

# LOOKING BACK MOVING FORWARD

- **A Program For  
Communities Responding  
To Sexual Assault**

**Workbook to accompany Guidebook**

WORKBOOK



**National  
Victim Center**

**Supported by a grant from the  
Office for Victims of Crime  
U.S. Department of Justice**







**National  
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**SECTION I:  
GETTING STARTED**

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# **I. GETTING STARTED**

## **CONTENTS:**

- A. Invitation Letter**
- B. Agenda for Initial Meeting**
- C. Interagency Agreement**
- D. Media Announcement**
- E. Press Release**

## **Organizational Steps**

1. Make personal contact with the chief executive of each agency to be part of the Interagency Council. During the contact, solicit each agency's participation in the Interagency Council and determine a date for the chief executive to attend the public meeting at which the Interagency Council will be formalized and announced.
2. Send a letter to each chief executive confirming the wording on the Agreement and verifying the date for the public organizational meeting. (Attachment A)
3. Conduct the public organizational meeting with a ceremonial signing of the Interagency Agreement. (Attachment B)
4. Provide a copy of the suggested Interagency Agreement to each chief executive asking for his or her acceptance or suggestions for changes. (Attachment C)
5. Send the media an announcement of the meeting date, time and place with a brief description of the purpose of the meeting. (Attachment D)
6. Issue a press release announcing the formation of the Sexual Assault Interagency Council. (Attachment E)

## A. Invitation Letter

### LETTERHEAD OF ORGANIZER'S AGENCY

Dear \_\_\_\_\_:

As we discussed during our recent meeting, several of the agencies providing services to victims of sexual assault are forming the (Insert Name of Community) Sexual Assault Interagency Council. The purpose of the Interagency Council is to develop protocol for use by all of the participating agencies to assist sexual assault victims.

Based upon the suggestions received, the Interagency Agreement has been modified. The modifications have been incorporated in the copy of the Agreement enclosed with this letter. If you have questions concerning this, please contact me as soon as possible.

The formal organizational meeting will be held at (time), (date), (place). This will be a public meeting during which we will have the ceremonial signing of the Interagency Agreement establishing the Council. Since your agency is a critical participant in the protocol development process, we would like to invite you to speak briefly (3 to 5 minutes) about your support for the concept of an interagency, multi-disciplinary response to sexual assault within our community.

We realize that your busy schedule may limit your personal participation in the development of the protocol. At the organizational meeting we would like to introduce your department's designee who will function as the liaison between the Interagency Council and your agency. The individual you appoint will vote in your absence on matters before the Interagency Council. Please submit your representative's name to me in writing at your convenience.

After the organizational meeting, we will issue a press release announcing the formation of the Interagency Council and include quotes from you and the other chief executives of the participating agencies. (Name) will contact you on (date) for your statements. The press release will describe the purpose of the Interagency Council and some of the activities to be carried-out while developing the interagency, multi-disciplinary protocol.

I am looking forward to working with you and your agency as we strive to address the needs of this community's victims of sexual assault. Thank you for your participation in this very important endeavor.

Sincerely,

encl.

## **B. Agenda for Initial Meeting**

### **I. Meeting Room Arrangement:**

The meeting room should have a head table with a seat for each of chief executives (or their designees). The table may need to be horseshoe shaped to accommodate all of the Interagency Council members. (Many jurisdictions have meeting rooms permanently set up, such as a city council's chambers, that may be suitable for this meeting.) Each place should have a name card with the name and title of the person sitting there. A podium should be set up to one side of the head table with a microphone. Press packets should be prepared, and available, with information about each of the participating agencies and background information concerning sexual assault in the community.

### **II. Meeting Agenda**

- A. Call to Order
- B. Welcome
- C. Brief Introduction of Interagency Concept and Purpose
- D. Sexual Assault Victim's Story\*  
(Focus should be on how the system addressed the needs of the victim.)
- F. Introduction of Agency Representatives
- E. Interagency Agreement Signing\*\*  
(Each signatory should make a brief statement of support when called to the podium to sign the Agreement.)
- G. Set Date for the Next Meeting
- H. Adjourn

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\* Unless the sexual assault victim gives permission to media representatives to be identified, the media should be asked to preserve the victim's privacy.

\*\* The provisions of the Interagency Agreement should be decided prior to the organizational meeting.

### III. Reception (Optional)

Following the meeting, a reception for members of the Interagency Council, other participants on the program, and media representatives may be appropriate. The reception can provide an opportunity for informal press interviews as well as giving Interagency Council members a chance to become better acquainted.

Coffee and other refreshments may be provided by one of the participating agencies or may be obtained through donations.

If a reception is held, individual invitations (see below) should be sent with the notice of the meeting, along with a request for confirmation of attendance. This will allow for proper planning of the reception. The host agency should decide if the reception will be open to the public.

*The (Insert Host Agency)*

*Requests the Honor of Your Presence  
at a  
Reception Celebrating the  
Establishment of the*

*(Insert Community Name) Sexual Assault Interagency Council*

*on (Date)*

*at (Location)  
(Time)*

*R.S.V.P.  
(###-####)*



## C. Interagency Agreement

### SAMPLE INTERAGENCY AGREEMENT\*

The participating entities herein share certain community goals and purposes in attempting to investigate, prosecute and resolve cases of sexual assault. Each participating agency and organization recognizes the requirement to address the needs of sexual assault victims while fulfilling its mandated responsibilities. In combining our respective individual capabilities, each member agency seeks to increase the effectiveness with which such matters are dealt through the creation of the (insert name of jurisdiction) Sexual Assault Interagency Council, a community-wide, multi-disciplinary, cooperative effort.

The purpose of the creation of the (insert name of jurisdiction) Sexual Assault Interagency Council is to provide and promote closer coordination and better communication among all participants herein. In addition, the community, the victim, and those otherwise involved in the matters of sexual assault will benefit from the guidelines and protocol to be established through cooperative assessment of the nature of the sexual assault problems in this jurisdiction; the needs of sexual assault victims; each agency's responsibilities; and the resources available to address these problems.

Each agency that associates with the (insert name of jurisdiction) Sexual Assault Interagency Council agrees to work toward the creation of standardized, victim-centered protocol for investigation, prosecution and resolution of cases of sexual assault. Each agency participating in this effort agrees to comply with the procedures set forth in the protocol.

Each agency associated with the (insert name of jurisdiction) Sexual Assault Interagency Council understands that it remains solely liable for the actions of its team members. Each agency agrees that there is no liability to the team by virtue of this agreement to informally provide public services.

Each agency that associates with (insert name of jurisdiction) Sexual Assault Interagency Council reserves the right to withdraw from the association. Each agency agrees that withdrawal will happen only after written notification to other team members.

Each agency whose representative signs this open letter of association does hereby commit itself to a cooperative effort to investigate, prosecute and resolve cases of sexual assault.

(Provide signature blocks for agency directors)

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\* Modelled after Washoe County, NV Child Sexual Abuse Investigation Team

## D. Media Release

**For Additional Information Contact:**  
**(insert name, title and telephone number)**

Sexual assault victims will soon benefit from changes in the manner they are treated by the criminal justice system. According to (insert name and title), several of the agencies and organizations that investigate sexual assault cases and provide services to the victims are forming the (name of jurisdiction) Sexual Assault Interagency Council. The initial meeting is scheduled for (time, day and date), at (location).

During the first meeting, (name and title) will explain the need for the Interagency Council and outline its goals for the coming months. In addition, an Interagency Agreement will be signed by the chief executives of the agencies that will serve on the Council. These agencies include (list agencies and their chief executives or attach a list to the press release and reference the attachment here).

Over the next several months, the Interagency Council will examine the resources available to help sexual assault victims, and survey victims to determine how satisfied they have been with the treatment provided by the existing resources. Public hearings will receive information from others in the community regarding sexual assault and the needs of sexual assault victims. On the basis of this information as well as a community needs assessment, the Interagency Council will develop protocol for use by agencies interacting with sexual assault victims. By working together in developing the protocol or guidelines, Interagency Council members will ensure closer coordination and a more efficient functioning of the entire criminal justice and victim advocacy system.

