



RESEARCH REPORT

Responding to Homicide and Shooting Scenes

A Review of Procedural Justice Practice in the US

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ABOUT THE URBAN INSTITUTE

The nonprofit Urban Institute is a leading research organization dedicated to developing evidence-based insights that improve people's lives and strengthen communities. For 50 years, Urban has been the trusted source for rigorous analysis of complex social and economic issues; strategic advice to policymakers, philanthropists, and practitioners; and new, promising ideas that expand opportunities for all. Our work inspires effective decisions that advance fairness and enhance the well-being of people and places.



ABOUT THE URBAN PEACE INSTITUTE

Urban Peace Institute (UPI), a project of Community Partners, develops and implements policy, practice and systems solutions to reduce violence, achieve safety, and improve community health so that families can thrive. UPI's goal is that all members of all communities have the safety, opportunity and health they need to thrive. UPI uses innovative tools and strategies to strengthen social movements and achieve high impact policy change.

Building on 15 years of successful track record in Los Angeles, UPI works with partners across the country to address community violence through the implementation of a comprehensive violence reduction strategy. Through advocacy for smart justice policies, systemic reform, provision of technical assistance, and training for law enforcement, gang intervention workers, and community and public sector leaders, UPI seeks to sustain community-specific strategies to increase safety.

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Responding to Homicide and Shooting Scenes

This report presents findings a practice review conducted by the Urban Institute (Urban) and the Urban Peace Institute (UPI) under the “Oakland Procedural Justice Principles for Police Officers” cooperative agreement with the City of Oakland. This purpose of the practice review was to inform Oakland’s efforts to improve policies and practices related to the police department’s management, response, and activities at shooting and homicide scenes, and to develop and implement procedural justice and related trainings for proactive and investigative police units. This practice review complements the literature review conducted by our team, with a focus on two areas for which research literature is largely silent: the relationship between the management of homicide and shooting scenes and the procedurally just treatment of community members, as well as specific interventions intended to apply procedural justice principles to the management of such scenes.

To collect the practice review information, our team conducted interviews and focus groups in March and April 2017 with 27 police personnel (including police chiefs, assistant chiefs, commanders, captains, lieutenants, inspectors, sergeants, detectives, and patrol officers) and 14 non-police community partners, representing nine communities across the nation. We selected communities where police departments and their community partners might be employing strong or innovative practice around community interactions at shooting and homicide scenes, or applying procedural justice concepts to such situations. Selection was based on (1) the Urban/UPI team’s knowledge of practices in the field; (2) consultation with the Oakland Police Department and the California Partnership for Safe Communities; (3) suggestions from the National Network for Safe Communities; and (4) a review of practitioner-focused, non-research publications, including the Bureau of Justice Assistance, US Department of Justice’s 2013 publication: [Homicide Process Mapping: Best Practices for Increasing Homicide Clearances](#) and the Office of Community Oriented Policing services, US Department of Justice’s 2007 publication: [Promoting Effective Homicide Investigations](#). The resulting practice review incorporates information from Chattanooga, TN; Detroit, MI; Houston, TX; Los Angeles, CA; Milwaukee, WI; Philadelphia, PA; Providence, RI; Richmond, VA; and San Diego, CA. It also incorporates lessons learned from the Urban Institute’s evaluation of the [National Initiative for Building Community Trust and Justice](#) (National Initiative) demonstration project.

We used the interviews and focus groups to explore police departments’ general philosophies on how to approach interactions with community members at the scenes of shootings and homicides;

police priorities at the shooting scenes; how police engage with victims, family members, and other members of the public at these scenes; the common complaints they receive about their responses to shooting and homicide scenes; and actions police have taken to address those complaints.

The report begins by summarizing common issues and observations that emerged from our practice review that relate to trust and relationships between the police and community members around shooting scenes generally, and their relationship to procedural justice principles and practices. It then discusses themes regarding innovative practices related to community engagement at homicide and shooting scenes, and the delivery of procedural justice training to police officers, identified through the practice review. The report concludes with summaries of interventions and practices in the jurisdictions included in the review, with links to resources such as departmental policies, training curricula, and written descriptions where they exist. Many of the practices we included in the review had not been formally documented, or documented to a very minimal extent.

It is important to note that the practices described here have not been tested through formal evaluation—otherwise they would have been addressed in the literature review. We include them because they have a promising and plausible connection to the issues that Oakland PD is considering, and they offer examples of potential ways to conceptualize and operationalize interventions in this area. However, we cannot say at this time whether and to what extent they have proven effective.

“In my career, I’ve learned that most people don’t expect law enforcement to solve every crime, or to catch every perpetrator, or even to bring everyone to the traditional, state-defined concept of justice. What I have found is that everyone expects people to care, and the way you show that is through active communication, both in the short and long term.”

Common Observations and Issues with Procedurally Just Conduct at Shootings

The police professionals and their community partners whom we talked to in the practice review consistently relayed that building authentic relationships with community members was critical to managing shooting scenes, securing witness cooperation, obtaining leads and information about crimes, and conducting successful investigations. Respondents discussed the need for cultural competency in

communicating respectfully and compassionately with victims, their families and community members at shooting scenes, and over the course of the subsequent investigation. A theme in our discussions of building community trust was that longer-term, proactive efforts to work with the community were necessary to set the stage for good communication and interaction around critical incidents such as shootings. Broad-based community collaboration and trust-building help create a reservoir of trust and good will that police benefit from when interacting with the community at shooting scenes.

Respondents were quite consistent when describing the priorities of responding officers upon arriving at a shooting scene. The top priorities were to first ensure the safety of the scene, and to preserve life by attending to any shooting victims and searching for other victims. Next, patrol officers focus on preserving the crime scene and evidence for prosecution. Subsequently, patrol officers begin to search for witnesses and gather information. Detectives and other members of investigative teams that respond to the scene later attend to a broader array of priorities, including community interaction and communication.

The practice review found several common issues related to building and maintaining trust and fostering positive relationships with the community around shooting and homicide scenes. In many cases, recognition of these issues spurred police departments to revisit their practices related to interactions with the community. While departments varied in their degree of familiarity with or explicit use of procedural justice concepts, these common issues could be mapped onto the four components of procedural justice. Table 1 summarizes these issues, organized by each procedural justice principle, and presents some basic techniques suggested by interviewees to address them.

“It takes a lot to change the mindset that citizens have a voice. We were brought up in a time that it didn’t matter what the public thinks. Now, we understand public perceptions play an important role in our success. It doesn’t change overnight.”

