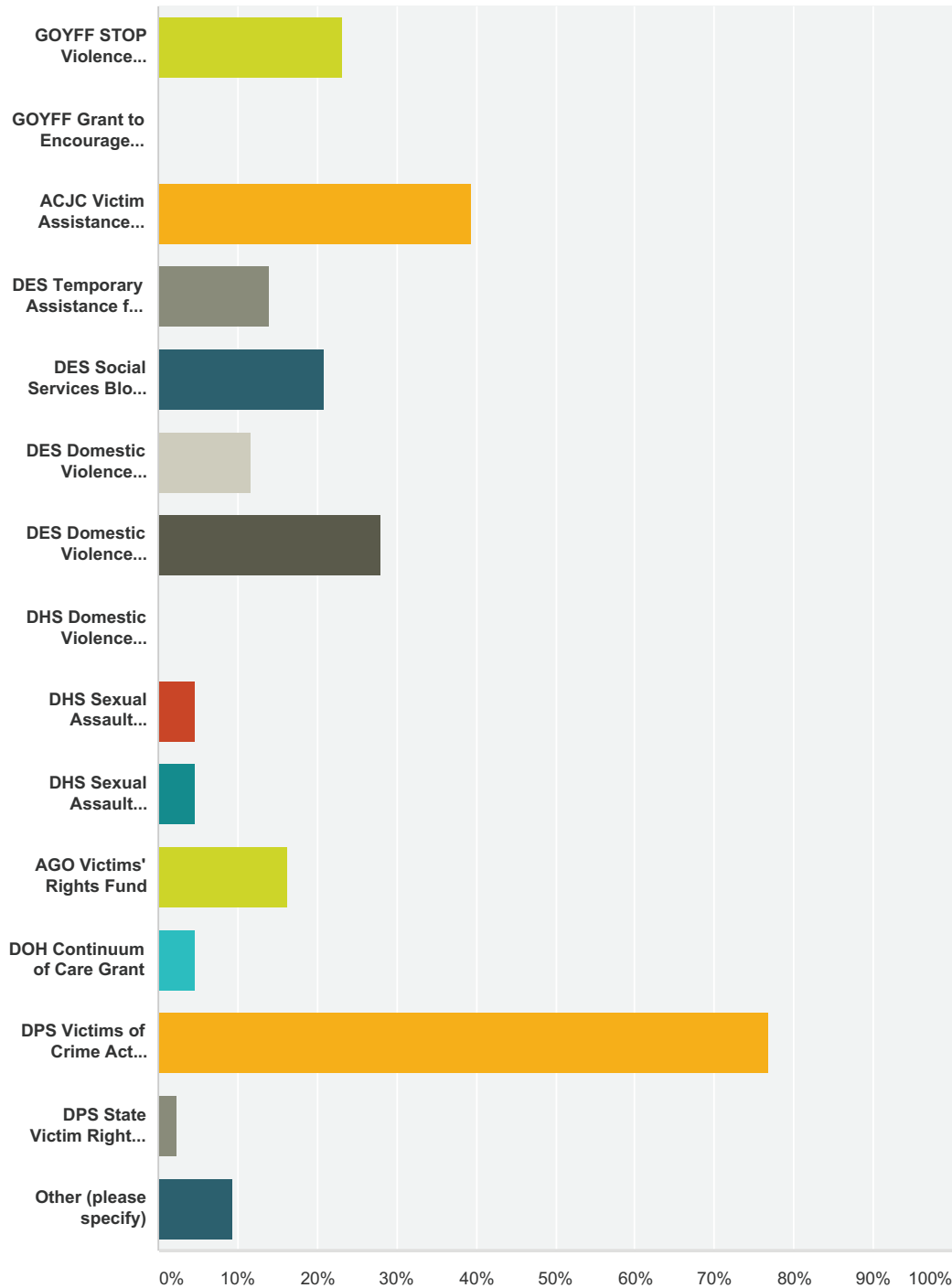
## Q10 (Continued)

13	We follow the court process (ie follow a complaint with the county or AG) but would be interested in learning a protocol.	3/29/2017 10:13 AM
14	We contact the victim rights advocate and if not addressed satisfactorily, we contact the presiding judge. We have rarely had to refer victims to the State Attorney General's Office.	3/29/2017 8:38 AM
15	Referrals to County Attorney; Referrals to Victim Services Supervisors; Referrals to Ombudsman	3/28/2017 9:41 PM
16	All calls from victims regarding violations of victims' rights are forwarded to our Manager, who follows up with staff to determine where the breakdown occurred. We also fully cooperate with the Attorney General's Office regarding any official complaints.	3/28/2017 2:56 PM
17	We would help victim contact County Attorneys Office to report alleged violations.	3/28/2017 12:56 PM
18	This was mentioned once in 2013. I have never heard any more about it. "I don't know" was not an option.	3/28/2017 12:55 PM
19	Refer to AG office	3/28/2017 10:51 AM
20	N/A	3/28/2017 10:50 AM

# Q11

I receive funding from the following (select all that apply):

ANSWERED: 43 SKIPPED: 17



Answer Choices	Responses	
GOYFF STOP Violence Against Women Formula Grant	23.26%	10
GOYFF Grant to Encourage Arrest	0.00%	0

## Q11 (Continued)

ACJC Victim Assistance Program	39.53%	17
DES Temporary Assistance for Needy Families (TANF)	13.95%	6
DES Social Services Block Grant	20.93%	9
DES Domestic Violence Prevention Fund	11.63%	5
DES Domestic Violence Services Fund	27.91%	12
DHS Domestic Violence Prevention and Services	0.00%	0
DHS Sexual Assault Services Program	4.65%	2
DHS Sexual Assault Prevention and Education Program	4.65%	2
AGO Victims' Rights Fund	16.28%	7
DOH Continuum of Care Grant	4.65%	2
DPS Victims of Crime Act (VOCA) Crime Victim Assistance Grant	76.74%	33
DPS State Victim Rights Enforcement Fund	2.33%	1
Other (please specify)	9.30%	4
<b>Total Respondents: 43</b>		