At the (date) meeting, a sexual assault victim will explain her (or his) experiences while participating in the criminal justice system. According to (insert name and title), a better understanding of victims' experience at the hands of well-intentioned personnel in the criminal justice system will help members of the Interagency Council to gain a better perspective on the issues that the Council needs to address.

The process that the Interagency Council will use is one developed by the National Victim Center, a national non-profit victims' advocacy organization, with support from the U.S. Department of Justice, Office for Victims of Crime.

## E. Press Release

**For Additional Information Contact:**  
**(insert name, title and telephone number)**

(Number) criminal justice system agencies and victim service organizations laid the foundation (day of week, afternoon or evening) for improving the criminal justice system's response to the needs of sexual assault victims. These organizations formed the (name of community) Sexual Assault Interagency Council and agreed to create uniform guidelines for responding to sexual assaults within the community.

(Name and title) stated that a sensitive and coordinated response to sexual assault will go far toward encouraging victims to report the crime, and will ease that participation in the criminal justice system -- a process by sexual assault victims. (Name) cited a study of rape victims published by the National Victim Center in Arlington, Virginia, which found that these victims were unlikely to report their assaults due to fear of publicity generated by such reports. The Interagency Council hopes to develop guidelines to protect sexual assault victims from unwanted publicity.

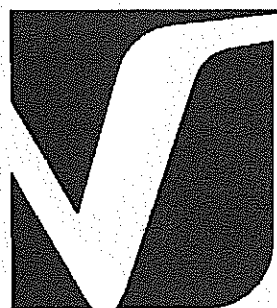
Chief of Police, (name), said that unreported sexual assaults constitute a threat to the public's safety. Many individuals who commit sexual assault are serial offenders who assault more than one victim. Unless the crimes are reported, the assailants cannot be apprehended and stopped.

The Interagency Council will strive to offer all sexual assault victims the benefits of victim support services from the time of their first report for as long as such services are needed. A sexual assault victim spoke about her (his) experiences with the criminal justice system and indicated the value of such services for the victims. To ensure the availability of victim support services, [name of victim advocacy organization(s) or rape crisis center(s)] is/are participating on the Interagency Council.

The Interagency Council will also seek to move toward the creation of a *victim-centered* system by reducing the number of investigative interviews to which sexual assault victims must be subjected, and to increase participation by sexual assault victims in the decisions affecting their cases, such as plea agreements.

The Interagency Council set its next meeting for (date, time and place). Then the Interagency Council will begin to develop a comprehensive list of community services available to sexual assault victims.





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## **INTRODUCTION**

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# INTRODUCTION

Sexual assault is a national tragedy that devastates the lives of hundreds of thousands victims each year. Many of these sexual assault victims experience additional trauma due to the nature of the *system-centered* response by criminal justice agencies.

*Looking Back -- Moving Forward: A Guidebook for Communities Responding to Sexual Assault* discusses the history of the criminal justice system's response to sexual assault. It advocates the need to develop *victim-centered* methods of investigating, prosecuting and adjudicating sexual assault cases through development of community Sexual Assault Interagency Councils.

The *Workbook* is designed to complement the materials in the *Guidebook*, and to assist Interagency Councils with organizing and carrying out the steps for developing and implementing multi-disciplinary, multi-agency, victim-centered protocol. It has suggestions for letters, media releases, meeting agendas and other tools that may be easily adapted for use in any community.

There are nine sections to the *Workbook*. The first page of each, beginning with *Section I: Getting Started*, lists the title and section contents in the left-hand column and suggested steps in the right-hand column. Following the title page of each section are the attachments, or supporting materials, for that particular section.



# ***LOOKING BACK -- MOVING FORWARD***

## ***A Program for Communities Responding to Sexual Assault***

### **WORKBOOK**

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Section VI:      Review and Revise Interagency Agreement

Section VII:     Develop Training Program

Section VIII:    Protocol Monitoring

Section IX:      Protocol Evaluation

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\* Companion publication to *Looking Back, Moving Forward: A Guidebook for Communities Responding to Sexual Assault*. These manuals were developed to assist communities in developing victim-centered protocol through Sexual Assault Interagency Council (SAIC) Teams.





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**SECTION II:  
INVENTORY OF EXISTING SERVICES**

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**SECTION III:  
VICTIM SATISFACTION SURVEY**

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# **III. VICTIM SATISFACTION SURVEY**

## **Steps for Conducting the Victim Satisfaction Survey**

### **CONTENTS:**

- A. Privacy Considerations**
- B. Tips for Conducting the Survey**
- C. Survey Cover Letter**
- D. Victim Satisfaction Survey (VSS)  
Form Checklist**
- E. Example Form**

1. Determine which agency or agencies will conduct the Victim Satisfaction Survey. (Attachment B)
  - A. Survey should collect information from all victims who come into the system, *not* just those whose cases are adjudicated.
  - B. The inclusion of rape crisis centers and law enforcement agencies is critical.
2. Develop the survey plan.
  - A. Design sampling protocol and instrument.
  - B. Determine the number of sexual assault cases to be included in the survey.
3. Conduct the Victim Satisfaction Survey.

## A. Privacy Considerations

When conducting the Victim Satisfaction Survey (VSS), the Interagency Council must address the concerns of many sexual assault victims about maintaining confidentiality of their identities. The following guidelines should be followed:

1. At an appropriate time, ask sexual assault victims if they would mind being contacted in the future and asked about their feelings concerning the services they received.
2. Design the VSS instrument to permit confidential responses and identify the respondents only with their permission.
3. Prior to conducting the VSS, contact sexual assault victims selected to participate to remind them of the survey and to reassure them that their privacy will be maintained.
4. Ask survey responders where to mail the form, if they would like to have the form mailed to them at home or some other address. Give them the option of picking the form up in person, as some may be concerned that another family member could inadvertently receive it.
5. Take care that any reports generated by the VSS do not present information from which the identity of any single respondent could be derived.

In the study *Rape In America: A Report to the Nation*, female rape victims were at least somewhat or extremely concerned about the following privacy issues:

- Her family finding out that she had been sexually assaulted (71%);
  - People outside her family knowing she had been sexually assaulted (68%);
  - Her name being made public by the news media (50%).
6. There may be considerable media interest in the VSS. Members of the media may want to interview sexual assault victims about their experiences in the criminal justice system. This can be a constructive experience if the media representatives agree to respect the wishes of any sexual assault victims who do not want to have their identities disclosed. Additional safeguards to be followed include:
    - Interagency Council members facilitate contact with the media. Media is not given access to case files with names.
    - All sexual assault victims give prior consent (written, if possible) to being contacted by the media.



## B. Tips for Conducting the Survey

If there are fewer than 100 sexual assaults reported in the survey period, the entire population of sexual assault victims may be surveyed.

If less than 100% of sexual assault victims are being surveyed, then those sexual assault victims who are to be surveyed **must** be selected on a random basis.

Randomization may be accomplished by several different methods:

- *The Lottery Method* - Cases are assigned sequential numbers and slips of paper with corresponding numbers are placed in a closed container and drawn. After its number is recorded, the slip of paper is placed back in the container so that the odds of being selected are maintained. For example, if there were 2000 cases in the container, the odds of being selected are 2000 to 1. If the slips of paper with the numbers were not placed back in the drum after being drawn and recorded, the next number would have odds of 1,999 to 1, the next 1998 to 1, and so on.
- *The Table of Random Numbers Method* - Many research methodology texts include tables of random numbers. The table to be used depends upon the number of sexual assault victims for the time period covered by the survey. For example, if there are between 100 and 999 sexual assault victims, the table of random numbers would consist of three digit numbers.

Any telephone directory can substitute for a statistics textbook. Open the directory to any page at random. Take the last two or three digits of the telephone numbers and match them to cases which have been sequentially numbered.

After selecting the sample to be surveyed, send the survey form (Attachment E) with the cover letter (Attachment D) and an enclosed preaddressed, stamped envelop to those selected.

In order to ascertain the satisfaction of sexual assault victims whose cases may not have resulted in conviction and incarceration of their accused assailants, it is important to survey sexual assault victims who exit the criminal justice system at various points in the process. Therefore, the VSS should be conducted by law enforcement agencies and rape crisis centers, and the survey sample drawn from all cases reported to those agencies.