TABLE 1

Applying Procedural Justice Elements to Homicide and Shooting Scene Response

Procedural justice element	Common issues	Practices to address consistent with procedural justice
Treating people with dignity and respect	<ul style="list-style-type: none"> The victim's body is not removed from the scene promptly or covered properly Police officers shout orders at people at shooting scenes Officers at scene engage in perceived unprofessional conduct (e.g., joking or laughing at the scene, use of profanity) 	<ul style="list-style-type: none"> Place mobile tent/makeshift wall around bodies Make requests rather than issue commands Notify the family members as soon as possible and in-person Express empathy for people's loss; be mindful of what is being communicated non-verbally Know when to give upset people space, but ensure that there is follow-up during a calmer time
Giving voice	<ul style="list-style-type: none"> Police officers do not take family/community input seriously if they do not perceive it as relevant Police officers dismiss questions, concerns, and emotional responses of community members at the scene 	<ul style="list-style-type: none"> Find opportunities to "go beyond the yellow tape" and talk to people present at the scene Collaborate on how officers should respond to shooting scenes through community visioning or other planning sessions Listen respectfully to community members at the scene
Being neutral and transparent in decision-making	<ul style="list-style-type: none"> Police officers treat victims or their families like suspects Police officers communicate to victims or their families that the victimization is the result of criminal involvement 	<ul style="list-style-type: none"> Avoid judgmental language in talking to or about victims and their families Provide all possible information without compromising the investigation
Conveying trustworthy motives	<ul style="list-style-type: none"> Community perceives that the police do not care about the community 	<ul style="list-style-type: none"> Communicate empathy Communicate intent to solve crime in alliance with victim and explain the investigative process Continually follow up with victims, families, and witnesses, even if there is no new information

Key Practice Themes

Our review identified a wide array of shooting and homicide scene response practices to maintain and enhance relationships and trust with the community. The practice knowledge we identified regarding procedural justice and related training to proactive and investigative units was more limited. Across the review, our team discerned several overarching themes to guide relevant practice, which we present in this section. The themes we identified were:

- Developing an overarching philosophy for interacting with the community and victims
- Building police department capacity to interact positively with the community
- Training officers in the theory and practice of procedural justice
- Partnering with community organizations to interact with community members at shooting scenes and thereafter
- Engaging proactively and broadly with the community
- Extending principles regarding how community members should be treated to officers as well
- Mobilizing non-law enforcement leaders to be a visible presence with community, victims, and families

Developing an Overarching Philosophy for Interacting with the Community and Victims

Many police interviewees discussed specific philosophies around community engagement that guide their departments' interactions with the public, including how they approach homicide and shooting scenes. While the particular framework used to guide community engagement varied, a specific framework was useful to guide all types of community-police interactions. Such frameworks connect specific practices to the mission and goals of the police department, and make it easier to articulate and reinforce the reasons behind practices arising from the framework. A guiding framework should be concrete, easy to explain both internally and to the public, and consistently reinforced by law enforcement and other citywide leadership.

Interview respondents emphasized the importance of sustained commitment and reinforcement from leadership to ensure that the department's approach to community interactions becomes engrained in officer mindsets and practices. Techniques for reinforcing the preferred approach might include department-wide trainings, such as the 24-hour procedural justice and implicit bias sequence used in the six National Initiative sites, incorporating the framework into policy as the Philadelphia PD did in their Victim/Witness Services policy (see page 21), and building the concepts into promotion and performance evaluation criteria. Committed police leaders can identify many ways to communicate the importance of their philosophy for community interaction. For instance, the chief of the Chattanooga Police Department (CPD) placed the office of CPD's victim services coordinator directly next to his office to demonstrate to his officers the department's commitment to victim-centered and trauma-informed approaches.

Specific examples of departmental philosophies around community engagement, in addition to (and compatible with the concepts of) procedural justice, included:

- ***Relationship-based policing:*** This approach, utilized by LAPD, emphasizes that policing happens in partnership with the community and is based on authentic relationships built over time. All LAPD officers, but particularly those assigned to Community Safety Partnership (CSP) units deployed in the housing developments in South and East Los Angeles that experience high rates of violence, are mandated to intensively engage all sectors of the community to build trust. CSP officers do this by being visible in the community through foot patrols, participating in a wide variety of community activities (including youth services), accessing non-enforcement alternatives for minor infractions, getting to know who they are serving during each interaction and showing compassion and kindness in these interactions. In the relationship-based policing framework, every interaction with a community member, whether it is one-off or recurring, is an opportunity to build a longer-term relationship with the entire community. Officers are encouraged to see improved community level outcomes, not just crime reduction, as their ultimate mission.
- ***Trauma-informed and victim-centered policing:*** Trauma-informed and victim-centered approaches place a priority on addressing harms done to victims, and recognizing, understanding, and ameliorating the effects of trauma. Reduction of harm resulting from trauma and victim healing become goals of policing in this framework, in addition to successfully investigating crimes and preventing future victimization. Several departments included in the practice review, such as the Chattanooga and Philadelphia police departments, have activities guided by such approaches (see pages 12 and 21).
- ***Community-based policing:*** While the aforementioned frameworks may also be described as community-based policing, a number of interviewees noted that community policing is the specific guiding philosophy of their interactions with the community. Community policing emphasizes proactive problem solving in a routine fashion, generally in consultation with communities. It also places an emphasis on encouraging meaningful, routine, and positive interaction between officers and community members through practices such as foot patrol. However, community policing is a term to describe a wide variety of activities, and in some cases, is used to label any deliberate community interaction.

“I can try to understand the gang culture even though I don’t agree, but I have a relationship with you. Invest the time and be willing to build the relationship.”

Building PD Capacity to Interact Positively with Community

Police officers need the skills and resources to operationalize any of these frameworks. Departments included in the review employed several practices to bolster their capacity to improve interactions with the community at the scenes of shootings and homicides. Investing in internal capacity aimed to ensure the philosophy of community engagement was reflected in officer practice broadly throughout the department and consistently in routine policing. Specific capacity-building efforts included:

- The Chattanooga Police Department (CPD) established the Enhancing Law Enforcement's Response to Victims (ELERV) victim services unit, which coordinates all their victim-centered and trauma-informed practices.
- CPD also substantially expanded its chaplain's unit to 31 chaplains so that they could be on call 24 hours a day, 7 days a week, to assist officers with death notifications and provide support at scenes, including crisis counseling for victims and bystanders. They also developed trainings to ensure that all chaplains were conversant with trauma-informed approaches.
- The Milwaukee Police Department similarly focuses on its chaplaincy program for community support at shooting scenes. Milwaukee's chaplaincy program consists of partnering with local churches to bring faith-based community members to the scenes of crimes to provide emotional and spiritual care to victims. For children in families that have experienced domestic violence, their trauma-informed care program sends officers to families that have experienced this violence so that they can connect any children to appropriate services and follow-up care.
- The San Diego Police Department dispatches large teams consisting of four detectives, a sergeant, a lieutenant, and a crime scene specialist to homicide scenes, which makes it possible to devote time to engaging community members and listening to people's concerns, along with ensuring the public's safety and performing necessary investigative activities.

