

EXHIBIT 12-1

Office-Level Logic Model

	STRATEGIES	IMPLEMENTATION	OUTPUTS/DELIVERABLES	PRIMARY OUTCOMES
1	Regularly assess incidence of sexual assault	Identify sources and collect data that captures prevalence of sexual violence in your jurisdiction (2.1A.)	Scope and extent of violence affecting community recognized	Increased transparency and safety
2	Regularly assess reporting and prosecution rates	Compare prosecution rate with prevalence data and reports to law enforcement (2.1A.)	Attrition rate at key decision points in the case process identified	Declined attrition rate of prosecutable cases
3	Regularly assess the quality of prosecution response	Identify and link prosecution policies and practices to specific outcomes the office is striving to meet (2.1B)	Data on use of particular strategies and impact of policies and practices	Increased victim satisfaction with services
4	Regularly examine outcome data and seek explanation for problems identified by the data	Track practices to establish links between prosecution policies/practices and specific outcomes (2.1B)	Identified need for improved services and/or response Influence trial policy and practice	Increased community confidence and trust in the justice system
5	Identify common factors that contribute to case complexity	Define and capture elements of case complexity (2.1C)	Complex cases advanced Identify training and other resources needed to improve practices	Increased public trust in system
6	Develop a more nuanced procedure for identifying levels of case success	Identify the specific outcomes that are used to categorize each case into a set of case outcome success levels (2.1C)	Complex cases advanced Identify training and other resources needed to improve practices	Better outcomes on complex cases

	STRATEGIES	IMPLEMENTATION	OUTPUTS/DELIVERABLES	PRIMARY OUTCOMES
7	Establish ongoing office communication	Routinely capture, analyze, and communicate data about cases trends, emerging issues, and decision making (2.1D)	Identify appropriate resources needed for effective prosecution	Continuous improvement plan instituted
8	Assess resources necessary for effective sexual violence prosecutions	Identify ideal capacity, skill, and caseload for prosecutors; routinely evaluate and refine (2.1E)	Properly allocate resources necessary to prosecute sexual violence	More efficient distribution of necessary resources
9	Establish and maintain office capacity	<p>Develop and institutionalize core principles within office policy and trial/appellate prosecutors through training, mentorship, and experience (2.2-A-1, A-3)</p> <p>Identify recruiting, training, and mentoring replacements; ensure those who come after have a clear path to a sustained unit (2.2-A-2)</p> <p>Recognize and address the impact of vicarious trauma (2.2-A-4)</p>	Better trained prosecutors; improved individual and office capacity	Sustained prosecution of sexual violence that is research-informed, victim-centered, and offender-focused

EXHIBIT 12-2

Case-Level Logic Model

	STRATEGIES	IMPLEMENTATION PROCESS	OUTPUTS / DELIVERABLES	PRIMARY OUTCOMES
	CHARGING			
1	Review investigative reports in a timely manner	Review reports in a timely manner (3.1-A)	Uncovered evidence of co-occurring crimes, intimidation, digital evidence, application of statutes of limitations (<i>e.g.</i> , tolling, expired, other acts) and increased participation	Higher number and percentage of sexual assault cases reported to law enforcement Trust in system increases
2	Comprehensive review of investigative reports, laws, policies, and research (legal, medical, and scientific)	Conduct comprehensive review of reports in context of laws, policies, and research (3.1-B)	Increased percentage of cases where all reports were reviewed	Decreased number and percentage of reported sexual assault cases not referred by law enforcement to the prosecutor
3	Evidence-based and ethical charging decisions	Recommend charges based on the totality of evidence, applicable laws, and understanding of relevant research (3.1-C)	Increased percentage of cases where all applicable and appropriate charges are filed Increased percentage of cases with no contact orders requested	Decreased number and percentage of cases declined by the prosecutor and law enforcement

