Review of best practices
for ICJI program areas and funding streams

Services, Training, Officers, and Prosecutors (STOP) Grant

*A research partnership between the Indiana Criminal Justice Institute
and the Indiana University Center for Criminal Justice Research*

INDIANA CRIMINAL JUSTICE INSTITUTE

CENTER FOR CRIMINAL JUSTICE RESEARCH

SEAL OF THE STATE OF INDIANA 1816

ICJI/CCJR Research Partnership

For more than a decade, the Indiana University Center for Criminal Justice Research (CCJR) has partnered with the Indiana Criminal Justice Institute (ICJI) to address critical issues related to Indiana's justice systems including: *crime prevention; drug and alcohol abuse associated with crime; law enforcement; sentencing and corrections;* and, *traffic safety*. On behalf of ICJI, CCJR conducted program assessments of 12 federal grant programs between January 2006 and June 2008. In an effort to further assist ICJI in improving criminal justice programming and policy development in Indiana, CCJR entered into a two-year research partnership (beginning in June 2011) to perform critical data collection and analytical tasks in two broad research areas identified as priorities by ICJI. The scope of work includes 1) a review of best practices for all Victims Services division programs and primary program areas under ICJI's Drug and Crime Control division and Youth Services funding streams, and 2) a crime and justice data assessment that will serve as a first step in developing a statewide crime data collaboration that could emulate the nationally recognized traffic safety records collaboration facilitated by ICJI.

Indiana Unversity Center for Criminal Justice Research

The Center for Criminal Justice Research (CCJR), one of two applied research centers currently affiliated with the Indiana University Public Policy Institute, works with public safety agencies and social services organizations to provide impartial applied research on criminal justice and public safety issues. CCJR provides analysis, evaluation, and assistance to criminal justice agencies; and community information and education on public safety questions. CCJR research topics include traffic safety, crime prevention, criminal justice systems, drugs and alcohol, policing, violence and victimization, and youth.

Indiana University Public Policy Institute

The Indiana University Public Policy Institute is a collaborative, multidisciplinary research institute within the Indiana University School of Public and Environmental Affairs (SPEA). Established in the spring of 2008, the Institute serves as an umbrella organization for research centers affiliated with SPEA, including the Center for Urban Policy and the Environment, and the Center for Criminal Justice Research. The Institute also supports the Indiana Advisory Commission on Intergovernmental Relations (IACIR).

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Acknowledgements

EXECUTIVE SUMMARY

In an effort to assist the Indiana Criminal Justice Institute (ICJI) in improving criminal justice programming and policy development in Indiana, the Center for Criminal Justice Research (CCJR) entered into a two-year research partnership (beginning in June 2011) to perform critical data collection and analytical tasks in two broad research areas identified as priorities by ICJI. The scope of work includes 1) a review of best practices for each ICJI program area and 10 major funding streams, and 2) a statewide criminal justice data assessment.

This report describes best practices for subgrants awarded under the Services, Training, Officers, and Prosecutors (STOP) Violence Against Women Formula Grant Program funding stream administered by ICJI. For this assessment, CCJR consulted relevant materials from ICJI, including subgrantee information for the previous two funding cycles, subgrantee solicitation documents, 2012 subgrantee applications, and 2011 subgrantee annual progress reports.

The Violence Against Women Act of 1994 (VAWA) initially authorized the STOP program, which was reauthorized and amended in 2000 and 2005. The Office on Violence Against Women (OVW) in the U.S. Department of Justice issues the grant program funds, which are designed to reduce domestic violence, dating violence, sexual assault, and stalking.

For the 2010, 2011, and 2012 operating periods, ICJI awarded almost $7.8 million in STOP subgrants, averaging approximately $2.6 million per year. In 2012, 76 subgrants totaling approximately $2.5 million were awarded. In 2010 and 2011, ICJI awarded about $2.6 million and $2.7 million in STOP subgrants, respectively.

The assessment of best practices is structured according to seven broad categories (encompassing 14 federal purpose areas), including: 1) training; 2) special units; 3) policies, protocols, orders, and services; 4) data and communication systems; 5) victim services; 6) underserved populations; and, 7) collaborative efforts. Overall, the best practice assessment highlights programming considerations, examples of successful or promising programs, and key resources for further consultation. The report concludes with recommendations.

Recommendations

CCJR's analysis of ICJI materials and best practice resources resulted in a number of key observations and recommendations that could improve overall STOP-funded programs. These recommendations are summarized below:

1. Subgrantee reporting is a major source for potential improvements, and as such, CCJR recommends that ICJI require subgrantees to do the following:

   - Maintain consistency in their self-identification of statutory purpose areas served and services provided between their proposals and annual progress reports

   - Identify specific best practice programs or program characteristics in their applications

   - Rank order statutory purpose areas based on the amount of funding spent in each area

   - Report new (i.e., started offering within the last year) or innovative training provided to other agencies or departments

   - Report training received, plus provide detailed description(s) of said training

2. Given the importance and efficacy of collaborative and multidisciplinary approaches to violent crimes against women, CCJR further recommends that ICJI does the following:

   - Require subgrantees to report on current collaborations and attempts at creating future collaborations between relevant stakeholders (e.g., law enforcement, courts, prosecutors, victim service providers)

   - Require subgrantees to report the average number of referrals made per victim and the type(s) of referral made

   - Encourage subgrantees to establish or participate in special units or joint task forces

   - Encourage subgrantees to partner with other agencies or departments to gather funds for purposes of improving communications, data collection, and tracking technology

3. To gauge and better serve the needs of victims, CCJR recommends that ICJI does the following:

   - Encourage subgrantees to invest in data collection technology and maintain detailed records (e.g., victims served and services provided, number of calls for service, case dispositions)

   - Encourage subgrantees to report the number of cases referred to a sexual assault nurse examiner (SANE) and the type of evidence collected

   - Require subgrantees to outline goals related to victim safety and services

   - Require subgrantees (particularly SANEs) to document and report victim follow-up services

   - Require subgrantees to provide mechanisms for victim feedback to evaluate victim satisfaction with services provided and victim cooperation with investigations

ICJI RESEARCH PARTNERSHIP PROJECT SUMMARY

The Center for Criminal Justice Research (CCJR), part of the Indiana University Public Policy Institute, has partnered with the Indiana Criminal Justice Institute (ICJI) to address critical issues related to Indiana's justice systems across a variety of areas; including program assessments of 12 federal grant programs conducted by CCJR between January 2006 and June 2008. In late 2009, CCJR and ICJI staff identified the next steps in this partnership, including two broad research areas identified as priorities by ICJI that will be addressed over a two-year peri-od (June 1, 2011 to May 31, 2013):

1. *A statewide justice data records assessment,* and

2. *A review of best practices for each ICJI program area and 10 major funding streams (see Table 1).*

The first broad research area in the project is a statewide crime and jus-tice data assessment. One of the main goals of this assessment is to enhance ICJI's research capabilities in its role as Indiana's Statistical Analysis Center. The assessment will focus on the data needs of ICJI and its partners, and CCJR will build awareness of issues pertaining to justice data by seeking input from local agencies/organizations.

The second broad research area in the project is a best practices review of major ICJI funding streams. The goal of the best practices portion of the project is to develop tools to help guide ICJI funding decisions and strate-gic investment of federal awards. For each best practices report, CCJR researchers will review ICJI's current funding and grant-making process-es, examine federal guidelines and priorities for each funding stream, and conduct literature reviews of best practices for each funding stream. CCJR will then synthesize this research to develop lists of programs or program characteristics that are considered best practices.

The present report is related to the second broad research area and describes research findings pertaining to best practices for subgrants awarded under the Services, Training, Officers, and Prosecutors (STOP) funding stream administered by ICJI. The report first describes the history of the federal STOP program and ICJI's history, documenting the federal STOP purpose areas, and the ICJI state priority areas. Next a discussion of recent STOP subgrants awarded through ICJI, focusing on both amounts and types of funding awarded from 2010 through 2012 is pre-sented. For this assessment, CCJR obtained 76 STOP subgrantee applica-tions from ICJI funded in 2012, and reviewed proposals with particular attention to the following areas: purpose and program areas identified, agency type and location, funding amounts requested and received, number of years of funding received, types of crime, and underserved populations.

This report also includes best practices "sheets" for seven categories of purpose areas:

- Training

- Special units

- Policies, protocols, orders, and services

- Data and communication systems

- Victim services

- Underserved populations

- Collaborative efforts

Each best practices sheet includes: a brief description of the goal of the activity as it relates to the purpose/priority area, best practices recommen-dations/programming considerations, examples of successful or promis-ing programs, key metrics/evaluation methods, and key resources. We conclude with a list of recommendations.

