Establishing a New Hopi Victim Services Program

A. DESCRIPTION OF THE ISSUE

1. Geographic Area. The Hopi Tribe is a federally recognized Tribe located in remote areas of Navajo and Coconino Counties in Northeastern Arizona. The Hopi Reservation encompasses 1.6 million acres and is surrounded by the Navajo Nation. The nearest border city is Winslow, Arizona, located approximately 160 round-trip miles from the Tribal headquarters in Kykotsmovi. Phoenix is located 576 round-trip miles south of the reservation. The Hopi people live in Villages or communities on or below three distinct mesas.

Not only is Hopi isolated but it is also dispersed. The Hopi civilization was formed atop of three distinct geographical mesas. In addition, there are two “islands” of populations: Moenkopi and Yuwehloo Pahki Community. Additionally, the Hopi people also live on separate ranches. It is over 100

<table>
<thead>
<tr>
<th>Victimization is Personal</th>
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<tbody>
<tr>
<td>Two stories—one historical and one recent—illustrate the dramatic need for a new victim services program on Hopi.</td>
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Perhaps the most dramatic story at Hopi of victimization stems from a BIA teacher that repeatedly sexually abused 140 Hopi-Tewa boys from 1979-1987. One of the victims shot himself in front of his family. His mother said he could no longer live with the shame of molestation. As a result of the trauma over generations, many of the Hopi people today live in poverty and experience alcoholism, suicide, and various forms of victimization, including domestic violence, sexual assault, teen dating violence, stalking, and sex trafficking.

The more recent story is that of a juvenile that allegedly committed murder by pushing an elderly Hopi man off the cliff at First Mesa.
miles from the western edge of Hopi to the eastern edge. Finally, a significant Hopi population lives in Winslow, 90 round-trip miles south of Kykotsmovi.

2. Population of Area. The Hopi population of enrolled members is approximately 14,571, of which 9,700 live on the Reservation. The Hopi Tribal Enrollment office estimates a population annual growth rate of 3.4%. The average annual household income is $15,776. Unemployment rates are estimated at 68%, and 61% of families live in poverty.

3. Current Crime Statistics. In 2018, the Bureau of Indian Affairs reported 8,787 crimes on the Hopi Reservation. The table shows the subset of these crimes that typically have crime victims. In total, 474 such crimes were reported in 2018. (Statistics to-date for 2019 reflect similar crime frequency.) As the table indicates, the top victim-producing crimes include assault, theft, larceny, burglary and stolen property.

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
</tr>
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<tbody>
<tr>
<td>Assault</td>
<td>185</td>
</tr>
<tr>
<td>Theft</td>
<td>86</td>
</tr>
<tr>
<td>Larceny</td>
<td>51</td>
</tr>
<tr>
<td>Burglary</td>
<td>50</td>
</tr>
<tr>
<td>Stolen Property</td>
<td>45</td>
</tr>
<tr>
<td>Death</td>
<td>17</td>
</tr>
<tr>
<td>Missing Persons</td>
<td>17</td>
</tr>
<tr>
<td>Assault Attempt</td>
<td>14</td>
</tr>
<tr>
<td>Lost/ Missing Property</td>
<td>3</td>
</tr>
<tr>
<td>Sex Offense</td>
<td>3</td>
</tr>
<tr>
<td>Rape</td>
<td>2</td>
</tr>
<tr>
<td>Murder</td>
<td>1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>474</strong></td>
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Source: BIA Law Enforcement

One of the significant concerns of the Hopi Tribe is the inaccurate and inadequate crime statistics reporting of the BIA. This problem is one of several reasons why the Hopi Tribe assumed the law enforcement services from the BIA through a 638 contract. Nonetheless, for the purposes of this grant application, we are utilizing BIA statistics as a part of our overall justification for the project. (As Hopi assumes full responsibility for law enforcement, such statistics will become more reliable.)

One additional method to report crime activity impacting victims is to analyze data from the Hopi Tribal Court. These figures, however, are limited because the court can only report
crime statistics from within a system that brings the cases to the courts. As such, the court estimates that true crime statistics are 1.5-times the data reported by the courts.

