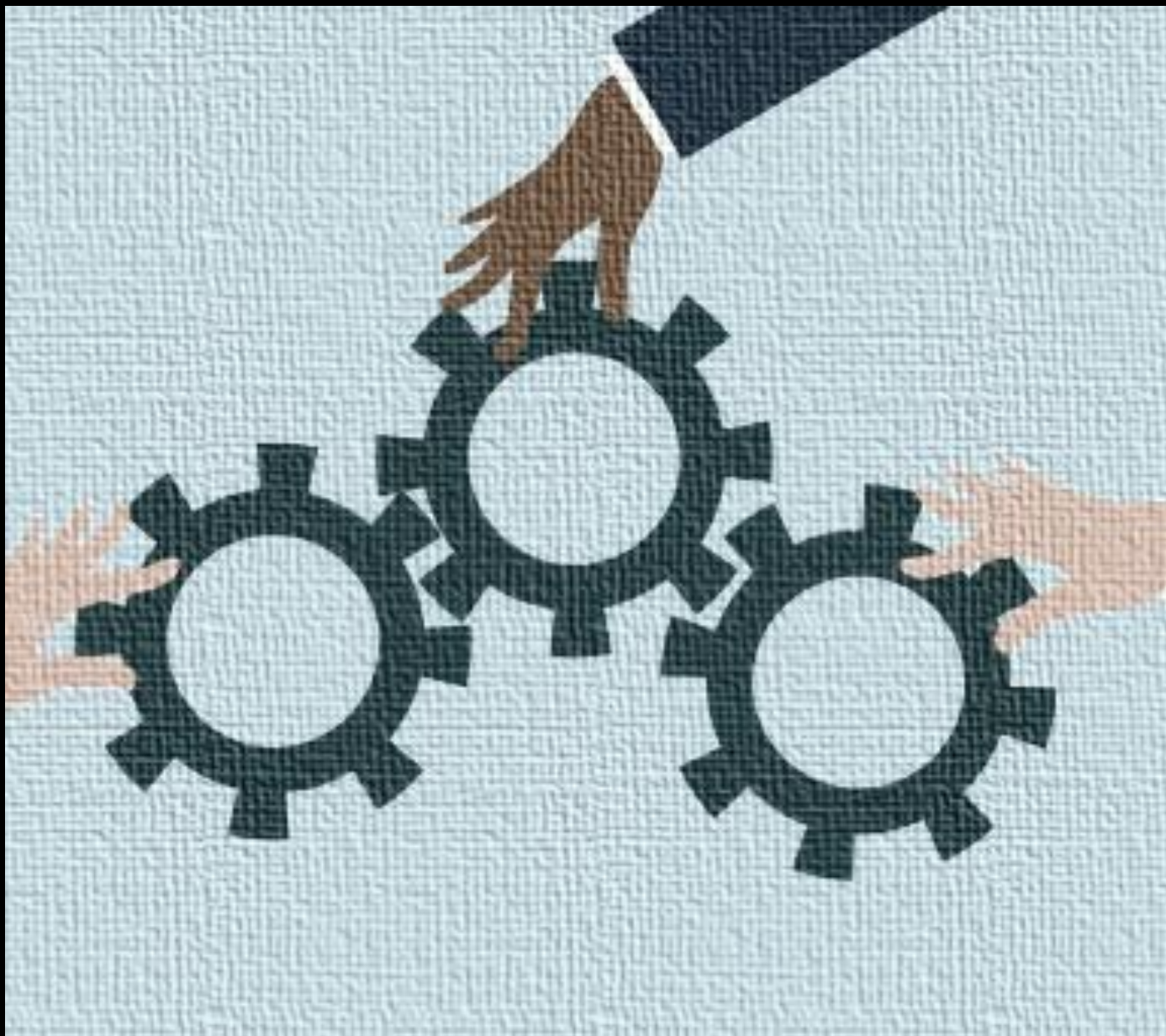




**ENHANCING LAW ENFORCEMENT RESPONSE
TO VICTIMS FELLOWSHIP: FINAL REPORT
SEPTEMBER 2026**



**Amy Durall
Integrity Institute**

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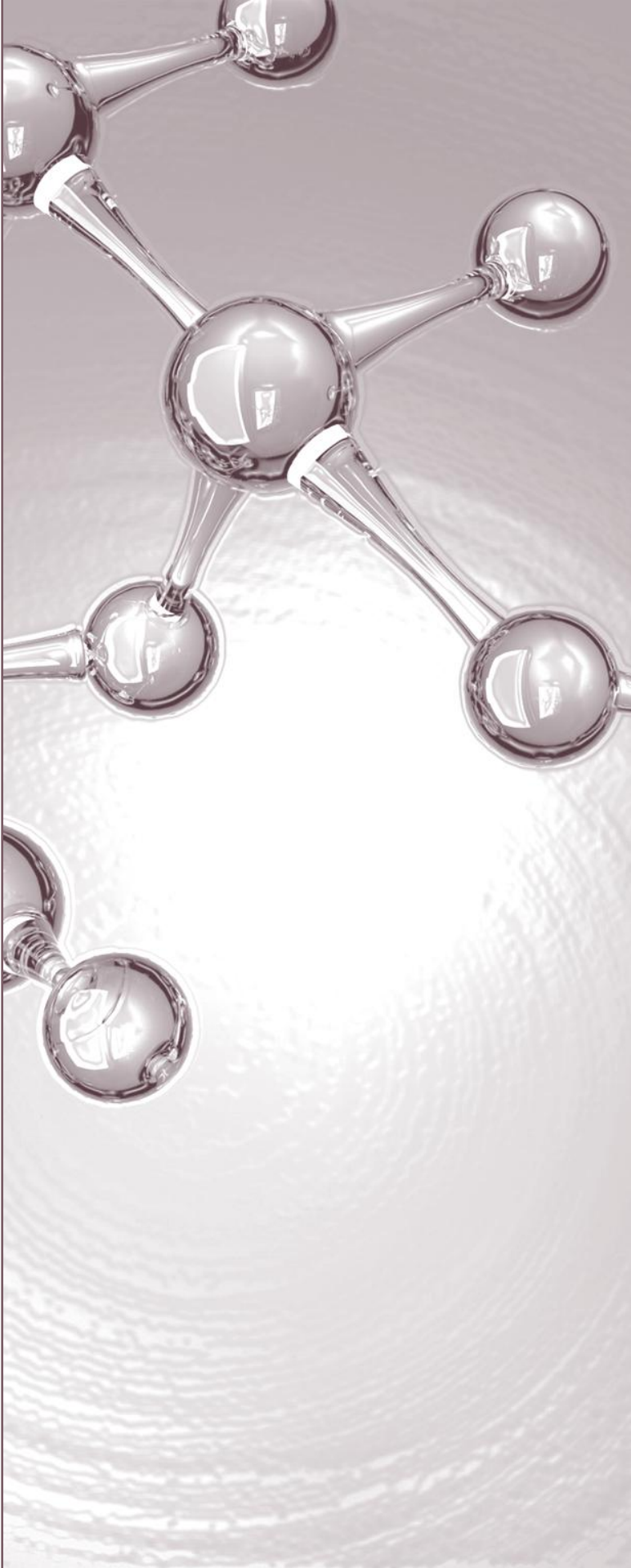


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1. EXECUTIVE SUMMARY

Law enforcement personnel are uniquely exposed to a high proportion of individuals affected by criminal and traumatic events. Victims and co-victims who engage with the justice system are often not prepared to navigate multiple complex processes. Law enforcement personnel are also uniquely positioned to ensure proactive and consistent access to victims' rights, respond with professionalism and compassion, and provide resource connections to crime victim compensation and other support services.

