

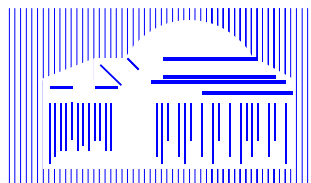
Criminal Crisis Response Initiative Project

***Community-Based
Criminal Crisis Response
Initiative:
Assessing Community Needs***

Office for Victims of Crime

OVC

*Advocating for the Fair
Treatment of Crime Victims*



**JEFFERSON
INSTITUTE**

for Justice Studies

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Criminal Crisis Response
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INTRODUCTION

Program Overview

The Criminal Crisis Response Initiative (CCRI) is a program that enhances the delivery of services to multiple victims of a criminal mass crisis. A criminal mass crisis (CMC) can be defined as a “man-made” disaster based on a criminal act resulting in the victimization (direct and indirect) of a number of innocent bystanders. The unique features of CCRI are that it is: a community-based, multidisciplinary approach specifically tailored to the identified needs and resources of the community, and developed from a comprehensive community self-assessment and planning process. It is designed to enhance services to victims and reduce the trauma experienced by them. It does this by formalizing and institutionalizing cooperative and collaborative working relationships among agencies, professional personnel and the community. CCRI was conceived and is funded by the Department of Justice, Office for Victims of Crime (OVC) as a program development and demonstration project.

This report provides an overview of the CCRI program and its benefits to the community. It describes the critical elements needed for implementation of a community-based CCRI, and the steps necessary to begin and complete the assessment and planning process.

The intended audience for this report are the Chief Executive Officers (CEO's) and upper-level management personnel of victim service provider agencies and other agencies involved in a community-based response to a CMC. This report was developed because many community's service provider agencies have not been confronted with acts of criminal mass victimization (CMV). As a result, they are not necessarily familiar with the unique problems and diverse needs of multiple victims of a CMC or the demands that will be placed on their resources.

Program Background

Recognizing the devastating impact that serious crime inflicted on victims in the early 1970's, various community-based victim assistance programs and projects were established. Their priorities were to mark the beginning of the victim's rights

Natural disaster have been a part of human life for millions of years ... "Nature can do harm but it has not evil intent" ... "Nature does not threaten man's self respect even if it kills him."

Weisaeth - 1994

This report describes the critical elements of CCRI , and the steps to implement the assessment and planning process

movement. (OVC Bulletin, 1998, page 1). These early programs had little or no resources and depended primarily on the hard work done by local community volunteers. Many of these volunteers, who were former victims themselves, were motivated by the devastation they had endured and the lack of response and support from the criminal justice system. As a result of their efforts, the victim's rights movement is directly responsible for the achievement of such milestones as the 1982 President's Task Force on Victims of Crime; Victims of Crime Act of 1984; and the establishment of the Office for Victims of Crime. Even though the movement has grown into a full-fledged advocacy and service field dedicated to meeting the physical, financial and psychological needs of victims and their families, there is still a lot to be done.

The continued effort to improve the systemic response to victims has greatly increased the resources available; however, the development of this area has highlighted issues and problems in coordination and communication. In many jurisdictions, the current system and process for addressing the needs of victims of a criminal act are fragmented because delivery mechanisms for victim services includes a wide range of public and private agencies, organizations and disciplines. They include a mix of law enforcement, prosecution, courts, emergency services, clergy, social services, schools, nonprofit agencies, mental health agencies, and medical providers.

Each organization has its own unique role, and offers its own perspectives of the problems facing the victims and their needs. Fragmentation occurs because these agencies often operate within their own federal, state and/or local mandates, and have little knowledge about the available services or mandates of other agencies. When agency goals and service priorities are not communicated with other agencies, a lack of continuity or consistency in service delivery results. The greatest impact of this fragmentation is felt by victims with multiple service needs that most often will require their interaction with multiple service providers. These service providers do not have communication mechanisms that allow information exchange to take place. As a result, victims are bounced from one agency to another, without any agency having a clear or total picture of the needs or the most effective solutions to the victims' problems. What the public perceives as ineffectiveness on

Our children, the elderly, and other special needs populations are the most vulnerable of all our victims in an act of CMV

In many communities the current system for meeting the needs of victims of CMV is inadequate and fragmented

Experience has demonstrated that a successful initiative requires that the community go through a comprehensive self assessment
It has been nearly five years since the Oklahoma City bombing and emerging victims who need assistance are still being identified

the part of an agency, therefore, may actually be the result of an uncoordinated, fragmented service delivery system. These issues are magnified exponentially when the community is not prepared and has to deal with multiple victims resulting from a CMC.

