

Enhancing Law Enforcement Response to Victims:

IMPLEMENTATION GUIDE ◀

**International Association
of Chiefs of Police (IACP)**



OVC
"Training. Tools. Trust."



Partnership Leadership Training Performance Monitoring

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**Turn book around for
Volume 1**

**Enhancing Law Enforcement
Response to Victims:
A 21st Century Strategy**

STRATEGY PACKAGE

The International Association of Chiefs of Police (IACP) has developed four companion documents to help you implement its new industry standard: *Enhancing Law Enforcement Response to Victims*. Referred to as the *Strategy Package*, it is a four-volume resource developed by the IACP with funding from and in collaboration with the Office for Victims of Crime (OVC) at the Office of Justice Programs, U.S. Department of Justice.

Volume 1 - A *21st Century Strategy* conceptually introduces state, local, and tribal law enforcement leaders to the benefits, challenges, methods, and responsibilities for enhancing their response to victims of crime. As the first of four volumes, this document discusses the evolution of enhanced victim response, summarizes its four core elements (leadership, partnering, training, and performance monitoring), identifies the seven critical needs of victims, and illustrates the potential of community partnerships. It also contains an inspiring message from the chiefs of the three agencies that piloted this strategy and a summary of the project history and cycle.

Volume 2 - The *Implementation Guide* consists of four instructive sections which outline the steps to implement the strategy. It instructs law enforcement agencies how to identify their goals and measurements of success, gather pertinent information, develop action plans and performance monitoring approaches, and sustain the effort in the long term. The Guide operationally bridges the gap between the concepts outlined in the *Strategy* and templates in the *Resource Toolkit*. It is the document to which you will refer most often during the implementation process.

Volume 3 - The *Resource Toolkit* provides templates to aid in the implementation of the steps in the *Implementation Guide*. Law enforcement agencies will find in the *Resource Toolkit* sample documents and materials developed by the pilot and validation sites that may be adapted for your own use. The *Resource Toolkit* includes such resources as revised mission statements, schedules and process descriptions, key stakeholder interview questions, sample action plans, Memoranda of Understanding (MOUs) and partnership agreements, policies and procedures relating to victim response, steps toward staff buy-in and performance appraisals, informational brochures provided to crime victims, press releases, Web site samples, and links to numerous victim-related resources.

Volume 4 - The online *Training Supplemental* presents law enforcement agencies with content that can be customized to provide every agency employee, from recruit to executive, with specific knowledge, skills, abilities, and tools to better respond to victims of crime. It outlines victim response enhancements that can be integrated into all existing basic and advanced law enforcement curricula and utilized with a minimum investment.



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HOW TO GET THE MOST OUT OF THIS GUIDE



This *Implementation Guide* is written to be broad enough for a wide variety of law enforcement agencies yet specific enough to guide you step-by-step toward enhancing your victim response. The *Guide* will follow this roadmap:

STARTING

This section outlines the first steps you will take toward implementing an enhanced response to victims. As you get started you will need to create an infrastructure to manage the initiative and lay the groundwork to achieve success. This chapter provides guidance on how to maximize leadership, map out your plan, establish goals, and measure progress.

CHARTING

This section answers the question, “How do we get started assessing our response to victims?” In this section, you will engage external resources to help you on your way and determine what kinds of baseline information you will need, best ways to gather this data, and how to make sense of it.

IMPLEMENTING

After you have charted gaps in your victim response, your next step is to develop an action plan that incorporates strategies best suited to your department. This section will help you address internal and external buy-in and prioritize and implement your action plan.

SUSTAINING AND EXPANDING

By this point, you will see noticeable improvements in your crime victim response. This section focuses on celebrating your successes and implementing course corrections, all with an eye toward building sustainability.



*The **Resource Toolkit** is a user-friendly companion volume, filled with documents and templates tested by pilot and validation sites. Throughout the **Implementation Guide** you will see the **Resource Toolkit** symbol, which will point you to useful templates. Your agency can easily adapt these tools with your letterhead and logo as well as agency-specific language for your plan.*

WHAT DOES ENHANCING LAW ENFORCEMENT RESPONSE TO VICTIMS MEAN

This strategy has been pilot tested by three police departments, validated by eight additional law enforcement agencies, and has met with unmitigated success. The pilot sites experienced decreased complaints about lack of follow-up, dramatic increases in community partnerships, and an overall improvement in community relations. This translated into more efficient and effective functioning departments.

- Treating all victims and their families with empathy, compassion, and respect in such a way as to maximize their feelings of safety and security
- Providing victims with access to information and referrals for assistance
- Informing victims about what to expect as their cases move forward
- Avoiding victim blaming
- Helping victims to identify risk factors that could lead to re-victimization

ENHANCING RESPONSE TO VICTIMS IS NOT...

What you are doing already

A drain on human or fiscal resources

Social work

Common practice

"Although this project came with guidelines and suggestions, most of the "how to's" were created by our agency, which proves that any department, regardless of size or resources, can participate and be successful." -- Mundelein Police Department



WHAT'S IN IT FOR ME?

FOR AGENCIES	FOR PERSONNEL
Opportunities for leadership and innovation at all levels	Opportunities for individual leadership and innovation
Potential for reduced citizen complaints	Expanded knowledge of available victim services and support
Stronger collaboration with victim service providers	Better capabilities for appropriate and accurate referrals
Potential for improved crime reporting and more successful prosecutions	Greater capacity to focus on core law enforcement responsibilities
Improved morale and job satisfaction	More appreciation, confidence, and trust by citizens and victims
Increased perception of community safety	Increased work satisfaction and success
Eventual reduction in victimization and reported crime clearance rates	
Additional funding and other policymaker support	

“With patience and dedication, our department is confident that improving our response to victims will become part of our way of doing business. We strongly recommend that other agencies consider this program not only because it’s the right thing to do, but because it makes us better law enforcement professionals.”

-- Beaverton Police Department

I. STARTING



Identify critical implementation factors

Create infrastructure and determine short-term goals

Develop long-term goals and identify budgetary needs

“Consider whether enhancing response to victims is something you can afford NOT to do.” -- Charlotte-Mecklenburg Police Department

1. IDENTIFY CRITICAL IMPLEMENTATION FACTORS

Every law enforcement agency can fine-tune its victim response, policies, and practices. To realize this initiative’s benefits fully will demand long-term, top-down driven leadership and commitment.

1.1 Designate an Executive Sponsor

Your executive sponsor should be a member of senior leadership, such as a Deputy, Assistant, or Bureau Chief and/or Under Sheriff, who will serve as the agency point-of-contact to maintain executive presence, drive the formation of the leadership team, support your priorities, and carry your message forward to all levels of the department. Executive sponsors should encourage full participation by all personnel and monitor their agencies’ progress.

1.2 Obtain Buy-in

With assistance from your executive sponsor, obtain buy-in from remaining executive-level management and then administrative staff. Eventually, everyone in your agency must be willing to invest his or her energies in understanding and moving toward more effective response to crime victims. Buy-in will not happen easily or overnight. This is the point in the process when you need to include your “go-getters” and get them involved in the strategy implementation. Encourage their innovation and enthusiasm throughout the process.

You can maximize staff members’ ownership of the strategy by tailoring organizational approaches to your individual agency. Clearly show all personnel the benefits of the strategy, and invite them to participate where feasible in developing and implementing changes to make your efforts more effective. Suggested tactics for obtaining buy-in:



CASE STUDY**"We thought we were doing a good job but..."**

Prior to this initiative, we believed that we were effectively serving crime victims through traditional response and investigative practices, which included community policing philosophies. We were able to identify direct response to victims as a priority, resulting in a more efficient model of service that put victims on the front end of our work. It keeps them there throughout the life of the case. All department personnel had access to information and resources that made their work more effective and meaningful from the first point of contact with a victim throughout the investigative process.