Effective victim and co-victim engagement can expand pathways for post-incident healing, enhance investigation outcomes, empower individuals during justice system interactions, and promote transparency and trust – all contributing to safer communities.

Through the Office for Victims of Crime (OVC) Enhancing Law Enforcement Response to Victims Fellowship opportunity, Amy Durall leveraged subject matter expertise, professional connections, knowledge of federally funded projects and resources, and fundamental victim response concepts to support implementation of the Enhancing Law Enforcement Response to Victims (ELERV) Strategy, expansion of law enforcement-based victim services, and enhancement of overall law enforcement response to victims and co-victims.

To ensure that fellowship activities were responsive to field needs, brainstorming opportunities were facilitated with multiple professional colleagues that included sworn law enforcement personnel of multiple ranks, law enforcement-based victim services personnel, research professionals, a victims' rights attorney, a law enforcement grant manager, and a community-based advocate. Each of these professionals generously agreed to provide feedback on resources developed throughout the fellowship, emphasizing the inclusion of thoughts and voices of those tasked with victim and co-victim interactions that engage with the justice system.

Brainstorming opportunities were also facilitated with organizations that routinely interact with field representatives, including the following:

- *International Association of Chiefs of Police* – world's largest and most influential professional association for police leaders with more than 35,000 members.
- *National Crime Victim Law Institute* – national resource for crime victim lawyers and victims to support the assertion and enforcement of victims' rights in criminal and civil processes whose communication mechanisms reach 10,000 victim services professionals each month.

- *National Criminal Justice Association* – membership association dedicated to assisting criminal justice agencies in the development and implementation of effective criminal justice policy.
- *National Policing Institute* – research and policy organization dedicated to advancing policing through innovation and scientific research.
- *North Carolina Victim Assistance Network* – organization providing advocacy, training, and technical assistance to victims in North Carolina.
- *Research Triangle Institute International* – independent, nonprofit research institute dedicated to improving the human condition.

Each of these organizations committed to hosting at least one event throughout the fellowship, strengthening the availability of thoughtful and timely information to the field by capitalizing on the outreach capacities to the segments they each serve.

This report details the following specific activities and outcomes:

1. **Learning Collaborations** – virtual open-entry calls to facilitate peer-based discussions with rotating topics.
2. **Virtual Field Coaching** – consultation opportunities for law enforcement agencies, allied agencies and organizations, and training and technical assistance providers.
3. **Structured Knowledge Exchanges** – conference workshops, training opportunities, and events to deliver information to the field.
4. **Articles and Publications** – topic-specific content and resources.
5. **Tangible and Lasting Impacts** – enduring initiatives and results.
6. **Challenges and Unmet Field Needs** – barriers, gaps, and outstanding opportunities.

This fellowship demonstrated that through strong internal partnerships, hiring and incorporating victim services personnel into agency practices, and collaborating closely with external community organizations, law enforcement agencies can enhance effective engagement, mitigate trauma and stressors, and improve outcomes for victims and co-victims. This fellowship also demonstrated the unquestionable need for law enforcement agencies to receive continued support and guidance that is practical, flexible, tailored, and delivered by those with credible field experience.

2. LEARNING COLLABORATIONS

The Enhancing Law Enforcement Response to Victims (ELERV) Strategy represents a long-standing OVC initiative with broad goals of enhancing law enforcement agencies’ abilities to recognize the prevalence of trauma, prioritize victim-centered, trauma-informed response, and ensure that victims and co-victims receive meaningful responses through community collaboration. This initiative is best understood as a strategy to address victim and co-victim responses from top to bottom, side to side, and all four corners of an agency.

