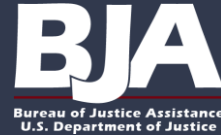


PSP Webinar

Victim Services

Not Just Feeling Words

*How Victim Services Can
Lead to Success in
Law Enforcement*



Today's Speakers



Fred Fletcher

Public Safety Consultant

Retired Chief of Police,
Chattanooga, Tennessee, Police
Department (CPD)

Retired Commander, Austin,
Texas, Police Department



Sharron Fletcher

Lead Victim Justice Specialist

Discretionary Programs Division
Office for Victims of Crime



Caroline Huffaker

**Victim Services and Chaplain
Director, CPD**

Program Supervisor,
Partnership's Rape Crisis Center



Background

- 1970s – beginning of Victims Rights Movement
- 1982 – passage of Victims of Crime Act (VOCA)
- 1988 – amendment to VOCA creates the Crime Victims Fund (CVF) and the Office for Victims of Crime



OVC Mission Statement

The Office for Victims of Crime (OVC) is committed to enhancing the Nation's capacity to assist crime victims and to providing leadership in changing policies and practices to promote justice and healing for all victims of crime

Law Enforcement and Victim Services





Benefits

- Improved victim outcomes
- Increased community trust and confidence in police
- Increased and improved victim participation in criminal justice process
- Provides additional tools and resources to support your agency



OVC's Law Enforcement Portfolio

- Enhancing Law Enforcement Response to Victims
<https://www.theiacp.org/projects/enhancing-law-enforcement-response-to-victims-elerv>
- Law Enforcement Based Victim Services
<https://www.theiacp.org/projects/law-enforcement-based-direct-victim-services-lev>
- Law Enforcement's Role in Victim Compensation
<https://www.theiacp.org/LE-Role-in-Victim-Compensation>