- Ask the question, "Can we afford *not* to do this?"
- By listing potential and certain benefits, show personnel that this project encompasses a better way of doing business.
- Inform personnel that they provide more effective response to their citizens when they meet the critical needs of victims, such as information and access.
- Maximize staff ownership by encouraging wide-spread participation.

COMPONENTS OF MAXIMUM EFFECTIVENESS:

Leadership and commitment

Buy-in and ownership by all personnel

Time and resources

Creativity and innovation

Persistence and flexibility

1.3 Expect Resistance to Change

Prepare to address resistance to change in positive ways on all levels. If anyone in the department thinks that this effort simply tasks him or her with paying more attention to victims and less attention to catching offenders, he or she may resist change. Show concerned personnel information demonstrating that they are, in fact, better able to perform their jobs and serve citizens when they invest more energy in victim response.

1.4 Modify Your Strategies as Necessary

As issues emerge, you may need to modify your strategies as necessary to adapt to changing circumstances. Your efforts are part of a new way of doing business, not a project with a deadline or completion date.

CASE STUDY

Convincing the Non-believers

The “Been Around” factor

One of the validation sites designated as their executive sponsor a captain with 35 years of experience within the organization. This individual had served in a number of key positions within the department, was not viewed as the “touchy feely” type, but sincerely believed that crime victims were the core customers of the police, and sought to instill this belief within the agency. He would frequently state, “Given the time law enforcement spends training its members as to the rights of defendants, it should spend at least the same, if not more, time and effort on training about victim’s rights and services.” This surprised many within his organization—at all levels—which led to positive discussions and results. Largely due to his own buy-in, solid reputation as one who “gets the job done,” his experiences and past relationships with a number of senior leaders, he was able to achieve organizational buy-in.

- Enhancing victim response will be incremental, and the sequence of changes will depend on your agency’s situation at inception.
- Improving your service to victims will take time. Some changes may be made immediately, but other, more fundamental changes may require many months or even several years to fully implement.
- For most agencies enhancing response to victims will involve an organizational culture shift.

2. CREATE INFRASTRUCTURE AND DETERMINE SHORT-TERM GOALS

TIP!

Creating an organizational infrastructure to do the work is a vital initial step. When agency personnel understand how they can contribute and see steady progress, they will be encouraged to maintain this new way of conducting business.



2.1 Create a Leadership Team

Create a leadership team – the core group of individuals who will guide and direct these efforts. The size and membership of this team will depend on your organization. Since enhancing victim response affects every aspect of a law enforcement agency, a core group of individuals who represent all sectors of the department should be appointed to identify priorities and carry out tasks. You may choose a command staff approach or an agency-wide approach. Team members may include officers, supervisors, as well as non-sworn personnel. As your efforts expand, you may wish to include representatives from external partner agencies and the community.

- Determine a reasonable meeting frequency for your agency (bi-monthly, weekly, or some other arrangement), and communicate regularly within your leadership team to ensure momentum and to keep the team focused.
- Engage your sworn and non-sworn personnel.
- The membership and job description of working groups may change as the initiative evolves. Organizational charts and sample meeting schedules and minutes are in the *Resource Toolkit*.

- Divide the leadership team into subcommittees. Consider subcommittees that reflect the core elements of the strategy: Leadership, Partnership, Training, and Performance Monitoring. These subcommittees will meet separately from the leadership team and report progress, agendas, and minutes at leadership team meetings.



The organizational structure you choose can help to maximize personnel ownership of the strategy and ensure that the right people are involved in the many tasks that must be undertaken to enhance victim response.

2.2 Utilize Leadership Team to Develop Short-term Goals

Make sure to record early ideas regarding mission statements, policy, training, and partnerships. These ideas will serve as the foundation of your goals. Do not rely on memory to retain these ideas, or you risk losing some of the group's initial creativity.

3. DEVELOP LONG-TERM GOALS AND IDENTIFY BUDGETARY NEEDS

3.1 Develop Long-term Goals

Use your leadership team to develop long-term goals. These goals may be extensions of your short-term goals, but most important, they should answer the question: "Where do we see ourselves down the road?"

- Clarify goals and develop a common understanding of expected benefits for your department, personnel, partners, crime victims, and community.
- Articulate expected outcomes at the beginning of your work to greatly improve buy-in by all people who will collaborate to achieve your goals.
- Make goals measurable, such as "85 percent of victims reached with follow-up calls."
- Determine what success will be and how you will know you are making progress. Identify signs of success in advance will help monitor your progress.



- Develop a roadmap that identifies the links between your victim response goals, the resources required to implement them, the strategies or activities you will need to undertake, and desired short-term and long-range outcomes.

3.2 Reevaluate Your Goals if Necessary

Reevaluate your goals frequently. You will come across new information and new ideas. Compare these new items with the early ideas you wrote down for your short-term goals. If you discover a better way of doing things, don't be afraid to enhance your program with your discovery.

Strategies and methods for assessing the current status of your victim response are detailed in the next section.

3.3 Identify Whether You Need Financial Resources

In conjunction with your long-term planning, identify what, if any, financial resources you will need.

- Tie your budget needs into your regular budgetary process.
- Be able to explain the cost-effectiveness of improved response to victims to relevant decision makers in your community (i.e. elected officials).
- Remember that budget is tied closely to the buy-in of stakeholders who are in a position to provide your agency with necessary resources.



II. CHARTING



Identify information gathering requirements

Select a data gathering approach

Collect and analyze baseline data

Expect challenges

Refine program goals based on data identified

In this step you will document your agency's current status, or baseline level, of victim response. This data will allow you to compare "before" and "after" information and help you to assess whether you are progressing toward your goals. As this strategy is a long-term change in the way you do business, wait a year to compare before and after information.

Law enforcement agencies routinely collect and track a wide variety of data about crimes and crime victims. You may look at existing information, such as crime statistics and response time data, and you may need to collect additional information to gain a thorough understanding of how you are doing with victim response.

The process of information gathering gives you a better understanding of your current victim response status and helps to enhance working relationships with victim service providers and other stakeholders.

TIP!

People appreciate being asked their opinions, so consider seeking suggestions for enhancing response to victims from inside and outside your agency.

BENEFITS OF INFORMATION GATHERING

LAW ENFORCEMENT AGENCIES WILL:

Learn more about what victims expect of law enforcement personnel and the extent to which those expectations are being met

Heighten law enforcement's understanding of victim service provider perceptions and attitudes toward their agencies

Strengthen existing partnerships with service providers, and identify new potential partnerships

Identify training needs for law enforcement and service provider personnel

Highlight ways to improve the referral of victims to services

1. IDENTIFY INFORMATION GATHERING REQUIREMENTS

1.1 Identify Internal and External Stakeholder Groups

Identify internal and external stakeholder groups, possibly from already existing partnerships, including victims, advocates, officers, and victim service providers, to survey. These groups will offer different perspectives, and obtaining their input will help you identify your current victim response level and may facilitate promising ideas about where to focus your change efforts.

STAKEHOLDERS IN ENHANCING RESPONSE TO VICTIMS

INTERNAL	EXTERNAL
Executives and command staff	Victims of crime
Patrol officers and supervisors	Victim service providers and advocates
Investigators	Criminal justice system leaders and staff
Dispatchers	Health care and human services professionals
Records management and information systems staff	Elected officials and other policymakers
Crime analysts and planners	Educators/Trainers
Trainers	Businesses
Administrative and support staff	Faith communities
Chaplains	Media representatives
Volunteers	Community leaders and citizens

CASE STUDY

Partnerships

Limited budgets or staffing makes selecting partners early on in the project crucial to sustainability. Inviting service providers, local schools, faith based organizations, hospitals, local elected officials, and criminal justice professionals to share resources, creates valuable relationships and provides a more global view of the project. The better you are at spreading the word early on, the stronger and more successful your partnerships will be.

