## CPR For Your CCR Breathing Life Back into your Community Coordinated Response

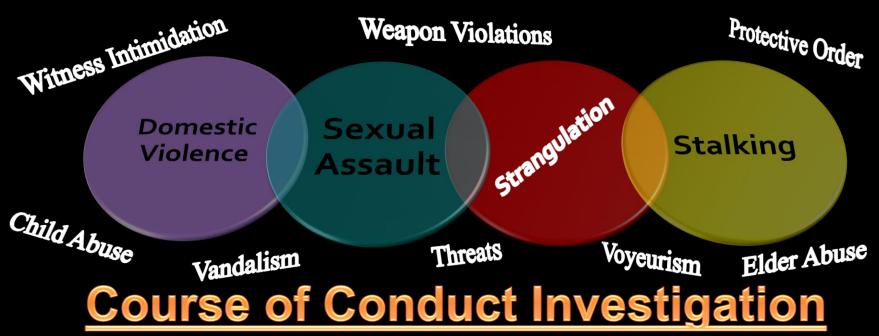
#### Cheerleading for Your CCR: Leading an Effective & Sustainable Team

- Breathe life back into the vital and irreplaceable body that is your Coordinated Community Response.
- What makes an effective and sustainable CCR and explore ways to reinvigorate the relationships, commitments, and drive needed to make effective and long-lasting change.
- What are the benefits of positive, cooperative, and trusting relationships between advocacy, law enforcement, and stakeholders that attendees may have never considered.

#### **Shared Vision**

Historically, across the country there has been a range of positive and negative issues regarding the relationship between domestic and sexual violence programs and law enforcement. Working together for a common goal is no easy task. Accountability, shaping clear roles, forming expectations and building trust to better meet the needs of victims of domestic and sexual violence are the most important tasks of an effective Community Coordinated Response.

#### Interconnected & Co-Occurring



Unlawful Restraint
Harassment
Custodial Interference Animal Abuse Financial crimes

"Victim-centered" is defined as the recognition and awareness of the opinions, wishes, rights, and decisions of the victim throughout any process and within any system. A victim-centered approach prioritizes the victim's concerns, whenever possible, tailors the response to the victim's specific needs, and promotes the compassionate and sensitive delivery of services in a non-judgmental manner.

When we shift our viewpoint to a victimcentered response, system personnel seek ways to remove the barriers to the participation of the victim. In turn, this participation improves both the investigation and prosecution of the case and contributes to the victim's healing.



#### Nashville, Tennessee

Victim Survey

Police Domestic Violence Division

DV Safety and Accountability
Assessment

Jean Crowe Advocacy Center

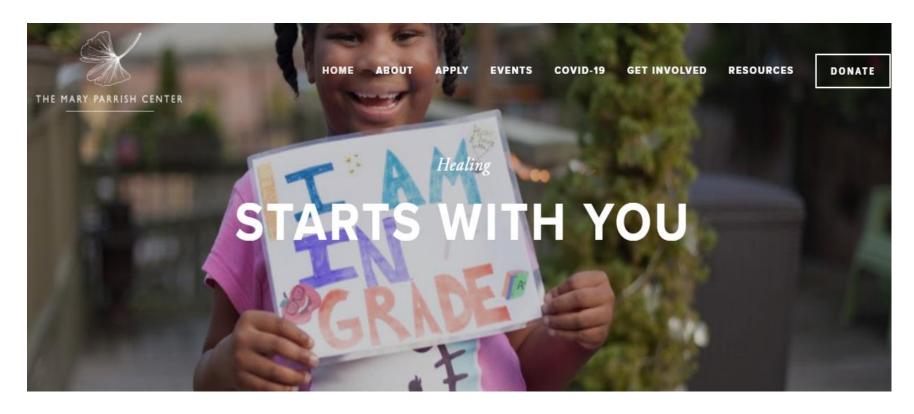
Family Safety Center

Department of Family Safety



www.ofs.nashville.gov

## The Mary Parrish Center



Providing survivors of interpersonal violence and their children safe, accessible and compassionate housing with individualized care that promotes healing, autonomy and hope.

https://www.maryparrish.org/

# The Saint Paul Blueprint for Safety An Interagency Response to Domestic Violence

Praxis International

Blueprint@praxisinternational.org

https://www.stpaul.gov/departments/police/blueprint-safety

## How does the CCR fade or fail?

#### Turf battles due to:

- Perceived competition for funding
- Role misunderstandings (including confidentiality restraints)
- "My victim" mindset
- Lack of trust
- Lack of training
- Loss of Interest- Not α priority
- Failure to groom new leaders
- Not including enough diversity
- Not researching other communities' responses

## Stovepiping

Working together doesn't guarantee success, but the alternative almost guarantees failure. Problems are not very likely to be solved when community professionals operate only within the bounds of their own discipline, and engage in limited communication or cooperation with others.