Experience with similar community-based, multi-agency programs, such as the Serious Habitual Offender Comprehensive Action Program (SHOCAP) and the Missing and Exploited Children Comprehensive Action Program (M/CAP), has demonstrated that a successful initiative such as this requires the community to go through a comprehensive self-assessment and planning process. The design, development and implementation of this comprehensive self-assessment and planning process is the focus of this project.

In the following sections, this report will examine the value and justification for a community implementing the CCRI program; discuss the critical factors related to implementation identified through a review of the literature, and the experiences of communities that have been confronted with acts of CMV such as Oklahoma City; and describe the CCRI Self-Assessment and Planning process.

*Without a sense of caring,
there can be no sense of
community:"*

Anthony J. D'Angelo

AGENCY BENEFITS TO PARTICIPATING IN CCRI

Experience with comparable community-based multidisciplinary programs has demonstrated that, in addition to addressing a specific concern, there are other far-reaching benefits that result from participation in this process.

Enhanced Intra- and Inter-Agency Communication

Communication and the sharing of “case appropriate” and “case relevant” information is key to a community’s ability to respond effectively to an act of CMV. While sharing information can and should be mandated by internal agency directives and inter-agency agreements, experience has shown that the level of trust between agencies is directly related to the amount and type of information exchanged. This is true for both an internal and external agency communication. Units within an agency as well as agencies as a whole must trust that the information shared will be used appropriately and kept in confidence. This level of trust is developed over time as units and agencies working together establish a track record that shows information shared is used effectively without compromising the victim or agency that shared the information. The CCRI Self-Assessment and Planning process focuses on and enhances working relationships to foster trust and confidence among the participants.

The exchange of information between agencies is directly related to the level of trust

By working together in the CCRI Self-Assessment and Planning process and its ongoing implementation, each unit, agency or organization will become better educated about how shared information can be used to benefit victims. They will also recognize the importance of information obtained from other units and/or agencies and how this information will enhance their own effectiveness.

A lack of knowledge breeds misunderstanding and distrust among agencies

Better Understanding of Other Agencies

As the agency representatives become active in the self-assessment process they will begin to realize that their perceptions of roles, responsibilities, resources and capabilities of the other agencies and organizations are often incorrect. This recognition is the first step toward identifying ways to collaboratively work with other agencies and organizations without increasing their own workloads, and, in some instances, even reducing their current workloads.

Enhanced Use of Existing Resources

As the participating victim service agencies and organizations go through the self-assessment and planning process they will develop a clearer understanding of each others' resources and capabilities. It enables them to identify ways of coordinating services and, in some instances, to develop specialization in a particular victim service.

Additionally, because they have a clearer understanding of other agency services and constraints, agencies that traditionally do not provide direct services to victims such as law enforcement are better able to make more appropriate referrals. This will reduce victims being bounced from one agency to another before finding the resources they need.

Identification and Development of Common Goals and Objectives

Beginning with the CCRI Planning Workgroup and continuing through the implementation of the CCRI program, agencies and organizations will identify common goals and objectives. The collaborative voice of agencies speaking with common goals is more powerful and has more credibility than a single agency. The collaborative of agencies established through the community-based CCRI program will have an enhanced ability to effect legislative change and influence public opinion.

Enhanced Delivery of Day-to-Day Services

As the participating agencies go through the self-assessment and planning process, plan implementation, and multidisciplinary trainings that are a part of the CCRI program, communities will experience and benefit from enhancements in the day-to-day operations. The experience gained from both the SHOCAP and M/CAP projects demonstrates this. Although these programs had a different focus, communities saw a direct positive impact on the ability and willingness of agencies to work together and cooperate on other issues.

The self-assessment and planning process gives a clearer understanding of agencies and results in better referrals

Agencies working together on a major initiative such as CCRI will improve delivery of day-to-day services

CRITICAL FACTORS FOR CCRI IMPLEMENTATION

Based on a review of the pertinent literature, program experience, review of selected existing victim service programs and interviews with the practitioners, JIJS has identified a list of factors critical to the successful implementation of the CCRI.