In Mundelein PD, we invited staff from a local domestic violence shelter to provide training to our officers and ride along with them to see first hand how DV calls are handled. A grant allowed them to start training other police departments in the area based upon our approach.

In Flint, Michigan, domestic violence referrals increased in 2008 from 24 in February to 110 in March. This was a direct result of the officers' expanded knowledge and training about victim response and the resulting partnerships that were formed. The increase in referrals helped service providers seek funding to maintain sustainability, which in turn helped the initiative.

MORE POSSIBLE PARTNERS IN PROVIDING SERVICES TO VICTIMS

Prosecutor's victim assistance staff
Sexual assault and domestic violence victim service providers
State Attorney General's staff providing victim compensation and other resources for crime victims
Victim advocacy organizations and coalitions
Agencies that assist elder abuse victims and victims with disabilities
Child protective services
Trauma intervention and response agencies
Health care providers
Schools
Juvenile crime prevention and family assistance agencies
Public and private providers of basic needs (housing, food, employment)
Culturally diverse providers and support agencies

1.2 Determine Stakeholder Questions

Determine questions you will ask of each stakeholder group. Keep in mind sensitivity to victims, and be mindful not to “revictimize.” Consider collaborating with advocates and service providers to draft questions for victims. As you develop your baseline information collection approach, be certain to choose questions that relate to the goals and performance measures you have chosen to document your successes. Remember, a victim’s perception toward your agency begins when he or she first reaches out to law enforcement (i.e. 911 call, flag down, call for information, etc.). Determine what stages of law enforcement, from dispatch through investigative follow-up apply to your agency. Be sure to include these stages in your questions for use in your baseline and goals.

POSSIBLE MEASUREMENTS OF VICTIM SATISFACTION INCLUDE:

Crime victims’ perceptions of law enforcement behavior and attitudes
Community members’ attitudes toward law enforcement response to crime victims
Citizens’ perception of their vulnerability to crime and the safety of their community
Quality of communication and collaboration with victim service providers
Number and rate of victims accessing available supports and services
Rate of reported crime (which initially may go up as greater trust of law enforcement leads to increased willingness to report)
Case clearance, general crime victimization and re-victimization rates
Number of victims accessing services
Level of law enforcement job satisfaction
Number of partner referrals and crime victims utilizing services of other providers

POSSIBLE QUESTIONS TO ASK YOUR OFFICERS INCLUDE:

- Do you know what victim response resources are available in your area?
- Do you have access to these resources?
- Are these resources effective? Are they adequate? How could they be better?

2. SELECT DATA GATHERING APPROACH

2.1 Choose Information Gathering Methods

Plan to get baseline information directly from the stakeholders you identify as well as from existing records and documentation.



CASE STUDY

The Trouble with Surveys...

In both the "Charting" and "Starting" areas of the process we experienced some challenges with creating and implementing victim surveys. Collection of baseline data through these surveys is critical in evaluating current practices and our agency's standing within the community. We learned, through partnership building and buy-in, both internally and externally, that the challenges involved in the survey process are relatively simple to overcome. Momentum shifted throughout the survey development and implementation process. We learned that the type(s) of survey instrument chosen by our agency was indeed a priority to successfully engage in this initiative, effectively evaluate and reevaluate our response to victims, and allow for enhanced program development and resource allocation.



WAYS TO GATHER INFORMATION FROM STAKEHOLDERS

Interviews

Focus groups and/or discussion forums

Victim surveys (mail or telephone)

Employee and service provider partner surveys

DOCUMENTS AND RECORDS USEFUL IN COMPILING BASELINE INFORMATION

FROM LAW ENFORCEMENT AGENCIES

AND THEIR VICTIM SERVICE PROVIDER PARTNERS:

Organizational charts

Annual reports

Policies and procedures relevant to victim response and partnering

MOUs and agency agreements

Written and non-written information provided to crime victims

Budget documents

FROM LAW ENFORCEMENT:

State and local descriptions of victim response training opportunities and requirements

Media articles/press releases

Commission on Accreditation for Law Enforcement Agencies (CALEA) and other citizen and victim survey forms (customer satisfaction surveys/data) and results

Reported crimes and other workload statistics

Statistical crime reports

Commendations and complaints

FROM VICTIM SERVICE PROVIDERS:

- Written descriptions of scope and services, victim eligibility, costs, contacts, hours of operation
- Client statistics, calls for service
- Training opportunities shared with law enforcement
- Media/press releases related to victim issues
- Written information from clients concerning experiences with law enforcement

See the *Resource Toolkit* for a checklist of a wide variety of written information you may use to document the current status of your victim response and partnerships with victim service providers.

You may use a variety of internal and external information gathering methods—interviews, focus groups, surveys. Each method of information gathering has strengths and limitations, so using more than one approach will give you the most accurate and comprehensive picture of how well you are currently serving victims.

2.2 Utilize Outside and Preexisting Resources

Use outside written and/or electronic information such as statistics about reported crime, annual reports for your agency and for victim service providers, written policies and procedures relevant to victim response, and recent media reports related to victim issues. Incorporating a victimization/crime reporting component in the citizen survey administered for CALEA accreditation purposes is another effective way of collecting relevant data.

There is no need to be a data collection expert! Some agencies may consider using internal or external consultants to perform this work. If using a consultant is cost-prohibitive, many inexpensive or gratis approaches to data collection exist. If you prefer a more community-based approach, you may use volunteers in a police support program, staff members from your agency or stakeholder agencies, or other community volunteers. Many local colleges or universities also have graduate degree programs that are seeking practitioner-based research opportunities.



WHO CAN HELP GATHER INFORMATION?

- Law enforcement personnel, sworn and non-sworn
- Volunteers working with law enforcement agencies
- Victim service providers and other partner agencies
- Faculty and students at local colleges and universities
- Mediation agencies
- Consultants

For more information on personnel who can help you with your data collection, sample surveys, possible survey questions, recruiting protocols, scripts, questions designed for different types of respondents, survey methodologies, and other tools, see the *Resource Toolkit*.

Remember, your leadership team's goal is to determine what types of information to collect, where and from whom to obtain the information, and how best to compile, analyze, and apply it as you develop your action plan (see *Implementing* section for action planning details).

3. COLLECT AND ANALYZE BASELINE DATA

3.1 Collect Data

Collect data relevant to your agency. You can assemble many kinds of data, both quantitative (statistics and trends) and qualitative (opinions and ideas for action). Methods for collecting data may include: conducting interviews, facilitating focus groups, designing and analyzing surveys, and making use of existing data and documents to assess your agency's response to victims. You can choose any combination of these collection methods, but be sure to collect data from both internal and external sources. See the *Resource Toolkit* for examples of collection methods and questions.

QUALITATIVE - OBTAINABLE DIRECTLY FROM VARIOUS STAKEHOLDERS

Victim perceptions of and attitudes toward law enforcement response

Victim expectations and needs

Law enforcement personnel views of their agency's victim response

Other stakeholders' views of law enforcement response to victims

Citizens' perceptions of community safety

QUANTITATIVE - OBTAINABLE FROM STAKEHOLDERS, RECORDS, AND OTHER DOCUMENTATION

Victimization and crime rates
Case clearance rates
Law enforcement training and performance requirements regarding victim response

3.2 Analyze Data

Analyze the data you have collected. The groups that helped with your data collection can assist with making sense of the responses and translating them into actionable items for enhancing victim response. When analyzing your data:



- Record commonalities. What do stakeholders agree your agency is doing well, and what do they agree your agency is lacking?
- Record gaps in services, tools, and policies based on deficiencies you identify.
- Be sure any outside analyst/evaluator understands that you need practical data, not just statistics.
- Have an open mind when you get feedback from your surveys. It may well be difficult to hear stakeholders' answers, but keep in mind that this information is a necessary building block for your strategic development.
- Make sure to consider your measurements of success.