#	Other (please specify)	Date
1	SABG, MMIC BEHAVIORAL HEALTH BLOCK GRANTS	4/3/2017 4:05 PM
2	ACJA Victim Compensation Fund	3/29/2017 2:16 PM
3	US DHHS; Subawards pass through National Children's Alliance; Tohono O'odham gaming funds; NCA technical awards; NCA subawards - pass through; Previously Children's Justice Act monies	3/28/2017 9:42 PM
4	I don't know	3/28/2017 12:55 PM

# **ACJC ARIZONA VICTIM SERVICE FUNDING 2016 REPORT**

# Arizona Criminal Justice Commission



## Crime Victim Service Funding Overview

Our mission is to sustain and enhance the coordination, cohesiveness, productivity and effectiveness of the criminal justice system in Arizona.

October 2016

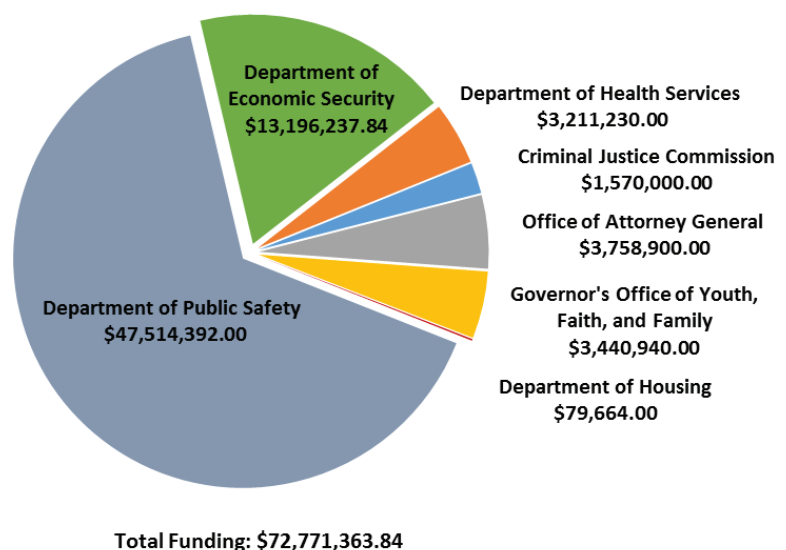
Throughout the years, Arizona has concentrated on providing and improving services for victims of crime. To better meet the needs of crime victims within our community, the State Agency Coordination Team (SACT) was created. The SACT is comprised of multiple state agencies who collectively assess, develop plans to improve, and provide funding for crime victim services throughout Arizona. Member agencies currently include the Governor's Office of Youth, Faith and Family (GOYFF), the Office of the Arizona Attorney General (AGO), the Department of Health Services (DHS), the Department of Economic Security (DES), the Department of Public Safety (DPS), the Department of Housing (DOH), and the Arizona Criminal Justice Commission (ACJC).

In order to identify any gaps in current services and available funding, the SACT has asked the Arizona Criminal Justice Commission's Statistical Analysis Center (ACJC SAC) to gather information on the state's funding for victim services and note how these funds are distributed. This report summarizes the desired information, and provides recommendations for future reporting, documentation, and distribution of these funds.

### Funding to Arizona

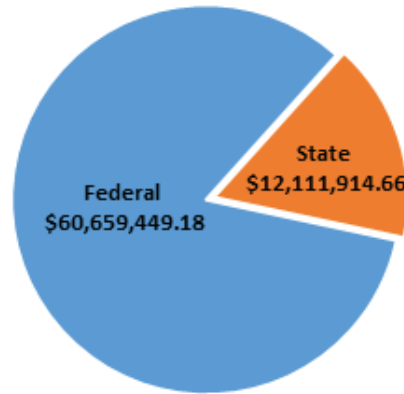
Arizona state agencies received approximately \$72,771,363.84 that may be allocated for victim services and related state administrative expenses. These monies are generated from federal awards, and from court fines, fees, surcharges or other revenues within the state. Figure 1 and Figure 2 document victim service funding amounts received by each agency, as well as a financial breakdown of monies received by source type. Due to timing of award periods, data shown in Figure 1 and Figure 2 reflect funds awarded to each agency over multiple fiscal years. Some funds included have the ability to be utilized over several years, while others are only eligible for distribution during one fiscal year. Data shown in Figure 1 and Figure 2 represent monies that were awarded during FY2015 - FY2017 that are currently used for victim service efforts.

**Figure 1: Recent Victim Service Awards Received by Arizona State Agencies\***



\*Figure 1 contains award amounts established during various fiscal years (FY2015-FY2017) due to timing of award periods.