Table 1. ICJI research partnership best practices reports

Funding stream	ICJI division	Report order	Publication date
Juvenile Accountability Block grants (JABG)	Youth Services	1	October 2011
Victims of Crime Act grants (VOCA)	Victim Services	2	April 2012
Justice Assistance Grants (JAG)	Drug and Crime Control	3	July 2012
Sexual Assault Services Program (SASP) Sexual Assault Services (SAS/SOS)	Victim Services	4	December 2012
Services, Training, Officers, and Prosecutors (STOP) grants	Victim Services	5	February 2013
Domestic Violence Prevention and Treatment (DVPT) Federal Family Violence Grant (FFV) Sexual Assault Services Block Grant (SSBG)	Victim Services	6	
Title II Formula grants	Youth Services	7	

SERVICES, TRAINING, OFFICERS, AND PROSECUTORS (STOP) VIOLENCE AGAINST WOMEN FORMULA GRANT PROGRAM DESCRIPTION AND ICJI FUNDING HISTORY

General

The Violence Against Women Act of 1994 (VAWA) initially authorized the STOP program, which was reauthorized and amended in 2000 and 2005. The Office on Violence Against Women (OVW) in the U.S. Department of Justice issues the grant program funds, which are designed to reduce domestic violence, dating violence, sexual assault, and stalking. In Indiana, the grant award periods are July 1 through June 30 of each calendar year. By statute, each state and territory receives a base amount of $600,000, and the remaining funds are distributed among the states and territories according to population.

Match Requirements

The federal grant requires a 25 percent match by the state: a STOP grant may not cover more than 75 percent of the total costs of a funded project. However, 42 U.S.C. §13925(b)(1) states that no matching funds shall be required for any grant or subgrant made under this Act for—

- Any tribe, Territory, or victim service provider; or

- Any other entity, including a State, that—

  o Petitions for a waiver for any match condition imposed by the Attorney General or the Secretaries of Health and Human Services or Housing and Urban Development; and

  o Whose petition for a waiver is determined by the Attorney General or the Secretaries of Health and Human Services or Housing and Urban Development to have adequately demonstrated the financial need of the petitioning entity

Each applicant must identify the source of the 25 percent non-federal portion of the budget and how matching funds will be used. The following provisions apply to STOP match requirements (OVW, 2012):

- States may satisfy the match requirements with either cash or in-kind services

- While funds from other federal sources may not be used to meet the match requirements, states may use discretion to require some or all of its subgrantees (except victim service organizations and Indian tribal governments) to meet the match requirements in whole or in part

- Any fund or in-kind resource used to meet the match requirement must be directly related to the project goals and objectives

- Grantees or subgrantees must maintain clear records that show the sources, amount, and timing of all matching contributions

- Sources of match are restricted to the same requirements as STOP program funds and must be documented in the same manner

- States must calculate their matches based on the entire STOP formula award, including amounts states are allowed to allocate for administrative expenses

Purpose areas

STOP program funds are intended for use by: 1) state, local, and tribal courts (including juvenile courts); 2) Indian tribal governments; 3) units of local government; and 4) nonprofit, nongovernmental victim services programs, including community-based organizations. The grants and subgrants must meet one or more of the following 14 federal statutory purpose areas:

- Training law enforcement officers, judges, other court personnel, and prosecutors to more effectively identify and respond to violent crimes against women, including the crimes of sexual assault, domestic violence, and dating violence

- Developing, training, or expanding units of law enforcement officers, judges, other court personnel, and prosecutors specifically targeting violent crimes against women, including the crimes of sexual assault and domestic violence

- Developing and implementing more effective police, court, and prosecution policies, protocols, orders, and services specifically devoted to preventing, identifying, and responding to violent crimes against women, including the crimes of sexual assault and domestic violence

- Developing, installing, or expanding data collection and communication systems, including computerized systems, linking police, prosecutors, and courts or for the purpose of identifying and tracking arrests, protection orders, violations of protection orders, prosecutions, and convictions for violent crimes against women, including the crimes of sexual assault and domestic violence

- Developing, enlarging, or strengthening victim services programs, including sexual assault, domestic violence, and dating violence programs; developing or improving delivery of victim services to underserved populations; providing specialized domestic violence court advocates in courts where a significant number of protection orders are granted; and increasing reporting and reducing attrition rates for cases involving violent crimes against women, including crimes of sexual assault and domestic violence

- Developing, enlarging, or strengthening programs addressing stalking

- Developing, enlarging, or strengthening programs addressing the needs and circumstances of Indian tribes in dealing with violent crimes against women, including the crimes of sexual assault and domestic violence

- Supporting formal and informal statewide, multidisciplinary efforts, to the extent not supported by state funds; to coordinate the response of state law enforcement agencies, prosecutors, courts, victim services agencies, and other state agencies and departments; to violent crimes against women, including the crimes of sexual assault, domestic violence, and dating violence

- Training sexual assault forensic medical personnel examiners in the collection and preservation of evidence, analysis, prevention, and providing expert testimony and treatment of trauma related to sexual assault

- Developing, enlarging, or strengthening programs to assist law enforcement, prosecutors, courts, and others to address the needs and circumstances of older and disabled women who are victims of domestic violence or sexual assault, including recognizing, investigating, and prosecuting instances of such violence or assault and targeting outreach and support, counseling, and other victim services to such older and disabled individuals

- Providing assistance to victims of domestic violence and sexual assault in immigration matters

- Maintaining core victim services and criminal justice initiatives, while supporting complementary new initiatives and emergency services for victims and their families

- Supporting the placement of special victim assistants (to be known as "Jessica Gonzales Victim Assistants") in local law enforcement agencies to serve as liaisons between victims of domestic violence, dating violence, sexual assault, and stalking and personnel in local law enforcement agencies to improve the enforcement of protection orders. Jessica Gonzales Victim Assistants shall have expertise in domestic violence, dating violence, sexual assault, or stalking and may undertake the following activities:

  o Developing, in collaboration with prosecutors, courts, and victim service providers, standardized response policies for local law enforcement agencies, including triage protocols to ensure that dangerous or potentially lethal cases are identified and prioritized

  o Notifying persons seeking enforcement of protection orders as to what responses will be provided by the relevant law enforcement agency

  o Referring persons seeking enforcement of protection orders to supplementary services (such as emergency shelter programs, hotlines, or legal assistance services)

  o Taking other appropriate action to assist or secure the safety of the person seeking enforcement of a protection order

- Providing funding to law enforcement agencies, nonprofit non-governmental victim services providers, and state, Tribal, Territorial, and local governments (which funding stream shall be known as the Crystal Judson Domestic Violence Protocol Program) to promote:

  o Development and implementation of training for local victim domestic violence service providers, and to fund victim services personnel, to be known as "Crystal Judson Victim Advocates," to provide supportive services and advocacy for victims of domestic violence committed by law enforcement personnel

  o Implementation of protocols within law enforcement agencies to ensure consistent and effective responses to the commission of domestic violence by personnel within such agencies such as the model policy promulgated by the International Association of Chiefs of Police ("Domestic Violence by Police Officers: A Policy of the IACP, Police Response to Violence Against Women Project" July 2003)

  o Development of such protocols in collaboration with state, Tribal, Territorial and local victim services providers and domestic violence coalitions

STOP Implementation Plan

Each state or territory should have submitted a new or substantially revised three-year implementation plan in FY 2010. In 2011 and 2012, states and territories fulfilled the implementation plan requirement by providing OVW with a certification letter that indicates whether the plan has changed. In addition, they must demonstrate, through their plans, that they have consulted and coordinated in a meaningful way with sexual assault and domestic violence victim services programs and coalitions.

A revised implementation plan must describe (OVW, 2012):

- the process used to redevelop the plan and the involvement of victim services, Tribes, diverse populations, programs, and advocates;

- major shifts in direction, if any, because of reevaluation or reassessment of previous efforts;

- how the approach to reducing and preventing violence against women this year will build on efforts of previous years;

- the types of programs the grantee intends to support;

- whether the revised program will target the Crystal Judson Domestic Violence Protocol Program; and

- how the success of the revised grant-funded activities will be evaluated.

In addition, the plan must describe how the state or territory will achieve and ensure the following (OVW, 2012):

- Continued equitable distribution of monies on a geographic basis, including nonurban and rural areas of various geographic sizes

- Recognition and meaningful response to the needs of underserved populations and ensure that monies set aside to fund linguistically and culturally specific services and activities for underserved populations are distributed equitably among those populations

The plan must also clearly state that, of the total award amount:

- at least 5 percent will be allocated for state and local courts, including juvenile courts;

- at least 25 percent will be allocated for law enforcement;

- at least 25 percent will be allocated for prosecutors; and

- at least 30 percent will allocated for nonprofit, nongovernmental victim services, of which at least 10 percent is to be distributed to culturally specific community-based organizations.

The above allocation is a statutory requirement, and, therefore, may not be redistributed or transferred to another funding allocation area. It is not clear whether or what the penalty for failure to meet the allocation requirement is.