“They need to hear, first of all, that you are sorry for the loss of their loved ones.”

Training Officers in Key Concepts and Practices

Developing and delivering training around key concepts and practices is a particularly important means of building capacity to translate principles into routine actions. Several departments had implemented procedural justice trainings for their officers, with the most extensive application being the 24-hour procedural justice and implicit bias training curriculum fielded in the six National Initiative sites (see page 20). Each of the six police departments participating in the National Initiative created a procedural justice training team consisting of hand-picked officers who had credibility throughout the department, many of whom did not have prior experience delivering training. The team of trainers attended a five-day train-the-trainers session provided by Chicago Police Department procedural justice trainers, and adapted the training curriculum of the National Initiative for their department, including identifying relevant historical information and local examples, and each department committed to have all their sworn officers participate in the training. Training classes were mixed in terms of rank and job duties, and to date none of the National Initiative sites have developed specific procedural justice trainings for proactive or investigative units. The Minneapolis and Ft. Worth police departments formalized their procedural justice training team into a permanent procedural justice unit intended to plan how procedural justice concepts will continue to be integrated into departmental practice over time and beyond the classroom trainings.

Both the Los Angeles and Providence police departments provide specific trainings to officers on how to interact with outreach and intervention workers at the shooting and/or homicide scene (see pages 14 and 23). These trainings, which included participation by intervention workers and community members, were intended to foster a productive working relationship with clear roles, in part to address some of the challenges discussed in the next section. To support their victim-centered approaches, the Philadelphia Police Department delivers training on its Victims Services Policy to new recruits in the academy, and the head of the Chattanooga Police Department's ELERV unit teaches weekly at officer in-service to expand and maintain competency within CPD.

Partnering with Community Organizations to Interact with Community Members at Shooting Scenes and Thereafter

Many departments included in the practice review partner with community-based organizations and/or community members during their responses to shooting scenes. Community partner roles at the scenes and thereafter included working to defuse potential retaliation, reducing the spread of misinformation, connecting victims and their families to services that address trauma, explaining police procedure and

priorities at the scene, and taking more time to listen to what community members have to say than officers may be able to devote.

Examples of such partnerships included:

- The Los Angeles Police Department’s partnership with the city’s Gang Reduction and Youth Development Office (GRYD) and community intervention workers (CIWs) to provide immediate response and support to people at shooting scenes. LAPD, the GRYD Office, and the CIWs employed by GRYD’s contracted community providers have established a “triangle response protocol” under which the GRYD Office and the CIWs are automatically notified of a shooting incident. CIWs responding to the scene or to the hospital support victims and their families, de-escalate tensions to minimize the possibility of a retaliatory shooting, and support community healing processes during vigils and funerals.
- The Detroit Police Department’s partnership with [Ceasefire Detroit](#). When a shooting happens, DPD often notifies Ceasefire Detroit, and Ceasefire will send a representative to the scene of the shooting to tend to the needs and questions of community members; settle any sort of commotion or tension, whether it is between community members or community and police; and, often, disperse/calm any crowd that might have gathered. Interviewees noted that the presence of non-police stakeholders has been instrumental in ensuring that police can do their job—which is to tend to the crime scene and the investigation—while the Ceasefire representative and/or a police chaplain can help tend to the emotional needs of the people at the scene.
- The Providence Police Department’s with the [Institute for the Study and Practice of Nonviolence](#) (ISPN). PPD notifies both ISPN outreach and victim service workers when a shooting occurs. The workers deploy to either the scene or the hospital to de-escalate tensions, dispel rumors, and to support the victim and the family.
- The Milwaukee Police Department’s [partnership](#) with the Salvation Army, which has identified faith-based and other community leaders whom officers can call on for support at scenes of critical incidents.
- The Richmond Police Department’s work with [ChildSavers](#) to provide immediate mental health services to children between the ages of 2 and 17 who have experienced a recent traumatic event. Richmond police call ChildSavers’ Immediate Response (IR) team, which will send a clinician to the scene of trauma. The clinician assesses children and families, including the

emotional and physical safety of the child and then will attend to their emotional needs. They also provide follow-up services to the family.

- The San Diego Police Department’s Community Assistance Support Team (CAST), comprised of community members who are specially trained in community intervention techniques for gang-related shootings. They also have partnered with the [Compassion Project](#) which provides people with access to resources to deal with trauma.

Forging police-community partnerships is not without its challenges. Prominent among them is establishing the necessary trust between the community partner and police. Relatedly, there is a need to balance the partnership so that the community organization can maintain independence (both actual and perceived) from police. This is important to reassure the public that they are not necessarily an extension of the police, especially in areas where mistrust between the community and police is high. Detroit Ceasefire has found that a good way to do this is through a “soft hand-off,” which is accomplished by police at the scene making a quick introduction between family or community members with questions and a Ceasefire representative. This establishes the Ceasefire person at the scene as a credible conduit for accurate information, and as a point person for engaging with the community.

As the working partnership becomes more formal or well-established, determining clear roles and routine lines of communication across those roles between the community partner and the police becomes increasingly important. Finally, several of the departments in the practice review take a decentralized approach to establishing their community partnerships. This allows them to take advantage of the more locally-specific knowledge in each division or other sub-unit of the city/department, but also makes it more difficult to ensure a consistent approach.

Engaging Proactively and Broadly with the Community

Many of the interview and focus group participants stressed that the foundation for positive community communication at the scene of a shooting needs to be laid over time and well before a specific incident occurs. Every interaction with a community member, whether in the context of responding to a shooting scene or at a traffic stop, is a chance to build a positive relationship and can lay the groundwork for strong police-community relations. This is captured in a metaphor used in the National Initiative procedural justice trainings of a community trust bank, with every interaction between police and a community member resulting in either a deposit (trust and relationships are enhanced) or a withdrawal (trust and relationships are reduced). Interview respondents emphasized that putting in proactive trust-

building work at the front end will help build a culture of mutual respect, trust, and ultimately will pay dividends when the time comes to respond a shooting.