## C. Survey Cover Letter

Dear (Insert Ms. or Mr. Surname) :

On behalf of the (Community) Sexual Assault Interagency Council, I would like to request your assistance to help us improve our community's services for sexual assault victims. You may recall that one of our staff members contacted you recently asking if you would mind responding to this survey. We appreciate that, at that time, you expressed your willingness to complete the survey form enclosed with this letter.

The results of this survey will be used by all of the agencies in the community to look for better ways to respond to the needs of sexual assault victims. We realize that some of the questions may cause you to recall unpleasant memories of your own case. I wish to assure you, however, that we will respect your privacy. Your participation in this survey will enable us to more effectively assist individuals in the future who have shared experiences similar to yours.

If at anytime the survey causes you to experience distress, please just return the form to us in the envelop provided and do not worry about completing the form. Also, you are encouraged to contact (Insert Name of Crisis Counselor) at (###-####), with any questions or concerns you have about the survey.

The confidentiality of your responses is assured. Your response, along with those of all the sexual assault victims participating in the survey, will give a comprehensive picture of how well we are meeting the needs of the sexual assault victims and will ensure that future victims are spared additional trauma.

Again, on behalf of the Interagency Council, I want to thank you for taking the time to complete this survey.

Sincerely,

encl.

## **D. Victim Satisfaction Survey (VSS) Form Checklist**

### Characteristics of the VSS Instrument:

- ✓ Collects information about all organizations which come in contact with sexual assault victims.
- ✓ Surveys sexual assault victims who completed the criminal justice process, as well as those whose cases terminated prior to trial and court disposition.
- ✓ Asks which services were offered and the level of satisfaction with those services.
- ✓ Asks about other services sexual assault victims would have found beneficial.
- ✓ Asks about victim participation in case-related decisions and the level of satisfaction with that participation.
- ✓ Provides an opportunity for sexual assault victims to offer suggestions for system improvement.
- ✓ Solicits the input of a diverse group of sexual assault victims.
- ✓ Offers option for victims to include identifying information for follow-up.

## E. Example Form

### VICTIM SATISFACTION SURVEY

#### Instructions:

The (Community) Sexual Assault Interagency Council is conducting a survey of sexual assault victims to measure their satisfaction with the services they received subsequent to being sexually assaulted. The Interagency Council requests your assistance with this survey. The Interagency Council will use the information you provide to improve services offered by its members to victims of sexual assault. This is an anonymous survey and you need not give your name.

The first section of the survey asks questions to identify the initial agencies or organizations with which you had contact or which may have offered services to you. The following four sections ask about your satisfaction with the services you received from law enforcement agencies, prosecutors, victim assistance programs or rape crisis centers, and medical services.

- *If you did not receive services from one or more of these components, please check the appropriate box for that section and proceed to the next section,*
- *If there are questions within each section that are not applicable to your experience, please check the "Not Applicable" box.*

Once you have completed the survey, please place it in the enclosed stamped, preaddressed envelop and return it to the Interagency Council. The Interagency Council will compile the results of the survey without revealing the identities of the respondents.

If you experience emotional stress while completing the survey and would like to talk with a crisis counselor, please call (Name of Counselor) at (###)###-####. If you are unable to complete the survey, please place it in the enclosed envelop and return it to the Interagency Council.

Thank you for your help.

## Victim Satisfaction Survey

### I. GENERAL INFORMATION

- a. What was the first agency contacted after you were sexually assaulted?
- b. How soon after the sexual assault did the contact with the agency or organization in the previous question occur?
- c. Did the first agency contacted suggest that you should contact other agencies or organizations for additional assistance?
- d. If the answer to the previous question was yes, please list the agencies or organizations to which you were referred:

### II. DEMOGRAPHIC INFORMATION *(for statistical purposes only)*

- |                                     |  |                          |                                |
|-------------------------------------|--|--------------------------|--------------------------------|
| a. Date of Birth:<br>____/____/____ | b. Gender:<br>Male ____<br>Female ____ | c. Ethnic<br>Background: | d. Years of Education<br>_____ |
|-------------------------------------|--|--------------------------|--------------------------------|

### III. LAW ENFORCEMENT/POLICE

The sexual assault against me was reported to a law enforcement agency.

Yes \_\_\_\_\_ No \_\_\_\_\_

Name of agency: \_\_\_\_\_

If the answer to this question is yes, please indicate your satisfaction with the following items by placing an "X" in the appropriate column.

	N O P P L I C A B L E	V S E A R T V I S F I E D	S A T I S F I E D	N E U T R A L	D I S S A T I S F I E D	V D E I R S V S A T I S F I E D
a. Concern by the 911 operator for your safety.						
b. Timeliness of the response by patrol officers.						
c. Information given to you concerning what you might expect during the investigation.						
d. Keeping you informed as the investigation of your case progressed.						
e. Involving you in the decision making process related to your case.						
f. Sensitivity and professionalism of officers assigned to your case.						
g. Accommodating your needs and schedule during the investigation.						
h. Referrals to community organizations providing services to sexual assault victims.						
i. Notifying you as soon as an arrest was made and the assailant was in custody.						
j. Addressing concerns about your personal safety while the assailant was not in custody.						

#### COMMENTS ON POLICE INVOLVEMENT:




#### IV. PROSECUTION

The sexual assault against me was referred to the prosecutor's office.

Yes \_\_\_\_\_ No \_\_\_\_\_

If the answer to this question is yes, please indicate your satisfaction with the following items by placing an "X" in the appropriate column.

N O P T I C A B L E	V S E A R T Y I S F I E D	S A T I S F I E D	N E U T R A L	D I S S A T I S F I E D	V D E I R S E S S A T I S F I E D
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##### Pre-Trial

- |   |  |  |  |  |  |  |
|---|--|--|--|--|--|--|
| a. Talking with you about the case and possible outcomes.           |  |  |  |  |  |  |
| b. Discussing case with you prior to a decision not to prosecute.   |  |  |  |  |  |  |
| c. Demonstrating sensitivity and professionalism during interviews. |  |  |  |  |  |  |
| d. Attempting to minimize court schedule delays.                    |  |  |  |  |  |  |

##### Plea Negotiations

- |  |  |  |  |  |  |  |
|--|--|--|--|--|--|--|
| e. Involving you in discussions related to plea agreements.                            |  |  |  |  |  |  |
| f. Attempting to provide you the opportunity to address the court at the plea hearing. |  |  |  |  |  |  |

##### Trial

- |   |  |  |  |  |  |  |
|---|--|--|--|--|--|--|
| g. Preparing you to testify in court.       |  |  |  |  |  |  |
| h. Accommodations while waiting to testify. |  |  |  |  |  |  |

##### Sentencing

- |  |  |  |  |  |  |  |
|--|--|--|--|--|--|--|
| i. Assisting you with preparation of a Victim Impact Statement.  |  |  |  |  |  |  |
| j. Attempting to obtain restitution for your losses due to the sexual assault and your participation in the criminal justice system's investigation and prosecution. |  |  |  |  |  |  |

##### Post Sentencing

- |  |  |  |  |  |  |  |
|--|--|--|--|--|--|--|
| k. Informing you about the custody status of the assailant after the sentence was imposed. |  |  |  |  |  |  |
|--|--|--|--|--|--|--|

##### COMMENTS ON PROSECUTOR INVOLVEMENT:

V. VICTIM SERVICES PROGRAM OR RAPE CRISIS CENTER						
<p>I received services from a victim services program or rape crisis center.</p> <p>Yes _____ No _____</p> <p>Name of program/center: _____</p> <p>If the answer to this question is yes, please indicate your satisfaction with the following items by placing an "X" in the appropriate column.</p>	<p>N O P T I C A B L E</p>	<p>V S E R T I S F I E D</p>	<p>S A T I S F I E D</p>	<p>N E U T R A L</p>	<p>D I S S A T I S F I E D</p>	<p>V E R Y S A T I S F I E D</p>
a. Providing you emotional support to help you cope with the immediate crisis.						
b. Demonstrating a comprehensive knowledge about what you could expect from law enforcement and the criminal justice system agencies.						
c. Assisting you to address your immediate concerns after the sexual assault.						
d. Helping with family contacts and informing them of the sexual assault.						
e. Obtaining your consent for services <i>prior</i> to delivery.						
f. Assisting you to complete an application for Crime Victims' Compensation.						
g. Facilitating communication with law enforcement and other criminal justice agencies concerning your case.						
h. Providing a victim advocate during interviews and medical examination (if any).						
i. Assisting with media inquiries concerning your sexual assault.						
j. Referring to other agencies for additional services.						
COMMENTS ON VICTIM SERVICES/RAPE CRISIS CENTER INVOLVEMENT:						

## VI. MEDICAL SERVICES

I received services from a medical facility or emergency room.

