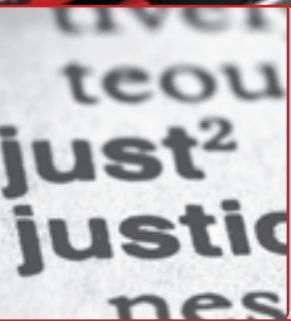




# Enhancing Law Enforcement Response to Victims: **RESOURCE TOOLKIT**



Welcome to the *Resource Toolkit*, the 3rd Volume in the IACP Strategy Package. This document is an interactive PDF, so you can easily navigate through the subject matter. These documents have been derived from the pilot/validation sites, the IACP, and external sources, and can be utilized within your department. We hope you will find this *Resource Toolkit* helpful and easy to use.



# A

## **PILOT & VALIDATION SITE RESOURCES** ◀



# B

## **IACP RESOURCES** ◀



# C

## **EXTERNAL RESOURCES** ◀



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A

B



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C

- A. PILOT & VALIDATION SITE RESOURCES**
  - I. Starting** ◀
  - II. Charting** ◀
  - III. Implementing** ◀
  - IV. Sustaining and Expanding** ◀
  - V. Overview of Departments** ◀
  
- B. IACP RESOURCES**
  - I. Victim References** ◀
  - II. Identity Theft** ◀
  - III. Violence Against Women** ◀
  - IV. Juveniles, Family, and Children** ◀
  - V. Offender Re-entry & Sex Offenders** ◀
  - VI. Gun Violence** ◀
  - VII. Protecting Civil Rights** ◀
  - VIII. Hate Crimes** ◀
  - IX. Leadership** ◀
  - X. Terrorism & Intelligence** ◀
  - XI. Forensics** ◀
  - XII. Resources for Smaller Agencies** ◀
  - XIII. Volunteers in Police Agencies** ◀
  - XIV. Research Guides** ◀
  - XV. IACP General Information** ◀
  
- C. EXTERNAL RESOURCES**
  - I. Victims of Crime Act (VOCA) and Compensation Boards** ◀
  - II. Office for Victims of Crime (OVC)** ◀



- III. Community Oriented Policing Services (COPS) ◀**
- IV. National Center for Victims of Crime (NCVC) ◀**
- V. National Organization for Black Law Enforcement Executives (NOBLE) ◀**
- VI. Related Training & Programs ◀**
- VII. National Organization for Victim Assistance (NOVA) ◀**
- VIII. Links and Videos ◀**
- IX. Miscellaneous ◀**

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# A. PILOT & VALIDATION SITE RESOURCES

## I. Starting

### a. Project Initiation Letters

The following are letters to all staff that can be edited by your department to help you obtain buy-in from employees within your department (see page 9, section 1.2, *Starting in the Implementation Guide*).

[P1 BPD Chief's Letter to All Staff](#)

[P17 Broken Arrow Letter to Department](#)

[P20 Sumner Letter to Department](#)

### b. Leadership Team Organizational Charts

Here is an example of a department's Leadership Team structure (see pages 11-12, section 2.1, *Starting in the Implementation Guide*).

[P2 BPD Leadership Team Roster](#)

### c. Leadership Team and Sub-Committee Agendas and Minutes

Below are a list of agency agendas and minutes from Leadership Team and Sub-Committee meetings that occurred throughout the implementation process, which can help you in assembling your own meetings (see pages 11-12, section 2.1 in *Starting in the Implementation Guide*).

[P3 BPD Leadership Team Meeting Agenda](#)

[P4 MPD Project Committee Meeting Agenda and Notes](#)

[P5 BPD Leadership Team Meeting Minutes](#)

[P6 BPD Training Sub-Committee Meeting Minutes](#)

[P7 BPD Partnerships Sub-Committee Meeting Minutes](#)

[P8 CMPD Leadership Team Meeting Minutes](#)

[P18 Flint Meeting Agenda](#)

[P19 Flint Meeting Minutes](#)

[P21 Sumner Leadership Team Meeting Minutes](#)

## **II. Charting**

### **a. Data Collection (Focus Groups and Interviews)**

The following will help you obtain feedback and data from victims, as well as provide you with talking points to enlist participants. Included are sample letters to community partners asking for their involvement and participation in focus groups and/or forums and sample questions to ask at focus group meetings that your department can follow (see pages 18-21, section 2, *Charting* in the *Implementation Guide*).

[C5 MPD Chief's Invitation Letter to Participate in the Victims Focus Groups](#)

[C6 Recruitment: Non-Reported Victims of Violent Crime](#)

[C7 Recruitment: Reported Victims of Non-Violent Crime](#)

[C8 Recruitment: Reported Victims of Violent Crime](#)

[C9 Recruitment: Other Reported Violent Crime Victims](#)

[C10 Script: Non-Reporting Victims](#)

[C11 Script: Victims of Violent Crime/No Providers](#)

[C12 Script: Reported Victims of Non-Violent Crime](#)

[C13 Script: Reported Victims of Violent Crime](#)

[C14 Focus Group Questions: PD Sworn and Non-Sworn Personnel](#)

[C15 Interview Questions: PD Command Staff and Community Leaders](#)

[C32 Focus Group Process and Outline](#)

[C31 Obtaining Feedback from Victims of Violent Crime](#)

[IM57 Broken Arrow Public Victim Resources](#)

### **b. How to Choose an Information Gathering Method**

The following documents can help you choose a data collection method which suits your jurisdictional needs best. There are guidelines on how to run focus groups and how to conduct a citizen survey (see pages 18-20, section 2.1, *Charting* in the *Implementation Guide*).

[C1 Pros and Cons of Key Methods of Data Collection](#)

[C2 Baseline Data Collection Checklist](#)

[C3 Documents and Records Useful to Compile Data](#)



[C4 All Victim Focus Groups Recruitment Guidelines](#)

[C33 Conducting a Citizen Survey](#)

**c. Citizen and Victim Surveys**

Below are IACP Institutional Review Board—approved surveys that the pilot and validation sites created to obtain data from victims and the public (see pages 20-22, section 2.2-3.1, *Charting in the Implementation Guide*).

[C16 CMPD Phone Survey](#)

[IM33 CMPD Victim Services Web Survey](#)

[C17 BPD Public Safety Survey](#)

[C18 BPD Public Safety Survey Cover Letter from the Chief](#)

[IM30 BPD Victim Survey](#)

[IM31 BPD Citizen Comment Card](#)

[C19 MPD Public Safety Survey](#)

[IM32 MPD Victim Response Survey](#)

[C34 DPD Employee Victim Service Survey](#)

[C35 DPD Victim Service Evaluation](#)

[C51 DPD Phone Survey](#)

[C36 Sumner Baseline Cover Letter](#)

[C37 Sumner Victim Response Letter](#)

[C38 Sumner Victim Survey](#)

[C39 Sumner Public Safety Survey](#)

[C40 Flint Recruiters Script](#)

[C41 Flint Survey Cover Letter](#)

[C42 Flint Informed Consent](#)

[C43 Flint Survey](#)

[C44 Loudoun County Sheriff's Office Victim Survey](#)

[C50 Hastings Survey Cover Letter](#)

[C45 Hastings Survey](#)

[C46 Hastings Victim Follow-up Survey 1](#)

[C47 Hastings Victim Follow-up Survey 2](#)

[C48 Hastings Victim Follow-up Survey 3](#)

[C49 Hastings Victim Follow-up Survey 4](#)

[C52 New York State Police Victim Survey](#)

[C53 CSU San Bernardino Intro Letter](#)

[C54 CSU San Bernardino Victim Survey](#)

[C55 Broken Arrow Survey](#)

**d. Partner Symposia**

These are sample letters to community partners asking for their involvement and participation in focus groups and/or forums. You can use these as templates to create your own letters to partners (see pages 21-22, section 3.1, *Charting* and pages 29-30, section 2.4, *Implementing* in the *Implementation Guide*).

[IM21 Partner Symposium I Invitation Letter](#)

[IM22 Partner Symposium I Feedback Form](#)

[IM23 Partner Symposium I Feedback](#)

[IM24 Partner Symposium I Summary](#)

[IM25 Partner Information Form](#)

[IM26 Partner Symposium II Invitation Letter](#)

[IM27 Partner Symposium II Agenda](#)

[IM28 Partner Symposium II Summary Notes](#)

[IM29 Partner Symposium RSVP List](#)

**e. Data Collection Reports and Summaries**

Here is a list of feedback and summaries the sites produced after analyzing their data. It can be used as a guide as you analyze your own data (see page 22, section 3.2, *Charting* in the *Implementation Guide*).

[C20 BPD Focus Groups Findings](#)

[C21 BPD Public Safety Survey Report](#)

[C22 CMPD Phone Survey Report](#)

[C23 CMPD Victim Focus Group Summary: Victims of Violent Crime](#)

[C24 CMPD Victim Focus Group Summary: Victims of Property Crime](#)

[C25 CMPD Personnel Focus Group Summary](#)

[C26 CMPD Victim Focus Group Summary: Sexual Assault](#)

[C27 MPD Police Officer Focus Group Summary](#)

[C28 MPD Service Provider Focus Group Summary](#)

[C29 MPD Major Stakeholder Interview Summary](#)

**f. Mission Statements**

These are a few mission statements that were created by the sites, which can be used as a guide to revise your own departments' mission statements (see page 24, section 5.2, *Charting* in the *Implementation Guide*).

