

PALM BEACH COUNTY  
BOARD OF COUNTY COMMISSIONERS  
AGENDA ITEM SUMMARY

Meeting Date: February 1, 2022 [ X ] Consent [ ] Regular  
[ ] Ordinance [ ] Public Hearing

Department: Department of Public Safety  
Submitted By: Department of Public Safety  
Submitted For: Division of Victim Services

I. EXECUTIVE BRIEF

Motion and Title: Staff recommends motion to:

- A) **approve:** acceptance of the U.S. Department of Justice (DOJ), Office on Violence Against Women (OVW) grant Improving Criminal Justice Responses (ICJR) Program (15JOVW-21-GG-02012-ICJR) in the amount of \$1,000,000 for the period of October 1, 2021 through, September 30, 2024; and
- B) **approve:** the addition of one (1) full-time Victim Services Project Coordinator (pay grade 29) to the Victim Services complement

**Summary:** Palm Beach County Division of Victim Services (PBCVS) in conjunction with project partners Aid to Victims of Domestic Abuse, Inc. (AVDA), and the PBC Criminal Justice Commission (CJC) was selected for a continuation grant from the DOJ, OVWFY 2021 Improving Criminal Justice Responses to Sexual Assault, Domestic Violence, Dating Violence, and Stalking Grant Program (CFDA# 16.590). The purpose of this continuation grant is to enhance victim safety and hold offenders accountable through a coordinated community response team (CCR) to respond to incidents of domestic violence, dating violence and stalking. The CCR will start with the development of a multidisciplinary team to identify and address the need for consistent response protocols, comprehensive services and referrals for victims of Intimate Partner Violence (IPV) and accountability for offenders. Once implemented, it will evolve into a coherent process wherein responders and service providers take collective responsibility for a victim's experience during every stage of the process instead of just during one piece. Funding from this grant will specifically support the employment of a new PBCVS Project Coordinator (PG29) to oversee the system aspects of the project, as well as promote the CCR and other prevention activities, funding of an existing PBCVS victim advocate position, a contract with the Battered Women's Justice Project (BWJP) to provide a project evaluation, a contract with Aid to Victims of Domestic Abuse (AVDA) to coordinate the CCR activities, and provide victim advocacy and contracts with community providers to provide "Tactics and Choices" classes for offenders. R2014-1633 authorized the County Administrator or designee to execute future applications, awards, contracts and amendments/modifications utilizing funding from the DOJ, OVW on behalf of the Board of County Commissioners. The grant-funded positions will be eliminated if funding is not continued through the ICJR program. **No County matching funds are required for this grant.** Countywide (JW)

(Continued on page 3)

- Attachments:**
- 1) OVW Grant Award Letter
  - 2) Victim Services Project Coordinator Job Description
  - 3) Authorized Organization Representative Submission Approval
  - 4) Authorized Organization Representative Acceptance Approval
  - 5) Grant Application (including LOI)

Recommended By: [Signature] Department Director Date: 12/29/21

Approved By: [Signature] Assistant County Administrator Date: 1/7/2022

**II. FISCAL IMPACT ANALYSIS**

**A. Five Year Summary of Fiscal Impact**

Fiscal Years	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Personal Services	431,336				
Operating Costs	568,664				
Capital Expenditures					
External Revenues	(1,000,000)				
Program Income (County)					
In-Kind Match (County)					
<b>Net Fiscal Impact</b>	<b>\$0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**# ADDITIONAL FTE**

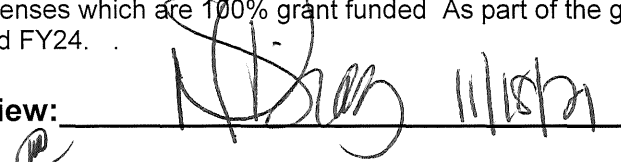
<b>POSITIONS (Cumulative)</b>	1	0	0	0	0
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Is Item Included In Current Budget? Yes X No      
 Does this item include the use of federal funds? Yes X No      
 Budget Account Exp No: Fund 1426 Dept. 662 Unit 3295 Obj. var Prog. var  
 Rev No: Fund 1426 Dept. 662 Unit 3295 Rev. 3129 Prog. GT01

**B. Recommended Sources of Funds/Summary of Fiscal Impact:**

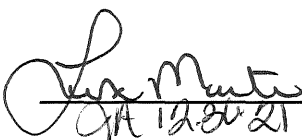
**Grant:** OVW- Grant Improving Criminal Justice Responses Program  
**Fund:** 1426- Public Safety Grants  
**Unit:** 3295- GTEA Grant to Encourage Arrest

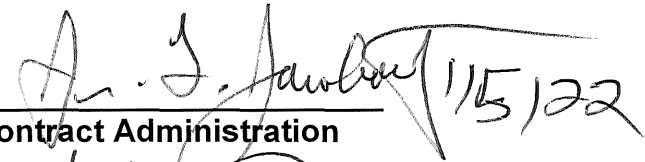
This grant by the Department of Justice, Office on Violence Against Women, in the amount of \$1,000,000 for three years will fund 1 new full-time project coordinator, 1 existing victim advocate, new contracts with project partners, and other various operating expenses which are 100% grant funded. As part of the grant carryforward process funds will be moved to FY23 and FY24.

Departmental Fiscal Review: 

**III. REVIEW COMMENTS**

**A. OFMB Fiscal and/or Contract Dev. and Control Comments:**

 1/4/22  
 OFMB LM 1/3/22

 1/5/22  
 Contract Administration  
 1-4-22 TW

**B. Legal Sufficiency:**

  
 Assistant County Attorney

**C. Other Department Review:**

\_\_\_\_\_  
 Department Director

This summary is not to be used as a basis for payment.

**Background and Justification (continued from page 1):** The focus of the 2021 OVW ICJR program encourages state, local, tribal governments, courts, victim service providers, coalitions and rape crisis centers, to treat domestic violence, dating violence, sexual assault and stalking as serious violations of criminal law requiring the coordinated involvement of the entire criminal justice system. This is the fourth time the County has been awarded this three-year grant and victims of domestic violence, dating violence, sexual assault and stalking and the array of responders and service providers who work with them in the County will be impacted by the implementation of this worthwhile project.