Yes \_\_\_\_\_ No \_\_\_\_\_

Name of facility: \_\_\_\_\_

If the answer to this question is yes, please indicate your satisfaction with the following items by placing an "X" in the appropriate column.

	N A O P T I C A B L E	V S E A R T Y I S F I E D	S A T I S F I E D	N E U T R A L	D I S S A T I S F I E D	V D E I R S Y S A T I S F I E D
a. Accommodations while waiting for the examination to begin.						
b. Obtaining your consent prior to initiating examination procedures.						
c. Explaining the procedures to be used.						
d. Addressing your questions about possible consequences of the sexual assault.						
e. Attempting to minimize your discomfort during examination.						
f. Facilitating your examination after your arrival at the examination facility through prompt and uninterrupted attention by medical personnel.						
g. Informing you about sexually transmitted diseases, HIV/AIDS and possible pregnancy.						
h. Demonstrating sensitivity to your needs as a sexual assault victim.						
i. Providing facilities for washing after the examination was completed.						
j. Providing replacements for clothing taken as evidence.						
k. Furnishing transportation to and from the hospital.						
l. Taking the financial responsibility for the examination and evidence collection.						

COMMENTS ON MEDICAL SERVICES:






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**SECTION IV:  
COMMUNITY NEEDS ASSESSMENT**

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# **IV. COMMUNITY NEEDS ASSESSMENT**

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- A. Advisory Committees**
- B. Sexual Assault Statistics**
- C. Public Hearing  
Announcement**
- D. Individual Invitations**
- E. Public Hearing Agenda  
Checklist**
- F. Effective Data  
Interpretation Techniques**
- G. Community Needs  
Assessment Report Outline**

## **Steps to Develop Community Needs Assessment Report**

- 1. Complete the Inventory of Existing Services and Victim Satisfaction Survey.
- 2. Appoint Advisory Committees. (Attachment A)
- 3. Gather the Sexual Assault Statistics. (Attachment B)
- 4. Conduct Public Hearings. (Attachments C, D, E)
- 5. Analyze the Data. (Attachment F)
- 6. Write the Community Needs Assessment. (Attachment G)

## A. Advisory Committees

*Looking Back, Moving Forward: A Guidebook for Communities Responding to Sexual Assault* includes the suggestion that Interagency Councils create Advisory Committees of sexual assault victims, media representatives, elected officials, religious leaders and/or others. (See *Chapter IX: Expanding the Interagency Council*.)

All Advisory Committees must have specific written responsibilities defining their roles in formulating the community needs assessment and reviewing and commenting on proposed protocol.

Each Advisory Committee should have a workable number of members (usually between five and nine members is sufficient).

The *Workbook* provides space here to list the Advisory Committees for your Interagency Council. There are blanks for additional Advisory Committees appropriate for your jurisdiction.

The Interagency Council appoints Advisory Committee chairpersons.

The Interagency Council also provides written task assignments to the Advisory Committees with deadlines for completing their work.

## Advisory Committees

### Sexual Assault Victims' Advisory Committee

Chairperson: \_\_\_\_\_

Members:

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### Advisory Committee on the Media

Chairperson: \_\_\_\_\_

Members:

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**Elected Officials' Advisory Committee**

Chairperson: \_\_\_\_\_

Members:

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\_\_\_\_\_ **Advisory Committee**

Chairperson: \_\_\_\_\_

Members:

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**Religious Community Advisory  
Committee**

Chairperson: \_\_\_\_\_

Members:

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\_\_\_\_\_ **Advisory Committee**

Chairperson: \_\_\_\_\_

Members:

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## B. Sexual Assault Statistics

The Community Needs Assessment must examine the scope of the problem in the geographical area served by the Interagency Council. In order to document the nature of the sexual assault problem as well as the system's response, the Interagency Council needs to collect and analyze data.

It is likely that most of the data needed for the Community Needs Assessment report is being collected by local agencies in some form. Sources include police crime reports, prosecutor case files, rape crisis center service statistics, and emergency room case counts.

If annual statistics are used, care should be taken to ensure that they cover the same 12 month period. Some agencies use a calendar year, while others may use a fiscal year.

### Data Specifications:

1. Aggregate number of reported sexual assaults for one year.
2. Number of sexual assaults by type of assault (*e.g.*, first degree rape, lascivious conduct, *etc.*).
3. Number of sexual assaults by type of assault with age and sex of victim.
4. Number of sexual assaults by time and days of week when they occurred.
5. Geographic distribution of reported sexual assaults.
6. Number of sexual assaults reported to each type of agency, *i.e.*, law enforcement agency or rape crisis center.
7. Number of sexual assault cases at each entry and exit point of the system, *i.e.*, number of cases reported to law enforcement agencies which were investigated and no further action taken; investigated and sent to prosecutor; etc.
8. Number of cases closed by arrest of perpetrator.
9. Number of convictions.
10. Average sentence and time served.

## C. Public Hearing Announcement

**For additional information, contact:  
(insert name, title and telephone number)**

The (insert name of community) Sexual Assault Interagency Council will hold a public hearing at (insert time) on (insert day of week and date) in (insert place and address). The purpose of the hearing is to obtain information about the needs of sexual assault victims in the community. The Interagency Council will draw upon this information as it develops multi-disciplinary protocol for responding to sexual assault.

According to (insert name and title of official spokesperson) there were (insert number) sexual assaults reported in (insert name of community) last year. The actual number of sexual assaults is unknown because, as documented in several research studies, over 80% of sexual assault victims are reluctant to seek help after their assaults and, therefore, do not make a report.

Representatives of law enforcement, medical, social services, victim services and other criminal justice system agencies are expected to testify during the hearing. Invitations have also been extended to organizations serving distinct populations of elderly, disabled and minority groups to speak on behalf of their constituencies.

Individuals who wish to present information at the hearing should contact ( insert name ) at (insert telephone number). Due to the time constraints, speakers will be limited to five (5) minutes each in which to make their statements. Additional written information will be accepted by the Interagency Council.

## **D. Individual Invitations**

In order to receive maximum benefit from the public hearings, the Interagency Council should extend individual invitations to organizations in the community representing constituencies which, may have distinct victim-service related needs.

These organizations should be encouraged to identify:

- Successful aspects of the current service delivery system to sexual assault victims;
- Barriers to effective delivery of services to their constituencies; and
- Services which organizations can provide to their constituents who have been sexually assaulted.

## **Organizations to Receive Invitations:**

1. Victim service agencies
2. Mental health organizations
3. Advocacy organizations for the elderly
3. Ethnic and religious organizations
4. Gay and lesbian community organizations
5. High school, college and university student bodies, administrators and faculty
6. Organizations serving individuals who are disabled
7. Elected officials
8. Women's advocacy organizations
9. Victim services networks and coalitions
10. Child advocacy organizations
11. Government agencies not represented on the Interagency Council

### E. Public Hearing Agenda Checklist

- ✓ Opening remarks including explanation of the Sexual Assault Interagency Council and the purpose of the public hearing **Chairperson of the Interagency Council**
- ✓ Testimony concerning the nature of the sexual assault problem in the community **Chief of Police or President of Rape Crisis Center**
- ✓ Brief statements of need as identified by the Interagency Council member organizations (law enforcement, prosecution, victim services and medical) **Representatives of Each Member Organization**
- ✓ Statements by representatives of organizations receiving special invitations **List of Organizations, Name and Title of Representative**
- ✓ Statements by representatives of other organizations making prior arrangements **List of Speakers and Their Organizational Affiliations**
- ✓ Statements by others attending meeting **Open Forum with 5 Minute Time Limit for Each Speaker**
- ✓ Invitation to submit written statements **Chairperson of Interagency Council**
- ✓ Closing remarks and adjournment **Chairperson of Interagency Council**

## F. Effective Data Interpretation Techniques

Complex statistical calculations are unnecessary for the interpretation of the data collected for the Community Needs Assessment report. The Interagency Council needs to have data presented in ways which reveal strengths and weaknesses of the existing system and facilitate policy decisions.

