Final Report on the Survey of Law Enforcement-Based Victim Services

Bailey Maryfield

Susannah Tapp

Susan Howley

Roger Przybylski

December 2021

This report was produced for the International Association of Chiefs of Police by the Justice Research and Statistics Association under cooperative agreement number 2018-V3-GX-K049 awarded by the Office for Victims of Crime, Office of Justice Programs, U.S. Department of Justice. The opinions, findings, and conclusions or recommendations expressed in this report are those of the contributors and do not necessarily represent the official position or policies of the U.S. Department of Justice.

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Executive Summary

Background

The International Association of Chiefs of Police (IACP) receives funding from the U.S. Department of Justice's Office for Victims of Crime (OVC) to serve as the training and technical assistance provider for the Law Enforcement-Based Victim Services (LEV) Program. Through the LEV program, IACP supports law enforcement agencies in either establishing new victim services programs or enhancing existing programs. As part of this initiative, IACP partnered with the Justice Research and Statistics Association (JRSA) and the Center for Victim Research to administer a survey to law enforcement-based victim services programs.[1]

Purpose

The survey, entitled the LEV Mapping Survey, aimed to gain knowledge of the landscape of law enforcement-based victim services across the country. Survey data were supplemented by information gained through interviews with a set of survey respondents. IACP recognizes that law enforcement agencies are providing victim services through a range of approaches but there is no real picture of where and how these programs exist across the country. This survey serves to complement the data collected by the U.S. Department of Justice's Bureau of Justice Statistics (BJS) under the National Census of Victim Service Providers by collecting additional data specific to law enforcement-based victim services. Results from this survey illuminate the current state of law enforcement-based victim services and identify needs for technical assistance and future research directions. Results can also help identify common practices in this growing field and support program development and sustainability.

Methods

This survey was conducted in two phases. The first phase targeted only law enforcement-based victim services programs funded through the OVC Law Enforcement-Based Victim Services (LEV) Program and/or OVC Victims of Crime Act (VOCA) funding.[2] The second phase expanded the sample to all law enforcement agencies indicating they address victim services in the 2016 Law Enforcement Management and Administrative Statistics (LEMAS) survey conducted by BJS. Follow-up interviews were conducted with a convenience sample of survey respondents from both phases to allow respondents to expand on survey answers and respond to questions on topics that were not included in the survey. This project received an exemption from the JRSA Institutional Review Board.

[1] For information on additional activities under this partnership, visit: https://www.jrsa.org/projects/lev-tta.html
[2] VOCA funding is largely administered through OVC grants to state administrators, who issue subgrants to a range of victim services programs.

Both phases of the survey aimed to gather data from law enforcement agencies providing victim services. The Phase 1 sample frame targeted law enforcement agencies receiving funding from the Office for Victims of Crime and was developed from two sources:

- Fiscal year 2018 and 2019 OVC Law Enforcement-Based Victim Services (LEV) Program grantees with victim services personnel on board at the time of sample development
- Fiscal year 2020 OVC VOCA subgrantees designated as law enforcement agencies

There were 498 agencies included in the Phase 1 sample frame.

The Phase 2 sample frame targeted all remaining law enforcement agencies addressing victim assistance. The Phase 2 sample frame included all non-responders from Phase 1, along with FY20 LEV Grantees and any LEV Grantees from earlier funding years that were not included in Phase 1. The Phase 2 frame was further expanded to include all law enforcement agencies indicating they address victim services in the 2016 Law Enforcement Management and Administrative Statistics (LEMAS) survey. The final Phase 2 sample frame included 2,319 agencies.

The final survey question in both phases invited respondents to share their contact information if they wished to be contacted to share more insights. Follow-up interviews were then conducted with a convenience sample of survey respondents who provided that contact information, aiming to achieve demographic diversity in terms of geography and agency type and size where possible.

The survey instrument was developed in close consultation with IACP, with additional advice from OVC and the BJS. Survey questions were developed based on review of national law enforcement and victim services data collections and further refined based on review of law enforcement-based victim services literature (both academic- and practitioner-based) and input from project advisors. Importantly, cognitive interviews were conducted with six Directors of Victim Services, Victim Services Coordinators, or Victim Services Specialists from a diverse set of law enforcement agencies as part of the survey development. Feedback from the cognitive interviews was used to refine survey question content and structure prior to pilot testing. The instrument was coded into SurveyMonkey and pilot tested by project staff to ensure proper functionality before launch. The final instrument included questions related to the structure of victim services in the agency such as supervisory responsibility, program duration, staffing, victimization categories served by the program, services provided to victims, and trainings utilized (see Appendix B for Phases 1 & 2 instruments).

The interview protocol was developed with input from IACP, OVC, and BJS. Interview questions dove deeper into topics covered by the survey and some topics that had to be cut from the survey, focusing on four areas: structure, staffing, services, and measurement (see Appendix C for Phases 1 & 2 protocols).

Phase 1 of the survey was administered via SurveyMonkey between June 17, 2020, and September 16, 2020; Phase 2 was administered between March 31, 2021, and July 16, 2021. Importantly, the survey was designed to be completed by an individual employed by the law enforcement agency regardless of the configuration of victim services (i.e., in-house vs. contracted out). Only one response per agency was sought. Invitations to complete the survey were sent first directly through the SurveyMonkey platform via direct emails to potential respondents. Follow-up efforts included email reminders sent through SurveyMonkey, personal emails, and personal phone calls.

Overview of Findings

Descriptives of Respondents. Of the 2,520 agencies included in the sample frame, a valid response was received for 445, representing an 18% response rate. A total of 420 agencies spanning 47 states were included in the final sample. Responses represented diverse law enforcement agency types and sizes, with about 2 out of 3 (67%) responding agencies being local/municipal police agencies and 81% having 250 or fewer officers. Remaining survey analysis focused on agencies indicating they were currently providing services to victims of crime (n=352). Seventy-one percent (71%) of responding agencies indicated they provide victim services via a specialized victim services unit with personnel assigned part- or full-time.

Follow-up interviews were completed with a convenience sample of 52 out of the 420 total responding agencies. Interviewees spanned 24 different states.

Victim Services Program Development. Victim services programs in our sample had been in existence for an average of 16 years. Victim services programs were most commonly housed within the criminal investigations division.

> "I'm shocked that today there are still police departments that don't have victim services. They really should."
> —Victim Services Supervisor

Victim Services Program Funding. Seventy-eight percent (78%) of responding agencies utilized funding from federal grants.

Victim Services Program Staffing. Victim services programs on average were staffed with 4 FTE. This average, however, is inflated by several outlying agencies. Of note, 61% of responding agencies had 2 FTE or less. Small staff sizes were often supplemented with interns and/or volunteers. 58% of responding agencies had recently utilized interns or volunteers. The vast majority (82%) of victim services programs are directly supervised by sworn law enforcement personnel while only 10% are supervised by a professional (civilian) staff supervisor.

Response to Victims. Survey respondents were asked whether their services were limited to specific groups of victims (e.g., children or adolescents, etc.) and/or those victimized via certain victimization categories (e.g., homicide, domestic violence, human trafficking, etc.), meaning

that services can only be provided to certain victims. Only 11% of responding agencies indicated that their services were limited. Most agencies (84%) indicated that victim services personnel are available to respond 24/7. In 2019, survey respondents reported serving an average of 1,321 victims (n=245 agencies). In 2020, an average of 2,212 victims were served (n=102 agencies).

> "Our advocates are trained to help people in distress. It may not be anything grant related, but we still have ability to help people...Give them options and empower them to have a choice."
> —Victim Services Supervisor

General information about crime and victimization, prevention, or risk reduction was most commonly available while assistance applying for public benefits assistance was a service available at less than half of responding agencies.

Policies and Procedures. It was very common (80%) for services to victims of crime to be addressed in agency general orders/policies (i.e., agency operations manual). Having a separate code of ethics for victim services personnel that aligns with agency standards for conduct was much less common among responding agencies (35%) as was incorporating victim services personnel in the policy review process (42%).

Partnerships. Most responding agencies (78%) had a formalized partnership (i.e., contract, MOU, MOA, etc.) with at least one entity. Nearly half of responding agencies had established a formal partnership with community-based organizations with a focus on domestic violence.

Training. The most common training sources were state or national victim assistance conferences. The majority (65%) of responding agencies mentioned utilizing OVC's VAT Online training program. Victim services personnel most often participated in cross-training with patrol officers, however, surprisingly 33% of responding agencies indicated that victim services personnel do not participate in any cross-training.

Benefits. While the primary benefit of a victim services program or unit in a law enforcement agency is an improved response to victims with more immediate support and targeted referrals to community resources, respondents also identified additional benefits. These included cost savings to the department by making the best use of staff time and improved chances for successful prosecution.

Challenges. Agencies most often indicated they had not faced challenges with their victim services program. For those that reported challenges, agency size/available resources were most common (24%) followed by difficulty maintaining funding and leadership changes (20% each).

Dedicated Webpages for Victim Services. One hundred and eighty-one (64%) responding agencies indicated they have a dedicated page on their website for victim services information. Information on services offered by the law enforcement victim services program were commonly included (71%) along with information on community services (63%). Information on

confidentiality requests (e.g., address confidentiality programs) (10%) and confidentiality policies (7%) were least likely to be included on dedicated webpages.

Recommendations

Law Enforcement-Based Victim Services Program Sustainment. Law enforcement-based victim services programs can be sustained through long-term funding, strategic growth, agency integration of victim services personnel, data collection and evaluation, and training and technical assistance.

Most of the surveyed agencies rely at least partially on federal grant funding. Agencies may start with a grant, but then would be well-served to strive to have core funding for victim services as part of the agency's overall budget going forward. Securing a place for victim services in the overall agency budget shows support for the program and gives a sense of program stability and security.

In order to ensure sufficient support to meet the needs of the community, agencies should engage in strategic planning for growth in the areas of funding, volunteer and intern programs, data collection and analysis, and stakeholder input.

Successful integration of the victim services program into the law enforcement agency is another important piece of program sustainment. Steps to integrate victim services staff, including development of policies and procedures, are important steps to take from program inception.

The evidence for the benefits of law enforcement-based victim services is largely anecdotal. To better support program sustainment, it is recommended that systematic data collection and formative evaluations take place in a diverse group of law enforcement-based victim services programs.

Training and technical assistance recommendations include creating a library of sample programmatic documents, highlighting successful methods of program integration, sharing materials on volunteer/internship program development, and providing data collection and evaluation support.

Future Analyses of These Data. The LEV Mapping Survey gathered national survey data from law enforcement agencies with victim services and interviews with groups of providers. To fully utilize the information gathered in these activities, and further build out our knowledge of LEV programs, JRSA recommends further analysis of survey results, supplemented by additional interviews and/or focus groups with law enforcement-based victim services personnel. One specific area that is recommended to be explored further relates to funding barriers that may keep agencies from seeking or obtaining grant funding or integrating victim services into agency budgets.

Future Iterations of the LEV Mapping Survey. It is recommended that the LEV Mapping Survey be conducted once every three years in order to stay up to date with the current landscape of law enforcement-based victim services and the training and technical assistance needs of the programs. Follow-up interviews should also be completed to add context to survey findings. Dynamics and needs change and therefore it is important to regularly update this data collection.

Background

The International Association of Chiefs of Police (IACP) receives funding from the U.S. Department of Justice's Office for Victims of Crime (OVC) to serve as the training and technical assistance provider for the Law Enforcement-Based Victim Services (LEV) Program. Through the LEV program, IACP supports law enforcement agencies in either establishing new victim services programs or enhancing existing programs. As part of this initiative, IACP partnered with the Justice Research and Statistics Association (JRSA) and the Center for Victim Research to administer a survey to law enforcement-based victim services programs.[3]

The survey, entitled the LEV Mapping Survey, aimed to gain knowledge of the landscape of law enforcement-based victim services across the country. Survey data were supplemented by information gained through interviews with a set of survey respondents. IACP recognizes that law enforcement agencies are providing victim services through a range of approaches but there is no real picture of where and how these programs exist across the country. This survey serves to complement the data collected by the U.S. Department of Justice's Bureau of Justice Statistics (BJS) under the National Census of Victim Service Providers by collecting additional data specific to law enforcement-based victim services. Results from this survey illuminate the current state of law enforcement-based victim services and identify needs for technical assistance and future research directions. Results can also help identify common practices in this growing field and support program development and sustainability.

Methodology

This survey was conducted in two phases. The first phase targeted only law enforcement-based victim services programs funded through the OVC Law Enforcement-Based Victim Services (LEV) Program and/or OVC Victims of Crime Act (VOCA) funding.[4] The second phase expanded the sample to all law enforcement agencies indicating they address victim services in the 2016 Law Enforcement Management and Administrative Statistics (LEMAS) survey conducted by BJS. There were two reasons for this two-phase approach. First, the initial phase targeted a smaller sample and provided an opportunity for the project team to further refine the data collection instruments as needed before administering Phase 2. Second, the gap in time between administering Phase 1 and 2 afforded the project team the time necessary to build the sample frame for Phase 2. Importantly, both phases of the survey aimed to collect the same information from respondents.

Follow-up interviews were conducted with a convenience sample of survey respondents from both phases to allow respondents to expand on survey answers and respond to questions on topics that were not included in the survey.

[3] For information on additional activities under this partnership, visit: https://www.jrsa.org/projects/lev-tta.html
[4] VOCA funding is largely administered through OVC grants to state administrators, who issue subgrants to a range of victim services programs.

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Frame Development

Both phases of the survey aimed to gather data from law enforcement agencies providing victim services. The Phase 1 sample frame targeted law enforcement agencies receiving funding from the Office for Victims of Crime and was developed from two sources:

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There were 498 agencies included in the Phase 1 sample frame.

The Phase 2 sample frame targeted all remaining law enforcement agencies addressing victim assistance. The Phase 2 sample frame included all non-responders from Phase 1, along with FY20 LEV Grantees and any LEV Grantees from earlier funding years that were not included in Phase 1 (i.e., those agencies that had not yet hired victim services personnel at the time the Phase 1 survey was released). The Phase 2 frame was further expanded to include all law enforcement agencies indicating they address victim services in the 2016 Law Enforcement Management and Administrative Statistics (LEMAS) survey. Initially, to ensure a full census of law enforcement agencies were included in the sample, project staff planned to utilize the 2018 Census of State and Local Law Enforcement Agencies.[5] However, the data from that Census were not available, as they were still being cleaned and prepped for archiving at the time of survey frame development. Therefore, on the advice of the Bureau of Justice Statistics, the project team utilized the 2016 LEMAS instead. The LEMAS survey collects data from a nationally representative sample of general-purpose agencies (i.e., local and county police departments, sheriffs' offices, and primary state police agencies). The 2016 LEMAS is the most recently available iteration and includes all agencies employing 100 or more full-time equivalent sworn personnel along with a stratified sample of smaller agencies.

LEMAS data provide information regarding agency provision of victim assistance. LEMAS includes the following question:

> As of June 30, 2016, how did your agency address the following problems/tasks?
>
> - Agency has specialized unit with personnel assigned full-time to address this problem/task;
> - Agency has designated personnel to address this problem/task;
> - Agency addresses this problem/task, but does not have designated personnel;

[5] 2018 Census of State and Local Law Enforcement Agencies, administered by BJS, included this question that was to be utilized to build the survey frame: During 2018, did your agency have DEDICATED PERSONNEL to provide DIRECT VICTIM ASSISTANCE services to victims or their families on at least a part-time basis?

- Agency does not formally address this problem/task; or
- Agency's jurisdiction does not have this problem (N/A) (Bureau of Justice Statistics, 2020a).

For the purpose of our study, we targeted all agencies whose responses fell into the first three response categories, focusing particularly on agencies with a specialized victim services unit or personnel who are dedicated to providing victim services. Once those agencies were identified, the project team conducted web searches to obtain agency victim services staff contact information for each agency where available, focusing on email addresses. The project team learned from interviews conducted during Phase 1 that victim services units tended to be housed in the criminal investigations division. Therefore, if an agency did not appear to have a direct contact for victim services, the head of the criminal investigations division was utilized as the default contact. If a contact could not be found for criminal investigations, contact information for the head of one of the following divisions was utilized: Major Crimes Division, Family Violence Division, Community Services Division, Intelligence Division, Detectives Division, Patrol Division. Contact information for the chief or sheriff was utilized next followed by the agency's general information email address. Three additional agencies were later added via snowball sampling (i.e., victim services personnel in agencies not initially included in the sample learned about the survey from a colleague and reached out to JRSA indicating their interest in participating). The final Phase 2 sample frame included 2,319 agencies.

The final survey question in both phases invited respondents to share their contact information if they wished to be contacted to share more insights. Follow-up interviews were then conducted with a convenience sample of survey respondents who provided that contact information, aiming to achieve demographic diversity in terms of geography and agency type and size where possible.

Instrument Development

The survey instrument was developed in close consultation with IACP, with additional input from OVC and the BJS. Survey questions were developed based on review of national law enforcement and victim services data collections including the National Census of Victim Service Providers, National Survey of Victim Service Providers, LEMAS, Survey of Campus Law Enforcement Agencies, and Census of Bureau of Indian Affairs Law Enforcement Agencies. The instrument was further refined based on review of law enforcement-based victim services literature (both academic- and practitioner-based) and input from project advisors. Importantly, cognitive testing of the instrument was conducted prior to survey pilot testing and administration. This was carried out through interviews conducted with six Directors of Victim Services, Victim Services Coordinators, or Victim Services Specialists from a diverse set of law enforcement agencies. These cognitive interviews were conducted virtually via video conferencing. The purpose of these cognitive interviews was to identify potential sources of response error in the draft survey instrument. Concurrent verbal probing was utilized, including both scripted and spontaneous probes. Probes focused on general concepts, question wording,

and format. In this method of cognitive interviewing, the interviewer asks the subject to read and then answer the survey question. The interviewer then asks the subject for specific information relevant to the question or to the specific answer given (see Appendix A for the cognitive interviewing protocol) (Willis, 1999). Feedback from the cognitive interviews was used to refine survey question content and structure prior to pilot testing. The instrument was coded into SurveyMonkey and pilot tested by project staff to ensure proper functionality before launch. The final instrument included questions related to the structure of victim services in the agency such as supervisory responsibility, program duration, staffing, victimization categories served by the program, services provided to victims, and trainings utilized (see Appendix B for Phases 1 & 2 instruments).

The interview protocol was developed with input from IACP, OVC, and BJS. Interview questions dove deeper into topics covered by the survey and some topics that had to be cut from the survey, focusing on four areas: structure, staffing, services, and measurement (see Appendix C for Phases 1 & 2 protocols).

Survey Administration

Phase 1 of the survey was administered via SurveyMonkey between June 17, 2020, and September 16, 2020; Phase 2 was administered between March 31, 2021, and July 16, 2021. Importantly, the survey was designed to be completed by an individual employed by the law enforcement agency regardless of the configuration of victim services (i.e., in-house vs. contracted out). Only one response per agency was sought. Invitations to complete the survey were sent first directly through the SurveyMonkey platform via direct emails to potential respondents.

For Phase 1, three reminders were sent to non-responders directly through SurveyMonkey. Follow-up efforts also included personal emails and phone calls to all LEV Grantee non-responders and a sample of non-responders from the VOCA grantee list. The sample included all tribal and campus agencies and then a diverse set of agencies in terms of geographic location and size in comparison to current survey responses.

For Phase 2, three reminders were sent to non-responders directly through SurveyMonkey. IACP then sent a direct reminder to all non-responders in mid-June. JRSA staff pulled a list of remaining non-responders at the end of June and conducted direct email outreach prioritizing agencies from the following lists: LEV Grantee, VOCA, and agencies with dedicated staff addressing victim services per the LEMAS.

Results

Results are organized into two sections: *National Census of Victim Service Providers Descriptives* and *LEV Mapping Survey and Interview Results*. First, an independent analysis of

the National Census of Victim Service Providers public dataset by JRSA staff is presented to help frame the results of the LEV Mapping Survey. Results of this new data collection, both survey and interview data, are then presented. Phases 1 and 2 data are combined for all analyses as the two phases contain agencies with overlapping characteristics and the same information was desired from all responding agencies.

National Census of Victim Service Providers Descriptives

The LEV Mapping Survey serves to complement the data collected by BJS through the National Census of Victim Service Providers (NCVSP) by collecting additional data specific to law enforcement-based victim services. The 2017 NCVSP, administered from October 2016 to July 2017, was the first nationwide data collection on victim service providers. Data were collected from 1,886 victim service providers based in law enforcement agencies (Oudekerk et al., 2019). Therefore, in order to frame the results of the LEV Mapping Survey in the broader universe of all law enforcement-based victim services programs, JRSA staff first conducted descriptive analysis on the publicly available NCVSP dataset. On average, these agencies had 14 full-time and 2 part-time paid staff dedicated to working with victims. Agencies most commonly provided services to victims of domestic violence/dating violence. The next most common crime types served were rape/sexual assault, assault, and stalking. Responding agencies served an average of 998 victims in the year prior to survey administration. Services provided by law enforcement agencies were most commonly information and referral services (Bureau of Justice Statistics, 2020b).[6]

Table 1: NCVSP Law Enforcement Agency Services

Services	**Percent of Agencies**
Information and Referral Services	99%
Financial and Material Assistance Services	68%
Emotional Support and Safety	80%
Medical and Health Assistance	61%
Legal and Victims' Rights Assistance	90%
Other Services[7]	76%

LEV Mapping Survey and Interview Results

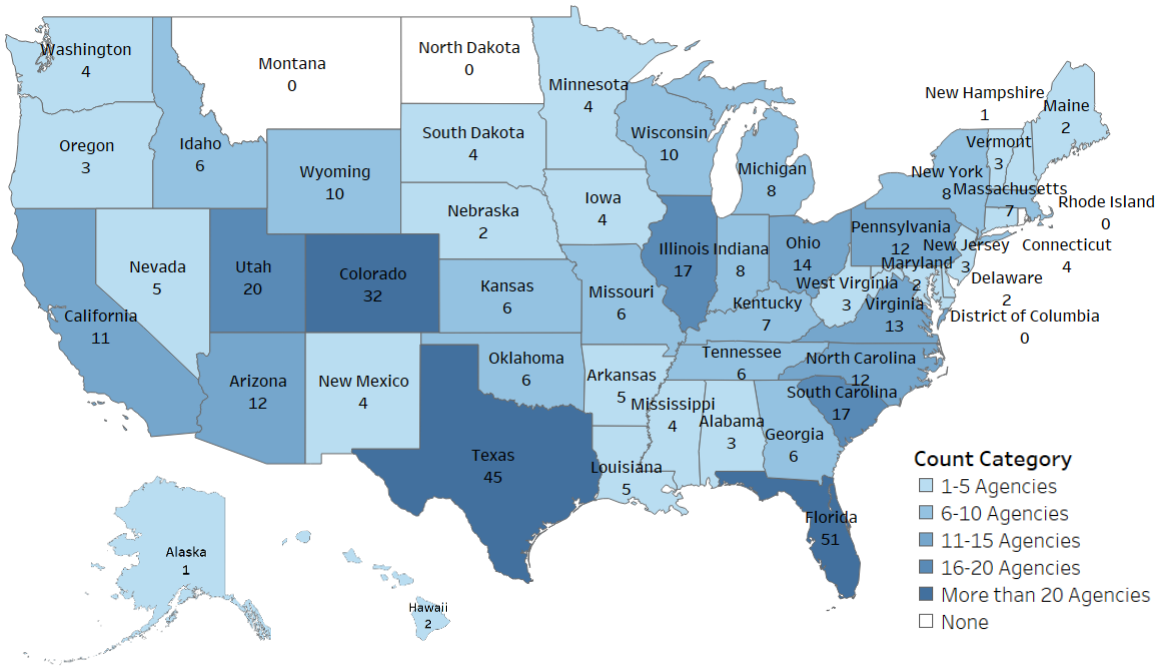
Survey and interview results are organized into eleven categories: *Descriptives of Respondents*, *Victim Services Program Development, Victim Services Program Funding, Victim Services Program Staffing, Response to Victims, Policies and Procedures, Partnerships, Training, Benefits, Challenges,* and *Dedicated Webpages for Victim Services*. Each of these areas contain data important to understanding the structure of law enforcement-based victim services programs and their process for providing services.

[6] The NCVSP includes multiple service types under each category. Percentages shown indicate if the agency provided any of the services listed in that category.
[7] Other services include case management, supervised child visitation, on-scene coordinated response, education classes for survivors regarding victimization dynamics, and culturally and/or ethnically specific services.