[IM1 BPD New Mission Statement](#)

[IM2 MPD New Mission Statement](#)

[IM3 MPD Old Mission Statement \(for comparison\)](#)

**III. Implementing**

**a. Action Planning**

The following are samples of action plans that sites produced. You can use these as a tool to help you construct your own (see pages 25-35, section 2 and page 33, section 2.7, *Implementing* in the *Implementation Guide*).

[IM13 BPD Action Plan: Training Sub-Committee](#)

[IM14 CMPD Action Planning Process](#)

[IM15 CMPD Action Plan and Status](#)

[IM16 MPD Action Planning Meeting Agenda](#)



[IM17 MPD Action Planning Analysis: Leadership](#)

[IM18 MPD Action Planning Analysis: Partnering](#)

[IM19 MPD Action Planning Analysis: Training](#)

[IM20 MPD Action Planning Analysis: Performance Monitoring](#)

**b. Suggested Action Items**

These are practical examples of actionable items for implementation that your agency can choose to adapt (see pages 26-28, section 2.2, *Implementing* in the *Implementation Guide*).

[IM35 CMPD Initial Response Card \(Existing\)](#)

[IM36 CMPD Draft Initial Response Card \(New\)](#)

[IM37 MPD Index of Service Provider Programs](#)

[IM38 BPD Beta Test Concept](#)

[IM39 BPD Beta Test E-mail to Officers](#)

[IM40 BPD Beta Test Victim Initial Callback Script](#)

[IM41 BPD Beta Test Victim Callback Script](#)

[IM42 BPD Beta Test Victim Log Form](#)

[IM43 BPD Beta Test Summary](#)

[SE1 BPD Wallet Card: Crime Victims Rights](#)

[SE2 CMPD Homicide Survivors Info Brochure](#)

[SE3 CMPD Crime Prevention Materials List](#)

[SE4 BPD IDTheft Brochure: Community](#)

[SE5 BPD IDTheft Brochure: Businesses](#)

[SE6 BPD IDTheft: Patrol Post Cards](#)

[SE7 BPD IDTheft Brochure: Spanish](#)

[SE25 DPD A Guide For Parents: Talking with Your Children About Death](#)

[SE26 DPD Children and Trauma: A Guide to Helping Children Cope with a Traumatic Event](#)

[SE27 DPD Dealing with the Death of a Loved One](#)

[SE28 DPD Guidelines/Suggestions of Things to be Done When Death Occurs](#)

[SE29 DPD Victim Information Card](#)

[SE30 DPD A Resource Handbook for Victims of Domestic Violence](#)

[SE31 DPD Common Questions and Answers About Planning a Service  
or Burial](#)

[SE32 DPD How You Can be Helpful to Family and Friends](#)

[SE33 DPD A Guide for Victims of Sexual Assault](#)

[SE34 DPD Suicide: A Guide to Help You Cope with the Aftermath](#)

[SE35 DPD Trauma: A Guide to Help You Cope with the Aftermath](#)

[SE36 DPD Victim Assistance Unit Brochure](#)

[SE37 DPD Your Rights as a Victim of Crime Brochure](#)

[SE38 DPD Your Rights with the Press](#)

[SE39 DPD Homicide Cold Case Investigations: A Guide for Co-victims  
and Families](#)

[SE40 DPD Sexual Assault: A Guide for Co-Victims and Families](#)

[SE42 NYSP Information Card](#)

[SE44 CSU San Bernardino Victim Information Card](#)

[SE45 CSU San Bernardino Victim Services Brochure](#)

[IM72 Loudoun County Business Card](#)

**c. Policies and Procedures**

The following are policies and memos to staff the sites wrote that will give you an idea of how to revise your own department's policies or create new ones (see pages 29-30, section 2.4, *Implementing in the Implementation Guide*).

[IM4 BPD General Order: Victim/Witness Assistance](#)

[IM5 MPD Policy: Victim/Witness Assistance](#)

[IM6 BPD General Order: DV & Restraining Order Response](#)

[IM7 BPD General Order: DV Disputes Involving Officers](#)  
[IM8 BPD General Order: Stalking & Stalking Orders](#)  
[IM9 MPD General Order: Mentally Ill & Emotional Subjects](#)  
[IM10 BPD General Order: Investigating Sexual Assaults](#)  
[IM11 BPD General Order: Ride Along](#)  
[IM46 CMPD International Relations Unit SOP](#)  
[IM47 CMPD International Relations Unit: Working with Victims](#)  
[IM34 CMPD Draft Victim Follow-up SOP](#)  
[IM48 CSU General Order: Victim/Witness Assistance](#)  
[IM58 CSU General Order: Organization and Direction](#)  
[IM50 Sumner General Order: Victim/Witness Assistance](#)  
[IM59 Flint - Memo to Department - Post Homicide Meeting with Family](#)

**d. Buy-in**

Other documents that can help foster external buy-in include progress reports and focus group summaries (see pages 29-30, section 2.4, *Implementing* in the *Implementation Guide* and Data Collection Reports & *Summaries* section in the *Resource Toolkit*).

[IM60 Flint Bi-Monthly Report \(Dec-Jan\)](#)  
[IM61 Flint Progress Report \(June 2008\)](#)  
[IM62 Flint Memo of Progress \(April 2008\)](#)  
[IM63 Hastings Progress Report \(Dec 2007\)](#)  
[IM64 Loudoun County Progress Report \(Mar-Apr 2008\)](#)  
[IM65 NYSP Progress Report \(April 2008\)](#)  
[IM66 NYSP Progress Report \(Jan-Feb 2008\)](#)  
[IM67 San Bernardino Progress Report \(April 2008\)](#)  
[IM68 Sumner PD Progress Report \(Dec-Jan\)](#)

[IM69 Sumner Progress Report \(Dec 2007\)](#)

[IM12 BPD Ride Along Form](#)

**e. Project Timeline**

The following examples are projected timelines used to implement the strategy (see pages 33-34, section 2.7, *Implementing* in the *Implementation Guide*).

[C30 BPD Project Timeline](#)

[IM49 Broken Arrow Timeline](#)

[IM51 Sumner Timeline](#)

**f. Publicizing Accomplishments: Chief's Newsletters, E-mails, Press Releases**

The following examples will help you market your ideas and publicize ongoing accomplishments regarding enhanced crime victim response by your department; they include newsletters, e-mails, press releases, and annual reports (see page 35, section 3.2, *Implementing* in the *Implementation Guide*).

[P10 MPD Project-Related Press Coverage](#)

[P11 CMPD Press Release](#)

[IM45 CMPD: Law Enforcement Services to a Growing International Community](#)

[IM70 Hastings News Press Release](#)

[IM71 Hastings News Bulletin](#)

[P9 BPD Chief Newsletter: Agency Selection for the Project](#)

[P12 BPD Department Wide E-Mail: Project Status](#)

[P13 BPD Department Wide E-Mail: Project Q&A](#)

[P14 BPD Chief Newsletter: New Mission Statement](#)

[P15 BPD Chief Newsletter: Victim Rights Wallet Cards](#)

[P16 BPD Chief Newsletter: Work on the Project Begins](#)

[IM44 BPD Annual Report 2006](#)

[IM52 Flint Memo Press Release](#)

[IM53 Flint Press Release](#)

[IM54 Flint Press Release & Crime Stats 2007](#)

[IM55 Flint Journal Arrests](#)

[IM56 Flint Journal Release Plan](#)

[SE43 Flint, Letter of Appreciation](#)

## **IV. Sustaining and Expanding**

### **a. Personnel Evaluations**

The following can help you weave victim response into your own department's employee evaluations (see page 38, section 1.2, *Sustaining and Expanding*, in the *Implementation Guide*).

[SE8 MPD Officer Performance Evaluation Victim Component Write-up](#)

[SE9 MPD Officer Performance Evaluation](#)

### **b. Partnership Agreements**

To help you formalize partnerships, these samples can be used as a template by your department (see pages 38-39, section 2.1, *Sustaining and Expanding*, in the *Implementation Guide*).

[SE21 Partnership Agreement Framework](#)

[SE22 Sample Declaration of Cooperation](#)

[SE23 CMPD Sample MOU](#)

[SE24 MPD Sample MOU](#)

### **c. Training Samples**

The following documents can help you keep up with cross-training (see page 39, section 2.2, *Sustaining and Expanding*, in the *Implementation Guide*).

[SE10 First Response to Victims of Crime](#)

[SE11 Community Resource Directory](#)

[SE12 How to Improve Domestic Violence Investigations](#)

[SE13 Domestic Violence: 10 Reasons Why the Case is not Filed](#)

[SE14 Immigration Laws to Deal with Domestic Violence and Child Victimization](#)

[SE15 Stalking and Other No Contact Orders](#)

[SE16 Service of Restraining Orders](#)

[SE17 Support Victim Person Legislation](#)

[SE18 Victim Empathy \(by Provider\)](#)

[SE19 State of OR Crime Victims' Rights](#)

[SE20 MPD Victim Related Training Task](#)

[SE41 BPD FTEPLessonPlan-EPRTV](#)

## **V. Overview of Departments**

- a.** These presentations created by the validation sites will give you an overview of their department at the beginning of the implementation stage (see pages 51-53, *Pilot and Validation Sites*, in the *Implementation Guide*).