The following data presentation techniques should be considered:

- **Case Studies** - Data may be analyzed and a representative case developed that can then be tracked through the system -- with explanations of what typically occurs at each stage of the case.
- **Victim Based Tracking System** - The Interagency Council creates a flow chart of its system of response to sexual assault cases. The number of victims is indicated at each point in the system to demonstrate how victims are processed through the sexual assault response system and at what points in the system cases terminate.
- **Trend Analysis** - If data is available for several years, trends can be charted to determine if the problems are increasing, decreasing, or remaining stable over the time periods examined.
- **Victim Profiles** - Aggregating data on age, sex, ethnicity and other demographic factors to develop a better understanding of the kinds of sexual assault victims addressed by the Interagency Council protocol.
- **Offense Mapping** - Providing maps of the jurisdiction with the locations of sexual assaults. This can identify patterns of the offense as well as possibly identifying areas that have characteristics increasing the risk of sexual assault, *i.e.*, a subway stop with inadequate lighting that has significant numbers of travelers entering and leaving after dark.
- **Pie Charts** - Graphically compare relative sizes (percentages) of the whole through wedge-shaped segments of a circle.

## **G. Community Needs Assessment Report Outline**

### **I. Introduction**

This section of the report identifies the agencies and organizations participating on the Interagency Council. It reviews the processes used by the Interagency Council to develop the Community Needs Assessment report.

### **II. Community Sexual Assault Data**

This section of the report provides a description of the sexual assault problem in the community. It should include aggregate numbers of sexual assault cases, agency-by-agency service statistics, sexual assault victim information, and a description of the response system for sexual assault cases. (See Attachment F: Effective Data Interpretation Techniques for some ways to present this information.)

### **III. Inventory of Existing Services**

This section offers a listing of all agencies and organizations with a brief description of the services they provide. An Appendix should provide more complete information about each of the agencies.

### **IV. Victim Satisfaction Survey (VSS)**

This section presents the findings of the VSS. Information from the survey should be organized by agency and system process. The information should present indicators of satisfaction and dissatisfaction, *e.g.*, 55% of respondents indicated they were satisfied with the response of the police 911 operator while 40% indicated dissatisfaction and 15% indicated neither satisfaction nor dissatisfaction. In addition to numerical data, this section should discuss factors related to the satisfaction levels indicated by the VSS.

### **V. Results from Public Hearing**

This section presents the information derived from the public hearings, in an organized and presented in digest form. Footnotes may be used to indicate the source of the information from the hearing. Original written testimonies can be offered in an Appendix.

### **VI. Findings of the Interagency Council**

In this section, the Interagency Council should discuss its interpretation of the complete collection of information. This section will include the strengths of the existing system as well as areas that need improvement. The final protocol will preserve successful components while remedying those that are inadequate.

## **VII. Priority Concerns of the Interagency Council**

This section should summarize the findings of the Interagency Council and identify areas the Council designates as priorities for protocol development.





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**SECTION V:  
WRITE PROTOCOL**

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1. The first part of the document discusses the importance of maintaining accurate records of all transactions and activities. It emphasizes the need for transparency and accountability in financial reporting.

2. The second part of the document outlines the various methods and techniques used to collect and analyze data. It includes a detailed description of the experimental procedures and the statistical analysis performed.

3. The third part of the document presents the results of the study. It includes a series of tables and graphs that illustrate the findings of the research. The data shows a clear trend of increasing activity over time.

4. The fourth part of the document discusses the implications of the findings. It suggests that the results have significant implications for the field of study and may lead to further research in this area.

5. The fifth part of the document concludes the study. It summarizes the key findings and provides a final statement on the importance of the research.

6. The sixth part of the document discusses the limitations of the study. It acknowledges that there are certain factors that may have influenced the results and that further research is needed to confirm the findings.

7. The seventh part of the document provides a detailed description of the experimental setup. It includes a list of the equipment used and a description of the procedures followed during the experiment.

8. The eighth part of the document presents the results of the data analysis. It includes a series of tables and graphs that show the distribution of the data and the results of the statistical tests.

9. The ninth part of the document discusses the implications of the findings. It suggests that the results have significant implications for the field of study and may lead to further research in this area.

10. The tenth part of the document concludes the study. It summarizes the key findings and provides a final statement on the importance of the research.

11. The eleventh part of the document discusses the limitations of the study. It acknowledges that there are certain factors that may have influenced the results and that further research is needed to confirm the findings.

12. The twelfth part of the document provides a detailed description of the experimental setup. It includes a list of the equipment used and a description of the procedures followed during the experiment.

13. The thirteenth part of the document presents the results of the data analysis. It includes a series of tables and graphs that show the distribution of the data and the results of the statistical tests.

14. The fourteenth part of the document discusses the implications of the findings. It suggests that the results have significant implications for the field of study and may lead to further research in this area.

15. The fifteenth part of the document concludes the study. It summarizes the key findings and provides a final statement on the importance of the research.

# V. WRITE PROTOCOL

## Steps for Writing Protocol

1. Review the Community Needs Assessment report.
2. Develop consensus among Sexual Assault Interagency Council members on protocol's objectives. (Attachment A)
3. Assign agency responsibility for protocol writing (Attachment B). Writing may be accomplished by a subcommittee such as a *law enforcement subcommittee*. All protocol should use a standardized format. (Attachment C)
4. Review and critique protocol by Advisory Committees. Revise as necessary.
5. Draft protocol submitted to the Interagency Council and assess using appropriate checklists. (Attachments D, E, F, G)

## CONTENTS:

- A. Developing Objectives
- B. Victim-Centered System -- Responsibility Matrix (Revised System)
- C. Protocol Format
- D. Law Enforcement Checklist
- E. Prosecution Checklist
- F. Victim Services Checklist
- G. Medical Checklist

## A. Developing Objectives

### Objectives:

State the primary purpose that the Interagency Council wants to achieve with the protocol.

***Should be measurable.*** Objectives selected by the Interagency Council should indicate a measurable level of achievement; for example, to increase by 25% the number of sexual assault victims who are referred to the rape crisis center for support services.

***Should be achievable.*** Every community would like to have a sexual assault response system that functions perfectly. Unfortunately, no system functions perfectly. Rather than set unrealistically high objectives, the Interagency Council should set challenging, but achievable goals.

***Should establish standards.*** The Interagency Council's consensus about the objectives for the system's response to sexual assault sets performance standards by which individual pieces of protocol may be measured.

***Should be victim-centered.*** Each agency and organization on the Interagency Council may use objectives to identify opportunities for sexual assault victims to participate in case-related decisions, as well as to minimize secondary trauma due to interviews, thereby reducing repeated disruption of their lives.

*If you don't know where you  
are going, how will you know  
when you get there?*

*-- Author Unknown*

## **B. Victim-Centered System -- Responsibility Matrix (Revised System)**

The *Victim-Centered System --*

*Responsibility Matrix* which was used to inventory existing services may be revised and used to guide the writing of protocol. In order to use the form for this purpose, the Interagency Council must reach consensus on how the revised system will operate. Once these decisions are made, subcommittees may be given assignments for writing specific protocol.

The next page has a blank *Victim-Centered System -- Responsibility Matrix* (Revised System) that should be reproduced as many times as necessary. Headings for each section of the protocol can be inserted at the appropriate places with the topic of the protocol placed in the large column.

## REVISED SYSTEM

[illegible]

## **C. Protocol Format**

The Interagency Council needs to establish a uniform format for the writing of its protocol. The format should:

- Display the date on which the protocol became effective;
- State the goal of the protocol;
- Delineate the tasks necessary to achieve the goals;
- Enumerate the procedures for carrying out the tasks; and,
- Identify the personnel responsible for implementing the procedures.

