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***Closeout Summary for Community-Based  
Criminal Crisis Response Initiative Project  
1999-VF-GX-K008***

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*Grant # 1999-VF-GX-K008*

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## **INTRODUCTION**

This report will summarize the activities of the Criminal Crisis Response Initiative (CCRI) from its inception in June 1999 through December 31, 2001. The Jefferson Institute for Justice Studies (JIJS) received federal monies through grant # 1999-VF-GX-K008 to establish and implement the CCRI. During the two year grant period, JIJS successfully completed the stated objectives and activities. The remainder of this report will provide summary information that will demonstrate the work completed on the CCRI.

## **PROJECT OBJECTIVES STATUS**

### **Project Objectives for June 1999 through May 2000**

#### **Objective # 1: Select full and part-time personnel for this project - ACCOMPLISHED**

This was an ongoing objective of the grant with the project director being designated as key project personnel. The project director identified and selected qualified consultant personnel to be used with the project on an as needed basis. These individuals were selected based on their experience and expertise in the subject area.

#### **Objective # 2: Establish liaison with appropriate federal agencies and programs - ACCOMPLISHED**

From the beginning of the grant JIJS worked to establish liaison with all Federal agencies and programs involved in the delivery of services to the victims of a criminal mass victimization (CMV). These agencies and programs were identified by both project and OVC personnel.

These agencies and programs included:

- **Emergency Services Disaster Relief Branch, Center for Mental Health Services**
- **Scientific Applications International Corporation (SAIC)**
- **National Association of Emergency Management Agencies**
- **Office of Domestic Preparedness**
- **Federal Bureau of Investigation**

**Objective # 3: Conduct site visits to gather information for development of program materials - ACCOMPLISHED**

As part of the original scope of work for this project, JIJS was scheduled to conduct up to five on-site visits to selected victim service programs and agencies throughout the United States. These programs were selected based on their focus and initiative in developing multi disciplinary responses to multiple victims of a criminal mass crisis (CMC). In meeting with these five sites, JIJS

- ▶ **Identified what these agencies/organizations have in place for dealing with the victims of a CMC**
- ▶ **Identified "lessons learned" from communities that have experienced a CMC**
- ▶ **Identified other communities or programs that could have input into the development of the JIJS approach**
- ▶ **Established liaison for future networking with these agencies/organizations**

Sites were identified through a combination of input from OVC and other federal agencies, Internet searches and practitioners. Once the site was identified, JIJS project staff engaged in telephone contacts with that site to determine if there was an established collaborative of victim service provider agencies in the area that could be utilized in a cooperative manner to deal with large numbers of victims in a CMC.

During the grant period project staff visited Oklahoma City, Oklahoma; Littleton, Colorado; and Salem, Oregon. Project staff also conducted telephone interviews with a number of communities from around the country that had experience with various acts of mass victimization.

**Objective # 4: Develop a Community-Based Mass Crisis Response Initiative Needs Assessment Report - ACCOMPLISHED**

Written by project staff this document is the most comprehensive of all the project publications. The intended audience for this publication are the Chief Executive Officers (CEOs) and senior managers of the public and private sector agencies/organizations participating in the CCRI. It provides the reader with detailed explanation of all aspects of the CCRI and implementation of the initiative in a community. To more effectively reflect the content of this document the title was changed to: **Community-Based Criminal Crisis Response Initiative: Assessing Community Needs**.

The document was sent to five issue area experts for an initial review and suggestions. Upon receipt of the review, project staff made appropriate changes to the document. February

2000, this document was then submitted to Cindy Larson, OVC Program Manger of the Special Project Division. The document was sent out for peer review nearly one-year after completion when the grant was moved to the Terrorism and International Victims Unit (TIVU). JIJS incorporated the peer review comments into the publication and resubmitted it to OVC. JIJS printed the document in "draft" form to use with the implementation of the CCRI. During the entire period of the grant JIJS has printed nearly 1,000 copies of the publication.

