



WHAT IMPACT WILL CRIME VICTIM ASSISTANCE PROGRAMS
HAVE ON LAW ENFORCEMENT BY THE YEAR 2000?

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SUPPLEMENTARY EXECUTIVE SUMMARY

PART ONE -- A FUTURES STUDY

Overview

In a society where crime is a part of daily life and a growing source of concern to its citizens, an increased awareness of the plight of crime victims has arisen. Victims of crime often suffer physical injury, financial loss, and emotional stress. The situation can be aggravated by insensitive/inappropriate treatment on the part of police personnel.

This study looks at the question of what effect crime victim assistance programs will have on small to medium-sized police agencies in the State of California by the year 2000. It provides a description of how a police agency can establish a crime victim assistance program that will provide practical and emotional support through a network of law enforcement professionals sensitive to, and knowledgeable about, victim issues.

Impact Upon Law Enforcement Agencies By Year 2000

The question was studied by ten people who formed a nominal group technique (NGT) panel, brought together in La Mesa. The criteria for selecting panel members were their positions within their respective departments, their law enforcement backgrounds, and their knowledge of the criminal victim assistance needs in San Diego County. Five trends were selected as most related to the thrust of the study: (1) increased legislative and court-mandated programs, (2) an increased expectation for local government assistance, (3) increased police liability, (4) a drain on society's resources, and (5) an expectation of more private sector involvement. Five probable events considered to be the most critical were: (1) a major earthquake/other natural disaster, (2) an economic recession, (3) a prominent individual becoming a victim, (4) enactment of adverse legislation, and (5) abolishment of Proposition 13 or other restrictive measures occurs. This combination of trends and events became the focus for the development of policies to produce desired change.

Policies

Three policies were determined to be both economically and politically feasible:

1. Agency policies and procedures for the department to establish an in-house victim assistance program including the following:
 - a. A group of volunteer citizens to identify the needs and concerns of crime victims.
 - b. A crime victim advocate for the Crime Prevention Unit.
2. Agency mission statements to include focus on crime victim assistance and the associated issues and concerns.

3. A departmental training policy to focus on the crime victim assistance issue.

PART TWO -- STRATEGIC MANAGEMENT

Strategic Plan

California municipal policing agencies, the City of Glendale, Arizona and, specifically, the La Mesa Police Department were analyzed to determine external and internal resources, governmental structure, and organizational capability. A stakeholder analysis was carried out and related to future commitment planning.

Implementation Plan

The processes involved in developing a commitment plan based upon a critical mass analysis are discussed in general terms. The types of planning systems to consider when implementing a strategic plan are included. Of particular importance are the adoption, administration and control of the strategic plan to the city council, city manager and the chief of police.

PART THREE -- TRANSITION MANAGEMENT

Victim Assistance Programming In Transition

Using a "representative of constituencies" model, the planned transition will require the following:

1. A public statement detailing the problem, the need for change, and the desired results.
2. A media statement.
3. Identification of and communication with the critical mass.
4. A committee composed of representatives of constituencies.
5. The ability to assimilate information, address issues, ask and answer questions, make decisions, and relieve concerns.

The transition plan will require the commitment of the chief of police. A transition manager (crime victim advocate) will need to be selected. He/she will coordinate all levels and functions within the organization involving crime victim assistance. This individual will interface with the community in providing the services of the in-house program.