Descriptives of Respondents. This section describes basic characteristics of responding agencies including respondents by state, agency type, agency size, and structure for providing victim services. Basic descriptives of interviewed agencies are also provided. The sections that follow often utilize basic characteristics such as agency size and structure to further frame survey and interview results.

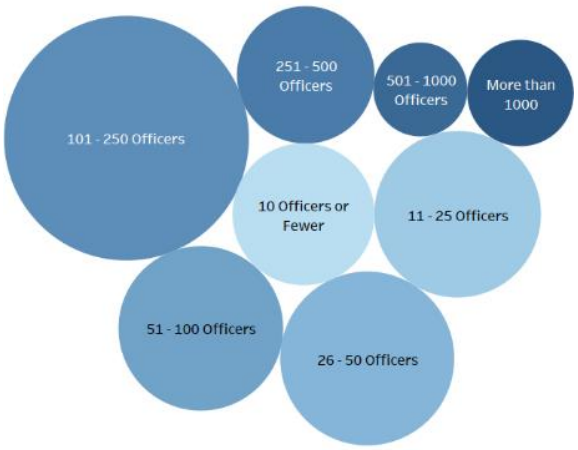
Respondents by State. Of the 2,520 agencies included in the sample frame, a valid response was received for 445, representing an 18% response rate. Of note, the response rate in Phase 1 was 40%. The lower response rate for Phase 2—and, thus, the combined data—is explained in part by the types of agencies included in Phase 2. Specifically, analyses of non-responding agencies revealed that 62% had indicated they had no designated victim services personnel in the 2016 LEMAS and thus would be less likely to respond to a survey about victim services in their agency and/or it would be unclear which agency staff person should complete such a survey. A total of 420 agencies were included in the final sample (while the survey received 460 total responses, 15 of these were duplicates and an additional 25 were removed from analysis due to not being from law enforcement agencies). These 420 agencies spanned 47 states. Agencies in Florida, Texas and Colorado comprised 31% of the entire sample. The large proportion of responses from these states was reflected in the sample frame as well.

Figure 1: Survey Sample by State



Respondents by Agency Type. Responses represented diverse law enforcement agency types. About 2 out of 3 (67%) responding agencies were local/municipal police agencies; 26% were sheriff's offices; 4% were state police/highway patrol agencies; and the remaining 4% fell into a residual category that included campus police, tribal police, or other.

Figure 2: Survey Sample by Agency Size

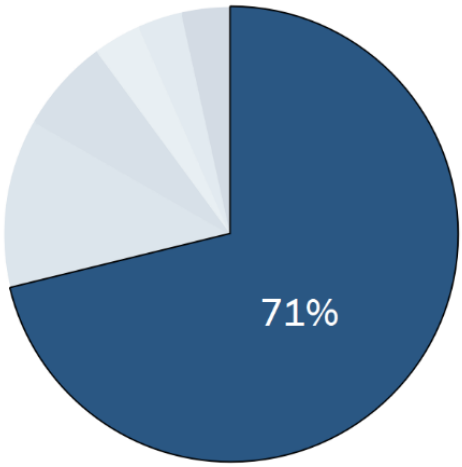


324 agencies provided officer staffing information for their entire law enforcement agency. 81% of responding agencies had 250 or fewer officers.

Structure for Providing Victim Services. Remaining survey analysis focused on agencies indicating they were currently providing services to victims of crime. Of the 383 agencies that responded to the question, 352 were currently providing services to victims of crime. These 352 agencies are the focus of the remainder of this report. Utilizing the categories in the LEMAS, agencies were asked how services to victims of crime are currently being provided (i.e., specialized unit, dedicated personnel, or no dedicated personnel).

Figure 3: How Agencies Provide Victim Services

71% of responding agencies indicated they provide victim services via a specialized victim services unit with personnel assigned part- or full-time.



The next most common structure seen among responding agencies was to have dedicated personnel operating outside of a specialized unit (12%). Whether or not an agency utilized a specialized victim services unit was unrelated to the agency type or size.

Only 3% of responding agencies indicated they contract out all services for victims of crime. All of those agencies were local/municipal police, ranging in size from 11-25 officers to 251-500

officers. Of those, nearly two-thirds (64%) contract with a nonprofit organization and slightly more than one-third (36%) contract with a prosecutor's office. Most contracted personnel (60%) primarily provide services at the responding agency, with many having a dedicated space at the agency to do so. The remaining 40% only provide services outside of the agency. The majority (90%) of responding agencies indicated that contracted personnel have ongoing collaboration with the agency during the investigation of a case.

Interviewee Descriptives. Follow-up interviews were completed with a convenience sample of 52 out of the 420 total responding agencies.[8] Interviewees spanned 24 different states. Sixty-two percent (62%) of interviewees were in local/municipal law enforcement agencies and 25% were in sheriff's offices. The remaining 13% were in state-level law enforcement agencies. Size of agencies represented in the interviews spanned from 11-25 officers all the way up to more than 1,000. Interview findings are woven into survey results below to provide additional context to findings.

Victim Services Program Development. The survey gathered information about the length of time victim services programs have been in existence along with information on program development, placement within the agency, workplace culture/agency support, and self-care and professional wellness.

Length of Program Existence. Victim services programs in our sample had been in existence for an average of 16 years. Of note, programs funded under the LEV program had only been in existence for an average of 6 years. Agencies with specialized victim services units—as opposed to those with victim service personnel who operated outside a specialized unit or were contracted personnel—also tended to be in existence longer, averaging 17 years compared to 13 years for agencies with alternative structures.

Program Development. Victim services programs were not originally part of most law enforcement agencies (LEAs). Interviewees reported that the victim services program at their agency had been developed within the last 40 years and had on average existed for 17 years. Interviewees at longer tenured programs in states such as Colorado and Nebraska stated that their programs were developed in conjunction with the passage of state crime victims' bill of rights.

The importance of law enforcement-based victim services was highlighted by many interviewees, with one—who is also a former sworn officer, giving her a unique perspective—describing the gap filled by such programs.

> People say, 'well, the States Attorney's office does it.' Well, wait a minute. Statistically speaking, the percentage of cases that go for prosecution is very low, and there's a lot of time, as you well know, that passes from the time of the crime before even a case that

[8] One hundred and ninety-three (193) responding agencies indicated there were willing to be contacted for an interview. While the focus was on agencies currently providing services to victims of crime, one interview was conducted with an agency that indicated it had never provided services to victims of crime.

> goes for prosecution, so that breaks my heart. Who's helping that person at the time of the crime? You need that intervention…I'm shocked that today there are still police departments that don't have victim services. They really should.

Many interviewees knew the individuals who started the victim services program or were involved in its development. Several common factors that contributed to the creation of a program were identified by interviewees. Often a police chief or sheriff who felt victim services was important pushed for its addition to the agency. As one interviewee described, "The first sheriff that hired me, I had worked at the prosecutor's office as a VW [victim witness coordinator] and we had worked on a case together and he asked if I wanted to start the program and I said, 'absolutely,' because I was eager to have a program through the sheriff." In other cases, an outside influence, such as the mayor, was passionate about victim services and urged the agency to develop a program. Two programs began informally with a volunteer providing victim services, which later led to a paid position. Funding was described as a key factor in developing most programs. (Funding, including barriers, will be discussed in detail in later sections of this report.)

Program Placement within the Agency. Interviewees reported that victim services programs were housed within various law enforcement agency divisions. Forty-seven (47) interviewed agencies identified the division that housed victim services. By far, the most common was criminal investigations, with twenty-six participants saying that victim services was housed under criminal investigations. As one interviewee said, "A lot of people in the past have asked me how we got into criminal investigations, because normally [it is] an entity unto its own but we created [it] so it's more of a partnership with the patrol and detectives. We work hand in hand on cases coming in." Interviewees noted that victim services and criminal investigations served different but complementary roles and had learned to work well together.

The next most common situation was that victim services was considered an independent unit within the department rather than being housed within another division. Those independent units typically reported directly to the police chief or sheriff. This was the case for six interviewees. In two of those, victim services personnel were assigned to the jail or detention center, one as the sole source of victim services in the agency while in the other the agency had advocates at both the detention center and the sheriff's office. While having advocates in detention centers was not common, these interviewees considered those advocates a benefit to the department as a whole. "Having a victim advocate in the detention center has greatly improved victim's notification, victims getting that assistance that they weren't getting before. Someone [a defendant] would get out and we wouldn't know it. The victims may not be notified." The remainder of victim services programs were under various divisions including patrol, community relations/services/outreach, family advocacy center, administrative, intelligence, legal, special victims, support services, and professional standards/services, or the interviewee did not specify a division.

Workplace Culture/Agency Support. The workplace culture of the agency—its shared values and beliefs—will ultimately determine the extent of victim services integration. Several interviewees

referred to the functioning of their program within the department as being part of the "family," part of the "team," or both. Others noted the importance of strong relationships throughout the department.

Support for the victim services program was commonly seen as key to its success. Having the support of agency leadership—support "at the top"—was seen as particularly important. Interviewees were asked generally about support within the agency. While they were not asked specifically about leadership support, many of the fifty-two interviewed agencies mentioned strong support of the chief (11), deputy chief (4), sheriff (7), or leadership or command staff generally (9). Two noted the support of their city or county governments. However, one respondent, who had served under a number of different chiefs over the years, said her current chief "doesn't know or care what we do." She pointed to the strong support of their commander in maintaining her program. Three interviewees noted they had strong support of investigative staff, with one saying the investigators were their "biggest cheerleaders" and another saying the detectives were the ones who really promoted her services within the department.

Interviewees (12) often noted that real support and understanding on the part of individual officers was secured when those officers witnessed victim assistance firsthand. Said one, "letting command staff and your peers and people in the agency actually see you practice your work and witness that and understand the value" was the key to integration. Another observed that an officer might not use victim services for a while, but once they had a case where they realized they needed help and called victim services and "we get them through to the other side of it, then…we're on their speed dial." Another said that officers can learn about victim services at the academy and it's "in one ear and out the other." Then years later they see victim services in action and their reaction is "'Oh, this is what you do?' Then it's a whole different attitude."

One recounted that after many years in a well-integrated victim services program, a deputy chief brought victim services into a particular case that was personally important to her and was able to witness firsthand the breadth of the services provided to the victim. That personal exposure brought a new level of insight and support. After witnessing those services, she told the victim services provider she was "so valuable, and you have 100% of my support," and the provider remembered thinking, "I thought I already had it."

Three interviewees indicated that older officers could be more reticent to embrace victim services than newer officers. As one recounted when describing how victim services can make officers' jobs easier, when the newer officers "are blowing through cases and things are easy," and the older ones ask how they are able to do that, "what's going on here," the newer officers say it's because "I work with these folks [in victim services]."

Exposure to the practical value of victim services can make strong supporters of agency leadership. One interviewee noted that after her deputy chief left to become chief at another department, he requested job descriptions and policy documents as he was developing a victim services position in his new department.

A common refrain from interviewees was the importance of building relationships and "comradery." As one interviewee said, "It's so relational." Several noted that it can take time for victim services to be accepted within the agency. One stated that "Law enforcement is a hard nut to crack. They have to trust you and that takes some time." Similarly, "it's really that word of mouth, again, that relationship. They trust me. And it doesn't happen overnight." That interviewee stated that she tells new advocates in other departments "first of all, they're not going to talk to you that first year because they think you're a plant from the chief to find out what's really going on with morale and with the officers…but give it a year." Another interviewee reported that, "over time, once especially the detectives signed off on it, it was easier to sell to other people."

Interviewees mentioned a number of strategies that promoted relationship-building. These included having a desk in close proximity to sworn colleagues in the department. One interviewee mentioned that previously victim services were available in a building across the parking lot from the police department, but that distance "was reason for officers not to use that person." Others spoke of the need to be visible during the workday. Another credited weekly meetings about violent crimes with representatives from all units and districts that included the victim services personnel. "[T]hem seeing our faces, and the captain saying…'It sounds like you could use…victim services. Why don't you meet with [victim services] after the meeting." Another noted the action-orientation of departments, given the press of daily activities. That meant it was important to be concise when approaching supervisors or command staff who cannot give you more than 15 or 30 minutes (e.g., prepare bullet points).

Other tips for building relationships with agency staff mentioned by interviewees:

- Having a department email (for a contracted employee) to reinforce their connection to the department;
- Offering quarterly recognition of various personnel within the department who were particularly responsive to a victim;
- Reaching out to officers who've had a difficult case, even if they didn't need victim services. "How can we help?";
- Consistently offering briefings and trainings within the department;
- Eating lunch with officers;
- Attending roll call regularly; and
- Going for ride-alongs with officers. "Spending four hours in a car with somebody forces them to get to know you."

Self-Care and Professional Wellness. We asked interviewees for any self-care strategies they exercised and found useful. Relatedly, we also asked whether they were tapped as a resource for professional wellness or vicarious trauma in their agency.

When interviewees were asked about self-care, 34 had comments or suggestions. "The self-care, vicarious trauma, all that stuff is big and there is a lot of that especially when you have one

person who is dealing with someone in crisis situations all day long. You don't really realize how it affects you as an advocate." One stated that, "I have my own self-care that I kind of developed through the years doing this and individuals that I can talk to about things. [It's] something that we definitely have to cover during our training. I always…ask if they [advocates] have put together their own self-care plan before they get into things."

A few were candid about the increased stress they were currently under, sometimes aggravated by pandemic restrictions that kept them from in-person contact with supportive peers. On the flip side, one interviewee, who noted the difficulty of balancing work and parenting, said that because of the pandemic, she was able to work from home and not face a lengthy commute, "And that has been the best thing for my wellness, my personal wellness."

Two supervisors noted that they were under particular stress with feeling a need to support their employees. "Being the acting supervisor, I'm kind of always on call or at least be available to my staff and officers all the time, so I definitely don't have my phone turned off very often just to make sure if anyone needs anything." Another reported that she didn't want her employees to become any more stressed. "They become like your children, and you know their personal crisis and professional crisis, and eventually you feel it and it's all on your shoulders."

Eight interviewees talked about the importance of boundaries between work and outside life. The need to have the skill to ensure "What happens at work stays at work." One interviewee talked about the challenge of making that separation while working from home. In her case, she had to develop practices such as turning off her computer and other equipment and shutting the door to her home office "just so I'm not tempted to just say, 'oh, I'm gonna walk into the bedroom, let me just check my phone.'" Another reported that she was trying not to schedule emotionally intensive work at the end of the day, trying to work with victims earlier in the day and then, "get that time to just kind of decompress and be able to just end the day, and getting ready for the next day is really helpful for me." One said that she wished there was training for advocates on how not to take their work home: "It's a skill set, and some people can't do it."

Five interviewees noted the importance of being able to take a break when you need it. "We have an unwritten rule around here that everyone is in charge of their own [mental health needs]…we try to make it a safe place to talk about what you need. If you need to take an hour, take an hour. If you need to take a day, take a day. No one is going to ask." Another said that "staff knows...if we need to change schedules I will accommodate. If you need to go see a therapist, take care of that, and I treat myself the same way."

Most of the interviewees mentioned activities they use to take care of themselves, many of which involve exercise or other physical activity:

- Kayaking
- Hiking
- Camping
- Exercise class/working out
- Vacations without contact back home
- Walking
- Running

- Meditation
- Massages
- Dogs/cats
- Yoga
- Hobbies
- Regular sleep
- Old movies

One reported that she would keep a thank you note from a victim, "So, when I'm having a bad day, I can look at it and go, 'Oh, this one loved me.'"

Mental Health Support. Four interviewees mentioned having department-supported access to mental health services. One reported that receiving regular, off-site clinical supervision once a week was written into her grant. Another said her agency budgeting for contracted mental health support and told advocates they could call and get an appointment whenever they needed. "And you don't have to tell me you're going; if you want to can, but I don't need to know that. That's your personal situation." Another stated that across her program, staff—including the victim advocates—had required biannual wellness reviews where they met with a trained mental health professional. Still another said that her department had mandated an annual mental health check-in, and permitted anyone in the department, including the advocates, to request up to six additional appointments whenever needed.

Others mentioned having their own mental health resources. "I do have a therapist…'cause I need a place to put this stuff." Sometimes advocates turned to former coworkers, or community advocates, who were therapists.

Importance of Supportive Colleagues. Six interviewees noted the importance of staff taking care of each other. "I feel like I'm really fortunate to have such a supportive work family, so that's, that's huge." Another noted the importance of being able to talk about difficult cases, and also being able to laugh together over little things. "So I've been very fortunate. Really, good people. Really good." One of the interviewees said that her agency's staff had been trained in mental health first aid, in order to look out for one another.

Another six interviewees talked about receiving informal support from colleagues outside their agency. "You know, most of us, a lot of us, are the only ones here," in their agency, so professional networking was a key form of support. "To be able to survive in victim services all these years, I have all my counterparts in crime victim services that I can call upon. And so, when we have our coalition meetings...we get to go to lunch and talk...that's how we take care of ourselves." An interviewee noted that after a mass violence incident "I was repeatedly contacted my colleagues, checking on me to make sure I was OK, to see how I was doing, to make sure I was engaging in self-care." Three of those six interviewees mentioned being part of an association of police social services, and the value of being able to debrief or connect with colleagues who understand the work.

Professional Wellness. Interviewees were also asked about any role they had with officer wellness. Some interviewees mentioned that their agency drew a clear line between victim

services and officer wellness support. Two noted that there is still some informal support for officers, "I mean, just naturally, we have a relationship in that direction," and "we're a small department, so, of course, you have your people who, you know, will kinda talk to you" but their agency protocols called for a separation. "They want it to be that way in reference to strictly on victim services. If anyone does need the help or the assistance then, you know, we definitely have to refer to our EAP [employee assistance] program."

One interviewee noted that she had previously provided officer support, but she noted that "those incidents that were big, that involve trauma to the officers, also involved a whole bunch of victims," so she resigned from the team to focus on victim support. Another noted that her unit was careful about how much they were tapped into for peer support, because they are already tapped out on victim cases and the department did have many other resources for officer wellness. Still another reported that she had been interested in joining the department's Critical Incident Stress Management (CISM) team, but "we weren't sure if there would be a conflict of interest or some type of a confidentiality issue with me being a victim advocate and also being there for the officers."

However, 38 of the interviewees described the role they played in officer wellness, which was mostly informal. Thirteen had formal roles relating to officer wellness, serving as the officer wellness coordinator or as part of their agency's peer support or critical incident stress management team.

One interviewee detailed her activities with the police employee assistance foundation, collaborating to share information about peer support, mental health, and employee assistance; working to bring in psychologists after major events; and organizing family nights and sending packets of information to spouses or posting information online about vicarious trauma and other concerns. That person described a change in attitude around mental health and therapy; where previously it was never discussed, and now there are large scale efforts to raise awareness and provide services. One activity involved a panel of agents who had experienced vicarious trauma who were willing to share with others to show "that there are other people who were struggling whether you have known it or not." Four others indicated that they had also offered vicarious trauma training. A few others mentioned the value of mandatory annual therapy sessions through an employee assistance program (EAP) for both officers and staff, but more commonly interviewees described EAP services as not being considered useful by the officers or being underutilized due to confidentiality concerns (e.g., officers expressing concern that information they provide to an EAP therapist will get back to the agency and impact them negatively).

Another interviewee took steps to create a resource for officers. She told agency leadership that, "They're not calling the crisis line,…guys aren't going to do that." Instead, she arranged for a local health provider to offer a cell phone number that officers could call just to talk about what they see or hear.

Even in agencies with formal support for officer wellness, several interviewees noted the value of informal support from the victim advocates. As one observed, "It's easier to talk to someone you know on some of that stuff. Our deputies really respect that, and they know they can go to advocates and it will be confidential, and they will have that immediate need met. Rather than trying to make appointments and things like that." Another reported that she avoids debriefings and feels they can aggravate the trauma, but she will offer formal resources and then "follow up as a friend, 'Are you okay? Do you need anything?' even taking them a piece of chocolate and say, 'It's okay. We can get through it,' which can be better than providing the resources which we still have."

One interviewee noted that she provided quite a bit of informal assistance. As a result, she has seen an increase in the number of officers who ask if she can be the person listed on the "death on the job" form, designated to provide support to their family if they die.

Another interviewee worked to make officer response part of her duties. "There had been a period here…where there were several horrible accidents involving fatalities and a stretch of DOAs [dead on arrival]. I went to the sheriff and said, '…I am really worried about some of our guys and girls who happened to be responding, …I feel like I could be a support to them,' and he said, 'Absolutely. You go do your thing.'"

A few interviewees mentioned specific strategies to improve morale or to provide support to officers under stress. Four of them mentioned the value of a service dog in connecting with sworn staff. A few kept candy handy. One interviewee shared that she had stocked the deputies' "go bags" with jerky and cards from kids or volunteers. "It did help cheer them up."

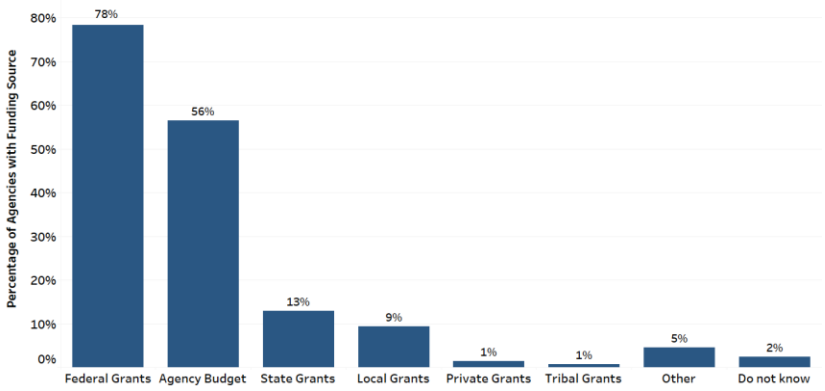
There were other examples of informal support, where victim services personnel fostered a sense of caring within the agency:

> "After incidents we check in with the dispatcher. They hear a lot of crazy horrible stuff so to have an ally is important."
>
> "People will come to us and say, 'So and so had a hard time on a scene,' and we will check in. So, we're doing stuff on the backend to keep that privacy piece."
>
> "[O]fficers don't sit down and have an hour session, but we all have each other's backs…We do things like…we have a conversation five minutes about, 'Gee, that case was rough.' We all do that for each other."
>
> "We all are in this together and officers sometimes will wander in and want to decompress, you know…if we've all had a really [difficult incident], like a baby death call out or something…we will all huddle up and just go…'that was the worst. We hate these […] cases,' you know."

> "Some members come to us—you don't even realize that they're venting. I tried to tell the girls they are working through it just talking through it, how bruised the kid was."

Victim Services Program Funding. The survey and interviews also explored how programs are funded, including initial and ongoing funding, the benefits of using a diversity of funding, and grant concerns.

Figure 4: Victim Services Program Funding



Seventy-eight percent (78%) of responding agencies utilized funding from federal grants. Over half of agencies had some of the victim services program covered by the overall agency budget. Forty-three (15%) of responding agencies indicated their entire victim services budget is covered by the overall agency budget. On average, these 43 agencies' victim services programs had been in existence for 19 years and included a wide range of agency sizes. Sixty-seven percent of these agencies had a specialized victim services unit, slightly less than the overall average in our sample.

Initial Funding. While a few interviewees indicated their positions had been part of the agency's general budget from the outset, most of the victim services personnel interviewed pointed to the need for grant funding. Several could recall that there had previously been interest in starting a victim assistance unit, but it was the grant funding that made it possible.

"I think it was definitely a case of the stars aligning…[the Sheriff] has always wanted to have a victim advocate here but funding wise it was not possible…He got an email I think from the Sheriffs' Association saying there was an opportunity, and so he jumped right on it. He was all over it."

An assistant chief interviewee told us he had observed an employee providing services for victims on her own. "I wanted to make it part of her work. I ended up applying on a grant and got her position fully funded." He noted the importance of grant funding for small municipal agencies. "It is something we would have developed anyway because we needed it, but it would have taken longer because of the funding issue. Thank God because of the grant, we got it off the ground faster."

Ongoing Funding. Most of the interviewees continued to rely on grant funding to support their programs. However, a few noted that after initial grant funding, their program was absorbed into the agency budget. One said, "Within a year and a half, the Sheriff's Office had seen so much of

a positive response in their crimes against persons cases that they took it over and they have paid it ever since." Another reported that after 20 years of VOCA funding, "after several requests and attempts, we moved away from federal grant funding" and into the general fund. "I do think that shows a level of support from command staff."