4. Insights and Relevant Issues/Gaps. With respect to services to victims of crimes, the Hopi Tribe is currently addressing two transformational issues. First is a challenge to the Hopi people that stems from our status as the most coal-dependent Native American Tribe in the United States. The Hopi Tribe is facing an economic and budgetary crisis of unmatched proportions. For years, the Tribe has depended upon revenue related to the coal mining operations of the Peabody Mine which feeds the Navajo Generating Station (NGS). NGS, the largest coal-fired powerplant in the western United States, will close in December 2019. 88% of the non-federal operating budget of the Hopi Tribe is dependent upon the operations of the mine and powerplant.

The Hopi Tribe is currently experiencing a decrease in revenue and has reduced all program budgets by 12% for FY2018, after imposing 10% cuts for each of the FY2016 and FY2017 years. For FY2019, Hopi experienced another cut of approximately 8% for all programs. This is a total of almost one-third of budgets across the entire Tribe. If this were done on a national level it would be devastating, yet the Hopi Tribe adapts and survives as it has since time immemorial. This crisis has the two-fold impact of: 1) increasing the financial and emotional stress on our people resulting in an increase in criminal activity, and 2) reducing the budget for law enforcement and victim support services.

A second transformational issue relates to an action that the Hopi Tribal Council took on July 10, 2019 to formally adopt a Self-Determination Contract award which supports assumption of certain Bureau of Indian Affairs Law Enforcement Service programs under Title 1 of the Indian Self-Determination and Education Assistance Act. The July 2019 decision transfers the law enforcement services from the BIA-Office of Justice Services to the Hopi Tribe. This
represents an expansion of duties and responsibilities of the Hopi Resource Enforcement Services (HRES) and sets the stage for the work funded by this grant proposal.

There is an urgent need to streamline all the key agencies that provide services to victims or potential victims. Likewise, there is a need to harmonize the goals and missions of the various entities. Specific issues/gaps include: 1) victim support and law enforcement services are conducted in “silos,” reducing the effectiveness of existing programming; 2) while the 638 Self-determination contract offers long-term opportunities for Hopi law enforcement, this transition only became effective in July 2019 and is working to overcome learning curves and growing pains; 3) because Hopi Behavioral Health Services is located within the Indian Health Services main Reservation hospital, there are safety concerns related to behavioral health evaluations for incarcerated Tribal members; 4) the Hopi Tribe does not have a treatment center or a detention center; 5) the Tribe must rely on BIA correction officers to transport defendants that are housed hours away from the Reservation, creating extreme logistical challenges; 6) the nearest mental health bed availability is almost 400 miles away; 7) Hopi juveniles are housed at a facility operated by the Hualapai Tribe, approximately 250 miles away; 8) Hopi is in urgent need of transitional housing for victims in pending court cases; 9) the phone system in the Hopi Court complex was hit by a lightning strike in August of 2018 and current service is impacted/limited; and 10) Hopi victims endure a “jurisdictional shuffle” because the Hopi Reservation covers two separate counties (Coconino and Navajo Counties, Arizona). Jurisdictional challenges are combined with language barriers and the fact that a very small percentage of crime victim resources from the counties benefit native populations.

5. **Specific Crime Victim Needs.** American Indians and Alaska Natives experience the highest rates of criminal victimization in the Nation. According to a 2016 report from the National
Institute of Justice (NIJ), over 80% of American Indians and Alaska Natives will experience intimate partner violence, sexual violence, or stalking in their lifetime. For Hopi, this number is estimated at 90%. The NIJ study reported that Native victims are more likely to be injured as a result of their violent victimization, more likely to need services, and are significantly less likely to have access to services compared to their non-native counterparts. At Hopi, this is certainly the case compared to the services provided by Navajo County, Arizona and Coconino County, Arizona to the remainder of their population.

The Hopi Way of Life is strong with traditional cultural practices that reside on a year-round calendar, creating the foundation to address the spiritual, emotional, mental and physical affects for all victims facing violence, abuse or neglect. Hopi Tribal law enforcement challenges include high rates of substance and alcohol abuse, domestic violence, burglaries, and physical and sexual assaults. In recent years there has been a rise in minor sexual and physical assault cases. These are complex and deep-rooted issues that inflict substantial traumatic affects to the Hopi Way of Life.