[SE46 Broken Arrow PD](#)

[SE47 California State University Police at San Bernardino](#)

[SE48 Denver PD](#)

[SE49 City of Flint PD](#)

[SE50 Hastings PD](#)

[SE52 Loudoun County Sheriff's Office](#)

[SE53 New York State Police](#)

## B. IACP RESOURCES

### I. Victim References

#### a. **IR38 What Do Victims Want? Summit Report (1999)**

In 1999, in collaboration with and funding from the Office for Victims of Crime within the U.S. Department of Justice, the International Association of Chiefs of Police held a summit entitled *What Do Victims Want?* This national summit included over 100 representatives from law enforcement, prosecutors' offices, corrections agencies, victim service providers, health and mental health professionals, schools, researchers, crime victims, and victim advocacy organizations. This summit articulated seven critical needs of crime victims including *safety, access, information, support, continuity, voice, and justice* and created a set of recommendations and effective strategies to help meet these needs.

#### b. **Articles published in the Police Chief magazine**

The following articles were published in the October 2007 edition of Police Chief magazine. Their content includes a description of the project, *Enhancing Law Enforcement Response to Victims*, as well as personal accounts about the changes observed by the three chiefs of the pilot sites.

[IR98 Providing Better Service to Victims of Crime \(October 2007\)](#)

[IR99 Launching a National Strategy for Enhancing Response to Victims \(October 2007\)](#)

[IR100 Lessons Learned from Field-Testing the Strategy for Enhancing Response to Victims \(October 2007\)](#)

#### c. **IR7 The Seven Critical Needs of Crime Victims**

This a one-page document listing the seven critical needs of crime victims that were developed from the *What Do Victims Want?* 1999 Summit Report.

#### d. **Critical Response**

This International Association of Chiefs of Police newsletter offers departments up-to-date information on emerging issues in victim services and law enforcement.

[IR32 Critical Response Spring 2008](#)

[IR27 Critical Response Fall 2006](#)

[IR34 Critical Response Summer 2005](#)

[IR31 Critical Response Spring 2005](#)

[IR35 Critical Response Winter 2004](#)



[IR33 Critical Response Summer 2004](#)

[IR30 Critical Response Spring 2004](#)

[IR29 Critical Response Spring 2003](#)

[IR28 Critical Response January 2003](#)

**e. Victim Services**

The following publications are offered for use in collaborating with victim service providers or establishing policy on victim service issues:

[IR56 Backing the Badge: Working Effectively with Law Enforcement](#)

[IR57 Victim Services and Law Enforcement: Next Steps](#)

**f. Customizable Resources**

Customizable resources enable departments to offer victims information via a brochure and a Web page with little or no additional resource investment.

[IR53 Your Rights as a Victim Pamphlet](#)

[IR54 Your Rights as a Victim Pamphlet – How to Customize](#)

[IR55 Your Rights as a Victim Pamphlet – Customizable Version](#)

## **II. Identity Theft**

**a. Bank of America/ID Crime Project**

The International Association of Chiefs of Police and Bank of America announced a partnership to help consumers and law enforcement officials understand and respond to identity crime. A nationwide strategy, released in 2008, aims to further raise citizen awareness of identity crimes and the steps to prevent being victimized, as well as bolstering law enforcement's expertise in conducting investigations.

<http://www.idsafety.org>

**b. IR25 Defending America Against Identity Crime - Chief's Toolkit** 

The following documents were created by the ID Crime Project to help victims in the prevention of identity theft and how to recover as a victim.

[IR50 Prevention Guide](#)

[IR52 Recovery Guide](#)



### III. Violence Against Women

#### National Law Enforcement Leadership Initiative on Violence Against Women

In collaboration with the Office on Violence Against Women, U.S. Department of Justice, the International Association of Chiefs of Police (IACP) has developed the National Law Enforcement Leadership Initiative on Violence Against Women. The Initiative supports two types of events, one focused on executives and the other aimed at law enforcement trainers. The two events described below are offered several times each year at various locations around the country.

##### a. National Law Enforcement Leadership Institute on Violence Against Women

The Institute provides a unique opportunity for law enforcement executives to explore innovative approaches for responding to and investigating crimes of violence against women, specifically: domestic violence, sexual assault, stalking, and human trafficking. IACP holds three National Leadership Institutes each year. Executives accepted into the several day program have all their expenses covered through a grant IACP received from U.S. Department of Justice. Participants address the complex realities of violence against women by networking with colleagues to develop practical pro-active strategies to strengthen law enforcement efforts to end violence against women. Additional details and application form are available at:

<http://www.theiacp.org/research/VAWLawEnforcelnit.html>

##### b. National Trainer Development Program on Violence Against Women

This program teaches core training skills, methods to incorporate experiential learning techniques and technology into instruction, and tactics to troubleshoot classroom dynamics in order to maximize the effectiveness of law enforcement training on the crimes of violence against women. An expert team of faculty also enhances the understanding of participants concerning the realities of domestic violence, sexual assault, stalking, and human trafficking crimes. Accepted applicants are awarded full scholarships to attend the four-day program. Application and event brochure available at:

<http://www.theiacp.org/research/VAWLawEnforcelnit.html>

#### Police Response to Violence Against Women Project

IACP's Police Response to Violence Against Women Project (PRVAW), with funding from the Department of Justice, Office on Violence Against Women, provides tools, training and professional standards to create systems change by strengthening law enforcement's ability to effectively respond to and investigate crimes of domestic violence, sexual assault, stalking and human trafficking.

##### c. Human Trafficking

Human trafficking, commonly referred to as modern-day slavery, is a worldwide phenomenon fueled by global conditions of extreme poverty, political turmoil and increased worldwide mobility,

leaving many people vulnerable to exploitation. Local law enforcement is key to identifying and responding to this crime. IACP has created a three part training package that includes a roll-call training video, discussion guide, and an accompanying informational guidebook (also available in Spanish). Included is information on human trafficking federal statutes, who the victims and traffickers are, methods by which traffickers operate, means for detecting and investigating these crimes, and reasons why victims may be reluctant to report. (Download Roll Call Training Video from <http://www.theiacp.org/research/VAWPoliceResponse.html>)

[IR11 The Crime of Human Trafficking: A Law Enforcement Guide to Identification and Investigation Guidebook \(English, 2006\)](#)

[IR106 El Crimen De La Trata Humana \(Guidebook in Spanish, 2008\)](#)

**d. Domestic Violence by Police Officers**

A model policy to address the issue of domestic violence committed by police officers has been developed focusing on early intervention, incident response and investigation procedures. This policy has served as a national model and foundation for agencies across the country looking to adopt and implement policies to address this crime.

[IR13 Domestic Violence by Police Officers Policy \(2003\)](#)

[IR12 Domestic Violence by Police Officers Discussion Paper \(2003\)](#)

[IR15 Guidelines to Address Officers Under Orders of Protection \(2005\)](#)

**e. Domestic Violence Investigation**

A model policy to establish clear practices for the effective investigation of domestic violence crimes. This policy addresses evidence collection, predominant aggressor determination, strangulation assessment, protection orders and firearm prohibitions.

[IR17 Model Policy on Domestic Violence \(2006\)](#)

[IR16 Domestic Violence Concepts & Issues Paper \(2006\)](#)

[IR14 Protecting Victims of Domestic Violence: A Law Enforcement Officer's Guide to Enforcing Orders of Protection Nationwide](#)

**f. Sexual Assault Investigation**

*IACP Investigating Sexual Assaults Model Policy*

A model policy that outlines best practices for initial and follow-up response, including: evidence management, case documentation, and victim and suspect interviews for the effective investigation of sexual assault crimes.



[IR18 Model Policy on Sexual Assault Investigations \(2005\)](#)

[IR19 Sexual Assault Investigations Concepts & Issues Paper \(2005\)](#)

*IACP Sexual Assault Guidelines: Supplemental Form and Investigative Strategies*

This educational tool consists of a supplemental report form, guidelines for case documentation, and a pocket “tip” card for officers to help strengthen sexual assault investigations and establish national uniform standards for case coding.

The guidelines highlight practical case documentation and investigative strategies recognizing the impact of trauma on a victim’s behavior and the influence it may have on reporting. Tips on thoroughly investigating and documenting a suspect’s conduct can uncover grooming and pre-assault stalking behavior indicative of premeditation and may reveal previously unreported offenses in the suspect’s social circles.

[IR107 Sexual Assault Supplemental Report Form](#)

[IR108 Sexual Assault Guidelines](#)

[IR109 Sexual Assault Tip Card](#)

## **IV. Juveniles, Family, and Children**

### **a. IR23 Building Partnerships that Protect Our Children - Summit Recommendations (2001)**

In 2001, the International Association of Chiefs of Police in conjunction with the Child Welfare League of America (CWLA) and the National Children’s Alliance (NCA) held a national summit entitled *Building Partnerships that Protect Our Children: Child Welfare, Law Enforcement, and Communities Working Together*. The Summit was supported through a grant from the Office of Juvenile Justice and Delinquency Prevention (OJJDP) within the U.S. Department of Justice.

This policy-making event was attended by over 150 leaders from the fields of law enforcement, criminal justice, child welfare, and other community leaders. The summit explored all aspects of child abuse and neglect, from responding to reported incidents to long-term prevention strategies.