A couple of interviewees reported that their agencies were currently in the process of moving away from grant funding for victim services. One said that this was standard practice; that in her city, an agency that wants to apply for grant funding to support a new position has to demonstrate the need for the position and indicate the agency's ability to continue to fund once the grant is complete. "But we seek grant funding initially because it wasn't part of the budget. So…we have three positions that are in the process of being absorbed by our city."

Others had seen indications that they would be absorbed into the general fund if they lost grant funding. For example, one interview shared that, while her salary was covered by a grant, "they always told me now this program is established, so, if we did lose the VOCA funding then the position would be taken over by the budget." Another interviewee said that her chief told her, "If we lost [grant] funding you would still have a job. This has changed our office."

Diversity of Funding. Many interviewees described a diversity of funding that supports their programs, such as agency funding for one or two positions and grant funding (whether VOCA, Violence Against Women Act [VAWA], LEV or state grants) for other positions. Some use grant funding for the non-personnel costs of a program, such as costs to send volunteers to a training conference, or for emergency expenses (hotel nights, diapers, grocery cards, etc.) for victims.

Grant Concerns. A few interviewees noted challenges with grant funding. The timing of receiving notification of grant awards was a noted stressor. "It is hard, because, you know, I don't know if you know what…it is for the reapplication process, it's given out in October, so you've got a month to re-apply, and then they tell you in December if you got funding for January, which is a very short turnaround to know, obviously, you have to kind of plan ahead… hard that it's just a month before you know if you've got funding or not." A few noted the burdens of grant administration including grant writing, award acceptance, financial management, program management, and tracking performance measures. One interviewee, a law enforcement leader who relied on community partners to provide victim services, had not applied for any funding due to concerns about grant management in his small department. "I don't want to get in the bag where, you know, we get audited and we're not meeting the requirements of the grant…there's not a lot of time, you know, to administer, to make sure we're following the rules." Another lamented no longer receiving a subaward from a VAWA grant previously managed by a community partner. It was unclear why this funding lapsed, but the interviewee understood the challenges in maintaining grant funding, saying "all the nonprofits that have to hold all those different grants, I don't know how they keep it straight. I'm glad we have a finance person." The multiple roles undertaken related to grant funding was described by one victim services supervisor in an agency with just one full-time and one part-time advocate: "The responsibility of the grant falls on me. I do all of the quarterly and annual reports. The VOCA

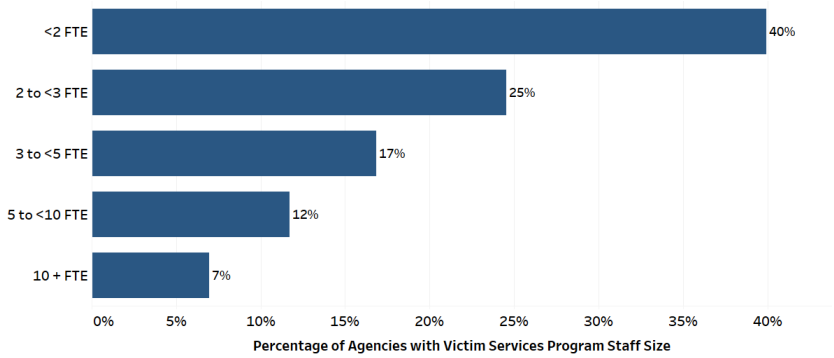
application, any coordination to do with VOCA. We do have a finance person who helps me with the financial piece of it. There is overtime and more to my job that just advocate. [I'm] responsible for [the] admin part."

Two interviewees described how grant funding had recently become more competitive and difficult to receive, and also more stringent with allowable costs and documentation requirements (e.g., funds for replacing locks, food vouchers); one stated she was required to provide 45 different documents that had never been requested in prior years, such as salary for all officers in the department and civil rights documents. (Additional challenges with grant funding, including limitations on services and a desire for more training on grant administration, will be discussed in detail in later sections of this report.)

Victim Services Program Staffing. The survey and interviews explored staffing, including staff sizes of victim services programs, job requirements, hiring, turnover, how staffing is supplemented with interns and/or volunteers, supplemental job responsibilities, and supervision. Law enforcement-based victim services programs are generally staffed with notably few individuals who take on wide ranging responsibilities. It is important to highlight these challenges and methods for supplementing small staff sizes and navigating various supervision structures.

Victim Services Program Staff Size. Victim services programs on average were staffed with 4 full-time equivalent (FTE) employees. This average, however, is inflated by several outlying agencies. Of note, 61% of responding agencies had 2 FTE or less. Surprisingly, agencies with 2 victim services FTE or less spanned in size from 10 officers or fewer all the way up to more than 1,000 officers. Consistent with the overall sample, the majority of agencies with these small victim services staff had a specialized victim services unit (76%). Agencies with staff sizes larger than 2 FTE were even more likely to have a specialized victim services unit (94%), noting an increased likelihood of a more formalized structure for larger programs.

Figure 5: Victim Services Program Staff Size

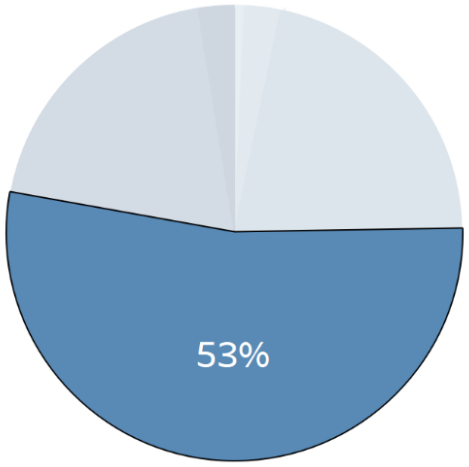


Job Requirements. Minimum education requirements for entry-level victim services personnel were most often a bachelor's degree (46% of agencies) followed by a high school or equivalent degree (27% of agencies). Among agencies with designated personnel but no specialized victim services unit, just over half (53%) only require a high school or equivalent degree. Meanwhile, of those with a specialized unit, 23% only require a high school or equivalent degree, while 49% require a bachelor's degree. While only 7% of all responding agencies require a graduate degree

for entry-level victim services personnel, 47% reported having at least one victim services personnel with an advanced degree (i.e., master's degree or higher). Advanced degrees were also slightly more common in agencies with a specialized victim services unit with 49% of these agencies indicating at least one victim services personnel had a master's degree or higher.

Figure 6: Victim Services Starting Salary

The majority of responding agencies paid entry-level victim services personnel a starting full-time equivalent (FTE) salary of $35,000 to $49,999.



Hiring. Interviewees were asked whether they had had hired anyone in the past year and whether they had problems filling positions. Of those, 15 had not hired/did not have any open positions in the past year, but some did comment on their past experiences, which is reflected in the information provided below. Fourteen interviewees indicated that they had hired someone within the past fiscal or calendar year (interviews began in July 2020, so looking back on the past fiscal or calendar year could have been before the coronavirus disease of 2019 [COVID-19][9] pandemic for interviewees) and that they were pleased with the process and the number and quality of candidates. Although there were hiring freezes in many agencies due to COVID-19, one agency hired an advocate, and another brought on new volunteers during the pandemic. Other interviewees mentioned that their agencies were also unable to hire due to COVID-19 related issues.

Interviewees felt that a strong program began with hiring the right people. Some noted that their departments had a system to target and identify prospective employees for open positions. Agencies encouraged interns or volunteers or people they knew previously to apply for open positions. In some areas, victim services had a reputation for being a good place to work and there were many qualified applicants whenever there was an open position. Six interviewees stated that they had trouble finding qualified candidates. "They're like, "Oh yeah, I can be an advocate," and I'm like, 'No, no, no, no, no disrespect but it's a calling is what it is.'" This department had job applicants but had trouble finding the right person for the job. One stated that there were differences in what they thought made a good victim services candidate and what the

[9] The COVID-19 outbreak was declared to be a pandemic on March 11, 2020. From then on, COVID-19 greatly affected all in-person interactions and continues to as of the writing of this report: https://www.cnn.com/2021/08/09/health/covid-19-pandemic-timeline-fast-facts/index.html

hiring committee wanted. The hiring committee valued formal education and training, but the respondents stressed the human element was needed and the importance of picking someone with a special skillset who was a good fit and who could handle the emotional aspect of the job.

The biggest hiring issue mentioned by interviewees related to structured hiring processes in law enforcement agencies, such as the frustrating amount of time that it took to hire a new person. Many of the interviewees mentioned that, to work in their law enforcement agency, prospective employees (sworn and professional staff) had to successfully pass multiple clearances (e.g., background check, drug test, mental health assessment, or polygraph) before receiving a job offer and access to record management. The background check was often the most time-consuming and difficult part of the process. Some interviewees reported that otherwise good candidates were unable to pass a background check because of relatively small issues such as past drug use or a poor credit history. One noted that "people don't realize when they apply for police department what it entails in the background check, and little things that you do in life can affect you from getting hired in law enforcement." In other cases, the time it took to hire was more due to "the joys of state hiring." The department, and sometimes the city, moved slowly because of the number of people who needed to approve a new hire and the bureaucratic hoops they had to jump through. Interviewees were used to the lengthy process and, while it was not convenient, they were prepared. As one interviewee said, "Process is long and tedious, but it is there for a reason. [I] would rather have advocates who were background checked."

Budget issues noted by some interviewees resulted in positions being discontinued, having low pay, a lack of benefits, or being limited to part time, all of which made positions less attractive. Almost all the interviewees would have liked to hire additional staff if the funding and support were available.

Turnover. Interestingly, despite victim services being known for burnout and high turnover (see Merchant & Whiting, 2015; Babin, Palazzolo, & Rivera, 2012) most interviewees reported that turnover was not an issue in their agencies. Those who were working in their agencies were committed because, "people who get into these positions have not just a passion for wanting to help but there's something that attracts them to working in a police department" and that "the only time those positions become available is when the person leaves, retires, or goes to a different agency." In a few cases, departments were newly formed, and the interviewee has worked at their agency since the inception of victim services. For example, one said that the "advocate has been there since the inception. She was kind of recruited by the sheriff to start the program." Around twenty-one agencies indicated they did not have a problem with turnover specifically within the past fiscal or calendar year, although five interviewees said that they knew their agency had experienced problems with turnover in the past.

There were 10 interviewees who said that they had experienced turnover but that it was turnover for a good reason, such as advocates being asked to start new victim services program or receiving a promotion. Interviewees thought this was a positive for the field of victim services even if it created temporary vacancies in their program. Other interviewees mentioned turnover

due to natural life circumstances, such as retirement or moving to care for family that any agency should expect. One noted that she herself was preparing to retire after a long career but planned to assist with the hiring of her placement.

Six interviewees reported that they had experienced turnover due to issues related to the nature of the job, including a lack of funding, a lack of on-call pay, the need to work odd hours, a lack of benefits, or lower pay compared to other agencies. One said that while their agency had not had difficulties with staffing, they know other agencies were struggling to find people who wanted to work in-person since the pandemic.

Compensation was mentioned as a factor in either retaining or losing employees. Some of those without turnover concerns mentioned their competitive pay and positive work environment as factors that increased retention. One interviewee mentioned that they believed they were able to retain employees because they had competitive pay. "When [the program founder] started the program, [she] said, 'If you want people to stick around and you want to get top notch people you need to pay them accordingly,' and so we've been lucky." Some other interviewees reported losing advocates to other agencies who could offer more competitive salaries and benefits.

Additionally, some interviews were conducted after the death of George Floyd[10] and subsequent racial justice protests targeting issues of police brutality. Interviewees mentioned that, although there had not been issues with hiring or turnover in victim services, the agency had struggled with staffing officers. Interviewees described agencies that had officers leaving, a lack of qualified applicants, or a lack of any applicants. One reported that the last time that their agency was hiring, "I had five people apply. Three of them didn't fill out the application correctly." Victim services personnel were impacted by high turnover among officers and understaffed departments; this made it difficult to form relationships and demonstrate to all officers the value of victim services.

Interns and Volunteers. Survey results indicate that small staff sizes were often supplemented with interns and/or volunteers. Fifty-eight percent (58%) of responding agencies had recently utilized interns or volunteers, which many interviewees noted was a requirement of receiving VOCA funds. Interns were most often utilized for administrative activities (e.g., mail notices), however, a majority (65%) of agencies utilizing interns had them participate in direct interactions with victims.

Interviews reinforced the survey findings. Many interviewees stated that volunteers and interns are an integral component of law enforcement-based victim services in many agencies, whether providing administrative support and outreach or more intense direct victim response. While some interviewees had robust programs, some interviewees with newer programs expressed some trepidation with the work involved in setting up a volunteer or intern program.

[10] Widespread protests occurred after George Floyd died in police custody: https://www.nytimes.com/article/george-floyd-protests-timeline.html

Volunteers. Some interviewees noted that their programs had individual volunteers who had served, 5, 10, 15 or more years. One of those indicated that several of her volunteers had been with the program for many years, worked work well with the patrol officers, and were considered part of the unit by the department.

Another program has five volunteers that serve as victim advocates, one of whom has served for more than ten years. These volunteer advocates are assigned different roles, such as calling victims, working with victims' rights forms, and even going to the scene. A few other interviewees mentioned that particularly capable volunteers provided death notifications, assisted victims with completing petitions for protective orders, or provided a victim services response to victims of nonviolent crimes. Several interviewees mentioned that, after volunteers undergo extensive training, they are used to provide coverage on nights and weekends.

Some of the other creative uses of volunteers mentioned included:

- Working with comfort or support animals;
- Conducting telephone surveys of victims after they have completed services;
- Providing court accompaniment to victims;
- Conducting outreach to outlying communities (rural department);
- Following up with victims; and
- Making packets of materials for victims.

Interviewees were grateful for the assistance of these volunteers. One noted that they had struggled alone for years without realizing they could get volunteer help, but now they have a thriving program. Three said that they had hired former volunteers or interns. Another noted that she supported volunteer growth and that "every time we get a job option, we send it out to volunteers. We hate to lose them, but we want to have great advocates in our county."

Recruiting volunteers was challenging for some interviewees. A few in rural areas mentioned that finding volunteers was particularly challenging. A couple of other interviewees noted that "security issues" or background checks were an issue in recruiting volunteers. One mentioned that their agency required a 35-page background report and psychological evaluation, which was "more of a hassle than it's worth." One interviewee did not have difficulty recruiting volunteers, because "I have built those alliances with different agencies and people do trust me and they understand the work that I do is important, so I do have a lot of volunteers." Another pointed to success in recruiting "really good mental health professionals and even community members that come in and want to help and they want to help. You gotta get the people who really want to do this, to help people."

Volunteer training reported by interviewees varied. One said that in their area, they have 40-hour volunteer academies twice a year, after which volunteers shadow victim services staff and other volunteers. Another stated that she had funding to enable her longstanding volunteer to attend the statewide conference each year. Interviewees mentions other supports for volunteers, such as

providing regular debriefings, including them in staff meeting, including them in monthly trainings, and bringing them to monthly meetings of area victim assistance agencies.

Interns. The use of interns varied significantly among interviewees, with several having functioning intern programs (before the pandemic) and several stating they had never had an intern. One had had a single intern, but only because the intern had actively approached them about a position. Others, especially in areas with local universities, had longstanding internship programs. While undergraduate interns were mentioned most commonly, a few mentioned engaging graduate student interns, and one included interns from a local high school criminal justice program.

As with volunteers, agencies used interns in various ways. One interviewee mentioned that a few interns had reached a level of competence where they could provide certain services in the types of cases the staff typically wasn't able to serve due to funding or time constraints, such as harassment or burglary cases, which provided solid training to the intern as well as service to additional victims. "As they show competency, we increase seriousness of cases." Other duties included making copies of incident reports for victims, mailing letters and resources, data entry, victim outreach, helping victims complete a petition for a protective order, and tracking the progress of active cases and collecting information on upcoming hearings.

Some interviewees described internship programs in terms of growing future professionals, providing the type of experience and training that "when they leave, they can find a job," whether with the agency or somewhere else. "We train them up to be good partners for us at other agencies later, and sometimes we hire those people." Training ranged from a formal 40 hours of training to a more informal system of exposure to victim services and shadowing the staff. One stated that, "if they are not actively working a case at the moment, I tell them go sit in the court" because that way they will learn about the process and be able to tell victims what to expect.

Finding time for intern supervision can be a barrier for victim services personnel. One interviewee noted that interns help the victim coordinator, and in so doing they learn the process, learn what and why they do what they do, and are assigned work that doesn't violate confidentiality or victims' rights laws. While this was seen as a useful part of the intern's education, it was a burden on the victim coordinator who already had a tight schedule. A couple of interviewees in the same state noted that their state victim advocate coalition hires and pays interns, who then work in various agencies including their offices. This can reduce the burden on individual agencies.

Supplemental Job Responsibilities. Survey responses indicate that in addition to providing direct services to victims, victim services personnel are often expected to manage with additional responsibilities such as training of internal/external personnel including material development and delivery (71% of agencies), programmatic grant management (55% of agencies), and supervisory responsibilities (47% of agencies). Victim services personnel were less often tasked

with seeking new funding (38% of agencies) and budgetary grant management (36% of agencies).

Supervision. The vast majority (82%) of all surveyed victim services programs are directly supervised by sworn law enforcement personnel while only 10% are supervised by a professional staff supervisor. Agencies with specialized victim services units were only slightly more likely to have a professional staff supervisor (11%). However, those with a professional (civilian) staff supervisor did tend to have a larger victim services staff (average of 6 FTE) and longer years of existence (average of 21 years).

Interviewees were also asked about supervision. They reported a range of structural positions and supervisors, but the most common was reporting to a sworn officer within or leading the investigations unit (15). Other supervisors included:

- Chief/Sheriff
- Assistant Chief
- Special Agent in Charge
- Patrol supervisor
- People crime supervisor
- Intelligence supervisor
- Major crimes unit supervisor
- Community services supervisor
- Violent crime unit supervisor
- Family violence unit supervisor
- Crash reconstruction coordinator (for highway patrol)[11]
- Support services supervisor
- Sworn supervisor in charge of grants

Supervision of staff within the victim services unit was another point of variation. Some interviewees described a program where the professional (civilian) victim services director oversees the other victim services personnel and the activities of the unit. In others, while one victim services staff member may be considered "senior" and have more responsibilities such as programmatic grant reporting, all victim services personnel report to the same sworn supervisor. In still others, another professional (civilian)—who is not a victim advocate (such as a grant manager or a community outreach director) had oversight over all victim services personnel.

Turnover among supervisors was mentioned as a challenge. One interviewee noted that in the past ten years she had had nine different supervisors "because in law enforcement, people are promoted and move on." Another said that in a year and a half she had reported to three different captains. She stated that this created problems in continuity. "It's difficult to deploy more, like 2, 3-year strategy plans because the leadership might change. So, sometimes you get something approved and the next person comes, and he's like, 'I'm not OK with that,' and undoes it." Problems that arise from frequent turnover in leadership and in program supervisors can be minimized by having policies in place. The importance of establishing victim services in policies and procedures is discussed further below.

[11] A state highway patrol agency placed victim services program under the crash reconstruction coordinator because the goal of the program was to reach an underserved population of victims of vehicle crime (vehicular homicide, vehicular battery, alcohol-related crashes).

Response to Victims. The survey and interviews explored the matter of victim response, including the types of victims served, response to non-criminal events, how personnel are connected to victims, 24/7 on-call response, on-scene response, number of victims served, services available including post-conviction services, and barriers to providing services.

Victim Types Served. Survey respondents were asked whether their services were limited to specific groups of victims (e.g., children or adolescents) or those experiencing a specific type of victimization (e.g., homicide, domestic violence, human trafficking), meaning that services can only be provided to certain victims. Only 11% of responding agencies indicated that their services were limited to certain victims. Of those with limited services, domestic/intimate partner violence was the most common victimization type for which services are routinely available. The reasons for services being limited most often related to funding parameters (65%) followed by victim services personnel capacity (47%).

Table 2: Victimization Types Served if Services Limited

Victimization Type (n=16 to 33 depending on type)	Count of Agencies	Percentage of Agencies
All felonies	3	19%
All misdemeanors	1	6%
All violent crime (felonies and misdemeanors)	11	69%
All property crime (felonies and misdemeanors)	1	6%
Homicide/murder	23	70%
Attempted homicide/murder	21	64%
Aggravated assault	22	67%
Aggravated robbery	15	45%
Gun violence/community violence	16	48%
Burglary	9	27%
Domestic/intimate partner violence	26	79%
Sexual violence	25	76%
Human trafficking	24	73%
Stalking	23	70%
Strangulation	25	76%
Children/adolescents	25	76%
Elderly/vulnerable adults	24	73%
Driving under the influence/driving while intoxicated (criminal)	6	18%
Traffic fatalities (criminal)	7	21%
Fraud/ID theft	4	12%
Mass or partial disaster	4	25%
Mass violence	14	42%
Other property crime (e.g., arson, motor vehicle theft)	1	6%
Non-criminal crisis circumstances	3	18%
Other	6	18%

Non-Criminal Events. Interviewees asked about which victims could be served often indicated they could also provide services in non-criminal cases such as line-of-duty injuries, missing persons, mental health crises, runaways, house fires, car accidents, and death investigations including suicides, medical deaths, overdoses, and accidental deaths. These services were often called "compassionate outreach" and were noted by interviewees as being a service gap for grieving families.

> There's this whole category of traumatic deaths that families get left out of that service area especially overdose and suicide and we have a lot of overdose and suicide cases and they don't get the same level of services that victims of crime get. It's a huge gap area and oftentimes I use some time to work with those families but not as intensively as I would a homicide victim's family because of time constraints and because of what [the] grant will allow. So, we were able to bring [on an] intern who could work with those non-criminal traumatic death cases and work with families around providing resources for them.

Funding Limitations. As noted above, the most common reason reported for limiting services to certain crime victims was due to funding limitations. In interviews, a few people noted the value of not relying fully on grant funding. Having a portion of funds covered by the agency allowed them to go outside of the confines of their grant-related duties. "I didn't want to depend on 100% on grants…because then that means that technically we can touch any cases that do not have a crime attached to it, including drowning, missing person, overdose, you know, suicide…So, I asked the city to move us to 75/25 instead of a 100% VOCA."

Contacting Victims. Interviewees described several common means through which they first connect with a victim: on scene or hospital contact, referral by an individual officer, receiving a call or visit from the victim directly, or reaching out to a victim after reviewing incident reports or summaries. In-person contact, whether on the scene or at the hospital, was seen as a valuable first interaction. As one advocate framed it "I like [advocates] to go to the hospital and assess the situation, get [victim compensation applications] filled out. [Victims are] more likely to cooperate or follow up if they meet you in person, so we would be in the ICUs (intensive care units) a lot." For victims who were not contacted in-person, the phone was generally the first method of contact.

If they are not called to speak with a victim immediately, advocates typically review a summary of crimes that occurred the previous day or night and follow up with victims, triaging for lethality as needed (i.e., establishing which victims need immediate assistance). Advocates stressed the importance of being promptly informed about victimizations. As one respondent stated: "Prior to that we would find out about a case one to two days later and by that time either the victim feels like they weren't helped out or we missed crucial point in the case like the initial appearance or release of defendant." Some agencies have a policy that advocates have to contact all victims within a certain time frame, such as 48 hours.

Follow-up contact methods are determined based on victim needs and preference and include phone (calls and texts), email, video calls, in person, and, in rare instances, standard mail. Interviewees mentioned that advocates had to come up with creative solutions for contacting victims because COVID-19 limited their ability to meet in person. Flexibility in communication is key and having access to resources such as agency-provided laptops, phones, and cars was reported as valuable to the advocates. Advocates indicated services are provided until the victims' needs are met, sometimes providing services through trial and sentencing or even staying in contact with victims after the case closed. Interviewees acknowledged that law enforcement-based victim services is not intended to address long-term healing; however, they also expressed that they would not turn victims away from services. For example, while there is typically an advocate in the district attorney's office to assist victims in these later stages, victims may have already built a relationship and level of comfort with the law enforcement-based advocate. As one interviewee put it, "we have told them that, 'We will stay with you even if there's advocate at the DA's office we will stay if you want us to. We're not gonna tell you you can't use the advocates 'cause they're gonna reach out to you once the DA accepts the case.' Some of them have just moved on and do that system that way, and some of them are like, 'No, I feel comfortable with you.'" Another interviewee described a homicide prevention and family stabilization program for misdemeanor domestic violence cases started by the chief of police. In this program, advocates work with victims from the crime scene until the case is closed. With the goal of family stabilization in mind, this program works with victims for years, in some cases, to provide resources such as housing, food, and other basic needs.

