



Application of OVC Enhancing Law Enforcement Response to Victims (ELERV) Strategy

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2:30 pm – 3:30 pm

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Fellowship Goals:

- Promote the Enhancing Law Enforcement Response to Victims (ELERV) Strategy
- Provide TTA on enhanced victim response (TTA providers)
- Engage directly with LE agencies interested in the ELERV Strategy, establishing/enhancing LE-Based Victim Services, and improving agency-wide victim response

ELERV Strategy Overview

Enhancing Law Enforcement Response to Victims (ELERV) Strategy

- **1999 Crime Victims Summit** – victim services agenda for the 21st century
- **1999-2004** – seven critical needs of victims identified, 1000+ LE agencies received TTA
- **2005-2008**
 - **Pilot Sites:** Beaverton PD (OR), Charlotte Mecklenburg PD (NC), Mundelein PD (IL)
 - **Validation Sites:** Broken Arrow PD (OK), CA State University at San Bernardino PD (CA), Denver PD (CO), Flint PD (MI), Hastings PD (NE), Loudon County SO (VA), NY State PD (NY), Sumner PD (WA)
- **2009-2013** – field dissemination and TTA
- **2014-2019**
 - **Evaluation Sites:** Casper PD (WY), Chattanooga PD (TN), Saginaw PD (MI)
 - **Research Partners:** St. Cloud University, University of TN-Chattanooga, Southern Adventist University, Saginaw Valley State University
- **2020-2022** – ELERV Strategy, video series, online resource roadmap

ELERV Strategy – Core Principles

- **Agencywide strategy**
- All agency personnel
- All victimizations
- All victim intersections



Victim-Centered & Trauma-Informed



Critical Needs of Victims / Co-Victims



Safety

Risk reduction for safety concerns and re-victimization

Physical, emotional, and psychological safety

Processes and services aimed at increasing safety



Support

Help navigating justice system processes

Connection to victim services personnel

Availability of support persons chosen by victims



Information

Concise and useful information about justice system processes

Rights and resources

Future points of contact

Status of the investigation and prosecution

Critical Needs of Victims / Co-Victims



Access

Opportunities to fully participate

Information in languages spoken & understood

Attention to special needs & access barriers



Continuity

Active collaboration with other professionals

Clear understanding of everyone's roles

Data sharing & research-informed practices



Voice

Encouragement to ask questions & have concerns heard

Invitation to participate in case-related & agency practice discussions



Justice

Skills, training, & experience for thorough, offender-focused investigations

Hold offenders accountable

Ask victims for input on case resolution – not all victims define justice the same way!

Victim / Co-Victim Intersections

**Victims'
Rights**

Initial
Response

Forensic
Exams

Controlled
Communication

Arrests /
Warrants

Death
Notifications

Victim / Witness /
Suspect Interviews

Status Updates /
Records Requests

**Victim
Compensation**

Implementation Resources



Agency Letterhead	
Date: _____	

_____ unsolved criminal investigations. Attempts to reach you by phone _____ is being sent to inform you that the following personnel have been _____ which you were listed as an interested party:	
_____ , Victim Services	
Phone: _____	
Email: _____	
_____ a time to meet with you to discuss the status of the case.	
_____ impacted by crime can cause fear, anger, and confusion about the criminal justice _____ services personnel can assist you in a variety of ways, at no cost. Services include _____ referrals to community agencies, assistance with exercising your rights as a crime _____ with establishing personal safety, and help completing Crime Victim Compensation _____ tion, victim services personnel can provide educational and emotional support _____ criminal justice process.	
Please _____ to contact either person listed above for more information.	



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"The Casper Police Department is a much better department today than it was prior to the implementation of the ELERV Strategy.

The department is now aware of the seven critical needs of victims and uses those needs to adjust its response to cases accordingly."