To assist OVC with promoting the ELERV Strategy, **ELERV Learning Collaborations** were held virtually each month from April through November of 2023. These open entry, facilitated calls provided opportunities for peer-based discussions on rotating topics of *Leadership, Partnering, Training, and Performance Monitoring*. To encourage participation, a flyer was developed and copies were distributed through eblast communication with OVC staff, supporting agencies, and field contacts on multiple occasions. This flyer was shared with professionals who attended the RTI Policing Symposium in March 2023 and monthly call information was posted on the OVC Events Calendar (see **Appendix A** for flyer details).

Despite the comprehensive marketing efforts, call participation was minimal – see below:

Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
1	3	0	0	1	4	2	0

The Law Enforcement-Based Direct Victim Services & Technical Assistance Program (LEV) is an OVC initiative with broad goals of assisting law enforcement agencies with the development or enhancement of internal victim assistance efforts that ensure victims and co-victims are afforded the rights, responses, and resources they need when engaging with law enforcement agencies and the justice system. This initiative is best understood as support for law enforcement agencies to hire, train, and incorporate victim services personnel in ways that align with sustainable changes in agency policies and practices.

To assist OVC with promoting these concepts, **Law Enforcement-Based Victim Services Learning Collaborations** were held virtually each month from April through November of 2023. These open entry, facilitated calls provided opportunities for peer-based discussions on rotating topics of *Program Structure, Roles and Responsibilities, Victims’ Rights/Needs/Services, and Sustainability*. To encourage participation, a flyer was developed and copies were distributed through eblast communication with OVC staff, supporting agencies, and field contacts on multiple occasions. This flyer was shared with professionals who attended the RTI Policing

Symposium in March 2023 and monthly call information was posted on the OVC Events Calendar (see **Appendix A** for flyer details).

Despite the comprehensive marketing efforts, call participation was minimal – see below:

Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
1	0	0	0	3	8	1	0

When prompted, multiple call participants expressed reluctance to discuss details of their agency needs in group sessions. Participants voiced appreciation for the resources shared and were excited to learn about opportunities to engage in cost-free, tailored assistance. Multiple agencies scheduled individual opportunities for detailed discussions and guidance.

Through discussion with OVC leadership and in an effort to be responsive to the expressed needs of the field, a collaborative decision was reached to discontinue the **ELERV Learning Collaborations** and the **Law Enforcement-Based Victim Services Learning Collaborations** after the November 2023 calls.



Engagement with these activities significantly enhanced victim response within our agency by providing direct insight from a mentor with extensive experience in victim services. Through discussions, case-based guidance, and shared best practices, I gained a deeper understanding of trauma-informed approaches, effective communication with victims, and strategies for further embedding victim services into law enforcement. As a result, the knowledge and perspective gained have contributed to more thoughtful interactions with victims and a stronger overall response from our agency.

~ Victim Advocate, New Port Richey Police Department (FL)



3. VIRTUAL FIELD COACHING

Without question, one of the most broadly used activities of the fellowship was **Virtual Field Coaching**. Opportunities to engage in cost-free tailored assistance were initially offered to law enforcement agencies on topics related to the ELERV Strategy, law enforcement-based victim services, and overall victim response efforts. These opportunities were also initially offered to OVC-funded training and technical assistance providers to ensure maximized support for OVC grantees and stakeholders. Throughout the fellowship, these opportunities were extended to other allied agencies, individuals, and organizations (e.g., prosecution offices, community organizations, volunteers), and other training and technical assistance providers.

A flyer was developed and copies were distributed through eblast communication with OVC staff, supporting agencies, and field contacts on multiple occasions (see **Appendix B** for flyer details). Following these comprehensive marketing efforts, requests to address single-issue topics were received from law enforcement agency personnel of multiple ranks and disciplines, national training and technical assistance providers from multiple funding agencies, and personnel from allied organizations.

This component of the fellowship structure demonstrated the clear value of offering flexible, tailored support and guidance without the commitment to an extensive programmatic framework or completion of a funding opportunity application (e.g., proposal, budget, time task plan).