Police departments included in the practice review took different approaches to engaging with the community to build a foundation of respect and trust. In Chattanooga, CPD facilitated a day-long community meeting in which 70 community members could talk to officers about how they wanted to see CPD respond to people who have experienced violence and asked the police to partner with trusted community leaders to help serve as liaisons with victims. In Los Angeles, the Community Safety Partnership engages in a wide variety of community engagement activities, including operating youth programs (see page 21). In Richmond, Virginia, within 48 hours of a homicide, officers carry out a program called Community RESET (Rapid Engagement of Support in the Event of Trauma). In the area in which the homicide occurred, officers walk door-to-door in partnership with counselors working for community-based organizations to talk to people in the neighborhood. The goal of this outreach is not to gain information on the homicide, but rather to bring support and healing to the community so that they can be “reset” to where they were prior to the trauma of the homicide. Sometimes, the mayor and city council members participate as well. RPD officers based in the sector in which the homicide occurred are responsible for developing a 48-hour plan for how they will “reset” the community and prevent a similar event from happening in the future.

Applying Procedural Justice Principles within the Department

Asking police officers to change the way they interact with community members can raise questions about how officers themselves are treated. Many of the frameworks discussed here can very readily be applied to treatment of police officers as well. For example, in the process of deploying procedural justice training to officers in the National Initiative sites, questions arose around “internal” procedural justice—the ways that officers are treated by their supervisors and superiors. Several National Initiative sites examining their internal policies and procedures in areas such as promotions to ensure that they are consistent with procedural justice principles. Similarly, departments employing a trauma-informed approach to community engagement can attend to the importance of working with officers to support address their mental health needs given the traumatic nature of dealing with homicides and non-fatal shootings. The Chattanooga Police Department has developed a peer-support network that gives officers access to trauma-informed care and victim services. CPD has very deliberately built a focus on officer well-being into their trauma-informed approach, so their ability to assist victims and officers with issues related to trauma becomes part of their overall competency and approach.

Mobilizing Non-Law Enforcement Leaders to Be a Visible Presence with Community, Victims, and Families

Several interviewees noted that involving public officials like city council members and mayors in their responses to shooting scenes could be very valuable. Such officials might come to scenes of shootings or play an instrumental role in maintaining the flow of accurate information back to the public and correcting misinformation regarding the critical incident. Up until 2013, the Los Angeles Mayor's GRYD Office would have a representative, often the Deputy Mayor or Director, show up to all shooting scenes. Such responses can also happen beyond coming to the scene of the shooting; members of the city councils of Providence and Los Angeles often hold community forums within 48 hours of a shooting.

Profiles of Practices from Select Police Departments

In this section, we provide more detailed summary of practices and approaches operating in specific police departments included in the practice review. Site practices illustrating the themes discussed previously are summarized in table 2.

Chattanooga Police Department

ENHANCING LAW ENFORCEMENT'S RESPONSE TO VICTIMS (ELERV)

With funding from the Department of Justice/Office of Victims of Crime (OVC) and The International Association of Chiefs of Police (IACP), the Chattanooga Police Department was one of three departments selected across the nation to implement the Enhancing Law Enforcement's Response to Victims (ELERV) project from October 2015 to October 2018. The project operates through a practice and training component, and a research component. Work undertaken in the practice and training arm led to the advent of Chattanooga's victim services unit. As part of that effort, CPD hired a victim services coordinator and two service providers, who provide services to victims of crime who are engaged with CPD, ranging from survivors of traffic accidents to victims of shootings. Led by the victim service coordinator, the Victim Services Unit trains service providers on victim-centered and trauma-informed responses to critical incidents.

TABLE 2

Procedurally Just Practices in US Police Departments

Theme	Examples
Developing an overarching philosophy for interacting with the community and victims	<ul style="list-style-type: none"> ▪ Relationship-based policing (Los Angeles) ▪ Trauma-informed and victim-centered approaches (Chattanooga, Philadelphia) ▪ Procedural justice (National Initiative sites)
Building police capacity to interact positively with community	<ul style="list-style-type: none"> ▪ Enhanced chaplaincy program (Chattanooga, Milwaukee) ▪ Enhanced capacity to serve victims (Chattanooga) ▪ Integration of community partners who respond to shooting or homicide scenes in training regimen for all officers (Los Angeles, Providence) ▪ Cultural competency trainings for officers to interact with diverse constituents (Los Angeles) ▪ Procedural Justice Unit (some NI sites)
Training officers in the theory and practice of procedural justice	<ul style="list-style-type: none"> ▪ Procedural justice training (NI Sites) ▪ Training on the role of gang intervention/street outreach workers in public safety (Los Angeles) ▪ Training on victim-centered approaches (Chattanooga, Philadelphia)
Partnering with community organizations to interact with community members at shooting scenes and thereafter	<ul style="list-style-type: none"> ▪ Partnership with community intervention workers (Los Angeles, Providence, Philadelphia) ▪ District-based cultivation of connections with faith community/orgs (Milwaukee, San Diego) ▪ Partnering with victim advocacy service providers to provide resources and support for the family and the victim (Los Angeles, Philadelphia, Providence, San Diego)
Engaging proactively and broadly with the community	<ul style="list-style-type: none"> ▪ Consultative process with community regarding how police should respond to victims (Chattanooga) ▪ Community plan development after shootings to restore community equilibrium and prevent future violence (Richmond) ▪ Proactive relationship building in the community throughout the year in order to build credibility to help during times of crisis (Los Angeles, Providence, Philadelphia) ▪ Maintenance of community advisory council that receives immediate and on-going notification from Chief of Police during times of crisis (Providence)
Extending principles for community interaction to officers	<ul style="list-style-type: none"> ▪ Peer support network to ensure officers treated with trauma-informed and victim-centered approach (Chattanooga)
Mobilizing non-law enforcement leaders to be a visible community presence	<ul style="list-style-type: none"> ▪ Mayor or mayoral representative showing up to shootings scenes or visiting victims' families (Los Angeles, Providence) ▪ Councilmember holding a community forum within 48 hours of the shooting (Providence, Los Angeles)

CPD undertakes several efforts to ensure their victim-centered and trauma-informed approaches are reinforced to officers. Officers are trained on victim-centered and trauma-informed responses, and the head of the ELERV unit also teaches weekly at officer in-service to expand and maintain competency within CPD. CPD included community policing and trauma-informed care in the performance/promotion process, and developed a peer support network to make sure CPD treats its employees with a victim-centered, trauma-informed approach too.

The research arm consists of (1) an internal climate survey of officers' attitudes toward victims, areas of growth in training, etc.; (2) an outward-facing climate survey of the public on community members' thoughts on police department's responses to victims, satisfaction rates, etc.; and (3) focus groups on special population. The results of these assessment measures inform a specialized training curriculum for CPD officers intended to spearhead change in the department. The final phase of the project will include an evaluation phase, which will measure outcomes and offer recommendations moving forward.