- Casper Police Department (WY)

ELERV Strategy

Core Principle: Leadership

Core Principle: Leadership

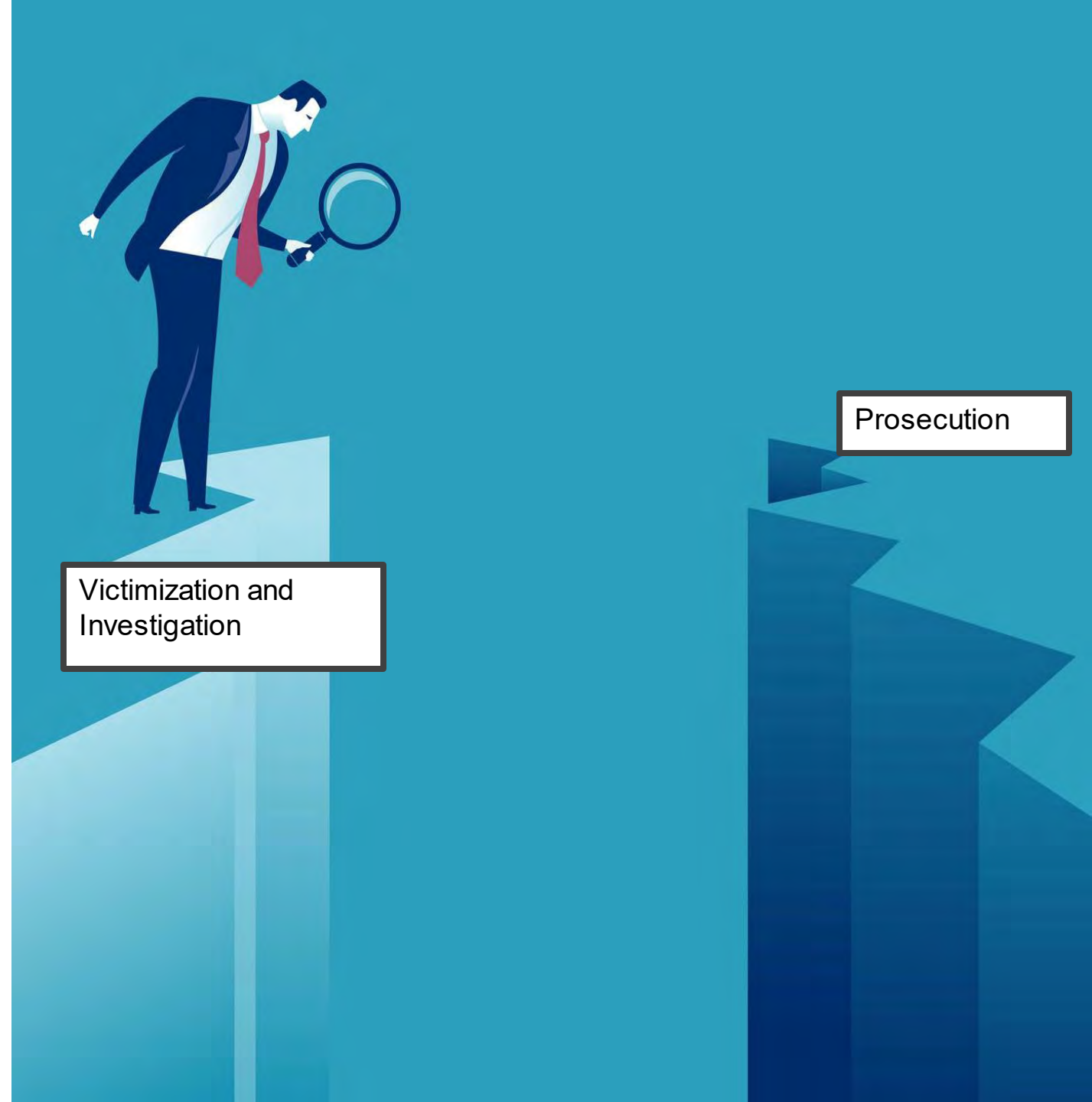
Law enforcement leaders are responsible for the ongoing commitment to enhanced victim response.

They foster ongoing communication with internal and external stakeholders.