Priority Areas

The OVW encourages states and territories to develop and support projects that (OVW, 2012):

- support core services for victims of sexual and domestic violence, particularly support for rape crisis centers and domestic violence shelters;

- provide culturally-specific services and training to underserved communities based on factors such as race, ethnicity, language, sexual orientation, or gender identity;

- provide basic and advanced training to Tribal law enforcement and Tribal courts regarding services for victims in Tribal communities;

- provide comprehensive training to victim services, law enforcement, prosecution, and court personnel on sexual assault, to encourage increased reporting, arrest and successful prosecution of perpetrators;

- support Full Faith and Credit training for Tribes, States and Territories; and

- implement evidence-based risk/danger assessments to identify and prioritize victims who are considered to be in relationships with a high risk of lethality.

Indiana's implementation plan

ICJI's Victim Services Division has developed Indiana's three-year implementation plan with the help of a multidisciplinary planning committee (Planning Committee), which consisted of the Executive Directors of the Indiana Coalition Against Domestic Violence (ICADV) and the Indiana Coalition Against Sexual Assault (INCASA), the President of the Board for the Latino Coalition Against Domestic & Sexual Violence, a survivor, representatives from the Indiana Prosecuting Attorneys Council, prosecutor's offices, law enforcement, victim services providers and the Indiana Judicial Center (ICJI, 2010). The Planning Committee has determined that the state's overall priority is to provide funding to programs that:

- offer direct services and advocacy to victims;

- improve the criminal justice system's response to victims; and

- work collaboratively.

The emphasis of the three-year plan is on developing and implementing comprehensive strategies that address the needs of domestic/dating violence, sexual assault, and stalking victims, while meeting one or more of the aforementioned 14 federal statutory purpose areas. More specifically, the implementation plan focuses on accomplishing these specific goals:

- outreach and fund programs that serve the needs of identified underserved populations, including victims who are Hispanic/Latino, immigrants, disabled, elderly, and/or live in poverty or rural areas;

- increase annual training opportunities for law enforcement, prosecutors, court personnel, and victim service providers to more effectively identify and respond to violent crimes against women (e.g. domestic/dating violence, sexual assault, and stalking);

- improve outreach to—and encourage more—programs in court, law enforcement, and prosecutor's offices to apply for funding to serve women victims; and

- increase data collection and communication systems among partner agencies that serve women victims of domestic/dating violence, sexual assault, and stalking.

Certification

In addition to the above-discussed requirements, as required by 42 U.S.C. §§3796gg-4, 3796gg-5, and 3796gg-8, and implemented at 28 CFR Part 90, each unit of government must also certify that:

- forensic medical examination payment requirements for sexual assault victims are met;

- victims are not made to bear the costs associated with filing of criminal charges and protection orders;

Table 2. Allocation of STOP grants by county and year

County	2010 Grants received	2010 Funding received	2011 Grants received	2011 Funding received	2012 Grants received	2012 Funding received
Adams	1	$8,500	1	$8,500	1	$8,500
Allen	4	$359,613	4	$323,775	3	$196,093
Bartholomew	2	$49,696	2	$49,696	2	$48,351
Boone	1	$22,492	1	$59,492	1	$20,918
Brown	0	$0	1	$37,000	1	$34,410
Cass	1	$15,436	1	$15,436	1	$14,355
Clark	2	$59,371	2	$55,066	2	$51,211
Clay	1	$19,130	1	$19,130	1	$17,791
Clinton	1	$16,812	1	$16,812	1	$15,635
Delaware	2	$47,151	2	$37,272	2	$35,408
Elkhart	1	$30,730	1	$28,905	1	$27,930
Fayette	1	$18,500	1	$18,500	1	$17,205
Floyd	2	$64,196	2	$64,196	2	$62,227
Fountain	1	$35,023	1	$35,023	1	$35,023
Grant	2	$76,257	2	$76,257	2	$70,919
Hamilton	1	$37,950	1	$37,950	1	$35,294
Hendricks	2	$56,386	2	$56,386	2	$54,924
Howard	2	$51,918	2	$51,918	2	$48,284
Jackson	1	$19,217	1	$19,217	1	$17,872
Jennings	1	$8,625	1	$8,625	1	$15,000
Johnson	1	$37,500	1	$37,500	2	$70,647
Kosciusko	1	$22,656	1	$22,656	1	$22,656
Lake	2	$50,353	2	$50,353	2	$46,828
LaPorte	1	$17,412	1	$17,412	1	$8,706
Madison	5	$147,094	4	$136,394	3	$113,666
Marion	6	$190,410	6	$187,410	5	$262,841
Marshall	1	$21,000	1	$21,000	1	$19,530
Monroe	1	$20,382	1	$20,382	2	$47,501
Montgomery	1	$36,691	1	$36,691	1	$36,691
Morgan	2	$37,654	2	$37,654	2	$36,886
Noble	1	$28,172	1	$28,172	1	$26,200
Parke	0	$0	0	$0	1	$20,000
Porter	3	$64,154	2	$64,154	2	$61,909
Putnam	2	$55,039	2	$55,039	3	$88,186
Randolph	1	$34,129	1	$34,129	1	$31,740
Ripley	1	$38,802	1	$38,802	1	$38,802
Scott	4	$19,800	3	$19,800	1	$18,414
Statewide	4	$326,867	5	$417,657	4	$266,144
St. Joseph	1	$229,282	1	$229,268	3	$217,561
Starke	1	$24,599	1	$24,599	1	$22,877
Steuben	2	$50,279	2	$50,279	2	$46,760
Tippecanoe	1	$17,391	1	$17,391	1	$17,391
Tipton	0	$0	0	$0	1	$20,619
Vanderburgh	3	$76,601	3	$76,601	3	$72,574
Vigo	1	$11,750	1	$8,296	1	$8,296
Washington	1	$36,092	1	$36,092	1	$36,092
Median grant amount		$35,558		$36,846		$35,351
Total amount awarded	**76**	**$2,591,112**	**75**	**$2,686,887**	**76**	**$2,486,867**

- its judicial administrative policies and practices include notification to domestic violence offenders of that they cannot lawfully "ship or transport in interstate or foreign commerce, or possess in or affecting commerce, any firearm or ammunition; or to receive any firearm or ammunition which has been shipped or transported in interstate or foreign commerce" (18 U.S.C. §922(g)); and

- laws, policies, or practices will ensure that no law enforcement officer, prosecuting officer or other government official shall ask or require any victim of an alleged sex offense to submit to a polygraph examination or other truth telling device as a condition for proceeding with an investigation of said offense.

Funding

For the 2010, 2011, and 2012 operating periods, ICJI awarded almost $7.8 million in STOP subgrants, averaging approximately $2.6 million per year. As shown in Table 2, in 2010 and 2011, applicants in 43 and 44 counties received STOP awards, respectively. In 2012, the number of counties that received program funding increased to 46. In all three years, four STOP grants were awarded for statewide purposes.

In 2012, 76 subgrants totaling approximately $2.5 million were awarded. Among Indiana counties, Marion County subgrantees received by far the highest total dollar amount of STOP awards during that period, at $262,841, followed by St. Joseph and Allen counties, with $271,561 and $196,093, respectively. The median grant amount awarded to each county in 2010 was $35,558, $36,846 in 2011, and $35,531 in 2012. With the exception of two organizations, all STOP subgrantees have previously received grants. The average number of years of previous STOP funding among 2012 subgrantees is almost 10 years.

For this assessment, CCJR obtained from ICJI 76 STOP subgrantee applications funded in 2012, as well as corresponding 2011 annual progress reports. In particular, the analysis focused on the following: organization type and location; program, purpose, and function areas identified; whether the subgrantee was culturally-specific; funding amounts requested and received; and the number of years of previous funding.

In 2012, ICJI awarded nearly $2.5 million in STOP subgrants. As shown in Table 3, *victim services* programs received the most awards at 55 percent. *Prosecution* subgrantees received 33 percent, and *law enforcement* and *court* subgrantees received 10 percent and 3 percent of the STOP funding, respectively.

Table 3. Agency type and funding amount received (2012)

Agency type	Funding amount received	Percentage
Law enforcement	$244,487	9.83%
Prosecution	$813,921	32.73%
Victim services	$1,363,842	54.84%
Courts	$64,617	2.60%
Discretionary*		
Total	**$2,486,867**	**100%**

Discretionary funds distributed to victim services

Table 4. Number of subgrantees by statutory purpose areas

Statutory purpose area	Number of subgrantees*	Percentage
Victim services	55	72%
Training to identify and respond	30	39%
Policies, protocols, orders and services	23	30%
Special units	21	28%
Stalking	16	21%
Immigration assistance	13	17%
Older and disabled women	13	17%
Multidisciplinary resource coordination	13	17%
Complementary family support	12	16%
Data/communication systems	9	12%
Training sexual assault forensic medical examiners	4	5%

Some subgrantees address more than one purpose area and are counted multiple times

[1] It should be noted that the majority (almost 70 percent) of STOP subgrantees identified different statutory purpose areas on their applications than on their annual progress reports.