4. EXPECT CHALLENGES

Expect and prepare for challenges that will create opportunities to re-evaluate your goals, objectives, and strategies and make mid-course corrections as necessary. Issues may arise from internal or external sources, and addressing them will be a continuous learning experience.



CASE STUDY
Setbacks & Momentum Stoppers

The majority of pilot and validation sites experienced a change in personnel via promotion, transfer, and retirement during the beginning stages of the implementation process. Transition is inevitable in law enforcement, which can be viewed as a setback or momentum stopper. However, the participating departments were able to continue moving forward because their leadership teams focused on obtaining buy-in, at all levels early in the implementation phase.

Knowing this on the front end reinforces the need to create a strong leadership team and to solicit both top-down and bottom-up buy-in early on in the implementation of this project. Additionally, this inevitable transition supports the need to maintain documentation on strategies, goals and outcomes.

POSSIBLE INTERNAL CHALLENGES

Competing priorities

Getting all personnel to buy-in

Lack of adequate training

Lack of information about service providers

Turnover in key staff

Cultural/language barriers and lack of diversity in the workforce affecting response

Finding new ways to measure success

Factors that challenge law enforcement's ability to respond to victims

POSSIBLE EXTERNAL CHALLENGES

Lack of supportive services for victims of non-violent crimes

Turnover of key staff in victim service provider agencies

Under-funding and limited hours/resources of non-profits

Differences between service provider and law enforcement perspectives

Negative press coverage of high-profile crime incidents

Unrealistic media portrayals of criminal justice processes

Elections that change leadership

5. REFINE PROGRAM GOALS BASED ON DATA IDENTIFIED

5.1 Assemble a Baseline Picture

Put together a picture of your current victim response using your collected data.

- Identify trends and patterns of your research in the areas of strengths, challenges, and opportunities.
- Summarize key themes and findings.
- Highlight promising ideas.

Below is a sample strengths, challenges, and opportunities chart for the four core elements of enhancing response to victims.



CORE ELEMENTS	STRENGTHS	CHALLENGES	OPPORTUNITIES FOR CHANGE
Leadership	Leadership committed to devoting agency time and resources to the strategy	Attaining full buy-in of all personnel is difficult	Enhancing response to victims is simply providing better customer service
Partnering	Strong, mutually respectful relationships with victim service providers	Time and resources are required to develop effective partnerships with the full spectrum of victim service providers	Improve relationships between victim service providers and law enforcement
Training	Department has a strong community-oriented policing base	Funding and time constraints limit victim response training opportunities	Victim response is a logical next step in community policing
Performance Monitoring	Excellent baseline information from key stakeholders	Receiving ongoing feedback from victims and identifying measurable, objective performance indicators that accurately reflect individual performance consistent with enhanced victim response is challenging	Baseline information provides clarity about service gaps and needed changes and a measurable component in employee appraisal/promotional processes

5.2 Refine Program Goals

After you chart your strengths, challenges, and opportunities, adjust or refine program goals to emphasize enhancement of your strengths and improvement of weaknesses. Utilize your “opportunities for change” for new ideas on implementation. These refined program goals will serve as the foundation of your implementation and action plans.



III. IMPLEMENTING



Develop implementation strategy

Develop a detailed action plan

Implement the action plan

1. DEVELOP AN IMPLEMENTATION STRATEGY

1.1 Create a Steering Committee

Based on your findings in “Charting,” add people, including external partners, to your leadership team. This expanded team will compose your steering committee, which will drive the implementation in your agency.

Identify the strengths of your steering committee by establishing and solidifying relationships with your members. Especially in the case of external personnel, you may not be aware of everything these people can offer.

Your leadership team may have already generated ideas about how to enhance your victim response. This section will help you develop, prioritize, and implement approaches that will get you closer to your victim response goals.

1.2 Write an Implementation Plan

Write an implementation plan that formalizes your agency’s vision with respect to enhancing victim response. This plan is not a step-by-step plan but rather a general document that establishes a common set of goals in your organization. It answers questions such as: “Why are we doing this?,” “Where do we want to go?,” and “How does our commitment to enhancing victim response affect the mission of our organization?”

2. DEVELOP A DETAILED ACTION PLAN

2.1 Brainstorm Ideas

Involve many people in brainstorming ideas for enhancing your victim response based on your baseline information. Fully engage your steering committee to produce a wide range of ideas, and in the process you will also increase staff members’ sense of ownership of the plan. Use your baseline data collection and strengths, challenges, and opportunities chart to explore ideas generated.



“This universal approach of inviting all personnel to become involved in the initiative was a new concept for us that yielded a natural ‘buy-in’ by all members of the department. For many, this was the first time in their careers that they had been asked to give input on agency-wide policy and procedures.” -- Mundelein Police Department

TIP!

To develop ideas for enhancing victim response, use a variety of techniques, including problem-solving in a group meeting, to create a list of ideas. Also, give personnel time prior to the group session to generate their own ideas.

2.2 Come to Consensus on Actionable Items

Action planning is a continuous process of assessment, learning from missteps, building on successes, and identifying new areas in which your agency can improve its response to victims. As a group, the steering committee (or leadership team if you do not have a steering committee) should choose strategies and plans of action for implementation based on your agency’s individual makeup. Your agency’s action plan will include both short-term and long-term objectives that sequentially build toward long-range goals (see the *Resource Toolkit* for pilot site action planning meeting agendas and notes).

TIP!

Any law enforcement agency, from the smallest to the largest, has the capacity to enhance its response to victims using actions focused on leadership, partnering, training, and performance monitoring.

Most of the pilot and validation agencies developed methods for officers to distribute community resource, provider, and partner information. This action helped victims needing referrals and educated officers regarding resources in their communities. It is important to note that this action was just one of many needed for an enhanced victim response. The following charts list a range of additional actions implemented by one or more of the pilot sites. These strategies and resources are illustrated in greater detail in the *Resource Toolkit*. They are offered as practical examples of approaches (e.g. pocket cards, resource information sheets, brochures, and/or pamphlets) that your agency may choose to emulate or adapt. Some actions may fall into two or more key areas, so they are sorted based on their primary focus.

CASE STUDY

Accounting for Language Barriers

A crucial aspect of an enhanced victim response is providing information to victims. Each of the pilot and validation departments developed brochures or other forms of material for distribution, which provided contact information for various resources. In some cases, these materials were translated into different languages. If you plan to distribute materials in alternate language formats, you must contact each of your listed resources to ensure that they have the ability to communicate in those languages.



RECOMMENDED ACTION FOR IMPLEMENTATION

LEADERSHIP

- Revise mission statements, policies and procedures to address expectations of enhanced victim response
- Update personnel appraisals/promotional processes to include victim response measures
- Network with community, elected officials, and labor organizations to establish and maintain buy-in
- Incorporate enhanced victim response into budgetary processes as appropriate
- Foster an environment that allows department personnel autonomy as they develop and implement innovations
- Recognize and formally/informally acknowledge efforts to implement enhanced victim response

PARTNERING

- Invite victim service providers to serve on steering committee
- Create formal or informal partnerships with victim service providers
- Use Victim Assistance Notification Form to connect victims with service providers
- Develop pocket cards for crime victims and officers that include contact information for service providers and other justice agencies
- Serve needs of victims whose cases will not be prosecuted
- Post community resource directories on agency desktops and mobile computers
- Conduct service provider forums to inform partners about agency efforts and solicit their input (collaboration)
- Provide training for 911 dispatch and call taker staff
- Strengthen relationships with minority communities
- Strengthen relationships with school resource officers
- Attend local/regional service provider trainings
- Arrange law enforcement ride-alongs for victim service providers
- Sponsor citizen academies
- Attend victim service provider sit-alongs for law enforcement



TRAINING

- Use roll call training opportunities and shared training methods
- Expand victim response training for new recruits
- Increase shared training with victim service providers

PERFORMANCE MONITORING

- Collect cyclical data and analyze to monitor results
- Define, test and measure enhanced victim response in personnel appraisals and promotional processes
- Monitor employee use of job aids and tools and obtain feedback for possible improvements
- Document and publicize positive outcomes



CASE STUDY

Deciding Where to Start and How to Begin...