OVC's Law Enforcement Portfolio

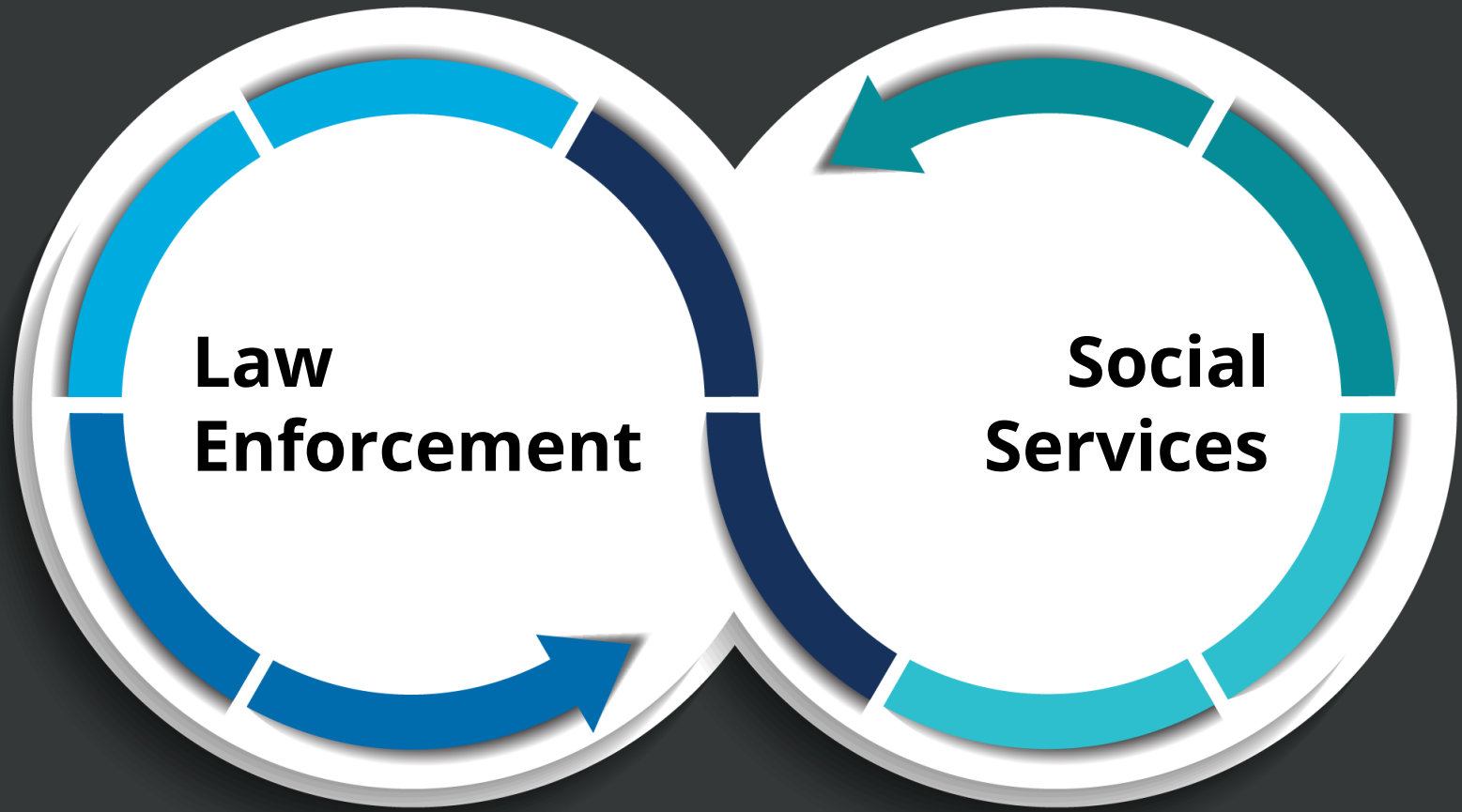
- Collective Healing
<https://www.theiacp.org/projects/law-enforcement-and-the-communities-they-serve-supporting-collective-healing-in-the-wake>
- Gender Bias
<https://www.theiacp.org/gender-bias>
- Vicarious Trauma Response Initiative
<https://www.theiacp.org/projects/vicarious-trauma-response-initiative>

Why Victim Services?



**Law
Enforcement**

**Every Other
Profession
Known to
Man**



**Law
Enforcement**

**Social
Services**

At a Glance: Chattanooga Police Department

About Chattanooga

- Population: 179,139 (2017)
- Chattanooga Physical Size: 144.6 square miles
- Hamilton County Population: 361,613 (2017)

About the Department

- Sworn Officers—500
- Neighborhood Policing—305
- Investigations—119
- Special Operations—61
- Administration/Professional Standards—12
- Community and Department Services—8
- Professional Staff—125
- Sectors—3 (Adam, Baker, Charlie)
- Zones—6 (Adam North and South, Baker North and South, Charlie North and South)
- Calls for Service—232,534 (2018)



In the Beginning . . . (no, not that one)

- The Enhancing Law Enforcement Response to Victims (ELERV) grant was awarded to the CPD in October 2015
- The funds for the grant are administered through the Office for Victims of Crime and the International Association of Chiefs of Police
- This grant originally funded the Victim Services and Chaplains Coordinator (VSCC) position
- This effectively started the Victim Services Unit (VSU) for the CPD



We Thought We Were Doing Alright . . .

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	Weighted Average
I can locate services for victims in the Chattanooga area.	0.63% 1	3.14% 5	5.03% 8	53.46% 85	37.74% 60	159	4.25
I carry contact information for victim services in the Chattanooga area.	1.26% 2	13.21% 21	18.24% 29	40.88% 65	26.42% 42	159	3.78
I find that there are an adequate number of services for victims in the Chattanooga area.	5.70% 9	16.46% 26	25.95% 41	41.14% 65	10.76% 17	158	3.35
I've had training an adequate amount training on victim services.	1.27% 2	18.35% 29	22.15% 35	44.94% 71	13.29% 21	158	3.51
My training on dealing with victims occurred on the job.	1.27% 2	9.49% 15	17.09% 27	56.96% 90	15.19% 24	158	3.75