STOP grant funding is used to address specific statutory purpose areas (see Table 4). Subgrantees were asked to select from the list of purpose areas those that most appropriately matched the program for which they were requesting funding[1] Fifty of the 76 subgrantees listed three or fewer statutory purpose areas, while 21 listed between four and seven. The most commonly selected purpose area was *victim services* (72 percent); this area involves developing, enlarging, or strengthening victim services programs, including sexual assault, domestic violence, and dating violence programs. The second most commonly selected purpose area was *training to identify and respond to victims* (39 percent); this area involves training law enforcement officers, judges, other court personnel, and prosecutors to more effectively respond to violent crimes against women. Other areas commonly selected included *policies, protocols, orders and services* (30 percent) and *special units* (28 percent).

Only four subgrantees selected *training sexual assault forensic medical examiners*, also referred to as sexual assault nurse examiners (SANE), as a statutory purpose area. Although a goal of the STOP grant is to improve multidisciplinary coordination among criminal justice agencies, only 13 subgrantees selected *multidisciplinary resource coordination* and only 9 selected *data/communication systems.* Also, ICJI noted that the foreign-born population continues to grow in Indiana and that *immigration assistance* should receive greater focus; 13 subgrantees selected immigration assistance as one of their purpose areas in 2012.

STOP funds are designed to provide funds to different types of agencies to combat sexual assault, domestic/dating violence, and stalking. As Table 5 shows, most funded agencies focused on the former two crime types. Community-based organizations and courts worked exclusively with victims of domestic/dating violence. The remaining agencies, with the exception of the sexual assault programs and coalitions, also predominantly focused on the same type of crime victims. Compared to the other two crime types, stalking was not a priority for the STOP-funded agencies

Table 5. Crime victims served by agency type

Agency type	Sexual assault	Domestic violence/ Dating violence	Stalking
Community-based organization	0	100	0
Court	0	100	0
Domestic violence program	3	96	1
Dual program (sexual assault/domestic violence)	25	71	5
Dual state coalition	3	96	2
Law enforcement	7	87	6
Prosecution	11	78	10
Sexual assault program	100	0	0
Sexual assault state coalition	85	5	10
Other	2	97	2

*Percentages based on average

BEST PRACTICE ASSESSMENTS BY STOP PURPOSE AREAS AND STATE PRIORITY AREAS

From ICJI's implementation plan, we inferred three state priority areas (SPA) for STOP (ICJI, 2010):

- improve the criminal justice system's response to victims (SPA1)

- provide direct services and advocacy programs for victims (SPA 2)

- promote collaborative efforts (SPA 3)

We then classified each of the 14 federal purpose areas (FPAs) under one of the three state priority areas (see Table 6). Within this scheme, we noted some cross-purpose area commonalities. Thus, in this section, we discuss best practices for STOP subgrantees across seven broad categories, including:

- Training (FPAs 1 and 5);

- Special units (FPA 2);

- Policies, protocols, orders, and services (FPAs 3, 13, and 14);

- Data and communication systems (FPA 4);

- Victim services (FPAs 6 and 7);

- Underserved populations (FPAs 8, 9, and 10); and

- Collaborative efforts (FPAs 11 and 12) (see Table 7).

Each best practice "sheet" includes: a brief description of the goal of the activity as it relates to the purpose/priority area, best practice discussions/programming considerations, examples of successful or promising programs, and key resources.

Table 6. Federal purpose areas classification

Improve the criminal justice system's response to victims (SPA 1)
Training to identify and respond to violent crimes against women (FPA 1)
Special units (FPA 2)
Policies, protocols, orders, and services, general (FPA 3)
Data/communication systems (FPA 4)
Training sexual assault forensic medical examiners (FPA 5)
Provide direct services and advocacy programs for victims (SPA 2)
Victims services (FPA 6)
Stalking (FPA 7)
Indian populations (FPA 8)
Immigration assistance (FPA 9)
Older and disabled women (FPA 10)
Promote collaborative efforts (SPA 3)
Multidisciplinary resource coordination (FPA 11)
Complementary family support services (FPA 12)
Enforcement of protection orders (FPA 13)
Domestic violence protocol program (FPA 14)

Table 7. STOP best practices categories

Category 1: Training
Training to identify and respond to violent crimes against women (FPA 1)
Training sexual assault forensic medical examiners (FPA 5)
Category 2: Special units (FPA 2)
Category 3: Policies, protocols, orders, and services
Policies, protocols, orders, and services, general (FPA 3)
Enforcement of protection orders (FPA 13)
Domestic violence protocol program (FPA 14)
Category 4: Data and communication systems (FPA 4)
Category 5: Victim services
Victim services, general (FPA 6)
Stalking (FPA 7)
Category 6: Underserved populations
Indian populations (FPA 8)
Immigration assistance (FPA 9)
Older and disabled women (FPA 10)
Category 7: Collaborative efforts
Multidisciplinary resource coordination (FPA 11)
Complementary family support services (FPA 12)

Category 1: Training

This category focuses on training, and includes two federal purpose areas (OVW, 2012):

- Training law enforcement officers, judges, other court personnel, and prosecutors to more effectively identify and respond to violent crimes against women, including the crimes of sexual assault, domestic violence, and dating violence

- Developing, enlarging, or strengthening victim services programs, including sexual assault, domestic violence, and dating violence programs, developing or improving delivery of victim services to underserved populations, providing specialized domestic violence court advocates in courts where a significant number of protection orders are granted, and increasing reporting and reducing attrition rates for cases involving violent crimes against women, including crimes of sexual assault and domestic violence

Training to identify and respond to violent crimes against women

Best practices recommendations/programming considerations

1. Integrate systems

    - According to Jennings, Gover, and Piquero (2011), integrating the criminal justice and mental health service systems may encourage victims to work with criminal justice personnel, meeting the needs of the system as well as the victim.

    - Mental health service providers can assist crime victims who experience psychological trauma so that victims can work with the criminal justice system while also getting the treatment they need (Jennings et al., 2011). The same applies to substance abuse treatment providers.

2. Uniform training across systems and disciplines

    - Similar training for mental health service providers and victim advocates on the relationship between domestic violence/sexual assault trauma and other mental health issues can help to ensure consistency in case processing and victim treatment (Herz, Stroshine, & Houser, 2005, as cited in Jennings et al., 2011).

3. Cross-training for criminal justice personnel and victim service providers

    - Criminal justice personnel and victim service providers have different goals when responding to domestic violence and sexual assault cases. Cross-training allows them to better understand each other's goals and develop comparative interventions.

    - Cross-training can also be incorporated among mental health and substance abuse treatment providers.

4. Diversify training

    - Broaden training topics.

    - Police officers can experience "burnout" after several years, particularly if they are responding to calls repeatedly from the same home; therefore, it is important to diversify their training.

    - Incorporate sensitivity training for law enforcement officers as well as training on the complexity of the cycle of violence (Bitters, Fordyce, Meier, Sherls, & Starling, 2012).

    - Allow officers to be trained by experienced peers so they can better relate and directly apply lessons learned in their job.

5. Additional training for judges presiding over domestic violence and sexual assault cases (Bitters et al., 2012)

    - Judges are well-versed in the legal aspects of domestic/dating violence and sexual assault cases but it is important that they understand the family situation and underlying issues so they can be more sensitive to victim needs (Bitters et al., 2012).

    - Judges and other court personnel receive in-depth training as part of the integrated domestic violence court model (see New York Domestic Violence Courts link below).

Examples of successful/ promising programs

1. New York Domestic Violence Courts – state of New York

    - The New York state model for domestic violence courts feature a single presiding judge, a fixed prosecutorial team, and enhanced staffing (including resource coordinators and on-site victim advocates).

    - http://criminaljustice.state.ny.us/ofpa/domviolcrt factsheet.htm

2. Massachusetts District Attorneys Association Domestic Violence and Sexual Assault Program – state of Massachusetts

    - This program provides resources and training for law enforcement officers, prosecutors, and victim-witness advocates.

    - http://www.mass.gov/mdaa/programs-and-initiatives/domestic-violence-sexual-assault/mdaa-domestic-violence-and-sexual-assault.html

Training sexual assault forensic medical examiners

The Sexual Assault Forensic Medical Examiner Program, also referred to as Sexual Assault Nurse Examiners (SANE) Program, was first implemented in the 1970s to train nurses in performing rape exams, collecting forensic evidence, and providing expert testimony. The program shifts responsibility from emergency room physicians to nurses who are specifically trained to provide psychological, medical, and forensic services to

ensure that the examination is done correctly (Campbell, Bybee, Kelley, Dworkin, & Patterson , 2011). Prior to SANE, healthcare providers lacked training on proper evidence collection (Crandall & Helitzer, 2003); while the implementation of SANE programs has been shown to improve the quality of health care among female victims, the quality of forensic evidence, and law enforcement's ability to collect information (NIJ, 2012).