**Figure 2: Recent Victim Service Awards  
Received by Source Type\***



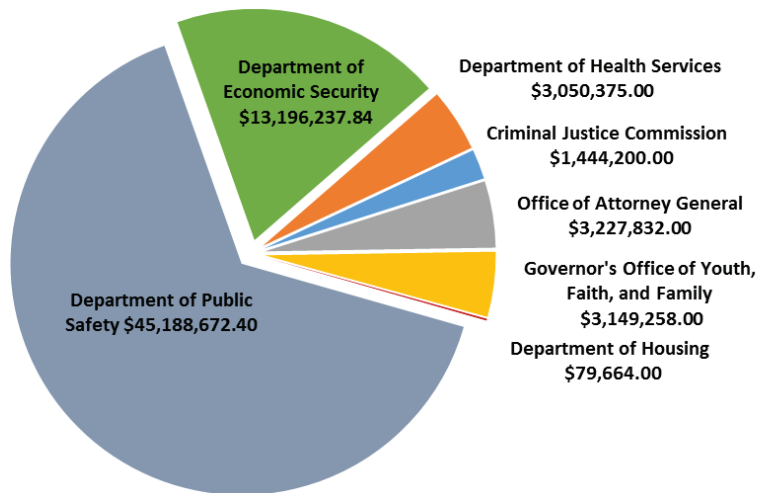
**Total Funding: \$72,771,363.84**

\*Figure 2 contains award amounts established during various fiscal years (FY2015-FY2017) due to timing of award periods.

### Available Funding for Victim Service Awards

Agencies within the SACT noted that a portion of the monies received from federal or state sources are allocated for other costs that indirectly relate to victim services (e.g. state administration costs). The following chart illustrates the amount of funding available for sub-grantee awards by the administering agency. Some agencies were not able to provide funding information for FY2017. Therefore, monies recorded in this chart reflect the most recent funding information available (FY2016-FY2017). Arizona currently has approximately \$69,336,239.24

**Figure 3: Amount of Recent Victim Service Funding  
Available for Sub-grantees\***



**Total Funding: \$69,336,239.24**

\*Figure 3 contains award amounts established during various fiscal years (FY2015-FY2017) due to timing of award periods.

available to distribute amongst sub-grantee organizations for direct and indirect service efforts. Direct efforts include providing services such as counseling, legal representation, or emergency housing that victims utilize and benefit from directly. Indirect services include prevention and education efforts, or training for victim service professionals that victims indirectly benefit from, as these efforts may affect environments surrounding the victims or the quality of direct services available.

## Funding Parameters for Awards (Appendix A)

Due to the variety of sources contributing to available funding within the state, each administering agency established its own parameters for selecting and awarding sub-grantee organizations. Appendix A contains a list of each agency currently represented in the SACT and their related funds, as well as guidelines they refer to when administering these funds. All SACT organizations note that their funds must be used for efforts that relate to services for victims such as: emergency or transitional residential services, community based advocacy, legal advocacy or representation, court or law enforcement coordination efforts, prevention and education services for the community or for victims, intervention services, development of victim service programs, crisis centers and response teams, personnel cost and training for direct service staff members (e.g. counselors, medical examiners), and other efforts to protect victim rights.

## Funding to State Counties

To track how victim service funds are distributed throughout the state, each member of the SACT was asked to provide information regarding the amount of monies awarded to sub-grantees in each county. A portion of the agencies note that they do not collect information on expenditures by county as this information is not mandated for their awards. Figure 4 provides a financial estimation of award funding distributed to sub-grantees in each county for the most recent award period. Figure 5 provides financial information regarding the amount awarded to sub-grantees in each county for services relating to the identified victimization types. If sub-grantees serve multiple counties and did not provide specific victimization expenditures by county to their managing state agency, the award amount was included in the county of the sub-grantees' primary office. Figure 4 and Figure 5 also lists the amount awarded to sub-grantees who note serving all counties in Arizona. Monies distributed from awards listed in Appendix A are included in Figure 4 and Figure 5, regardless of whether the award is being used to fund direct or indirect services for victims. All awards were included in these figures in order to provide the most accurate summary of funding distributed to each county.

Figure 4: Sub-Grantee Funding Summary*		
County Name	Amount Distributed	Percent of Total
Apache	\$529,064.00	1.18%
Cochise	\$616,370.99	1.37%
Coconino	\$1,989,560.50	4.42%
Gila	\$669,589.00	1.49%
Graham	\$431,407.00	0.96%
Greenlee	\$34,737.00	0.08%
La Paz	\$873,239.60	1.94%
Maricopa	\$19,147,755.92	42.55%
Mohave	\$1,817,844.00	4.04%
Navajo	\$608,713.00	1.35%
Pima	\$7,477,812.19	16.62%
Pinal	\$2,925,053.00	6.50%
Santa Cruz	\$416,850.75	0.93%
Yavapai	\$2,063,092.51	4.58%
Yuma	\$1,368,663.75	3.04%
Statewide	\$4,032,321.83	8.96%
<b>TOTAL</b>	<b>\$45,002,075.04</b>	<b>100.00%</b>

\*Notes:

1) All agencies were not able to provide funding information for FY2017. Monies recorded in this chart are compiled of most recent funding information from each administrating agency (FY2016-FY2017).

2) Total amount awarded will not match total amount available as some programs have not distributed their full funds.