#### Conflict

**Prior conflict**: The issue of any past conflicts must be addressed head-on. Wherever possible, the conflict must be analyzed not only by the professional disciplines that were involved but also by others who may have an important insight into what went wrong, why it went wrong, and how to fix it.

Anticipation of future conflict: Even when there have been no specific conflicts in the past, another barrier to collaboration is the anticipation of such conflict in the future. It is therefore critical to air these concerns, address them directly, and seek to prevent them.

There must be a core of leaders committed to the CCR in your community with a collective vision and joint commitment.

#### Leadership and CCR

What defines a leader?

What characteristics does a strong leader exhibit?

Why did you want to become a leader?

#### Todays Law Enforcement leaders should

- Recognize the interconnected and co-occurring nature of VAW crimes
- Understand the importance of leadership in developing and enhancing officer response
- Assess the role of organizational and social culture in shaping attitudes and actions
- Identify a range of tools to strengthen agency efforts to address these crimes
- Highlight the value of collaboration and partnerships
- Leaders are responsible for ensuring that the community's diverse needs and interests are addressed openly and equitably, with respect and dignity for all.

## Leadership and CCR

"Its all about relationships relationships take an investment in time".

Chief Tom Tremblay (ret)

Burlington Vermont Police Vermont State Police

## Reexamine the CCR

... we need to reexamine our strategies and shift our priorities to take this work outside of the legal, shelter, social and medical systems into the community.

— Barbara Hart, JD, Battered Women's Justice Project

## Reexamine the CCR

- Violence against women happens because communities tolerate it.
- It will only end when communities organize and act to end these tyrannical attacks on the liberty, dignity and humanity of women.
- Violence terrorizes, compromises, and immobilizes abused women and their children.

## Reexamine the CCR

- The very best we offer is a legal system that:
  - too often does not deliver on its promises.
  - seems to increasingly penalize rather than protect women and children seeking respite and resources.
- We provide transitional refuge that offers shelter and food for only several weeks.

## Advocacy is a Process

- Enhances the safety of battered women and children
- Ensures the responsiveness of all community systems to the needs of battered women
- Holds abusers accountable
- Ends violence against women
- Is this a shared vision?

#### **Articulate the Problem**

Clearly articulate the problem to be addressed, when it occurs, how frequently and elements underlying it. Then using consensus, testing, and reflection ensure that the problem is clearly stated and understood the same way by all members of the CCR, regardless of roles, responsibilities and direct/indirect intersection with it.

### **Envision the desired change**

 Devise the plan by building on the Problem Statement to determine elements,

the WHO, WHAT, WHERE, WHEN AND HOW of the Plan.

#### What...

- Will need to change?
- Tells us the change is desirable?
- Information do we need to demonstrate the problem and possibilities of the solution?
- Advocacy will be required and with whom will we bring to the effort?
- Does our strongest collaborator bring?

#### $\mathsf{Who}...$

- Are our allies?
- Will be opposed?
- Will we need to recruit?
- Will be our strongest collaborator?

#### Where...

- Are the resources we need?
- Can power be best organized to bring about change?
- Are other communities that have achieved the change we want?
- Can we get the baseline data we'll need to examine in order to evaluate our progress?

#### When...

- Is this the best time to push for this change?
- Do we want to achieve the change?
- Can we expect results?

#### How...

- Do we obtain our own organizational commitment to the effort?
- Will we organize to be effective in managing the new initiatives?
- Do we define success?

#### Challenges for the Rural Community CCR

- Fragmented and inconsistent response across communities
- Limited access to services at a variety of entry points
- Lack of national LE standards of response
- Challenges with the judiciary system
- Barriers to advocacy
- Limited resources

How can forming community partnerships benefit victims? Law enforcement?