It is important that agency participation be designated by assignment and/or general area of responsibility rather than by individuals or special units, to ensure both continuity and sustainability across the organization.

The New York State Police, a large agency of 6,000 employees that provides police services across the State of New York, with more than 100 stations, had a unique challenge in deciding where and how to begin. In order to best manage the project, it was decided to implement the strategy in four different locations within two counties in the state. One county lauded a population of 364,000 and was home to a number of crime victim service providers, while the other county was more rural with about half of the population of the first county. Both counties were served by one patrol station and one task force operation directed at investigations into child abuse and family violence. Each also had overlapping police jurisdictions with a common 911 system that was set up to dispatch the closest patrol unit to calls for service.

Leadership teams, made up of a State Police supervisor, allied criminal justice agency personnel, crime victim service providers, and human services providers were established in each county. The initial task of these leadership teams was to evaluate the needs, develop responses to those needs, and implement solutions. The initial plan was to begin with a few units within the different patrol areas and functions. These units were tasked with refining the process, addressing issues that were raised, and identifying unique needs within each section. Once the initial evaluation was complete, the plan calls for expansion to an entire troop and eventually throughout the organization.



strategy *enhances* what the unit is already doing well. Conversely, the victim service unit cannot be expected to fulfill all of the responsibilities of enhanced victim response because they do not interact with each victim. *Everyone* in the department in some way comes into contact with a victim, and therefore plays a role in enhanced victim response.

2.4 Incorporate Strategies and Develop Policies that Foster Buy-in

In developing your action plan, incorporate strategies and follow through with policy development or revision that will encourage and sustain internal and external buy-in. Senior-level staff can take opportunities at roll call and other trainings to acknowledge the challenges of working with victims and inform personnel that they will be provided with the requisite tools and information to accomplish this task effectively.

Address concerns about mission and role shifting with encouragement such as memoranda to staff and “Questions and Answers” sheets to reassure personnel that their primary mission remains protecting and serving citizens. Reinforce the fact that enhancing response to victims will improve capacity to accomplish this critical mission, after all serving victims is serving citizens.

Have leadership communicate with individual staff members in a variety of ways to highlight the many benefits of enhanced response to victims and engage them personally in the effort. See the *Resource Toolkit* for a number of examples. You may want to use written summaries of focus groups and progress reports.

2.3 Plan to Implement the Strategy for All Victims

This strategy is intended for *all victims of all crimes*. If you decide to phase in your implementation, begin with one watch, shift, or troop. Allocating the plan to only one type of crime or specialty unit may cause resentment and other barriers to success.

It is important to note that for an agency with an established victim service unit, this approach *does not* replace its role—the

ACHIEVING INTERNAL BUY-IN

- Ask and give credit for ideas
- Listen and respond to concerns
- Acknowledge challenges
- Continuously reinforce the benefits of enhancing victim response
- Keep personnel informed about the positive impacts of their efforts

Fostering external buy-in, especially by victim service providers, is equally important. In the *Resource Toolkit* you will find specific examples of approaches to reinforce partner buy-in.

GETTING BUY-IN FROM VICTIM SERVICE PROVIDER STAFF AND OTHERS

- Involve partners early on in the process
- Invite their ideas and respond to concerns
- Collaborate to resolve shared problems and make each others' jobs easier
- Keep victim service providers informed about the results of joint efforts and express appreciation for their work to support victims

Be sure to consider inviting service providers to be part of the leadership team or steering committee. You may also want to convene meetings or forums in which law enforcement and victim service partners participate in discussions about their respective roles in working with crime victims. By inviting service providers and other community partners to participate in focus groups and reviews of information gathered, you will provide them with opportunities to air their concerns and offer potential resolutions.

Provide partners with information about your efforts to increase mutual understanding and help your agency become more effective in its own work with crime victims. Encourage greater appreciation of law enforcement and victim service provider distinctions and roles through ride-alongs and sit-alongs. Share your progress toward victim response goals with your partner agencies. Be sure to express appreciation for your partners' work in supporting crime victims and meeting their needs.

CASE STUDY

S.O.P & General Orders

The overall goal is to create a philosophical shift throughout the nation that allows for the identification of and response to victim needs as a priority throughout all areas of a law enforcement agency. The experience of the pilot and validation sites supports the premise that this goal can be accomplished with minimal impact on existing personnel and financial resources. As an agency progresses from early implementation stages to developing standard operating procedures, the victim centered approach is institutionalized into its organizational culture. Additionally, it is critical to maintain transparency throughout this process, for both internal and external commitment, ongoing buy-in, and support. This appears to best be accomplished through the creation or modification of written procedures, general orders, and inclusion into department operations manuals and mission statement.



2.5 Develop Criteria to Prioritize Your Action Plan

To prioritize ideas for action, the steering committee will need to agree on the criteria for prioritization and their evaluative weight.

CRITERIA FOR PRIORITIZING IDEAS

NEED FOR CHANGE

- Time urgency
- Perceived importance

EASE OF IMPLEMENTATION

- Compatibility with agency philosophy and organizational culture
- Extent to which strategy builds on agency strengths

REQUIRED RESOURCES

- Funding and other resources required
- Officer and/or community partner buy-in

SCOPE OF IMPACTS

- Anticipated short-term “wins”
- Expected long-range impacts
- Overall timing of results

2.6 Prioritize Your Action Plan

You may not be able to implement all of your desired steps immediately, so incremental implementation may be a good approach for your agency. As part of prioritizing your ideas for action, acknowledge steps your agency has already taken to enhance victim response. All the other strategies you choose to implement will build on those efforts.

Each of the four core elements of the victim response strategy offers specific benefits; below is a sample prioritization chart for your reference:



LEADERSHIP

Set the tone for the organization and convey agency goals
 Clarify agency expectations of personnel regarding work with victims
 Make enhanced response to victims a part of agency culture
 Strengthen crime prevention message to citizens

PARTNERING

Become a catalyst for improving working relationships with victim service providers and other community partners
 Expand knowledge of available victim services and supports
 Facilitate better connectivity between victims and providers
 Improve mutual knowledge and understanding of each others' processes and practices

TRAINING

Provide personnel with the knowledge, skills, abilities, and tools to better respond to victims
 Broaden agency personnel understanding of victim issues, rights, and needs
 Establish joint training opportunities with victim service providers

PERFORMANCE MONITORING

Determine ways to document progress and explain goals and achievements to your staff, elected officials, policymakers, citizens, and the media
 Clarify agency's definition of success in enhancing response to victims

TIP!

Prioritize the changes your agency intends to make and act on these intentions at a measured pace to maximize chances for success.



2.7 Document Your Action Plan

Write down your long-term and short-term goals and what you plan to do to achieve them. Make sure expected results are achievable and measurable.