September 27, 2021

Dear Nicole Bishop,

On behalf of Attorney General Merrick B. Garland, it is my pleasure to inform you the Office on Violence Against Women (OVW) has approved the application submitted by PALM BEACH, COUNTY OF for an award under the funding opportunity entitled 2021 OVW Fiscal Year 2021

Improving Criminal Justice Responses to Domestic Violence, Dating Violence, Sexual Assault, and Stalking Grant Program

Solicitation. The approved award amount is \$1,000,000.

Review the Award Instrument below carefully and familiarize yourself with all conditions and requirements before accepting your award. The Award Instrument includes the Award Offer (Award Information, Project Information, Financial Information, and Award Conditions) and Award Acceptance.

Please note that award requirements include not only the conditions and limitations set forth in the Award Offer, but also compliance with assurances and certifications that relate to conduct during the period of performance for the award. These requirements encompass financial, administrative, and programmatic matters, as well as other important matters (e.g., specific restrictions on use of funds). Therefore, all key staff should receive the award conditions, the assurances and certifications, and the application as approved by OVW, so that they understand the award requirements. Information on all pertinent award requirements also must be provided to any subrecipient of the award.

Should you accept the award and then fail to comply with an award requirement, DOJ will pursue appropriate remedies for non-compliance, which may include termination of the award and/or a requirement to repay award funds.

To accept the award, the Authorized Representative(s) must accept all parts of the Award Offer in the Justice Grants System (JustGrants), including by executing the required declaration and certification, within 45 days from the award date.

Congratulations, and we look forward to working with you.

ALLISON RANDALL  
Acting Director

04007  
AT WILL**VICTIM SERVICES PROJECT COORDINATOR****NATURE OF WORK**

This is professional work coordinating specialty programs or projects within Public Safety's Victim Services Division.

An employee in a position allocated to this class is responsible for service delivery and coordination of outreach, prevention and specialized advocacy programs or initiatives. Work requires independent judgment and initiative. Work is performed under general supervision of an administrative superior and is reviewed through conferences, reports and evaluation of outcomes and results obtained.

**EXAMPLES OF WORK**

Participates in the ongoing coordination of specific multidisciplinary response teams and committees.

Assists in research and development of specialty programs and projects.

Plans and conducts outreach activities and events regarding specialty program.

Assists in the preparation of grant reports and tracking grant deliverables.

Develops awareness through educational materials and trainings.

May provide issue specific victim advocacy services like crisis intervention, short-term counseling and advocacy, legal, social and medical referrals, and assistance filing crime victim compensation.

Performs general administrative duties involving creation of materials, data collection and database management.

Works collaboratively with other Division staff to ensure goals and objectives are met.

Coordinates, schedules, and facilitates project meetings.

Compiles data and prepares project implementation and grant/contract related reports.

Tracks project progress against established timelines or strategic plans.

Reviews and assists with project policy and procedure revisions and development.

Assists with developing and maintaining training, implementation and evaluation materials.

Prepares and delivers community presentations.

Performs related work as required.

**REQUIRED KNOWLEDGE, SKILLS AND ABILITIES**

Knowledge of community relations, public information and special events.

Knowledge in specialized project field and related Florida laws.

**VICTIM SERVICES PROJECT COORDINATOR - CON'T**

**REQUIRED KNOWLEDGE, SKILLS AND ABILITIES - CON'T**

Knowledge of the dynamics of sexual assault, domestic assault, general felonies, DUI/Impaired Driving Related Deaths, Human Trafficking and Homicide.

Knowledge of community relations, public information and special events.

Knowledge in specialized project field and related Florida laws.

Knowledge of the dynamics of sexual assault, domestic assault, general felonies, DUI/Impaired Driving Related Deaths, Human Trafficking and Homicide.

Knowledge of the principles of management, organization and administration.

Ability to work effectively with minimal supervision.

Ability to communicate and express ideas clearly and effectively both orally and in writing.

Ability to organize, coordinate and manage multiple priorities, work independently and meet deadlines.

Ability to establish and maintain effective and credible working relationships with general public, county staff and stakeholders.

Ability to maintain accurate records and prepare written reports on a timely basis.

**MINIMUM ENTRANCE REQUIREMENTS**

Graduation from an accredited college or university with major course work in Business Administration, Criminal Justice, Sociology, Social Work or closely related field; one (1) year of experience in a program of social service to include community response coordination activities and community outreach; or any equivalent combination of related training and experience.

**NECESSARY SPECIAL REQUIREMENTS**

Must successfully complete Office of Attorney General Victim Practitioner Certification, and Florida Council Against Sexual Violence Rape Crisis Certification during probationary period. Must possess certifications through employment.

10/2020



## Interoffice Correspondence

## Department of Public Safety

20 South Military Trail  
West Palm Beach, FL 33415  
(561) 712-6470  
FAX: (561) 712-6490  
www.pbcgov.com

**To:** Verdenia C. Baker, County Administrator

**Through:** Jon Van Arnam, Deputy County Administrator

**From:** Stephanie Sejnoha, Director  
Public Safety Department *Sejnoha*

**Date:** February 26, 2021

**Subject:** Authorized Organization Representative – U.S. Department of Justice, Office on Violence Against Women (OVW) FY 2021 Solicitation

■

**Palm Beach County  
Board of County  
Commissioners**

Dave Kerner, Mayor

Robert S. Weinroth, Vice Mayor

Maria G. Marino

Gregg K. Weiss

Maria Sachs

Melissa McKinlay

Mack Bernard

**County Administrator**

Verdenia C. Baker

In response to the solicitation released on January 13, 2021, from the U.S. Department of Justice (DOJ), Office on Violence Against Women FY 2021, Improving Criminal Justice Responses to Sexual Assault, Domestic Violence, Dating Violence, and Stalking Grant Program, the Division of Victim Services is preparing a continuation grant for a 36-month period beginning October 1, 2021 in the amount of \$1,000,000.