Today, ongoing statistics stated in the 2013 Law Enforcement LEMAS report indicate that only 13% of the U.S. Law enforcement agencies reported having a specialized unit with full and part time personnel dedicated to victim assistance. The challenge for having staff that are trained to provide victim services is great due to the location of many Tribes being remote and isolated. In addition, Bureau of Indian Affairs Victim Specialists have more than one Tribe or jurisdiction to serve with only one or two full-time staff.

The Hopi Tribe does not have federal funding for an OVC program. Funding under this grant would provide the foundation for Hopi to have its own Victim Services Program to serve victims directly affected by crimes, including information dissemination about the legal process,
The Hopi Tribe is very concerned that Hopi victims are “re-victimized” when they must endure long transport hours to places unknown to them or their family. The challenges of the system to the Hopi people, exacerbated by the frequency of long-distance travel, not only creates physical and mental distress, but financial distress as well. The cost to Hopi victims creates tremendous financial strain for a people that already experience a 60%+ poverty rate.

The re-victimization phenomenon, unfortunately, is a reminder of the intergenerational trauma that began with the impact of the federally operated boarding schools. Studies have proven that this intergenerational trauma has been encoded in the DNA of Native Americans and physically inherited from one generation to the next. For Hopi, this is combined with the long-standing land dispute with the Navajo Nation, compounding the victimization.

Creating new staff positions in Year 3, based upon our planning in the first two years, will allow assistance to the victims in accessing medical, psychological, legal, financial, or unemployment services, promoting crime victim rights, and providing referrals to social and behavioral health and related service agencies working with individuals with mental, emotional or learning disabilities, networking with federal, state, regional, and local public and private entities to advocate for victims of crimes and advocating victim rights to state and local law enforcement programs.

The program will establish and maintain effective communication and networking between the Tribe, Bureau of Indian Affairs, Federal, State and local law enforcement, social services, and related organizations to ensure victims of crimes are treated with fairness and
respect, notified of their rights, provided with updates on their cases, and given the information, referrals and other information they need to address the often traumatic impact of victimization.

**B. PROJECT DESIGN AND IMPLEMENTATION**

*All elements of the project design and implementation will be developed with specific goals and objectives in mind. The objectives will be specific, measurable, achievable, realistic and time-bound (SMART Objectives). The strategic plan to be developed in Year Two will contain objectives and measurable performance measures that allow for clarity in terms of actions/deliverables.*

**1. Reason for Purpose Area #1.** Although the Hopi Tribe has offices and services that provide elements of the needed victim services to the Hopi people, the Tribe does not currently have a “program.” As such, the Hopi Tribe elects to pursue Purpose Area #1.

**2. Program Activities.** The proposed activities to be conducted with this project are sevenfold: 1) establishing partnerships, 2) convening and mobilizing partners, 3) assessing community needs, 4) developing a strategic/implementation plan, 5) implementation, 6) providing victim services, and 7) providing community outreach and education.

<table>
<thead>
<tr>
<th>Establishing a New Hopi Victim Services Program</th>
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<tbody>
<tr>
<td><strong>Year One</strong></td>
</tr>
<tr>
<td>Ready</td>
</tr>
<tr>
<td>- Establish Partnerships</td>
</tr>
<tr>
<td>- Convene/ Mobilize Partners</td>
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<tr>
<td>- Assess Needs</td>
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Hopi views the development and implementation of this project in a “Ready/Aim/Fire” paradigm. Year One will focus on readiness. Year Two will focus on “aiming.” Year Three will focus on execution. The table below provides more detail in terms of the activities that will take place and the people/organizations that will conduct such activities.
a. Establishing Partnerships.

The partners below are designated as either Primary (P) or Secondary (S). This designation will relate to their activity level with the project.

The primary partners for this project include Hopi Department of Public Safety and Emergency Services, Hopi Police Department, Emergency Medical Services (EMS), Hopi Tribal Court, Indian Health Services (IHS)/Hopi Health Care, Behavioral Health Services, Department of Social Services, Hopi Tribe Executive Director, Hopi-Tewa Women’s Coalition to End Abuse, Prosecutors Office, Public Defenders Office, and Domestic Violence Program.

The secondary partners include Department of Education and Workforce Development, Department of Health and Human Services, Office of Community Planning and Economic Development, Department of Natural Resources, Hopi Foundation, Hopi Cultural Preservation Office, Community Health Representatives (CHR), and Director of Human Resources Department.