... Until We Weren't

- Our research partners also asked community members through questionnaire surveys (quantitative) as well as focus groups (qualitative)
- When asked about our department's knowledge of victim services, these were a few direct quotes:

- “No, I wouldn't wanna dare ask an officer, ‘which shelter should I go to?’ No.”
- “I never had a police tell me—they don't tell the resources out there.”
- “They're really limited, and really, would you want an officer to tell you something that he really does not know?”
- “We didn't know what to do. We weren't told by anybody, whether it was law enforcement, or anybody, where to go, what do, how to get it.”
- “Because the officer's just like, ‘Oh you just go to a shelter.’”

Trauma-Informed . . . Policing?



Altovise Love-Craighead
Law Enforcement Commander

Intervention: *Policy*

- **OPS–18** (Notification Procedures)
- **OPS–38** (Investigative Services)
- **OPS–39** (Criminal Investigations)
- **ADM–13** (Communications/PIO)
- **OPS–10** (Hate Crimes)
- **OPS–20** (Domestic Violence)
- **ADM–43** (Performance Evaluation)
- **OPS–63** (Digital Recording Systems)
- **SOP–15** (Victim Services Unit—
Standard Operating Procedures)
 - Revisions
- **OPS–17** (Property)**
 - Current project at the CPD

Intervention: *Training*

Roll Call Training

- ACEs training for all Roll Call/Line-ups
- Lethality Assessment Protocol
- FOIA and Communications

In-Service Curriculum

- 2017: Intro to VSU
- 2018: Case Concepts
- 2019: Language Pitfalls in Report Writing
- 2020: 7 Critical Needs of Victims (Officer Actions)

Ongoing VSU Block in the Cadet Academy

- Community Immersion Revamp

Explorer's Program

Citizen's Police Academy

Professional Staff Training on VSU Topics*

FTO Meetings

Weekly Command Staff Meeting

Intervention: *Training*

Poverty Simulation

Followed the model developed by the Missouri Community Action Network

Overall Vision

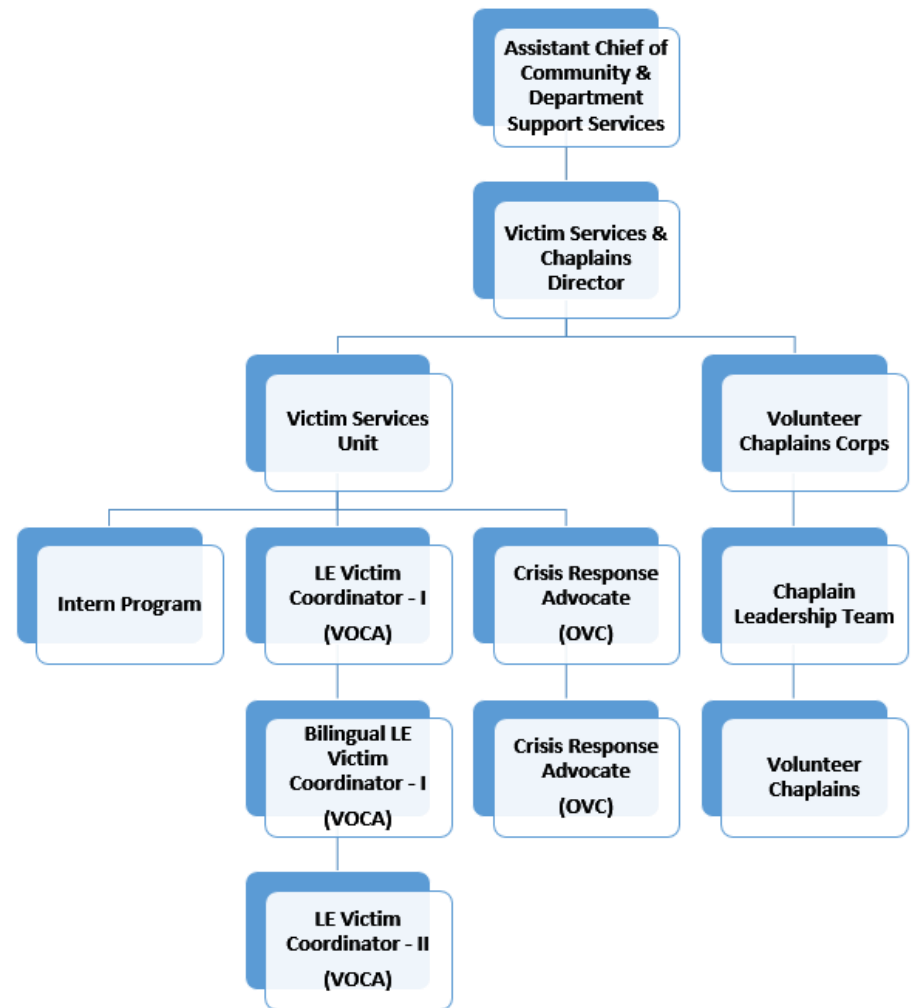
We originally trained 28 cadets and 2 additional sworn personnel alongside 50 community members, partners, advocates, and students