These factors are:

- **Agency involvement and commitment**
- **Self-assessment and planning**
- **Coordination and collaboration of services**
- **Integration into Incident Command System**
- **Program ownership**
- **Training**

Agency Involvement and Commitment

Since all agencies involved in a community's response to CMC have contact with the victims, they should be participants in this process. Even if they are not a direct victim service provider, they will be responsible for making victim referrals. Therefore, to make effective referrals they must have knowledge and understanding of the services and capabilities of the direct victim service providers.

The commitment to this program must be genuine and begins with the support of each agency's chief and upper-level management. Agency CEOs are directly involved in all three phases of the process. To begin the process, they must designate an appropriate agency representative to participate in the CCRI Planning Workgroup. The CCRI Planning Workgroup is responsible for gathering the information needed to complete the agency and community self-assessment (Phase I), and work with JIJS in coordinating and conducting the on-site assessment (Phase II). Additionally, the CEO must be willing to assign additional agency personnel to participate in the one-week community plan development work session facilitated by JIJS (Phase III). Finally, the CEO must designate an appropriate agency representative and alternate to be an active member of the CCRI Implementation Team. This team is responsible for implementing the community's long-range plan developed in Phase III.

CEOs should recognize that their commitment to the process may requires them to

Outside victim service providers and Crisis Response Teams should always work within the scope of local agencies and not be viewed as outsiders.

Stein - 1997

Successful implementation of the CCRI requires the ~~commitment and~~ "We contend that true crisis involvement of the agency management is more than CEOs reflexes and luck. While in many ways it is reactively oriented, effective crisis management is a collection of anticipatory measures that enable an organization to coordinate and control any emergency..."

Nudell and Antokol - 1988

examine the interface between the CCRI Implementation Plan and existing agency policies and procedures. CEOs may have to make changes to policies and procedures that will enable their agency to function more effectively in a multidisciplinary environment.

Without the commitment of the agency CEOs and designation of resources to the program an agency cannot function in the CCRI. Failure of agencies or organizations to participate decrease the ability of the other agencies/organizations to implement and sustain the CCRI program in their community.

Self-Assessment and Planning

Self-assessment and planning are the most critical factor for establishing and sustaining a community-based multidisciplinary program. Self-assessment requires agencies to examine themselves and the community-at-large. It identifies strengths and weaknesses in resources, communication, and the ability and willingness of the various entities to work together under stress. The agencies look at their overall personnel and fiscal resources and their track record relating to communication and collaboration with public and private agencies and organizations. Assessing a community's strengths and weaknesses in these areas can best be done by the agencies themselves. For this reason, JIJS has developed and will provide the communities with a self-assessment tool to guide the CCRI Workgroup through the process of gathering agency and community information. This information is then forwarded to JIJS where it will synthesize it into a confidential community profile.

Although all communities may address common issues, no two communities are the same. They are as unique as human beings, with their own needs, resources, issues and priorities which are greatly influenced by their demographics, cultural and ethnic diversity, and their experiences. It is also important to realize that every community is fluid and constantly changing. For example, a community that has experienced the nonfamily or stranger abduction of a child will become much more attuned to educating their citizens and being prepared in the future. With this, a very noticeable shift in public and private agency/organization priorities takes place with the education of the community and professionals on this issue becoming a top

"We believe that the best crisis managers are those who are also involved in the ...planning is a process, a contingency planning, collection of documents, process that should precede any emergency..." and inter organizational relationships and activities

Nudell and Antokol-1988

that are both perceptual and ever-changing.'

Perry & Nigg - 1989

priority.

Because of this individuality, what has worked very successfully in one community will most likely fail miserably in another community. Experience has demonstrated that “template,” “model” or “blueprint” program approaches do not work, and, because a community is reluctant to try again after failure, models can do more harm than good. Therefore, program planning must be an ongoing process.