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<table>
<thead>
<tr>
<th>Program Activities</th>
<th>Responsible Staff*</th>
<th>Year One</th>
<th>Year Two</th>
<th>Year Three</th>
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<tbody>
<tr>
<td></td>
<td>D  C  P  HT  PM  VWA</td>
<td>Q1  Q2  Q3  Q4</td>
<td>Q1  Q2  Q3  Q4</td>
<td>Q1  Q2  Q3  Q4</td>
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<tr>
<td>a. Establishing Partnerships</td>
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<td>b. Convening and Mobilizing Partners</td>
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<td>c. Assessing Community Needs</td>
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<tr>
<td>d. Strategic/ Implementation Plan</td>
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<td>X X</td>
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<tr>
<td>e. Implementation</td>
<td>X  X X X X</td>
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<tr>
<td>e.1. Hiring Staff</td>
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<td>X X X X</td>
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<tr>
<td>e.2. Siting/Purchasing Modular</td>
<td>X</td>
<td></td>
<td>X X X X</td>
<td>X X</td>
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<tr>
<td>e.3. Purchasing Vehicle</td>
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<td></td>
<td>X X</td>
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<tr>
<td>f. Providing Victim Services</td>
<td>X  X X X X</td>
<td></td>
<td>X X X X</td>
<td>X X</td>
</tr>
<tr>
<td>g. Outreach/Education</td>
<td>X  X X X X</td>
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<td>X X X X</td>
<td>X X</td>
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*Responsible Staff: D=Director of Public Safety; C=Consultant; P=Chief of Police; HT=Hopi Tewa Women’s Coalition; PM=Program Manager; VWA=Victim and Witness Advocate
In addition to the traditional offices and personnel related to law enforcement and the provision of victim services, cultural/clanship/ceremonial leaders are of paramount importance to the Hopi Tribe. Since time immemorial, the Hopi’sinom (Peaceful Ones) have lived on Tuuwanasavi, the center point of Tutskwa (the land) and maintained the sacred covenant with Maasaw (ancient caretaker of the earth) to live as peaceful and humble people respective of Sinom (people), lands and its resources. Hopi is one of the oldest living cultures in documented history. Toward this end, the Kikmongwi for each traditional Village will be consulted in this process.

The faith-based organizations (Mormons, Mennonites, Baptists, Catholics) will also inform the development and implementation of this project. Finally, the survivors of domestic violence will help shape the project.

b. Convening and Mobilizing Partners.

Ultimately, Hopi will establish a Victim Services Program when all of the partners understand their respective roles, and how they all contribute to the ultimate objective: improving services for victims of crime.

Presuming a January 1, 2020 project start date, the Consultant, under the Public Safety Director’s direction, will convene a full-day Project Planning Summit designed to: 1) introduce the purposes of the grant, 2) describe the roles and responsibilities of the various partners, 3) recognize partners as Primary or Secondary to this project, 4) develop a survey designed to collect consistent information from all partners, 5) allow each partner to identify their challenges and services utilizing the predeveloped survey, 6) identify optimal communication forms such as email, routine meetings, use of communications technology, and annual meetings, 7) establish subcommittees (which will conduct activities between monthly meetings), 8) develop reporting
structures, and 9) complete performance reports and ultimately report to the Hopi Tribal Council the progress and accomplishments of the project. Simultaneously, the required program administrative documentation will be routinely addressed.

The Primary partners will conduct monthly activities while the Secondary partners will engage on a quarterly basis. The designation of Primary versus Secondary will be evaluated every six months, and the roles and responsibilities of partners may change as the needs and situations develop and evolve.


With the assistance of its consultant, Building Communities, Hopi will evaluate best practices with respect to a victim services needs assessment template. Hopi has already identified that such a template must address all realms of victim services including, but not limited to, assault, arson, homicide/attemped homicide, child abuse, DUI/DWI crashes, elder/vulnerable adult abuse, fraud, hate crimes, identity theft, kidnapping, property crimes, robbery, human trafficking, and vehicular assault.