- Identify what results are expected in the short and long term.
- Enhance your strengths; don't simply maintain them. For example, if your agency is already perceived as communicating well with the public, look for creative ways to enhance that communication.
- Improve upon your weaknesses.
- Select at least a few strategies that are likely to have positive impacts in the short term to help sustain momentum and encourage buy-in.
- Establish timelines and dates for your goals. When should implementation begin, and how long it is expected to take? Your timeline may incur delays, so remain flexible (see *Resource Toolkit* for examples of agency timelines).
- Ask leadership team members to take documented responsibility and accountability for specific elements of your plan. You do not want to have to guess what people are willing to contribute.
- Identify required resources and where they might be obtained.



This suggested action planning format, illustrated below, may help you organize your overall approach. See the *Resource Toolkit* for sample action plans.



SUGGESTED ACTION PLAN FORMAT

GOAL/STRATEGY _____

Action Steps	Expected Results/Outcomes	Responsible Parties	Required Resources/Tools	Target Date/Time Required
Short-term				
Long-range				

3. IMPLEMENT THE ACTION PLAN

TIP!

If you have followed the steps laid out earlier in this document, you have already taken action in at least three of the core areas. Developing a structure to manage the effort is a leadership action, expanding the leadership group to a steering committee is a partnership action, and gathering baseline information is the beginning of performance monitoring.

3.1 Select Self-Starters to Lead Your Efforts

To lead implementation efforts, select individuals who are self-starters and personally committed to enhancing response to victims. Permit these individuals to invest in this work, thus ensuring that they can encourage, support, and monitor the ongoing progress within and outside the agency.

TIP!

Remember that this strategy may take a significant time investment to start, but the demand for time resources will trail off substantially as the strategy becomes incorporated into everyday operations.



3.2 Market Your Ideas

Enhancing victim response is an exciting new way of doing business for law enforcement. Make sure to market your efforts internally and externally for your agency and the community. Identify and educate media outlets (electronic and paper) about your plans, and market the benefits and value of improving victim response to your agency.

METHODS OF PUBLICIZING PROGRESS AND ACCOMPLISHMENTS

INTERNAL

Staff meetings

Roll call trainings

Memoranda and letters

Meeting records

Internal databases

Web site

Intranet

EXTERNAL

Press releases

Public meetings

Victim service provider forums

Training events with partners

Citizen Academies

Web sites

Annual reports

Journal articles

City/county/agency newsletters

Local access TV stations

OpEd articles/Letters to the Editor in the local print media

IV. SUSTAINING AND EXPANDING



Celebrate successes

Continue to engage external resources

Assess progress and implement course correction

Monitor, maintain, and enhance

Enhancing response to victims is not a one-time project but a continuous cycle of evaluating where you are, where you want to be, and how you're going to get there.

This section outlines ways to keep your efforts alive and encourage institutionalization of your strategies. In the words of one pilot site leader, “the bottom line is that it is not easy, but it's worth it!”

TIP!

Attend to sustainability from the outset of the project to ensure that successful victim response innovations become standard operating procedures, and the benefits of this initiative will continue to be enjoyed by the agency, your partners, and crime victims.

1. CELEBRATE SUCCESSES

1.1 Celebrate Ongoing Accomplishments

It is essential not only to track accomplishments but also to publicize them within your department and externally. Keeping personnel and other stakeholders informed about the positive results of your agency's efforts will reinforce their commitment and may help to mobilize additional funding and other essential support.

CASE STUDY

Walk in Wednesdays

Every Wednesday, the Mayor invites community members to his office to discuss issues and concerns pertinent to city services. The majority of complaints involved the police department and a significant amount of effort and time was spent on dealing with these concerns. Command personnel were looking for alternative ways to address these concerns and improve service to their residents. This became our impetus to become a validation site. As we revised our policies, procedures, and department wide philosophy, we experienced an increase in community partnerships and a significant reduction in service based complaints.

BENEFITS OF TRACKING AND PUBLICIZING ACCOMPLISHMENTS

Maintain focus on your goals

Stay on the road to achieving enhanced victim response

Reinforce staff and stakeholder commitment

Encourage public policymakers and financial backers to support victim response efforts

1.2 Weave Victim Response Into Employee Evaluations

Incorporate victim response goals and expectations into personnel performance appraisals. This will enable supervisors to provide positive feedback and encouragement for the continued commitment of personnel to effective victim response.

1.3 Keep Things in Perspective

When victims believe they are treated appropriately by law enforcement, they are more willing to come forward with information helpful in solving crimes. These individuals may also act as informal advocates in their communities, based upon their positive interaction, and encourage others to come forward.

Both of the above scenarios may result in increased reporting. Be careful not to confuse increased reporting with an increase in crime. Use established internal/external communication methods and partnerships to clarify any concerns.

TIP!

Tailor communications methods to your audiences to get the word out about your commitment to and progress towards enhancing response to victims.

2. CONTINUE TO ENGAGE EXTERNAL RESOURCES

2.1 Formalize Partnerships

Formalize partnerships in writing with memoranda of understanding, declarations of cooperation, and/or partnership agreements. These agreements document cooperation toward shared goals and detail the nature and extent of that operational cooperation.

As your efforts gain momentum and credibility, it will be essential that your agency is supported by others who believe in the importance of this work. Maintaining and expanding partnerships with a wide range of stakeholders, from elected officials to victim service providers to citizens and their communities, will help you sustain your



CASE STUDY**Innovative Ideas**

The Beaverton Police Department sponsored two well-received symposia attended by representatives of a wide range of service provider organizations. These fostered dialogue about how to strengthen law enforcement-provider partnerships and offered an opportunity for the department to spotlight its efforts to enhance crime victim response.



effective victim response. Partnership agreements should be reviewed and discussed periodically among partners. Include in your discussions what aspects of your partnership are working well and how to address any areas of concern.

2.2 Keep up with Cross-Training

Try to schedule annual or quarterly cross training such as ride-alongs or sit-alongs with victim service provider partners. Solicit victim service provider partners to conduct officer training, which may help institutionalize a continued exchange of information and understanding of roles.

2.3 Consider Other Partnership Opportunities

Law enforcement personnel may consider becoming voting members of partners' boards or decision-making bodies. Joint efforts in support of programmatic funding and resource allocation have proven to be mutually beneficial. For example, if a victim service provider requires additional bed space in a shelter, its law enforcement partner can testify at public hearings of city/county budget meetings as to the potential impact of crime that may result from withholding those funds.

STRATEGIES TO MOBILIZE RESOURCES

Engage local policymakers and elected officials in shaping your victim response initiative

Collaborate with victim service providers to leverage resources

Consider applying for public sector or foundation grants

Reach out to community and faith-based organizations

Recruit and train volunteers to assist with victim response tasks

Make use of technical assistance and training available through state and federal agencies and organizations

Call on the IACP and the pilot/validation sites to provide practical guidance

Document progress and publicize the stories of your accomplishments

3. ASSESS PROGRESS AND IMPLEMENT COURSE CORRECTION

3.1 Reexamine Baseline

Earlier, in the *Charting* stage, you established a baseline for your victim response. Use this baseline to establish victim response progress with cyclic data gathering and analysis.

3.2 Include Victim Response Assessments in Your Audit Process

If your department already has an internal audit process, incorporate victim response (data collection and review) into the routine audit process.

3.3 Evaluate Results

Continuously revise and add to the action plan as you implement tasks and achieve desired results. Remember that the process cannot be completed overnight. Taking time to recognize small and large successes will encourage and inspire everyone to continue this work. The concept of “small wins” is very important in this type of long-term commitment that requires major changes in behavior by a large number of individuals internal and external to the organization.

4. MONITOR, MAINTAIN, AND ENHANCE

4.1 Promote Optimism and Be Patient

Change takes time, and results are not always easy to see at first. Promote optimism in your agency, and be patient with the results of the strategy implementation.