Failure to recognize the fluid nature of planning and use a “systematic management approach” (**Figure 1**, page 11) insure that plans will quickly become outdated and ineffective. This situation can be avoided if the process begins with a solid foundation (community self-assessment) and a long-range strategic plan. A long-range strategic plan provides the community with a “road map” of where they intend to go and how they intend to get there. The plan is developed by representatives of the involved agencies that come together for a one-week planning and work session that is hosted and facilitated by JIJS. This work session culminates with the agency representatives presenting their recommended plan of action to the agency CEOs for review, comment and approval.

Coordination and Collaboration of Victim Services

Acts of CMV such as the Oklahoma City bombing, Columbine High School and other similar incidents have demonstrated that communities must be prepared to deal with victim service issues in the immediate, short and long-term phases of a CMC. A community faced with the overwhelming task of dealing with an act of CMV needs **all** available victim service resources that can be provided. Victim service providers must be prepared to sustain a drastically increased workload for a prolonged period of time. This can only be accomplished if the victim service providers coordinate and collaborate on the delivery of services. Only in this way can agencies/organizations insure that appropriate protocols for sharing of “case relevant” and “case appropriate” information across agency boundaries are developed and implemented. Protocols identify which agency is best qualified, capable and responsible for the delivery of a specific service, and how they will refocus and share existing resources to meet the needs of the community.

Protocols identify which agency is best qualified, capable and responsible for the delivery of a specific service, and how they will refocus and share existing resources to meet the needs of the community

To avoid the fragmentation and unnecessary duplication of services to victims and wasted use of limited resources requires that the various agencies, organizations and disciplines be actively involved in preplanning and preparation for an act of CMV in their community.

Integration Into the Incident Command System Structure

The Incident Command System (ICS) is a model system used by public safety agencies (law enforcement, fire and rescue, and other emergency response agencies) for the command, control, coordination and management of agencies and/or units during the response to an emergency incident. Developed in the 1970s, it has become a standard management approach for incidents of CMV (a more in-depth explanation of the ICS can be found in **Appendix A**).

ICS is the accepted standard used by law enforcement and fire to manage and control the response to acts of CMV

Until recently, victim services has not been recognized as an integral part of the ICS structure. If it was part of the ICS structure, it was a sub-component of one of the agencies. Once a community has established the CCRI it should be incorporated into the ICS structure as a major component on the same level with others. This will enable the collaborative of the victim service provider agencies/organizations to deliver the wide array of victim services needed in a CMC.

Program Ownership

For a community's CCRI program to be accepted and institutionalized as a way of doing business, the agency personnel at **all** levels must perceive that this is their program, and that it is unique to their community. Successful programs must create a "grassroots" ownership. This is accomplished by ensuring that **all** appropriate agencies and disciplines are identified and involved in the beginning of the process; developing a program that reflects the input and priorities of all persons involved in providing services or making referrals; and ensuring that the implementation plan is developed by the individuals who are responsible for the hands-on implementation.

The community and the front-line personnel must have ownership of the CCRI

The community must feel ownership of its program. The CCRI process builds this type of ownership.

In the event of a CMC, the public is the direct recipient of services coordinated through the CCRI. For this reason, the community must feel ownership of the

program and have confidence in its value. Therefore, it is crucial that the public is continuously informed about the program's progress and accomplishments.

JJIS's approach to the self-assessment and planning process for establishing the CCRI program in a community builds this type of ownership. Once a community establishes a CCRI Planning Workgroup to conduct the community self-assessment, JJIS project staff works closely with them to identify all potential players within the community and to involve them in the process. Equally important, JJIS project staff facilitates the involvement of each agencies' frontline personnel in the Phase III one-week planning development session.

Training

A critical requirement for any successful program is training. Personnel to be trained for the implementation of the CCRI will focus in two major areas. One group is agency personnel who will be assigned to the CCRI Implementation Team. The other group encompasses all other agency personnel.

Agency representatives assigned to the CCRI Implementation Team will need training in team problem solving, cooperatively working in a multidisciplinary environment, design and development of interagency protocols as well as the actual skill-based training that will enable them to work as part of a Crisis Response Team.