Ultimately, Hopi believes that all crime victims should have access to high quality, culturally appropriate, victim-centered services. Ultimately, one of the philosophies of Hopi will be to create a No Wrong Door approach. This will ensure that victims and survivors receive fully coordinated, comprehensive support and assistance no matter how or where the services are entered. Although this will be a challenge given the “silos” referenced in this proposal, it will be made possible through the project and its role to convene the various partners.

These outcomes will be in mind throughout the assessment project. The assessment will evaluate the Tribe’s readiness, strengths, challenges, resources and opportunities to build an
effective Victim Services Program. This assessment will form the framework for the ensuing strategic and implementation plan.

Building Communities is a strategic planning firm with extensive knowledge and awareness of the needs and challenges at Hopi. Building Communities participated in over 40 Hopi-Tewa Village-based meetings in 2017-2018, resulting in a broad socio-economic needs list. This combined with the strategic planning acumen of Building Communities ensures a systematic, comprehensive approach to completing the needs assessment.

d. Developing a Strategic/Implementation Plan.

At its root, a strategic plan answers three questions 1) Where are we? 2) Where do we want to be? and 3) How are we going to get there? Based on the findings of the Community Needs Assessment (above), the “Where are we?” question will have already been answered. Each of the project partners will have contributed to defining the situation assessment, have a preliminary understanding of their future roles.

Based upon addressing some of the most urgent and critical needs (as measured by some of the crime statistics), the project participants will help to “define success” by collectively answering the second question (“Where do we want to be?”). This vision of a successful Victim Services Program will be in stark contrast to the issues/gaps identified above. Careful attention will result in Specific, Measurable, Achievable, Realistic, Time-bound (SMART) objectives that can be objectively and routinely measured. This performance measurement tool can be shared with the Hopi Tribal Council, general public and all stakeholders and program funders to demonstrate progress. Adjustments to the performance management system will be made periodically.
One outcome of the project will be to create new policies and procedures to facilitate an effective Victim Services Program. Hopi will review Program Standards, Competency Standards, and Ethical Standards for serving victims and survivors of crime. One of the top priorities for the establishment of policies and procedures is that such policies are culturally relevant. At Hopi, the term for developing such policies and procedures is that they need to be “Hopi-tized.” Policies that are in place at the state level, for example, will be reviewed and then streamlined/personalized to the needs of the Hopi people within the Hopi justice system.

As the strategic planning process proceeds, Building Communities will be able to assist the Hopi Tribe with the development of its policies and procedures, and then help take such recommendations to the Hopi Tribal Council for approval and implementation. Ultimately, the results of the strategic plan can be formalized in a partnership such as a memorandum of understanding that defines the roles of the partners. The implementation plan will be visited on a monthly basis to identify the progress on identified action steps (completed, underway, revised, no progress, objective dropped). As this is the primary activity and deliverable for Year 2, the information gained will form the background for attendees at the National Indian Nations Conference and the mandatory OVC training.

e. Implementation.

Based on the needs assessment, strategic plan, policies and protocols that will be established in Years One and Two, the Hopi Victims Services Program will move into the implementation phase in Year Three. This will require investment in personnel, outreach expenses and travel to assist victims.

The shift to implementation will be a natural extension from the Needs Assessment and the Strategic Planning work. That is, by the end of Year Two, a comprehensive understanding of
the needs of Hopi victims will be understood, and a strategic plan with very specific implementation recommendations will be in place.

Already, Hopi has identified the job descriptions of three essential positions that will be created through this program in Year Three. These positions are: 1) the Program Manager, 2) Victim Advocate, and 3) Office Manager. It will be the role of the Program Manager to oversee the other personnel and provide leadership for the new Victim Services Program under the guidance of the Director of Public Safety and Emergency Services. The Victim Advocate will be more directly involved with victim service provision. The Office Manager will provide administrative support for the Victim Services Program.

Basically, at Hopi, if you are a victim, you currently have nowhere to go. You have no system in place. You have no advocate. By Year Three of the program, these three positions will be in place, and there will be people dedicated to the welfare of Hopi victims of crime. The job descriptions for these positions follow.

The Program Manager will report to the Director of Public Safety. This will be the beginning of a more comprehensive program to be developed in the years ahead.