Key sources for more information

- Chattanooga's Victim Services Unit: <http://www.chattanooga.gov/police-department/victim-services>
- IACP's Award Description: <http://www.theiacp.org/victim-response>
- Local News Report on Chattanooga's ELERV Program: <http://newschannel9.com/news/local/chattanooga-better-preparing-police-officers-to-assist-crime-victims>

CHAPLAINS CORPS

The Chattanooga Police Department's Chaplain Program is a core component of CPD's response to homicide and shooting scenes. More broadly, the volunteer Chaplain program is intended to bring ordained ministers from a variety of faiths to aid CPD officers in meeting their spiritual needs and lift the burden from CPD officers to support the wider Chattanooga community. CPD maintains chaplain's on-call at all hours of the day, every day. Each chaplain is trained through the International Conference of Police Chaplains, and at the time of this writing, CPD had 31 chaplains. This is an increase from having only five chaplains until recently, and chaplains now receive training on trauma-informed approaches, where in years prior there had been no formal training for chaplains. Designed to be a bridge between CPD and the Chattanooga community, the Chaplain program sends chaplains to the scene of shootings and homicides to assist CPD officers in responding to death notifications. They support officers with applying crisis intervention and trauma-informed approaches, crisis counseling, de-escalation, death

notifications, spiritual support, and dissemination of information about homicides and shootings to the larger community.

Key sources for more information

- Chattanooga Police Department Office of Community Outreach:
<http://www.chattanooga.gov/police-department/community-outreach>
- International Conference of Police Chaplains: <http://www.icpc4cops.org/about-us/our-beginning.html>

Los Angeles Police Department

RELATIONSHIP-BASED POLICING AND THE COMMUNITY SAFETY PARTNERSHIP

Relationship-based policing is a law enforcement practice that relies on community trust and partnership, and authentic police legitimacy based on procedural justice to achieve community safety. Officers practicing relationship-based policing are tasked with intentionally developing relationships with community members, to seek out partnerships with community stakeholders, to work with schools to coordinate safety strategies, and to take a problem-solving approach to community safety concerns rather than relying upon suppression approaches. The relationship-based policing model has been fielded in the Community Safety Partnership (CSP) in five public housing developments in the Watts neighborhood of Los Angeles as well as two additional sites in East and Central Los Angeles, CSP is a partnership between LAPD, the Housing Authority of the City of Los Angeles (HACLA), service providers and community organizations, and housing development residents.

LAPD devotes approximately 65 officers to the seven CSP sites. The seven sites are located within three divisions across two Bureaus. Each CSP unit consists of 10 officers and one sergeant (except for two smaller housing developments that share a single team). In Watts, home to the most CSP sites, all five sites report to a Lieutenant. Fidelity to the model is ensured by a CSP coordinator who reports directly to the Deputy Chief of South Bureau.

LAPD sergeants and officers had to apply to CSP specifically, and the selected officers receive a promotion for participating and committing to a five-year deployment to the CSP unit. The initial cohort of officers was given 100 hours of CSP-specific training, including 40 hours delivered by the Urban Peace Institute which focused on the history of LAPD relationships with Los Angeles communities, and involved interaction with community stakeholders including residents, service providers and gang interventionists, who would be partners to LAPD in increasing safety through the CSP. All subsequent

cohorts of officers also received 24 hours of training from UPI on relationship based policing. CSP officers work in “soft clothes” as opposed to standard issue LAPD patrol uniforms whenever possible. CSP ensures safe passages for local schools, runs youth programs, mentors neighborhood youth, communicates with neighborhood residents, assists with conflict resolution, identifies priority issues to address, develops partnerships and new programs, and engages in enforcement work.

Key sources for more information

- *Report on Relationship-Based Policing to the President’s Task Force on 21st Century Policing:*
<http://advancementprojectca.org/wp/wp-content/uploads/2015/09/imce/President%27s%20Task%20Force%20CSP%20Policy%20Brief%20FINAL%2002-27-15.pdf>
- Article by Chief Charlie Beck in *Police Chief Magazine:*
<http://www.policechiefmagazine.org/relationship-based-policing/>
- *Engaging Communities as Partners: Strategies for Problem-Solving:*
http://www.policylink.org/sites/default/files/pl_police_commun%20engage_121714_c.pdf

TRIANGLE PROTOCOL

The Triangle Protocol is a framework for collaboration in immediate crisis response to gang-related violent incidents when they occur. The “points” of the collaborative triangle are LAPD officers, Regional Program Coordinators (RPCs) working for the Mayor’s Office of Gang Reduction and Youth Development (GRYD), and Community Intervention Workers (CIWs) employed by intervention service provider agencies under contract with GRYD. The Triangle Protocol collaboration is intended to control rumors and mitigate tensions that might lead to further issues such as retaliatory violence. The CIWs and RPCs are geographically-based, with CIWs working for agencies in specific GRYD-defined service areas (GRYD Zones), and who have specialized knowledge of the places, people, and gang activity in those areas. RPCs are responsible for several Zones.

CIWs are generally former gang members themselves. Under the City’s contracts with the intervention service providers, all CIWs must complete a 140-hour entry level training conducted by the Urban Peace Academy run by UPI. This training includes building requisite intervention skills such as mediation, conflict resolution, rumor control, and strategic communications to gang members, victims, their families, police, and the community in general. The training also focuses on how gang intervention workers must build and maintain their professional role by continuing the personal work of change and transformation from former gang member to peace maker, and adhering to standards of practice and conduct. The training involves participation from LAPD officers for each group to better

understand how they work, and set a foundation for future collaboration. Importantly, LAPD officers receive a separate 8-hour training on the role of CIWs as well as the standards of practice and conduct that guide them.

Each CIW is screened into and screened out of the Academy by a panel of veteran practitioners. All CIWs must receive re-certification every 3 years by attending a 60-hour training. To continuously bring practitioners into the trainer pool and to promote professional development, a select number of CIWs from each cohort are invited to participate in the Leadership Development Training.

When a violent crime occurs, CIWs and RPCs are typically notified through LAPD's Real-time Analysis and Critical Response (RACR) system, by which alerts are sent to their mobile devices about the incident and known details. After notification, CIWs and RPCs may reach out to LAPD or other contacts in the community for additional information and report to the scene of the incident, or other locations related to the incident, such as the hospital, if rumor control or tension mitigation appears necessary there. An important role of the RPCs is to provide balance in the partnership when the different experiences and perspectives on gangs and gang members of the CIWs and police officers may cause potential tension in the working relationship around a specific incident.

Beyond the initial 24-hour and 72-hour reporting protocols, the three parties to the Triangle Protocol may continue to communicate with each other in the days and weeks after the incident to discuss the incident and any related events, and to monitor potential tensions that could escalate into future violence. The goals of post-incident follow-up are to ensure that accurate information is disseminated in the community to decrease tension; decrease the potential for retaliation; undertake community engagement efforts to assist the neighborhood with the impact of violence; and ensure services are provided to victims and families affected by violence.