County	Figure 5: Sub-Grantee Funding by Victim Type Served*							Total
	Domestic Violence	Sexual Assault	Combination-DV/SA	Child Abuse	Other	Multiple	Any	
Apache	\$406,453.00	\$4,914.00	\$0.00	\$4,790.00	\$64,417.00	\$19,990.00	\$0.00	\$500,564.00
Cochise	\$408,573.99	\$5,835.00	\$0.00	\$1,945.00	\$51,546.00	\$63,771.00	\$0.00	\$531,670.99
Coconino	\$925,734.00	\$737,165.50	\$0.00	\$95,204.00	\$110,308.00	\$31,049.00	\$0.00	\$1,899,460.50
Gila	\$568,710.00	\$556.00	\$0.00	\$27,223.00	\$0.00	\$17,600.00	\$0.00	\$614,089.00
Graham	\$345,830.00	\$6,208.00	\$0.00	\$2,018.00	\$10,374.00	\$29,677.00	\$0.00	\$394,107.00
Greenlee	\$16,200.00	\$0.00	\$0.00	\$0.00	\$0.00	\$8,337.00	\$0.00	\$24,537.00
La Paz	\$807,444.60	\$4,836.00	\$0.00	\$0.00	\$0.00	\$24,959.00	\$0.00	\$837,239.60
Maricopa	\$12,058,054.92	\$1,469,067.00	\$268,053.00	\$864,159.00	\$2,634,738.00	\$262,784.00	\$0.00	\$17,556,855.92
Mohave	\$1,242,167.00	\$207,252.00	\$0.00	\$19,918.00	\$139,184.00	\$34,723.00	\$0.00	\$1,643,244.00
Navajo	\$405,290.00	\$17,218.00	\$0.00	\$2,649.00	\$90,061.00	\$32,295.00	\$0.00	\$547,513.00
Pima	\$3,658,986.03	\$1,362,625.16	\$0.00	\$799,148.00	\$988,853.00	\$106,900.00	\$0.00	\$6,916,512.19
Pinal	\$2,063,852.00	\$224,737.00	\$0.00	\$353,331.00	\$94,214.00	\$60,419.00	\$0.00	\$2,796,553.00
Santa Cruz	\$89,461.75	\$0.00	\$249,339.00	\$0.00	\$0.00	\$25,850.00	\$0.00	\$364,650.75
Yavapai	\$1,361,394.51	\$233,871.00	\$47,867.00	\$40,106.00	\$188,954.00	\$0.00	\$0.00	\$1,872,192.51
Yuma	\$732,617.75	\$144,080.00	\$124,292.00	\$20,207.00	\$202,075.00	\$41,592.00	\$0.00	\$1,264,863.75
Statewide	\$1,562,227.83	\$813,172.00	\$206,667.00	\$136,991.00	\$685,955.00	\$39,309.00	\$588,000.00	\$4,032,321.83
<b>TOTAL</b>	<b>\$26,652,997.38</b>	<b>\$5,231,536.66</b>	<b>\$896,218.00</b>	<b>\$2,367,689.00</b>	<b>\$5,260,679.00</b>	<b>\$799,255.00</b>	<b>\$588,000.00</b>	<b>\$41,796,375.04</b>

\*Notes:

1) All agencies were not able to provide funding information for FY2017. Monies recorded in this chart are compiled of most recent funding information from each administrating agency (FY2016-FY2017).

2) Total amount awarded will not match total amount available as some programs have not distributed their full funds. Monies administered by the Arizona Office of Attorney General were also excluded from this chart as sub-grantees do not provide financial information by victim type served.

The financial information contained in Figure 5 does not include monies distributed by the Office of the Arizona Attorney General, as this agency was unable to provide information on financial awards distributed by victim type served. Moreover, financial information in Figure 4 and Figure 5 sums to less than the total amount available as some agencies have not allocated their full award amounts to sub-grantee agencies. Reasons for full award amounts not being distributed include a lower amount of funds being requested by sub-grantees during the grant solicitation process, sub-grantees declining awards after submitting applications, and monies reserved for distribution to sub-grantee agencies at a later time in an effort to ensure sustainability of services to victims.

From data contained in Figure 5, the ACJC SAC was able to determine that approximately 78.43% of the awarded funding is distributed to organizations identified as serving victims of domestic violence and/or sexual assault crimes. All other funding (21.57%) is distributed to organizations identified as serving victims of child abuse, other crime types, multiple crime types, or all victims regardless of crime type. Monies listed under the "multiple crime type" category may include victims who also experienced sexual assault or domestic violence crimes that co-occurred with other crimes committed against the victims.

## Sub-Grantee Agency Locations (Appendix B)

Appendix B lists current sub-grantees receiving state victim service funding from current SACT agencies. Many grantees serve multiple counties with multiple service locations throughout the state. Organizations are listed under the county where their primary office is located, and also under any other counties that the organizations report serving with the awarded funds. Agencies that indicate serving all 15 counties in Arizona are listed under “statewide” organizations. Some grantees did not provide information regarding additional counties that they serve. Therefore, organizations listed in Appendix B may expend the awarded monies for services or costs in multiple counties.

Moreover, funding agencies noted that awards may be granted to different projects in the same organization. To illustrate this point, Appendix B lists the SACT agencies with their corresponding sub-grantees under the county in which funds from the administering agency are used.

## Conclusion and Recommendations

At the present, each agency providing victim service funding in Arizona utilizes varying methods when collecting data on victim service program activity and award allocations. Though these methods comply with current reporting responsibilities established for each agency, the variation in information collected results in multiple limitations when attempting to evaluate total victim service funding within the state. In order to move forward with identifying funding gaps and improving how victim service funding is distributed, several recommendations are suggested by the ACJC SAC:

- It is recommended that SACT members agree upon standardized language and create a standardized reporting tool for all funders to use during mandated reporting for individual grant awards. The standardized reporting tool should collect more descriptive and consistent financial information from all sub-grantee organizations (i.e. requiring sub-grantees to report on expenditures by service type). The collection of this information will assist future evaluation efforts concerning where funding should be allocated within the state.
- ACJC SAC proposes that SACT members gather information from sub-grantee organizations and clients of services regarding the most used service functions, and any services that are difficult to provide due to a high demand for those services. Gathering this information may help SACT members decide which services and service areas should be prioritized for funding efforts.
- Currently, organizations that provide services for domestic violence and sexual assault victims receive approximately 78.43% of the available funding for sub-grantees within the state. Organizations that provide services for all other victim types, or all crime victims in general, receive only 21.57% of the available funding. ACJC SAC suggests that SACT members take this distribution into consideration, and discuss if future state funding should be allocated in this same manner based on the prevalence of victims in each crime category.
- It is also recommended that SACT members discuss the number of funders for each sub-grantee organization, and determine if the organizations should continue to receive funding from multiple sources (i.e. four or more SACT agencies). If a different funding plan is deemed necessary, funders should consider redirecting some awards to new service organizations, or organizations in counties that receive less funding, to ensure sustainability of services throughout the state.
- The ACJC SAC also suggests that the SACT team identify other state agencies that may receive and distribute funding for victim service efforts within the state, and include those agencies' information in future reports to obtain a better understanding of available victim service funding within the state.