### **b. IR76 Building Partnerships that Protect Our Children - Guidelines (2003)**

These Guidelines outline a collaborative effort among the International Association of Chiefs of Police, the National Children’s Alliance (NCA) and the Child Welfare League of America (CWLA) and were funded by the Office of Juvenile Justice and Delinquency Prevention (OJJDP). The Guidelines offer a strategy built around the creation of Child Advocacy Centers (CACs) where youth receive comprehensive social, legal, and enforcement services at one location.



**c. Juvenile Justice/Training/Technical Assistance Project**

The Juvenile Justice Law Enforcement Training and Technical Assistance Project, which is managed by the International Association of Chiefs of Police in collaboration with the Department of Justice, Office of Juvenile Justice and Delinquency Prevention (OJJDP), is a multi-year initiative focused on increasing the capacity of law enforcement and justice professionals to address juvenile victimization, delinquency, and crime from a holistic perspective.  
[http://www.iacp.org/Training/ojjdp\\_ttap.html](http://www.iacp.org/Training/ojjdp_ttap.html)

**d. IR46 Guide for Preventing and Responding to School Violence (1999)** 

A product of the International Association of Chiefs of Police Private Sector Liaison Committee (PSLC), the Guide addresses both prevention and intervention from a systemic view, clarifying the roles of the school, the community, families, law enforcement, and the justice system and how these groups can work together effectively to respond to the problem. This project was supported with funding from the Bureau of Justice Assistance (BJA), U.S. Department of Justice. This document was prepared by the Security Research Center (SRC) for the PSLC. Funding for reproduction and distribution of the document have been provided by the Bureau of Justice Assistance.

**e. IR80 Best Practices for School Safety and Security (2004)** 

In response to school violence incidents in New York State, the New York State Department of Homeland Security, in collaboration with the New York State Police, the University of the State of New York, and the State Emergency Management Office, joined together to create Best Practices for School Safety and Security. This report draws on the expertise of these four agencies to provide critical prevention and response strategies for all incidents of school related violence.

**f. IR81 Digital Imaging for Safe Schools (1999)** 

In response to several shootings within schools, the International Association of Chiefs of Police, in partnership with the National Institute of Justice (NIJ), created a guide to using 360 degree digital cameras to create CDs that contain digital images of the interior of any school allowing responding officers to determine best access to hostages and/or the shooter(s) for SWAT response.

**g. IR82 Partnerships for Safe Schools (2008)** 

This training, delivered in partnership with the Department of Justice, Office of Juvenile Justice Delinquency and Prevention (OJJDP), focuses on improving school safety. Course topics include: principles of school safety, model school safety programs, and critical incident management.

**h. IR83 Developing an Anti-Bullying Program** 

This Promising Practices Executive Brief is the first in a series produced in collaboration with Department of Justice, Office of Juvenile Justice Delinquency and Prevention (OJJDP). These



periodic briefs deliver information to law enforcement and justice officials and focus on some of the gaps in contemporary juvenile justice policy and practices. Each brief highlights a promising program that addresses an important juvenile justice issue.

**i. Youth Violence Summit Recommendations (1995)**

Final recommendations from the International Association of Chiefs of Police summit on youth violence contained in this report outline a set of strategies to help law enforcement respond to gang violence, school violence, and how to deal effectively with both youthful offenders and youthful victims.

<http://www.theiacp.org/PublicationsGuides/ResearchCenter/NationalPolicy-Summits/CMSDetail/tabid/398/Default.aspx?id=141>

**j. Operation Kids**

Operation Kids is a new education and enforcement program developed by the International Association of Chiefs of Police in collaboration with the National Highway Traffic Safety Administration (NHTSA).

<http://www.theiacp.org/About/Awards/AirBagSafetyCampaign/OperationKids/tabid/455/Default.aspx>

**k. Teen Drinking and Driving**

The International Association of Chiefs of Police (IACP) is striving to reduce the incidence of teen drinking and driving by providing this site where law enforcement agencies, as well as the IACP's partners, can showcase their programs, which then can be reviewed, replicated or modified as visitors choose.

<http://www.lets saveyounglives.org/>

**l. Family Violence Summit Recommendations (1997)**

This report of final recommendations from the International Association of Chiefs of Police summit on family violence outlines a set of strategies to help law enforcement respond to all types of family violence including partner violence, child abuse, and elder abuse.

<http://www.theiacp.org/tabid/299/Default.aspx?id=138&v=1>

**m. Delinquency Prevention GIS Initiative: Adding Value for Law Enforcement Agencies**

The International Association of Chiefs of Police has worked in collaboration with the Office of Juvenile Justice and Delinquency Prevention (OJJDP), a component of the U.S. Department of Justice, to improve the capacity of juvenile justice practitioners, specifically law enforcement, to assess program and resource allocations relative to both risk and protective factors reflected in the community. As a result of this collaboration, an interactive geographical information system (GIS) called SMART is now available online to law enforcement, juvenile justice practitioners and the public. With SMART, users are able to view demographic data and other risk and protective

factors as shaded maps, view different resources for youth -- including federal grants and law enforcement agencies -- and upload their own address data into web-based maps. This application provides law enforcement agencies a powerful interactive tool to assess juvenile justice data at local, county, or state levels and allows them to map their own map points such as the location of juvenile incidents, arrests, or local programs directed at youth. Access to the application is available at <http://smart.gismapping.info>.

[IR97 Welcome to SMART](#)

## **V. Offender Reentry & Sex Offenders**

### **a. IR21 Offender Reentry Summit Recommendations (2007)**

The International Association of Chiefs of Police held a summit in 2006 that focused on the consistently high rate of offender recidivism and programs that can help stabilize returning offenders and reduce re-offending. The goal of the summit was to identify, refine, and report out to the nation on the appropriate role of law enforcement in reentry initiatives.

### **b. Violence Reduction Strategies: Focus on Returning Offenders**

International Association of Chiefs of Police (IACP) is pursuing comprehensive violence reduction strategies to enhance public safety. Returning offenders, including those previously incarcerated for violent and/or sex crimes, pose significant challenges to communities.

In partnership with the Bureau of Justice Assistance (BJA), Department of Justice, the IACP is working to assist law enforcement through the identification of potentially progressive approaches to successful offender reentry and sex offender management.

<http://www.theiacp.org/profassist/ReturningOffenders.htm#offenderreentry>

### **c. IR92 Building an Offender Reentry Program**

The publication *Building An Offender Reentry Program: A Guide for Law Enforcement* highlights law enforcement-involved reentry programs. The guide presents key strategies, components, and results of law enforcement participation in offender reentry efforts.

### **d. Sex Offender Management**

Since November 2005, in partnership with the U.S. Department of Justice, Bureau of Justice Assistance (BJA), the International Association of Chiefs of Police (IACP) has worked to identify policy and operational challenges facing law enforcement regarding sex offenders and has developed resources to assist law enforcement executives and their agencies with preventing future victimization, educating the community, holding offenders accountable, and increasing community safety.

In 2007 the IACP, in partnership with the Center for Sex Offender Management (CSOM), was selected to administer the *Sex Offender Management Training and Technical Assistance* program to BJA's FY 2007 Comprehensive Approaches to Sex Offender Management (CASOM) grantees comprised of law enforcement and community-based supervision agencies. The CASOM Discretionary Grant Program provides funding to help jurisdictions effectively manage sex offenders in the community by implementing new or enhancing existing programs.

In collaboration with the American Probation and Parole Association (APPA) two publications were developed:

[IR101 Strategically Monitoring Sex Offenders: Accessing Community Corrections' Resources to Strengthen Law Enforcement Capabilities \(2008\)](#)

[IR102 Tracking Sex Offenders with Electronic Monitoring Technology: Implications and Practical Uses for Law Enforcement \(2008\)](#)

**e. IR89 Sex Offenders in the Community** 

*Sex Offenders in the Community: Enforcement and Prevention Strategies for Law Enforcement* provides an overview of the sex offender population, identifies various law enforcement prevention and enforcement strategies, features specific examples from jurisdictions around the country, and includes sample departmental forms and documents.

**f. IR22 Managing Sex Offenders** 

*Managing Sex Offenders: Citizens Supporting Law Enforcement* highlights relevant sex offender legislation impacting law enforcement, identifies emerging operational challenges for law enforcement executives, and offers examples of how law enforcement agencies are using volunteers to enhance and support their sex offender management and enforcement efforts.

**g. IR90 Addressing Community Concerns About Sex Offenders** 

*Framing a Law Enforcement Response: Addressing Community Concerns about Sex Offenders* is a pamphlet that provides talking points designed to help officers frame an agency response to ten frequently asked questions regarding sex offenders.

## **VI. Gun Violence**

**a. IR3 Taking a Stand: Reducing Gun Violence Summit Recommendations (2007)** 

The Great Lakes States Summit on Firearm Violence (2007) was one of the main initiatives of the partnership between the Joyce Foundation and the International Association of Chiefs of Police. The goal of the summit was to draw on expertise and insights from law enforcement leaders, elected officials, researchers, medical and public health professionals and others to develop a regional,

multi-disciplinary approach to reducing gun violence. Those in attendance developed recommendations that state and local policymakers, public health officials and law enforcement leaders can implement. The summit also helped establish a set of priorities for federal policy makers to aid efforts to reduce gun violence in the region.