The Director of the Department of Public Safety and Emergency Services (DPSES) will be adding a new Hopi Victim Services Program under the DPSES organizational chart. The Department of Public Safety and Emergency Services is currently preparing for a reorganization to include this much needed Victim Services Program due to the acceptance of the Self-Determination PL.93-638 Contract for Hopi Law Enforcement Services (HLES).

f. Providing Victim Services.

The basic question that a victim has is: “Where do I go to get help?” It will be the role of the new personnel to answer that question. Currently, crime victims have no alternatives. But
through this program, these resources will begin to emerge. By the end of Year Two, a modular will be in place that will provide the primary office space for the Victim Services Program. This will be the facility in which many of the services will be performed for the victims (the process to physically site the modular will begin in Year One given the complexities of the siting process). In addition, a vehicle will be purchased that will be utilized in Year Three to transport victims to a variety of service opportunities.

Although ideally Hopi would have a Victim’s Shelter, the limited budgetary resources do not allow for this in the near term. As such, transportation services will provide the essential role of transporting victims to health care and a variety of social services in order that they are able to maintain their lives. Victims of rape and sexual assault will need to travel to the Hopi Healthcare facility for examinations. In some cases, victims of crime will need to access Behavioral Health Services. These services exist now, and victims will become better informed of how to access such benefits. Other victims will simply need to navigate a criminal justice system that is totally foreign to them. Should they need to navigate the federal criminal justice system, such victim support will be even more important.

Hopi will establish the criteria to access services and create the policies which will provide a consistent service level for all victims. Forms will be created and people will begin to understand the process of accessing healthcare, law enforcement services, future shelter services, and legal civil protection orders. Ultimately, it will be the goal of the Hopi Victim Services Program to make our people “whole again.”

By Year Three, victims will be able to access services provided both by the Hopi Tribe as well as partners. The centralized modular location will be the place that people can go to learn
of the resources available to them. A new transportation vehicle will be purchased and available to provide such transportation.

Initially, a lot of the services will be referrals, explaining the variety of services that can be accessed through the county and the state and the federal government. Over time, Hopi will generate its own programs and resources to directly support such victims. Within five years, the goal will be to establish a “One Stop Shop” that will truly provide a clearinghouse of services for all victims. For Hopi, this is one step at a time, as currently there is no place at all for a victim to receive services.

g. Providing Community Outreach and Education.

A variety of means will be utilized to provide outreach and education to the Hopi population with an eye toward potential crime victims. The development and distribution of outreach materials and education materials will be coordinated through the project. Accessing National Crime Victim’s Rights Week poster kits, resource guides, crime and victimization statistical fact sheets, OJP publications and reports will be most helpful.

The early design of the project envisions well placed billboards, offering messages in both English and Hopi, as well as the use of graphics that are culturally appropriate to Hopi to carry the message.

The Hopi Tribe is renowned for its artists and artisans, and the project can utilize this local talent to connect at a deeper and more spiritual level to have crime victims come forward.

As new programs and services emerge, new outreach materials will be created.

C. CAPABILITIES AND CAPACITIES
1. Applicant’s Management Structure
The organizational chart below provides an understanding of the existing structure for the provision of law enforcement services and victim services. The victim services program will be integrated into the existing structure with a direct-report to the Director of Public Safety.

2. Staff Qualifications

The job descriptions below provide the needed qualifications necessary for serving the emerging Hopi Victim Services Program. In short, the new positions will have a knowledge of Hopi Tribe and applicable state and federal statutes, rules, administrative rules, policies and procedures and case law. New employees will also have a knowledge of the theories, principles and practices of social services, psychological, emotional and other behavioral and social service disciplines. It will be expected that the new positions will hold a Bachelor’s degree in social work, human services, sociology or a closely related field. Having at least four years of experience managing similar programs will also be preferred. A Master’s degree in social work would be ideal.

The Victim Services Program Manager is a direct report to the Director of Public Safety and Emergency Services, and will be responsible for all activities of the new Victim Services Program.
The Victim Advocate will manage the more complex cases, including any activity associated with the federal criminal justice system.

The Victim Services Office Manager will manage the less complex cases, and address all other administrative program requirements as directed by the Program Manager.