How can victim advocates can support law enforcement investigations?

What needs may a victim of domestic violence have after leaving an abusive relationship?

How can community partnerships strengthen the response to:

- Individuals who are deaf or hard of hearing
- Individuals who are gay, lesbian, transgender, bisexual, or gender non-conforming
- Adolescents/teens
- Individuals with physical or cognitive disabilities
- Older adults
- Immigrants/non-English speakers

What resources or organizations are available in your community to support victims?

What community organizations has your department developed relationships with in order to support victims of domestic violence?

What partnerships can be established to better support victims of domestic violence?

## **CCR Buy-In for Partnerships**

What effective practices or programs has your department implemented to better support victims?

### CCR Buy-In for Partnerships

What can law enforcement agencies and officers do to build rapport and trust with various communities within their jurisdiction?

### **CCR Buy-In for Partnerships**

How do you access your state victims' compensation programs?

Resource: LE Crime Comp Palm Card @ theiacp.org – Training film for first responders

### **Overcoming Challenges:**

- Meet to Plan
  - Work the Plan
    - Evaluate the Plan
      - Revise the Plan

# Too often collaboration is spurred by a key event, such as a court-watch program, election, or homicide.

- Define your vision and goals what you want to accomplish to achieve a successful outcome.
- Focus on possibilities what you can do together, while understanding the limitations that may exist. Avoid being cynical — don't decide in advance that nothing can work.

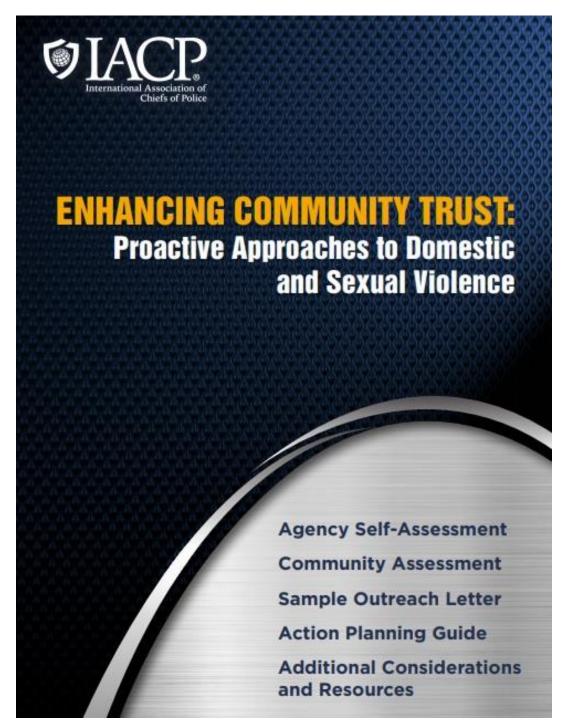
- Create a recommendation, agreement and/or plan of action with the other parties involved.
- Be open to being influenced by others.
  There may be more than one right way. Be neither doormat, nor immovable object.

- Have a curious/investigating attitude about others' needs, power, mandates, mission, barriers, and opportunities to move forward.
- Avoid blaming, "shoulding," and/or making assumptions about others' motives and meaning.

- Look for connections rather than differences — the "fit" — meeting your needs and others' needs.
- See yourself as a significant partner with confidence in your ability to "hold your own" when situations are confusing and complex.
  - Battered Women's Justice Project, Advocacy Institute: Building Comprehensive Solutions to Domestic Violence, Philadelphia, PA, May 1999

#### Resources

- International Association of Chiefs of Police –
   National Leadership Institute on Violence Against
   Women
  - Agency Self-Assessments
    - Department Response to Stalking
    - Domestic Violence and Firearms
    - Enforcement and Issuing Protective Orders
    - Sex Assault Case Management
    - Strangulation
    - Domestic Violence Committed by Law Enforcement





# Agency Violence Against Women Climate Survey

The 'violence against women' climate of an organization is determined by a variety of factors, including the individual character of members, policies and practices of the organization, and actions of leaders, as well as many external influences. As the leader, you are ultimately responsible for creating a healthy VAW department climate. This requires that you be actively engaged in shaping and monitoring the internal culture.