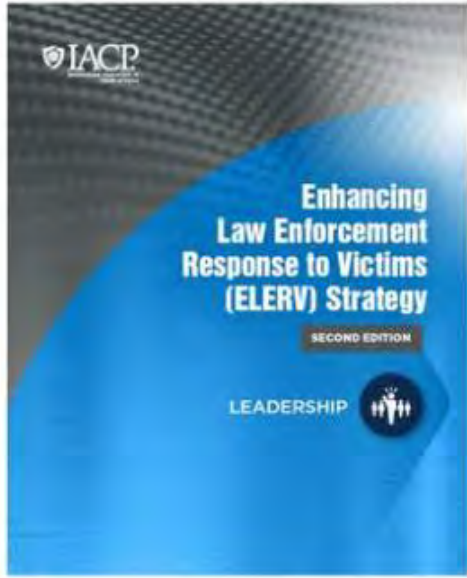


System Gaps for Victims / Co-Victims

- When do victims' rights start?
- Are charges always filed?
- Are services available for all victimization types?
- Are all services immediately available?



Implementation Resources



Enhancing Law Enforcement Response to Victims of Crime (ELERV) SMART Goal Worksheet

Write the goal you have in mind.

Address the questions: Who? What? When? How often? Why?

M Measurable

How will progress be measured? How will you know when the goal has been met?

A Achievable

Do agency personnel have the training/skills to achieve the goal? If not, how can these skills be obtained? What is the motivation for this goal? Is the amount of effort required on par with what the goal will achieve?

R Relevant

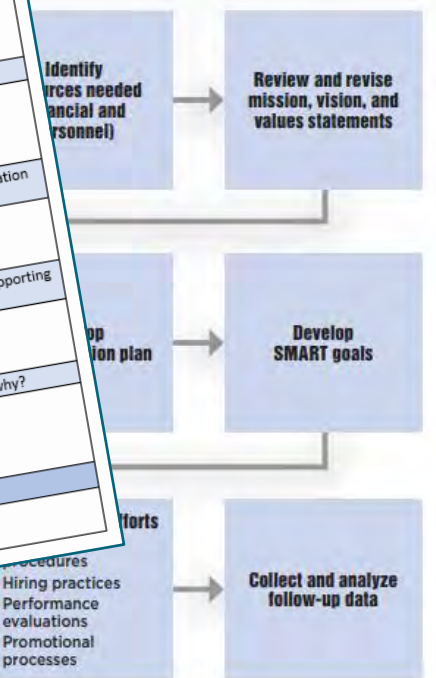
Why is the agency setting this goal now? In what ways is it aligned with overall objectives? What, if any, data are there supporting a need for this goal?

T Time Bound

What is the deadline to meet this goal? Is this timeframe realistic? If not, what would be a more realistic timeline and why?

SMART Goal

Review the answers above and craft a revised goal statement.