**VICTIM SERVICES PROGRAM MANAGER**

**DEFINITION:** Under the general supervision, performs work of considerable difficulty in the management, supervision and administration of the Victim Services Program; manages and oversees all aspects of the day-to-day operation providing a variety of social services and support assistance to victims, witnesses, family members and others who have been impacted by all crimes; develops policies and procedures to ensure consistency of service delivery and compliance with all applicable laws; exercises initiative and independent judgment in applying laws, regulations, policies and procedures; performs related work as assigned.

**TASKS:** Hires, trains and supervises staff; assures adequate staff coverage of all shifts, by preparing staff schedule, including backup and temporary support and security; facilitates staff meetings and training; ensures data software and electronic filing system are maintained and operating properly; conducts performance appraisals for assigned staff; assists with recruitment and selection of staff; coordinates and monitors client and financial reports; assists and monitors the processing of invoices for payment; participates in the preparation of annual budget; oversees expenditure controls of overall services budget; prepares, presents and gathers reports.

**KNOWLEDGE, SKILLS AND OTHER CHARACTERISTICS:** Knowledge of community, social and related resources, services and providers.

Knowledge of the basic principles of case, file and records management.
Skill in making decisions and problem solving.

Ability to prioritize and respond to demands in a prompt and efficient manner.

Ability to multi-task and prioritize assignment.

Ability to train and supervise subordinates and volunteers.

MINIMUM QUALIFICATIONS:

- A Bachelor’s degree in Social Work, Human Services, Sociology or a closely related field; and four (4) years of experience in managing program or organization, including two (2) years of supervisory responsibilities.

SUPPLEMENTAL REQUIREMENTS: Incumbent must obtain a Hopi Tribe Vehicle Operator’s Permit, Cardiopulmonary Resuscitation (CPR) and First Aid Certification within 90 days of date of hire. Depending upon the needs of the Hopi Tribe, some incumbents of the class may be required to demonstrate fluency in both the Hopi and English languages as a condition of employment.

VICTIM ADVOCATE

DEFINITION: Under general supervision, performs work of considerable difficulty in managing the more difficult and complex cases in providing services and support assistance to victims and/or witnesses impacted by all crimes; exercises initiative and independent judgment in applying laws, regulations and policy; performs related work as assigned.

TASKS: Receives, assesses and analyzes social, physical, psychological, financial and other needs of victims and witnesses of crimes; maintains resource materials identifying available counseling and treatment programs; provides follow up counseling and social service referrals; participates in the development of program policies and procedures for services. Drafts orders, reports and other documents required to initiate services.
Provides protection and/or services to meet other victim, witness and family member needs; assists victim in filing compensation forms, victim/witness statements and other documentation pertinent to case; may supervise subordinates in the delivery of services.

**MINIMUM QUALIFICATIONS:** A Bachelor’s degree in Sociology, Counseling, Psychology, Social Science, Criminal Justice or a closely related field; and three (3) years of responsible experience as a counselor, advisor or social worker in crisis intervention or closely related responsibilities; or a Master’s degree in Counseling, Psychology, Social Science, Criminal Justice or a closely related field; and one (1) year responsible experience as a counselor, advisor or social worker in crisis intervention or closely related responsibilities. Depending upon the needs of the Hopi Tribe, some incumbents of the class may be required to demonstrate fluency in both the Hopi and English languages as a condition of employment.

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**VICTIM SERVICES OFFICE MANAGER**

**DEFINITION:** The Office Manager is responsible for supporting the administrative tasks of the coalition. The Office Manager will provide fiscal, technical, and administrative support, including office management, implementation of administrative office procedures, records management, collection and reporting of statistics, accounting functions, and general secretarial support work. This position reports to the Victim Services Manager.

**TASKS:** Maintains office services by organizing office operations and procedures; prepare payroll; designing filing systems and perform clerical functions.

Perform office administrative duties and assist the Victim Services Manager in maintaining grant compliance and documents.

Monitor and maintain equipment inventory and oversee preventive and maintenance services.

Schedule purchase of office supplies, equipment and other necessary items for the Program.
Maintain grant documents; personnel files; and all other pertinent and confidential files and documents.

Prepare monthly financial and administrative reports.

Provide technical support to staff; create and maintain databases; develop project and budget spreadsheets.

Make logistical arrangement for events and meetings;

Maintain staff training and travel logs.

Coordinate special projects as requested; perform other duties as assigned.