## Appendix A: Funding Parameters for Awards

Funding Parameters*					
Agency	Funding Name	Funding Source and Breakdown	Eligibility	Award Process	Funding Priorities/Allowable Cost
GOYFF	STOP Violence Against Women Formula Grant	<p><u>Source:</u> Federal</p> <p><u>Fund Breakdown:</u>  25% Law Enforcement  25% Prosecution  5% Courts  30% Victim Services  15% Discretionary</p>	Statewide, rural, urban, or tribal agencies that serve underrepresented populations.	Grant application process (RFGA) with detailed budget required.	<p><u>Fund Priorities:</u></p> <ol style="list-style-type: none"> <li>1) Expand and increase response to sexual violence (e.g. programs addressing trafficking, response teams, or availability of trained professionals)</li> <li>2) Enhance/create community response to sexual and domestic violence</li> <li>3) Improve batterer intervention programs and their standards</li> <li>4) Provide support and information to victims of domestic violence, teen dating violence, sexual assault and stalking</li> <li>5) Increase employment, housing, childcare, and transportation support to victims</li> <li>6) Improve serving and enforcing protective orders</li> <li>7) Train professionals about victim safety and how domestic violence impacts legal decision-making</li> <li>8) Train community members on early detection and intervention for high-risk situations</li> <li>9) Create and enhance coordinated community response teams for tribal communities</li> <li>10) Create culturally appropriate interventions and services</li> <li>11) Implement evidence-based healthy relationship programs for youth</li> <li>12) Increase awareness and response of trafficking in the context of sexual and domestic violence</li> <li>13) Train law enforcement and social work professionals to recognize possible prevalence of domestic violence in child maltreatment cases</li> </ol> <p><u>Unallowable Cost:</u>  Lobbying (as defined in 31 U.S.C. §1352, not to include 42 U.S.C. § 13925(b) (3)); fundraising; purchase of real property; construction; physical modifications to buildings (including minor renovations such as painting or carpeting); research; purchase of standard issued law enforcement items (uniforms, vests, weapons, etc.); vehicles; chemical dependency or alcohol abuse programs that are not an integral part of a court-mandated batterer intervention program</p>
	Grant to Encourage Arrest	<p><u>Source:</u> Federal</p> <p><u>Fund Breakdown:</u>  None</p>	Statewide, nonprofit, faith-based, or tribal organizations that assist domestic violence, dating violence, sexual assault, or stalking victims.	Non-competitive contract (CI Waiver) with the Arizona Coalition to End Sexual and Domestic Violence.	<p><u>Allowable Cost</u></p> <ol style="list-style-type: none"> <li>1) Implementation of pro-arrest programs and policies (including enforcement of protection orders)</li> <li>2) Development of policies, educational programs, protection order registries, and data collection systems that improve tracking of cases and complaints</li> <li>3) Training on sexual assault, domestic violence, dating violence, and stalking for law enforcement and court professionals</li> <li>4) Legal advocacy and other direct services for victims in immigration matters</li> <li>5) Education for court professionals on sexual assault, domestic violence, dating violence, and stalking to improve judicial handling of cases</li> <li>6) Development of comprehensive victim services and support centers</li> <li>7) Enhancement of sexual assault nurse examiner programs or forensic examiner programs (including hiring and training of examiners)</li> <li>9) Implementation of sexual assault response teams or similar coordinated responses</li> <li>10) Provide human immunodeficiency virus testing programs, counseling, and other services</li> <li>11) Development of multidisciplinary teams focusing on reducing domestic violence and dating violence homicides</li> </ol> <p><u>Unallowable Cost</u>  lobbying (except with explicit statutory authorization); fundraising; purchase of real property; construction or physical modifications to buildings (including minor renovations such as painting or carpeting); purchase of uniforms, weapons, vehicles, and security systems; research projects; direct legal representations; prevention activities; family violence services; direct services for children; creation of sex offender registries</p>

ACJC	Victim Assistance Program	<u>Source:</u> State  <u>Fund Breakdown:</u> None	Any victim service agency that provide direct services.	Grant application process (RFGA) with detailed budget required.	<u>Allowable Cost:</u> 1) Crisis intervention services for urgent emotional or physical needs of crime victims 2) Temporary shelter for victims 3) Petty cash for immediate transportation, food, and other necessities 4) Support services (e.g. assistance with criminal justice agencies, assistance obtaining the return of property kept as evidence, referrals to other assistance sources) 5) Court-related services (e.g. direct services that assist in participation of criminal justice proceedings) 6) Notification services (e.g. notifying victims of significant development in court proceeding or investigations) 7) Training for professional staff that provide direct services to victims 8) Cost of printing or distributing documents describing direct services available  <u>Unallowable Cost:</u> Crime prevention efforts not aimed at providing specific emergency help after victimization; general public relation programs; advocacy for legislative or administrative reforms; general criminal justice agency improvements; programs in which crime victims are not primary beneficiaries; training for professionals who do not provide direct services; victim compensation; shelters that do not provide domestic violence related housing
	Temporary Assistance for Needy Families (TANF)	<u>Source:</u> Federal  <u>Fund Breakdown:</u> None	Any victim service agency or organization that provide direct services to those who are 250% of the current federal poverty level.	Request for proposals (RFP) state procurement process that includes a rate based budget.	<u>Allowable Cost</u> 1) Emergency shelter, transitional housing, and related services 2) Community based advocacy and referral to services 3) Legal advocacy (e.g. civil representation, assistance with legal services, leigh legal advocates) 4) Coordination and operation costs relating to direct services 5) Support services to victims (e.g. counseling, intervention services, case management, and transportation)
	Social Services Block Grant	<u>Source:</u> Federal  <u>Fund Breakdown:</u> None	Any victim service agency or organization that provide direct services for low income families/individuals.	Request for proposals (RFP) state procurement process that includes a rate based budget.	
	Domestic Violence Prevention Fund	<u>Source:</u> State  <u>Fund Breakdown:</u> None	Any victim service agency or organization that provides prevention services.	Request for proposals (RFP) state procurement process that includes a rate based budget.	
	Domestic Violence Services Fund	<u>Source:</u> State  <u>Fund Breakdown:</u> None	Any victim service agency or organization that provide direct services.	Request for proposals (RFP) state procurement process that includes a rate based budget.	
DES					