Best practices recommendations/programming considerations

1. Additional psychological support training areas (Ledray, 1999):

   • Emotional needs of the victim

   • Crisis intervention

   • Suicide risk evaluation

   • Role of the local rape crisis center

   • Victims' fears about reporting

2. Training on client follow-up services (Ciancone, Wilson, Collette, & Gerson, 2000)

   • Medical examiners should have a strong understanding of the short- and long-term services victims may need, such as sexually-transmitted diseases and pregnancy testing, and referrals to other service providers (e.g., mental health treatment)

Examples of successful/promising programs

1. Centers of Hope- Indianapolis, Indiana

   • In collaboration with the Marion County Prosecutor's Office, local law enforcement, and victims assistance agencies, this network of SANEs and other relevant professionals provides treatment, advocacy, legal services coordination, and evidence collection/preservation for victims of domestic violence and sexual assault across six hospitals.

   • http://www.franciscanalliance.org/hospitals/indianapolis/services/emergency-med/Pages/center-of-hope.aspx

2. Sexual Assault Resource Service (SARS) – Hennepin County Medical Center, Minneapolis, Minnesota

   • Through the area hospitals emergency departments in Minneapolis, SARS provides assistance (e.g., meeting with counselors, evidentiary exams) to rape and sexual assault victims 24 hours a day.

   • http://www.hcmc.org/a_z/sars.htm

3. Rape Crisis Center of Central New Mexico – Albuquerque, New Mexico

   • Through specially-trained nurses and advocates, this SANE program offers crisis intervention services, counseling, and community education and outreach.

   • http://rapecrisiscnm.org/

Key resources

Bitters, M., Fordyce, E., Meier, Z., Sherls, J., & Starling, A. (2012). Domestic violence intervention workgroup: A report for the Hamilton County Family Violence Project. Indianapolis, IN: Domestic Violence Intervention Workgroup (DVIW) (Available from the School of Public and Environmental Affairs, Indiana University-Purdue University-Indianapolis).

Campbell, R., Bybee, D., Kelley, K.D., Dworkin, E.R., & Patterson, D. (2011). The impact of sexual assault nurse examiner (SANE) program services on law enforcement investigational practices: A mediational analysis. Retrieved from October 29, 2012 http://cjb.sagepub.com/content/39/2/169.full.pdf+html

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Crandall, C.S., & Helitzer, D. (2003). Impact evaluation of a sexual assault nurse examiner (SANE) program. NCJ 203276. Washington, D.C.: US Department of Justice, National Institute of Justice. Retrieved October 24, 2012 from https://www.ncjrs.gov/pdffiles1/nij/grants/203276.pdf

Herz, D.C., Stroshine, M., & Houser, K. (2005). Exploring agreement on appropriate responses to domestic violence and sexual trauma across victim advocates, mental health service providers, and substance abuse treatment providers. *Women & Criminal Justice, 16,* 119-144.

Jennings, W. G., Gover, A. R., & Piquero, A. R. (2011). Integrating the American criminal justice and mental health service systems to focus on victimization. *International Journal of Offender Therapy and Comparative Criminology*, 55, 1272-1290. Retrieved October 29, 2012 from http://ijo.sagepub.com/content/55/8/1272.full.pdf+html

Ledray, L.E. (1999). SANE development and operation guide. Department of Justice, Office for Victims of Crime. Retrieved October 29, 2012 from http://www.ojp.usdoj.gov/ovc/publications/infores/sane/saneguide.pdf

National Institute of Justice (NIJ). 2012. Responses to sexual violence: Effectiveness of SANE/SART programs. Retrieved October 29, 2012 from http://www.nij.gov/topics/crime/rape-sexual- violence/response.htm

Office on Violence Against Women (OVW). (2012). OVW fiscal year 2012 STOP violence against women formula grant program. Retrieved October 1, 2012 from http://www.ovw.usdoj.gov/docs/stop-solicitation-finalversion.pdf

Category 2: Special Units

This statutory purpose area involves developing, training, or expanding units of law enforcement officers, judges, other court personnel, and prosecutors specifically targeting violent crimes against women, including sexual assault, domestic violence, and dating violence (OVW, 2012). Specialized units have been organized throughout the country for the purpose of establishing a coordinated response to domestic violence and sexual assault cases.

Colorado Springs was one of the first locations to establish a specialized unit, the Domestic Violence Emergency Response Team (DVERT). Today, this concept has branched out to include Sexual Assault Response Teams (SARTs), Crisis Response Teams (CRTs), and Domestic Violence Task Forces (DVTFs). In Indiana, each county's prosecutor is, by state statute, required to appoint a SART either independently or in coordination with one or more county prosecutors (Indiana Code 16-21-8-1.5). When numerous agencies are involved in a case, decision-making can be delayed and disagreements may surface across departments. However, with a special unit or task force, law enforcement detectives, prosecutors, and victim service providers can work together; this scheme allows them to easily share information and build strong working relationships. Victims also benefit by having easier access to services (Uchida, Putnam, Mastrofski, Soloman, & Dawson, 2001). Spohn and Tellis (2012) propose that specialized units could increase arrest and prosecution rates by reducing disparity in decision-making and giving specialized experience to the police officers and prosecutors involved. The ultimate objective is to investigate cases more thoroughly with a teamwork mentality.

Best practices recommendations/programming considerations

1. Long-term commitment and investment by team members

2. Written protocols for replacing team members

   - Protocols and guidelines should be established for the special unit and collectively placed into a reference handbook

   - Detailed written protocols should be established to quickly select and train new team members to prevent delayed responses

   - Protocols should include selection criteria for new team members (e.g., years of investigation and/or victim advocacy experience, time available to devote to special unit)

3. Establish performance benchmarks

4. Formation of community partnerships by including team members from outside the criminal justice system (e.g., medical, religious, academic) to provide additional services, while helping the victims build a sense of trust with the criminal justice system (Reuland, Schaefer, Preston, & Cheney, 2006)

   - Involve as many stakeholders as possible when developing the partnership arrangements

   - Develop strong personal relationships with partners, typically characterized by trust and shared goals

- Demonstrate police leadership and commitment to addressing domestic violence by setting appropriate staff levels and developing mechanisms to enforce policy

- Emphasize goals related to victim safety and services

- Involve line-level staff (officers and counselors) in the process of developing and implementing partnership policies and procedures

- Co-locate partners whenever possible to provide victims with a single location to access services from police or victim service providers

- Select partners who have a clear understanding of, and respect for, their individual roles and responsibilities

- Educate all officers on the causes of domestic violence

- Exchange information readily between partners to promote effective communication and agreement on the appropriate courses of action

- Use carefully selected and well-trained volunteers wherever possible and judiciously

- Prepare for an increased call load that may result from a new community focus on improving responses to domestic violence

Examples of successful/ promising programs

1. Colorado Springs Police Department Domestic Violence Emergency Response Team – Colorado Springs, Colorado

   - Through community policing and problem-oriented policing, this team partners with 11 agencies (e.g., prosecution, child protective services, victim advocacy) to respond to high risk domestic violence cases.

   - http://permits.springsgov.com/Page.asp?NavID=328

   - http://www.vaw.umn.edu/documents/promise/pplaw/pplaw.html#id692684

2. Chapel Hill Police Department Crisis Unit – Chapel Hill, North Carolina

   - The Crisis Unit has a sexual assault and domestic violence specialist who manages the teams of specially-trained officers who provide comprehensive services to victims.

   - http://www.ci.chapel-hill.nc.us/index.aspx?page=658

3. Vancouver Police Department Domestic Violence Unit – Vancouver, Washington

   - This unit takes a coordinated community response approach against domestic violence.