ELERV Strategy

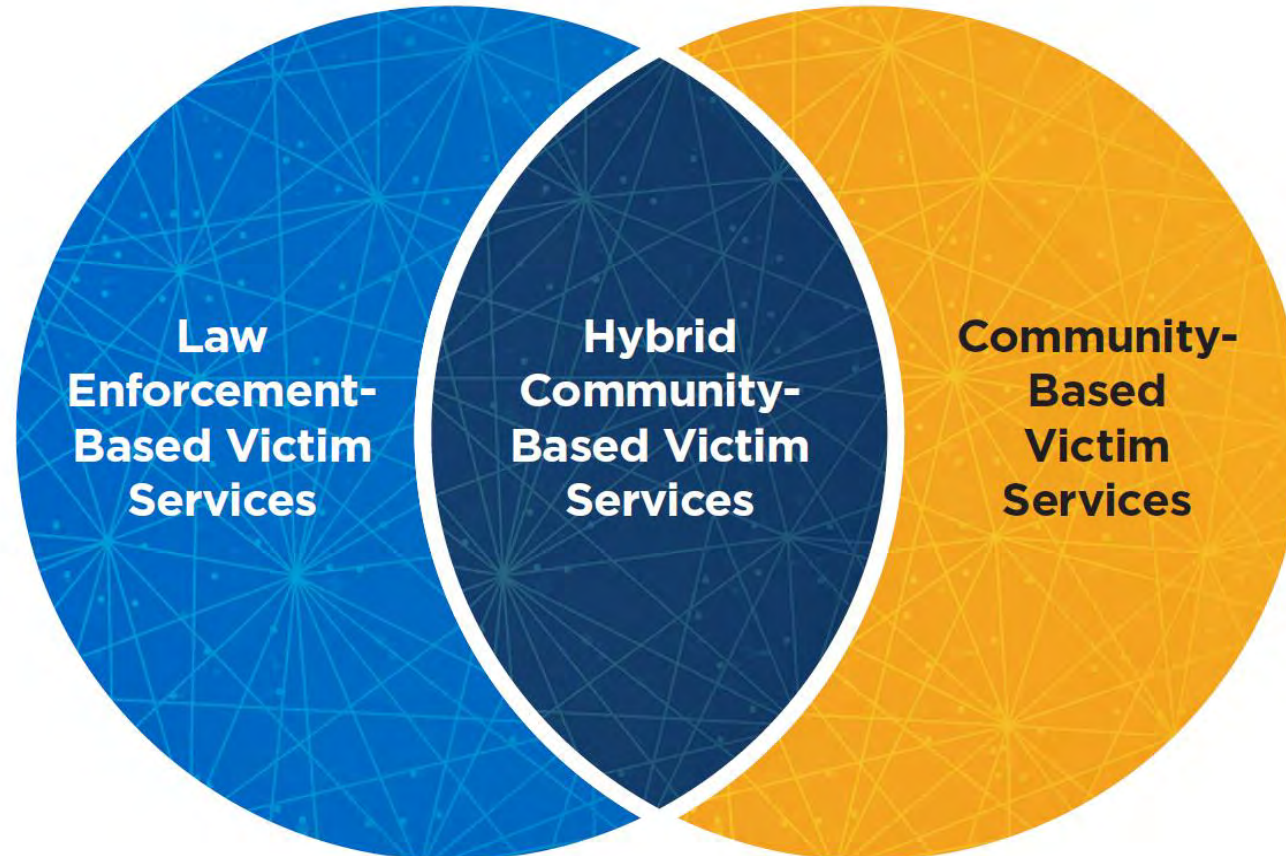
Core Principle: Partnering

Core Principle: Partnering

Strong internal and external partnerships can help law enforcement agencies meet the needs of victims and co-victims.



Victim Services - Models of Service Provision



Implementation Resources



Engaging a New System or Community Partner

Review the information below during conversations with a new system or community partner. These conversations should take place in person, virtually, or by phone. Engagement may be less effective if the questions are simply sent by mail or email without intentional conversations about partnering opportunities.

Agencies should be prepared to both provide and receive the information listed below. This reciprocal exchange will lay a foundation for a successful partnership and optimal victim response.

General Information

- Agency Name:
- Address:
- Phone number(s):
- Emergency or crisis line phone number(s):
- Phone number for public:
- Website:
- Non-published phone number for law enforcement (if any):
- Do you have a brochure available? Yes No

Agency Services

- Who does your agency serve?
- What age group does your agency serve?
- What services do you offer to victims?
- Is a referral necessary to receive your service? Yes No
- Does your agency provide ongoing services or one-time visits? Yes No
- What geographical area/location do you serve?
- What are your hours and days of operation?