The purpose of the continuation grant is to enhance victim safety and hold offenders accountable through a coordinated community response team (CCR) to better respond to incidents of domestic violence, dating violence and stalking. The need is for a CCR that provides consistent response protocols, comprehensive services and referrals for victims and accountability for offenders. It is our goal to bring the community together to fill in the gaps and to create a network of services and systems, which will provide a CCR to intimate partner violence (IPV). The CCR will begin with the development of a multidisciplinary team. It will evolve into a coherent process wherein responders and service providers take collective responsibility for a victim's experience during every stage, not just during one piece of the process. The grant provides funds for contractual services with project partners, office supplies, travel & training, a project coordinator, and a victim advocate.

The grant application requires the identification of an Authorized Organization Representative (AOR). I am respectfully requesting authority for Nicole Bishop, Director of Victim Services to be appointed as your designee and AOR for the purpose of signing and submitting the DOJ grant "electronic" application which includes all applicable forms and related documents. Ms. Bishop was previously granted this authority for DOJ grants in 2019, 2017, 2014 and 2011. If selected to receive funding, the Division of Victim Services will follow the established routing process for contract execution.

Approved:

*V. Baker*

Verdenia C. Baker, County Administrator

*3/4/21*

Date

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and recycled paper

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 20 South Military Trail  
 West Palm Beach, FL 33415  
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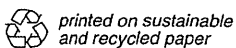
**Palm Beach County  
 Board of County  
 Commissioners**

Dave Kerner, Mayor  
 Robert S. Weinroth, Vice Mayor  
 Maria G. Marino  
 Gregg K. Weiss  
 Maria Sachs  
 Melissa McKinlay  
 Mack Bernard

**County Administrator**

Verdenia C. Baker

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**To:** Verdenia C. Baker  
 County Administrator

**Through:** Todd J. Bonlarron *TJB*  
 Assistant County Administrator

**From:** Stephanie Sejnoha *Sejnoha*  
 Director, Public Safety Department

**Date:** 9/28/21

**Subject:** **Authorized Organization Representative-Award  
 Acceptance – U.S. Department of Justice, Office on  
 Violence Against Women (OVW) FY 2021 Award  
 Number 15JOVW-21-GG-0212-ICJR**

On September 27, 2021, the Division of Victim Services was selected for a continuation grant award from the U.S. Department of Justice (DOJ), Office on Violence Against Women FY 2021, Improving Criminal Justice Responses to Sexual Assault, Domestic Violence, Dating Violence, and Stalking Grant Program. The continuation grant is for a 36-month period beginning October 1, 2021 in the amount of \$1,000,000.

The purpose of the continuation grant is to enhance victim safety and hold offenders accountable through a coordinated community response team (CCR) to better respond to incidents of domestic violence, dating violence and stalking. The grant provides funds for contractual services with project partners, office supplies, travel & training, a project coordinator, and a victim advocate.

On March 4, 2021, Administrator Baker granted approval for Nicole Bishop to be identified as the Authorized Organization Representative (AOR) to sign and submit the electronic grant application. I am respectfully requesting authority for Nicole Bishop, Director of Victim Services to be appointed as your designee and AOR for the purpose of accepting the DOJ grant "electronic" award which includes all applicable forms and related documents. Ms. Bishop was previously appointed as your designee and AOR for previous DOJ grants in 2011, 2014, 2017, and 2019. Granting Mrs. Bishop this approval allows her to handle the administrative acceptance process, including logging into the JustGrants system, in lieu of the County Administrator. The grant award will still go through the regular approval process as a regular agenda before the Board of County Commissioners.

**Approved:**

*V. Baker*  
 Verdenia C. Baker, County Administrator

*10/7/21*  
 Date



OVW Fiscal Year 2021 Improving Criminal Justice Responses to Domestic Violence, Dating  
Violence, Sexual Assault, and Stalking Grant Program  
*Palm Beach County's Coordinated Community Response to Domestic Violence*

**Purpose of Application**

Through the ICJR Grant Program, the Palm Beach County Board of County Commissioners (PBC), along with our project partners, Aid to Victims of Domestic Abuse, Inc. (AVDA) and the Palm Beach County Criminal Justice Commission (CJC), seek to enhance victim safety and hold offenders accountable through a coordinated community response (CCR) to domestic violence, dating violence and stalking. When victims report intimate partner violence (IPV) in PBC, they currently enter a system that leaves them feeling overwhelmed by a series of disconnected processes. *The need* is for a CCR that provides consistent response protocols, comprehensive services, referrals for victims, and accountability for offenders. Our vision will bring the community together to fill in the gaps and to create a network of services and systems, which will provide a CCR to intimate partner violence (IPV). The CCR will begin with the development of a multidisciplinary team. It will evolve into a coherent process wherein responders and service providers take collective responsibility for a victim's experience during every stage, not just during one piece of the process. Since CCRs work to create a network of support that is both available and accessible to victims and their families, PBC IPV survivors and the community at large will benefit from this coordination of services through better criminal justice outcomes, victims who feel supported and offenders that are held accountable.

Intimate partner violence (IPV) is a problem of significant proportion nationally and in PBC. In 2019, the Florida Department of Law Enforcement (FDLE) reported 87 murders, 561 rapes and 3,671 aggravated assaults in PBC. Domestic violence was the cause of ten murders. Of the 4,146 victims PBCVS served annually on average from 2017-2019, 48% sought services related to domestic violence, dating violence or stalking. Since March of 2020, 2,541 adults and

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children have cycled through the two Certified DV Centers (as intakes) in PBC and PBC's DV hotlines answered over 5,500 calls. Additionally, during the same period, the Florida Department of Children and Families responded to 550 child abuse reports due to IPV in their home. According to the National Coalition Against Domestic Violence, an intimate partner in the United States physically abuses 20 people per minute; IPV accounts for 15% of all violent crime nationally. Researchers have estimated that domestic violence impacts between 3.3 million and 10 million children each year. According to the New York Times, COVID 19 has made violence in homes more frequent, more severe and more dangerous, underscoring why **now is the time for PBC to take action.**

According to the 2019 census report, PBC has a population of 1,486,770, making it the 3rd-most populous county in the state of Florida and the 25th-most populous county in the United States. According to the U.S. Census Bureau, the county has a total area of 2,383 square miles, of which 1,970 square miles are land and 413 square miles are water. PBC has an estimated 526,000 acres of farmland. The eastern third of Palm Beach County is highly urbanized, while the central and western portions of the county are rural. PBC is quite diverse. It has some of the richest and poorest people in the state. Almost 25% of the population is over 65 years old. Whites make up 75% of the population, with 19.8% reporting as African American or Black and 23.4% reporting as Hispanic or Latino. Thirty two percent of people speak a language other than English at home.