## **D. Law Enforcement Checklist**

### **Protocol Checklist: Law Enforcement**

#### **DISPATCHER**

- ☐ Determine if assailant is present.
- ☐ Determine if emergency medical care is needed.
- ☐ Dispatch patrol officer(s) according to departmental policy.
- ☐ Determine if victim wants contact for victim assistance.
- ☐ Keep sexual assault victim on-line until patrol officer(s) arrive.
- ☐ Transfer sexual assault victim's call to rape crisis center hotline counselor.  
or

#### **FIRST RESPONDER**

- ☐ Determine need for emergency medical care.
- ☐ Arrange transportation to and from hospital.
- ☐ Ask sexual assault victim if the suspected assailant is at the crime scene.
- ☐ Ask victim for description/identification of assailant and broadcast be-on-the-lookout (BOLO) message for suspect.
- ☐ Advise victim of evidence preservation steps.
- ☐ Preserve the crime scene (if sexual assault was recent).
- ☐ Advise victim of availability of victim assistance and encourage acceptance of victim counseling and advocacy services.



## INVESTIGATORS

- ☐ Keep sexual assault victim informed about the status of the case.
- ☐ Address victim's concerns for safety and the possibility that the assailant will return.
- ☐ Accommodate victim's needs during investigatory processes which require victim participation, *e.g.*, interviews, hearings, line-ups.
- ☐ Notify sexual assault victim when suspect is taken into custody.
- ☐ Advise victim of custody status of suspect and any changes in that status.
- ☐ Permit victim advocate to be present during line-ups to provide emotional support for the victim.

## INITIAL INTERVIEW

- ☐ Determine information needs for police **and** prosecutor from victim interviews to minimize necessity of repetitious interviews.
- ☐ Provide appropriate steps to make sexual assault victim comfortable with the interview, *i.e.*, ask victim about gender preference for interviewer or allow victim to have an advocate or friend present during the interview.
- ☐ Provide interpreter services if needed, including language translation for non-English speaking and signing for hearing disabled sexual assault victims.
- ☐ Ask sexual assault victim if he or she wants to file a complaint and have the case prosecuted.
- ☐ If there a stated policy about the use of video and/or audio taping of the interview, inform victim of this process and how the tape will be used in later proceedings.

## E. Prosecution Checklist

### Protocol Checklist: Prosecution

#### GENERAL PROSECUTION PROTOCOL

- ☐ Notify sexual assault victim of all hearings and changes in schedules.
- ☐ Consider the needs of the sexual assault victim when scheduling case-related activities, *e.g.*, religious holidays, health requirements, family activities and occupational requirements.
- ☐ Facilitate victim participation in all activities at which the assailant has a right to be present.
- ☐ Establish communication methods to avoid unnecessary trips to the courthouse, *e.g.*, electronic pagers, on-call system for victims or voice mail system for victims to call in and receive current case status information.
- ☐ Object to continuances unless they benefit the victim.

#### INITIAL APPEARANCE, ARRAIGNMENT AND BAIL HEARINGS

- ☐ Discuss desired conditions of release with sexual assault victim prior to bail hearing.
- ☐ Request that any release on bail or ROR include protection orders for the victim.
- ☐ Keep sexual assault victim informed about the detention status of the suspected assailant.
- ☐ When possible, allow victim to express concerns about the suspected assailant's dangerousness.

## PLEA NEGOTIATIONS

- ☐ Inform sexual assault victim of reasons to consider a negotiated plea.
- ☐ Describe optional courses of action other than a negotiated plea.
- ☐ Determine what courses of action the victim wants to take.
- ☐ Consider the needs of the victim in accepting a plea, *e.g.*, restitution, protection, emotional security.
- ☐ Provide sexual assault victim the right of allocution at the plea hearing.

## TRIAL

- ☐ Provide separate areas for victims and defense witnesses.
- ☐ Provide court accompaniment for sexual assault victim.
- ☐ Provide same access to courtroom as that afforded the defendant.
- ☐ Keep victim informed about court schedules: dates, times and places.

## SENTENCING

- ☐ Ensure opportunity for Victim Impact Statement as a part of sentencing considerations.
- ☐ Provide opportunity for a victim statement at the sentencing hearing.
- ☐ Include victim needs as part of sentence, *e.g.*, restitution, protection, emotional security.

## POST SENTENCING

- ☐ Notify victim about changes in offender status.
- ☐ Notify victim of scheduled parole hearings.
- ☐ Ensure opportunity to update Victim Impact Statement (VIS) for parole board.
- ☐ Provide opportunity for a victim statement at parole hearings.
- ☐ Provide priority prosecution for violations of release conditions.

## **F. Victim Services Checklist**

### **Protocol Checklist: Victim Services**

#### **INITIAL REPORT**

- ☐ Determine if the sexual assault victim is in immediate danger.
- ☐ Ascertain if emergency medical assistance is needed.
- ☐ Help identify and address the immediate concerns of sexual assault victim.
- ☐ Answer victim questions about law enforcement and the criminal justice system.
- ☐ Offer crisis counseling services.
- ☐ Ask if sexual assault victim wants to report the crime to police.
- ☐ Establish interagency coordination procedures.
- ☐ Caution victim against evidence destruction.
- ☐ Arrange transportation to and from hospital.

#### **MEDICAL EXAMINATION**

- ☐ Provide victim with emotional support during examination.
- ☐ With victim permission, discuss assault with family and provide counseling to secondary victims.
- ☐ Guarantee that no sexual assault victim has to leave the examination wearing only a hospital gown and sandals; arrange for replacement clothing.
- ☐ Provide cosmetics and other toiletries for use after the forensic and medical examinations are completed.

## INITIAL INTERVIEW

- ☐ Establish guidelines for interagency participation in the interview.
- ☐ Establish a clear understanding about the confidentiality of case-related information gained during the interview.
- ☐ Define role(s) of the victim advocate during the interview, *e.g.*, provide emotional support, monitor attention to victim needs, help inform victim about what to expect in future.

## CRIME VICTIMS' COMPENSATION

- ☐ Assign responsibility for assisting victim with completing application for crime victims' compensation.
- ☐ Help follow-up on application to ensure that it is processed in a timely manner.

## INVESTIGATION

- ☐ Establish procedures to facilitate communications between law enforcement investigators and sexual assault victim.
- ☐ Provide support for victim participation in the investigation.
- ☐ Define procedures for easing fears about safety and security.

## ARREST

- ☐ Establish responsibility for notifying victim when arrest is made.
- ☐ Establish responsibility for notifying victim when there is a change in custody status of suspected assailant.
- ☐ Provide guidelines for victim advocate's presence during police line-ups and other proceedings.
- ☐ Represent victim at hearings closed to victim presence.

### **PRE-TRIAL**

- ☐ Establish procedures for notifying victim of case status.
- ☐ Provide guidelines for coordinating communications among agencies providing services to sexual assault victim.
- ☐ Develop court monitoring procedures and advocacy for appropriate victim participation in hearings.
- ☐ Provide guidance for facilitating victim - prosecutor communications concerning plea negotiations and victim needs.
- ☐ Define role of victim services for coordinating "on-call" system for court appearances by victim.

### **TRIAL**

- ☐ Establish court accompaniment program by victim advocate.
- ☐ Support development of different waiting areas in courthouse to completely separate the victim from access by defendant and defense witnesses.
- ☐ Furnish guidelines to offer ongoing emotional support to the sexual assault victim.

### **SENTENCING**

- ☐ Define role of victim advocate for assisting victim with the preparation of a Victim Impact Statement.
- ☐ Support victim right of allocution at sentencing hearing.
- ☐ Continue court accompaniment program.

## **POST-SENTENCING**

- ☐ Remind victim of right to seek redress through civil litigation.
- ☐ Set guidelines for keeping victim informed about status of appeals.
- ☐ Establish procedures for keeping victim informed about parole hearings and changes in incarceration status.
- ☐ Help victim prepare or update Victim Impact Statement (VIS) for parole hearings.
- ☐ Provide guidelines for enforcing restitution requirements and protection orders, and reporting harassment.

## **ONGOING VICTIM SERVICES**

- ☐ Establish guidelines for continuing services as long as the victim requires emotional support or counseling.
- ☐ Provide referral guidelines for other community services.