ELERV Strategy

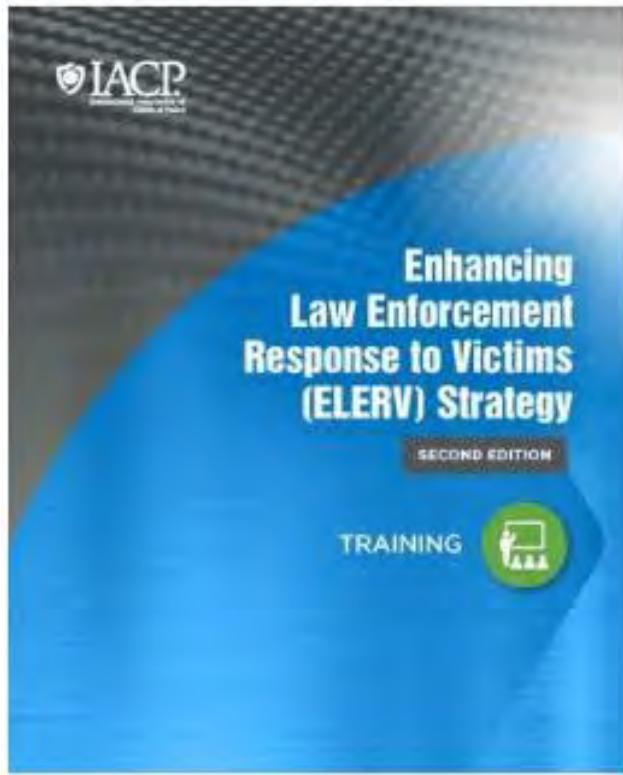
Core Principle: Training

Core Principle: Training

Ongoing victim response training should be incorporated at all career stages, across all ranks, and across all disciplines within law enforcement.



Implementation Resources



Critical Needs of Victims

Crisis Intervention

Effective Communication and
Documentation:
Use of Language and Images

Effective Victim Response:
It's Everyone's Job!

Victim-Centered Response:
Patrol, Investigation, and
Post-Investigation

ELERV Strategy

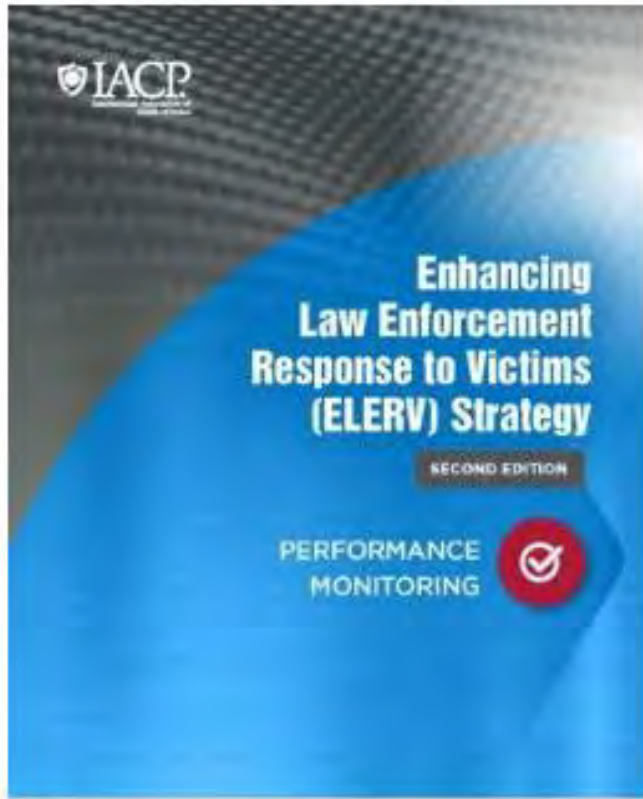
Core Principle: Performance Monitoring

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Analyzing current and ongoing victim response data can guide goal development and help assess progress.



Implementation Resources



STRENGTHS AND CONSIDERATIONS FOR KEY METHODS OF DATA COLLECTION

Law enforcement agencies can collect data in a variety of ways. The following methods can be used and follow-up information. Although many agencies may feel comfortable with independent data, using a research partner can be beneficial.