Key sources for more information

- *GRYD Year 4 Evaluation Report*: <https://www.urban.org/research/publication/evaluation-los-angeles-gang-reduction-and-youth-development-program-year-4-evaluation-report>
- *Engaging Communities as Partners: Strategies for Problem-Solving*: http://www.policylink.org/sites/default/files/pl_police_commun%20engage_121714_c.pdf
- Report on GRYD Intervention, Incident Response and Gang Crime: http://juvenilejusticeresearch.com/sites/default/files/2017-06/GRYD%20IR%20and%20Gang%20Crime%20Report_2017_FINALv2_0.pdf
 - » GRYD Research website: <http://www.juvenilejusticeresearch.com/projects/gryd>

Milwaukee Police Department

COMMUNITY OUTREACH

Each district within the Milwaukee Police Department is responsible for initiating and maintaining community relationships. Districts hold monthly “Crime and Safety Meetings” with the community. The district commander invites the public to the meeting, in which community members can discuss any issue. The discussion may range from trends in crime to crime prevention strategies. When the department knows the meeting will focus on a particular shooting incident, they will send the investigative captain or a lieutenant who is directly knowledgeable about the case to provide the community with case specifics, as well as general information regarding the process of homicide investigations.

The department has also created several faith-based programs that have helped cultivate neighborhood-based resources, which the department relies on in their response to critical incidents. In collaboration with the Salvation Army, the MPD has established the Salvation Army Chaplaincy Program. When a critical incident occurs in which police determine a need for emotional support or spiritual care, the department contacts the Salvation Army, which then dispatches a volunteer chaplain to the area of need. The MPD has trained these chaplains to serve as part of the first responder teams -- offering care and support to individuals, families and communities after violent incidents occur. The training focuses on “spiritual and psychological first aid” as well as diffusing tense scenes that are very emotional and disturbing. Not only do the chaplains provide comfort to families and communities, but they also help to build relationships between the police and the community. Detectives often partner with the chaplain program and a victim witness specialist to make the notification to next of kin when there is a homicide.

The excerpt below from a *Milwaukee Journal Sentinel* [article](#) lays out the mediating role that chaplains play between the community and the police:

“We tell them flat-out that we're here, that we're brought in by the police, for you,” said Lynne Hines-Levy, head chaplain in District 7. “We're with the police, but we're not members of the police force,” she said. “But the police force recognized that help was needed and that's why they brought us on board — for you.” Most people are surprised to hear police called for the chaplains, Hines-Levy said. The chaplains can serve as a bridge between victims' families and police. For example, families can get upset when they see relatives who were witnesses to a crime sitting in the back of squad cars for questioning. Chaplains can step in and explain why investigators need to make sure witnesses cannot talk to one another, so their accounts are not influenced by one another and their statements can be used months or years later in court if needed. “We don't expect the chaplains to go out there and promote the police department and do things to bring police and community together. That's our job,” Jackson said. “What we really need them to do is help the community and then help the victims understand what we're doing.”

INVESTIGATION

The MPD's investigation strategy is premised on the belief that its success depends on the trust of witnesses. Although it is important to uncover information quickly, the interviewed MPD officials stressed the importance of respecting any trauma a witness may have experienced. Additionally, police officers felt it is important to make traumatized witnesses, especially families, feel that they have a voice and are being included in the investigative process.

The MPD homicide unit immediately sends a letter to the victim's family, which provides basic information about the case as well as resources that are available for them such as financial support for a funeral. The department also follows up with the family on a routine basis to answer any of their questions. They send the family a follow-up letter after the case has been open for 30 days and again after 60 days. These additional letters invite the family to meet with lead investigator and lieutenant if they have any questions or would like an update on the case. By providing families rooms to express themselves and by listening to their questions, comment, and concerns, police officers can help the families feel that they are being included in the process.

The department also works with child witness specialists from the Bureau of Child Welfare. Within a week of the incident, a specialist stops by the child's house to talk with the child and explain that what happened is not a normal part of life. The department also recently started a program called "Trauma-Informed Care," which provides counseling services for children who have experienced trauma. Additionally, the MPD have an entire sensitive crime division located within a single building called the Family Peace Center, which helps victims deal with trauma by providing a one-stop shop for victims and witnesses in sensitive situations.

Key sources for more information

- *Journal Sentinel* article on Milwaukee police chaplains responding to shooting scenes: <http://archive.jsonline.com/news/milwaukee/red-vested-chaplains-becoming-familiar-sight-at-scenes-of-tragedy-b99753763z1-385491681.html>
- Family Peace Center website: <https://familypeacecenter.org/family-peace-center/about/>

National Initiative for Building Community Trust and Justice

PROCEDURAL JUSTICE TRAININGS

The National Initiative for Building Community Trust and Justice (National Initiative) is a six-site demonstration project funded by the Department of Justice to improve relationships and increase trust

between communities and criminal justice agencies, with a focus on law enforcement, while advancing the public and scholarly understandings of issues related to those relationships. The National Initiative sites are Birmingham, Alabama; Fort Worth, Texas; Gary, Indiana; Minneapolis, Minnesota; Pittsburgh, Pennsylvania, and Stockton, California.

A major element of National Initiative implementation in the pilot sites is a training curriculum for police officers covering procedural justice and implicit bias. Based on a curriculum developed by Yale Law School professors Tracey Meares and Tom Tyler in collaboration with the Chicago Police Department (PJ 1 and 2), along with the work of Center for Policing Equity president Phillip Atiba Goff (PJ3), the procedural justice training model consists of three segments:

- **PJ1** provides a conceptual overview of procedural justice and explores how officers can incorporate those principles into their daily activities. The first segment also begins to lay a foundation for future reconciliation efforts through a module which discusses policing in a historical perspective in terms of its relationship with communities and particularly people of color.
- **PJ2** takes a more tactical approach to teaching procedural justice by focusing on simulation exercises and techniques for applying procedural justice.
- **PJ3** engages law enforcement officers in critical thought about implicit bias using a framework developed by Dr. Goff: identity traps. Identity traps refer to situations that make people more likely to allow psychological factors (such as implicit bias and threats to one's self-concept) facilitate behaviors that are inconsistent with one's values.

Each of the three training segments is intended to last a full day (8 hours) and to be taught by instructors specifically selected by police department leadership based on their credibility among officers. PJ training instructors did not necessarily have prior training delivery experience. Designated trainers from each of the sites received a customizable PJ1 and PJ2 curriculum from Chicago Police Department officers in conjunction with a weeklong train-the-trainer workshop. Training teams from each site were then tasked with calibrating the curriculum to their own department before beginning to train all officers.