**Objective # 5: Develop a *Community-Based Mass Crisis Response Initiative Community Action Guide* - ACCOMPLISHED**

Written by project staff this document provides an overview of the CCRI with an explanation of specific tasks community members not directly involved with the project can do to assist in establishing the CCRI in their community. The intended audience for this document are the elected officials and citizens of the community. To effectively reflect the content of this document the title was changed to: ***Policymaker and Citizen Action Guide***.

The document was sent to five issue area experts for an initial review and suggestions. Upon receipt of the review, project staff made appropriate changes to the document. February 2000, this document was then submitted to Cindy Larson, OVC Program Manger of the Special Project Division. The document was sent out for peer review nearly one-year after completion when the grant was moved to the Terrorism and International Victims Unit (TIVU). JIJS incorporated the peer review comments into the publication and resubmitted it to OVC. JIJS printed the document in "draft" form to use with the implementation of the CCRI. During the entire period of the grant JIJS has printed nearly 1,000 copies of the publication.

**Objective # 6: Develop a *Community-Based Mass Crisis Response Initiative Program Implementation Guide* - ACCOMPLISHED**

Written by project staff this document provides an overview of the CCRI with an explanation of specific tasks that need to be accomplish to prepare the community for the CCRI Phase III. The intended audience for this document are the designated representatives of the agencies/organizations that have committed to complete the tasks involved in Phases I & II. To effectively reflect the content of this document the title was changed to: ***Assessment and Planning Guide for the CCRI Planning Workgroup***.

The document was sent to five issue area experts for an initial review and suggestions. Upon

receipt of the review, project staff made appropriate changes to the document. February 2000, this document was then submitted to Cindy Larson, OVC Program Manger of the Special Project Division. The document was sent out for peer review nearly one-year after completion when the grant was moved to the Terrorism and International Victims Unit (TIVU). JIJS incorporated the peer review comments into the publication and resubmitted it to OVC. JIJS printed the document in "draft" form to use with the implementation of the CCRI. During the entire period of the grant JIJS has printed nearly 1,000 copies of the publication.

**Objective # 7: Develop a Community-Based Mass Crisis Response Initiative Program Brochure - ACCOMPLISHED**

This document provides a very basic and quick overview of the CCRI. The document was written by project staff and approved by OVC. Using a bullet list format, it lists the major benefits to the community from implementation, the uniqueness of the approach, and the initial steps to begin implementation. It has been used as one of the main marketing tools for the CCRI. During the project period, JIJS has printed nearly 3,000 copies of this publication.

**Objective # 8: Begin development of the Community-Based Mass Crisis Response Initiative Site Self-Assessment Forms - ACCOMPLISHED**

The development of this document was begun in the last quarter of the project period. The work during this period consisted of developing the basic framework for the questionnaire and the format of those questions.

### **Project Objectives for June 2000 through May 2001**

**Objective # 1: Design and develop the Community/Agency Self-Assessment Questionnaire - ACCOMPLISHED**

The questionnaire was completed according to the assigned time line. The questionnaire contained specific forms for each possible agency/organization involved in the CCRI. Above and beyond the requirement of this objective, JIJS developed a Paradox database for entry of information from the forms. Entering the data into such a database enables the analysis of the community-specific data. Additionally this data can be used by the CCRI for production of a community-specific victim services resource guide.

**Objective # 2: Identify and select three demonstration sites - ACCOMPLISHED**

JJJS surpassed the requirements of this objective by identifying as many as ten communities that expressed interest in implementing the CCRI, and began working through Phases I & II. The communities included: Pulaski County, Arkansas; Berkeley County, South Carolina; Santa Clara County, California; Craighead County, Arkansas; Genesee County, Michigan; Charleston County, South Carolina; Monroe County, Georgia; Montgomery County, Maryland; Nevada County, California; and Faulkner County, Arkansas.

Through discussion with Olga Trujillo and Cindy Larson, OVC Special Projects Division, a decision was made to focus on Pulaski County, Arkansas; Berkeley County, South Carolina; and Monroe County, Georgia. Because of changes in personnel and an inability to secure commitment to participate of other community agencies, Monroe County was unable to complete the process.