   - http://www.bwjp.org/promising_practices_ocva.aspx

Key resources

Office on Violence Against Women (OVW). (2012). OVW fiscal year 2012 STOP violence against women formula grant program. Retrieved October 1, 2012 from http://www.ovw.usdoj.gov/docs/stop-solicitation-finalversion.pdf

Reuland, M., Schaefer, M., Preston, C., & Cheney, J. (2006). Police-community partnerships to address domestic violence. U.S. Department of Justice COPS Office. Retrieved October 14, 2012 from http://www.cops.usdoj.gov/Publications/domestic_violence _web3.pdf

Spohn, C., & Tellis, K. (2012). The criminal justice system's response to sexual violence. *Violence Against Women, 18*(2), 169-192. Retrieved September 1, 2012 from http://vaw.sagepub.com/content/18/2/ 169.full.pdf+html

Uchida, C.D., Putnam, C.A., Mastrofski, J., Soloman, S., & Dawson, D. (2001). Evaluating a multi-disciplinary response to domestic violence: The DVERT program in Colorado Springs. *Submitted to the Colorado Springs Police Department and The National Institute of Justice.* Retrieved from https://www.ncjrs.gov/pdffiles1/nij/grants/ 188261.pdf

Category 3: Policies, Protocols, Orders, and Services

The overarching aim for this category is to improve the quality of policies, protocols, orders, and services; it encompasses three federal purpose areas:

- *Policies, protocols, order, and services (general)* – focuses on the development and implementation of more effective police, court, and prosecution policies, protocols, orders, and services specifically devoted to preventing, identifying, and responding to violent crimes against women, including the crimes of sexual assault and domestic violence (OVW, 2012)

- *Enforcement of protection orders* – supports the placement of special victim assistants in local law enforcement agencies to serve as liaisons between victims of domestic violence, dating violence, sexual assault, and stalking and personnel in local law enforcement agencies to improve the enforcement of protection orders. These experts are charged with the following:

  o Developing, in collaboration with prosecutors, courts, and victim service providers, standardized response policies for local law enforcement agencies

  o Notifying persons seeking enforcement of protection orders as to what responses will be provided by the relevant law enforcement agency

  o Referring persons seeking enforcement of protection orders to supplementary services

  o Taking other appropriate action to assist or secure the safety of the person seeking enforcement of a protection order (OVW, 2012)

- *Domestic violence protocol program* – provides funding to law enforcement agencies, nonprofit nongovernmental victim services providers, and state, Tribal, Territorial, and local governments to promote the following:

  o Development and implementation of training for local victim domestic violence service providers and provision of supportive services and advocacy for victims of domestic violence committed by law enforcement personnel

  o Implementation of protocols within law enforcement agencies to ensure consistent and effective responses to the commission of domestic violence by personnel within such agencies

  o Development of such protocols in collaboration with state, Tribal, Territorial and local victim services providers and domestic violence coalitions (OVW, 2012)

Policies, protocols, orders, and services (general)

Best practices recommendations/programming considerations

1. Establish law enforcement policies, protocols, orders, and services to enhance effectiveness in preventing, identifying, and responding to violent crimes against women, including domestic violence and sexual assault (Weststone, 2001; Trujillo & Ross, 2008; Klein, 2009; NIJ, 2009):

   - Require officers to write a report for all domestic violence and sexual assault calls for service

   - Develop and implement specific primary aggressor policies and protocols

   - Implement the use of structured risk assessment instruments

   - Ensure that domestic violence training for officers stresses the importance of conducting comprehensive crime scene investigations, and, in particular, with illustrative (photographic and videotape) evidence collections

   - Maintain and catalog tapes of 911 domestic violence calls so that they are accessible to prosecutors

2. Establish court policies, protocols, orders, and services enhance effectiveness in preventing, identifying, and responding to violent crimes against women, including domestic violence and sexual assault (Klein, 2009; NIJ, 2009; Jennings, Gover, & Piquero, 2011; Bitters, et al., 2012):

   - Adopt an approach that balances the competing interests of the criminal justice system and treatment facilities, while giving a "voice" to the victims in the process

   - Use risk assessment tools earlier in the court process, and not just in the sentencing phase

   - Consider more intrusive sentences (e.g., incarceration) for repeat offenders and those with prior criminal histories

   - Impose sentences that reflect defendants' prior criminal and abuse histories

3. Establish prosecution policies, protocols, orders, and services to enhance effectiveness in preventing, identifying, and responding to violent crimes against women, including domestic violence and sexual assault (Gover, Brank, & MacDonald, 2007; Klein, 2009; NIJ, 2009):

   - Adopt an active approach that emphasizes victim safety, offender accountability, and batterer treatment

   - Focus on improving victim cooperation and participation in prosecution by addressing victim fears of re-abuse and of testifying in court

- Work with law enforcement to identify and obtain critical evidence, whenever it is available, including information on how to contact and locate victims and potential witnesses

- Impose appropriately intrusive sentences (e.g., supervised probation, incarceration) to appropriately reflect defendants' prior criminal and abuse histories and to adequately deter offenders from re-abuse

Enforcement of protection orders

Best practices recommendations/programming considerations

1. In collaboration with law enforcement, the special victim expert should do the following(Holt, Kernic, Wolf, & Rivara, 2003; Klein, 2009; Mentaberry, Dunford-Jackson, Sheeran, & Tucker, 2010):

   - Develop a policy that trains law enforcement officers to encourage victims to secure protective orders

   - Have law enforcement and prosecutors use civil protective order files as essential tools in identifying victims and abusers, gauging victim risk, and calibrating appropriate charges and sentences

   - Assist victims in protecting themselves and their children (if any), while recognizing their limitations in controlling their abusers

   - Ensure that law enforcement officers enforce protection orders that are valid on their face:
     - o Use all available means to verify the existence and contents of an order
     - o Arrest order offenders for other applicable criminal offenses
     - o Use all available means to seize firearms from offenders
     - o Collaborate and coordinate with other community stakeholders involved

2. In collaboration with the judicial system, the special victim expert should do the following (Diviney, Parekh, & Olson, 2009; Klein, 2009):

   - Develop a policy that asks judges to advise victims of their protective order limitations

   - Require judges to use the full extent of the sentencing guidelines when applying sanctions to violators of protective orders

Domestic violence protocol program

Best practices recommendations/programming considerations

1. Develop and implement screening protocols that include the following (Lyon & Menard, 2008):

   - Further assessments

   - Referrals for domestic violence services

   - Potential immediate exit from the program

2. Develop and implement multi-disciplinary training that do the following (Hovell, Seid, & Liles, 2006; Lyon & Menard, 2008; Menard, 2008):

   - involve practicing various skills, such as screening and responding to disclosures

   - include feedback mechanisms to identify future training needs

3. Form and maintain collaborations between relevant agencies and service providers (Weststone, 2001; Lyon & Menard, 2008)

Examples of successful/promising programs

1. Crystal Judson Family Justice Center (FJC) – Pierce County, Washington

   - The FJC is comprised of government agencies and community service providers, and, under one roof, it provides comprehensive services for domestic violence victims and their children.

   - http://www.co.pierce.wa.us/pc/abtus/ourorg/fjc/index.htm

Key resources

Bitters, M., Fordyce, E., Meier, Z., Sherls, J., & Starling, A. (2012). Domestic violence intervention workgroup: A report for the Hamilton County Family Violence Project. Indianapolis, IN: Domestic Violence Intervention Workgroup (DVIW) (Available from the School of Public and Environmental Affairs, Indiana University-Purdue University-Indianapolis).

Diviney C.L.., Parekh, A. and Olson, L.M. (2009). Outcomes of civil protective orders: Results from one state. *Journal of Interpersonal Violence, 24*(7), 1209-1221.

Gover, A.R., Brank, E.M. & MacDonald, J.M. (2007). A specialized domestic violence court in South Carolina: An example of procedural justice for victims and defendants. *Violence Against Women, 13*(6), 603-626.

Holt, V., Kernic, M., Wolf, M., & Rivara, F. (2003). Do protection orders affect the likelihood of future partner violence and injury? *American Journal of Preventive Medicine, 24*(1), 16-21.

Hovell, M.F., Seid, A.G. & Liles, S. (2006). Evaluation of a police and social services domestic violence program: Empirical evidence needed to inform public health policies. *Violence Against Women, 12*(2), 137-159.

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Klein, A.R. (2009). Practical implications of current domestic violence research: For law enforcement, prosecutors and judges. U.S. Department of Justice, National Institute of Justice. Retrieved on October 28, 2012 from https://www.ncjrs.gov/pdffiles1/nij/225722.pdf

Lyon, E. & Menard, A. (2008). Informing and enhancing response to domestic violence within federally-funded healthy marriage projects. National Resource Center on Domestic Violence. Retrieved November 5, 2012 from http://www.vawnet.org/summary.php?doc_id=2866&find_type=web_sum_NRCDV

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Mentaberry, M.V., Dunford-Jackson, B.L., Sheeran, M., & Tucker, J. (2010). A guide for effective issuance and enforcement of protection orders valid protection order, Full Faith & Credit. Family Violence Department, National Council of Juvenile and Family Court Judges. Retrieved on October 15, 2012 from http://www.vaw.umn.edu/documents/burgundybook/guide effectiveissuanceenforcement.pdf National Institute of Justice (NIJ). (2009). Practical implications of current domestic violence research: For law enforcement, prosecutors and judges. Retrieved October 28, 2012 from https://www.ncjrs.gov/pdffiles1/nij/225722.pdf

Office on Violence Against Women (OVW). (2012). OVW fiscal year 2012 STOP violence against women formula grant program. Retrieved October 1, 2012 from http://www.ovw.usdoj.gov/docs/stop-solicitation-finalversion.pdf

Trujillo, M.R. & Ross, S. (2008). Police response to domestic violence making decisions about risk and risk management. *Journal of Interpersonal Violence, 23*(4), 454-473.