### Self Assessment

- Assessing Your Own Organization's Community Response
  - Conduct the assessment
    - Analyze current operations and procedures
    - What is working well and can be built upon?
    - What must be improved?
    - What new concepts or practices can be initiated?

#### Self-Assessment

- Assessing Your Own Organization's Community Response
  - Develop and "Action Plan" for improving the response and intervention in domestic violence cases.
    - Short-term Goals
    - Long-term Goals

# Alberta Police Services and Women's Shelters Working Relationship Guidelines

#### September 2013

A shared reference that provides information (guidelines/best practices) on the roles and responsibilities of Alberta Police Services and Women's Shelter staff when working with individuals and families requiring the services of a women's emergency shelter.

A joint initiative of Alberta Royal Canadian Mounted Police, Municipal and First Nations Police Services, Alberta Council of Women's Shelters, Alberta Human Services and Alberta Justice and Solicitor General.

#### Alberta Police Services and Women's Shelters Working Relationship Guidelines

The MOU was designed to "promote a positive, cooperative working relationship, to clarify roles and expectations and to facilitate communication in order to better meet the needs of victims of family violence."

## Alberta Police Services and Women's Shelters Working Relationship Guidelines

In the event that more formality is required to address an issue or concern, consideration of the following should be given:

To make a formal complaint against a shelter staff member, the appropriate police members should contact the shelter staff to determine the appropriate procedures.

To make a formal complaint against a police member, a formal complaints procedure is in place and can be initiated at any division or police headquarters or through the Public Complaints Commission.

#### Alberta Police Services and Women's Shelters Working Relationship Guidelines

#### Principles:

Consistency (Province-wide)

Safety and Security

Accountability

Trust

**Partnerships** 

**Mutual Respect** 

Communication

Flexibility (creativity) – adaptable

#### Alberta Police Services and Women's Shelters Working Relationship Guidelines

The following suggestions/actions may be helpful to consider in ongoing discussions:

Increase familiarity with each other's staff, encourage visits at staff meetings, exchange of information on issues, etc.

Meet semi-annually to review and enhance agreements and provide further opportunities for collaboration.

Establish a process where shelter staff and police meet informally to discuss emerging issues, successes and challenges.

Develop a straightforward process to bring forward situations where there are problems or serious concerns. It is important to attempt to utilize all avenues to come to a negotiated resolution.

#### Refocus the CCR

- High Risk Assessment Teams
- Death and Fatality Review Teams
- Sex Assault Response Teams
- Community Coordinated Response
- Domestic Violence Coordinating Councils
- Safety and Accountability Audits
- Family Justice Centers

#### What is risk assessment?

Risk assessment is a procedure whereby we measure some characteristics of a person or situation, and then use that information to predict the likelihood of a future negative event, such as re-assault. Risk assessment tools in the domestic violence field have been developed to assess both an offender's risk of re-offending, and a victim's risk of lethal assault

### Risk/Lethality Assessment

#### Does It Work? Can It Work?

- (1) Causes greater awareness of danger and lethality.
  - made the danger "seem more real."
  - "to see it in black and white is powerful."
- (2) Causes greater consideration of proactive interventions.
  - "made us step up our efforts of safety, planning and advocacy."
- (3) Allows victims to see through "different lens."
  - "allowed clients to become more focused."

### Risk/Lethality Assessment

#### Does It Work? Can It Work?

- (4) Educates system participants.
  - "helps you open your eyes."
  - Officers were "surprised with the results."
  - One contact exclaimed: "How many doors this opened (for officers)."
- (5) **Enhances** 3 C's: coordination, communication, and cooperation.
  - "made it easier for us to 'speak the same language."