## [IR108 Planning Guide](#)

### **b. IR36 Crime Gun Interdiction Strategies Summit Recommendations (1999)**

The International Association of Chiefs of Police *Crime Gun Interdiction Strategies for the 21st Century* Summit (1999) was supported through a grant from the Department of Justice, Bureau of Justice Assistance. The concept of the Crime Gun Interdiction Summit was to bring together diverse parties from the firearms industry, academic community, firearm advocate groups, and law enforcement representatives to discuss, debate, and develop action and policy recommendations to enable communities to reduce the flow of illegal firearms to criminals and juveniles. The Summit also was designed to establish a basis for future dialogue among the parties.

### **c. Gun Violence Reduction Initiative**

The International Association of Chiefs of Police (IACP) and the Joyce Foundation have created a partnership to more effectively address the deadly problem of gun violence. Gun violence kills roughly 30,000 people each year, second only to automobile crashes in causes of injury-related death, and the incidence of gun related deaths appears to be on the rise. Collaboration between the IACP and the Joyce Foundation seeks to address all aspects of gun violence and to invigorate and strengthen the efforts of law enforcement officials, criminal justice agencies, the medical and health communities, advocacy groups, and policy makers in combating firearms violence.

### **d. Project Safe Neighborhood Initiative**

This project supported by the Bureau of Justice Assistance (BJA) provides no-cost training and technical assistance to the law enforcement community to improve their gang and gun violence reduction and prosecution efforts. The International Association of Chiefs of Police provides site specific, regional technical assistance sessions to support Project Safe Neighborhoods (PSN) a federal initiative through the Department of Justice. For more information on this project please go to this link:

<http://www.theiacp.org/research/PSNET.htm>



## VII. Protecting Civil Rights

### a. **Protecting Civil Rights Leadership Guide**

With funding from and collaboration with the Office of Community Oriented Policing Services (COPS), a component of the US Department of Justice, the International Association of Chiefs of Police produced *Protecting Civil Rights: A Leadership Guide for State, Local, and Tribal Law Enforcement* as a comprehensive overview of the civil rights issues and challenges that face today's law enforcement leaders. The guide describes the processes by which agencies with alleged "pattern or practice" civil rights violations are investigated and monitored. It offers lessons learned, resources, and strategies for protecting and promoting civil rights across the varied communities' police agencies serve.

[IR43 Protecting Civil Rights Leadership Guide Part 1](#)

[IR44 Protecting Civil Rights Leadership Guide Part 2](#)

[IR45 Protecting Civil Rights Leadership Guide Part 3](#)

### b. **IR24 Best Practice: Internal Affairs**

Every police department large and small will encounter a complaint concerning an officer's conduct or behavior that must be dealt with. Although the process of handling these complaints varies between agencies of different sizes located in different parts of the country, there are some basic similarities that thread themselves through law enforcement in general. It is a best practices guide for, but not exclusive to, smaller departments.

### c. **IR49 Police Accountability and Citizen Review (2000)**

Increasingly, police leaders are being asked to consider and establish civilian review boards/bodies. Ultimately, they are dealing with the benefits and drawbacks of the models they choose or are presented to them for implementation by their governing bodies. Citizen review approaches and their effectiveness vary dramatically. This document informs police leaders about citizen review and will add to their capacity to make and influence informed choices.

### d. **IR10 Police Chiefs Guide to Immigration Issues (2007)**

The *Police Chiefs Guide to Immigration Issues* provides law enforcement executives with an overview of the issues surrounding immigration, both legal and illegal, provides background information on the current resources available to law enforcement, and examines the concerns and obstacles that currently surround the debate about immigration enforcement by state, tribal, and local law enforcement.

### e. **IR4 Police Use of Force in America (2001)**

The International Association of Chiefs of Police released the 2001 edition of its report *Police Use of Force in America*. The report, which is the culmination of a national data collection effort begun by

the IACP in 1995, represents a comprehensive statistical picture of police/citizen contacts and reported use of force incidents. Another document that could be of interest is the 1999 Use of Force Report.

[IR5 Use of Force by Police: Overview of National Data \(1999\)](#)

- f. **Less-Lethal**  
<http://www.less-lethal.org/web/home.aspx>

## VIII. Hate Crimes

- a. **Responding to Hate Crimes: A Police Officer's Guide to Investigation and Prevention (1999)**

The International Association of Chiefs of Police publication *Responding to Hate Crimes: A Police Officer's Guide to Investigation and Prevention* is available free of charge. It provides law enforcement officers with information on the best methods for confronting hate-motivated crimes and contains a convenient pocket reference card for first responders.

<http://www.theiacp.org/PublicationsGuides/LawEnforcementIssues/Hatecrimes/RespondingtoHateCrimesPoliceOfficersGuide/tabid/221/Default.aspx>

- b. **Hate Crimes in America Summit Recommendations (1998)**

The 1998 International Association of Chiefs of Police Hate Crime in America Summit produced 46 recommendations. The recommendations constitute an action agenda to advance understanding of the continuum of hate violence, prevent hate crime, and improve the effectiveness of our response to this complex and challenging social problem. The agenda sets forth roles and responsibilities for a coordinated, community-wide response by citizens, schools and colleges, police, justice system providers, social service providers, and victims.

<http://www.theiacp.org/PublicationsGuides/LawEnforcementIssues/Hatecrimes/tabid/191/Default.aspx>

## IX. Leadership

- a. **IR73 National Leadership Summit Recommendations (2005)** 

The International Association of Chiefs of Police has always focused on police leadership and, in response to changing needs and environments, developed a leadership training program based on the principles of dispersed leadership: Leadership in Police Organizations (LPO). In order to showcase the LPO course, discuss lessons learned, and gather feedback on the curriculum, IACP convened over 50 representatives from law enforcement; professional and private organizations; academic

institutions; and federal, state, and local governments at a summit held in 2005. Five working groups produced valuable, workable recommendations outlined in this report.

**b. IR37 Police Leadership in the 21st Century Leadership Conference Recommendations (1999)** 

Perhaps the biggest challenge facing police executives of the 21st century will be to develop police organizations that can effectively recognize, relate, and assimilate the global shifts in culture, technology and information. Changing community expectations, workforce values, technological power, governmental arrangements, policing philosophies, and ethical standards are but a sample of the forces that must be understood and constructively managed by the current and incoming generation of chief executives. It is in this same environment that the first International Association of Chiefs of Police *President's Leadership Conference* was held. The Conference was structured to capture experienced-based observations and produced these guidelines to enable current and aspiring chiefs to achieve and sustain success, today, and into the next century.

**c. Ethics Toolkit**

Both the International Association of Chiefs of Police (IACP) membership and the Office of Community Oriented Policing Services (COPS) agree with IACP's Police Image and Ethics Committee's finding and consider ethics an important training and leadership need. This toolkit is both a call to action and a resource guide to assist local law enforcement agencies. Local agencies using the activities and programs contained in this toolkit will heighten the awareness and visibility of law enforcement's ethical standards both internally and externally. The tools engage agencies in the building blocks of high ethical standards and demonstrate to the community a department's commitment to ethics and professionalism.

<http://www.theiacp.org/profassist/ethics/index.htm>

**d. IR95 Combating Workplace Violence** 

In 1994, the International Association of Chiefs of Police (IACP) Private Sector Liaison Committee (PSLC) partnered with the Defense Personnel Security Research Center (PERSEREC) to research the problem of workplace violence. For several years, a steady succession of gruesome incidents of violence in private companies and government organizations had played out on the nightly news. Private employers were turning to police chiefs across the country and asking for help. The IACP turned to the PSLC to develop useful guidelines for its members.

Utilizing its experience in researching and developing previous national protocols, as well as its unique contacts in both the public and private sectors, the PSLC undertook this extensive project. Focus groups were conducted throughout the country. Subject-matter experts gave their time pro bono to review and improve the many subsequent drafts of the guidelines under development. Published in 1995, *Combating Workplace Violence* was the result of input from over 300 chiefs and command officers representing large, medium and small departments. The employer guidelines reflected input from hundreds of subject-matter experts and practitioners, including

business owners, managers, supervisors, lawyers and specialists in the fields of security, human resources, threat assessment and employee assistance.

The result was a distillation of the best thinking and advice on workplace violence. As with all PSLC protocols, the IACP made this document available free of charge to law enforcement practitioners and other interested professionals around the world.

**e. Center for Police Leadership**

The International Association of Chiefs of Police Center for Police Leadership is devoted to the development and nurturing of police professionals. In so doing, the Center for Police Leadership promotes individual, group and organizational development that greatly enhances organizational effectiveness and societal improvement. The Center's training design emphasizes *transformational leadership* that engages its followers to elevate social conduct and ethical behavior; leadership that promotes a good greater than the leaders and the followers. The Center believes that committed people can improve and increase their leadership effectiveness through a combination of appropriate training, self-development and learning derived from a career of progressively more demanding job assignments. Our philosophy is that all participants in the Center's training accept that their duty is to provide honorable leadership to their organization, group or individual under their influence. <http://www.theiacp.org/cpl2/>

## **X. Terrorism & Intelligence**

**a. IR51 Criminal Intelligence Sharing: Measuring Success and Setting Goals for the Future Summit Recommendations (2007)** 

The participants in the 2007 International Association of Chiefs of Police Criminal Intelligence Sharing Summit made it clear that many of the nation's law enforcement agencies do not participate in the criminal intelligence sharing plan. Too many state, local, and tribal agencies, it would seem, underestimate their importance to the criminal intelligence sharing process, overestimate the burdens of full participation, and/or remain unaware of how to contribute to the vital work of the plan. The participants in this Summit reaffirmed their commitment to overcoming these challenges and helping law enforcement agencies of all sizes to participate more fully in the criminal intelligence sharing process. Together, they crafted these recommendations to help law enforcement agencies share information and intelligence seamlessly, while protecting privacy and civil rights.