24/7 On-Call Response. On the survey most agencies (84%) indicated that victim services personnel are available to respond 24/7. Those without 24/7 response were less likely to have a specialized victim services unit and tended to have a smaller victim services staff. Survey respondents were asked to provide details on when personnel could respond and what factors came into play in the decision. For those available to respond 24/7, response was most commonly available for any victim or circumstance (61%). Call type (25%) and supervisor discretion (14%) were the two factors mentioned that affected the use of an after-hours victim services response.

On-Scene Response. Forty interviewees said that advocates at their agency could respond and provide services on scene. On-scene response was most common for critical incidents such as death notifications and calls deemed high-risk (e.g., interpersonal violence). Some agencies specified there was a general understanding that an advocate was always to be called out for certain crimes, but this was rarely incorporated into written policy for callout procedures. In most cases, advocates were called out at officers' discretion, but some wanted to be contacted and use their own discretion on how to respond since trauma shows in different ways and is not always recognizable: "When I became supervisor, I said, 'They do not know when victims need services, nor do they know what victim services is. They are in that hospital, don't know what they need, so they have to call us out.'" Some of the reasons noted by interviewees for advocates not responding on scene were primarily related to lack of personnel or safety concerns. One interviewee indicated on-scene response was less needed now than previously due to the training

and relationships she has established within and outside of the department (e.g., a relationship with a local shelter where victims could be safe until the advocate could meet them in the morning).

Number of Victims Served. In 2019, survey respondents reported serving an average of 1,321 victims (n=245 agencies). In 2020, an average of 2,212 victims were served (n=102 agencies). It is important to note, however, that not all agencies were asked to provide both 2019 and 2020 data; only agencies that responded in Phase 2 had the opportunity to provide both counts. When examining responses from agencies providing both figures, agencies on average served 81 more victims in 2020 (52% indicated an increase; 32% indicated a decrease; 16% indicated no change). Data collection took place during the COVID-19 pandemic, which caused numerous challenges and adjustments to providing services to victims of crime. However, as noted by the survey data and highlighted by interviewees in the *Barriers to Providing Services* section, call volumes increased in some jurisdictions and, for many agencies, more victims received services in 2020 than in 2019.

Services Available. Respondents were asked to indicate the services available to victims of crime, not including referrals for services. Individual service types were collapsed into five broad categories based on those used in the National Survey of Victim Service Providers.[12] Percentages for the broad categories in bold below indicate at least one service in that category is provided. Responses were self-reported by survey respondents based on their interpretation of the services; no additional definitions were provided. General information about crime and victimization, prevention, or risk reduction was most commonly available while assistance applying for public benefits assistance was a service available at less than half of responding agencies.

Table 3: Services Available

Service (n=272)	**Count of Agencies**	**Percentage of Agencies**
Information and Referral Services	**270**	**99%**
General information about crime and victimization, prevention, or risk reduction	261	96%
Notification of legal rights	237	87%
Notification of case events or proceedings	229	84%
Case status update (investigation, etc., not tied to court proceeding)	240	88%
Notification of offender release/status change (including VINE)	201	74%
Legal and Victims' Rights Assistance Service	**268**	**99%**
Court accompaniment-civil court	161	59%
Court accompaniment-criminal court	221	81%
Assistance in filing for a restraining, protection, or no-contact order	228	84%
Victim/witness preparation	146	54%
Law enforcement interview accompaniment/advocacy	243	89%

[12] Some of the NSVSP service categories such as medical and physical health assistance were not included in our survey.

Service (n=272)	Count of Agencies	Percentage of Agencies
Victim impact statement assistance	182	67%
Immigration Assistance (including Continued Presence, U and T visas, etc.)	100	37%
Financial and Material Assistance Services	**263**	**97%**
Assistance in filing for victim compensation, including filing and appealing claims	237	87%
Restitution claim assistance	113	42%
Emergency financial assistance (includes emergency loans, petty cash, payment for or assistance in procuring items such as food, clothing, etc.)	154	57%
Emergency, transitional, or relocation housing (shelter, hotel, safe house, etc.)	166	61%
Assistance meeting other basic needs (e.g., clothing, food, etc.)	197	72%
Intervention with employer, creditor, landlord, or academic institution	178	65%
Transportation assistance	184	68%
Childcare assistance	61	22%
Assistance applying for public benefits assistance (TANF/Welfare, housing, social services, etc.)	91	33%
Assistance with return of personal property/effects	189	69%
Assistance with obtaining or replacing documents (e.g., birth certificate, driver's license, SSN card, identification card)	111	41%
Emotional Support and Safety Service	**256**	**94%**
Conflict resolution, mediation, negotiation	55	20%
Crime/Violence de-escalation support (e.g., calming the victim, family members, or witnesses down on scene or during intervention, preventing retaliation)	192	71%
Immediate or emergency safety planning	235	86%
Long term safety planning	182	67%
Conduct or coordinate risk assessments	114	42%
Crisis intervention	201	74%
Support groups	50	18%
Peer, family, or group counseling	45	17%
Individual counseling, including mental health assessment	50	18%
Therapy other than counseling (e.g., traditional, cultural, or alternative healing; art, writing, or play therapy, etc.)	20	7%
Other Services	**236**	**87%**
Case management	134	49%
On-scene coordinated response (e.g., community crisis response; helping assist at the crime scene)	190	70%
Language services (including interpretation and translation services)	125	46%
Services for Deaf and hard of hearing	72	26%
Culturally or ethnically specific services (not including language services) (e.g., designated staff to work with the LGBTQ community)	66	24%
Forensic interviews	62	23%

Service (n=272)	Count of Agencies	Percentage of Agencies
Restorative justice/victim offender dialogue	27	10%

Responding agencies had an average of 22 of the listed services available (Min=1; Max=40). Agencies offering more services than average tended to have slightly larger victim services staff (average of 4 FTE vs. 3 FTE) and had been in existence somewhat longer (average of 18 years vs. 15 years).

Cold Cases and Post-Conviction Services. Agencies were asked if services provided to victims of crime by their agency can extend to cold cases, or to post-conviction cases involving claims of wrongful conviction or pursuit of exoneration. Sixty-five percent (65%) of responding agencies indicated services could be provided in cold cases. Services extending in claims of wrongful conviction and pursuit of exoneration were rare with 16% and 15% of agencies respectively indicating services could be provided.

Barriers to Providing Services. Interviewees were asked about barriers they had encountered in providing services. Barriers mentioned often related to the diverse population served by the agency. Language barriers were mentioned with Spanish cited as the most commonly needed language for victim interpretation services. Portuguese, Asian and Middle Eastern languages, and interpretation services for the Deaf and hard of hearing were also mentioned. In total, 17 interviewees mentioned they faced challenges with language barriers. Eleven interviewees reported having a Spanish-speaking advocate on staff. In some cases, interviewees reported that they or their agency saw the need for and sought out a bilingual advocate. “When I wrote the second grant, the VOCA grant, it was written for an advocate who was bilingual.” In other cases, there was no specific requirement for a bilingual advocate, but there was someone on staff who was bilingual. Having a bilingual advocate was seen as a huge benefit for several agencies. One interviewee encouraged other agencies to hire bilingual advocates: “It’s so much easier for them to just to tell their story without having to wait for that delay and even to help the detectives or the officers just having someone right there who knows the story.”

Nine interviewees mentioned that there was someone within the police department or at a community partner who was bilingual (primarily Spanish speaking), but as one interviewee said, “I think our interpretation could be more streamlined. A couple of our fixes have been, ‘Oh we know a trooper who speaks Spanish; go find him,’ which is not an appropriate solution.” Eleven interviewees said that they had access to a telephonic language interpretation service (e.g., LanguageLine). Interviewees had mixed feelings about telephonic language interpretation services, with some saying that it had eliminated the language barrier, but others mentioning problems with different dialects and with the translation process, which could break the flow of the interview and make it more difficult to connect with a victim.

In addition to language barriers, eleven interviewees reported that sometimes it was difficult to provide culturally relevant services. Interviewees noted that some communities distrusted the

police. One said that "People were scared thinking, 'Oh no. We're going to get snatched out of our houses and taken away from our families and things,' so we held a community meeting with our victim services person there, and we are fortunate too because both [advocates] are Spanish speaking, so they were able to speak directly to the community."

Serving victims on Tribal reservations raised issues related to access and understanding. One interviewee reported being adjacent to a reservation and "[victims from the reservation] will come into our [office] because it is the closest agency. We have an officer who is part of the Tribe and I have sat down with them to learn more about being sensitive to their needs. I think any issues are due to my lack of understanding." Being aware of cultural barriers and willing to actively engage with the community to learn about their needs helped minimize misunderstandings and made services more accessible.

There were also many victims who were distrustful of the police for reasons related to prior experiences. "Another barrier is that since I work in a police department and if a victim has had bad experiences with the police and have been in trouble so the nature of me having an office in the department it may make some victims hesitant to come."

Sometimes interviewees described hard-to-reach populations, especially those who were homeless or lived on Tribal reservations. "The other things we see is the transient population not really having stable addresses and phone numbers and trying to do follow up with that victim. That can be limiting as well." People without phones to call or homes to mail resources and inconsistent access to the internet fell through the cracks. One agency hired an advocate to specifically address this population by physically going into the community and looking for victims. Other interviewees mentioned that a lack of transportation limited the ability of victims to access services. One mentioned that they had a vehicle and were able to drive to victims to assist them with a protection order or other service that these individuals otherwise could not have accessed.

Interviews for this project took place during the COVID-19 pandemic. Interviewees reported a new set of challenges to providing services. "Obviously the situation's unique with all of this. There's a bunch of different things that we do that doesn't allow us to stay home." Some interviewees were treated as essential workers and continued to provide services, and some had to do what they could with social distancing. One had an advocate hired during the pandemic whom they had never met in person. Other interviewees were prevented from hiring. Some had advocates who had health conditions that placed them in a high-risk category and prevented them from working in the office or in the field during the pandemic. Others had to scale back their use of volunteers.

COVID-19 also led to an increase in call volume for some interviewees. "When COVID-19 hit back in March [2020] and as we went into April and May those calls went up tremendously." Supervisors had to limit the callouts for their advocates in some cases because there were more calls, especially related to family violence, than they could handle.

Policies and Procedures. Victim services is often integrated into agency policies and procedures. Incorporating victim services into the agency general orders and establishing key policies and procedures such as a code of ethics can impact program functioning. It can also help combat problems such as those that arise from frequent turnover in leadership and in program supervisors.

The survey explored how victim services was incorporated into official agency policies and procedures. Services to victims of crime were commonly addressed in agency general orders/policies (i.e., agency operations manual) (80%). On average, those victim services programs in agencies where victim services were not addressed in the general orders had existed for about half as long as those agencies that included victim services in the general orders. Those without victim services in the general orders were also less likely to be structured as a specialized unit (67% of agencies that did not address victim services in the general orders had a specialized victim services unit compared to 85% of agencies that did address victim services in the general orders). It was less common for agencies to have a separate code of ethics for victim services personnel that aligns with agency standards for conduct (35%) or to incorporate victim services personnel in the policy review process (42%). The length of time a program had existed did not appear to relate to the likelihood that the program had a separate code of ethics or included victim services personnel into policy review. However, agencies housing victim services in a specialized unit were somewhat more likely to have a separate code of ethics (92% of agencies vs. 80% of agencies without a specialized unit) and more likely to incorporate victim services personnel in the policy review process (91% of agencies with a specialized unit vs. 75% of those without).

A few interviewees noted the importance of official policies regarding victim services activities. One stated that getting the general order in place, which set out the responsibilities of the unit and officer interaction with victims, was one of her first priorities, to create "a little insurance" (i.e., establish guidelines with a degree of permanence) for the program.

Interviewees experiences regarding agency policies were varied. A few described their success in undertaking significant updates of policies regarding victim services. "It's been great. Everyone has been really receptive, and I'm amazed what a great group of officers [we have]. The agency is really supportive." Two noted that their agencies reviewed and updated policies across the board on an annual basis. Three reported that they were currently trying to update victim services policies or were hoping to do that soon.

Most interviewees did not indicate they had a separate code of ethics for victim services. One stated that her unit did employ a confidentiality statement (i.e., directly addresses laws that pertain to maintaining victims' information confidential) that is signed annually by victim services staff.

Partnerships. The survey and interviews both address partnerships. Seventy-eight percent of agencies responding to the survey had a formalized partnership (i.e., contract, MOU, MOA, etc.) with at least one entity. Nearly half of responding agencies had established a formal partnership with organizations for victims of domestic violence. Of those agencies indicating they had any formalized partnership, 61% had a partnership with an organization serving domestic violence victims. Agencies on average had formalized partnerships in place with 4 of the listed entity types, with one indicating a formalized agreement existed for all of the entities listed and also one additional: the health department. Examples of additional other community organizations agencies had agreements with include:

- Child Advocacy Centers
- Family Justice Centers
- Crisis Response Teams
- Emergency Managers/First Responders
- Interpreters
- Organizations for persons with disabilities
- Organizations for the LGBTQIA+ community
- Migrant worker programs
- Local childcare/parent support programing
- Volunteer Management Association
- Red Cross
- Salvation Army
- Housing programs
- United Way
- Cultural centers
- Boys and Girls Clubs
- Mothers Against Drunk Driving
- Veteran's service providers
- Forensic nursing facility
- Specialized trauma counseling providers
- Native American tribe

Table 4: Formalized Partnerships

Partnership (n=267)	**Count of Agencies**	**Percentage of Agencies**
Organizations for victims of domestic violence	127	48%
Other law enforcement agency	113	42%
Shelters	101	38%
District Attorney Victim/Witness Program	91	34%
Prosecutor/District Attorney/Federal Prosecutor	81	30%
Child or adult protective service and other social services	77	29%
Other community organizations	59	22%
Hospitals (e.g., Hospital-Based Violence Intervention Programs)	55	21%
Behavioral health	54	20%
Support groups	50	19%
Schools	48	18%
Court/Judges	45	17%
Hotlines	42	16%
Probation	41	15%
Faith-based organizations	35	13%
Grief support	31	12%

Partnership (n=267)	Count of Agencies	Percentage of Agencies
Legal clinics	29	11%
Coroner/Medical Examiner	25	9%
Violence interruption programs	17	6%
Prison/Department of Corrections	15	6%
Defense attorneys	12	4%

Interviewees were also asked about community relationships. They discussed the importance of having those relationships, approaches used to create and maintain them, and the benefits conferred.

They mentioned relationships with:

- Victim services programs, whether at other law enforcement agencies, prosecutor offices, domestic violence programs, rape crisis centers, grief counselors and support groups, legal service providers, and children's advocacy communities—and even a local auto body shop that would help victims
- Other social service providers, such as adult and child protective services, health and human services officers, community mental health, local substance abuse treatment providers
- Homeowners' associations, community fairs, thrift stores, food banks, cultural organizations

One interviewee based in a major city that served as a popular tourist destination mentioned the importance of relationships with local consular offices, for cases involving stolen passports.

Most of the relationships, even those that supported a strong network of response for victims, were not grounded in an MOU but were more informal. Victim services personnel worked with "All of those community-based resources, the outside social services agencies, fostering and nurturing strong bonds and relationships with them." One interviewee promoted the relationship with the local women's center by regularly training their new advocates.

Sometimes an MOU was found to be helpful. One interviewee mentioned the importance of an MOU with a local shelter, "with an MOU in place, they're not going to turn away any of our victims who need shelter." She also noted the importance of an MOU for counseling services. "That's a great need right now for people in our community, but if I need to get someone in for that counseling, they're going to try to help us get in quicker in reference to the client." She also noted that the effectiveness of that relationship went beyond the fact of the MOU. "We're just not going to you know, say this person needs shelter…they need shelter because they *really* need shelter, you know? Or they need counseling so that we can at least…do an intake or just to make sure services are needed."

One interviewee observed that for the most part with MOUs "they are them requesting us, versus us requesting so they're giving us the MOU not the police department making them."

Improved Victim Response. Interviewees described the value of community collaborations in improving the response to victims. For example, one noted the value of local collaborative groups that met regularly "just [to] kind of make sure we're all on the same page about who's offering what services and where the best place is" because they don't want to burden victims to figure out where to start. It's much easier for me to give them direct handoff versus send them with six different numbers."

Many interviewees took pride in putting together comprehensive lists of local resources for victims. But another said that while her community has tremendous resources, what she needs is to be able to tell a victim "You're gonna go talk to Holly…you're gonna call Holly and Holly's going to help you set up an appointment for your kids. Or we're going to talk to Mary at _____, and here's what we're going to do together." Relationships with those other providers are key for such handoffs.

Personal relationships and trust with community agencies was also noted as an important factor. Nonprofit victim services might be concerned about confidentiality, "but because I have been here, I can call and say, 'Hey, this is _____,' and they know their information's not going anywhere." It was important to have "a working relationships so if you need to call, they know me because I've made it that way."

Training. Training of victim services personnel, and cross-trainings within the department, was another important topic raised in both the survey and interviews.

Training Received. Survey respondents were asked to indicate the source of training for victim services personnel in their agency. The most common training sources were state or national victim assistance conferences. Sixty-five percent of responding agencies mentioned utilizing OVC's VAT Online training program. Respondents indicating their agency receives training from a State Victim Assistance Academy spanned 34 different states. Other training sources mentioned by respondents include:

- IACP trainings
- State Sheriff's Associations
- National Criminal Justice Training Center at Fox Valley Technical College
- Victims' Rights Law Center
- National Advocate Credentialing Program (through the National Organization of Victim Assistance)
- Violent Criminal Apprehension Program (VICAP)
- Universities
- Prosecuting Attorney's Association
- Webinars
- Tribes
- Behavioral health agencies
- Internal agency trainings

Table 5: Victim Services Personnel Training Sources

Training (n=265)	Count of Agencies	Percentage of Agencies
State or National Victim Assistance Conferences	188	71%
Local Community-Based Partner Organization Trainings	184	69%
OVC Victim Assistance Training Online (VAT Online)	173	65%
Other State-Based Victim Assistance Trainings	168	63%
State Victim Assistance Academy	146	55%
NOVA Victim Assistance Academy (NVAA)	105	40%
Other National Victim Assistance Trainings	95	36%
OVC National Victim Assistance Academy (NVAA)	82	31%
Roll Call/Briefing Training	78	29%
Police Academy courses specific to victim services	64	24%
Other Training	32	12%

Interviewees were specifically asked about the best training that they had received. The most common type of training mentioned was formal training on being a victim advocate. Usually, advocates were required to complete a basic training. Twenty-one interviewees mentioned access to a victim services academy or formal training resource specifically targeting victim advocates. Victim services training could be a department requirement, a state requirement, or the choice of the individual.

Conferences were also a popular source of training. Advocates liked the fact that short trainings were available on a variety of topics and liked the opportunity to meet with other advocates and learn what they were doing. One interviewee told us, "The one my staff likes is Crimes Against Women and Crimes Against Children conferences in Dallas."

Several interviewees said that on-the-job training was the best possible training. They mentioned the unpredictable nature of crime and victimization meant that there were always new situations that they had to address. As one interviewee put it, "Every day is training for us." Over time, advocates learned about resources in the community, regulations regarding specific situations (i.e., how to handle various victimizations and associated needs), and working with officers. They noted some things could only be learned through practice. Some interviewees did note that all training activities described were done before COVID-19 and they did not know when training would resume.

The subject of training topics was also explored. Interviewees reported receiving valuable trainings on a number of specific subjects.

Valuable Trainings Received

- Trauma informed care
- Vicarious trauma
- Domestic violence
- Forensic interviewing
- Death investigation school
- Elder abuse

- Crime victim compensation
- Legal right
- Strangulation
- Sexual assault
- Crimes against children
- Historical trauma
- Human trafficking
- Policing

Interviewees mentioned that trauma-informed responses and the effects of trauma were popular training topics. “Trauma informed care, that's a big one. It's been around a long time, but anything that has to do with that I think, is great. Um, vicarious trauma, great.” Other topical trainings mentioned by interviewees included domestic violence, victims’ rights and legal updates, performance measurement tool (PMT) reporting, and providing services during COVID-19.

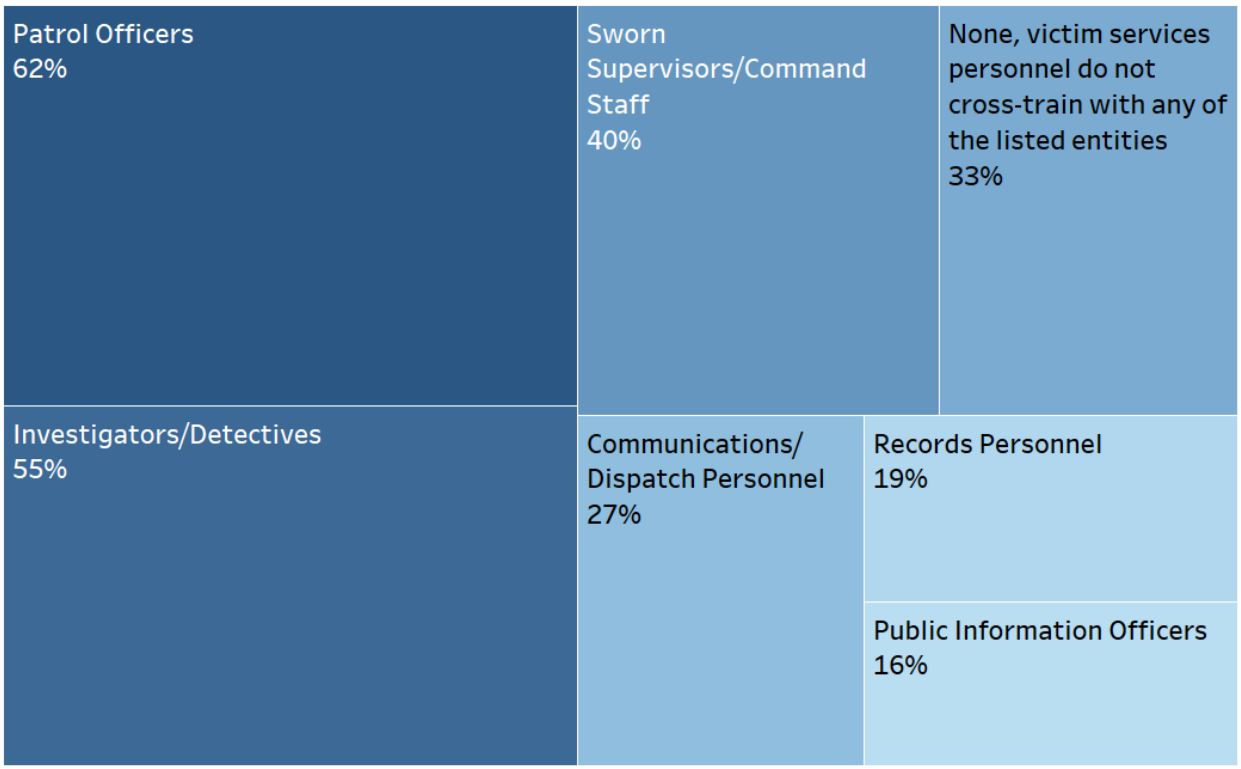
Cross-Training. Survey respondents were asked about participation in cross-training, both providing training to and receiving training from colleagues within the department. While they most commonly reported cross-training with patrol officers, 33% of responding agencies indicated that victim services personnel do not participate in any cross-training. Agencies where victim services do not participate in cross-training tended to have smaller staff than those who engaged in such training (average of 3 FTE vs. 4 FTE); however, years of program existence (average of 16 years vs. 17 years) and whether the program existed in a specialized unit (81% vs. 83%) did not vary much between those who cross-train and those who do not.

Survey respondents were also asked to describe cross-training. Cross-trainings often included training on victims’ rights and general overviews of the victim services program in the agency and how to utilize the program, particularly for onboarding new hires. Victim services personnel also train their colleagues in topics such as crisis intervention and trauma response to victims of crime. In terms of cross-training received by victim services personnel, this included activities such as shadowing/sit-ins, ride-alongs, and roll call attendance. Training topics included, for example, traffic crash investigations and domestic violence from a law enforcement perspective. While cross-training with records personnel was uncommon, one respondent highlighted the value by stating “This helps in knowing what information can leave the department and who can receive that information.” Another respondent described robust cross-training in their agency:

> VSU has a dispatcher liaison who attends staff meetings and arranges for our staff to shadow and learn more about dispatch. Records personnel have joint meetings with VSU personnel and coordinate activities such as protection order updates and tracking, case status updates with embedded personnel in each unit. VSU supervisor and staff present to Patrol officers are in the police academy. VSU staff are encouraged to do ride-alongs with Patrol. VSU staff regularly coordinate with Detectives and Investigators to discuss safety planning, protection order application and service. VSU Supervisor attends Command staff meetings and presents information regarding statistics, grants, and community collaborations. VSU Supervisor and Coordinator work with PIO and sit on the Social Media Committee. They both have rights to post on all social media platforms

for the agency. VSU also has their own social media pages that are linked with the Department pages.