In October 2018, PBC recognized the need to evaluate our community's response to IPV. The CJC enlisted OVW TA provider, the Battered Women's Justice Project (BWJP), to engage in a 3-year project to improve criminal justice responses. CJC membership includes top court, governmental and private sector individuals, whose awareness of and involvement in this process is critical. The CJC has funding allocated for law enforcement training, through the Domestic

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Violence Trust Fund established in FL Statute 741.01, which funded the BWJP's work and can fund future law enforcement training endeavors related to DV. Working with the BWJP has set the stage for the development of a functional CCR by performing a comprehensive needs assessment. The BWJP project's three major components were to strengthen PBC's CCR, to identify gaps in IPV-related training for law enforcement and to assess agency and system responses. By October 1, 2021, the BWJP will have provided comprehensive picture of county services, identified gaps in law enforcement training and outlined a framework for the CCR structure. PBC will be well suited to move on to the goals and objectives outlined in this proposal.

Initial gaps identified by the BWJP's assessment include service accessibility for victims with limited English proficiency, community members' lack of trust in current systems, need for increased collaboration between community advocates and law enforcement, need for consistency in first responses to IPV, need for enhanced report writing skills for law enforcement, and lastly the negative labeling of victims, i.e. as "uncooperative." It is anticipated that a CCR would address the above gaps, create a victim-centered, trauma-informed response, increase offender accountability, reduce trauma for victims, increase reporting, yield better evidence collection, improve information sharing and increase victim participation in cases. These gaps are tied directly to the OVW purpose areas in the following ways: **Purpose #5** -strengthening legal advocacy service programs and other victim services (through language accessibility, increased training opportunities, victims increased trust in system, increased community collaboration, increased consistency); **Purpose #14**- developing and implementing best practices training programs for prosecutors (negative labeling of victims, language access, increased collaboration, offender accountability; customized training opportunities) and **Purpose #16**- developing local

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policies that promote best practices when responding to crimes (protocol development, enhanced report writing, language access).

Currently, PBC has a Domestic Violence Council (DV Council) that meets monthly with a focus on awareness and information sharing. While this Council is well established and will be the basis for the CCR, it needs enhancement and engagement of members who are more appropriate for the goal of a protocol and policy-focused group. The current DV Council functioning as the CCR would have a new direction and membership with subcommittees established to support that charge. Current Council Leadership is aware of and excited for this change. Prior CCR efforts in PBC have been successful. PBCVS developed a CCR for victims of *sexual assault* since through OVW GTEA and ICJR Grants from 2011-2021. A highly functioning SART was created, along with a "SART Center" to co-locate agencies working with sexual assault victims. Community protocols for sexual assault have been developed and institutionalized. A forensic exam site, "The Butterfly House," along with a team of forensic nurse examiners was hired to respond to survivors and perform forensic exams 24/7/365. The sexual assault CCR has been sustained through other non-OVW funding as of 2021.

**Project Narrative/What Will Be Done**

Through this project, PBC will address the need for a CCR that provides consistent response protocols, comprehensive services/referrals for victims, and accountability for offenders by engaging key decision makers in PBC and transforming PBC's DV Council into an effective CCR. The paramount principles of PBC's response will be victim safety, offender accountability and the power of the community to work together. PBC will engage CJC and other key stakeholders to achieve positive outcomes for systemic change. This project will allow our community to enhance current service provider and law enforcement response while also building

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capacity where needed. Engagement of the CJC in formation of the CCR will enhance overall system capacity. The CCR Team will fall under the CJC's Law Enforcement Planning Council (LEPC), a body that is composed of representatives from over 50 local, state and federal agencies that meet monthly to provide a forum for the coordination, research and evaluation of law enforcement activities within Palm Beach County. The CJC/LEPC can distribute funding from the Domestic Violence Trust Fund for the purpose for law enforcement training. The training will consist of that which has been identified and prioritized by the BWJP and the CCR. Additionally, PBCVS will increase the capacity of our forensic nursing team to begin utilizing forensics in IPV cases in hopes of increasing prosecution and support for victims. Forensic nurses will receive specialized training to perform such exams on victims of IPV. AVDA's capacity will be increased by providing a position to support the CCR team and adding additional advocacy resources. Additionally, in order to hold offenders accountable, PBC will implement "Tactics and Choices" a class that examines men's use of abusive and intimidating tactics against women. This curriculum is a best practice developed by Men Stopping Violence, a 37- year old organization the focuses on ending gender-based violence by educating and organizing men to be part of the solution. PBC will make the course available to offenders in civil domestic violence cases, child abuse cases and first time offenders in misdemeanor domestic violence cases. Agencies who currently work with offenders in PBC (will competitively procure community providers to enhance community capacity) will teach these classes and Men Stopping Violence will provide training and oversight of implementation.

Performance measurement is key to the project's success. A logic model, developed by the CCR members in conjunction with BWJP, will measure progress toward achieving the project's goals and vision. It will be a roadmap to make sure the project is on track. The logic

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model will provide a clear identification of goals (outcomes), inputs and activities. Semi-annual OVW performance progress reports will track project progress. Additionally, PBCVS and CJC plan to contract with the BWJP to assess our work for internal improvement and progress toward meeting goals.

The hiring of a Project Coordinator and a Coordinated Community Response Coordinator will be crucial to carrying out the responsibilities of this project. The Project Coordinator will be an employee of PBCVS, while the CCR Coordinator will be an employee of AVDA. The Project Coordinator will oversee the system aspects of the project, while the CCR Coordinator will directly support the development CCR. The Project Coordinator will manage the grant and ensure all project partners are on track, as well as promote the CCR through an awareness campaign to include targeted advertising in the areas of PBC with the highest incidence of IPV, per the FDLE. The placement of project staff was strategic. Since PBCVS is the Certified Rape Crisis Center and operates the PBC SART, AVDA was chosen through a solicitation process to support the CCR as the Certified Domestic Violence Center, to enhance their capacity in the community. Funding will also be used for victim advocates for both PBCVS and AVDA to increase overall organizational capacity and link directly with victims of IPV following an arrest for domestic violence, dating violence or stalking.