**Objective # 3: Design and develop CCRI One-Week Planning/Work Session and associated materials for Phase III - ACCOMPLISHED**

The curriculum was completed and finalized in January 2001. Since that time it has undergone three minor revisions. It is used to facilitate communities in the development of their community-specific long-range work plan for the establishment of a collaborative of victim service providers capable of working effectively to respond to acts of CMV within their community.

The curriculum is divided into nine modules containing 14 hands-on exercises for the participants. JJJS has developed both a participant and instructor manual for the training program. The instructors' manual consists of a lesson plan cover sheets, detailed instructor guide and notes, participants handout materials, and PowerPoint presentations for each specific block of instruction.

To ensure the ability of the curriculum to adapt to the various jurisdictions and audience types, JJJS has developed several different scenarios for the various group exercises. With these varying scenarios, the presentations can be made relevant to any audience demographic.

JJJS has utilized both the instructor manual and participant manual with great success in Berkeley County, South Carolina, and Pulaski County, Arkansas in facilitating these communities in the development of the CCRI.

**Objective # 4: Implement Phase II of the CCRI in three demonstration communities -**

**ACCOMPLISHED**

The Phase II implementation was begun in earnest in Berkeley County, South Carolina; Pulaski County, Arkansas; and Monroe County, Georgia. Unfortunately, because of changes in administration and personnel, Monroe County was unable to complete the process and decided to delay the implementation for an indeterminate period of time.

**Objective # 5: Conduct the On-Site One-Week Planning/Work Session in three demonstration sites - PARTIALLY ACCOMPLISHED**

In the original planning and establishing of time lines for communities to complete Phases I & II, it was anticipated that it would take a community approximately 2 to 3 months. In practice, we discovered that each community is different in its ability to complete Phases I & II and the amount of time needed. The communities that JIJS has worked with have taken six to eight months to complete Phases I & II.

While the actual work that has to be completed the CCRI Planning Workgroup during these phases is minimal, there are other factors that delay the process. These factors include: carrying on a normal workload; changing attitudes, building trust to establish a "hands-on" working relationship between operational agencies and victim service providers, common problems encountered in the team building process, and general communication issues.

During the project period, JIJS completed the Phase III in Berkeley County, South Carolina, May 2001. Berkeley County began with Phase I in August 2000.

Monroe County, Georgia, began the process in July, 2000. JIJS remained in weekly communication with the contact at the sheriff's department through June 2001. At that point the on-site contact indicated that there had been a major change in personnel and that they would not be able to continue with the process. They were informed that if interest in the project reemerged JIJS would continue to offer assistance in the process.

Pulaski County, Arkansas, began the process in January 2001. They ran into many of the same problems as the other sites. They were originally scheduled for Phase III September 17 - 21, 2001; however, due to the terrorist attack of September 11, 2001, the planning session had to be rescheduled. Pulaski County completed Phase III, December 9, 2001.

In addition to these primary sites, JIJS also provided technical assistance to a number of other jurisdictions that expressed interest in establishing a CCRI. At the close of the project

period, JIJS was continuing to work with these sites to move through the process.

**Objective # 6: Continue networking with other projects, initiatives, agencies and organizations on the national level - ACCOMPLISHED**

This was an ongoing objective of the entire grant period. CCRI staff has always responded quickly to any project or agency that has expressed interest in being involved in with the CCRI. During the grant period, JIJS established working relationships with the following:

- ▶ **Emergency Services Disaster Relief Branch, Center for Mental Health Services**
- ▶ **National Association of Emergency Management Agencies**
- ▶ **Scientific Applications International Corporation (SAIC)**
- ▶ **Denver 2000 Victim Services**
- ▶ **National Organization Victim Advocates (NOVA)**
- ▶ **Project Heartland**
- ▶ **US Department of Education**
- ▶ **School Violence Resource Center, National Center for Rural Law Enforcement**
- ▶ **Office of Domestic Preparedness**
- ▶ **Federal Bureau of Investigation**

**Objective # 7: Continue the development and maintenance of the CCRI Web Site - ACCOMPLISHED**

As part of the original scope of work for this project, JIJS has completed the development of a special section on their web site ([www.jijs.org](http://www.jijs.org)) for the CCRI project. This web site serves as one avenue for the dissemination and distribution of project materials and information. It also provides links to other local, state and federal web sites that contain information and programs relative to CCRI.