As discussed earlier in this document, the success of your efforts will hinge to a large extent on the degree to which your sworn and non-sworn personnel understand and are committed to the strategy. Their buy-in is essential not only to launching the effort but also to ensuring its long-term success. Approaches that maximize staff participation, invite their input, clarify their roles, and recognize their accomplishments are most likely to achieve the victim response goals you have identified.

CASE STUDY

Continued Compliance

Another issue for consideration is the fact that once policy has changed, the program is implemented, and ongoing victim response training occurs at all levels, you need to monitor your efforts to ensure there is department wide compliance. This can be accomplished and reinforced through promotional processes, performance appraisals, as well as audits and inspections.

CASE STUDY

Spreading the Word

Through the implementation process, it became evident that the training component was the hardest to achieve but it is also the catalyst for spreading the word across the entire law enforcement community. Development of curricula (currently in development) for basic training academies, field training, in-house training, and senior management training will ensure long-term success and sustainability.

4.2 Support Approaches Compatible with Enhanced Response to Victims

Take the opportunity to initiate global changes in policies, practices, or procedures in response to identified needs. Whether these new approaches relate to community policing, record-keeping and information systems, training curricula, or other agency priorities, ensure that they are in line with your victim response efforts.

4.3 Stay Flexible

When facing a particularly difficult challenge, rather than questioning your overarching goal, consider whether a more direct or efficient route to your objective exists, and take steps to modify your approaches accordingly.

4.4 Build Incentives for Participation

Clarify victim response expectations for all personnel and incorporate those expectations into individual performance appraisals. Consider modifying mission statements to reflect your agency's renewed focus on responding to victims with "compassion, fairness, dignity, and respect."

Continue to invite input from personnel on implementation strategies and outcomes. Just as obtaining staff input in the first phases of action planning is vital, the importance of continuing to invite their feedback on agency progress toward victim response goals cannot be over-emphasized.



FINAL THOUGHTS AND SUGGESTIONS

This strategy is the logical next step in community policing – an ongoing commitment that is your agency's legacy to the victims it serves. The pilot and validation sites made significant investment toward the development of this initiative. Their work paved the way for your agency's enhanced victim response. They emphasized in their findings that if you don't *monitor, maintain, and enhance* your efforts, you have essentially wasted your time.

You won't need to go at it alone when implementing this strategy. You can recruit and train volunteers to assist with victim response tasks and make use of technical assistance and training available through state and federal agencies and organizations.

If you have questions about this or any other document in the Strategy Package, don't hesitate to call upon the IACP or the pilot and validation sites for guidance.



FREQUENTLY ASKED QUESTIONS

Our agency is already enhancing victim response through our victim assistance unit, so why do we need this strategy/approach?

Victim assistance unit personnel cannot be expected to carry the burden of a department's enhanced victim response—they do not interact with all of victims. Everyone in your organization comes into contact with victims during their normal course of duties, which is why this strategy promotes an enhanced response from all personnel. This approach will only strengthen your victim assistance unit's effectiveness in the vital work they perform.

Will this strategy hinder other priorities in our department?

For most departments, the central challenge when starting anything new is competition with existing priorities. Agencies have many different issues and initiatives demanding their time, attention, and effort, but enhancing victim response is going to make your job easier in the long run. See the first document in this series, *Enhancing Law Enforcement Response to Victims: A 21st Century Strategy*, for more information.

I believe in this strategy, but I'm having trouble getting my colleagues to buy-in. What can I do to encourage their participation?

Buy-in can best be accomplished by encouraging participation in setting goals, assessing the current status of victim response, and developing strategies for improvement. With ownership of the initiative comes increased commitment, willingness to assume accountability for results, and opportunity to receive credit for individual and agency accomplishments.

We end up with a lot of turnover in key staff members. How can we keep this effort on-going when key staff members leave?

Turnover of the department leadership and key staff assigned to the project can have a significant impact on the victim response efforts. If your participation levels are high, your agency should be able to replace turnovers with other personnel who are also actively involved in the project so there is minimal impact on the work process. Other factors that can mitigate the impact of internal staff changes include leadership endorsement, maximizing buy-in by all personnel, and providing a clear organizational structure and process for the work.



How can my agency handle cultural and language barriers/lack of diversity in the workforce?

This strategy is an excellent way to partner with communities. Reach out to ethnic and minority communities, particularly new immigrants, and partner with them to address and eliminate issues with law enforcement. Translate your crime prevention and other educational materials into Spanish and other languages spoken in your communities (see *Resource Toolkit* for examples). Continue to work toward increasing the diversity of your workforce and utilizing translation and cultural awareness training resources available in your communities.

How does our agency offer adequate support to victims of non-violent crimes if our service provider partners only handle violent crime victims?

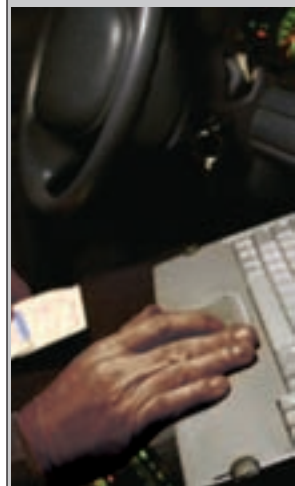
Support can begin when law enforcement resources are activated upon initial response and on through case or incident disposition. In many cases, adequate support is defined by how victims perceive law enforcement and their representatives (i.e. records, dispatch, property clerks, etc.) treat them. Even if offenders cannot be apprehended, victims appreciate knowing what is likely to happen with their cases and are interested in learning about ways in which they may avoid being the victims of similar crimes in the future. Frequently, having accurate information about their case is the only measure of justice they will receive. Ensure that victims of non-violent crimes have up-to-date information about resources available to them and about the progress of their cases.

How should my agency handle differences of opinions between our agency and our victim service provider partners?

Work to bridge differences in perspectives and cultures between victim service providers and law enforcement with continuous collaboration to avoid the possibility of miscommunication or even mistrust. Enhance mutual education and understanding with providers through activities such as ride-alongs (providers with law enforcement), sit-alongs (law enforcement with providers), or training for law enforcement personnel offered by service providers. Partnerships can also be strengthened via regular attendance at victim service provider meetings due to the amount of information that can be learned and directly applied to victim response.

How should law enforcement handle victims who are not willing or able to fully cooperate?

Some victims can present significant challenges and are not always able to fully cooperate with first responders, perhaps because of mental illness, crisis situations, developmental



disabilities, intoxication, trauma, or fear. At times such circumstances make it difficult even for seasoned officers to respond effectively to some victims. Sometimes simply acknowledging this reality and offering opportunities to discuss these types of situations is an important part of reducing officer frustration.

Work closely with victim service providers and know the resources available in the community to address the needs of victims who may present difficult circumstances. Explore the role of training, including training provided by service providers, in preparing personnel to deal more effectively with these challenging victim circumstances. Some service providers may express interest in collaborating with law enforcement to provide case management for victims already on their caseloads, or even 24-hour crisis intervention services in support of law enforcement working with these types of victims.

How can my agency handle negative press coverage of high profile crime incidents?

Negative press coverage of law enforcement response to specific crime incidents can present continuing challenges to departments interested in enhancing their response to victims while maintaining mutually respectful and trusting relationships with community residents. Develop a pattern of providing positive information about victim response successes to the media to help defuse the negative impacts of sensationalistic coverage of high-profile incidents.

What if community, local, or state leadership changes due to an election?

Elections that bring new state, city, or county leadership can affect a department's progress toward victim response goals. Cultivating strong working relationships with a range of elected officials at local and state levels will help insulate your agency from negative impacts of a single election cycle. Law enforcement agencies can work with local policymaking and funding sources to continually educate them on the important issues and ensure that collaboration and mutual goals are continued with newly elected officials.

Our agency has limited funding. Can we still implement the strategy?