**b. IR93 Building Private Security/Public Policing Partnerships Summit Recommendations (2004)** 

The full summit report provides detailed commentary on the summit's background and purpose,

along with descriptions of law enforcement and private security and the history and current status of cooperation between those fields. Also covered are key summit speeches and major issues in public-private cooperation. Most importantly, the report features the specific recommendations—the action agenda—that resulted from the concentrated work of summit participants.

**c. IR61 Criminal Intelligence Sharing Summit Recommendations (2002)** 

Law enforcement executives and intelligence experts from across the country met at the International Association of Chiefs of Police *Criminal Intelligence Sharing* Summit held in 2002. Participants engaged the issues through discussions on the capacities for and barriers to intelligence sharing, the standards and guidelines that direct intelligence sharing, technology and training related to intelligence sharing, and important legal and civil rights that must guide all criminal intelligence gathering and sharing processes. Discussions also focused on the unique potential for community oriented policing initiatives to aid in the gathering of locally driven intelligence. Summit participants articulated a vision in which non-federal agencies are more than adjuncts to a national strategy for improved intelligence communication, but founding partners of any organization – and leading participants in any process – that helps coordinate the collection, analysis, dissemination and use of criminal intelligence data in the U.S. This document provides an overview of the details of their proposal.

**d. IR9 Law Enforcement’s Role in Combating and Preparing for Domestic Terrorism (2001)** 

In the wake of September 11, 2001, the International Association of Chiefs of Police held two national summits related to terrorism. The first addressed all aspects of intelligence sharing. Intelligence summit results included a national model to improve the acquisition and use of intelligence. Recently endorsed by the U.S. Department of Justice, the U.S. Department of Homeland Security, and the FBI, and the second summit focused on DNA evidence management from the crime scene to the courtroom and beyond. The summit’s goal was to increase law enforcement’s capacity to handle DNA evidence, using as an example the need to manage a sufficient volume of DNA evidence at the site of the World Center attack.

**e. IR8 Project Response: The Oklahoma City Tragedy** 

This report is intended to address those measures that law enforcement executives can employ to help prevent, prepare for, and respond to acts of terrorism, primarily bombing attacks. It distills information about various approaches from a number of sources intended to provide concrete guidelines for action.

## **f. Post 9-11 Policing Project Documents**

The International Association of Chiefs of Police, the National Sheriffs' Association (NSA), the National Organization of Black Law Enforcement Executives (NOBLE), the Major Cities Chiefs Association, and the Police Foundation, joined in 2004 to conduct a project to help position state, local, and tribal agencies to proactively manage a changed and continually changing police environment. One of the main objectives pursued during this project was to craft promising practices -- uncover or develop policy, program, and resource deployment ideas considered promising for addressing changing conditions, mission, and roles. To date, four promising practice briefs have been produced:

[IR47 Engaging the Private Sector to Promote Homeland Security \(2005\)](#)

[IR103 Intelligence Led Policing: The New Intelligence Architecture](#)

[IR104 Threat Assessment: Fundamentals and Guidelines](#)

[IR105 Multi-Jurisdictional Partnerships for Meeting Regional Threats](#)

## **XI. Forensics**

### **a. IR42 DNA Crime Scene to Courtroom and Beyond Summit Recommendations (2003)**



The International Association of Chiefs of Police (IACP) summit *DNA Evidence: Enhancing Law Enforcement's Impact from Crime Scene to Courtroom and Beyond* was held in 2003 in Washington, DC. The summit was a collaborative effort of the IACP and its funding partners: the National Forensic Science and Technology Center (NFSTC), the National Institute of Justice through its Office of Science and Technology, the Office for Victims of Crime (OVC), and the Office on Violence Against Women (OVW).

IACP's summit was designed as a policy-making event, bringing together 120 DNA experts from the fields of law enforcement, the justice system, victim advocates and a host of other vital stakeholders in the forensic DNA community. These individuals worked in small breakout sessions to craft national policy on a number of critical DNA evidence management issues. To guide their work, participants used the IACP's DNA Continuum as a reference. The continuum identifies the key stakeholders and actions involved along each step of DNA management from crime scene through the courts and ultimately corrections.



**b. IR20 DNA Crime Scene to Courtroom and Beyond Victim's Roundtable Report (2003)** 

Advancements in forensic DNA analysis continue to have a tremendous impact on the criminal justice system. The positive side of this revolution is that it offers enhanced opportunities to convict the guilty and exonerate the innocent. For example, new DNA technologies permit the analysis of smaller and different kinds of biological samples than was possible just a few years ago.

However, to realize the full potential of DNA in criminal cases, substantial challenges must be overcome. Perhaps those with the most valuable perspective on these challenges are crime victims whose cases involve DNA evidence. In 2003, the International Association of Chiefs of Police, in collaboration with the U.S. Department of Justice's Office for Victims of Crime (OVC) and Office on Violence Against Women (VAW), sponsored a gathering titled DNA, Victims and the Criminal Justice System: A Roundtable Discussion. At the roundtable, victims, victim advocates, crime lab specialists, and members of the law enforcement and legal professions identified some of those challenges and proposed steps to solve them. The roundtable was held as a 'pre-summit' event to inform and help design the full summit (Volume I).

## **XII. Resources for Smaller Agencies**

**a. Smaller Police Department Technical Assistance Program**

Funded by the U.S. Department of Justice, Bureau of Justice Assistance, the Program supports over 15,000 law enforcement agencies in the U.S. More than 2,500 agencies receive training each year and thousands receive technical assistance and information through the following program services, found on the International Association of Chiefs of Police (IACP) web site:

- Tuition-Free Training on 19 Topics Nation-Wide
- Annual IACP Conference Smaller Agency Training Track
- Best Practices Guides on 10 topics
- A Quarterly Newsletter: Big Ideas for Smaller Police Departments
- On-site Technical Assistance
- Internal Agency and Community Safety Surveys

Project staff actively coordinates with the State Association of Chiefs of Police Smaller Agency Section and works with many IACP divisions to bring cost-effective services to all U.S. police agencies.

Since 1998, the Smaller Police Department Technical Assistance Program has provided resources for the largest portion of IACP's membership, departments serving up to 50,000 residents or with 1-50 sworn officers.

<http://www.iacpsmallerdepts.org>.



**b. New Police Chief Mentoring Project**

The International Association of Chiefs of Police Smaller Police Department Technical Assistance Program developed the New Police Chief Mentoring Project in 2003. With funding from the U.S. Department of Justice, Bureau of Justice Assistance, the focus is to provide technical assistance to newer police leaders, active in their first three years of appointment, who are serving in smaller departments with 1-50 sworn officers or serve a population up to 50,000.

This is a cost free professional development opportunity for newer police executives as they begin their tenure. Newer chiefs are partnered with seasoned, mentor chiefs from smaller agencies to learn how they achieved success and resolved similar challenges. The program includes complimentary resources, peer support, and on-site visits when needed. Mentors and newer chief participants receive a variety of support from project staff.

[www.iacpmentoring.org](http://www.iacpmentoring.org).

**c. Police Chiefs Desk Reference**

A major component of the New Police Chief Mentoring Project is the design and publication of the *Police Chiefs Desk Reference*, 2nd Edition (PCDR), a valuable guide that includes sections on leadership and management, personnel administration, operations, community outreach and crime prevention, contemporary issues in policing, funding and grant writing, training and professional development, and a variety of other resources. In partnership with the State Associations of Chiefs of Police, a 'State Supplement' feature has been added to the PCDR, informing leaders about unique resources available to them in their own states. Additional supplemental resources and updates for the PCDR are available at:

[www.policechiefsdeskreference.org](http://www.policechiefsdeskreference.org).

**d. IR1 Big Ideas (Fall 2007)** 

If you are attempting to create a survey, this *Big Ideas* edition can help you begin. On page 13, in the yellow box, there is a list of questions to ask yourself and your agency about how well you are doing. This can help you start a possible survey to send to your community, victims, and/or to employees within your agency.

**e. IR2 Big Ideas (Spring 2003)** 

To improve your partnerships with your community, the Spring 2003 edition of *Big Ideas* (pages 10-11) provides a variety of ways to expand your departments' involvement in your community, as well as ideas on what the community can do.



### **XIII. Volunteers in Police Agencies**

#### **a. Volunteers in Policing**

The Volunteers in Police Service (VIPS) Program works to enhance the capacity of state and local law enforcement to utilize volunteers. VIPS serves as a gateway to resources and information for and about law enforcement volunteer programs. The VIPS Web site offers a database of existing law enforcement volunteer programs, a model policy, educational videos, publications, training and technical assistance. The program works in collaborating with its funding agency, the U.S. Department of Justice, Bureau of Justice Assistance, and the White House Office of USA Freedom Corps.