METHOD	STRENGTHS	CONSIDERATIONS
Law enforcement agency—Existing records and documents (policies and procedures, community demographics, crime data)	<ul style="list-style-type: none"> Low or no cost to assemble Wide range of information available May help identify outcomes or metrics for further evaluation 	<ul style="list-style-type: none"> Might not include all needed information Might not be current
Community partner—Existing records and documents (policies and procedures, demographics, crime data)	<ul style="list-style-type: none"> Low or no cost to assemble Wide range of information available 	<ul style="list-style-type: none"> Might not include all needed information May have to repeat at multiple agencies to obtain comprehensive data May be unable to release certain data due to legal or policy restrictions
Community partner—Existing records and documents (policies and procedures, demographics, crime data)	<ul style="list-style-type: none"> Anonymity of respondents may increase openness May be conducted in different ways (online, by mail, by phone) May be more efficient and cost-effective, especially online and app-based surveys Feasible to conduct on a continuing basis May provide information not usually available to law enforcement agencies 	<ul style="list-style-type: none"> May benefit from researcher assistance to develop questions May have a low response rate May involve costs (e.g., printing, mailing, researcher fees) Requires expertise to design, implement, and analyze data Responses may be unrepresentative of the target population May require only aggregate or regional data Requires a neutral, skilled facilitator May be time-consuming

Enhancing Law Enforcement Response to Victims (ELERV) Strategy – Second Edition

IACP PERFORMANCE MONITORING

SAMPLE HIRING, PROMOTIONAL, AND PERFORMANCE EVALUATION QUESTIONS

SAMPLE HIRING BOARD QUESTIONS

1. What may victims need most from law enforcement?
2. How will you address victims' needs in your role at this agency?
3. Law enforcement personnel are exposed to high levels of crisis and trauma. Describe how you plan to manage this exposure and your response while at work.
4. Describe how you currently manage stress in your personal life.

SAMPLE PROMOTIONAL BOARD QUESTIONS

1. Describe your understanding of victim-centered, trauma-informed response to victims.
2. Describe how you apply victim-centered, trauma-informed practices in your current role at the agency.
3. If selected for a leadership role, how will you promote the agency's victim response philosophy?
4. Describe a community agency and how the [law enforcement agency name] currently partners with them to meet victim needs. Describe your ideas for future partnerships with this community agency or another.

SAMPLE PERFORMANCE EVALUATION QUESTIONS AND SCORING

Performance Measures: Identifying and Responding to Victims' Needs

This performance measure refers to the staff member's ability to identify and respond to victims' needs. Consideration is given to staff member's ability to appropriately interact with victims, follow up with them if necessary, and provide appropriate referrals to other internal department and/or external service providers.

1. Shows a lack of interest and empathy for victims' needs. Does not provide referrals for assistance. Fails to provide victims with required victims' rights information (if applicable). Does not follow up with victims when needed.
2. Occasionally shows an interest in victims' needs. Is generally able to refer victims to the proper services with some guidance. Provides victims' rights information (if applicable) when prompted. Occasionally conducts follow-up.
3. Consistently shows interest and concern for victims and their needs. Maintains a working knowledge of appropriate referral sources and accurately explains services available. Consistently provides victims with required victims' rights information (if applicable). Conducts regular follow-up with victims when needed.
4. Always demonstrates a high level of concern and empathy for victims. Can immediately identify victims' needs and maintains a thorough knowledge of all services available. Consistently provides victims with required victims' rights information (if applicable) along with information on how to exercise those rights. Always follows up with victims to answer questions and address unmet needs.

Enhancing Law Enforcement Response to Victims (ELERV) Strategy – Second Edition

Sample Victim Follow-Up Survey on Law Enforcement Response to Victims

Thank you for taking the time to participate in this survey. [Agency name] is partnering with [research institution] to learn about the community and crime victims. The information from this survey will help us improve our efforts.

Sample Community Partner Baseline Survey on Law Enforcement Response to Victims

Thank you for taking the time to participate in this survey. [Agency name] is partnering with [research institution] to learn about the community and crime victims. The information from this survey will help us improve our efforts.

are committed to responding to the needs of the community and crime victims. We are committed to responding to the needs of the community and crime victims. We are committed to responding to the needs of the community and crime victims.

Identifying information within your agency personnel, perceptions of law enforcement questions if you choose. If you choose, please provide your name, phone number, or email address.

Resources to do their jobs

Strongly Disagree



Questions and Comments

Contact Information



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ELERV Strategy

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