Within this basic framework for training delivery, there were several variations and innovations in delivery. Birmingham elected to have officers participate in PJ1 and PJ2 as a block of training occurring on consecutive days; the other five departments elected to complete PJ1 training for all sworn officers before beginning PJ2. Several of the sites identified a need to develop condensed versions of the trainings to deliver to community members so that they would be aware of the principles being adopted

by the department. Pittsburgh developed a model for recruiting and training community members for the PJ3 content, refining and further formalizing their approach based on their experience fielding community trainings for the PJ1 and PJ2 content.

Ft. Worth and Minneapolis established procedural justice units within their police departments. This made the temporary special assignments to serve as procedural justice trainers an indefinite job assignment, with the unit responsible for extending and sustaining the integration of procedural justice concepts into the department's work. The Minneapolis police department recently established a [Community & Collaboration Advancement Division](#), which houses their procedural justice unit as well as functions such as the Community Engagement Team (which includes liaisons to Minneapolis Native American and East African communities), the chaplains corps, and the police community support team (a mix of officers, faith-based, community who respond to critical incidents and whose function is to help communicate with community, have also helped with investigations).

Key sources for more information

- National Initiative website: www.trustandjustice.org
- National Initiative 2017 Interim Progress reports:
 - » Birmingham: <https://trustandjustice.org/pilot-sites/info/birmingham-alabama>
 - » Fort Worth: <https://trustandjustice.org/pilot-sites/info/fort-worth-texas>
 - » Gary: <https://trustandjustice.org/pilot-sites/info/gary-indiana>
 - » Minneapolis: <https://trustandjustice.org/pilot-sites/info/minneapolis-minnesota>
 - » Pittsburgh: <https://trustandjustice.org/pilot-sites/info/pittsburgh-pennsylvania>
 - » Stockton: <https://trustandjustice.org/pilot-sites/info/stockton-california>

Philadelphia Police Department

VICTIM SERVICES POLICY

The Philadelphia Police Department has adopted a trauma-informed policing framework and undertook several recent changes in its victim and witness services policy intended to improve their interactions with victims at crime scenes generally. The updated policy begins by stating that a “police officer’s professional, compassionate response” may result in:

- Increased public confidence and trust in the police

- A positive relationship with a victim, witness and/or intervenor¹ that encourages cooperation during the investigation and helps to ensure continue cooperation as the case progresses through the criminal justice system
- Community involvement by the officer through police intervention that has a beneficial impact
- Better leads and more accurate information that contribute to increased case clearances

The policy specifies three basic techniques to guide responding officers to the scene (patrol officers) in providing immediate emotional support to victims and others at the scene who may need it:

- **Safety and Security**—Address the safety and security needs of the victim, witness, and/or intervenor by making sure their physical concerns are taken care of, and ensuring their safety.
- **Ventilation and Validation**—Allow the victim, witness, and/or intervenor to talk about their feelings about what happened. Validate their experience and feelings by listening attentively with a non-judgmental demeanor.
- **Prediction and Preparation**—Tell the victim, witness, and intervenor what will happen in the near future by explaining the subsequent steps in the processing of the case.

In addition to applying the three techniques as needed, responding officers are responsible by policy for handing out the Law Enforcement Victims' Rights Guide, which includes a notification of rights, available services, and information about victim compensation. Previously, the guide was provided by mail, which was often ineffective due to lack of accurate addresses. Every recruit receives training on this policy through the PPD academy. While the policy does not mention procedural justice (although procedural justice training is provided at annual in-service training by the PPD academy), the three techniques speak to the four components of procedural justice.

Longer-term victim follow-up is the responsibility of a victim assistance officer, with one victim assistance officer assigned to each police district. These officers work as part of a community team based in each district, which includes a crime prevention officer and a community relations officer. While the victim assistance officer has responsibility for following up and assisting all types of victims, cases involving a shooting or homicide take priority.

¹ Someone who has come to the aid of another person and suffers injury because of acting to prevent commission of a crime.

PARTNERING WITH COMMUNITY ORGANIZATIONS

Philadelphia PD works in collaboration with several community organizations in immediate and long-term responses to shootings and victim needs arising from them. The partner organizations can vary by area in the city, but the interview respondent provided examples of community partners and different roles they can play:

- The [EMIR Healing Center](#) provides victim services to the entire family, including helping them through the court process and other justice process that may arise from the shooting
- [Healing Hurt People](#) works specifically with young men who have been shot. They can assist with issues such as getting medical treatment, and with getting their lives back on track after the shooting, for example by helping them re-enroll in school if their injury caused them to stop attending.
- [Philadelphia Ceasefire](#) focuses particularly on incidents that are gang-related. Their outreach workers, who are former gang members, engage in violence interruption work to prevent retaliatory violence, as well as proactively working to spread anti-violence norms in the community.
- [Mount Vernon Manor](#) does community mobilization work around a variety of quality of life issues, and is a partner to PPD in developing foundational community-police partnership and trust. In one instance, they used grant funding to plan and host a series of Police and Community Workshops to build trust and relationships to increase safety and accountability.

Key sources for more information

- Philadelphia PD Victims and Witness Services policy:
<https://www.phillypolice.com/assets/directives/D4.14-VictimWitnessServices.pdf>
- PPD's Altovise Love-Craighead speaking about PPD's trauma-informed approach to policing:
https://www.youtube.com/watch?v=EwBoY_xKOsg
- Brief summaries of Mount Vernon Manor's public safety activities:
<http://www.mvmcdc.org/programs/we-are-mantua/public-safety/>

Providence Police Department

COLLABORATING WITH COMMUNITY ORGANIZATIONS, VIOLENCE REDUCTION INITIATIVES, AND ADVISORY COUNCILS

The Providence Police Department (PPD) works in collaboration with community organizations in the immediate and long-term responses to shootings & victim needs arising from them. The partner organizations can vary by area in the city, but the interview respondents and additional research conducted provided examples of community partners/initiatives and different roles they can play:

- [The Institute for the Study and Practice of Nonviolence \(ISPN\)](#) was established in 2001 in response to the large number of gun and gang violence deaths in Providence. ISPN works closely with PPD—the PPD Chief of Police is a member of the Board of Directors—and other community partners to mediate conflicts stemming from shooting and homicide scenes.
 - » ISPN incorporates Nonviolence Streetworker Outreach teams who respond to all shooting/stabbing incidents brought to local hospitals. These teams can also be present at shooting/homicide scenes and can act as an informal liaison between PPD and the community.
 - » Victim Support Services provide support (e.g., Living Victim Support & Homicide Survivor Support) to victims following incidents. This can occur on scene, at the hospital, at the victim’s household and in conjunction with the judicial process
 - » ISPN provides nonviolence training to PPD police officers at the training academy which focuses on principles and practices of nonviolence developed by Dr. Martin Luther King Jr.
 - » ISPN attends weekly advisory board meetings with PPD command staff to discuss strategies moving forward to strengthen responses to homicides and shootings as well as victim support in the aftermath of incidents.