A core planning team (CPT) will cultivate the CCR. Members of the CPT will likely include existing DV Council leadership, PBCVS, AVDA, CJC, public defender representative, state attorney representative, law enforcement and a survivor. PBC's CCR will utilize a five-step approach (developed from materials produced by the North Carolina Coalition Against Sexual Violence) to carry out the strategy. These steps are fluid so back and forth movement between the

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steps is expected. **Step 1: Developing the Team-** recruit team members; establish regular meetings, conduct cross training; establish leadership structure; develop a mission statement; create confidentiality statements. **Step 2: Identify and Prioritize Areas for Action-** review strengths and gaps identified by the BWJP assessment; identify additional strengths and gaps not previously identified; refine data collection strategy; prioritize areas for action by coming to consensus about what can be addressed that will have the most impact. Questions asked during this step include: What are best practices? What helps increase offender accountability? What might make victims more likely to access services and report to law enforcement? Prioritize focus areas after consultation with representative groups of victims to account for differential impact on diverse populations. **Step 3: Develop a Plan of Work-** Determine objectives for each prioritized area for action; develop action plan with steps; develop timeline and determine responsibility for each task; determine how team will evaluate progress. **Step 4: Develop CCR Protocols-** Develop interdisciplinary process for response to reports of domestic violence including resources and referrals provided; obtain formal acceptance of protocols by all involved agencies; establish agency specific training on procedures based on CCR protocols; establish procedure for monitoring and evaluating effectiveness. **Step 5: Monitor Progress-** Monitor progress toward goals and effectiveness of protocols established; review progress to assess work completed; assess new challenges; celebrate team successes; determine how to share successes with community. Among key stakeholders to be included on the CCR team will be victim advocates, law enforcement, court officials, probation, batterer's intervention programs, forensic nurses, child protection services, school system, faith community, survivors, animal control agencies and colleges and universities. This work will set the foundation for lasting systematic change. Victim-Survivor input into the team is crucial and will be central to the work of the CCR.

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In order to create a CCR and address the need to develop a community-wide strategy that ensures all members of the community respond in a consistent way to victims of intimate partner violence and hold offenders accountable, PBC has created specific goals, objectives and activities tied directly to the OVW Purpose and Areas. Although PBC is a continuation applicant, this project contains all new goals, objectives and activities. The statutory priority area is not addressed, as 50% of our budget is not dedicated to law enforcement or prosecution.

**Goal 1: Develop a CCR**

*OVW Purpose area: #5 (To strengthen victim services for victims of IPV); #14 (To develop training for prosecutors); #16 (To develop and promote policies that enhance best practices for responding to IPV, including appropriate treatment of victims).*

**Objectives:** Increase access to services for victims of domestic violence; increase offender accountability; increase victims trust in community; promote internal information sharing/role clarification/training for CCR members; address identified gaps of increasing communication between law enforcement and advocates and creating consistency in first responses; increase community awareness about available resources; develop case review process, develop response protocols, identify best practices, collect and analyze community data, improve system response to victims with limited English proficiency.

**Activities:** Identify key stakeholders; consult with victims; obtain formal agreements; establish training plans; create core planning team; hold multidisciplinary team meetings; provide victim services; implement case review process; increase language access for victims; create a public awareness campaign; hire CCR Coordinator to oversee process and CCR; develop process for evaluating protocol effectiveness; consult with the Interpretation Technical Assistance & Resource



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Center of the Asian Pacific Institute on Gender Based Violence to develop language access plan and training; consult with the International Association of Forensic Nursing (IAFN) to train forensic nursing staff to perform forensic exams on victims of IPV.

**Tangible Products:** Training curriculums; case review process; response protocols; Law Enforcement Point Card; awareness campaign materials. Other jurisdictions could utilize these products to replicate PBC's best practices.

**Goal 2: Enhance responses, through specialized training and policy/protocol development for prosecutors and prosecution-related personnel regarding best practices to ensure offender accountability, victim safety and victim consultation.**

*OVW Purpose area: #14 (To develop training for prosecutors); #16 (To develop and promote policies that enhance best practices for responding to IPV, including appropriate treatment of victims).*

**Objectives:** Provide training and resources to prosecutors and prosecution related personnel; increase victim satisfaction with prosecution; increase offender accountability; increase victim safety.

**Activities:** Increase quality of incoming cases through report writing training for law enforcement; provide specialized training for prosecutors and victim witness coordinators regarding negative labeling of victims; identify best practices for prosecutors; enhance evidence collection in IPV cases through training for forensic nurses; increase community response capacity through mock (scenario-based) training; begin to identify high-risk offenders.

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**Tangible Products:** Victim surveys; law enforcement training; forensic nurse examiner response protocol; mock training curriculum. Other jurisdictions could utilize these products to replicate PBC's best practices.

**Goal 3: Strengthen victim services.**

*OVW Purpose area: #5 (to strengthen victim services for victims of IPV); #16 (To develop and promote policies that enhance best practices for responding to IPV, including appropriate treatment of victims).*

**Objective:** Provide a trauma-informed, victim-centered advocacy response; increase advocates' skill base and knowledge of IPV; empower victims; increase linkage and coordination of services, especially between law enforcement and advocates; increase access to services for victims with limited English proficiency; link victims to advocates following an arrest for domestic violence, dating violence or stalking.

**Activities:** Hire victim advocates for AVDA and PBCVS, train all community advocates based on identified gaps; create resource guides to improve linkage to and awareness of services; create a cross agency referral process; formalize response protocols for advocates-including more individualized safety plans.

**Tangible products:** System map for offender/victim; community resource guide; advocate response protocol; training curricula. Other jurisdictions could utilize these products to replicate PBC's best practices.