## **G. Medical Checklist**

### **Protocol Checklist: Medical**

#### **HOSPITAL INTAKE**

- ☐ Provide private waiting area separate from emergency room waiting area for sexual assault victim.
- ☐ Provide expedited consultation and attention to victim from specially trained staff.
- ☐ Establish procedures to obtain victim consent for each medical and evidentiary procedure.
- ☐ Set guidelines for explaining to sexual assault victim the significance of refusing the evidentiary examination and the right to refuse to file charges, even if the evidentiary examination is conducted.
- ☐ Define role of victim advocate during medical and evidentiary examination.

#### **EVIDENTIARY EXAMINATION**

- ☐ Conduct examination in accord with established rape evidence collection protocol.
- ☐ Minimize discomfort experienced by the victim.
- ☐ Directly handle evidence to maintain chain of custody.

#### **MEDICAL EXAMINATION**

- ☐ Direct primary attention to immediate medical needs of victim.
- ☐ Inform victim about possible pregnancy, sexually transmitted diseases, testing for HIV infection, AIDS, and prophylactic steps to avoid pregnancy and infection.
- ☐ Set guidelines for making referrals for follow-up medical and mental health services.





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**SECTION VI:  
REVIEW AND REVISE  
INTERAGENCY AGREEMENT**

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# **VI. REVIEW AND REVISE INTERAGENCY AGREEMENT**

## **Steps for Reviewing and Revising Interagency Agreement**

### **CONTENTS:**

- A. Other Potential Agencies  
and Organizations for  
Interagency Council  
Membership**
- B. Invitation Letter**
- C. Transmittal Letter for  
Interagency Council  
Protocol**
- D. Adoption Letter from  
Agencies**

- 1. Consider adding to the Interagency Council any agency or organization with an assigned role in protocol implementation. (See Attachment A for potential additions to the Interagency Council)
- 2. Send a copy of the protocol as approved by the Interagency Council to the chief executive of each agency with a transmittal letter requesting formal adoption of the protocol by each agency or organization. (Attachment B and C)

## A. Other Potential Agencies and Organizations for Interagency Council Membership

*Chapter IX: Expanding the Interagency Council* of the *Guidebook* suggests additional agencies as potential expansions to the Interagency Council.

Each community has different agencies and organizations, as well as specific requirements for the effective implementation of its protocol. This may be a good point to consider expanding the Interagency Council *based upon the requirements of the protocol*.

### Possible Expansion Agencies (*if not already members*)

- **Social Services** (including child protective services and adult protective services)
- **Mental Health**
- **Schools, Colleges and Universities**
- **Courts**
- **Corrections** (Including probation and parole agencies as well as institutional corrections)
- **Organizations Serving Distinct Populations**

## **B. Invitation Letter**

Dear (Name) :

On behalf of the (community) Sexual Assault Interagency Council, I am pleased to present this copy of the protocol adopted by the Interagency Council at our meeting on (date). It represents many hours of hard work by its members. The implementation of these protocol will ensure that the needs of sexual assault victims in our community will be more sensitively and adequately addressed.

During the development process, members of the Interagency Council recognized the significance of your organization's services to sexual assault victims. Because of these responsibilities, we believe that the community would benefit from official representation of your agency on the Interagency Council. Your agency may join the Interagency Council by signing the enclosed Interagency Agreement. We also ask that you name an official agency representative of your organization to serve on the council. Please contact (Name), at (###-###-####) with the name of your appointee.

In addition, we are requesting that each of the agencies on the Council review the protocol and formally incorporate its provisions into their individual agency policies. To document your acceptance of the protocol, I have enclosed a form for you to sign and return. Once all of the agencies have signalled their acceptance, we will develop training programs for all personnel affected by the protocol so that they may be implemented in an orderly and professional manner.

Please do not hesitate to contact me if you have questions concerning the protocol or the activities of the Interagency Council. We appreciate the way in which your organization has assisted the Council and hope that you will accept our invitation to become a full member.

Thank you.

Sincerely,

## C. Transmittal Letter for Interagency Council Protocol

Dear (Name):

On behalf of the (community) Sexual Assault Interagency Council, I am pleased to present this copy of the protocol adopted by the Interagency Council at our meeting on (date). It represents many hours of hard work by its members, including (name) appointed from your agency. The implementation of these protocol will ensure that the needs of sexual assault victims in our community will be more adequately addressed.

We are requesting that each of the agencies on the Council review the protocol and formally incorporate its provisions into their individual agency policies. To document your acceptance of the protocol, I have enclosed a form for you to sign and return. Once all of the agencies have indicated their acceptance of the protocol, we will develop training programs for all personnel affected so that the protocol may be implemented in an orderly and professional manner.

Please do not hesitate to contact me if you have questions concerning the protocol or the activities of the Interagency Council. We appreciate your organization's able representation and participation in the activities of the Council.

Thank you.

Sincerely,

S/Chairperson



## **D. Adoption Letter from Agencies**

Dear (Chairperson of Interagency Council) :

I have reviewed the protocol developed by the staff of (community) Sexual Assault Interagency Council which was presented to me on (date). (Agency's name) agree with the protocol and are incorporating them into our policies and procedures. The implementation of these protocol will assist our staff in improving their interaction with sexual assault victims. We look forward to participating in the training program and future activities of the Interagency Council.

Thank you.

Sincerely,

(Agency/Chief Executive)





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**SECTION VII:  
DEVELOP TRAINING PROGRAM**

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# VII. DEVELOP TRAINING PROGRAM

## Steps for Developing a Protocol-Based Training Program

### CONTENTS:

- A. Training Committee  
Responsibilities Checklist
- B. Training Needs Analysis

1. Form a Training Committee with representatives from each agency to develop the required training program. (See Attachment A for the responsibilities of this committee)
2. Conduct a Protocol-Based Training Needs Analysis. (Attachment B)
3. Formulate specific lesson plans to meet the needs identified by the analysis.
4. Select instructors with necessary expertise and experience to implement training program.
5. Conduct a *train-the-trainers* seminar so that all instructors understand the protocol implementation process and relay it to staff in a consistent manner.
6. Develop a training schedule for each staff member affected by the protocol.

## A. Training Committee Responsibilities Checklist

The Training Committee is responsible to the Sexual Assault Interagency Council for the following tasks:

- ✓ Conducting a training needs analysis of the protocol.
- ✓ Developing a training curriculum for personnel responsible for implementing the protocol.
  - Survey agencies and organizations to determine the amount of time that agencies are willing to commit to training.
  - Develop multi-agency joint training.
  - Consider phasing in the training so that time commitments by personnel are more easily integrated into their work schedules. For example, a forty-hour training program may be held one-day per week for five weeks rather than on five consecutive days.
- ✓ Evaluating and certifying personnel knowledge and skills subsequent to the training.
- ✓ Selecting qualified trainers for conducting the training.
- ✓ Conducting an annual *train-the-trainers* course.
- ✓ Establishing a training schedule.
- ✓ Reviewing curriculum continually to ensure that it meets the requirements of the protocol and reflects the most current practices of victim assistance and sexual assault case investigation and prosecution.

## **B. Training Needs Analysis**

### **Steps for Conducting the Training Needs Analysis**

1. Examine each protocol requirement or guideline.
2. Determine what knowledge and skills are necessary for implementing each requirement.
3. Identify specific personnel responsible for implementing each protocol requirement.
4. Arrange knowledge and skills into logical curriculum.
5. Establish curriculum support requirements, *e.g.*, training aids, texts, equipment.
6. Identify qualified instructors to deliver training.
7. Schedule training and assign personnel to attend.