To date, the web site has been updated to reflect the three sites that have completed the three phases of the CCRI. They are as follows:

- ▶ **Berkeley County, South Carolina**
- ▶ **Pulaski County, Arkansas**
- ▶ **Faulkner County, Arkansas**

The addition and updating of information, materials and links available through this web site will be an ongoing process. JIJS will work to make this web site a valued and useful source of information to any community interested in establishing a CCRI.

As of December 31, 2001, the site had recorded more than 118,000 visitors, many of whom had downloaded the publications in PDF format.

**Objective # 8: Begin the development of a CCRI marketing plan and strategy -  
ACCOMPLISHED**

Through discussion with the OVC program staff of the Special Projects Division it was decided that the development of a formal marketing plan should be an objective of the next grant period and should be one of the main responsibilities of the CCRI Advisory Group.

In light of this decision, CCRI staff decided to continue marketing the program through a process of the project director and staff making presentations on the CCRI at various state and national level training programs and conferences. Through this process the CCRI staff was able to identify more than 25 communities in more than 15 states that were, at the close of the grant period, at various stages of working toward implementation of the CCRI.

## SUMMARY

### **Development of Additional Publications**

Under the original scope of work, JIJS was to develop three publications. These publications were *Community-Based Criminal Crisis Response Initiative: Assessing Community Needs, Assessment and Planning Guide for the CCRI Planning Workgroup* and *Policymaker and Citizen Action Guide*.

In addition to the required publications, JIJS also researched and prepared two other publications, a *Literature Review: Community-Based Response to Criminal Mass Victimization* and a *CCRI Phase III Preplanning Guide*.

### ***Literature Review***

As part of the original scope of work for this project, JIJS conducted a "focused" review of the literature. The information from this review was to be incorporated into the other three publications. Originally, this was to be a cursory review and not a stand alone publication; however, because of the importance of the information identified, CCRI staff, with the permission of the OVC Special Projects expanded this to a stand alone publication.

This review was originally focused on identifying and reviewing the professional literature dealing with victims of a mass criminal crisis. However, because of the limited information, JIJS expanded the review to include the literature dealing with victims of a criminal act. To ensure the thoroughness of this review, JIJS, conducted more than 60 hours of Internet research to identify as many of the articles and publications as possible. Where possible, JIJS either downloaded the articles or obtained hard copies of them from practitioners and/or libraries. Through this process, JIJS identified and obtained more than 300 articles and publications. Out of this number, only those that were directly applicable to the project were used for the literature review report. This literature review report was used as one of the main components in developing the *Community-Based Criminal Crisis Response Initiative: Assessing Community Needs*. Additionally, this document has been used in the development and publication of other program materials and is now a standalone article used for submission to other publications.

### ***CCRI Phase III Preplanning Guide***

This publication was developed voluntarily by JIJS to provide guidance and assistance to the CCRI Planning Workgroup in preparing for the Phase III- Work/Planning Session. The guide provides information and time lines on actions that need to be taken to ensure a successful work product.

## Technical Assistance to OVC

The CCRI staff of JIJS has provided ongoing technical assistance to OVC in the following ways:

- ▶ **Development of several PowerPoint presentations on CMV for use by OVC staff**
- ▶ **Participation and assistance in identification of individuals to participate in CMV focus groups**
- ▶ **Facilitation of several focus groups**
- ▶ **Attendance and participation in various task force and work group meetings related to CMV**
- ▶ **Developing and providing presentations/workshops for national level conferences**

In closing, JIJS not only met but, in most instances, exceeded the requirements of grant objectives. At the initiation of the this project it was expressed and explained to the administration of OVC that the undertaking of this project was not a "quick-fix." The OVC administration understood that it would take at least two and half years to establish the project and get a number of communities into the "pipeline" to begin multiple replication of the Phase III.

The communities that have implemented the process have openly expressed that this is one of the most important and effective approaches that they have ever had in their community. While the CCRI is specifically focused on preparing a community to meet the needs of the victims of a CMC, a major benefit to the program is that has enhanced the day-to-day delivery of services to individual crime victims.

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