Law Enforcement Agencies

The range and demand by law enforcement agencies for assistance with single-issue topics were expansive and are summarized below:

Law Enforcement Agencies (single-issue requests)			
FY 2023	FY 2024	FY 2025	FY 2026
5	27	44	30
Topics: Brady disclosure obligations			



THANK YOU so much for helping me yesterday. I was in a meeting with my city manager on another project and she expressed wanting a Victim Services position in my budget this year. YOU MADE ME LOOK LIKE A ROCK STAR by responding so fast.

~ Chief of Police, Bee Cave Police Department (TX)



- Cold case sexual assault victim advocacy training
- Cold case sexual assault victim notifications and correspondence
- Crime Victim Compensation eligibility and practices
- Critical incident response and victim services incorporation
- Death notifications policy, training, and promising practices
- Domestic violence lethality assessment tools and practices
- ELERV Strategy, components, and templates
- Field and on-call response of victim services personnel
- Funding opportunity support and VOCA approved activities
- Hope Card implementation
- Incorporation of victim services in patrol response, investigations, and agency practices
- Law enforcement policies and practices related to victim response efforts
- Professional wellness
- School-based collaborative resources for victim response
- Sexual assault case investigation approaches
- Sexual assault kit testing notifications and tracking systems
- Sexual assault reporting options
- Sworn personnel assigned to provide victim services
- Training development and marketing
- Victim-centered, trauma informed media practices
- Victim and co-victim property returns
- Victim services documentation and information sharing practices, and software options
- Victim services foundational practices, role, and responsibilities
- Victim services intern and volunteer management
- Victim services pamphlets and resource guide
- Victim services personnel networking opportunities
- Victim services personnel qualifications and interview practices
- Victim services personnel subpoena response and courtroom testimony
- Victim services personnel certification, conference, and training options
- Victim services research
- Victim services supervisor professional development
- Victim Services Unit budget requests and strategic planning
- Victim Services Unit personnel models
- Victim Services Unit training manuals and plans
- Victim Services Unit webpage development
- Victim surveys
- Victimization response checklists and dynamics
- Victims' rights



This assistance was so valuable when we were discussing documentation and *Brady* reminders. I have been looking into database systems and this discussion helped tremendously. I greatly appreciate there being a resource specifically for law enforcement-based personnel. It is such different work than those in the prosecutor's office and community agencies.

~ Victim Witness Coordinator, Nampa Police Department (ID)



Law enforcement agencies interested in developing or enhancing internal victim services units were also offered opportunities to schedule recurring virtual calls for periods of six months at cadences of their choice. Agencies were invited to include personnel of varying ranks and disciplines on each call, based on the topic being discussed. This flexibility allowed for the delivery of tailored assistance and guidance, factoring in schedule and workload demands, and ensuring the appropriate stakeholders were included in each conversation. Several agencies opted to extend these calls past the initial six-month period. The interest of law enforcement agencies in recurring calls was notable and is summarized below:

Law Enforcement Agencies (recurring calls)	
FY 2024	FY 2025
• Albuquerque PD (NM) • Anoka County SO (MN) • Baltimore PD (MD) • Craven County SO (NC) • Greeley PD (CO) • Loudoun County SO (VA) • New Port Richey PD (FL) • Portland PB (OR) • Shakopee PD (MN) • Southern University PD (LA) • U.S. Customs and Border Protection (DC)	• Anoka County SO (MN) • Baltimore PD (MD) • Berwyn Heights PD (MD) • Greeley PD (CO) • Irondequoit PD (NY) • Loudoun County SO (VA) • Peoria PD (AZ) • Philadelphia PD (PA) • Portland PB (OR) • Prince George's County PD (MD) • Shakopee PD (MN) • Topeka PD (KS) • University of Texas PD – Austin (TX) • U.S. Customs and Border Protections (DC) • Wright County SO (MN)

FY 2026	
• Huntersville PD (NC) • Irondequoit PD (NY) • Peoria PD (AZ) • Philadelphia PD (PA) • Prince George's County PD (MD) • Topeka PD (KS) • Twin Falls PD (ID) • University of Texas PD – Austin (TX) • Wright County SO (MN)	21 unique agencies throughout the fellowship!