Weststone, T.S. (2001). Measuring the impact of a domestic violence coordinated response team. Policing: An International Journal of Police Strategies & Management, 24(3), 371-398.

Category 4: Data/Communication Systems

This statutory purpose area focuses on the development, installation, or expansion of data collection and communication systems, including computerized systems linking police, prosecutors, and courts for the purpose of identifying and tracking arrests, protection orders, violations of protection orders, prosecutions, and convictions for violent crimes against women (OVW, 2012). Data and communication systems can help the criminal justice system become more proactive by identifying problems before they escalate to violence.

Best practices recommendations/programming considerations

1. Invest and adopt technologies/programs that are capable of handling "big data":[2]

   - Integrate different structured and unstructured data sources

   - Allow for different law enforcement agencies to share data easily

   - Track patterns and trends involving domestic/dating violence, sexual assault, and/or stalking

   - Potentially predict "hot spots" of domestic/dating violence, sexual assault, and/or stalking using crime and non-crime data

2. Write police reports on all indicator crimes (e.g., harassing phone calls, hit and run) and track these crimes with technologies/programs described above to better prevent escalation of violence (Charlotte-Mecklenburg Police Department, 2002)

3. Maintain thorough case records with detailed notes

4. Adopt data collection and entry practices that include the following (Wallace & Brunson, 2009):

   - Training on standardized procedures for data collectors and enterers

   - Development of consistent codes

Examples of successful/promising programs

1. uReveal

   - This data management and analysis program provides law enforcement the capability to detect and connect crime patterns.

   - http://www.ureveal.com/behavior-analytics

2. IBM i2 COPLINK

   - COPLINK is a analytics program that manages large amounts of seemingly unrelated data and provides law enforcement with access to shared data.

   - http://www.i2group.com/us/products/coplink-product-line

3. Baker One Domestic Violence Intervention Project

   - This is a law enforcement program that uses and analyzes indicator crimes to intervene in domestic violence cases before the abusive behavior escalates to assaults or homicides.

   - http://www.juliancenter.org/About-Us/Newsroom/News.aspx?id=69

Key resources

Charlotte-Mecklenburg Police Department. (2002). Baker One Domestic Violence Intervention Project: Improving response to chronic domestic violence incidents. Retrieved October 14, 2012 from http://www.popcenter.org/library/awards/goldstein/2002/02-09%28F%29.pdf

Office on Violence Against Women (OVW). (2012). OVW fiscal year 2012 STOP violence against women formula grant program. Retrieved October 1, 2012 from http://www.ovw.usdoj.gov/docs/stop-solicitation-finalversion.pdf

Wallace, I.F., & Brunson, P. (2009). Best practices for data collection and data entry. Retrieved October 1, 2012 from http://www.hhs.gov/opa/familylife/tech_assistance/resources/best_practices_data_collection_entry_4_16_slides.pdf.pdf

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[2]While there are different definitions of "big data," the concept generally refers to large amounts of data that grow exponentially and flow rapidly.

Category 5: Victim Services

This category focuses on services for victims, and it comprises two federal purpose areas:

- *Victim services (general)* – developing, enlarging, or strengthening victim services programs, including sexual assault, domestic violence, and dating violence programs; developing or improving delivery of victim services to underserved populations; providing specialized domestic violence court advocates in courts where a significant number of protection orders are granted; and increasing reporting and reducing attrition rates for cases involving violent crimes against women, including crimes of sexual assault and domestic violence (OVW, 2012)

- *Stalking* – developing, enlarging, or strengthening programs addressing stalking (OVW, 2012)

Victim services (general)

Best practices recommendations/programming considerations

1. Develop and maintain a coordinated and comprehensive community response (Burt, Zweig, Schlichter, & Andrews, 2000; Thelen, 2000; Rosewater & Goodmark, 2007):
   - Clarify and coordinate with relevant stakeholders the policies, procedures, and protocols in order to meet the following three main goals of intervention:
     - o Provide for the safety of the victims
     - o Hold the offenders accountable (by creating specific deterrents to repeat use of violence against women)
     - o Alter the climate of the community (by creating general deterrents to violence against women)
   - Foster institutionalized joint learning processes and practices with relevant stakeholders
   - Work with relevant stakeholders on particular tasks that lead to more collaborative work

2. Develop strategies to address the needs of victims from underserved populations (Burt et al., 2000; Thelen, 2000; Warnken, 2012)
   - Gather, share, and analyze data on underserved populations
   - Have information and/or translators available in languages appropriate to local ethnic or language needs

3. Solicit victim feedback to increase efficiency and improve responsiveness (Warnken, 2012)

4. Use best practices in the provision of crisis intervention and emergency assistance

1. The Duluth Model – national
   - This is a community response approach that keeps the victims safe by keeping their voices central to policies and plans that are made, and at the same time, holds the offenders accountable by working with them to break the cycle of violence.
   - http://www.theduluthmodel.org/index.htm

2. SafeHouse Center – Washtenaw County, Michigan
   - SafeHouse Center provides information and services (e.g., counseling, advocacy, legal assistance, survivor groups) to victims of domestic violence and sexual assault, and in particular, it has a helpline (with interpreters, if needed) staffed 24 hours a day, 365 days a year.
   - http://www.safehousecenter.org/

3. Domestic Violence Solutions – Santa Barbara County, California
   - The program counsels and provides prevention and intervention services (e.g., emergency shelter, 24-hour crisis line, support groups) to domestic violence victims.
   - http://www.dvsolutions.org/default.aspx

Stalking

Best practices recommendations/programming considerations

1. Develop staff expertise (Miller, 2001; Klein, Salomon, Huntington, Dubois, & Lang, 2009):
   - Develop a specialized unit within the organization
   - Build a knowledge base on anti-stalking efforts and lessons gained
   - Receive training on the following topics:
     - o Stalking case identification
     - o Case management policies and procedures
     - o Management of specialized staff and unit
     - o Enhancing victim safety and well-being

2. Recognize the evolving nature of stalking (Truman, 2010):
   - Differentiate between intimate vs. non-intimate partner stalking
   - Understand the different types of stalking (e.g., personal contact, property crimes, identity theft, attack/attempted attack of victim and/or others)

- Understand that the advent of cyberstalking and stalking with technology may need to be addressed with new legal protections and techniques

3. Identify and adopt potential extra-legal management tactics (Storey & Hart, 2011):

- Present a "united front" between law enforcement, the victim, and others involved in the case (e.g., victim's family) to the perpetrator

- Utilize the mental health care system for the perpetrator

Examples of successful/promising programs

1. Safe Horizon – New York, New York

- Safe Horizon's Anti-Stalking Program counsels New Yorkers about safety planning and legal remedies.

- http://www.safehorizon.org/index/get-help-8/for-stalking-36.html

2. Love Me Not – Los Angeles, California

- This is the Los Angeles County District Attorney's proactive, informative anti-stalking program in partnership with Peace Over Violence (a sexual and domestic violence, stalking, child abuse, and youth violence prevention center in Los Angeles).

- http://www.lovemenot.org/

3. Dover Police Department Anti-Stalking Unit (ASU) – Dover, New Hampshire

- ASU focuses exclusively on stalking (as well as other incidents that have the potential to escalate into violence) by providing citizens with information and helping them to develop safety/security plans.

- http://www.ci.dover.nh.us/pdchief_out.htm?id= Anti-Stalking%20Unit

Key resources

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Category 6: Underserved Populations

This category focuses on the following underserved populations: 1) Indians[3], 2) immigrants, and 3) older and disabled women (OVW, 2012):

- Developing , enlarging, or strengthening programs addressing the needs and circumstances of Indian tribes in dealing with violent crimes against women, including the crimes of sexual assault and domestic violence (Indians)

- Providing assistance to victims of domestic violence and sexual in immigration matters (Immigrants)

- Developing, enlarging, or strengthening programs to assist law enforcement, prosecutors, courts, and others to address the needs and circumstances of older and disabled women who are victims of domestic violence or sexual assault, including recognizing, investigating, and prosecuting instances of such violence or assault and targeting outreach and support, counseling, and other victim services to such older and disabled individuals (Older and disabled women)

Indian populations[4]

Best practices recommendations/programming considerations

1. Focus on tribal police training, such as report writing and abuse evidence documentation (Luna-Firebaugh, 2006)

2. Develop and implement relevant protocols and codes in conjunction with the tribal community (Luna-Firebaugh, 2006)

3. Enhance coordinated community responses to violence against Indian women (Luna-Firebaugh, 2006):

   - Develop shelters and safe houses on the reservation

   - Hire and train legal and victim advocates

   - Designate and train specialized officers or units

   - Hire full-time prosecutors for the community

   - Develop batterer intervention programs to hold offenders accountable

4. Develop interventions that reflect unique cultural sensitivities to build trust within the tribal community (Sullivan, Bhuyan, Senturia, Shiu-Thornton, & Ciske, 2005; Bachman, Zaykowski, Kallmyer, Poteyeva, & Lanier, 2008)

Examples of successful/promising programs

1. American Indian Women Domestic Violence Advocacy Program – Round Valley Indian Reservation, California

   - This program, located on the Round Valley Indian Reservation, offers 24-hour, 7-days-a-week services (e.g., advocacy, transportation to court, temporary shelter, emergency food and clothing) to victims of domestic violence and sexual assault.