DHS	Domestic Violence Prevention and Services	<p><u>Source:</u> Federal</p> <p><u>Fund Breakdown:</u> 70% Immediate Shelter/Related Services 25% Support/Prevention Services 5% State Administration Costs</p>	Local public agencies or non-profit private organizations (including faith-based, charitable, community-based organizations) that assist victims and their dependents.	Grant application process (RFGA) that includes cost reimbursement contracts.	<p><u>Allowable Cost</u></p> <ol style="list-style-type: none"> <li>1) Development of safety plans and support efforts to victims of family, domestic, or dating violence</li> <li>2) Group counseling, peer support groups, and referrals to other victim services</li> <li>3) Training and outreach to increase awareness of family, domestic, and dating violence</li> <li>4) Efforts to increase accessibility of family, domestic, and dating violence</li> <li>5) Provision of culturally and linguistically appropriate services</li> <li>6) Provision of services for children exposed to family, domestic, or dating violence (e.g. counseling)</li> <li>7) Advocacy, case management, and other referral services for securing housing, health services, transportation, respite, etc.</li> <li>8) Provision of immediate shelter and related support services</li> <li>9) Prevention services, including outreach to underserved populations</li> </ol> <p><u>Unallowable Cost</u> Victim compensation; reimbursement for services</p>
	Sexual Assault Services Program	<p><u>Source:</u> Federal</p> <p><u>Fund Breakdown:</u> 95% Support/Direct Services 5% State Administration Costs</p>	Any organization that provides direct supportive services to sexual assault victims.	Grant application process (RFGA) that includes cost reimbursement contracts.	<p><u>Fund Priorities:</u></p> <ol style="list-style-type: none"> <li>1) Increase direct sexual assault services to underserved individuals</li> <li>2) Assist with the maintenance and expansion of rape crisis centers and other relevant programs</li> <li>3) Enhance organization capacity to effectively address direct sexual violence services in communities</li> </ol> <p><u>Unallowable Cost</u> Research; purchase of furniture or equipment; reimbursement of pre-award costs; prevention campaigns and other efforts</p>
	Sexual Assault Prevention and Education Program	<p><u>Source:</u> Federal</p> <p><u>Fund Breakdown:</u> 95% Prevention and Education Services 5% State Administration Costs</p>	Any organization that provides prevention and education services for the community or for sexual assault victims.	Grant application process (RFGA) that includes cost reimbursement contracts.	<p><u>Fund Priorities</u></p> <ol style="list-style-type: none"> <li>1) Provide information and technical assistance to heighten awareness and the prevention of sexual coercion and violence</li> <li>2) Improve communication, coordination, and collaboration among organizations providing victim services</li> <li>3) Build program capacity by strengthening state and local program infrastructure</li> <li>4) Sustain and expand successful sexual violence prevention and education programs</li> </ol> <p><u>Unallowable Cost</u> Research; clinical care; purchase of furniture or equipment; reimbursement for pre-award costs; lobbying; direct victim services (counseling, treatment, advocacy); campaigns that exclusively promote awareness of where to receive victim services</p>