- Two debrief groups were held afterward

This is now an official portion of the CPD Cadet Academy Curriculum



Intervention: *Direct Services*



Intervention: *Direct Services*

- Needs Assessment
- Follow-Up
- Information and Referral (Telephone and In-Person)
- Safety Planning
- Criminal Justice Support and Advocacy
- Personal Advocacy and Collaboration
- Court Accompaniment
- Crisis Counseling and Intervention
- Victim's Compensation Fund
 - Application Assistance

In Action: The Case of Ro*

Shortly before 10:00 p.m. on March 24, 2017, Ro* (victim) was shot on Rawlings Street. When officers found her, she was lying next to the vehicle suffering from a gunshot wound to her right side. She was taken to the hospital and listed in critical condition.

As Ro began to recover, it was determined that she was paralyzed from the waist down with little to no expectation of making a recovery. Furthermore, it was also discovered that Ro had also recently experienced the loss of a pregnancy.

When it came time for Ro to be finally discharged, she had to return home to a location that had previously been shot up. Accessibility was critical for Ro as she is now permanently paralyzed and requires the use of a wheelchair. Lastly, being that the case was gang-related, there were significant concerns revolving around her active participation in the investigation, especially since an arrest was made in the case and Ro would be expected to testify in court.

In Action: The Case of Ro

Challenges

- Previous GMI
 - Lack of cooperation . . . at first
 - Family influence
- Change of insurance after pregnancy loss
- No long-term financial stability
- Permanent disability
 - Home health refused to provide services due to safety
- Legal complications (personal)

Services Provided

- Needs Assessment (Ongoing)
- Victim's Compensation
- Disability/Medical Advocacy
- Transportation Advocacy and Assistance
- Court Advocacy
- Criminal Justice Support and Advocacy
- Crisis Counseling
- Safety Planning
- Referrals, referrals and more referrals

In Action: Mass Casualty Response



Source: Bruce Gardner/Chattanooga Fire Department

In Action: Mass Casualty Response



What Could Be Impacted?



Community Engagement and Participation

- Crime Stoppers
- Rates of successful prosecution

What Could Be Impacted?

Officer Buy-In

- VSU annual awards
- 2019 In-Service



What Could Be Impacted?



INTERNATIONAL ASSOCIATION OF CHIEFS OF POLICE
Serving the Leaders of Today,
Developing the Leaders of Tomorrow

ABOUT US | WHAT WE DO | CONFERENCES & TRAINING | MEMBERSHIP | JOBS | RESOURCES & PUBLICATIONS

MENTAL WELLNESS

Policing is a demanding, often stressful career. On a daily basis, officers are exposed to the worst...
vicarious trauma. Despite these frequent encounters, officers make a choice to be there, even when confronted...
with the safety and wellness. IACP is committed to making resources available to help officers in other mental...
wellness and providing ongoing educational support.