Personnel must have the skills-based training necessary to implement program objectives

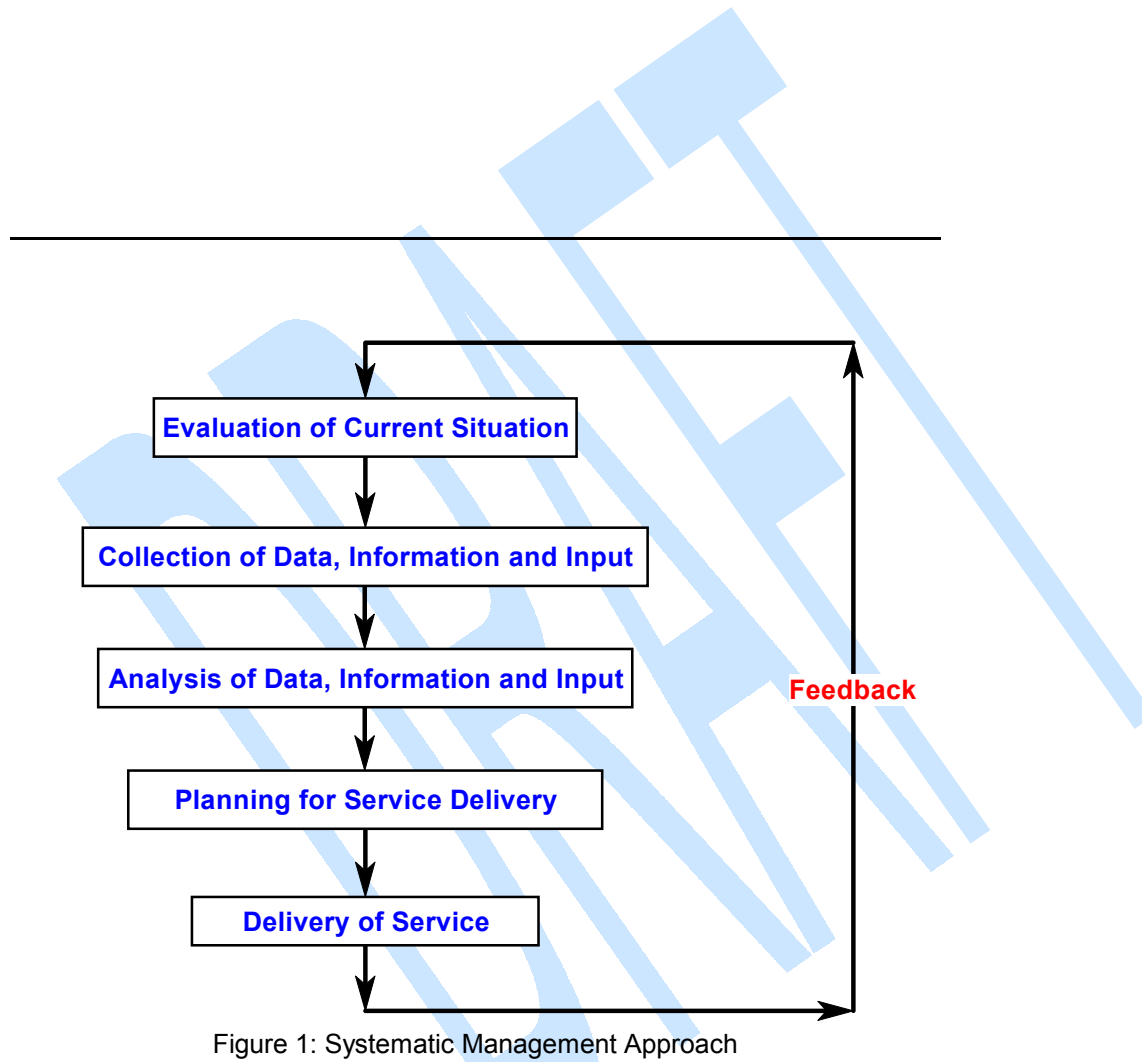
As they are approved and adopted for implementation by the CEOs, the other agency personnel will need to be provided with ongoing in-service training on the policies, procedures and protocols that are developed and/or updated by the CCRI Implementation Team, and training on making appropriate referrals to the victims service providers. It is anticipated that this training will be designed and presented through a multidisciplinary effort of the CCRI Implementation Team.

Additionally, the actual multidisciplinary Crisis Response Teams will be made up of the other agency personnel. This will require that these individuals be provided with specific skills-based training on crisis intervention. It is anticipated that the resources

Program approaches not based on incorporation of feedback will become outdated and fail

for this training will come from the state and federal agencies.