Limited funding remains a challenge for most law enforcement agencies. Many strategies of enhancing victim response do not require additional funding. For those approaches that will require additional personnel or other resources, law enforcement agencies may enlist increased funding from citizens and policymakers by providing evidence of positive impacts of enhancing public safety and/or services for crime victims.

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PILOT SITES

	Charlotte-Mecklenburg PD	Beaverton PD	Mundelein PD
Area Served	Charlotte and most of Mecklenburg County, NC Population 715,000 450 square miles	Beaverton, OR Population 83,500 18.6 square miles	Village of Mundelein, IL Population 33,000 8.6 square miles
Number of Personnel	1,557 sworn officers 455 civilian staff 300+ volunteers	127 sworn officers 32 civilian staff	51 sworn officers 19 civilian staff
Organizational Structure	Deputy chiefs oversee four service areas: Field, Investigative, Administrative, and Support	Staff organized in five divisions: Field, Investigative, Administration, Support, and Community Policing	Deputy Chiefs supervise Operations and Support Divisions
Unique Characteristics	Coordinated city/county governance structure; Charlotte-Mecklenburg is 5th largest urban region; 2nd largest banking center in US	Strong mayor/city council form of government; dispatch services provided by separate county-wide agency	Located in Chicago-Lake County metropolitan area adjacent to many towns and villages of comparable size; Commission on Accreditation for Law Enforcement (CALEA) accredited
Emerging Trends and Issues	Extremely high population growth of 19% since 2000; growing Hispanic population; challenges of maintaining relationship with schools and enhancing public understanding of criminal justice system	High population growth rate of 10.7% since 2000; 12% Hispanic and 13% Asian populations; stable crime rate; strong community and financial support for police department	Population growth rate averaging 1.3% per year; 24% of population of Hispanic descent and growing Eastern European population; relatively low violent crime rate
Relationships with Partner Organizations	CMPD has both formal and informal working relationships with many public and private agencies	Long-term, strong working relationships with several service providers, schools, community leaders, and local and state elected officials	Strong working relationships with victim service providers, schools, community leaders, faith-based community and local and state elected officials
Web site	http://www.charmeck.org/Departments/CMPD/home.htm	http://beavertonpolice.org	http://www.mundelein.org/police/index.htm

VALIDATION SITES

	Broken Arrow PD	California State University Police at San Bernardino	Denver PD	City of Flint PD
Area Served	Broken Arrow, OK Population 97,500 Incorporated with overlap into two counties	University Police for a California State University Population 20,000 441 Acres	City & County of Denver Resident population of approx. 588,349 with a daily commuter swell of approximately 300,000 additional people 153.35 square miles	City of Flint, MI Population 124,943 31 square miles
Number of Personnel	123 sworn officers 48 non-sworn staff	15 sworn officers 30 non-sworn staff	1,544 sworn officers 227 non-sworn staff 270 volunteers	256 sworn officers 60 non-sworn staff
Organizational Structure	Staff are organized into four divisions: Field Operations, Support, Headquarters and Administration	Chief of Police Lieutenant oversee all areas of the Department	Deputy Chiefs oversee Administration and Operations that are supervised by Division Chiefs of Patrol, Investigations, Special Operations and Research, Technology & Support	Deputy Chief and two captains oversee Patrol, Administrative, Investigative, Dispatch and Support Services Operations
Unique Characteristics	Council-Manager form of government; 4th largest city in Oklahoma; 3rd largest manufacturing center in the state	Services the university in all law enforcement aspects: police, dispatch, records, and other civilian support	20 years of a dedicated Victim Assistance Unit; Denver is a home-rule city with a Mayor / Council government; hub of a metropolitan area of approximately 2.6 million people; largest city in a 600 mile radius; ranked as the 25th largest city and 15th largest metro-area in the U.S.	City's landscape and history are dominated by the auto industry
Emerging Trends and Issues	Rapid residential, retail and business growth; Growing Hispanic and Asian populations	Majority of crimes are theft related and tend to fluctuate	Since 1990, the population of the metro area has increased by approximately 30%; DPD's sworn staffing level has only increased by 13%	Population is very diverse 53% African American 41% White 3% Hispanic 3% Other
Relationships with Partner Organizations	Excellent working relationships with community leaders, churches, civic organizations, businesses, schools, career technology center and higher education	Strong working relationship with auxiliary area of the university as well as surrounding law enforcement agencies; Strong support of the 211 phone service	DPD maintains strong collaborative relationships with over 35 unique victim service providers and agencies	Formal and informal relationships with many public and private agencies
Web site	http://www.brokenarrowok.gov	http://adminfin.csusb.edu/police/	www.denvergov.org/police www.denvergov.org/dpdvau	www.cityflint.com

VALIDATION SITES

Hastings PD	Loudoun County Sheriff's Office	New York State Police	Sumner PD	
City of Hastings, NE Population 25,000 8 square miles	Loudoun County, VA Population 286,245 519 square miles	State of New York State population 19.3 million	City of Sumner, WA Population 9,000 7.2 square Miles	Area Served
39 sworn officers 16 non-sworn staff	500 sworn officers 160 non-sworn staff 21 volunteers	Statewide: 5,100 sworn officers 1,000 non-sworn staff Troop F: 435 sworn officers 50 civilian staff	19 sworn officers 16 non-sworn staff	Number of Personnel
Two divisions – Operations and Administrative Services, each supervised by a Captain	Five divisions: Field Operations, Special Operations, Criminal Investigations, Administrative/Technical Services and Corrections/Courts Security	Superintendent First Deputy Superintendent Deputy Superintendents - Field, Administration, Inspection, Technology and Planning, Employee Relations 12 Troops statewide Troop F: Major—Troop Commander 3 Captains—Zone Commanders 21 stations	Deputy Chief oversees the Operations Division including communications center; Civilian Administrative Manager oversees administrative functions and Animal Control Services	Organizational Structure
Birthplace of Kool-Aid; located 60 miles from the geographical center of the United States	Located in a suburb of Washington, DC; the largest full-service Sheriff's Office in Virginia; handles major violent crimes for three smaller police departments within county	Covers the State of New York; only police agency available in rural areas of the State; elsewhere shares policing responsibilities with county sheriffs and local police agencies; validation phase conducted in Troop F	Voted the best little town the Pacific Northwest has to offer; surrounded by large cities in the greater Seattle-Tacoma metropolitan area; an award-winning planned community with four freeway interchanges, commuter rail station and access to two major Pacific Coast ports	Unique Characteristics
Slow growth, tight resources, agricultural-based economy, boom in ethanol, typical youth and drug related problems	Growth rate has increased nearly 60% since 2000, making it the 4th fastest growing county in the nation; crime rate dropped for 5 straight years before a slight rise in 2007	While crime is decreasing in a large part of the state, small cities have seen an increase in violent crime; "Operation Impact" has been created to target specific crimes in small cities; state troopers pair with local police officers to patrol in those cities, addressing the target crimes	Large industrial growth in the north end of the city; becoming a large transit hub for commuter rail service to Seattle and Tacoma; strong support from the community and elected officials; financial limitations due to voter approved property tax increase initiatives—making balancing municipal budgets more difficult each year	Emerging Trends and Issues
Formal and informal working relationships with many public and private agencies. Strong relationship with school system	Enjoys strong formal and informal working relationships with various victim service providers within private and public agencies	Good working relationships with crime victim providers; employs a full time non-sworn member in each Troop as a Crime Victim Specialist to coordinate with victim providers	Strong working relationships with school district, downtown and north end business associations	Relationships with Partner Organizations
www.hastingspolice.org	www.loudoun.gov/sheriff	www.troopers.state.ny.us	www.ci.sumner.wa.us/Government/Police/PoliceDept.htm	Web site