This process helped us better understand our strengths and identify key gaps in our current response protocols. It helped us prioritize initial contact procedures, confidentiality conversations and practices, and follow up with victims and co-victims. As a result, our response is now more structure, consistent, and aligned with best practices.

This assistance was especially valuable in refining our policies, procedures, and forms. Feedback from an experienced professional helped ensure that our materials are trauma-informed, culturally responsive, and easy for victims and co-victims to navigate. This has improved both the quality of our services and the clarity of communication with those we serve.

~ Victim Witness Coordinator, Prince George's County PD (MD)



To further demonstrate the ability to offer tailored assistance and guidance, in 2024 the Philadelphia Police Department requested assistance with their goal of improving how they meet the complex needs of victims and co-victims who interact with their agency. As the fourth largest police department in the United States and serving the most populous city in Pennsylvania, they shared their plan to hire a Victim Services Director and multiple victim services personnel. Recognizing the value of someone with subject matter expertise to review current practices and provide recommendations, the agency engaged expressed interest in the completion of a **Victim Services Assessment**.

Assessment activity was completed from June through August 2024 and included:

- Review of policies and information pertaining to victim response efforts
 - Aggregate data on reported victimization categories
 - Policies – 20 Directives and 20 Standard Operating Procedures (SOPs)
 - Victim assistance resource information
- Agency personnel and stakeholder interviews
 - Victim Assistance Officers, investigators, sworn supervisors, and select professional staff – 26 personnel
 - External organization– one personnel

A detailed report containing observations and actionable recommendations was provided to the Philadelphia Police Department in September 2024 (see **Appendix C** for report details). A total of 32 recommendations in the areas of Staffing, Funding, Victims' Rights, Services and Collaboration, Training, and Policies were detailed, each with linked supporting resources.

In October 2024, a virtual briefing was held with key agency stakeholders to review assessment highlights and affirm ongoing availability to support their agency's efforts to refine, expand, and sustain practices for more comprehensive responses to victims and co-victims.

Following the assessment process, the newly hired Victim Services Director engaged in recurring virtual field coaching opportunities and relayed successfully implementing multiple recommendations.



Through training, virtual meetings, and resources from Amy, her insight has helped to improve our victim services unit by providing clarity of our roles, highlighted areas we can improve and motivated change to create a more sustainable program. Our program has been in place for over a decade without formal LE-based specific victim services training or oversight. Since connecting with Amy, our team has worked towards implementing tangible changes to update and enhance our service provision for victim-survivors to be ethical and professional.

Examples of this include updating information communicated at first contact, reconsidering transportation support, and the need to refocus on accessibility of victims' rights.

Amy also supported the creation of a nationwide network for LE-based victim services line staff. This network is a space for LE-based victim services personnel to connect, learn and build a community. Amy provided valuable guidance on meeting topics, co-led network initiation, assisted with marketing, and shared resources

~ Victim Advocate, Portland Police Bureau (OR)



In 2024, Portland Police Bureau (OR) requested assistance in connecting with other law enforcement-based victim services personnel as an opportunity to learn about operational practices. Recognizing that no national organization hosts networking and connection opportunities for victim services personnel that are employed by law enforcement agencies, a decision was reached to assist the victim services personnel at Portland Police Bureau with launching the **Law Enforcement-Based Victim Services Network**. Several planning calls were conducted to review structural framework, potential topics, logistics considerations, and marketing needs. A flyer was developed and copies were distributed through eblast communication with OVC staff, supporting agencies, and field contacts on multiple occasions (see **Appendix D** for flyer details).