- [Family Service of Rhode Island](#) partners with PPD to support children and families exposed to violence. They attend weekly PPD command staff meetings to report on calls and receive family support referrals. Family Service also provides cross-training to PPD staff and works directly with school resource officers, gang and narcotics units.

Additionally, PPD functions as an active member of the [Mayor’s Advisory Council to Reduce Gun Violence](#), which is meant to establish collaboration with the Mayor’s office and community stakeholders to reduce gun violence in the City of Providence. The Council focuses on gun violence reduction strategies that focus to “systemize collaboration between the police department and community organizations in response to shootings.”

Key sources for more information

- Institute for the Study and Practice of Nonviolence:
 - » <http://nonviolenceinstitute.org/index.php/programs-services/nonviolence-training/>
 - » <http://nonviolenceinstitute.org/index.php/programs-services/streetworkers/>
 - » <http://nonviolenceinstitute.org/index.php/programs-services/victims-services/>
- Mayor’s Advisory Council to Reduce Gun Violence:
<http://www.thecwprov.com/story/35005870/mayor-elorz-as-advisory-council-to-reduce-gun-violence-releases-first-annual-report>
- Family Service of Rhode Island: <https://www.providenceri.com/police/providence-police-and-family-service-of-rhode>

Richmond (VA) Police Department

RAPID ENGAGEMENT OF SUPPORT IN THE EVENT OF TRAUMA (RESET)

RESET is an intervention established in 2009 by the Richmond Police Department (RPD) to help citizens cope with violent crimes. The group consists of members of the Richmond Police Department, [Faith Leaders Partnership](#), [Richmond Department of Social Services](#), [Richmond Behavioral Health Authority](#), and [ChildSavers](#). After a homicide occurs, the RESET team develops a 48-hour plan that outlines what they will do to “reset” the community and how they will prevent a similar incident from happening in the future. Within 48 hours of a homicide, the RESET team goes door-to-door to conduct outreach to the community in which the homicide occurred, informing residents of the incident, as well as providing information on services that are available to affected citizens. The goal of RESET is to provide support and relief services to the community, and ultimately to return a community to a level of normalcy after a traumatic incident that might otherwise disrupt the daily life of a neighborhood. Those who attend might include the mayor, members of city council, and/or Richmond Police Department staff. Rather than seeking information about the homicide, police officers play a supporting role in this process and offer support to the community as needed.

Key source for more information

- *Richmond Times-Dispatch* article: http://www.richmond.com/news/local/city-of-richmond/mother-of-man-slain-by-police-is-apologetic-chief-says/article_6355291c-2079-51f1-a86e-af6662fd64de.html

San Diego Police Department

COMMUNITY OUTREACH INITIATIVES AND PARTNERSHIPS

SDPD engages in a variety of partnerships with community organizations to build community trust generally and better respond to shootings and homicides specifically. The department partnered with pastors and bishops to create a Community Assistance Support Team (CAST), which works with the gang unit to reduce retaliatory violence. When there is a shooting, the police share real-time information regarding the incident with the CAST team. The team then deploys its trained clergy into the streets to talk to gang members to stop them from retaliating. The clergy emphasize to community members at the shooting scene the need to remain calm, which can help allow the police to do their primary job including preserving life, securing the crime scene, preserving evidence, and investigating the shooting.

The department has also partnered with The Compassion Project; whose mission is to provide emotional support to families affected by gun violence. The Compassion Project helps families in the grieving process by providing a range of services from counseling to making funeral arrangements. Employees of the Compassion Project respond to crime scenes, visit hospitals, or go to the home of families to begin to assess the family's needs. The program often provides resources to these families to help pay for various services, including a part of funeral services, or food for repass services. When SDPD responds to a shooting the department also notifies the Alliance for Community Empowerment, a partnership of community organizations that works to address the harmful effects of violence. The Alliance has a mobile response team that responds to violent incidents to provide the victim and family with resources and emotional support. It also provides grief support services which include individualized counseling, peer-based grief support, and a 10-week course on recovering from grief.

The SDPD's gang unit has two lieutenants—an investigative lieutenant and a lieutenant for “the uniform side of the gang unit”—who attend monthly gang meetings in the community. During these meetings, the community sets the agenda and the lieutenants are there to simply answer questions. These meetings also provide the police department an opportunity to share whatever information can be divulged about ongoing investigations, which can be helpful in easing any neighborhood fear caused by a shooting.

RESPONSE AT THE SCENE

The interviewed SDPD officials stressed the importance of communicating with people at the scene to prevent disorder and rumors, as well as to set the tone of the investigation. When patrol officers ignore or disrespect bystanders who are asking questions, the relationship between the department and key

witnesses can fray. Although patrol officers are constrained in terms of the information they can provide to the public, respectful communication can help calm citizens who are upset or scared. Providing basic information about the case (e.g. why they are there, why they are securing the scene) can prevent rumors from circulating and can increase cooperation by witnesses.

The homicide investigation team that comes after the initial response consists of four detectives, a sergeant, a lieutenant, and a crime scene specialist. This large team makes it more possible to devote time to interacting with community members. Because a cooperative relationship between the family and detectives is critical to the success of the investigation, the family members are always the first people that detectives speak to when they arrive at the scene. When the family is not present at the scene, detectives meet with the family on the night of the incident to provide as much information as possible about the case without jeopardizing the investigation. Officers can also call crisis intervention services which will provide the family emotional support in the initial aftermath of the incident.

The department uses the media to get information out to the public to control the narrative and prevent neighborhood hysteria. Once they are quickly briefed, the lieutenants are the first department officials to speak to the media. They use that initial opportunity, which usually occurs within an hour or two of the incident, to explain to the media what has happened. The department prioritizes this communication because the longer it takes to provide the public with information, the worse the hysteria may become. Although it is important to quickly make the community aware of what has happened in its neighborhood, it is critical that the family of the victim is informed prior to the media.

Key sources for more information

- San Diego Police Helping End Gang Retaliation with Text Messages:
http://www.streetgangs.com/news/031714_sd_retaliation_prevention#sthash.DdZtxQMI.t2uvzSEL.dpbs
- Compassion Project and CAST:
 - » <http://www.acesconnection.com/blog/san-diego-community-is-all-about-community-caring>
 - » <http://www.kpbs.org/news/2010/dec/01/sd-compassion-project-helps-grieving-families/>
- Alliance for Community Empowerment (ACE) Program:
<http://www.upacsd.com/index.php/services-2/children-adolescent-mental-health-cmh/ace-program-3/>

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STATEMENT OF INDEPENDENCE

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