<http://www.policevolunteers.org/>

#### **b. IR72 Crime Prevention - VIPS**

### **XIV. Research Guides**

#### **a. Research Partnerships**

The International Association of Chiefs of Police (IACP), in collaboration with the National Institute of Justice (NIJ), has created a set of two documents to help establish and sustain successful law enforcement/researcher partnerships: *Guide for Law Enforcement Leaders* and *Guide for Researchers*. The guides are designed to help police leaders and university researchers address critical 'partnering' issues so that there is a high degree of understanding between the partners and that research approaches and policy outcomes are clearly defined in advance. IACP suggests that police leaders and researchers use these guides to help create a solid foundation for sustainable research partnerships.

[IR39 Establishing and Sustaining Researcher Partnerships – Guide for Law Enforcement Leaders](#)

[IR40 Establishing and Sustaining Researcher Partnerships – Guide for Researchers](#)

### **XV. IACP General Information**

#### **a. Policy Center**

In 1987, the International Association of Chiefs of Police entered into a cooperative agreement with the U.S. Justice Department's Bureau of Justice Assistance to establish a National Law Enforcement Policy Center. The objective of the center was to assist law enforcement agencies across the country in the critical and difficult task of developing and refining law enforcement policy.



Organized under the direction of a broad-based advisory board of recognized law enforcement professionals, the center has carried out its mission through the development of a wide variety of model law enforcement policies. Each model incorporates the research findings, the input of leading subject experts and the professional judgment of advisory board members who have combined this information with their extensive practical field and management experience. The end product is some of the best contemporary thinking in the field.

The policies addressed by the center are selected because they represent some of the most difficult issues facing law enforcement administrators. The policy center continues to develop models in other priority areas.

For more information go to the main Policy Center web site:  
<http://www.theiacp.org/pubinfo/PolCtr.htm>

**b. Training**

International Association of Chiefs of Police training programs, offered nationwide, are attended by well over 3,000 law enforcement professionals each year. Training opportunities can help law enforcement personnel enhance their work quality, find solutions, and make informed decisions. Conducted by experienced law enforcement instructors, each course includes materials for classroom use and future reference.

**c. Research Center**

The Research Center mission is to identify emerging issues in law enforcement and conduct timely policy research, evaluation, follow-up training and technical assistance in order to provide information and direction to law enforcement leaders, the justice system, and the community.

For information on all of the IACP's research go to:  
<http://www.theiacp.org/PublicationsGuides/Projects/tabid/296/Default.aspx>

**d. Programs and Research**

Programs and Research supplies professional contract assistance to law enforcement agencies of all types, sizes, and missions. Comprehensive management and operations studies, staffing and deployment modeling, technical assistance, promotional testing, executive search, policy analysis, program evaluation, and organizational culture studies are the most frequently requested services. Several key grant-funded projects are based in Programs and Research including Volunteers in Police Service (VIPS), the Nationwide Strategy to Prevent and Respond to Identity Crime, OJJDP's Juvenile Justice Training and Technical Assistance, Sex Offender Management: Training and Technical Assistance, and the National Law Enforcement Policy Center.

**e. Division of State and Provincial Police**

The State and Provincial division maintains a separate administrative identity and biannually elects its own board of officers. It holds an annual meeting in conjunction with the annual International Association of Chiefs of Police (IACP) conference as well as a midyear conference each spring. In addition, each of the division's four regions (North Atlantic, North Central, Mountain Pacific, and Southern) conducts meetings during the summer months. S&P staff members serve as liaison to the National Highway Traffic Safety Administration, the Federal Motor Carrier Safety Administration, and the Federal Highway Administration in all matters relating to traffic safety and the operation of state police and highway patrol agencies. Division sections include the State and Provincial Police Retired Officers, State and Provincial Police Planning Officers, State and Provincial Police Academy Directors, Law Enforcement Information Management, and Drug Recognition Experts. Also housed within the division is the IACP Technology Center.

<http://www.theiacp.org/About/Governance/Divisions/StateandProvincialPoliceSP/tabid/109/Default.aspx>

**f. International Policing Division**

The Executive Committee of the International Association of Chiefs of Police established the International Policing Division, a body consisting of world regions, to promulgate the international programs and activities of the International Association of Chiefs of Police, Inc. The International Vice President serves as the General Chair of the Division as well as a member of the IACP Board of Officers. Division Officers include the Division Vice Chair, Division Secretary and the Chairs of seven (7) World Regional Offices.

<http://www.theiacp.org/About/Governance/Divisions/InternationalPolicing/tabid/461/Default.aspx>

## C. EXTERNAL RESOURCES

### I. **Victims of Crime Act (VOCA) and Compensation Boards**

Since its enactment in 1984, the Victims of Crime Act (VOCA) has become the nation's premier federal program supporting a wide variety of programs to help crime victims. Many criminal justice-based victim services were started up and sustained thanks to VOCA funding as were many community-based programs that work closely with and complement system-based programs.

#### a. **VOCA Fact Sheet (October 2005)**

If you are unaware of VOCA and how the funds are allocated, this four page summary created by the Office for Victims of Crime (OVC) in October, 2005, is a helpful rundown of VOCA.  
<http://www.ojp.usdoj.gov/ovc/publications/factshts/vocacvf/fs000310.pdf>

#### b. **VOCA Required Files for Victim Assistance Grant Application**

This two page document created by the Office for Victims of Crime (OVC) aides you in submitting the required files for the victim assistance grant applications.  
[http://www.ojp.gov/ovc/fund/pdfxt/Required\\_files\\_va.pdf](http://www.ojp.gov/ovc/fund/pdfxt/Required_files_va.pdf)

#### c. **VOCA Required Files for Victim Compensation Grant Application**

This two page document created by the Office for Victims of Crime (OVC) advises you on what required files for the victim compensation grant applications must be turned in.  
[http://www.ojp.gov/ovc/fund/pdfxt/Required\\_files\\_vc.pdf](http://www.ojp.gov/ovc/fund/pdfxt/Required_files_vc.pdf)

#### d. **VOCA Victim Compensation Grant Program**

If you are interested in how your department can receive VOCA funds, these are the final program guidelines (as of May, 2001). These final guidelines implement the crime victim compensation grant program (VOCA).  
<http://www.ojp.usdoj.gov/ovc/welcovc/scad/guides/voca.pdf>

#### e. **ER19 State Administrator Contacts (2008)**

For the contacts of your state's Victim Assistance and/or Victim Compensation program click on the following document.

#### f. **National Association of Crime Victim Compensation Boards (NACVCB)**

The NACVCB promotes an exchange of information and ideas through a nationwide network of victim compensation programs. The Association advances better methods for serving crime victims through

various training and technical assistance activities, helping its members establish sound administrative practices, achieve fiscal stability, and engage in effective outreach, communication and advocacy.

<http://www.nacvcb.org/>

## **II. Office for Victims of Crime (OVC)**

The Office for Victims of Crime (OVC) was established by the 1984 Victims of Crime Act (VOCA) to oversee diverse programs that benefit victims of crime. OVC provides substantial funding to state victim assistance and compensation programs—the lifeline services that help victims to heal. The agency supports trainings designed to educate criminal justice and allied professionals regarding the rights and needs of crime victims. OVC also sponsors an annual event in April to commemorate National Crime Victims Rights Week (NCVRW). OVC is one of five bureaus and four offices with grant-making authority within the Office of Justice Programs, U.S. Department of Justice.

### **a. OVC Training and Technical Assistance Center**

The Office for Victims of Crime Training and Technical Assistance Center (OVC TTAC) provides comprehensive, quality technical assistance and training resources to victim service providers and allied professionals via two links.

<http://www.ojp.usdoj.gov/ovc/assist/welcome.html>

<http://www.ovcttac.gov/vatonline/>

### **b. First Response to Victims of Crime (2008)**

This educational multimedia package, produced by the National Sheriffs' Association, looks at the impact of crime on victims and describes steps that law enforcement can take, as first responders, to meet victims' needs. Among the types of victimizations covered are sexual assault, drunk driving, homicide, human trafficking, and mass casualties. The special needs of older victims, child victims, immigrants, and victims with disabilities are addressed as well. This 30-minute video is available in DVD (NCJ 211619) and VHS (NCJ 211618). A companion guidebook (PDF 470 kb) (NCJ 217272) is also available.

<http://www.ojp.usdoj.gov/ovc/publications/infores/other.htm>

### **c. OVC What You Can Do If You Are a Victim of Crime Brochure**

The OVC created the following brochure that can be given to a victim of crime.

<http://www.ojp.usdoj.gov/ovc/publications/factshts/whatyoucando/bc000713/customize.pdf>

**d. OVC Responding to Individuals with Mental Illness**

This one-page document summarizes how to improve response to victims who have been victimized by a person with a mental illness.

<http://consensusproject.org/downloads/OVCoverview.pdf>

**e. OVC What You Can Do If You Are a Victim of Crime and Fact Sheet (April 2002)**

Another form that can be given to a victim of crime and a list of every state's victim compensation and/or assistance programs:

<http://www.ojp.usdoj.gov/ovc/publications/factsheets/whatyoucando/fs000301.pdf>

**f. Victim Role in Offender Reentry**

The following publication, created by the Office for Victims of Crime (OVC) and the American Probation and Parole Association, can assist law enforcement agencies, their partners, and victims of crime during reentry process. It includes strategies for involving community members and victims in reentry partnerships and promising practices for reentry partnerships. It includes individual sections on each of the victims' rights during the reentry process.