**Goal 4: Develop and promote local policies that enhance best practices for responding to domestic violence, including the appropriate treatment of victims.**

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*OVW Purpose area: #5 (To strengthen victim services for victims of IPV); #14 (To develop training for prosecutors); #16 (To develop and promote policies that enhance best practices for responding to IPV, including appropriate treatment of victims).*

**Objective:** Create community wide procedures/protocols for all professionals that work with victims of IPV in PBC to ensure a consistent victim-centered response; integrate PBC Fatality Review into CCR as a subcommittee; implement “Tactics and Choices” curriculum to offenders

**Activities:** Identification of key stakeholders; map current system for victim/offenders in PBC; identify and connect community resources; examine current protocols; identify barriers and close gaps to providing services to victims; identify barriers and close gaps to holding perpetrators accountable.

**Tangible products:** none

As the implementers of this project, PBCVS is well equipped to successfully lead the project and create lasting systemic change. Project partners, AVDA and the CJC are similarly suited also having lead large-scale system change initiatives. PBCVS has been very proactive and successful in prior efforts involving improving the response to victims of sexual assault in PBC over the last 10 years. Creation of a successful SART has demonstrated PBCVS ability to accept feedback and change policies accordingly. PBCVS has also implemented a model program through the Office on Victims of Crime “Vision 21: Transforming Victim Services” demonstration initiative on responding to victims of DUI Homicide that has been showcased nationally. PBCVS has strong relationships with local law enforcement, prosecutors, legislators and community service providers. Our current structure includes a director, a manager, 2 program coordinators, 4 team supervisors and 40 victim advocates, as well as 5 therapists, a prevention program and a forensic

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nursing team. The CJC has a 32-year history of building and maintaining strong collaborative partnerships to improve the criminal justice and crime prevention systems. Their work involves addressing emerging criminal justice issues, conducting innovative research in partnership with highly acclaimed universities, and making recommendations to the Board of County Commissioners on policies and programs to achieve system reform. The CJC has led many significant criminal justice reforms such as development of Community Courts; Pretrial Services; establishing specialty courts, such as drug court; offender reentry; piloting PalmFUSE; a behavioral health and sustainable housing initiative for chronic homeless repeat offenders; and developing the Youth Violence Prevention Project. Similarly, for 35 years, AVDA has provided critical support to thousands in PBC. They are accredited for Excellence in Nonprofit Management for their excellent business practices. They have affected PBC through many initiatives. Recently, the OVW Transitional Housing for Victims of DV, Stalking or Sexual Assault Grant from October 2016 through the present has allowed AVDA to provide transitional housing and support for victims. They also received the OVW Consolidated Grant Program to Address Children and Youth Experiencing DV and Sexual Assault and Engage Men and Boys as Allies from July 2020 through the present to engage African American men and boys in preventing DV through mentoring and a public education campaign promoting healthy relationships. The BWJP October 2019 progress report noted “staff interviews and observations in PBC revealed professionals who are driven in their commitment to IPV...many front line officers and law enforcement leaders have a nuanced understanding of the issues, many of whom are dealing with a high volume of cases...advocates in the county are experienced and committed to culture change and putting victims-survivors first...and agencies show a commitment to training and are interested in reviewing current practices with the aim of fine-tuning policies and procedures.”

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In order to provide meaningful access, services must be accessible to individuals with disabilities, individuals who are Deaf/Hard of Hearing, and persons with limited English proficiency. PBCVS plans to receive assistance from OVW TTA Provider the Asian Pacific Institute on Gender Based Violence to help identify gaps and to develop language access planning resources as part of our CCR. Currently, foreign and Sign Language interpreters, translators, and other aids are provided at no cost to victims seeking services through PBCVS and AVDA. All PBCVS and AVDA locations where victims receive services are ADA compliant. Materials supported by OVW funds will be translated into Spanish and Creole, which are the most common non-English languages spoken in our community. PBCVS and AVDA intake procedures include questions regarding any accommodations needed. Bi-lingual staff are available, as well as a language line. Signage regarding accessibility of services have been developed through a prior OVW ICJR grant and will remain posted.

PBCVS, AVDA and the CJC serve the entire jurisdiction of Palm Beach County. Outreach regarding domestic violence services will be a priority of this project. In order to ensure the project will reach each segment of our diverse population, targeted outreach for the CCR will be a task of the Project and CCR Project Coordinators. The LEPC membership includes law enforcement from the Sheriff's Department and 23 municipal/school police agencies in PBC. The CCR team will invite individuals representing underserved populations in the service area to participate in the CCR team's policy development. Victimization rates will be addressed by increasing victims' access to services and holding offenders more accountable through increased prosecution due to forensic nurse response, prosecutor education, enhanced protocols/policies, "Tactics and Choices" offender education and coordination of services.

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Long-term sustainability is a high priority for this project. PBC's has demonstrated their investment in this work by fully funding the \$150,000 assessment by BWJP, which has laid the foundation for this project. PBC sustained prior ICJR and OVC funded projects, including the SART and SANE programs (as of 2021) and the OVC's Complex Homicide Initiative work (as of 2019). AVDA's successful private fund raising will allow them to raise funds for the strategically placed CCR Coordinator once the project funding ends. Should the need arise, options exist for reallocation of existing resources as the CJC and PBCVS have a variety of funding sources, consisting of foundation funding, county funding, state funding and federal funding.

<b>Project Timeline PBC's Enhanced CCR to Domestic Violence</b>													
<b>Activities/Milestones</b>	<b>Year 1</b>				<b>Year 2</b>				<b>Year 3</b>				<b>Key Person/Group Responsible</b>
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
<b><i>Hiring/Team Development</i></b>													
Identify CPT	X												PBCVS, AVDA, CJC
Hold CPT Meetings	X		X		X		X		X		X		PBCVS, AVDA, CJC
Identify CCR TEAM		X											PBCVS, AVDA, CJC
Hire Project Staff			X										PBCVS, AVDA
Hire Victim Advocates			X										PBCVS, AVDA
Create logic model				X									PBCVS, AVDA, CJC
Hold CCR Meetings				X	X	X	X	X	X	X	X	X	AVDA, CCR COORD.
<b><i>CCR Design/Development</i></b>													
Research Best Practices	X	X	X	X	X	X	X	X	X	X	X	X	CPT, CCR COORD.
Identify gaps in CCR	X	X	X	X	X	X	X	X	X	X	X	X	CPT, CCR COORD., CCR TEAM
Identify protocols	X	X	X	X	X	X	X	X	X	X	X	X	CPT, CCR COORD., CCR TEAM
Provide advocacy	X	X	X	X	X	X	X	X	X	X	X	X	PBCVS, AVDA
Plan for sustainability		X	X	X	X	X	X	X	X	X	X	X	CPT, CCR TEAM
Develop CCR subcommittees			X	X									CPT, CCR COORD., CCR TEAM
Integrate Fatality Review Team into CCR			X	X									AVDA, CCR COORD.
System Mapping			X	X									AVDA, CCR COORD.