Training resources (internal and external) needed will vary from community to community based on their needs and existing resources. Determining the training needs of the community will be one aspect of the responsibility of the CCRI Implementation Team.



CCRI PROGRAM APPROACH

The CCRI multidisciplinary approach makes no assumptions about what program is best for a community. In fact, it forces individual communities to tailor the CCRI program to meet their own local needs, resources and priorities. By encouraging the grassroots ownership, frontline personnel involvement and commitment at all levels the continuation, growth and expansion of the community's CCRI project is strengthened.

The CCRI approach also gives communities the early-on opportunity to identify potential obstacles to program implementation. If not identified and addressed, or, if identified and ignored, these obstacles, which could have been dealt with relatively easy early in the process, will become entrenched and can grow into insurmountable problems. The pitfalls caused by obstacles quickly cause the collaborative and its members to lose momentum and become discouraged. Ultimately, it will result in the inability of the group to sustain and implement the initiative. For these reasons, each community needs to work through a self-assessment and planning process that identifies and alleviates as many obstacles as possible. Only then should communities receive the practical application-based training and technical assistance that will establish the actual Crisis Response Teams.

The CCRI Self-Assessment and Planning process is divided into three phases, each of which consists of a series of action steps. **Figure 5**, page 23, provides a graphic representation of the process.

The three phases in the CCRI Self-Assessment and Planning process include:

- O Phase I - Self-Assessment**
- O Phase II - On-Site Assessment**
- O Phase III - Collaborative Develop of a Long-Range Work/Implementation Plan**

PHASE I - Self-Assessment

The Self-Assessment process begins with an interested agency or entity within a community contacting JIJS. Project staff will describe the process and answer their

A menu approach to trauma response enables the event to be matched to the needs of the high-risk survivor groups. Each intervention is planned on an individual basis...

Bergman - 1999

"Disaster planning is something that cannot be planned enough ... there is no such thing as over-planning and drilling..."

Louis Gasbarro - 1993

Before a community can decide where it is going, it must first determine where it is. The CCRI Self-Assessment questionnaire is the first step.

questions. If the contact person is interested in beginning the process, JIJS will provide them with a self-assessment package. The package contains materials and/or publications that explain the Crisis Response Initiative concept to various audiences, and a community/agency self-assessment questionnaire.

Publications include: *Assessing Community Needs*; *Community Action Guide*; and a *Assessment and Planning Implementation Guide*.

The Self-Assessment questionnaire is specifically designed to obtain information about each agency that will participate in the process, e.g., law enforcement, prosecution, social services, mental health, medical, emergency services, etc. The questionnaires are used by JIJS to: review information about each agency's ability and resources needed to meet the demands of establishing and sustaining a CCRI; identify potential pitfalls that may affect agencies; and identify issues and problems that must be addressed prior to On-Site Assessment (Phase II).

A graphic representation of the Phase I steps is provided in **Figure 2**, page 14.

The steps in Phase I are:

O Identification of an “initial” lead agency

The “initial” lead agency can be any agency or discipline that is involved in crisis response. The lead agency will serve as the on-site contact point during the assessment and planning process. The initial lead agency may not necessarily be in charge of the crisis response team once established. It fulfills the vital role of serving as a coordinator for the Phase I and Phase II activities.

O Establishment of a CCRI Planning Workgroup

The “initial” lead agency is responsible for contacting the appropriate agencies and coordinating the establishment of a working group. The primary responsibility of this work group is to complete the community and agency self-assessment package for submission to JIJS. The work group consists of representatives from the primary component agencies and disciplines that will be involved in the crisis response.

The CCRI Planning Workgroup consists of representatives from the primary agencies and disciplines and carries the community through Phases I & II

Figure 2: Phase I Steps Flowchart



0 **Successful completion of a site self-assessment**

Representing the workgroup, the lead agency will submit the self-assessment package and accompanying materials to JIJS for review and analysis. Based on the information provided, a **confidential** site profile will be prepared. The profile will discuss the site's strengths and weaknesses as they relate to its readiness, capability and ability to implement a CCRI. JIJS will recommend the next course of action regarding the community. This document will be a confidential internal document and will not be disseminated.