Figure 7: Victim Services Cross-Training



Cross-Training Provided. Interviewees were also asked about cross-training. They reported that victim services personnel gave or facilitated trainings to officers, community members, and other agencies. A common trend was for victim services personnel to attend roll calls or briefings, with 18 interviewees reporting that they went to roll call at least occasionally. They could be there to remind officers of their services and make victim services visible to the officers. Interviewees felt this made them more accessible and allowed officers to ask questions about situations that they had encountered in a less formal setting. As one interviewee said, "they can ask me, 'Hey, I was on scene and this and this happened. Could I have done anything differently?' and so we can build that kind of relationship with officers." Interviewees had previously mentioned the importance of education on victim services in strengthening relationships between officers and victim services personnel. Roll call briefings were often supplemented with emails to officers with articles about topics such as trauma-informed care and cultural competency.

Another common practice that interviewees reported was that their agency included training on victim services at the academy or during the onboarding process. "Our advocates provide the initial training for all deputies, so they do a 40-hour training with deputies on victim services, outlining the different things that they can do by statute, and what they needed to be called out, what they need, the resources that they can provide so officers have that information." Officers

entered the department knowing that victim services was a part of their agency and what they were expected to do to meet the needs of victims.

Cross-Training Received. Victim services personnel also attended training with officers. Interviewees shared that victim services personnel learned about topics ranging on those more relevant to law enforcement, crime scene response, to those more geared towards service provision such as the effects of trauma. Interviewees enjoyed these trainings with one saying, "the other trainings we just love because it's more engaging with officers and being part of a team so they're getting training, you're getting training too and we're getting the same understanding." They felt that this helped them to be accepted as part of the agency and make sure that everyone had the same information and instructions.

Victim service personnel and officers also shadowed one another, and advocates went on ride-alongs that allowed officers and advocates to learn each other's perspectives. Working together on scene also helped both advocates and officers better understand the other. One interviewee said, "A lot of the most valuable training comes from hands on working with victims and patrol deputies." Interviewees also reported informal learning, through asking questions as they came up and trading information in passing. Officers would drop by to ask questions about how to handle certain situations or advocates pulling officers aside to discuss how situations could be handled differently.

Desired Training. While one interviewee said that there was training available for any topic, if you looked hard enough, most interviewees identified at least one training area that they wished was more available. There was a general desire for more training specifically for victim services. "If there was as a victim advocate or victim services program 101 that kind of explained what your role as a VA is specific to that as supposed to—or one that was specific to working with LEA as opposed to working within in DV [domestic violence] agency." Other interviewees expressed a desire to have more advanced advocate training, beyond the introductory training they might have received through victim academies or other settings. They also wanted more training on being an advocate in a law enforcement agency rather than a community-based organization.

One area of training that was commonly mentioned was vicarious trauma and self-care or, "training on how to not take home. It's a skill set, and some people can't do it. There are some advocates that I wouldn't hire because they would carry that stuff around with them and it would eat them alive." Advocates were trained on how to respond to others but not on how to step away from the job and prevent burnout. Interviewees also expressed interest in more training on trauma-informed care.

Some interviewees also wanted training on specific crime types, many of which other interviewees had received and enjoyed. Interviewees were especially interested in training on strangulation and other potential risk factors to look for when responding to domestic violence. They felt that they were not trained on how to identify signs that a situation could become lethal

in the future. Interviewees wanted to be updated on changes in the law and that "those legal updates are key for me to keep on top of." They also wished there was more training on the administrative portion of their role related to grant management and the PMT.

Benefits. While interviewees were not directly asked to name the benefits of law enforcement-based victim services, many did so in the course of addressing other questions.

The primary benefit of a victim services program or unit in a law enforcement agency is, of course, an improved response to the victims. Interviewees noted the real impact their presence can have on a victim. They reported observing the visible impact on a victim when the victim specialist can say "I am only here to take care of you," or is able to give the victim a voice, or to answer their questions—even when the same questions are asked multiple times. Several victim advocates noted that the fact that they do not have a badge or carry a gun makes them less intimidating for victims. Interviewees reported that law enforcement-based victim services, providing immediate focused help, could start the victim's recovery process.

> A lot of people talk about advocates being in court but really if you look, I think that last time I looked 80% of the calls there's not an arrest. What happens to those people? And they need assistance and help, and I think getting it immediately from the start really is a huge benefit for everybody.

One advocate gave the example of a family questioning the wording on a crash report that they felt put their loved one in a bad light. If they call and learn the officer is not available to answer that question and they have to wait a few days, "they're just stewing...they're stressed out." Having a victim specialist immediately available meant they could speak to someone about their concerns immediately.

As one supervising officer noted, "For us, that key of within usually 24-48 hours that that person's getting a follow up call is very important to the victim. They feel like someone cares and they are doing something and at least they checked on me. A lot of cases we may not be able to move forward on."

> The idea was to try to figure out how to provide assistance to crime victims prior, before they go to court and for all those victims that never go to court that the DA's office never sees, and officers were happy about it because when somebody's in trauma, and maybe it's a death, maybe, it's something that's, you know, fairly short-lived as far as a criminal incident, they're taking the report with the person in trauma.

Connecting the Victim to Community Resources. Another benefit of victim services programs in law enforcement is an increase in victim access to existing community resources through the provision of targeted referrals. One interviewee noted that utilization of community resources had increased because her program could link people to services such as housing, school supplies for the children, and more.

> Once they know what is out there, seeing them access those and seeing the benefit from that, to me, that's a measurable component because before you can see that the knowledge or the usage of services was low. After an individual works with an advocate and learns, "I need housing, and this is where they can go. I need assistance for me kids getting them school supplies, and this is where I can go for that." It's systematic change in the community connecting those resources and so to me that's a measurable component.

Another described her process of looking back on the practical assistance provided victims.

> I look at a case and I'll open it up and I'll say, where did we fill the needs? I mean, did we give them a phone? Did we help buy groceries? Did we get them connected with diapers? Did we help them find daycare? Did we…are we using our collaborative partners to our best extent? I go to my chief, and I said, "This is what we did, you know? We moved 16 people. We…put them in safe shelter for two months while we hunted down somebody. We, you know, we helped this family, we helped this mom get a job, because we helped her with childcare. So, as [the victim could] get out and work, and that's how she could stay safe from her abuser…You know, we changed 87 locks last year, and we replaced these doors, and we did this, and we did that."

Improved Chance of Successful Prosecution. Interviewees also observed that providing immediate support to the victim improves the chances for a strong investigation and prosecution. A supervisor stated, "Our staff making contact with victims before the detective and giving them information on resources can change whether they want to interact with the criminal justice system." Similarly, a victim specialist reported that detectives told her, "Thank God you are here to work with the families to clear the path for me."

At least six interviewees mentioned benefits relating to prosecution, most commonly along the lines of the need for direct support and connection to the victim prior to the instigation of prosecution; that victims might give up or lose interest in cooperating in the interim between the crime and the prosecution because no one reached out to them to acknowledge their victimization or provide assistance. As one interviewee stated "You completely lost them because 'No one cared three months ago. Why do you care now?'"

Benefits to the Agency. Multiple interviewees stressed that having clear roles for investigators and victim advocates, especially when responding to the scene but also in later interactions with the victim, helps the whole department function better as a team and provide better services to the community. It can also lead to tangible benefits to individual law enforcement officers in terms of making the best use of staff time and skills.

More than half the interviewees specifically noted that when victim services personnel are involved and able to work directly with the victim, there is a corresponding time

savings realized for sworn staff. At the scene of the reported incident, interviewees commented that an officer can "move to the next step of that particular case or…go back on rotation call" while victim assistance staff provide resources and guidance to the victim. Similarly, at the hospital, where waiting for a forensic exam can take several hours, officers can minimize their time at the hospital and leave the victim assistant to stay to support the victim. As one victim specialist noted, officers could then be freed up to respond to additional calls—or even to have time to finish their dinner during their break or otherwise have a more manageable shift.

Time savings after the immediate response can be significant as well. One supervising officer noted that victims may call "24 hours a day, seven days a week, 'What's going on my case?'" not understanding that an investigation takes time and there may only be an occasional update. Victim services staff can field those questions and also follow up with additional needs the victim may have. Victim services personnel are also well-positioned to take calls and provide referrals to persons where the event is non-criminal, but the individuals did not know who to call. This saves a person from "calling dispatch and having an officer go out and have a report done that's maybe not about [a crime]." Several interviewees noted that this savings impressed officers, with one saying officers realize that "Wow this is a really good deal for residents and everybody."

Another commonly reported benefit to officers was having a trained staff person available to respond to victims. Interviewees noted that officers were relieved to have an advocate who can work with a traumatized victim and provide needed assistance and referrals. One stated that they can "help [officers] feel that they are attending to the victims as well as putting the person in jail." "They can make an arrest and close out and it means a victim is not left hanging."

A few interviewees noted that they were sometimes able to provide an update to officers about a case or victim, to remind them of the positive impact of their work even in the absence of a conviction. As one described it, "I don't want it to be for nothing that they got an arrest, and it was thrown out over some random technicality. They go out and…never get how that interaction maybe had a positive outcome and I can bring that back to them." Another said that some officers "want to know did the guy go to jail, did she get a protection order."

The agency also benefits from increased good will from the individuals served and their networks, and from the area agencies with whom the victim services program collaborates. A victim specialist observed that their community partner agencies were the most vocal about the benefits of having a victim services unit at the department. "They feel more connected with the police department because they have someone on the inside they know they can contact."

Measurement of Victim Services and Impact. Increasingly, funders and government administrators are seeking clear documentation of program activities and the impact and results of those activities. Data collection to measure activities and results can be a key program component to promote sustainability.

Interviewees were asked about any efforts to collect data for the purpose of program evaluation, but few had taken any steps toward measurement that captured the benefits or outcomes. Some form of data tracking regarding program activities was common and was a frequent grant requirement, with more than 30 interviewees reporting that some data on their victim services program was tracked in some way. Even limited data collection had benefits, "when we brought all that data to [the agency] after the two years they were like, 'Well we're actually surprised you don't have another position, so we actually recommend you request another grant funded position,' and so it's really helped us tracking that even though data doesn't really go anywhere other than internally, but it helped us justify that third position." There were software programs available to help with data, with VS Tracking most commonly mentioned. One program had a custom-built software program for data management.

The most common method of additional data collection, to begin to address outcomes or results, was surveys. There were 27 interviewees who reported that their agency had done at least one survey. This survey was frequently a requirement of the grants that agencies received. Some surveys looked specifically at victim services and others related to the agency as a whole. Others were of officers or partners, or the general public. Unfortunately, surveys, especially those related to victim services, were rarely returned. "So, when we were grant funded, a satisfaction survey was actually required by VOCA but to save myself snail mailing that out, I made a link available on the website. Nobody ever completed it." Some interviewees did express interest in improving survey response rates. One of the few interviewees who reported success at survey collection noted, "I know some of the coordinators have a lot of trouble getting surveys, so I try to meet small goals. I tell them for the full time, we need to get at least 25 in a quarter or something and that's not including law enforcement."

Interviewees had positive views about data collection and evaluation. Nine interviewees had had some aspects of their program evaluated by someone outside the agency. One was part of the Commission on Accreditation for Law Enforcement Agencies (CALEA) accreditation process, and another was for a desk audit. Four agencies reported partnering with university researchers. For a few of those, there seemed to be a lack of communication between researchers and providers in some cases. Interviewees knew that their program had been evaluated, but they did not know how this would benefit them. One interviewee reported having worked with a researcher since the start of the program. "He is really invested into this. He finds, not only finds it interesting, he is really engaging, and wants to-because he has been around since the beginning as well, he has a sense of pride with this program." The relationship, rather than outsiders coming in as evaluators, seemed to help agencies get more out of the experience than those who were more removed from the process.

Despite the lack of formal evaluation, interviewees were positive about the future use of program evaluation to clearly demonstrate the benefits to the victims served and to departmental operations. One example related to quantifying the time savings within the department. "If there

was a way to measure officer time saved, then they could really see that this is a benefit to them, and you put a dollar amount on their officers and times they spent…they could see that it works."

Challenges. Documenting challenges is an important step to improving program implementation for both new and existing programs. Survey respondents were invited to share challenges experienced when attempting to establish or maintain services to victims of crime within the agency. Agencies most often indicated they had not faced challenges. For those that had faced challenges, agency size/available resources were most common (24%) followed by difficulty maintaining funding and leadership changes (20% each).

Table 6: Challenges

Challenge (n=329)	Count of Agencies	Percentage of Agencies
None, agency has not faced challenges	100	30%
Agency size/available resources	79	24%
Difficulty maintaining funding	66	20%
Leadership changes	66	20%
General cutbacks at the agency	62	19%
Difficulty securing initial funding	49	15%
Agency resistance to change	48	15%
Staff turnover within the victim services program	41	12%
Agency reorganization	39	12%
Other	38	12%
Difficulty integrating civilian staff into the agency	27	8%
N/A, agency has not attempted to establish services to victims of crime within the agency[13]	22	7%

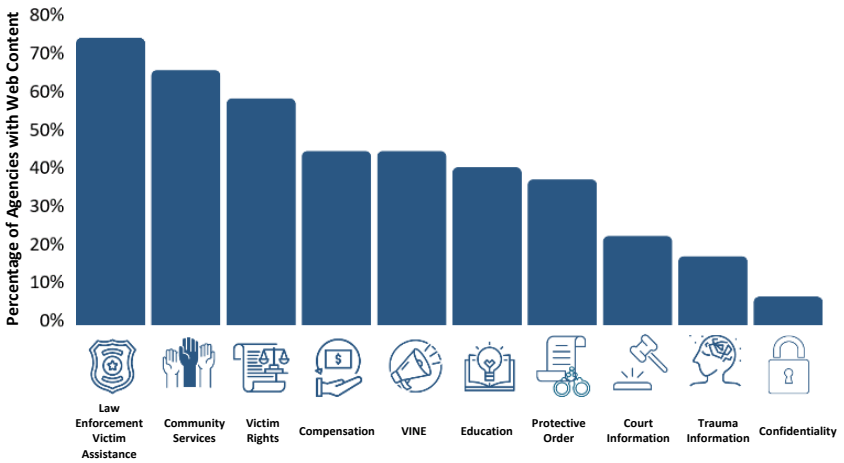
Survey respondents had the option to list other challenges in a text box. The other challenges reported included difficulty recruiting a large number of quality and qualified volunteers, limited community resources, overwhelming workload, and challenges related to the COVID-19 pandemic such as being unable to respond to victims in person. The word cloud displays key words from open text responses regarding other challenges. The larger the word, the more often it was mentioned as being a challenge.

[13] All survey respondents received this question, including those that fell out of the bulk of the survey because they indicated either that they were not currently providing services to victims of crime or that they only provide referrals for services to victims of crime.

Figure 8: Challenges Word Cloud

Dedicated Webpages for Victim Services. The project team was interested in learning more about the online presence of the law enforcement-based victim services. Specifically, the survey included a question asking if the agency has a dedicated page on its website for victim services information and then asked for a link to the page if applicable. Project staff then developed a coding form, developed by reviewing a sample of webpages to identify both common and unique elements, and used that form to review and code all available webpages provided by respondents.

Figure 9: Dedicated Webpages Content



A total of 181 (64%) responding agencies indicated they have a dedicated page on their website for victim services information. The project team was able to locate 174 of these dedicated webpages and subsequently code them for the presence of 19 different items (e.g., contact phone, mission statement, confidentiality policy, etc.). Webpages commonly included information on services offered by the law enforcement victim services program (71%) along with information on available community services (63%). Information on victim compensation (43%) and protective orders (36%) were included on less than half of the pages reviewed. Information on confidentiality requests (e.g., address confidentiality programs) (10%) and confidentiality policies (7%) were least likely to be included on dedicated webpages.

Discussion and Implications for Policy and Practice

This inaugural national survey of law enforcement-based victim services has helped to map the field and can provide important insights for funders, training and technical assistance providers, practitioners, and researchers. Implications in the areas of law enforcement-based victim services program sustainment, future analyses of these data, and future iterations of the LEV Mapping Survey are described below.

Law Enforcement-Based Victim Services Program Sustainment

Program sustainment of law enforcement-based victim services is critical. The following details how law enforcement-based victim services programs can be sustained through long-term funding, strategic growth, agency integration, data collection and evaluation, and training and technical assistance.

Long-Term Funding. Most of the surveyed agencies rely at least partially on federal grant funding. Grant funding is often a great way to get a new program off the ground or grow an existing program by offering not only funding, but also safeguards or guidelines in terms of providing support for the professionalization of the position and training sources. However, managing grant funding comes with challenges. First, grant funding requires a complex application process followed by strict programmatic and financial reporting requirements. Smaller law enforcement agencies in particular may not have the infrastructure to administer the funds. Second, reliance on government grant funding that is often affected by changes in administrations and bureaucratic delays can create uncertainty for programs relying heavily on these funds.

Many interviewees highlighted the value of securing additional funding sources in order to get around restrictions and uncertainty that government grant funding can carry. Agencies may start with a grant, but then would be well-served to strive to have core funding for victim services as part of the agency's overall budget going forward. Securing a place for victim services in the overall agency budget shows support for the program and gives a sense of program stability and security. Achieving this, however, can be a challenge and often requires support from not only individuals within the department, but also other entities such as city council, the mayor, and/or the governor's office. Visibility of law enforcement-based victim services and demonstrating the value of the program is so critical to securing this long-term funding. Ideas for how this can be achieved are discussed below under *Data Collection and Evaluation* and *Training and Technical Assistance*.

Strategic Growth. The results of this project have implications for strategic growth of victim services programs. As noted above, while the average staff size of a program was 4 FTE, more than half of all responding agencies had 2 or fewer FTE regardless of agency size. In order to ensure sufficient support to meet the needs of the community, agencies should engage in strategic planning for growth.

In addition to supporting overall program sustainment, obtaining long-term funding as described above is also an important element of strategic growth. Many programs noted that they were initiated through grant funds, and many remain fully grant funded. However, more than half of agencies had some of the victim services program covered by the overall agency budget and fifteen percent of responding agencies indicated their entire victim services budget is covered by the overall agency budget. In interviews, those with agency funding indicated that provided a level of predictable support and department integration. Agencies should consider planning to incorporate core victim services within the agency's budget, and using grant funding to support expansion, trainings, material support, or other supplemental items.

Where possible, strategic growth would incorporate a robust volunteer and intern program. Several interviewees noted that long term volunteers were able to take on victim services responsibilities and expand the capacity of the program. Developing volunteers and interns with training and support can also grow the workforce and identify high quality potential hires for expansion.

To understand the need for growth and support its value to the community, strategic growth should incorporate data collection regarding the activities and outcomes of services. Data collection and analysis can provide information that could be used to plan optimal caseloads or volunteer supervision.

A strategic plan for growth also requires that stakeholders be informed and engaged with the victim services program. Along with routinely sharing information about services within the department and the community, programs should consider forming an advisory group of stakeholders. Such a group might include a representative from agency leadership as well as local government administrators or leaders and representative community stakeholders. That group could be engaged in plans to measure outcomes and expand program reach.

Agency Integration. Successful integration of the victim services program into the law enforcement agency is an important piece of program sustainment. Law enforcement workplace culture can, at times, be unwelcoming to outsiders, particularly when those individuals are professional (civilian) staff as is typically the case for victim services personnel. Steps to integrate victim services staff, including through the use of policies and procedures, are important steps to take right from program inception.

Integration of professional (civilian) staff begins with the hiring process. Requiring the same background check standards for victim services personnel as sworn staff can lay the groundwork for building trust. Allowing victim services staff to then access full case records as needed, while holding them to the same confidentiality standards, not only facilitates their work, but also facilitates a trusting relationship with sworn staff.

We often heard in our interviews that the true value of victim services was not recognized by sworn personnel until they saw them in action. While this can serve as a valuable "a-hah" moment, it is important for agencies to take steps to integrate victim services into the workplace culture and highlight their value from the very beginning. Leaders should communicate the benefits of victim services to their officers and highlight how this work can complement theirs and reduce burden. The division where victim services is placed can play a significant role in acceptance and support. Among interviewees, being placed within the criminal investigations division was by far the most common arrangement. Benefits in terms of working alongside detectives were described—even just having a desk in the same area of the detectives and attending regular briefings were seen as great ways to foster relationships and trust.

Data Collection and Evaluation. This report has highlighted numerous benefits of law enforcement-based victim services, however, the evidence is largely anecdotal. We are living in more of a data-driven world where the ability to document not only what is done, but the impact and results is important. There is a need and opportunity to advance that in these programs. Programs should strive to develop logic models for their programs as a visual representation of how their program is theorized to produce intended outcomes. Additionally, it is recommended that systematic data collection and formative evaluations take place in a diverse group of law enforcement-based victim services programs. Programs, particularly those supported by federal funding, are familiar with collecting data on their level of effort, however, collecting information related to program outcomes is much less common. Partnerships between researchers and law enforcement-based victim services programs can be a mutually beneficial way to achieve this. There are numerous areas of potential data collection for evaluation including:

- Proportion of victims reporting to police
- Number of repeat domestic violence victims
- Case clearance rates
- Number of exceptional clearances due to victim refusal to cooperate
- Community perceptions of police
- Volume of communications and referrals with community-based organizations
- Number of report errors related to victim information (e.g., victims' rights forms, domestic violence assessments)
- Use of victim-centered language in police reports
- Officer time spent with victims
- Officer job satisfaction in areas related to victim services
- Feedback on outcomes and satisfaction from victims the agency came into contact with

The ideal structure of law enforcement-based victim services cannot be described without further study. Various structures such as division where victim services is housed, utilization of contractual personnel vs. internal personnel, program supervision structure, methods of service provision, training strategies, etc. should be further examined through evaluation work to help determine best practices for integrating professional (civilian) staff and establish concrete

benefits to services to victims of crime, police-community relationships, public safety, and more.[14]

Training and Technical Assistance. Providing training and technical assistance (TTA) to new and growing law enforcement-based victim services programs is important to sustain these programs and enhance partnerships. While this present study is exploratory and is not a representative sample, it has highlighted potential areas of need. These areas are worth further discussion or inquiry and may translate to the need for TTA in these areas.

Resource Sharing. We spoke to a diverse group of passionate and talented law enforcement-based victim services providers during this study. A common theme heard was that there simply are not enough hours in the day. TTA providers should continue providing templates and examples of key programmatic documents such as position descriptions, codes of ethics and case protocols. Building networks that collect and share resources and lessons among these providers can go a long way toward program sustainment. Several newer programs spoke to the value of having an experienced mentor to guide them through program implementation.

Highlighting Champions. As previously mentioned, successful integration of the victim services program into the law enforcement agency is an important piece of program sustainment. This process, however, can be a challenging task that requires buy-in from the agency as a whole, particularly sworn officers. Highlighting successes in program implementation and integration in a diverse set of law enforcement agencies through recording interviews with sworn champions of victim services and providing trainings to law enforcement about the value and role of victim services can promote successful program integration. Furthermore, this documentation can be used within agencies to train new officers on their program or promote the program to their community.

Materials to Support Intern and Volunteer Programs. Staff sizes are notably small and are often supplemented with volunteer and/or internship programs. Some programs we interviewed even started as solely staffed with volunteers. TTA could be provided on the value of having a volunteer and/or internship program in place to grow the program and cultivate potential future paid staff. Additionally, having sample volunteer or intern outreach materials and training agendas would be a valuable starting point for programs. TTA providers could grow and share a library of these materials.

Promotion of Data Collection and Evaluation. TTA to programs in the areas of data collection and evaluation would help facilitate building the evidence of the benefits of law enforcement-based victim services. TTA in this area should continue to grow including support for researcher-practitioner partnerships. There are many opportunities of exploration and providing trainings

[14] One such effort is underway with a National Institute of Justice-funded project entitled *Enhancing Response to Victims: A Formative Evaluation of OVC's Law Enforcement-Based Victim Services Program*: https://nij.ojp.gov/funding/awards/2020-v3-gx-0074

specific to law enforcement-based victim services providers could help motivate these programs to systematically track their impact.