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Identify Tactics and Choices providers			X	X									PBCVS, GRANT COORD.
Create cross agency referral process			X	X	X	X							AVDA, CCR COORD.
Develop victim satisfaction survey			X	X									AVDA, CCR COORD., CCR TEAM, CCR SUBCOMMITTEE
Develop offender knowledge survey			X	X									GRANT COORD.
Provide outreach and CCR awareness			X	X	X	X	X	X	X	X	X	X	GRANT COORD. CCR COORD.
Provide updates to CJC/LEPC			X				X					X	GRANT COORD. CCR COORD.
Create CCR bylaws			X	X	X								CCR TEAM, CCR COORD.
Develop quality assurance process			X	X	X	X	X	X	X	X	X	X	CCR TEAM, CCR COORD.
Develop case review process			X	X									CCR TEAM, CCR COORD.
Develop advocate response protocols			X	X	X								CCR TEAM, CCR COORD.
Contract with Men Stopping Violence			X	X									GRANT COORD.
TA from BWJP			X				X					X	CJC, GRANT COORD.
Engage in TA with Asian Pacific Institute on Gender Based Violence for language access plan			X	X	X	X	X						GRANT COORD.
Implement Tactics and Choices curriculum			X	X	X	X	X	X	X	X	X	X	SELECTED PROVIDER(S)
Begin and implement community awareness campaign			X	X	X	X	X	X	X	X	X	X	GRANT COORD.
Formalize CCR response protocols				X	X	X	X	X	X	X	X	X	CCR TEAM, CCR COORD.
Implement case review process				X	X	X	X	X	X	X	X	X	CCR TEAM, CCR COORD.
Develop community resource guide				X	X	X	X						GRANT COORD.
Develop language access plans					X	X	X	X	X	X	X	X	GRANT COORD., CCR COORD.
Translate materials for victims					X	X	X	X	X	X	X	X	GRANT COORD.

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Provide evidence collection by forensic nurses for victims									X	X	X	X	PBCVS FORENSIC NURSES	
Identify high risk offenders											X	X	GRANT COORD.	
<b>Training</b>														
Develop training curriculum for law enforcement				X	X	X								OVW TA PROVIDERS, CCR COORD., GRANT COORD.
Develop training curriculum for advocates				X	X	X								GRANT COORD., CCR COORD.
Develop training curriculum for community providers				X	X	X								CCR COORD.
Identify prosecutor training and providers				X	X	X	X	X	X	X	X	X	X	CCR COORD., GRANT COORD.
Identify victim witness coordinator training and providers				X	X	X	X	X	X	X	X	X	X	CCR COORD., GRANT COORD.
Provide training for service providers						X				X				OVW TA PROVIDERS, CCR COORD., GRANT COORD.
Provide role clarification training							X					X		GRANT COORD., CCR COORD.
Provide training for law enforcement							X					X		GRANT COORD., CCR COORD.
Provide training for advocates				X				X					X	GRANT COORD., CCR COORD.
Provide scenario based training				X				X					X	GRANT COORD., CCR COORD., CCR SUBCOMMITTEE
Provide training for prosecutors					X			X					X	GRANT COORD., CCR COORD.
Provide training for forensic nurses					X	X	X	X					X	GRANT COORD., CCR COORD.
Coordinate with BWJP for Law Enforcement Training				X				X					X	CJC, GRANT COORD.
Develop law enforcement point card						X	X	X						CCR COORD., GRANT COORD., CCR SUBCOMMITTEE



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<i>Data/Evaluation</i>												
Establish baseline data and data collection			X	X	X	X						GRANT COORD.
Collect and analyze data			X	X	X	X	X	X	X	X	X	GRANT COORD.
Evaluate effectiveness of specialized training					X	X	X	X	X	X	X	GRANT COORD.

**Project Narrative/Who Will Implement**

PBCVS, Applicant, has existed for over 45 years and is a cornerstone agency dedicated to assisting victims of crime and informing them of their rights. One of the first fully comprehensive victim service agencies in the Nation, PBCVS serves over 4,000 victims of violent crime annually and is the only Certified Rape Crisis Center in PBC. PBCVS has been very proactive in improving the coordinated community response for victims and has demonstrated the ability to accept feedback and change policies accordingly. PBCVS will be responsible for implementing the project and supervising the Project Coordinator and advocate. Mandatory partnerships have been met as PBCVS is a Division of the PBC Board of County Commissioners, a unit of local government. Partners include the PBC CJC, and nonprofit victim service provider, AVDA.

**Nicole Bishop, MSW, Justice Services and Victim Services & Rape Crisis Director**, is a member of the Florida Council Against Sexual Violence, a Certified Rape Crisis Advocate and a former member of the Florida Statewide SART Committee. Over the last 20 years, Ms. Bishop has developed several large scale projects. She implemented the first OVW GTEA grant in 2011 and the continuation ICJR grants 2014 and 2017. She also developed the 15<sup>th</sup> Judicial Circuit's Unified Family Court, Delinquency Drug Court and Family Drug Court to name a few. In 2012, as part of National Crime Victims' Rights Week, Ms. Bishop received a special tribute award from Florida Attorney General Pam Bondi, acknowledging her dedicated service to victims of crime in Florida

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for her role in transforming the way PBC responds to victims of sexual assault. In 2014, Ms. Bishop accepted the Florida Council of Sexual Violence award for “SART of the Year.”