AGO	Victims' Rights Fund	<p><u>Source:</u> State</p> <p><u>Fund Breakdown:</u> 88% Sub-grantee awards and printing Victims' Rights Request/Waiver Forms 12% Administrative Costs</p>	Criminal and juvenile justice entities (law enforcement, prosecution, corrections, and courts).	Grant application process (RFGA) that includes formula based awards.	<p><u>Allowable Cost:</u> 1) Personnel cost relating to victim rights 2) Consulting costs (e.g. outside/contractual direct victim rights) 3) Operating and equipment cost (relating to agency's ability to meet mandated victims' rights notification requirements) 4) Statewide printing cost for Victims' Rights Request/Waiver Forms used by law enforcement</p> <p><u>Unallowable Cost</u> Personnel cost for overtime pay or activities not relating to victims' rights mandates; administrative cost that indirectly support victims' rights activities (e.g. training registration, advertising, travel, lodging); costs for equipment that indirectly aid victims' rights notification; service activities that are not identified as Victims' Rights Program priorities</p>
	Continuum of Care Grant	<p><u>Source:</u> Federal</p> <p><u>Fund Breakdown:</u> 100% Transitional Shelters</p>	Public and private agencies that providing transitional housing to domestic violence victims.	Grant application process (RFGA) with detailed budget required.	<p><u>Allowable Cost</u> 1) Transitional housing for victims who experience homeless due to domestic violence</p> <p><u>Unallowable Cost</u> Activities or services not related to providing transitional housing for victims</p>
DPS	Victims of Crime Act (VOCA) Crime Victim Assistance Grant	<p><u>Source:</u> Federal</p> <p><u>Fund Breakdown:</u> 95% Direct victim services (Minimum of 10% to Domestic Violence, 10% to Child Abuse, 10% to Sexual Assault, and 10% to Previously Underserved) 5% administrative cost</p>	Public agencies, non-profit organizations, or faith based organizations that provide direct services for crime victims; state victim compensation agencies; hospitals and emergency medical facilities.	Grant application process (RFGA) with detailed budget required.	<p><u>Allowable Cost</u> 1) Immediate health and safety services (e.g. hotline counseling, shelter) 2) Mental health assistance (e.g. individual, couple, and family therapy, mental health evaluation) 3) Assistance with participation in criminal justice proceedings 4) Enhancements to forensic examinations 5) Direct services and related cost (e.g. transportation cost for victims to receive services, local travel expenses for providers) 6) Services assisting with managing practical programs created by victimization 7) Personnel cost related to providing direct services 8) Restorative justice (i.e. opportunities for crime victims to meet with perpetrators if desired and appropriate) 9) Related direct service support cost (e.g. skills training for direct service providers, training materials, training related travel, equipment and furniture, vehicle purchase, advanced technology)</p> <p><u>Unallowable Cost</u> In-patient treatment facilities providing treatment to individual with drug, alcohol, and/or medical health-related conditions; lobbying and administrative advocacy; perpetrator rehabilitation and counseling; needs assessments, surveys, and evaluations; prosecution activities; fundraising activities; property loss; relocation expenses; administrative staff expenses</p>
	State Victim Rights Enforcement Fund	<p><u>Source:</u> State</p> <p><u>Fund Breakdown:</u> None</p>	Nonprofit agencies who can show a five year history of successful legal representation for victims and enforcement of rights for crime victims.	Grant application process (RFGA) with detailed budget required.	<p><u>Allowable Cost</u> 1) Legal representation to enforce the rights of victims 2) Social services that assist victims during course of legal representation (e.g. court orientation and related support, emotional support, safety planning, referrals and connections to community resources)</p>

**Notes:**

\*Funding breakdowns, eligibility, priorities, and allowable costs listed are not all inclusive and are subject to change. Lists provided above are a snapshot of each agency's general funding details. For complete information regarding these programs, please contact the prospective agency.

**Appendix B: Sub-Grantee Agency Locations**

	Agency/Organization Name	Funding State Agency
Apache	Ama Doo Alchini Bighan, Inc. (ADABI)	ACJC, DHS
	Apache County Attorney's Office	ACJC, AGO, DPS
	DNA-People's Legal Services, Inc.	DPS
	New Hope Ranch and North County Health	DES
Cochise	Catholic Community Services of Southern Arizona	DES, DPS
	Cochise County Attorney's Office	ACJC, AGO, DPS
	Cochise County Sheriff's Department	AGO
	Cochise County Superior Court	AGO
	Cochise Family Advocacy Center, Inc.	ACJC
	Willcox Department of Public Safety	AGO
Coconino	Childhelp	DPS
	Coconino County Attorney's Office	AGO
	Coconino County Juvenile Court	AGO
	Flagstaff City Attorney's Office	AGO
	Housing Solutions of Northern Arizona	DOH
	North Country HealthCare	DPS
	Northland Family Help Center	ACJC, DES, DHS, DPS
	Page Regional Domestic Violence Services	DES, DPS
	Safe Child Center at Flagstaff Medical Center	DPS
	Victim Witness Services	ACJC, DHS, DPS

Gila	CASA of Gila County	DPS
	Gila County Attorney's Office	ACJC, AGO
	Horizon Human Services	DES
	Horizon Health & Wellness	DHS
	Payson City Prosecutor's Office	AGO
	Time Out, Inc.	DES, DPS, GOYFF
Graham	Graham County Attorney's Office	ACJC, AGO, DPS
	Mt. Graham Safe House, Inc.	ACJC, DES, DHS, DPS
Greenlee	Greenlee County Attorney's Office	ACJC, AGO
La Paz	Colorado River Regional Crisis Shelter, Inc.	ACJC, DES, DHS, DPS
	Eve's Place	DPS
	H.A.V.E.N. Family Resource Center	ACJC
	La Paz County Attorney's Office	ACJC, AGO
Maricopa	A New Leaf, Inc.	ACJC, DES, DPS
	Against Abuse, Inc.	ACJC
	Area Agency on Aging, Region One	DPS
	Arizona Board of Executive Clemency	AGO
	Arizona Department of Corrections	AGO
	Arizona Department of Juvenile Corrections	AGO, DPS
	Arizona South Asians for Safe Families	GOYFF

Arizona State University	DHS
Arizona Superior Court Maricopa County	DPS
Avondale Police Department	AGO, DPS
Casa Grande City Attorney's Office	AGO
Catholic Charities Community Services	DES, DPS
Chandler City Prosecutor's Office	AGO
Chandler Police Department	ACJC, DPS
Chicanos Por La Causa, Inc.	DPS, DES
Child Crisis Arizona	DPS
Childhelp	ACJC, DPS
Chrysalis Shelter for Victims of Domestic Violence	ACJC, DES, DPS
City of Glendale Prosecutor's Office	GOYFF
City of Peoria Police Department	DPS
City of Phoenix Human Services/Family Advocacy Center	DPS
City of Phoenix Prosecutor's Office	AGO, DPS
City of Surprise Police Department	DPS
City of Tempe Care 7	ACJC, DPS
Community Legal Services, Inc.	DPS
El Mirage City Prosecutor's Office	AGO
El Mirage Police Department	AGO, DPS
EMPACT - Suicide Prevention Center	ACJC, DPS, GOYFF
Eve's Place	DES, DPS
Free Arts for Abused Children of Arizona	DPS
Glendale City Prosecutor's Office	AGO