   - http://www.rvit.org/aiwdvap.html

2. Minnesota Indian Women's Resource Center (MIWRC) – Minneapolis, Minnesota

   - The MIWRC provides services to American Indian women (e.g., emergency and long-term housing, parenting groups, crisis counseling), with the aim of preserving and strengthening American Indian families.

   - http://miwrc.org/

Immigration assistance

Best practices recommendations/programming considerations

1. Develop cultural competence (Fong, 2004; Bent-Goodley, 2005):

   - Understand that the concept of "culture" extends beyond race

   - Understand and highlight contextual factors, such as cultural values and the "push-pull" experience[5]

2. Provide legal services for undocumented immigration issues (Douglas & Hines, 2011)

3. Improve ability to provide translators for legal services and counseling services (Douglas & Hines, 2011)

Examples of successful/promising programs

1. Safe Horizon's Immigration Law Project (ILP) – New York, New York

   - The ILP provides low-cost and free services to victims of abuse, torture, and crime—including battered women in Violence Against Women Act self-petitions and adjustment proceedings—in immigration proceedings.

   - http://www.safehorizon.org/index/get-help-8/for-legal-services-15.html

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[3] The term "Indian" is used in VAWA.

[4] No STOP subgrantee (or applicant) in Indiana focuses on Indian populations.

[5] This refers to the interaction of the two phenomena that immigrants experience: a "push" from the country of origin and a "pull" to the country of immigration (Fong, 2004).

2. The VAWA Program – state of Texas

   • This program provides free services to immigrant survivors (and their unmarried, under-21 undocumented children) of domestic violence living in rural Texas.

   • http://www.texascivilrightsproject.org/?page_id=488

Older[6] and disabled women

Best practices recommendations/programming considerations

1. Know and understand the specific laws that address crimes against older and disabled victims

2. Develop and maintain relevant sensitivities (Mukasey, Sedgwick, & Gillis, 2008):

   • Avoid labeling or defining the victim's age or disability

   • Avoid acting on one's curiosity about the victim's age or disability

3. Document disabilities and accommodation needs in incident reports (Mukasey et al., 2008)

4. Collaborate with relevant stakeholders to conduct cross-training activities and develop strategies to increase accessibility for older and disabled women victims (Chang et al., 2003; Powers, Hughes, & Lund, 2009)

5. Increase outreach to target older and disabled women about services available to victims of sexual assault and domestic violence (Chang et al., 2003)

Examples of successful/promising programs

1. SeniorLAW Center's Reaching Underserved Older Women Victims – state of Pennsylvania

   • This program provides information and services to older women in Pennsylvania who are victims of domestic violence or sexual assault.

   • http://seniorlawcenter.org/projects-and-clinics/elderly-victims-of-domestic-violence-legal-project/

2. Barrier Free Living's Freedom House – New York, New York

   • Freedom House is the nation's first fully-accessible emergency shelter for disabled victims of domestic violence (and their families).

   • http://www.bflnyc.org/programs-services/freedom-house/

Key resources

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Luna-Firebaugh, E.M. (2006). Violence against American Indian women and the Services-Training-Officers-Prosecutors Violence Against Indian Women (STOP VAIW) program. *Violence Against Women, 12*(2), 125-136.

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[6]The term "older" is not specifically defined in VAWA.

Category 7: Collaborative Efforts

The two federal purpose areas included in this category are: 1) multidisciplinary resource coordination, and 2) complementary family support services. The first purpose area supports multidisciplinary efforts that are not supported by state funds to coordinate the responses of state law enforcement agencies, prosecutors, courts, victim services agencies, and other state agencies and departments to crimes against women, including crimes of sexual assault, domestic violence, and dating violence (OVW, 2012). The second purpose area seeks to maintain core victim services and criminal justice initiatives, while supporting complementary new initiatives and emergency services for victims and their families (OVW, 2012).

Multidisciplinary resource coordination

Best practices recommendations/programming considerations

1. Establish a community resource coordinator to act as a liaison (MINCAVA, 2001):

   - Provide information to other groups

   - Participate in inter-group networking meetings and trainings

2. Implement information-sharing databases (MINCAVA, 2001)

   - Maintain victim confidentiality

     o Share information only if there has been a request from and permission granted by victim

     o Share only information that is strictly relevant to the case

   - Post successful practices/programs implemented and lessons learned

Examples of successful/ promising programs

1. The Domestic Violence Enhanced Response Team (DVERT) – Multnomah County, Oregon

   - DVERT is a nationally-recognized model of intervention that emphasizes the identification and provision of coordinated and multidisciplinary responses to high-priority or high-risk domestic violence cases.

   - http://web.multco.us/dv/domestic-violence-enhanced-response-team-dvert-0

2. Denver Domestic Violence Coordinating Council (DDVCC) – Denver, Colorado

   - The DDVCC aims to develop and enhance best practices in the city of Denver to increase the safety of domestic violence victims by leading a multidisciplinary forum to improve community response to domestic violence.

   - http://www.denverdvcouncil.org

3. Michigan Prosecuting Attorneys' Violence Against Women Project – Lansing, Michigan

   - This project's mission is to enhance the criminal justice system's response to violence against women by providing multidisciplinary training and technical assistance to improve implementation of best practices, enhance offender accountability, and empower victims.

   - http://www.michiganprosecutor.org/index.php?home=vawp

Complementary family support services

Best practices recommendations/programming considerations

1. Develop a directory of complementary new initiatives and emergency services for victims and their families

2. Community capacity building (Toussaint, 2006; Rosewater & Goodmark, 2007)

   - Work with other relevant stakeholders to create policies and procedures that ensure and expand coordinated services for families

   - Engage in community awareness and outreach programs related to sexual assault, domestic/dating violence, and/or stalking

3. Provide cross-training opportunities to provide professionals with relevant information about their counterparts' processes and subject areas (Bragg, 2003)

Examples of successful/ promising programs

1. Greenbook Initiative

   - This is a federally-funded project that funded six communities to establish and implement collaborative (including child welfare agencies, community-based domestic violence providers, and dependency courts) structures and policies to enhance the safety and well-being of battered women and their children.

   - http://www.thegreenbook.info/index.htm

2. Child Development-Community Policing (CD-CP) Program

   - The CD-CP Program is a national, evidence-based model of collaboration between law enforcement, juvenile justice, domestic violence, medical and mental health professionals, child welfare, schools, and other communities agencies.

   - http://www.nccev.org/initiatives/cdcp/

Key resources

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Recommendations

1. **Subgrantee reporting is a major source for potential improvements, and as such, CCJR recommends that ICJI require subgrantees to do the following:**

   - Maintain consistency in their self-identification of statutory purpose areas served and services provided between their proposals and annual progress reports

   - Identify specific best practice programs or program characteristics in their applications

   - Rank order statutory purpose areas based on the amount of funding spent in each area

   - Report new (i.e., started offering within the last year) or innovative training provided to other agencies or departments

   - Report training received, plus provide detailed description(s) of said training

2. **Given the importance and efficacy of collaborative and multidisciplinary approaches to violent crimes against women, CCJR further recommends that ICJI does the following:**

   - Require subgrantees to report on current collaborations and attempts at creating future collaborations between relevant stakeholders (e.g., law enforcement, courts, prosecutors, victim service providers)

   - Require subgrantees to report the average number of referrals made per victim and the type(s) of referral made

   - Encourage subgrantees to establish or participate in special units or joint task forces

   - Encourage subgrantees to partner with other agencies or departments to gather funds for purposes of improving communications, data collection, and tracking technology

3. **To gauge and better serve the needs of victims, CCJR recommends that ICJI does the following:**

   - Encourage subgrantees to invest in data collection technology and maintain detailed records (e.g., victims served and services provided, number of calls for service, case dispositions)

   - Encourage subgrantees to report the number of cases referred to a sexual assault nurse examiner (SANE) and the type of evidence collected

   - Require subgrantees to outline goals related to victim safety and services

   - Require subgrantees (particularly SANEs) to document and report victim follow-up services

   - Require subgrantees to provide mechanisms for victim feedback to evaluate victim satisfaction with services provided and victim cooperation with investigations

Services, Trainings, Officers, and Prosecutors (STOP) Grant