Future Analyses of These Data

The LEV Mapping Survey gathered national survey data from law enforcement agencies with victim services and interviews with groups of providers. To fully utilize the information gathered in these activities, and further build out our knowledge of LEV programs, JRSA recommends further analysis of survey results, supplemented by additional interviews and/or focus groups with LEV personnel. The focus of this additional work, delving deeper into key program components and variations in approach, would be determined in collaboration with IACP and with the input of OVC. Additional data analysis of LEV Mapping survey data should be conducted in order to identify areas to explore further. For example, responses should be further analyzed across different types of law enforcement agencies (i.e., sheriff vs. local, agency size, type of victim services staff utilized, funding sources, etc.). LEV Mapping Survey data could also be merged with demographic data as needed to examine, for example, rural and urban agencies. These analyses would expand on the present work by dissecting the data further to identify trends and areas that could be explored further regarding victim services provision in law enforcement agencies. Following this analysis, the project team would meet with the project advisors to discuss potential areas of exploration. Interviews and/or focus groups with additional LEV providers would further enrich these data and implications for policy and practice.

One specific area that is recommended to be explored further relates to funding barriers that may keep agencies from seeking or obtaining grant funding or integrating victim services into agency budgets. Despite the recent growth in law enforcement-based victim services, the majority of law enforcement agencies do not yet offer victim services. JRSA proposes to work with IACP to further explore barriers to victim services formation, and strategies for success, particularly regarding funding for such programs. Additional data analysis of LEV Mapping Survey data should be conducted in order to identify further areas of exploration in relation to funding (i.e., agencies that do not currently provide victim services, agencies providing victim services without federal funding, agencies that have experienced funding challenges). Following this analysis, the project team would meet with the project advisors to discuss potential areas of exploration. Surveys, interviews, and/or focus groups with additional LEV providers would further enrich these data and implications for policy and practice.

Future Iterations of the LEV Mapping Survey

It is recommended that the LEV Mapping Survey be conducted once every three years in order to stay up to date with the current landscape of law enforcement-based victim services and the training and technical assistance needs of the programs. Follow-up interviews should also be completed to add context to survey findings. Dynamics and needs change and therefore it is important to regularly update this data collection.

Conclusion

This national survey of law enforcement-based victim services providers provided the first in-depth look at how these programs were developed and how they now carry out their services. Information gathered illuminate the current state of law enforcement-based victim services and identify needs for technical assistance and future research directions. Additionally, common practices in this growing field and how to support program development and sustainability have been highlighted. Further analyses of the LEV Mapping survey and interview data are warranted as are future iterations of this data collection to ensure an up-to-date assessment of the landscape of law enforcement-based victim services and the training and technical assistance needs of these providers.

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Appendix A: Cognitive Interviewing Protocol

International Association of Chiefs of Police Law Enforcement-Based Direct Victim Services Survey
Cognitive Interviewing Guide

Cognitive interviews will be conducted with a convenience sample of 3-5 Directors of Victim Services, Victim Services Coordinators, or Victim Services Specialists from a diverse set of law enforcement agencies. Cognitive interviews will be conducted virtually via video conferencing. Two interviewers will participate in each call, one with the primary responsibility of asking questions and one with the primary responsibility of taking notes. The purpose of these cognitive interviews is to evaluate for sources of response error in the draft survey instrument. Feedback from the cognitive interviews will be used to refine survey question content and structure prior to pilot testing.

Concurrent verbal probing will be utilized and will include both scripted and spontaneous probes. This method of cognitive interviewing involves the interviewer allowing the subject to read the survey question, allowing the subject to answer the question, and then the interviewer asks for specific information relevant to the question or to the specific answer given. The interviewer is therefore probing into the basis for the response. Probes should focus on general concepts, question wording, and format.[15] Scripted probes are entered directly into the draft instrument below and appear in RED. Any probes with a "*" are dependent on how the individual responded to the question. Spontaneous probes will be thought up by the interviewer during the course of the interview. In general, a minimum of two probes should be utilized for each survey question. Interviewers should document responses to questions, length of time to respond to each question, and answers to probes. Documentation should be done through typed note taking. Once 3-5 individuals have been interviewed, results will be compiled and solutions to identified issues will be developed.

[15] Willis, G. B. (1999). Cognitive interviewing: A "how to" guide. *Research Triangle Park, NC: Research Triangle Institute*.

International Association of Chiefs of Police Law Enforcement-Based Direct Victim Services Survey

Funded by the Office for Victims of Crime (OVC), the International Association of Chiefs of Police (IACP) has partnered with the Justice Research and Statistics Association (JRSA) to administer a survey to law enforcement-based victim services programs. This survey aims to gather basic information on how law enforcement-based victim services are structured in agencies, including funding and staffing, services provided to victims, and training utilized by these programs. This survey serves to complement the data collected by the Bureau of Justice Statistics under the National Census of Victim Service Providers by collecting additional data specific to law enforcement-based victim services. Survey findings will be a vital resource to both IACP and OVC in terms of providing support to these programs.

If victim services are provided by law enforcement agency employees, this survey should be answered by the **Director of Victim Services/Victim Services Coordinator/Victim Services Specialist** or his/her designee(s) that handle victim services in the agency.

If victim services at your agency are contracted out, then the **law enforcement agency employee with knowledge of that contract** should complete the survey.

Please note that only one survey response is desired per agency.

INSTRUCTIONS

The survey should take about **30 minutes** to complete. You will also be able to save your work and come back to the survey at a later time if you want to complete it in more than one session as long as you use the email link that was sent to you. Additionally, if you wish to delegate certain sections of the survey to others in the office, you may forward your personalized agency link to those individuals to facilitate collection of those answers from those individuals. Do not hit "Submit" until the survey is fully complete.

If you have any questions or concerns about this survey, feel free to contact **Bailey Maryfield (bmaryfield@jrsa.org)**. We greatly appreciate your support and ask that you complete the survey by **June 30, 2020**. Thank you for your cooperation.

Your participation in this survey is voluntary. The information that you report will be held in confidence by the project team. We understand that your answers to the survey reflect your opinions and/or experiences only. Questions that have been marked as [SENSITIVE] will only be reported in the aggregate and thus will not be attributable to a specific agency. Remaining information collected will be mapped to specific agencies to give IACP and OVC a picture of law enforcement-based victim services.

Is the description of the project clear?

Do you understand the instructions for completing the survey?

What does the term “Director of Victim Services/Victim Services Coordinator/Victim Services Specialist” mean to you?

Please provide your agency name, address, Originating Reporting Agency Identifier (ORI), and your position title. *Your agency ORI may be referred to as your agency "UCR Number."*

Agency Name	
Agency Address	
Agency Originating Reporting Agency Identifier (ORI) (if known)	
Position Title of Individual(s) Completing this Survey	

Did you have trouble providing any of this information?

Are there multiple addresses that could be used for your agency?

Is your agency ORI easily accessible to you?

1. **Is the agency that pays you (i.e., deposits your paycheck) a law enforcement agency?** *Please respond to this question regardless of funding source for your salary.*
    - Yes (Proceed to Q3)
    - No (please describe your agency and relationship to law enforcement-based victim services, if applicable) (END)

How sure are you of your answer? (*if not sure, what is the point of confusion?)

What does the term "law enforcement agency" mean to you?

2. **Which of the following best describes your law enforcement agency?**
    - Sheriff
    - State police
    - Local/municipal police
    - Campus police
    - Tribal police
    - Military police
    - Federal law enforcement
    - Other (please describe) (END)

Can you think of an "other" law enforcement agency?

Does your agency fit into more than one of these categories?

3. **Please indicate the approximate number of full-time and part-time paid employees for your entire law enforcement agency as of April 30, 2020 (including sworn and professional [civilian] personnel).**

	Paid Agency Employees	
	Full-time	**Part-time**
Sworn personnel		
Professional (civilian) personnel		

Is this information easily available to you?

How much does average hours per week vary for part-time staff in your agency?

4. **Please indicate if your law enforcement agency or any programs or staff (including sworn, professional [civilian], and/or contractual personnel) within your agency has provided services to victims of crime in the past six months.** *By 'service to victims of crime' we mean direct assistance, including but not limited to - notice of arrest, assistance in filing for victim compensation, counseling, etc.*
   - Agency has provided services to victims of crime in the past 6 months (Proceed to Q6)
   - Agency has provided services to victims of crime before, but not in the past 6 months (Proceed to Q10)
   - Agency has never provided services to victims of crime (Proceed to Q10)

How sure are you of your answer?

What does "provide services to victims of crime" mean to you?

*If your agency has not provided in the past 6 months, is the victim services program still active?

*If your agency has never provided services, is that because it is new and while it is established has not yet had a chance to provide any services?

5. **Please indicate how your law enforcement agency or any programs or staff (including sworn, professional [civilian], and/or contractual personnel) within your agency has provided services to victims of crime in the past six months.** *By 'service to victims of crime' we mean direct assistance, including but not limited to - notice of arrest, assistance in filing for victim compensation, counseling, etc. For the remainder of this survey, 'service to victims of crime' means service beyond referrals and distribution of pamphlets, such as those outlining victim's rights.*

- Agency has a specialized victim services unit with personnel assigned full-time to address services to victims of crimes (Proceed to Q11)
- Agency has designated personnel to address services to victims of crime (no specialized victim services unit) (Proceed to Q11)
- Agency addresses services to victims of crime, but does not have designated personnel (and no specialized victim services unit) (Proceed to Q11)
- Agency has a contract or formal agreement with another entity (e.g., outside community-based organization(s)) to provide ALL services to victims of crime (Proceed to Q7)
- Agency solely provides referrals for services to victims of crime (Proceed to Q10)
- Other (please describe) (Proceed to Q10)

Can you repeat the question I just asked in your own words?

Was this hard or easy to answer?

Does your victim services structure fit into more than one of these response options?

Q7/8/9 Intro Language: Since your agency contracts out all services to victims of crime and the focus of this survey is on victim services established within a law enforcement agency, we have a limited set of questions for you to respond to.

6. **To whom do you contract out services to victims of crime (if you contract with an individual, please select that individual's place of employment) (please check all that apply)?**
   - ☐ Nonprofit organization
   - ☐ Other law enforcement agency
   - ☐ Prosecutor's office
   - ☐ Courts
   - ☐ Other (please describe)

   What does the term "contract out" mean to you?

   What type of entities are included as "nonprofit organizations" to you?

   *You chose multiple options, is the use of these different contractors dependent on victimization type?

7. **Please indicate how the contracted personnel are incorporated into your agency.**
   - Contracted personnel have a dedicated space in the agency to provide services
   - Contracted personnel provide services at the agency but do not have dedicated space

- Contracted personnel only provide services outside of the agency
- Other (please describe)

What does the term "contracted personnel" mean to you?

What does the term "dedicated space" mean to you?

Does this structure vary by type of victims being served?

8. **Do the contracted personnel have ongoing collaboration with your agency during the investigation of a case?**
   - Yes
   - No

   How sure are you of your answer?

   What does "ongoing collaboration" mean to you?

9. **[SENSITIVE] Has your agency experienced any of the following challenges when attempting to establish or maintain victim services personnel within the agency (please check all that apply)? (Proceed to Q36)**
   - ☐ Unable to secure initial funding
   - ☐ Lost previous funding
   - ☐ General cutbacks at the agency
   - ☐ Leadership changes
   - ☐ Agency reorganization
   - ☐ Agency resistance to change
   - ☐ Agency is too small and/or has too few resources to support victim services personnel within the agency
   - ☐ Staff turnover within the victim services program
   - ☐ None, agency has not faced challenges
   - ☐ N/A, agency has not attempted to establish victim services personnel within the agency
   - ☐ Other (please describe)

   Was this question uncomfortable to answer?

   Can you think of any other challenges?

10. **Does your agency have a dedicated page on its website for victim services information?**

- Yes (please provide the link to that page)
- No

What does "dedicated page" mean to you?

11. **Please indicate the approximate length of time the victim services personnel or program has been active (please indicate the number of years and months).**

	Years
	Months
	Please provide any additional details if applicable (e.g., if the program has stopped and then restarted)

How sure are you of your answer?

What does "active" mean to you?

12. **What sources of funding were utilized for the victim services personnel or program during the past calendar/fiscal year (please check all that apply)?**
    - ☐ Funding from the overall agency budget
    - ☐ Funding from federal government grant(s) (please include OVC and BJA grants and state pass-through grants such as VOCA and VAWA here)
    - ☐ Funding from state government grant(s)
    - ☐ Funding from local government grant(s)
    - ☐ Funding from tribal government grant(s)
    - ☐ Funding from private grant(s) (please include grants from foundations here)
    - ☐ Other (please describe)
    - ☐ Do not know

How did you arrive at that answer?

Would this question be easier to answer if we provided specific examples of, for example, federal grant funding such as VOCA?

*Can you describe the state government grants for me?

13. **Please indicate the approximate number of full-time and part-time paid victim services personnel as of April 30, 2020 (including sworn, professional [civilian], and contractual personnel). Do not include paid interns here.**

	Paid Victim Services Personnel	
	Full-time	**Part-time**
Sworn personnel		
Professional (civilian) personnel		
Contractual personnel		

Is this information easily available to you?

Do part-time personnel have other agency duties not related to victim services or are they part-time for the entire agency?

14. **In the past calendar/fiscal year, were there any paid interns, unpaid interns, or volunteers in your agency assigned to work with victim services personnel?**
    - o Yes (Proceed to Q16)
    - o No (Proceed to Q17)

How sure are you of your answer?

What does "assigned to work with" mean to you?

15. **What were the job duties of paid interns, unpaid interns, and/or volunteers assigned to work with victim services personnel in the past calendar/fiscal year (please check all that apply)?**
    - ☐ Direct interaction with victims (including phone calls)
    - ☐ Administrative work (including mail notices)
    - ☐ Outreach and public awareness activities
    - ☐ Policy development
    - ☐ Other (please describe)

Was this hard or easy to answer?

Did job duties vary between volunteers and paid/unpaid interns?

16. **[SENSITIVE] What was the average starting full-time equivalent (FTE) salary for an entry-level victim services personnel in the past calendar/fiscal year? Please convert part-time salaries to full-time equivalent before using those salaries in the average.**
    - o Less than $15,000
    - o $15,000 to $24,999
    - o $25,000 to $34,999

- $35,000 to $49,999
- $50,000 to $74,999
- $75,000 to $99,999
- $100,000 or more

Did you or would you have to look up this information?

What does "FTE salary" mean to you?

Do starting salaries vary much among entry-level victim services personnel?

Do you consider this a sensitive question?

17. **What is the minimum education required for entry-level victim services personnel?**
    - High school or equivalent degree
    - Associate degree
    - Bachelor's degree
    - Graduate degree (e.g., M.A., M.S., J.D., Ph.D.)
    - Unknown
    - N/A, there is no minimum education required for entry-level victim services personnel

How did you arrive at that answer?

*If N/A, is there instead minimum experience required?

18. **Do any victim services personnel have an advanced degree (e.g., M.A., M.S., J.D., Ph.D.)?**
    - Yes
    - No

How sure are you of your answer?

What does the term "advanced degree" mean to you?

19. **Please indicate if any victim services personnel also have the following responsibilities (please check all that apply).**
    - ☐ Supervisory
    - ☐ Seeking new funding (including identification and/or applications)
    - ☐ Programmatic grant management
    - ☐ Budgetary grant management
    - ☐ Training of internal/external personnel (material development and delivery)

- ☐ None, no victim services personnel have any of the listed responsibilities

What are "grant management" responsibilities to you?

*If none, do victim services personnel have responsibilities beyond direct services not listed here?

20. **Who has direct supervisory responsibility over the victim services program?**
    - Police Chief/Sheriff
    - Special Agent in Charge
    - Assistant Police Chief/Chief Deputy
    - Colonel/Commander
    - Lieutenant Colonel
    - Major
    - Captain
    - Lieutenant
    - Sergeant
    - Professional Staff Supervisor
    - Other (please describe)

Was this easy or hard to answer?

Does the victim services program report to several different supervisors?

21. **Are victim services in your agency <u>limited</u> to specific groups of victims (e.g., children or adolescents, etc.) and/or those victimized via certain victimization categories (e.g., homicide, domestic violence, human trafficking, etc.)?**
    - Yes (Proceed to Q23)
    - No (Proceed to Q24)

How sure are you of your answer?

What does the term "limited" mean to you?

22. **For which groups of victims and/or victimization categories are services routinely available (please check all that apply)?**
    - ☐ All felonies
    - ☐ All misdemeanors
    - ☐ All violent crime (felonies and misdemeanors)
    - ☐ Homicide/murder
    - ☐ Attempted homicide/murder

- ☐ Gun violence/community violence
- ☐ Domestic/intimate partner violence
- ☐ Sexual violence
- ☐ Elderly/vulnerable adults
- ☐ Children/adolescents
- ☐ Human trafficking
- ☐ Driving under the influence/driving while intoxicated
- ☐ Traffic fatalities
- ☐ All property crime (felonies and misdemeanors)
- ☐ Fraud/ID theft
- ☐ Other (please describe)

Can you repeat the question I just asked in your own words?

What does the term "routinely available" mean to you?

Would a victim of any crime type ever be turned away from services?

23. **Are services to victims of crime addressed in your agency's general orders/policies (i.e., agency operations manual)?**
    - ○ Yes
    - ○ No

How did you arrive at that answer?

What are "general orders/policies" to you?

24. **Which call types are victim services personnel required to provide services on <u>according to written policy</u> (please check all that apply)?**
    - ☐ Homicide/murder
    - ☐ Attempted homicide/murder
    - ☐ Domestic/intimate partner violence
    - ☐ Sexual violence
    - ☐ Elder/vulnerable adults abuse
    - ☐ Child/adolescent abuse
    - ☐ Stalking
    - ☐ Strangulation
    - ☐ Aggravated assault
    - ☐ Driving under the influence/driving while intoxicated
    - ☐ Aggravated robbery
    - ☐ Human trafficking

- ☐ Burglary
- ☐ Fraud/ID theft
- ☐ Mass or partial disaster
- ☐ Mass violence
- ☐ N/A, agency does not have a written victim services policy
- ☐ Other (please describe)

Was this hard or easy to answer?

What does the term "written policy" mean to you?

Is the requirement of victim services response not based on call types, but instead on other factors?

25. **Has a separate code of ethics been set for victim services personnel that aligns with agency standards for conduct?**
    - Yes
    - No

How sure are you of your answer?

What does the term "code of ethics" mean to you?

26. **Have victim services personnel been incorporated in the policy review committee?**
    - Yes
    - No

What does the term "incorporated" mean to you?

What is a "policy review committee" to you?

27. **Are victim services personnel available to respond 24/7?**
    - Yes
    - No

Please describe when victim services personnel are available to respond, particularly if response is dependent on call type.	

What does "available to respond" mean to you?

Does response depend on type of victimization or other factors?

28. **Approximately how many victims, including both primary and secondary, did your agency serve in the past calendar/fiscal year?** *Include any person who comes to the attention of your agency because of concerns over past, on-going, or potential future crimes and other abuse(s). This includes victims who are directly harmed or threated by such crimes and abuse(s), but also their family or household members, legal representatives, or surviving family members, if deceased.*

	Victims

Is this information readily available to you?

What does it mean for your agency to "serve" a victim?

29. **Which types of services do victim services personnel provide to victims of crime (this does NOT include referrals for these services) (please check all that apply)?** *Please note that some of these are not commonly provided by law enforcement-based services, however, we wanted to be inclusive.*
    - ☐ General information about crime and victimization, prevention, or risk reduction
    - ☐ Notification of legal rights
    - ☐ Notification of case events or proceedings
    - ☐ Case status update (investigation, etc., not tied to court proceeding)
    - ☐ Notification of offender release/status change (including VINE)
    - ☐ Court accompaniment-civil court
    - ☐ Court accompaniment-criminal court
    - ☐ Assistance in filing for a restraining, protection, or no-contact order
    - ☐ Victim/witness preparation
    - ☐ Law enforcement interview accompaniment/advocacy
    - ☐ Victim impact statement assistance
    - ☐ Immigration Assistance (including Continued Presence, U and T visas, etc.)
    - ☐ Assistance in filing for victim compensation, including filing and appealing claims
    - ☐ Restitution claim assistance
    - ☐ Emergency financial assistance (includes emergency loans, petty cash, payment for or assistance in procuring items such as food, clothing, etc.)
    - ☐ Emergency, transitional, or relocation housing (shelter, hotel, safe house, etc.)
    - ☐ Assistance meeting other basic needs (e.g., clothing, food, etc.)
    - ☐ Intervention with employer, creditor, landlord, or academic institution
    - ☐ Transportation assistance
    - ☐ Childcare assistance
    - ☐ Public benefits assistance (TANF/Welfare, housing, social services, etc.)

- ☐ Assistance with return of personal property/effects
- ☐ Assistance with obtaining or replacing documents (e.g., birth certificate, driver's license, SSN card, identification card)
- ☐ Conflict resolution, mediation, negotiation
- ☐ Crime/Violence de-escalation support (e.g., calming the victim, family members, or witnesses down on scene or during intervention, preventing retaliation)
- ☐ Immediate or emergency safety planning
- ☐ Long term safety planning
- ☐ Conduct or coordinate risk assessments
- ☐ Crisis intervention
- ☐ Support groups
- ☐ Peer, family, or group counseling
- ☐ Individual counseling, including mental health assessment
- ☐ Therapy other than counseling (e.g., traditional, cultural, or alternative healing; art, writing, or play therapy, etc.)
- ☐ Case management
- ☐ On-scene coordinated response (e.g., community crisis response; helping assist at the crime scene)
- ☐ Language services (including interpretation and translation services)
- ☐ Services for deaf and hard of hearing
- ☐ Culturally or ethnically specific services (not including language services) (e.g., designated staff to work with the LGBTQ community)
- ☐ Forensic interviews
- ☐ Restorative justice/victim offender dialogue

How sure are you of your answer?

Would this question be easier if we broke it up into categories?

Are any of these services available, but have just never been provided?

30. **Please indicate if services provided to victims of crime by your agency can extend to post-conviction cases involving claims of wrongful conviction, pursuit of exoneration, or cold cases.** *Including direct assistance, including but not limited to - notice of arrest, assistance in filing for victim compensation, counseling, etc.*

	Yes	No
Claims of wrongful conviction		
Pursuit of exoneration		
Cold cases		

What does the term "exoneration" mean to you?

Can you describe what these services might entail?

31. **Does the victim services program have formalized partnerships (i.e., contract, MOU, MOA, etc.) with any of the following other criminal justice (e.g., courts/judges) and non-criminal justice agencies (e.g., hospitals) (please check all that apply)?**
    - ☐ Other law enforcement agency
    - ☐ District Attorney Victim Witness Program
    - ☐ Prosecutor/District Attorney/Federal
    - ☐ Defense Attorney
    - ☐ Probation
    - ☐ Court/Judges
    - ☐ Prison/Department of Corrections
    - ☐ Hospitals (e.g., Hospital-Based Violence Intervention Programs)
    - ☐ Coroner/Medical Examiner
    - ☐ Grief support
    - ☐ Organizations for battered women
    - ☐ Religious-based organizations
    - ☐ Shelters
    - ☐ Support groups
    - ☐ Hotlines
    - ☐ Violence interrupter programs
    - ☐ Child or adult protective service and other social services
    - ☐ Behavioral health
    - ☐ Legal clinics
    - ☐ Schools
    - ☐ Other community organizations (please describe)

What does the term "formalized partnership" mean to you?

Are there any formalized partnerships within your agency (for example, with a specialized unit)?

Does your agency have formalized partnerships with other entities not listed?

32. **Where do victim services personnel in your agency receive training from (please check all that apply)?**
    - ☐ OVC Victim Assistance Training Online (VAT Online)
    - ☐ OVC National Victim Assistance Academy (NVAA)

- ☐ NOVA Victim Assistance Academy (NVAA)
- ☐ Other national victim assistance trainings
- ☐ State Victim Assistance Academy
- ☐ Other state-based victim assistance trainings
- ☐ Local community-based partner organization trainings
- ☐ Police academy courses specific to victim services
- ☐ Roll-call training
- ☐ State or national victim assistance conferences
- ☐ Other (please describe)

How sure are you of your answer?

Is this training received on a regular basis?

Is this training required?

33. **Please select the entities with whom victim services personnel participate in cross-training (please check all that apply).**
    - ☐ Communications/dispatch personnel (please describe training)
    - ☐ Records personnel (please describe training)
    - ☐ Patrol officers (please describe training)
    - ☐ Investigators (please describe training)
    - ☐ Sworn supervisors/command staff (please describe training)
    - ☐ Public information officers (please describe training)
    - ☐ None, victim services personnel do not cross-train with any of the listed entities

    How did you arrive at that answer?

    What does the term "cross-training" mean to you?

    Who are "communications personnel" to you?