The length of time it takes for a community to move through this part of the process depends on the size of the community, the access to the information and the priority placed on completing the questionnaire. Past experience has shown that this process can take from two to eight months. The amount of resources needed to complete this process will depend on the size of the agency or organization and the effectiveness of the intra-agency communication.

If the analysis notes serious obstacles to the site's ability to implement the CCRI program, project staff will provide the workgroup with a "suggested" action plan. This action plan will be designed to assist the site in overcoming the identified obstacles. The workgroup may be offered specialized technical assistance to accomplish the suggested action plan. If the obstacles are removed or mitigated, the site will move to the next step. Once a site is prepared to move forward, the next step of the process will be the on-site assessment.

PHASE II - On-Site Assessment

After the successful completion of the self-assessment process, JIJS will conduct a site visit to the prospective program site. The purpose of the on-site visit is to:

- 0 **Verify that the information and data received from Phase I**
- 0 **Determine each agency CEO's understanding of the CCRI concept**
- 0 **Address the specific concerns of the agencies' CEOs**

The CCRI Planning Workgroup submits the completed self-assessment package to JIJS who either recommends the next step or provides an action plan to alleviate obstacles

On-site assessment provides CEOs the opportunity to obtain detailed clarification on the CCRI from JIJS project staff

- 0 **Ensure that the site understands its responsibilities for supporting the Phase III one-week work session**
- 0 **Obtain commitment of agencies to support and participate in the program**
- 0 **Evaluate potential training sites within the community**

Figure 3, page 17, illustrates the action steps in the on-site process.



Figure 3: Phase II Steps Flowchart



The steps that will be taken to accomplish these objectives and complete the on-site assessment process (Phase II) include:

Select an on-site evaluation team

Depending on the size of the community and the number of agencies/organizations involved in the CCRI, the evaluation team will consist of two to six personnel including JIJS project staff. Prior to the on-site visit, each member of the evaluation team will be provided with a copy of the Community Profile developed in Phase I.

The JIJS on-site evaluation team is comprised of project staff and practitioners who have experience in the delivery of victim services.

Coordinate the site visit with the CCRI Planning Workgroup

The CCRI Planning Workgroup will assist JIJS in setting up and coordinating a schedule of on-site activities and meetings for the evaluation team.

Conduct individual meetings with the Chief Executive Officer of each involved agency

Members of the evaluation team will meet individually with each CEO. The evaluation team will gather information to determine the chief executives' understanding, interest, enthusiasm, commitment, and resources available to the CCRI. The evaluation team will be equipped to answer CEO questions and concerns, explain the role of the Federal agencies, and what assistance would be available to the sites. The team will also explain the Phase III process for developing the community's long-range plan, and secure the commitment of the CEOs to obligate personnel for participation in Phase III.

Individual meetings with CEOs and the CCRI Planning Workgroup are to address concerns, answer questions and plan for Phase III

Meet with the CCRI Planning Workgroup

The evaluation team will conduct a meeting with the CCRI Planning Workgroup to explain the remaining portion of the process and address any concerns or questions they might have. Additionally, the evaluation team would provide the workgroup with a list of tasks they would need to complete in preparation for Phase III.

If a site needs to perform additional work before moving forward, JIJS will assist the workgroup as needed.

Develop On-Site Assessment Report

At the conclusion of the on-site visit, JIJS will compile the findings of the evaluation team into an On-Site Assessment Report. This report will summarize findings and recommendations about the most effective and appropriate direction to proceed for

the establishment of the CCRI. Depending on the findings of the on-site evaluation team, the report may recommend proceeding forward with the implementation of Phase III, or it may find that the site needs to do additional work before beginning Phase III.

In situations where the site needs to perform additional work, the report would offer a suggested work plan to address issues that would negatively impact the site's ability to establish a CCRI. Depending on the issues that the site needs to address, the workgroup may be provided with limited technical assistance from JJJS or other sources. Upon completion of the suggested work plan, the community would be ready to move onto Phase III.

The length of this on-site visit will vary depending on the size of the community and the number of agencies participating in the CCRI. Past experience shows that most on-site visits can be completed in two to four days. The development of the report and discussion process with OVC will require between two and four weeks.