4	Reasonable bail decisions	Consider relevant factors in bail recommendations (3.1-D)	Increased percentage of cases in which reasonable bail was recommended	Decreased number of over-turned bail decisions Increased public confidence in system integrity
5	Prioritize calendaring	Request timely calendaring, oppose unreasonable continuances (3.1-E)	Decreased victim frustration	Increased levels of victim satisfaction Ongoing trauma support for the victim
6	Meaningful victim engagement	Communicate with victim about charging decisions and connect her/him with appropriate support (3.1-F)	Mitigate negative responses	Increased levels of victim satisfaction with the process and procedural justice
CASE PREPARATION				
1	Communicate regularly with investigator	Review and analyze results of ongoing investigation and identify additional evidence (3.1-F)	Informed and fair evidence-based verdicts	Increased conviction rates for complex cases
2	Consult relevant experts and research	Work with experts and consult research to understand and explain evidence (3.2-A)	Informed evidence-based verdict	Cases prosecuted and plead with a high level of skill, knowledge, and victim-centered and trauma-informed practices
3	Develop and file appropriate motions	File motions to shield victims and expose defendants (3.2-B)	Ensured victim privacy and limited intimidation	Increased victim trust and satisfaction with prosecution practices

4	Develop case theme and theory	Build framework in which the jury is to consider the evidence (3.2-C; 3.3-I)	Connected jury with victim's experience	Increased jury empathy with the victim's experience and support for conviction
5	Build an offender-focused case	Maintain focus on offender's acts throughout development of prosecution strategy (3.2-B-2; 3.2-C)	Connected jury with victim's experience	Increased jury empathy with the victim's experience and support for conviction
6	Guard against victim shaming/blaming	Anticipate and develop strategies to overcome predictable defenses (3.2-D)	Victim was supported	Increased victim satisfaction with process
7	Ensure plea offer reflects seriousness of charge	Craft appropriate plea agreements that indicate defendant's crime is sexual violence (3.2-E)	Plea reflected seriousness of charge; plea reflected sexual violence; victim felt empowered and part of process	Improved public safety and victim satisfaction with outcome
8	Conduct final case review and prepare jury instructions	Link all evidence to elements of crimes charged, prepare for evidentiary challenges, prepare all witnesses; conduct final review of trial strategies, introduce all relevant evidence (3.3-A)	Jury is prepared with all relevant evidence and understands their charge	Better informed jury is likely to produce better results for victim

	TRIAL			Secondary Outcomes
1	Protect and complete the record to preserve any conviction contested on appeal	Consult with any appellate division to identify issues likely to be argued on appeal; ensure complete evidence and strong legal arguments are on record (3.3-H)	Conviction was affirmed on appeal	Decreased number of overturned verdicts
2	Offender-focused strategies in opening, motion practice, direct, cross, closing and sentencing consistent with applicable law	Maintain focus on offender behavior and link to elements and theory of case (3.3-B)	Offender was appropriately on trial, not the victim	Increased victim perception of procedural justice
3	Deliberative, tactical, and fair jury selection	Impanel unbiased and informed jury by using voir dire to question panel regarding challenging factual and legal issues (3.3-C)	Jury was not prejudiced against defendant or victim	Increased fairness in outcomes
4	Craft an opening statement that provides overview of anticipated evidence and issues in case	Use opening to address reality of crime, including most significant facts and with a focus on offender planning and behavior (3.3-D)	Jury had well-constructed roadmap for outline of case	Increased juror comprehension
5	Recreate the reality of the sexual assault for the jury	Use direct examination, witness order, and introduction of physical or demonstrative exhibits to maximize impact and give the jury a complete picture of offender's predation of the victim (3.3-E)	Jury was well-informed and empathetic to victim	Thoughtful deliberation by jury

6	Identify areas of expert testimony to help jury understand topics requiring specialized knowledge	Take the time to allow the expert to explain the theory underlying the testimony (3.3-G)	Jury can more clearly understand what the expert is telling them	Increased jury understanding of specialized information
7	Protect the victim against unfair credibility attacks and privacy invasions	Use cross-examination to support the prosecution theme and theory of the case; look for opportunities in cross-examination to corroborate any prosecution evidence and undermine defense's goal (3.3-F)	Prosecution case was bolstered and defense case was fairly impeached with evidence and the applicable law	Victim is supported through the process
9	Deliver a compelling closing argument that ties evidence and law together	Focus on theme and theory of case by connecting witness testimony and exhibits to evidence; i.e., build the framework in which you want the jury to consider the evidence (3.3-I)	Jury understood what happened and why	Fair verdict based upon comprehensive information provided Decreased delays due to jury questions
10	Propose points for final charge that fairly and fully conveys applicable law to the jury	File written proposed points for jury charge covering favorable and challenging points of law to ensure the law is fairly and completely presented to the jury (3.3-J)	Jury fully informed on relevant and applicable points of law and could accurately apply them to the facts of the case	Favorable verdicts