Maricopa	Glendale Police Department	AGO, DPS
	International Rescue Committee	DPS
	Jewish Family and Children's Service	ACJC, DPS
	MADD Arizona Office	DPS
	Maricopa County Attorney's Office	ACJC, AGO, DPS
	Maricopa County Juvenile Court	AGO
	Maricopa County Sheriff's Office	AGO
	Mesa City Prosecutor's Office	ACJC, AGO, DPS
	Mesa Police Department	AGO
	Never Again Foundation	DHS
	New Life Center, Inc.	DES, DPS
	Northern Arizona University	DPS
	Phoenix City Fire Department	ACJC, DPS
	Phoenix City Prosecutor's Office	AGO
	Regional Community Partners (Arizona Association of Governments)	GOYFF
	Sojourner Center	ACJC, DES, DPS
	StreetLightUSA	DPS
	Surprise City Attorney's Office	AGO, DPS
	Tempe City Attorney's Office	AGO
	The Salvation Army	DES, DPS
	Tumbleweed Center for Youth Development	DPS
	UMOM	DES, DPS
Mohave	Bullhead City Police Department	AGO
	Bullhead City Prosecutor's Office	ACJC, AGO, DPS
	H.A.V.E.N. Family Resource Center	DHS
	Interagency Council of Lake Havasu	DES, DHS, DPS

Mohave	Kingman Aid to Abused People, Inc.	ACJC, DES, DPS
	Kingman City Attorney's Office	AGO
	Lake Havasu City Attorney's Office	DPS
	Mesa Police Department	DPS
	Mohave County Attorney's Office	ACJC, AGO, DPS
	Mohave Juvenile Court	AGO
	Mohave County Sherriff's Office	AGO
	WesCare Arizona, Inc.	DES, GOYFF
Navajo	Alice's Place	DES, GOYFF
	Eve's Place	DPS
	Navajo County Attorney's Office	ACJC, AGO, DPS
	Navajo County Sheriff's Office	AGO
	Todhenasshai Committee Against Family Abuse	ACJC, DES
	White Mountain Safe House	DES
Pima	Administration of Resources and Choices (APC)	DPS
	Arizona Superior Court in Pima County	DPS, GOYFF
	Arizona's Children Association	ACJC, DPS
	Casa de Los Niños	DPS
	CODAC Behavioral Health Services of Pima County	ACJC, DHS
	Emerge Center Against Domestic Abuse	ACJC, DES
	H.A.V.E.N. Family Resource Center	DPS
	Homicide Survivors, Inc.	ACJC, DPS
	Jewish Family and Children's Services of Southern Arizona, Inc.	DPS, GOYFF
	Mothers Against Drunk Driving	DPS
	Pima County Adult Probation	AGO

Pima	Pima County Attorney's Office	ACJC, AGO, DPS, GOYFF
	Pima County Juvenile Court	AGO, DPS
	Pima County Sheriff's Department	AGO
	Southern Arizona AIDS Foundation	ACJC, DHS, DPS, GOYFF
	Southern Arizona Center Against Sexual Assault	GOYFF
	Southern Arizona Legal Aid, Inc.	DES, DPS
	Southern Arizona Children's Advocacy Center	ACJC, DPS
	Tucson Centers for Women and Children	DPS
	Tucson City Prosecutor's Office	AGO
	Tucson Police Department	AGO
	University of Arizona	DHS
Pinal	Against Abuse, Inc.	ACJC, DES, DPS, GOYFF
	City of Apache Junction Attorney's Office	DPS
	City of Casa Grande Attorney's Office	AGO, DPS
	City of Maricopa Police Department	ACJC, DPS
	Community Alliance Against Family Abuse (CAAFA)	ACJC, DES, DPS, DHS, GOYFF
	Pinal County Attorney's Office	ACJC, AGO, DPS
	Pinal County Juvenile Court	AGO, DPS
	Pinal County Sheriff's Office	AGO
Santa Cruz	Nogales City Attorney's Office	AGO
	Nuestra Casa (Our House)	DES
	Santa Cruz Attorney's Office	ACJC, AGO, GOYFF
	Santa Cruz Sheriff's Office	AGO

Yavapai	City of Prescott Police Department	DPS, GOYFF
	Coconino County Attorney's Office	AGO
	Coconino County Juvenile Court	AGO
	Northern Arizona University	GOYFF
	Prescott Valley Police Department	DPS
	Prevent Child Abuse Arizona	DPS
	Stepping Stones Foundation, Inc.	DES, DPS
	Verde Valley Sanctuary	ACJC, DES, DHS, DPS, GOYFF
	Yavapai County Attorney's Office	AGO, DPS
	Yavapai County Juvenile Probation	AGO
Yuma	Amberly's Place	DPS, GOYFF
	Catholic Community Services of Southern Arizona	DES, DPS
	Yuma City Attorney's Office	AGO
	Yuma County Attorney's Office	ACJC, AGO, DPS
	Yuma County Juvenile Justice Center	AGO
Statewide	Arizona Attorney General's Office	ACJC, DPS
	Arizona Coalition for Victim Services	ACJC
	Arizona Coalition to End Sexual & Domestic Violence	ACJC, DES, DHS, DPS, GOYFF
	Arizona Department of Corrections	DPS
	Arizona Foundation for Legal Services & Education	DES
	Arizona Supreme Court	DPS
	Arizona Voice for Crime Victims	DPS
	Childhelp	ACJC, DPS
	Department of State - Secretary of State	DPS
	North Country Health Care	GOYFF
	Parents of Murdered Children, Valley of the Sun Chapter	DPS
	Southern Arizona Legal Aid, Inc.	GOYFF