PHASE III - Collaborative Development of a Long-Range Work/Implementation Plan

Phase III involves JJJS sponsoring and facilitating a one-week on-site work session for the agencies and disciplines involved, and the development of a site-specific, long-range plan for the design, development and implementation of a community-based criminal crisis response initiative. **Figure 4**, page 22, illustrates the action steps in this process.

The agency CEO's are major players in this phase and have the following responsibilities:

- O CEOs designate the appropriate number of frontline personnel to attend and participate for the entire week.**

Implementation of a program of this type must have the support of agency policymakers. In addition, experience has demonstrated that for a program such as this to succeed it must have the backing, enthusiasm and ownership of the

Planning for the delivery of services makes them more readily accessible, reduces duplication and prevents or eliminates cracks in service delivery.

Gillespie and Murty - 1994

The future success of the CCRI will be greatly affected by the involvement and commitment of the CEO to supporting the program

personnel who will actually do the implementation. Therefore, the individuals for the one-week work session will be the frontline and mid-level management personnel of the involved agencies. The number of personnel from each agency will vary from two to six depending on the size of the agency and its level of involvement in the CCRI. JIJS project staff will coordinate with the CCRI Planning Workgroup and/or agency CEOs to determine the appropriate number. Substitution of personnel during the work session is strongly discouraged because it is disruptive to the process and will negatively impact the end work product.

O CEOs attend presentation of “draft” implementation plan

Agency CEOs will attend a formal presentation of the work plan developed by their agency representatives during the one-week work/planning session. This presentation will take place on Friday at the end of the one-week work session. The agency representatives will present their mission statement and provide detailed explanation of the goals, tasks and associated time lines for accomplishing the mission.

CEO attendance and participation at the presentation of the implementation plan is critical. It creates an open forum for discussion and shared views. And, more importantly, it demonstrates to the frontline personnel the CEO's commitment to and support of the community's CCRI.

The plan will provide the community with a “road map” on:

- H How they need to organize*
- H What agencies and disciplines will be involved*
- H What practical application-based training and technical assistance will be needed to actually conduct crisis response*
- H How they identify and fill gaps in service delivery*
- H What policies, procedures and protocols will be needed for implementation and how they will be developed*
- H How current agency and site resources can and will need to be reallocated to meet anticipated needs*

- H How they will assess and evaluate their criminal crisis response initiative to ensure that it remains responsive to the current and future needs of their service area*

The CCRI Implementation Work Plan is a “road map” for the directions and actions the community will follow in preparing for an act of CMV. It also helps to identify and alleviate issues before they become major obstacles.

H How they will identify and address new and emerging trends in domestic terrorism and other areas of service delivery

O CEOs review “draft” CCRI implementation plan

Each CEO will receive a copy of the “draft” implementation plan which will include the mission statement, issues list, and goals and tasks. The CEOs will commit to review the plan in depth and identify any specific concerns they might have that would negatively impact their ability to support the implementation process. This review will take place within two weeks of the completion of the one-week work session.

CEOs will have two weeks to review the “draft” plan and discuss concerns with their staff

O CEOs meet with their agency’s representatives in the one-week work session

In addition to review of the work plan during the two-week period following the one-week work session, the CEOs will also meet with their agency representatives to the work session as a group to share with them their concerns and suggestions for addressing them.

O CEOs designate an agency representative to be a member of the CCRI Implementation Team

Also within the two-week period following the one-week work session, each CEO will appoint a representative of their agency to participate as a member of the CCRI Implementation Team. The CCRI Implementation Team is the group that will be responsible for implementation of the work plan adopted by the community. To insure their understanding of the process, it is recommended that this representative be selected from those who attended the one-week work session. This individual will need to have direct access to the CEO regarding the implementation of the CCRI.

The CCRI Implementation Team is responsible for completing the goals and tasks of the plan

The agency representatives to the CCRI Implementation Team will be responsible for ensuring that the goals and tasks developed during Phase III are accomplished. They will become the primary contact and coordinating group for the delivery of skills-based training delivered the state and federal agencies. They will also have the responsibility for updating the CEOs on the program progress.

Figure 4: Phase III Steps Flowchart



Figure 5: Complete Self-Assessment and Planning Process Flowchart





Appendix A

The Incident Command
System



Appendix B

Literature Review