34. **[SENSITIVE] Please indicate which challenges your agency has faced when attempting to establish or maintain services to victims of crime within the agency (please check all that apply).**
    - ☐ Difficulty securing initial funding
    - ☐ Difficulty maintaining funding
    - ☐ General cutbacks at the agency
    - ☐ Leadership changes
    - ☐ Agency reorganization

- ☐ Agency resistance to change
- ☐ Agency size/available resources
- ☐ Staff turnover within the victim services program
- ☐ None, agency has not faced challenges
- ☐ Other (please describe)

Was this question uncomfortable to answer?

Can you think of any other challenges?

35. **We understand that these questions have only begun to examine how services to victims of crime are handled in your agency. Would you be willing to sharing more of your observations?**
    - Yes (please provide your name, phone number, and email address) (END)
    - No (END)

Is there anything we did not ask that is important to know about how your program is structured?

Do you think this would have been easier if we had sent you the instrument prior to the interview?

Appendix B: Phases 1 and 2 Survey Instruments

Phase 1

International Association of Chiefs of Police Law Enforcement-Based Direct Victim Services Survey

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Funded by the Office for Victims of Crime (OVC), the International Association of Chiefs of Police (IACP) has partnered with the Justice Research and Statistics Association (JRSA) to administer a survey to law enforcement-based victim services programs. This survey aims to gather basic information on how law enforcement-based victim services are structured in agencies, including funding and staffing, services provided to victims, and training utilized by these programs. This survey serves to complement the data collected by the Bureau of Justice Statistics under the National Census of Victim Service Providers by collecting additional data specific to law enforcement-based victim services. Survey findings will be a vital resource to both IACP and OVC in terms of providing support to these programs.

If victim services are provided by law enforcement agency employees, this survey should be answered by a leading member of the victim services staff in the agency such as the **Director of Victim Services/Victim Services Coordinator/Victim Services Specialist** or his/her designee.

If victim services at your agency are contracted out, then the **law enforcement agency employee with knowledge of that contract** should complete the survey.

Please note that only one survey response is desired per agency.

INSTRUCTIONS

The survey should take about **30 minutes** to complete. You will also be able to save your work and come back to the survey at a later time if you want to complete it in more than one session as long as you use the email link that was sent to you. Additionally, if you wish to delegate certain sections of the survey to others in the office, you may forward your personalized agency link to those individuals to facilitate collection of those answers from those individuals. Do not hit "Done" until the survey is fully complete.

If you have any questions or concerns about this survey, feel free to contact **Bailey Maryfield (bmaryfield@jrsa.org)**. We greatly appreciate your support and ask that you complete the survey by **July 15, 2020**. Thank you for your cooperation.

Your participation in this survey is voluntary. The information that you report will be held in confidence by the project team. We understand that your answers to the survey reflect your opinions and/or experiences only. Questions that have been marked as [SENSITIVE] will only be reported in the aggregate and thus will not be attributable to a specific agency. Remaining information collected will be mapped to specific agencies to give IACP and OVC a picture of law enforcement-based victim services.

Please provide your agency name, physical address, Originating Agency Identification (ORI) Number, and your position title. *Every law enforcement agency has an ORI. Your HR department should be able to help you find it for your agency.*

Agency Name	
Agency Physical Address	
Originating Agency Identification (ORI) Number (if known)	
Position Title of Individual(s) Completing this Survey	

1. **Are you employed by a law enforcement agency?**
   - Yes
   - No (please describe your agency and relationship to law enforcement-based victim services, if applicable)

2. **Which of the following best describes your law enforcement agency?**
   - Sheriff
   - State police/highway patrol
   - Local/municipal police
   - Campus police
   - Tribal police
   - Military police
   - Federal law enforcement
   - Other (please describe)

3. **Please indicate the approximate number of full-time and part-time paid employees for your entire law enforcement agency as of April 30, 2020 (including sworn and professional [civilian] personnel).**

	Paid Agency Employees	
	Full-time	**Part-time**
Sworn personnel		
Professional (civilian) personnel		

4. **Please indicate if your law enforcement agency or any programs or staff (including sworn, professional [civilian], and/or contractual personnel) within your agency has provided services to victims of crime in the past six months.** *By 'service to victims of crime' we mean direct assistance, including but not limited to - notice of arrest, assistance in filing for victim compensation, counseling, etc.*
   - Agency has provided services to victims of crime in the past 6 months (Proceed to Q6)

- Agency has provided services to victims of crime before, but not in the past 6 months (Proceed to Q34)
- Agency has never provided services to victims of crime (Proceed to Q34)

5. **Please indicate how your law enforcement agency or any programs or staff (including sworn, professional [civilian], and/or contractual personnel) within your agency has provided services to victims of crime in the past six months.** *By 'service to victims of crime' we mean direct assistance, including but not limited to - notice of arrest, assistance in filing for victim compensation, counseling, etc. For the remainder of this survey, 'service to victims of crime' means service beyond referrals and distribution of pamphlets.*
   - Agency has a specialized victim services unit with personnel assigned full-time to address services to victims of crimes (Proceed to Q10)
   - Agency has designated personnel to address services to victims of crime (no specialized victim services unit) (Proceed to Q10)
   - Agency addresses services to victims of crime, but does not have designated personnel (and no specialized victim services unit) (Proceed to Q10)
   - Agency has a contract or formal agreement with another entity (e.g., outside community-based organization(s)) to provide ALL services to victims of crime (Proceed to Q7)
   - Agency ONLY provides referrals for services to victims of crime (Proceed to Q34)
   - Other (please describe) (Proceed to Q34)

Q7/8/9 Intro Language: Since your agency contracts out all services to victims of crime and the focus of this survey is on victim services established within a law enforcement agency, we have a limited set of questions for you to respond to.

6. **To whom do you contract out services to victims of crime (if you contract with an individual, please select that individual's place of employment) (please check all that apply)?**
   - ☐ Nonprofit organization
   - ☐ Other law enforcement agency
   - ☐ Prosecutor's office
   - ☐ Courts
   - ☐ Other (please describe)

7. **Please indicate how the contracted personnel are incorporated into your agency.**
   - Contracted personnel have a dedicated space in the agency to provide services

- Contracted personnel provide services at the agency but do not have dedicated space
- Contracted personnel only provide services outside of the agency
- Other (please describe)

8. **Do the contracted personnel have ongoing collaboration with your agency during the investigation of a case? (Proceed to Q34)**
   - Yes
   - No

9. **Does your agency have a dedicated page on its website for victim services information?**
   - Yes (please provide the link to that page)
   - No

10. **Please indicate the approximate length of time the victim services personnel or program has been active (please indicate the number of years and months).**

	Years
	Months
	Please provide any additional details if applicable (e.g., if the program has stopped and then restarted)

11. **What sources of funding were utilized for the victim services personnel or program during the past calendar/fiscal year (please check all that apply)?**
    - ☐ Funding as part of the overall agency budget
    - ☐ Funding from federal government grant(s) (please include OVC and BJA grants and state pass-through grants such as VOCA and VAWA here)
    - ☐ Funding from state government grant(s)
    - ☐ Funding from local government grant(s)
    - ☐ Funding from tribal government grant(s)
    - ☐ Funding from private grant(s) (please include grants from foundations here)
    - ☐ Other (please describe)
    - ☐ Do not know

12. **Please indicate the approximate number of full-time and part-time paid victim services personnel as of April 30, 2020 (including sworn, professional [civilian], and contractual personnel). Do not include paid interns here.**

	Paid Victim Services Personnel	
	Full-time	**Part-time**
Sworn personnel		
Professional (civilian) personnel		
Contractual personnel		

13. **In the past calendar/fiscal year, were there any paid interns, unpaid interns, or volunteers in your agency assigned to work with victim services personnel?**
    - Yes (Proceed to Q15)
    - No (Proceed to Q16)

14. **What were the job duties of paid interns, unpaid interns, and/or volunteers assigned to work with victim services personnel in the past calendar/fiscal year (please check all that apply)?**
    - ☐ Direct interaction with victims (including phone calls)
    - ☐ Administrative work (including mail notices)
    - ☐ Outreach and public awareness activities
    - ☐ Policy development
    - ☐ Other (please describe)

15. **[SENSITIVE] What was the average starting full-time equivalent (FTE) salary for entry-level victim services personnel in the past calendar/fiscal year? Please convert part-time salaries to full-time equivalent before using those salaries in the average.**
    - Less than $15,000
    - $15,000 to $24,999
    - $25,000 to $34,999
    - $35,000 to $49,999
    - $50,000 to $74,999
    - $75,000 to $99,999
    - $100,000 or more

16. **What is the minimum education required for entry-level victim services personnel?**
    - High school or equivalent degree
    - Associate degree
    - Bachelor's degree
    - Graduate degree (e.g., M.A., M.S., J.D., Ph.D.)
    - Do not know
    - N/A, there is no minimum education required for entry-level victim services personnel

17. **Do any victim services personnel in your agency have an advanced degree (e.g., M.A., M.S., J.D., Ph.D.)?**
    - o Yes
    - o No

18. **Please indicate if any victim services personnel also have the following responsibilities (please check all that apply).**
    - ☐ Supervisory
    - ☐ Seeking new funding (including identification and/or applications)
    - ☐ Programmatic grant management
    - ☐ Budgetary grant management
    - ☐ Training of internal/external personnel (material development and delivery)
    - ☐ None, no victim services personnel have any of the listed responsibilities

19. **Who has <u>direct</u> supervisory responsibility over the victim services program?**
    - o Police Chief/Sheriff
    - o Special Agent in Charge
    - o Assistant Police Chief/Chief Deputy
    - o Colonel/Commander
    - o Lieutenant Colonel
    - o Major
    - o Captain
    - o Lieutenant
    - o Sergeant
    - o Professional Staff Supervisor
    - o Other (please describe)

20. **Are victim services in your agency <u>limited</u> to specific groups of victims (e.g., children or adolescents, etc.) and/or those victimized via certain victimization categories (e.g., homicide, domestic violence, human trafficking, etc.)?** *By 'limited' we mean that services can ONLY be provided to certain victims.*
    - o Yes (Proceed to Q22)
    - o No (Proceed to Q23)

21. **For which groups of victims and/or victimization categories are services routinely available (please check all that apply)?**
    - ☐ All felonies
    - ☐ All misdemeanors
    - ☐ All violent crime (felonies and misdemeanors)
    - ☐ All property crime (felonies and misdemeanors)

- ☐ Homicide/murder
- ☐ Attempted homicide/murder
- ☐ Gun violence/community violence
- ☐ Domestic/intimate partner violence
- ☐ Sexual violence
- ☐ Elderly/vulnerable adults
- ☐ Children/adolescents
- ☐ Stalking
- ☐ Strangulation
- ☐ Aggravated assault
- ☐ Aggravated robbery
- ☐ Human trafficking
- ☐ Burglary
- ☐ Driving under the influence/driving while intoxicated
- ☐ Traffic fatalities
- ☐ Fraud/ID theft
- ☐ Mass or partial disaster
- ☐ Mass violence
- ☐ Other (please describe)

22. **Are services to victims of crime addressed in your agency's general orders/policies (i.e., agency operations manual)?**
    - o Yes
    - o No
    - o Do not know

23. **Which crime types are victim services personnel required to provide services on <u>according to written policy</u> (please check all that apply)?**
    - ☐ All felonies
    - ☐ All misdemeanors
    - ☐ All violent crime (felonies and misdemeanors)
    - ☐ All property crime (felonies and misdemeanors)
    - ☐ Homicide/murder
    - ☐ Attempted homicide/murder
    - ☐ Gun violence/community violence
    - ☐ Domestic/intimate partner violence
    - ☐ Sexual violence
    - ☐ Elder/vulnerable adults abuse
    - ☐ Child/adolescent abuse

- ☐ Stalking
- ☐ Strangulation
- ☐ Aggravated assault
- ☐ Aggravated robbery
- ☐ Human trafficking
- ☐ Burglary
- ☐ Driving under the influence/driving while intoxicated
- ☐ Traffic fatalities
- ☐ Fraud/ID theft
- ☐ Mass or partial disaster
- ☐ Mass violence
- ☐ N/A, agency does not have a written victim services policy
- ☐ Other (please describe)

24. **Has a separate code of ethics been set for victim services personnel that aligns with agency standards for conduct?**
    - Yes
    - No
    - Do not know

25. **Have victim services personnel been incorporated in the policy review committee?**
    - Yes
    - No
    - Do not know

26. **Are victim services personnel available to respond 24/7?**
    - Yes (please describe)
    - No (please describe)

Please describe when victim services personnel are available to respond, particularly if response is dependent on call type.	

27. **Approximately how many victims, including both primary and secondary, did your agency serve in 2019 (enter '0' if no victims were served in 2019)?** *Include any person who comes to the attention of your agency because of concerns over past, on-going, or potential future crimes and other abuse(s). This includes victims who are directly harmed or threated by such crimes and abuse(s), but also their family or household members, or surviving family members, if deceased.*

	Victims

28. **Which types of services do victim services personnel provide to victims of crime (this does NOT include referrals for these services) (please check all that apply)?** *Please note that some of these are not commonly provided by law enforcement-based services, however, we wanted to be inclusive.*
    - ☐ General information about crime and victimization, prevention, or risk reduction
    - ☐ Notification of legal rights
    - ☐ Notification of case events or proceedings
    - ☐ Case status update (investigation, etc., not tied to court proceeding)
    - ☐ Notification of offender release/status change (including VINE)
    - ☐ Court accompaniment-civil court
    - ☐ Court accompaniment-criminal court
    - ☐ Assistance in filing for a restraining, protection, or no-contact order
    - ☐ Victim/witness preparation
    - ☐ Law enforcement interview accompaniment/advocacy
    - ☐ Victim impact statement assistance
    - ☐ Immigration Assistance (including Continued Presence, U and T visas, etc.)
    - ☐ Assistance in filing for victim compensation, including filing and appealing claims
    - ☐ Restitution claim assistance
    - ☐ Emergency financial assistance (includes emergency loans, petty cash, payment for or assistance in procuring items such as food, clothing, etc.)
    - ☐ Emergency, transitional, or relocation housing (shelter, hotel, safe house, etc.)
    - ☐ Assistance meeting other basic needs (e.g., clothing, food, etc.)
    - ☐ Intervention with employer, creditor, landlord, or academic institution
    - ☐ Transportation assistance
    - ☐ Childcare assistance
    - ☐ Assistance applying for public benefits assistance (TANF/Welfare, housing, social services, etc.)
    - ☐ Assistance with return of personal property/effects
    - ☐ Assistance with obtaining or replacing documents (e.g., birth certificate, driver's license, SSN card, identification card)
    - ☐ Conflict resolution, mediation, negotiation
    - ☐ Crime/Violence de-escalation support (e.g., calming the victim, family members, or witnesses down on scene or during intervention, preventing retaliation)
    - ☐ Immediate or emergency safety planning
    - ☐ Long term safety planning
    - ☐ Conduct or coordinate risk assessments
    - ☐ Crisis intervention

- ☐ Support groups
- ☐ Peer, family, or group counseling
- ☐ Individual counseling, including mental health assessment
- ☐ Therapy other than counseling (e.g., traditional, cultural, or alternative healing; art, writing, or play therapy, etc.)
- ☐ Case management
- ☐ On-scene coordinated response (e.g., community crisis response; helping assist at the crime scene)
- ☐ Language services (including interpretation and translation services)
- ☐ Services for deaf and hard of hearing
- ☐ Culturally or ethnically specific services (not including language services) (e.g., designated staff to work with the LGBTQ community)
- ☐ Forensic interviews
- ☐ Restorative justice/victim offender dialogue

29. **Please indicate if services provided to victims of crime by your agency can extend to post-conviction cases involving claims of wrongful conviction, pursuit of exoneration, or cold cases.** *Including direct assistance, including but not limited to - notice of arrest, assistance in filing for victim compensation, counseling, etc.*

	Yes	No
Claims of wrongful conviction		
Pursuit of exoneration		
Cold cases		

Please describe services that can be provided, if applicable.	

30. **Does the victim services program have formalized partnerships (i.e., contract, MOU, MOA, etc.) with any of the following other criminal justice (e.g., courts/judges) and non-criminal justice agencies (e.g., hospitals) (please check all that apply)?**
    - ☐ Other law enforcement agency
    - ☐ District Attorney Victim Witness Program
    - ☐ Prosecutor/District Attorney/Federal
    - ☐ Defense Attorney
    - ☐ Probation
    - ☐ Court/Judges
    - ☐ Prison/Department of Corrections
    - ☐ Hospitals (e.g., Hospital-Based Violence Intervention Programs)

- ☐ Coroner/Medical Examiner
- ☐ Grief support
- ☐ Organizations for battered women
- ☐ Religious-based organizations
- ☐ Shelters
- ☐ Support groups
- ☐ Hotlines
- ☐ Violence interrupter programs
- ☐ Child or adult protective service and other social services
- ☐ Behavioral health
- ☐ Legal clinics
- ☐ Schools
- ☐ Other community organizations (please describe)

31. **Where do victim services personnel in your agency receive training from (please check all that apply)?**
    - ☐ OVC Victim Assistance Training Online (VAT Online)
    - ☐ OVC National Victim Assistance Academy (NVAA)
    - ☐ NOVA Victim Assistance Academy (NVAA)
    - ☐ Other national victim assistance trainings
    - ☐ State Victim Assistance Academy
    - ☐ Other state-based victim assistance trainings
    - ☐ Local community-based partner organization trainings
    - ☐ Police academy courses specific to victim services
    - ☐ Roll call/briefing training
    - ☐ State or national victim assistance conferences
    - ☐ Other (please describe)

32. **Please select the entities with whom victim services personnel participate in cross-training (please check all that apply).**
    - ☐ Communications/dispatch personnel (please describe training)
    - ☐ Records personnel (please describe training)
    - ☐ Patrol officers (please describe training)
    - ☐ Investigators/detectives (please describe training)
    - ☐ Sworn supervisors/command staff (please describe training)
    - ☐ Public information officers (please describe training)
    - ☐ None, victim services personnel do not cross-train with any of the listed entities

33. **[SENSITIVE] Has your agency experienced any of the following challenges when attempting to establish or maintain services to victims of crime within the agency (please check all that apply)?**
    - ☐ Difficulty securing initial funding
    - ☐ Difficulty maintaining funding
    - ☐ General cutbacks at the agency
    - ☐ Leadership changes
    - ☐ Agency reorganization
    - ☐ Agency resistance to change
    - ☐ Agency size/available resources
    - ☐ Difficulty integrating civilian staff into the agency
    - ☐ Staff turnover within the victim services program
    - ☐ None, agency has not faced challenges
    - ☐ N/A, agency has not attempted to establish services to victims of crime within the agency
    - ☐ Other (please describe)

Please describe other challenges and/or provide any additional comments.	

34. **We understand that these questions have only begun to examine how services to victims of crime are handled in your agency. Would you be willing to sharing more of your observations?**
    - o Yes (please provide your name, phone number, and email address) (END)
    - o No (END)

Thank you for completing the International Association of Chiefs of Police Law Enforcement-Based Direct Victim Services Survey! To learn more about the OVC-funded Law Enforcement-Based Victim Services Program, please visit the project webpage here: https://www.theiacp.org/projects/law-enforcement-based-victim-services-lev

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Phase 2

International Association of Chiefs of Police Law Enforcement-Based Direct Victim Services Survey

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If victim services at your agency are contracted out, then the **law enforcement agency employee with knowledge of that contract** should complete the survey.

Please note that only one survey response is desired per agency.

INSTRUCTIONS

The survey should take about **30 minutes** to complete. You will also be able to save your work and come back to the survey at a later time if you want to complete it in more than one session as long as you use the email link that was sent to you. Additionally, if you wish to delegate certain sections of the survey to others in the office, you may forward your personalized agency link to those individuals to facilitate collection of those answers from those individuals. Do not hit "Done" until the survey is fully complete.

If you have any questions or concerns about this survey, feel free to contact **Bailey Maryfield (bmaryfield@jrsa.org)**. We greatly appreciate your support and ask that you complete the survey by **April 30, 2021**. Thank you for your cooperation.

Your participation in this survey is voluntary. The information that you report will be held in confidence by the project team. We understand that your answers to the survey reflect your opinions and/or experiences only. Questions that have been marked as [SENSITIVE] will only be reported in the aggregate and thus will not be attributable to a specific agency. Remaining information collected will be mapped to specific agencies to give IACP and OVC a picture of law enforcement-based victim services.

Please provide your agency name, physical address, Originating Agency Identification (ORI) Number, and your position title. *Every law enforcement agency has an ORI. Your HR department should be able to help you find it for your agency.*

Agency Name	
Agency Physical Address	
Originating Agency Identification (ORI) Number (if known)	
Position Title of Individual(s) Completing this Survey	

1. **Are you employed by a law enforcement agency?**
   - Yes
   - No (please describe your agency and relationship to law enforcement-based victim services, if applicable)

2. **Which of the following best describes your law enforcement agency?**
   - Sheriff
   - State police/highway patrol
   - Local/municipal police
   - Campus police
   - Tribal police
   - Military police
   - Federal law enforcement
   - Other (please describe)

3. **Please indicate the approximate number of current full-time and part-time paid employees for your entire law enforcement agency (including sworn and professional [civilian] personnel).**

	Paid Agency Employees	
	Full-time	**Part-time**
Sworn personnel		
Professional (civilian) personnel		

4. **Please indicate if your law enforcement agency or any programs or staff (including sworn, professional [civilian], contractual, and/or volunteer personnel) within your agency has provided services to victims of crime in the past twelve months.** *By 'service to victims of crime' we mean direct assistance, including but not limited to - notice of arrest, assistance in filing for victim compensation, counseling, etc.*
   - Agency has provided services to victims of crime in the past 12 months (Proceed to Q6)

- Agency has provided services to victims of crime before, but not in the past 12 months (Proceed to Q41)
- Agency has never provided services to victims of crime (Proceed to Q41)

5. **Please indicate how your law enforcement agency or any programs or staff (including sworn, professional [civilian], contractual, and/or volunteer personnel) within your agency has provided services to victims of crime in the past twelve months.** *By 'service to victims of crime' we mean direct assistance, including but not limited to - notice of arrest, assistance in filing for victim compensation, counseling, etc. For the remainder of this survey, 'service to victims of crime' means service beyond referrals and distribution of pamphlets.*
   - Agency has a specialized victim services unit with personnel assigned part- or full-time to address services to victims of crimes (Proceed to Q17)
   - Agency has designated personnel to address services to victims of crime (no specialized victim services unit) (Proceed to Q17)
   - Agency addresses services to victims of crime, but does not have designated personnel (and no specialized victim services unit) (Proceed to Q17)
   - Agency has a contract or formal agreement with another entity (e.g., outside community-based organization(s)) to provide ALL services to victims of crime (Proceed to Q7)
   - Agency ONLY provides referrals for services to victims of crime (Proceed to Q41)
   - Other (please describe) (Proceed to Q41)

Q7-16 Intro Language: Since your agency contracts out all services to victims of crime and the focus of this survey is on victim services established within a law enforcement agency, we have a limited set of questions for you to respond to.

6. **To whom do you contract out services to victims of crime (if you contract with an individual, please select that individual's place of employment) (please check all that apply)?**
   - ☐ Nonprofit organization
   - ☐ Other law enforcement agency
   - ☐ Prosecutor's office
   - ☐ Courts
   - ☐ Other (please describe)

7. **Please indicate how the contracted personnel are incorporated into your agency.**
   - Contracted personnel have a dedicated space in the agency to provide services

- Contracted personnel provide services at the agency but do not have dedicated space
- Contracted personnel only provide services outside of the agency
- Other (please describe)

8. **Do the contracted personnel have ongoing collaboration with your agency during the investigation of a case?**
   - Yes
   - No

9. **When did you start contracting out all services to victims of crime?**

	Year

10. **Are victim services in your agency <u>limited</u> to specific groups of victims (e.g., children or adolescents, etc.) and/or those victimized via certain victimization categories (e.g., homicide, domestic violence, human trafficking, etc.)?** *By 'limited' we mean that services can ONLY be provided to certain victims.*
    - Yes (Proceed to Q12)
    - No (Proceed to Q14)
    - Do not know (Proceed to Q14)

11. **For which groups of victims and/or victimization categories are services routinely available (please check all that apply)?**
    - ☐ Homicide/murder
    - ☐ Attempted homicide/murder
    - ☐ Gun violence/community violence
    - ☐ Domestic/intimate partner violence
    - ☐ Sexual violence
    - ☐ Elderly/vulnerable adults
    - ☐ Children/adolescents
    - ☐ Stalking
    - ☐ Strangulation
    - ☐ Aggravated assault
    - ☐ Aggravated robbery
    - ☐ Human trafficking
    - ☐ Burglary
    - ☐ Driving under the influence/driving while intoxicated (criminal)
    - ☐ Traffic fatalities (criminal)
    - ☐ Fraud/ID theft

- ☐ Mass violence
- ☐ Other property crime (e.g., arson, motor vehicle theft)
- ☐ Noncriminal crisis circumstances (e.g., suicide, noncriminal traffic fatalities, mass or partial disasters)
- ☐ Other (please describe)

12. **What are the reasons for services being limited (please check all that apply)?**
    - ☐ Funding
    - ☐ Written policy
    - ☐ Victims' rights laws
    - ☐ Victim services personnel capacity (e.g., not enough staff)
    - ☐ Conditions of a contract (e.g., contract with an organization that only serves victims of domestic violence)
    - ☐ Other (please describe)

13. **Are services to victims of crime addressed in your agency's general orders/policies (i.e., agency operations manual)?**
    - o Yes
    - o No
    - o Do not know

14. **Are victim services personnel available to respond 24/7?**
    - o Yes (please describe)
    - o No (please describe)

Please describe when victim services personnel are available to respond, particularly if response is dependent on call type.	