**Partner 1: Palm Beach County Criminal Justice Commission**

A County Ordinance established the Palm Beach County CJC in 1988 to study all aspects of the criminal justice and crime prevention systems at the federal, state, county, municipal and private agencies within Palm Beach County. The CJC is comprised of 32 members; 21 public sector agency heads representing federal, state, county and municipal law enforcement, education, corrections, courts, and behavioral health, and human service organizations; 10 prominent executive business leaders from the Economic Council of Palm Beach County and 1 clergy. The CJC has a 32-year history of building and maintaining strong collaborative partnerships to improve the criminal justice and crime prevention systems. Their work involves addressing emerging criminal justice issues, conducting innovative research in partnership with highly acclaimed universities, and making recommendations to the Board of County Commissioners on policies and programs to achieve system reforms. The CJC has a remarkable record of accomplishment in the county on creating and sustaining new criminal justice programs and initiatives through federal, state grants and local funding. Examples include the first community court in the State of Florida, a nationally recognized drug court for first-time adult drug felony offenders, a successful reentry task force, two community justice service centers, and the evidence-based Youth Violence Prevention Project.

**Regenia Herring, CJC Executive Director,** has over 20 years of senior management experience leading human services and criminal justice initiatives, working with municipal and county government leadership, developing, coordinating, managing and evaluating programs and systems, and building successful alliances and collaborations with community stakeholders

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*(elected officials, judiciary, public defender, state attorney, government leaders, and community leaders and organizations)*. She has successfully developed, implemented, revamped and coordinated many criminal justice programs. The most recent being Broward County's Juvenile Predisposition Services, Adult Civil Citation, and Juvenile Civil Citation Programs. These programs are all multi-level stakeholder system reform initiatives that reduce the system's overreliance on the mass incarceration of low-level juvenile and adult offenders; saving millions in front-end processing costs.

**Partner 2: Aid to Victims of Domestic Violence, Inc. (MANDATORY PARTNER)** promotes violence-free relationships and social change by offering alternatives to end violence and domestic abuse. One of two state-certified domestic violence centers in PBC, AVDA helps survivors of domestic violence to become self-sufficient and achieve violence-free living conditions. Survivors and their children are provided immediate housing in a safe and confidential location, food, transportation, legal advocacy, safety-planning, counseling and assistance in accessing basic needs services and benefits programs. Services, including hotline calls, outreach and community education, reaches approximately 13,000 people each year. AVDA will hire, train and supervise a full time victim advocate, a full time CCR Coordinator, co-lead the CCR team and provide related training through the project. AVDA's Program Services Director and Violence Prevention Educators facilitate workshops for local law enforcement agencies on the dynamics of domestic violence, trauma informed approaches to law enforcement response, engagement with survivors and coordination with local social services to ensure survivor safety after the law enforcement intervention.

AVDA's President/CEO and Program Services Director actively participate in the countywide project led by Palm Beach County Victim Services in conjunction with the BWJP.

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AVDA participates in all stakeholder meetings. Moreover, their staff attend training opportunities provided by this project and the program has provided the BWJP with access to participants for the facilitation of survivor focus groups. AVDA's Program Services Director collaborated with PBCVS to implement key components of the project's information gathering stage to ensuring BWJP had access to information needed to develop an action plan regarding the removal of impediments and closure of gaps in survivor support and perpetrator accountability specific to Palm Beach County.

AVDA is also a key member of the Palm Beach County Sexual Assault Response Team (SART) and contributes to the continuation of a CCR for survivors of sexual assault, providing expertise on victims of intimate partner violence sexual assault and stalking. As a member of SART, AVDA conducted focus groups with providers and survivors to gather best practices for serving survivors of IPVSA and stalking. Recently, AVDA collaborated with SART members to update and train on the Palm Beach County Anti-Stalking Toolkit, to include strategies for serving survivors of sexual assault who experience stalking by their perpetrator.

**Jennifer Rey, Program Services Director** has dedicated her career to ending intimate partner violence throughout the state of Florida. In 2008, Ms. Rey developed AVDA's strategic plan to prevent intimate partner violence in PBC, Florida. She will oversee the AVDA Outreach Services Manager (who supervises the victim advocate) and assist in the creation of curricula, evaluation tools and training as part of the project. The Florida Coalition Against Domestic Violence's awarded Ms. Rey "Child Advocate of the Year" in 2005 for her outstanding commitment to children.



**Department of Public Safety  
Division of Victim Services**

4210 N. Australian Ave.  
West Palm Beach, FL 33407

Telephone - (561) 625-2568  
Facsimile - (561) 845-4424  
www.pbcgov.com



**Palm Beach County  
Board of County  
Commissioners**

Dave Kerner, Mayor  
Robert Weinroth, Vice Mayor  
Maria G. Marino  
Gregg K. Weiss  
Maria Sachs  
Melissa McKinlay  
Mack Bernard

**County Administrator**  
Verdenia C. Baker

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Affirmative Action Employer"*

**Letter of Intent**

2/16/2021

Director  
Office on Violence Against Women  
145 N Street NE  
Suite 10 W.121  
Washington, DC 20530

RE: OVW FY 2021 Improving Criminal Justice Responses to Sexual Assault,  
Domestic Violence, Dating Violence, and Stalking Grant Program

Dear Director:

This letter serves to certify that Palm Beach County Board of County Commissioners is registered and current with the System for Award Management (SAM) under DUNS number 078470481. Palm Beach County Board of County Commissioners is registered/verified registration on February 8, 2021. The SAM registration for Palm Beach County Board of County Commissioners will expire on November 10, 2021.

I understand that upon application submission in Grants.gov the AOR will receive a minimum of two email messages. One will confirm receipt of the application package. The other will either notify the AOR that the application was successfully submitted, or it will notify the AOR that there was an error with the application submission. In order to successfully receive notifications from Grants.gov, all information listed in Grants.gov must be current and active. Palm Beach County Board of County Commissioners verified that all information listed in Grants.gov (Name and contact information for the AOR, organization address, etc.) is current and active on February 8, 2021.

Sincerely,

A handwritten signature in cursive that reads "Nicole Bishop".

Nicole Bishop, MSW  
Director Palm Beach County Victim Services