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**SECTION VIII:  
PROTOCOL MONITORING**

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# **VIII. PROTOCOL MONITORING**

## **Steps for Monitoring Protocol Implementation**

1. Select a Monitoring Committee.  
(See Attachment A for a description of this committee's responsibilities)
2. Develop a monitoring plan.
3. Use adapted Victim-Centered System -- Responsibility Matrix as a monitoring tool. (Attachment B)
4. Conduct monitoring visits by teams.
5. Submit monitoring report to chief executive of each agency monitored for internal review prior to public disclosure. (See Attachment C for monitoring report guidelines)

### **CONTENTS:**

- A. Monitoring Committee Responsibilities Checklist
- B. Use of Victim-Centered System -- Responsibility Matrix as a Monitoring Tool
- C. Monitoring Tips
- D. Monitoring Report Guidelines

## **A. Monitoring Committee Responsibilities Checklist**

The Monitoring Committee is responsible to the Sexual Assault Interagency Council for the following tasks:

- ✓ Recommending an implementation strategy to the Interagency Council complete with target dates to provide the basis for monitoring progress.
- ✓ Maintaining a progress chart based upon the time lines established by the Interagency Council.
- ✓ Assessing the degree of implementation of the Interagency Council's protocol by each participating agency.
- ✓ Identifying roadblocks to implementing protocol.
- ✓ Assessing the impact of the protocol on victims.
- ✓ Assessing the impact of the protocol on participating agencies.
- ✓ Assigning monitoring teams for conducting on-site visits at agencies.
- ✓ Reporting findings to the Interagency Council.

## **B. Use of Victim-Centered System -- Responsibility Matrix as a Monitoring Tool**

The *Victim-Centered System* --  
*Responsibility Matrix* can be adapted as a  
monitoring tool:

1. Take a blank matrix and identify the specific item of protocol in the first column.
2. Under the agency columns, indicate the agency responsible for implementing that specific protocol.
3. During a site visit to the agency, use the matrix as a checklist for protocol implementation.
4. On a separate piece of paper, make notes regarding the findings of the monitoring team.

# MONITORING SYSTEM

VICTIM-CENTERED SYSTEM -- RESPONSIBILITY MATRIX												
<b>Key to symbols:</b>  <b>P = Primary Responsibility</b>  <b>S = Secondary Responsibility</b>  <b>L = Communications Linkage</b>	V I C T I M  S E R V I C E S	P O L I C E	P R O S E C U T O R	M E D I C A L	S O C I A L  S E R V I C E	M E N T A L  H E A L T H	S C H O O L S	C O U R T S	P R O B A T I O N  P A R O L E	C O R R E C T I O N S  I N S T	O T H E R	M E D I A

## C. Monitoring Tips

- Monitoring is intended to ensure that, once protocols have been developed, they are being uniformly applied.
- Monitoring frequently involves *site visits by monitoring teams* usually composed of personnel from agencies and organizations other than the one being monitored. Team members interview agency staff, examine relevant records, and, if feasible, observe agency operations.
- Monitoring teams can function more efficiently if members confer prior to the site visit and assign each team member specific functions for the monitoring visitation, *e.g.*, one member may be responsible for checking training records while another member interviews personnel.
- Monitoring teams should schedule their visits in advance; upon arrival the team should meet with agency or organizational administrators to brief them about the purpose of the monitoring visit and meet with them again to debrief and to thank them for their cooperation.
- Monitoring teams should write their report soon after their site visit so that their report accurately reflects the status of protocol implementation.

## **D. Monitoring Report Guidelines**

The Monitoring Committee is responsible for reporting their findings to the Interagency Council and to the agencies they monitor. The monitoring process is intended to assist with the implementation of the protocol in each of the agencies; therefore, it should not be viewed as adversarial.

As they perform their tasks, the monitoring team should look for strengths as well as weaknesses. The strengths should receive at least as much attention as the weaknesses in the monitoring report.

When a problem has been identified in the course of protocol monitoring, the monitoring team should attempt to identify a probable cause and suggest solutions.

Prior to submitting a monitoring report to the Interagency Council, the monitoring team should provide the agency with a draft of the report, which will enable the agency to prepare its response. Again, monitoring is intended to be supportive of the agency's efforts and not intended to put the agency in a bad light.





**National  
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**SECTION IX:  
PROTOCOL EVALUATION**

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# **IX. Protocol Evaluation**

## **CONTENTS:**

- A. Evaluation Committee  
Responsibilities Checklist**
- B. Evaluation Design  
Specifications**
- C. Suggested Guidelines for  
Evaluation**
- D. Evaluation Report Outline**

## **Steps for Evaluating Victim-Centered Protocol**

1. Select an Evaluation Committee.  
(See Attachment A for a description  
of this Committee's responsibilities)
2. Formulate the evaluation hypothesis  
which indicates what will be  
evaluated.
3. Develop the evaluation design.  
(See Attachment B for design  
specifications)
4. Identify data and data sources to be  
used in the evaluation. (See  
Attachment C for suggested  
guidelines on data collection)
5. Implement the evaluation design.
6. Write the evaluation report. (See  
Attachment D for suggested  
outline)

## **A. Evaluation Committee Responsibilities Checklist**

The Evaluation Committee is responsible to the Interagency Council for the following tasks:

- ✓ Developing and submitting to the Interagency Council for its approval an evaluation design to measure the impact of the Interagency Council protocol.
- ✓ Establishing data collection requirements and forms necessary to implement the evaluation design.
- ✓ Overseeing the implementation of the evaluation design.
- ✓ Utilizing community resources as appropriate to carry out the responsibilities of this committee, *e.g.*, university faculty and students, private sector personnel and computers, etc.

## **B. Evaluation Design Specifications**

There are three basic kinds of program evaluation designs:

- **Clinical**
- **Correlational**
- **Comparative**

### **Characteristics of Program Evaluation Designs:**

#### **Clinical**

- ✓ Uses systematic, logical, non-inferential methods to evaluate relationships among program elements.
- ✓ Can be used with any program.
- ✓ Involves case-by-case analysis of project events or clients.
- ✓ Examines cause - effect relationship between program elements and establishes if the results can be linked to these relationships.
- ✓ Attributes causality by giving reasonable explanations.
- ✓ Does not require complex statistical calculations.

## Correlational

- ✓ Cause - effect relationships among program elements are examined through basic statistical calculations.
- ✓ The strength of the relationships among program variables shows what may be working well or not working in the program.
- ✓ Within-program variability can be analyzed for strengths and differences in program relationships.

## Comparative

- ✓ Examines cause - effect relationships among program elements through use of "outside" program data.
- ✓ Can be used when either the program has comparison or control groups other than the treatment group; or pro-program *baseline* data are available.
- ✓ Uses *experimental* and *quasi-experimental* designs.

### Experimental Designs

- ▶ Most *scientific*.
- ▶ Use randomly formed *control groups*.
- ▶ Random assignment controls *rival causes*.
- ▶ Give high confidence in results.
- ▶ *Rigorous, but may be impractical.*

### Quasi-Experimental Designs

- ▶ Less precise. not up to strict experimental design standards, use non-equivalent comparison groups, not randomly formed.
- ▶ *Often more feasible in the "real world."*

## **C. Suggested Evaluation Guidelines**

- Monitoring and Evaluation Committees need to collaborate on the data to be collected and used by both committees.
- The purpose of this evaluation is to provide program managers with information useful to them for guided decision making -- the evaluation design and data analysis should reflect their needs.
- The Interagency Council needs to define its goals and reach consensus on measures for defining goal attainment.
- In planning for the evaluation, the Sexual Assault Interagency Council should formulate a work plan should formulated to include:
  - ▶ Who will collect the data;
  - ▶ When data will be collected;
  - ▶ How data will be collected;
  - ▶ How data will be verified; and,
  - ▶ How data will be analyzed.

## **D. Evaluation Report Outline**

### **I. Executive Summary**

This is a brief statement of the findings and recommendations derived from the evaluation.

### **II. Project Description**

This section establishes the basis for the evaluation. It describes the origins of the protocol development effort; the agencies involved; the problems that existed in the system prior to victim-centered protocol development; and the objectives for the protocol.

### **III. Evaluation Design**

This section explains what was evaluated and how the evaluation was conducted. It should explain why the particular design was selected; what data were used; and how the data were collected and analyzed.

### **IV. Evaluation Findings**

This section should present the findings of the evaluation and explain what data exist to support each finding.

### **V. Recommendations**

This section should examine the findings and make recommendations for adjusting protocol to better meet the needs of sexual assault. Recommendations should also support continuation and strengthening of the positive findings documented by the evaluation.

### **VI. Appendices**

Include data collection instruments and other important documents which have facilitated the evaluation.