15. **Please select the entities with whom victim services personnel participate in cross-training (please check all that apply). (Proceed to Q41)**
    - ☐ Communications/dispatch personnel (please describe training)
    - ☐ Records personnel (please describe training)
    - ☐ Patrol officers (please describe training)
    - ☐ Investigators/detectives (please describe training)
    - ☐ Sworn supervisors/command staff (please describe training)
    - ☐ Public information officers (please describe training)
    - ☐ None, victim services personnel do not cross-train with any of the listed entities
    - ☐ Do not know

16. **Does your agency have a dedicated page on its website for victim services information?**
    - Yes (please provide the link to that page)
    - No

17. **Please indicate the approximate length of time the victim services personnel or program has been active (please indicate the number of years and months).**

	Years
	Months
	Please provide any additional details if applicable (e.g., if the program has stopped and then restarted)

18. **What sources of funding were utilized for the victim services personnel or program during the past calendar/fiscal year (please check all that apply)?**
    - ☐ Funding as part of the overall agency budget
    - ☐ Funding from federal government grant(s) (please include OVC [e.g., LEV], OVW [e.g., ICJR], and BJA grants along with state pass-through grants such as VOCA and VAWA here)
    - ☐ Funding from state government grant(s)
    - ☐ Funding from local government grant(s)
    - ☐ Funding from tribal government grant(s)
    - ☐ Funding from private grant(s) (please include grants from foundations here)
    - ☐ Other (please describe)
    - ☐ Do not know

19. **Please indicate the approximate number of current full-time and part-time paid victim services personnel (including sworn, professional [civilian], and contractual personnel). Do not include paid interns here.**

	Paid Victim Services Personnel	
	Full-time	**Part-time**
Sworn personnel		
Professional (civilian) personnel		
Contractual personnel		

20. **Prior to the COVID-19 pandemic, were there any paid interns, unpaid interns, or volunteers in your agency assigned to work with victim services personnel?**
    - Yes (Proceed to Q22)

- No (Proceed to Q23)

21. **What were the job duties of paid interns, unpaid interns, and/or volunteers assigned to work with victim services personnel prior to the COVID-19 pandemic (please check all that apply)?**
    - ☐ Direct interaction with victims (including phone calls)
    - ☐ Administrative work (including mail notices)
    - ☐ Outreach and public awareness activities
    - ☐ Policy development
    - ☐ Other (please describe)

22. **[SENSITIVE] What was the average starting full-time equivalent (FTE) salary for entry-level victim services personnel in the past calendar/fiscal year? Please convert part-time salaries to full-time equivalent before using those salaries in the average.**
    - Less than $15,000
    - $15,000 to $24,999
    - $25,000 to $34,999
    - $35,000 to $49,999
    - $50,000 to $74,999
    - $75,000 to $99,999
    - $100,000 or more

23. **What is the minimum education required for entry-level victim services personnel?**
    - High school or equivalent degree
    - Associate degree
    - Bachelor's degree
    - Graduate degree (e.g., M.A., M.S., J.D., Ph.D.)
    - Do not know
    - N/A, there is no minimum education required for entry-level victim services personnel

24. **Do any victim services personnel in your agency have an advanced degree (e.g., M.A., M.S., J.D., Ph.D.)?**
    - Yes
    - No

25. **Please indicate if any victim services personnel also have the following responsibilities (please check all that apply).**
    - ☐ Supervisory
    - ☐ Seeking new funding (including identification and/or applications)

- ☐ Programmatic grant management
- ☐ Budgetary grant management
- ☐ Training of internal/external personnel (material development and delivery)
- ☐ None, no victim services personnel have any of the listed responsibilities

26. **Who has <u>direct</u> supervisory responsibility over the victim services program?**
    - o Police Chief/Sheriff
    - o Special Agent in Charge
    - o Assistant Police Chief/Chief Deputy
    - o Colonel/Commander
    - o Lieutenant Colonel
    - o Major
    - o Captain
    - o Lieutenant
    - o Sergeant
    - o Professional Staff Supervisor
    - o Other (please describe)

27. **Are victim services in your agency <u>limited</u> to specific groups of victims (e.g., children or adolescents, etc.) and/or those victimized via certain victimization categories (e.g., homicide, domestic violence, human trafficking, etc.)?** *By 'limited' we mean that services can ONLY be provided to certain victims.*
    - o Yes (Proceed to Q29)
    - o No (Proceed to Q31)

28. **For which groups of victims and/or victimization categories are services routinely available (please check all that apply)?**
    - ☐ Homicide/murder
    - ☐ Attempted homicide/murder
    - ☐ Gun violence/community violence
    - ☐ Domestic/intimate partner violence
    - ☐ Sexual violence
    - ☐ Elderly/vulnerable adults
    - ☐ Children/adolescents
    - ☐ Stalking
    - ☐ Strangulation
    - ☐ Aggravated assault
    - ☐ Aggravated robbery
    - ☐ Human trafficking
    - ☐ Burglary

- ☐ Driving under the influence/driving while intoxicated (criminal)
- ☐ Traffic fatalities (criminal)
- ☐ Fraud/ID theft
- ☐ Mass violence
- ☐ Other property crime (e.g., arson, motor vehicle theft)
- ☐ Noncriminal crisis circumstances (e.g., suicide, noncriminal traffic fatalities, mass or partial disasters)
- ☐ Other (please describe)

29. **What are the reasons for services being limited (please check all that apply)?**
    - ☐ Funding
    - ☐ Written policy
    - ☐ Victims' rights laws
    - ☐ Victim services personnel capacity (e.g., not enough staff)
    - ☐ Conditions of a contract (e.g., contract with an organization that only serves victims of domestic violence)
    - ☐ Other (please describe)

30. **Are services to victims of crime addressed in your agency's general orders/policies (i.e., agency operations manual)?**
    - o Yes
    - o No
    - o Do not know

31. **Has a separate code of ethics been set for victim services personnel that aligns with agency standards for conduct?**
    - o Yes
    - o No
    - o Do not know

32. **Have victim services personnel been incorporated in the policy review committee?**
    - o Yes
    - o No
    - o Do not know

33. **Are victim services personnel available to respond 24/7?**
    - o Yes (please describe)
    - o No (please describe)

Please describe when victim services personnel are available to respond,	

particularly if response is dependent on call type.	

34. **Approximately how many victims, including both primary and secondary, did your agency serve in 2019 and 2020 (enter '0' if no victims were served in 2019 and/or 2020)?** *Include any person who comes to the attention of your agency because of concerns over past, on-going, or potential future crimes and other abuse(s). This includes victims who are directly harmed or threated by such crimes and abuse(s), but also their family or household members, or surviving family members, if deceased.*

Year	Victims Served
2019	
2020	

35. **Which types of services do victim services personnel provide to victims of crime (this does NOT include referrals for these services) (please check all that apply)?** *Please note that some of these are not commonly provided by law enforcement-based services, however, we wanted to be inclusive.*
    - ☐ General information about crime and victimization, prevention, or risk reduction
    - ☐ Notification of legal rights
    - ☐ Notification of case events or proceedings
    - ☐ Case status update (investigation, etc., not tied to court proceeding)
    - ☐ Notification of offender release/status change (including VINE)
    - ☐ Court accompaniment-civil court
    - ☐ Court accompaniment-criminal court
    - ☐ Assistance in filing for a restraining, protection, or no-contact order
    - ☐ Victim/witness preparation
    - ☐ Law enforcement interview accompaniment/advocacy
    - ☐ Victim impact statement assistance
    - ☐ Immigration Assistance (including Continued Presence, U and T visas, etc.)
    - ☐ Assistance in filing for victim compensation, including filing and appealing claims
    - ☐ Restitution claim assistance
    - ☐ Emergency financial assistance (includes emergency loans, petty cash, payment for or assistance in procuring items such as food, clothing, etc.)
    - ☐ Emergency, transitional, or relocation housing (shelter, hotel, safe house, etc.)
    - ☐ Assistance meeting other basic needs (e.g., clothing, food, etc.)
    - ☐ Intervention with employer, creditor, landlord, or academic institution
    - ☐ Transportation assistance
    - ☐ Childcare assistance

- ☐ Assistance applying for public benefits assistance (TANF/Welfare, housing, social services, etc.)
- ☐ Assistance with return of personal property/effects
- ☐ Assistance with obtaining or replacing documents (e.g., birth certificate, driver's license, SSN card, identification card)
- ☐ Conflict resolution, mediation, negotiation
- ☐ Crime/Violence de-escalation support (e.g., calming the victim, family members, or witnesses down on scene or during intervention, preventing retaliation)
- ☐ Immediate or emergency safety planning
- ☐ Long term safety planning
- ☐ Conduct or coordinate risk assessments
- ☐ Crisis intervention
- ☐ Support groups
- ☐ Peer, family, or group counseling
- ☐ Individual counseling, including mental health assessment
- ☐ Therapy other than counseling (e.g., traditional, cultural, or alternative healing; art, writing, or play therapy, etc.)
- ☐ Case management
- ☐ On-scene coordinated response (e.g., community crisis response; helping assist at the crime scene)
- ☐ Language services (including interpretation and translation services)
- ☐ Services for deaf and hard of hearing
- ☐ Culturally or ethnically specific services (not including language services) (e.g., designated staff to work with the LGBTQ community)
- ☐ Forensic interviews
- ☐ Restorative justice/victim offender dialogue

36. **Please indicate if services provided to <u>victims of crime</u> by your agency can extend to post-conviction cases involving claims of wrongful conviction, pursuit of exoneration, or cold cases.** *Including direct assistance, including but not limited to - notice of arrest, assistance in filing for victim compensation, counseling, etc.*

	Yes	No
Claims of wrongful conviction		
Pursuit of exoneration		
Cold cases		

Please describe services that can be provided, if applicable.	

37. **Does the victim services program have formalized partnerships (i.e., contract, MOU, MOA, etc.) with any of the following other criminal justice (e.g., courts/judges) and non-criminal justice agencies (e.g., hospitals) (please check all that apply)?**
    - ☐ Other law enforcement agency
    - ☐ District Attorney Victim Witness Program
    - ☐ Prosecutor/District Attorney/Federal
    - ☐ Defense Attorney
    - ☐ Probation
    - ☐ Court/Judges
    - ☐ Prison/Department of Corrections
    - ☐ Hospitals (e.g., Hospital-Based Violence Intervention Programs)
    - ☐ Coroner/Medical Examiner
    - ☐ Grief support
    - ☐ Organizations for battered women
    - ☐ Religious-based organizations
    - ☐ Shelters
    - ☐ Support groups
    - ☐ Hotlines
    - ☐ Violence interrupter programs
    - ☐ Child or adult protective service and other social services
    - ☐ Behavioral health
    - ☐ Legal clinics
    - ☐ Schools
    - ☐ Other community organizations (please describe)

38. **Where do victim services personnel in your agency receive training from (please check all that apply)?**
    - ☐ OVC Victim Assistance Training Online (VAT Online)
    - ☐ OVC National Victim Assistance Academy (NVAA)
    - ☐ NOVA Victim Assistance Academy (NVAA)
    - ☐ Other national victim assistance trainings
    - ☐ State Victim Assistance Academy
    - ☐ Other state-based victim assistance trainings
    - ☐ Local community-based partner organization trainings
    - ☐ Police academy courses specific to victim services
    - ☐ Roll call/briefing training
    - ☐ State or national victim assistance conferences
    - ☐ Other (please describe)

39. **Please select the entities with whom victim services personnel participate in cross-training (please check all that apply).**
    - ☐ Communications/dispatch personnel (please describe training)
    - ☐ Records personnel (please describe training)
    - ☐ Patrol officers (please describe training)
    - ☐ Investigators/detectives (please describe training)
    - ☐ Sworn supervisors/command staff (please describe training)
    - ☐ Public information officers (please describe training)
    - ☐ None, victim services personnel do not cross-train with any of the listed entities

40. **[SENSITIVE] Has your agency experienced any of the following challenges when attempting to establish or maintain services to victims of crime within the agency (please check all that apply)?**
    - ☐ Difficulty securing initial funding
    - ☐ Difficulty maintaining funding
    - ☐ General cutbacks at the agency
    - ☐ Leadership changes
    - ☐ Agency reorganization
    - ☐ Agency resistance to change
    - ☐ Agency size/available resources
    - ☐ Difficulty integrating civilian staff into the agency
    - ☐ Staff turnover within the victim services program
    - ☐ None, agency has not faced challenges
    - ☐ N/A, agency has not attempted to establish services to victims of crime within the agency
    - ☐ Other (please describe)

Please describe other challenges and/or provide any additional comments.	

41. **We understand that these questions have only begun to examine how services to victims of crime are handled in your agency. Would you be willing to sharing more of your observations?**
    - o Yes (please provide your name, phone number, and email address) (END)
    - o No (END)

Thank you for completing the International Association of Chiefs of Police Law Enforcement-Based Direct Victim Services Survey! To learn more about the OVC-funded Law Enforcement-

Based Victim Services Program, please visit the project webpage here: https://www.theiacp.org/projects/law-enforcement-based-victim-services-lev

This survey was produced under cooperative agreement number 2018-V3-GX-K049 awarded by the Office for Victims of Crime, Office of Justice Programs, U.S. Department of Justice. The opinions, findings, and conclusions or recommendations expressed in this survey are those of the contributors and do not necessarily represent the official position or policies of the U.S. Department of Justice.

Appendix C: Phases 1 and 2 Interview Protocols

Phase 1

International Association of Chiefs of Police Law Enforcement-Based Direct Victim Services Survey: Follow-up Interviews/Case Studies

Introduction

Thank you again for your willingness to speak with us further. As you may recall, we are working with IACP under a grant from the Office for Victims of Crime to get a better understanding of the makeup of law enforcement-based victim services.

We appreciate you taking the survey and want to ask a few follow-up questions to expand on those answers, or questions on some topics that had to be cut from the survey. This should take anywhere from 30 to 60 minutes, depending on your answers.

Your responses will be shared with the project team, but no information identifiable to you or your agency will be made public without your express permission. To be clear, we will reach out to you prior to including any identifiable information –such as the structure of your victim services unit within the agency—to obtain your permission.

My name is _____, and I am with the Justice Research and Statistics Association. We're working with IACP on this project. My colleague _____ is joining us and will be taking notes while I ask the questions. Do you mind if we also record, only for the purpose of checking our notes? The recording will not be retained after we have finalized the notes from this interview.

[If yes] Great, I will now start the recording.
[If no] No problem, we will not record the interview.

Interview/Case Study Questions

Structure. We want to understand more about how victim services are organized in your department.

1. **Can you describe the structure of victim services within the agency?**
   Prompts: Does the unit sit in a certain division, or are victim services staff assigned to different divisions? Who leads the victim services unit or efforts? Asking for more detail about the configuration, including supervision of all levels of victim services personnel (e.g., professional staff supervisor, advocates, student intern/volunteer coordinator, student interns, volunteers).

OR if they contract out, fully or partially: Can you tell us more about the integration of contract victim services into the work of your agency? Do they provide all, or part, of your victim services? Are they co-located in your agency (do they have a desk there?)? Is the agency or organization that provides your victim services another criminal justice agency or a community agency? What led to the decision to contract out? What more can you tell us about that arrangement?

2. **Aside from interactions with the division(s) where victim services are placed, what other type of interactions does victim services have within the department?**
   Prompts: Investigations? Communications? Dispatch? Which divisions do you have regular contact with and in what capacity? [CHECK SURVEY RESPONSES RE TRAINING OR POLICY] – can you talk more about that? OR: Are you involved in any training of others or policy development within the department?

   OR if they contract out: What type of regular interactions within the department does the victim services contractor have? Or are they considered essentially separate?

3. **How would you describe the support for victim services within the agency?**
   Prompts: Acceptance or even fan base. Does it vary by departments or across personnel?

4. **[Check survey – how long has agency had victim services?] We see that your victim services program has been in existence for _____. What would you say have been the key factors in building a victim services program in your agency [*OR* in choosing to contract with victim services]?**
   Prompts: Has anyone been a real champion for having victim services as part of the agency? What about community groups? Special funding? Changes in agency culture? Specific criminal events in the community that have demonstrated a need for victim services?

5. **We are curious about victim service professionals being tapped as a resource for professional wellness or vicarious trauma. Are you involved in any efforts to promote professional wellness or address vicarious trauma within your agency? Do you serve as a resource on these issues?**

Staffing for Victim Services [this section is not for fully contracting agencies]

6. **Have there been any issues with filling victim services personnel positions in the past calendar/fiscal year (e.g., approvals, funding, etc.)?**

   If so, what contributed to those issues?
   Prompt as necessary: Difficulty getting agency approval to hire (e.g., hiring freezes); Difficulty getting jobs posted in a timely manner; Underqualified applicants; Overqualified applicants; Applicants ruled out due to background check process;

Inadequate funding available for salary; Inadequate employee benefits available; Long applicant review process; Other

7. **Was staff turnover a concern or problem with victim services personnel in the past calendar/fiscal year?**
   Prompts: If so, please say more: was burnout or vicarious trauma an issue? Leaving for higher paying job? Leaving for professional growth opportunity? How do you learn about the reasons for leaving?

Services

8. **[In-house or contract] Do victim services personnel respond on-scene or at the hospital if needed?**
   Prompts: What factors go into the decision to respond on scene? If so, are victim services on call 24/7?

9. **How do you make initial contact with victims? What do you use for ongoing contact?**
   Prompts: Social networking? Texting? Email?

10. **Has your agency encountered any barriers to providing services to victims of crime in the past calendar/fiscal year? [OR have there been barriers to continuing a contracted victim service program?]**
    Prompt as necessary: Limited staff and resources; agency priorities; Language barriers; Internal or external communication issues, community transportation options

11. **[In-house only] What was the most valuable training you received that helped you do your job? Is there an area of training that you wish was more commonly available, for you or other staff?**

Measurement

12. **Have services to victims of crime been formally evaluated by a researcher or evaluator in the past five years (include any type of internal/external evaluation such as an evaluability assessment, process evaluation, outcome evaluation, or cost-benefit analysis)? Or, has there been any kind of structured effort to gather more data or look more closely at the victim services data?**

13. **Have there been measurable benefits to the agency from having a victim services program?**
    Prompt: But how do you measure that?

Thank you so much for taking the time to speak with us today. Is there anything else you'd like to share about your program?

Phase 2

International Association of Chiefs of Police Law Enforcement-Based Direct Victim Services Survey: Follow-up Interviews/Case Studies

Introduction

Thank you again for your willingness to speak with us further. As you may recall, we are working with IACP under a grant from the Office for Victims of Crime to get a better understanding of the makeup of law enforcement-based victim services.

We appreciate you taking the survey and want to ask a few follow-up questions to expand on those answers, or questions on some topics that had to be cut from the survey. This should take anywhere from 30 to 60 minutes, depending on your answers.

Your responses will be shared with the project team, but no information identifiable to you or your agency will be made public without your express permission. To be clear, we will reach out to you prior to including any identifiable information –such as the structure of your victim services unit within the agency—to obtain your permission.

My name is _____, and I am with the Justice Research and Statistics Association. We're working with IACP on this project. My colleague _____ is joining us and will be taking notes while I ask the questions. Do you mind if we also record, only for the purpose of checking our notes? The recording will not be retained after we have finalized the notes from this interview.

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[If no] No problem, we will not record the interview.

Interview/Case Study Questions

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1. **Can you describe the structure of victim services within the agency?**
   Prompts: Does the unit sit in a certain division, or are victim services staff assigned to different divisions? Who leads the victim services unit or efforts? Asking for more detail about the configuration, including supervision of all levels of victim services personnel (e.g., professional staff supervisor, advocates, student intern/volunteer coordinator, student interns, volunteers).

   OR if they contract out, fully or partially: Can you tell us more about the integration of contract victim services into the work of your agency? Do they provide all, or part, of your victim services? Are they co-located in your agency (do they have a desk there?)? Is

the agency or organization that provides your victim services another criminal justice agency or a community agency? What led to the decision to contract out? What more can you tell us about that arrangement?

2. **Aside from interactions with the division(s) where victim services are placed, what other type of interactions does victim services have within the department?**
   Prompts: Investigations? Communications? Dispatch? Which divisions do you have regular contact with and in what capacity? [CHECK SURVEY RESPONSES RE TRAINING OR POLICY] – can you talk more about that? OR: Are you involved in any training of others or policy development within the department?

   OR if they contract out: What type of regular interactions within the department does the victim services contractor have? Or are they considered essentially separate?

3. **How would you describe the support for victim services within the agency?**
   Prompts: Acceptance or even fan base. Does it vary by departments or across personnel?

4. **[Check survey – how long has agency had victim services?] We see that your victim services program has been in existence for _____. What would you say have been the key factors in building a victim services program in your agency [*OR* in choosing to contract with victim services]?**
   Prompts: Has anyone been a real champion for having victim services as part of the agency? What about community groups? Special funding? Changes in agency culture? Specific criminal events in the community that have demonstrated a need for victim services?

5. **[Check survey – funding sources utilized] We see that your program utilizes funding from_____. Can you talk about any barriers experienced in obtaining your existing funding or when seeking additional funding?**
   Prompts: If no current federal funding, have you tried to apply to VOCA or OVW grants in the past? What were the challenges? If funded by agency budget, how was that achieved?

6. **We are curious about victim service professionals being tapped as a resource for professional wellness or vicarious trauma. Are you involved in any efforts to promote professional wellness or address vicarious trauma within your agency? Do you serve as a resource on these issues?**

Staffing for Victim Services [this section is not for fully contracting agencies]

7. **Have there been any issues with filling victim services personnel positions in the past calendar/fiscal year (e.g., approvals, funding, etc.)?**

If so, what contributed to those issues?
Prompt as necessary: Difficulty getting agency approval to hire (e.g., hiring freezes); Difficulty getting jobs posted in a timely manner; Underqualified applicants; Overqualified applicants; Applicants ruled out due to background check process; Inadequate funding available for salary; Inadequate employee benefits available; Long applicant review process; Other

8. **Was staff turnover a concern or problem with victim services personnel in the past calendar/fiscal year?**
   Prompts: If so, please say more: was burnout or vicarious trauma an issue? Leaving for higher paying job? Leaving for professional growth opportunity? How do you learn about the reasons for leaving?

Services

9. **[In-house or contract] Do victim services personnel respond on-scene or at the hospital if needed?**
   Prompts: What factors go into the decision to respond on scene? If so, are victim services on call 24/7?

10. **How do you make initial contact with victims? What do you use for ongoing contact?**
    Prompts: Social networking? Texting? Email?

11. **Has your agency encountered any barriers to providing services to victims of crime in the past calendar/fiscal year? [OR have there been barriers to continuing a contracted victim service program?]**
    Prompt as necessary: Limited staff and resources; agency priorities; Language barriers; Internal or external communication issues, community transportation options

12. **[In-house only] What was the most valuable training you received that helped you do your job? Is there an area of training that you wish was more commonly available, for you or other staff?**

Measurement

13. **Have services to victims of crime been formally evaluated by a researcher or evaluator in the past five years (include any type of internal/external evaluation such as an evaluability assessment, process evaluation, outcome evaluation, or cost-benefit analysis)? Or, has there been any kind of structured effort to gather more data or look more closely at the victim services data?**

14. **Have there been measurable benefits to the agency from having a victim services program?**
    Prompt: But how do you measure that?

Thank you so much for taking the time to speak with us today. Is there anything else you'd like to share about your program?