**MINIMUM QUALIFICATIONS: VICTIM SERVICES OFFICE MANAGER**

A high school diploma or equivalent, supplemented with 1 year related administrative/secretarial/accounting post-high school coursework. Four (4) years administrative/accounting experience in increasingly responsible office operations is required. Knowledge of personnel policies and procedures. Knowledge of accounting and budgeting principles and methods. Knowledge of modern office equipment, troubleshooting, practices, and procedures. Interpersonal/human relations skills. Good verbal and written communications skills. Proficient telephone skills. Planning and organization skills. Excellent time management and decision-making skills. Ability to transcribe data, and compose and edit a variety of memoranda or letters. Ability to maintain confidentiality. Proficiency with computer programs: Word, Excel, PowerPoint.
3. Program Management/Organizational Chart

As the organizational chart indicates, the Victim Services Program will report to the Director of Public Safety and Emergency Services. The chart indicates that the program will initially have three employees to be funded through this grant program.

4. Roles and Responsibilities of Key Personnel

The new Victim Services Program will require collaboration between the Director of Public Safety and the new positions. The personnel will be responsible for the management of their individual programs, and also understand the overall needs of the Hopi Tribe.

5. Hiring Criteria for New Personnel

The hiring criteria for new personnel relate to the staff qualifications as identified above, including the educational attainment and experience necessary in order to be selected for the Hopi Victim Services Program.
6. Expertise and Experience of Project Coordinator

The Hopi Tribe is very fortunate to have the services of Joelynn Ashley to oversee the establishment of the Victim Services Program. The resume for Joelynn Ashley is provided below.

JOELYNN ASHLEY, MPA, M.A., BS
Daytime Phone: 928-606-5375    E Mail Address: ashley.joelynn@gmail.com
P.O. Box 4340 N. Hamblin Street, Flagstaff, AZ 86004

CURRENT WORK

06/24/19 – Present  Hopi Tribe  Kykotsmovi, AZ

- **Title:** Director for the Hopi Tribe Department of Public Safety and Emergency Services

- **Duties:** Under administrative direction of Legislative Branch, Director for the Hopi Tribe Department of Public Safety and Emergency Services directs and manages a major department of such magnitude where management of the overall division is assisted by and performed through department and program managers; sets department goals and objectives within the context of policies established by Tribal Ordinances; performs related work as assigned. Oversee 4 First Responder Departments, with a total of 50 personnel across the Hopi Tribe.

- **Accomplishments:** Directed restructure for major department with high quality service delivery through transparency Hopi Tribe wide; develops, issues and implements policies, regulations and guidelines which have Hopi Tribe wide impact on the general public, the division directed affects large segments of the tribe’s population where it is crucially important in maintaining compliance with policies of the Hopi Tribal Council along with changing legislative laws; negotiated with federal and state funding agencies in securing first responder services to victims, clients and community members as they need first responder services.

EDUCATION

**PhD, Doctoral Candidate, Department of Politics and International Affairs, In Progress**

Northern Arizona University, Flagstaff, Arizona (78-81 required hours for degree completion)

Dissertation “Develop the research approach and history of federal Indian water rights policy, creating a template for helping tribal administrators understand how to structure a water resources plan that will use their Federal Indian Water right to protect and build a sustainable, economically viable permanent homeland.”

**M.A., Construction Management, Department of Administration, Graduation 2017**
Northern Arizona University, Flagstaff, Arizona (36 hours completed to date; 39 credits for degree completion)

**M.P.A., Public Administration, Department of Politics and International Affairs, 2003**
Northern Arizona University, Flagstaff, Arizona (39 completed credit hours)
Emphasis: Public and Tribal Environmental Policy, Economic Development and Water Rights

**Public Management Graduate Certificate, Department of Politics and International Affairs, 2003**
Northern Arizona University, Flagstaff, Arizona (15 completed credit hours)

**B.S., Political Science, Minor in Women’s Studies, Department of Politics and International Affairs, 2001**
Northern Arizona University, Flagstaff, Arizona (120 completed credit hours)

D. **DATA COLLECTION PLAN.**

The Hopi Tribe understands that it will be required to submit regular performance data demonstrating the results of the work to be carried out under the award. The Hopi Tribe has visited OJP’s performance measurement page and will be able to manage a performance reporting system per the standards set by OJP.