Vicarious Trauma

Visit our Resource Toolkit

Exposure to the traumatic experiences of other people. Vicarious...
trauma training is an important occupational challenge for the field...
of law enforcement. Organizations can mitigate its potentially...
negative effects of the job exposure by providing education, training...
and support. The literature focuses on the importance of providing...
for police, and the importance of providing the resources necessary...
of their staff. For more information, please contact Officer Andrea Kuehl or Michael Ryan.

SAFETY & WELLNESS

- HOME
- HEALTH AND NUTRITION
- INJURY PREVENTION
- MENTAL WELLNESS
- SOCIAL MEDIA
- TRAVEL SAFETY
- SURVIVORS GUIDE
- SEE US AT THE IACP
- LINE OF DUTY OATH



What Could Be Impacted?

2019 Year End		City of Chattanooga Violence Reduction Initiative Troy Rogers - Project Director Sgt. Greg Wilhelm - Focused Deterrence Coordinator							
Last Call In Date	12/18/2019	GMI Percentages							
Next Call In Date	2/27/2020	NFS	57%	56%	60%	53%	41%	28%	21%
		Homicides	58%	56%	52%	67%	58%	39%	33%
		Most Violent Groups (Top 3)							
		1. Gangster Disciple 2. Rollin 50 Crips 3. Rollin 40 Crips							
Year-to-date, city-wide	2013	2014	2015	2016	2017	2018	2019	Diff 18/19	Change
Homicides Victims Total	19	27	27	33	33	23	36	13	57%
Firearms Homicide Victims	14	19	20	27	28	19	30	11	58%
Non-Firearms Homicide Incidents	5	8	7	6	5	4	6	2	50%
GMI Related Homicide Victims	11	15	14	22	19	9	12	3	33%
Non GMI Related Homicide Victims	8	12	13	11	14	14	24	10	71%
Accidental/Justified Victims	4	1	1	4	1	3	3	0	0%
Criminal Homicide (-Acc/Just Homicides)	15	26	26	29	32	20	33	13	65%
Difference from current year	120%	27%	27%	14%	3%	65%			
Non-Fatal Shooting Incidents	108	96	122	132	120	95	103	8	8%
GMI Related Non-Fatal Shooting Incidents	62	54	73	70	49	27	22	-5	-19%
GMI Related Non-Fatal Shooting Victims	73	67	83	83	57	33	28	-5	-15%
NON GMI Related NFS Incidents	46	42	49	62	71	68	81	13	19%
NON GMI Related NFS Victims	49	44	52	71	78	73	84	11	15%
Accidental / Self Inflicted / Justified	25	7	19	25	33	13	23	10	77%
NFS Victims from Homicide Incidents	6	3	7	7	7	4	12	8	200%
Total Number of Persons Shot Non-Fatal ***	128	114	142	161	142	110	124	14	13%
CRIMINAL NFS (- Acc/Self/Just)	83	89	103	107	87	82	80	-2	-2%
Difference from current year	29%	20%	4%	-25%	-8%	-2%			
Total Persons Shot Fatal + Non Fatal	142	133	162	188	170	129	154	25	19%

*** NFS Incident victims + Homicide Incident NFS Victims

What Could Be Impacted?

Clearance Rates*

- When the VSU started in 2016, the homicide clearance rate for the Violent Crimes Bureau was 41%
- We believe this is a combination of multiple factors, which includes the VSU

Chattanooga's homicide clearance rate jumps to 87 percent

January 13th, 2019 | by Rosana Hughes | in Local Regional News | Read Time: 4 mins. |



Questions and Answers



Contact Us

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THANK YOU!