[http://www.appa-net.org/eweb/DynamicPage.aspx?WebCode=VC\\_FreePubsReports](http://www.appa-net.org/eweb/DynamicPage.aspx?WebCode=VC_FreePubsReports)

### **III. Community Oriented Policing Services (COPS)**

The COPS Office is the nation's leading advocate for community-oriented policing. On their web site, you can learn how they support law enforcement and communities by providing knowledge resource products, training, and funding for the advancement of community policing.




[www.cops.usdoj.gov](http://www.cops.usdoj.gov)

**a. ER22 Creating Performance Measures that Work** 

### **IV. National Center for Victims of Crime (NCVC)**

The National Center for Victims of Crime is the nation's leading resource and advocacy organization for crime victims and those who serve them. Since its inception in 1985, the National Center has worked with grassroots organizations and criminal justice agencies throughout the United States serving millions of crime victims.

[www.ncvc.org](http://www.ncvc.org)

- a. **ER25 Civil Justice for Victims of Crime Pamphlet** 
- b. **ER26 Are You a Victim of Crime Pamphlet** 
- c. **ER27 Are You a Victim of Crime: We Can Help You Brochure** 
- d. **DNA & Crime Victims: What Victim Assistance Professionals Need to Know**

<http://www.ncvc.org/ncvc/AGP.Net/Components/documentViewer/Download.aspxnz?DocumentID=45243>

- e. **DNA & Crime Victims: What Victims Need to Know**  
<http://www.ncvc.org/ncvc/AGP.Net/Components/documentViewer/Download.aspxnz?DocumentID=45244>

- f. **DNA Hits in Cold Cases: Notifying Crime Victims**  
<http://www.ncvc.org/ncvc/AGP.Net/Components/documentViewer/Download.aspxnz?DocumentID=45242>

## **V. National Organization for Black Law Enforcement Executives (NOBLE)**

- a. **NOBLE Victim Services Planning Guide**

These twenty objectives, which can be adopted for an ideal victim assistance program, were developed by National Organization of Black Law Enforcement Executives in 1984 through an OVC-funded initiative.

<http://www.noblenational.org/associations/4230/files/VSP%20Planningguide.pdf>

## **VI. Related Training & Programs**

- a. **Pinal County Sheriff's Office Victim Service Unit**

The Pinal County Sheriff's Office Victim Service Unit is comprised of one paid staff member and 18 volunteers. The volunteers complete an initial 45 hour training then attend monthly, ongoing, 3 hour in-service meetings for additional role play and education. Victim Service unit staff respond to accidents; fire and drowning, domestic violence, traffic accidents/fatalities, death notifications, natural cause deaths, homicides, suicides, child crimes and provides resource information and referrals and follow up contacts, or any situation where victim trauma/crisis intervention or support is needed. In 2007, the department saved more than \$400,000 by utilizing their 144 volunteers who worked 21,000 hours.

<http://pinalcountyaz.gov/Departments/Sheriff/Organization/VolunteerServicesBureau/VictimServices/Pages/Home.aspx>

**b. Denver District Attorney's Office**

[www.denverda.org](http://www.denverda.org)

**District Attorney Training Module**

The goal of these training modules is to provide victim service training for all prosecutors in the Denver DA's Office. The emphasis is on compliance with legislation pertaining to victims and on interaction with victims and other members of the prosecution team.

[http://www.denverda.org/DA\\_Programs/training/Training\\_index.htm](http://www.denverda.org/DA_Programs/training/Training_index.htm)

**Faith Community Professional Education Initiative**

This Web Site supports the Faith Community Professional Education Initiative whose purpose is to address the need expressed across the United States that clergy and faith-based counselors be trained to assist crime victims. FCPEI focuses on inaugurating a newly developed post-graduate curriculum, Victim Care: Issues for Clergy and Faith-Based Counselors, into existing theological programs. FCPEI is a partnership between the Denver District Attorney's Office, Denver Victim Assistance and Law Enforcement Board (VALE) and the Office for Victims of Crime. The Initiative is supported by a grant from the Office for Victims of Crime, Office of Justice Programs, U.S. Department of Justice.

<http://grants.denverda.org/FCPEI/Written.htm>

**c. Victim Services Network (Denver)**

The Victim Services Network (VSN) is a collaborative network that connects and supports agencies and communities to provide innovative, seamless, and integrated services to victims of crime in Denver, Colorado.

<http://www.victimservicesnetwork.org/>

**d. Colorado Organization for Victim Assistance (COVA)**

The COVA is committed to fairness and healing for crime victims, their families and communities through leadership, education, and advocacy. By operating in an inclusive and compassionate manner, COVA creates solutions and positive change. COVA's vision is to be recognized as a national leader in building a collaborative environment where crime victims are given the opportunity to heal and restore balance to their lives.

[www.coloradocrimevictims.org](http://www.coloradocrimevictims.org)



**e. Have Justice Will Travel**

The mission of Have Justice - Will Travel, Inc. (HJWT) is to end the generational cycle of abuse in rural families by bridging the legal, cultural, geographical, psychological, and economic gaps that exist for victims of domestic abuse. HJWT provides legal and supportive services for battered, low-income women and their children.

<http://www.havejusticewilltravel.org/>

## **VII. National Organization for Victim Assistance (NOVA)**

The National Organization for Victim Assistance is a private, non-profit, 501(c)(3) organization of victim and witness assistance programs and practitioners, criminal justice agencies and professionals, mental health professionals, researchers, former victims and survivors, and others committed to the recognition and implementation of victim rights and services.

**a. [NOVA Crisis Intervention](#)**

Additional information and tips on how to respond to victims during a crisis intervention are suggested in the following document. Important components include “What to say and what not to say to victims.” Along with suggestions on how to improve communication with victims. (Permission to print given in document). You may have to copy and paste link into your browser.

<http://www.trynova.org/victiminfo/readings/>

**b. [NOVA Psychological Trauma](#)**

The following gives descriptions of how victims might respond in a crisis situation. (Permission to print given in document). You may have to copy and paste link into your browser.

<http://www.trynova.org/victiminfo/readings/>

## **VIII. Links and Videos**

**ER39 Links for Law Enforcement** 

**ER42 Victim Resources** 

**ER21 Law Enforcement Web sites** 

**ER23 Victim Resources Quick Reference** 

**ER24 Victim Response Video List** 

## **IX. Miscellaneous**

### **a. Illinois Missing Children**

Proactive victim assistance is beneficial to the community and agencies. The link to the following document includes guidelines for parents in case their child is missing. Created by the Illinois State Police Clearinghouse for Missing and Exploited Children, a document like this can be incorporated in to your department's policies and procedures and handed out to the community.

<http://www.isp.state.il.us/docs/protect.pdf>

### **b. Missing and Abducted Children: A Law-Enforcement Guide to Case Investigation and Program Management (NCMEC)**

In 2006 the National Center for Missing and Exploited Children the Office of Juvenile Justice and Delinquency Prevention created a guide for law enforcement's case investigation and program management for missing and abducted children. If your department is struggling to develop policies and procedures for responding to missing and/or abducted persons, particularly the investigation, this guide can assist you in improving your existent or non-existent procedures.

[http://www.missingkids.com/en\\_US/publications/NC74.pdf](http://www.missingkids.com/en_US/publications/NC74.pdf)

### **c. Law Enforcement Policy and Procedures for Reports of Missing and Abducted Children (NCMEC)**

Similar to the document above, this model policy can help your department create or update your current policy on the policy and procedure for reports of missing and/or abducted children.

[http://www.missingkids.com/en\\_US/documents/ModelChild.pdf](http://www.missingkids.com/en_US/documents/ModelChild.pdf)

### **d. Law-Enforcement Policy and Procedures for Reports of Missing Persons (With Emphasis on Missing Children) (NCMEC)**

Similar to the model policy for children, this model policy can assist your department in creating or updating your current policy and procedures for reports of missing and/or abducted persons.

[http://www.missingkids.com/en\\_US/documents/ModelPerson.pdf](http://www.missingkids.com/en_US/documents/ModelPerson.pdf)

**e. Victim Impact Statements**

Victim Impact Statements provide the victim and/or others affected by crime a way to express, in writing, the impact of this (these) crime(s) and participate in the criminal justice process.

**[NCVC Victim Impact Statement Information](#)**

<http://www.ncvc.org/ncvc/main.aspx?dbName=DocumentViewer&DocumentID=32515>

**[Victim Impact Statement, Commonwealth of Virginia](#)**

<http://www.dcjs.virginia.gov/victims/documents/victimImpactStatement.pdf>

**[Victim Impact Statement, Texas Department of Criminal Justice](#)**

<http://www.tdcj.state.tx.us/publications/victim.svcs/publications-victims-svc-victim-impact-statement.htm>

**f. VINELink**

“VINELink is the online version of VINE (Victim Information and Notification Everyday), the National Victim Notification Network.” This service allows crime victims to register to be notified by phone, email, or TTY device to obtain timely and reliable information about criminal cases and the custody status of offenders 24 hours a day.

<https://www.vinelink.com/vinelink/initMap.do>

**g. National Crime Victim Law Institute (NCVLI)**

National Crime Victim Law Institute, established in 1997, is a national resource for crime victim lawyers and victims to support the assertion and enforcement of victims’ rights in criminal and civil processes. Through their Web site, visitors may have access to information which promotes balance and fairness in the justice system through crime victim centered legal advocacy, education, and resource sharing.

<http://www.ncvli.org/>