Points from Neil Websdale Quotes from pilot interviews of officers, and advocates conducted Summer 2004



#### DOMESTIC VIOLENCE LETHALITY SCREEN FOR LAW ENFORCEMENT

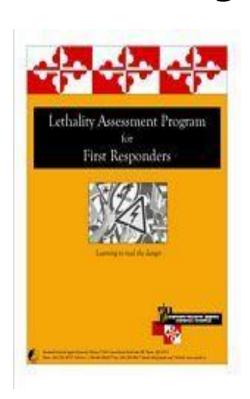


Officer:	Date:	Case #:		
Victim:	Offender:	Offender:		
☐ Check here if victim did not answ	er any of the questions.			
► A "Yes" response to any of Questi	ons #1-3 automatically triggers the protocol i	referral.		
1. Has he/she ever used a weapon against you or threatened you with a weapon?		□Yes	□No	□Not Ans.
2. Has he/she threatened to kill you or your children?		□Yes	□No	□Not Ans.
3. Do you think he/she might try to kill you?		□Yes	□No	□Not Ans.
Negative responses to Questions #. trigger the protocol referral.	1-3, but positive responses to at least four of (	Questions	#4-11,	
Does he/she have a gun or can he/she get one easily?		□Yes	□No	□Not Ans.
Has he/she ever tried to choke you?		□Yes	□No	□Not Ans.
5. Is he/she violently or constantly jealous or does he/she control most of your daily activities?		□Yes	□No	□Not Ans.
7. Have you left him/her or separated after living together or being married?		□Yes	□No	□Not Ans.
Is he/she unemployed?		□Yes	□No	□Not Ans.
P. Has he/she ever tried to kill himself/herself?		□Yes	□No	□Not Ans.
10. Do you have a child that he/she knows is not his/hers?		□Yes	□No	□Not Ans.
1. Does he/she follow or spy on you or leave threatening messages?		□Yes	□No	□Not Ans.
response to the below question, or	l referral, if not already triggered above, as a whenever the officer believes the victim is in	a potentia		
Is there anything else that worries you	about your safety? (If "yes") What worries y	ou?		
Check one:  Victim screened in a  Victim screened in b  Victim did not screen	ased on the belief of officer			
	g her/him of a high danger assessment, speak with the hotline counselor?	Yes 🗆	No [	

Note: The questions above and the criteria for determining the level of risk a person faces is based on the best available research on factors associated with lethal violence by a current or former intimate partner. However, each situation may present unique factors that influence risk for lethal violence that are not captured by this screen. Although most victims who screen "positive" or "high danger" would not be expected to be killed, these victims face much higher risk than that of other victims of intimate partner violence.

MNADV 08/2005

# Lethality Assessment for First Responders mnadv.org



The Maryland Network against Domestic Violence has developed the Maryland Domestic Violence Lethality Screen and Protocol for First Responders, which offers practical methods of working with victims to assess and act upon the danger they may face. The MNADV established a statewide Lethality Assessment Committee in Fall 2003, composed of law enforcement officers, a prosecutor, an investigator, a parole and probation agent, domestic violence advocates, and researchers who have done significant work in the area of domestic violence. The committee developed a short screen which is an application of the research of Dr. Jacquelyn Campbell of The Johns Hopkins University, who created the nationally respected domestic violence Danger Assessment, and is a member of the MNADV team. The accompanying protocol developed by the committee is the first of its kind, providing quidance on what to do when someone is assessed to be in high danger.

### **Tips for CCR Success**

- Developing and revising protocols, procedures, and publications;
- Making meeting arrangements and leading meetings;
- Taking minutes at meetings;
- Facilitating communications among members;
- Hosting or facilitating training programs;
- Coordinating publicity and public awareness efforts; and
- Leading fundraising efforts.

### **Tips for CCR Success**

- Agencies may take rotating responsibility for coordinating CCR activities;
- One agency or individual may be willing to assume this role
- The team may decide that a full or part-time position for a CCR coordinator is needed – with one or more agencies agreeing to take on the costs or seek funding from other sources
- The team may decide that it does not require a coordinator position and that members of the CCR will share coordination responsibilities.

# Eight Steps to Building Effective Collaborations

- Analyze the program's objectives and determine whether to form a collaborative.
- 2. **Recruit** the right people.
- 3. **Devise** a set of preliminary objectives and activities for the coalition.
- 4. **Convene** the collaborative.

# Eight Steps to Building Effective Collaborations

- Anticipate the necessary resources.
- Define elements of a successful collaborative structure.
- 7. Maintain collaborative vitality.
- 8. Improve through evaluation.

— Violence Prevention News (winter 2002, volume 9, number 1),
Illinois Center for Violence Prevention

Justice requires searching for truth in an environment that respects the rights of all.

Me must make the law keep its promise to victims of domestic and sexual violence.

That responsibility belongs to all of us.