Throughout FY 2025, these networking calls were co-facilitated with Portland Police Bureau victim services personnel and they transitioned to independent facilitation in FY 2026. The quarterly networking calls supported organic conversations among peers and were positively received. Participation information is summarized below:

Law Enforcement-Based Victim Services Network			
Sep – Dec 2024	Jan 2025	Apr 2025	Jul 2025
planning	45	28	36
Oct 2025	Jan 2026	Apr 2026	Jul 2026 →
38	17	28	Facilitated by Portland PB

Inspired by the success of these networking calls, efforts were made to identify law enforcement agency personnel willing to host and facilitate networking calls for those with direct victim services oversight responsibilities. The ranks and disciplines of personnel with oversight responsibilities often vary – Sheriff, Deputy Chief, Commander, Captain, Lieutenant, Sergeant, Legal Advisor, Grant Administrator, Victim Services Director, Victim Services Manager, Victim Services Supervisor. The daily work demands and the wide range of potential attendees were factors cited by field practitioners for the lack of interest in taking on this initiative.

In collaboration with OVC leadership, a decision was reached to host and facilitate monthly calls throughout the remainder of the fellowship. A flyer was developed and copies were distributed through eblast communication with field contacts on multiple occasions (see **Appendix D** for flyer details) and the **Law Enforcement Victim Services Oversight Network** was launched. Participation information is summarized below:

Law Enforcement Victim Services Oversight Network				
Aug 2025	Sep 2025	Oct 2025	Nov 2025	Dec 2025
6	10	16	9	9
Jan 2026	Feb 2026	Mar 2026	Apr 2026	
8	9	3	3	Network ended



Without the network, I wouldn't have had the opportunity to connect with peers that are supervisors of law enforcement-based victim services. As a new supervisor, this was something that I looked forward to each month in order to learn more about how other agencies were run, new programs and projects they were working on, and to bring up issues or questions that came up in my day to day work.

~ Victim Services Division Coordinator & Grants Administrator, Saginaw Police Department (MI)



Network participants consistently voiced interest in learning about victim services in other law enforcement agencies. In response, a template was developed to capture brief jurisdiction information, organizational chart placement of victim services, victimization categories for proactive victim services response, service components, and other assigned responsibilities of victim services personnel. Outreach efforts were conducted through eblast communication with field contacts on multiple occasions, offering opportunities for law enforcement agencies to complete **Victim Services Agency Profiles**. So far, snapshots for 37 law enforcement agencies in 19 states have been submitted (see **Appendix D** for document details).

Beyond the interest of law enforcement agencies, research organizations and training and technical assistance providers have also voiced the value of these snapshots as they explore possibilities to learn about this specific discipline of victim services.

Training and Technical Assistance Providers

Virtual Field Coaching was initially offered to OVC-funded training and technical assistance providers to ensure maximized support for OVC grantees and stakeholders in their efforts to support victims and those who serve them. It did not take long for other providers and funding

agencies to learn of this support and request assistance. Beyond being responsive to the needs of the field, this fellowship also demonstrated the immediate value of linking personnel and resources from topic-focused projects to address more expansive collective issues. Training and technical assistance providers often expressed interest in receiving input on approaches to projects, interpretations of information from and interactions with law enforcement agencies and internal victim services personnel, and review of resources being developed. Requests received from training and technical assistance providers topics were varied and expansive and are summarized below:

Training and Technical Assistance Providers		
FY 2023	Single-issue requests	• DOJ: Elder Abuse Needs Assessment • Joyful Heart: recorded victim interviews • NIJ / RTI: victim notification systems • OVC / DPD Team: victim services personnel retention and law enforcement leadership turnover • OVC / DPD Team: fostering resilience and hope • OVC / RTI: iMPRoVE tool and platform • RTI: domestic violence response teams
	Recurring requests	• BJA / RTI: SAKI Advocacy Working Group
	Document / resource review	• COPS Office: Homicide Support Groups • OVC / IACP: Human Trafficking Toolkit One-Pager • OVC / IACP: Human Trafficking Agency Self-Assessment • OVC / IACP: LEV Agency Incorporation • OVC / RTI: Enhancing Law Enforcement Response to Residential Burglary Victims
FY 2024	Single-issue requests	• Arnold Ventures / RTI: severe community violence law enforcement agency interviews • BJA / RTI: National Case Closed marketing options • BJA / RTI: evidence and property management • BJA / RTI: trauma-informed interview training • DOJ: Elder Abuse Needs Assessment • IACP Victim Services Committee: CALEA standards • Joyful Heart: drug-facilitated sexual assault • Justice Clearinghouse: webinar marketing options • NCJA: sexual assault kit tracking options

		• NIJ: online crime reporting to law enforcement • NIJ / RTI: NamUs and death notifications • OVC / DPD Team: <i>Brady</i> considerations • OVC / DPD Team: law enforcement training options • OVC leadership: IACP VS Committee talking points • OVC leadership: trauma-informed victim interview and gun violence resources • OVC leadership: NCVRW agency contacts • OVC leadership: Violent Crime Reduction Summit talking points • OVC / RTI: female genital mutilation webinar • OVC / RTI: iMPRoVE tool, platform, and outreach • Wichita State University (KS): sexual assault kit research
	Recurring requests	• BJA / RTI: SAKI Advisory Board • BJA / RTI: SAKI Advocacy Working Group • BJA / RTI: SAKI Investigations Working Group
	Document / resource review	• BJA / RTI: The Role of Victim Services in Shooting Investigations • COPS Office: Promising Practices in Law Enforcement Victim Support Case Studies [Chandler PD (AZ), Pennington County SO (SD), Saginaw PD (MI), Wheeling PD (IL), WI DOJ] • Kalamazoo AG (MI): Cold Case Sexual Assault Case Evaluation Tip Sheet • NIJ / RTI: Automatic Victim Notification Systems • OVC / COPS Office: Labor Trafficking Among People With Disabilities • OVC / IACP: Human Trafficking Investigations Toolkit – Action Planning Guide • OVC / IACP: Human Trafficking Agency Self-Assessment • OVC / IACP: LEV Template Package VI – Program Evaluation
FY 2025	Single-issues requests	• Arnold Ventures: NY OVS outreach campaign • Arnold Ventures / RTI: severe community violence survey focus group

		• Arnold Ventures / RTI: victim/witness participation webinar outreach • DOJ / Elder Justice Initiative: victims' rights • NPI: trauma-informed victim interview practices • OVC leadership: IACP VS Committee talking points • OVC / HT Division: Justice Clearinghouse webinar access options • OVC / RTI: iMPRoVE tool outreach • RTI: elder abuse • RTI: funding opportunity outreach • RTI: victim-centered, trauma-informed practices for law enforcement • RTI: caseload considerations for law enforcement victim services • University of Notre Dame (IN): law enforcement-based victim services research
	Recurring requests	• BJA / RTI: SAKI Investigations Working Group
	Document / resource review	• BJA / RTI: SAKI – CODIS Hits Follow-Up • DOJ / Elder Justice Initiative: Victims' Rights video script
FY 2026	Single-issue requests	• Justice Clearinghouse: business model input • NCVAN: law enforcement-based victim services support options • RTI: law enforcement-based victim services research proposals • RTI: technology-based abuse of victims



I consulted with Amy on a crime victims' rights for older adults training video for victim advocates. She gave me her undivided attention when we spoke and followed up with detailed comments on the document I asked her to review. Her comments were insightful and improved the document considerably. I am grateful she was available to share her experience and expertise in a way that will ultimately improve the victim services response to older victims of crime.

~ Elder Justice Initiative, Department of Justice



Allied Agencies, Individuals, and Organizations

In addition to supporting law enforcement agencies and training and technical assistance providers, this fellowship also expanded **Virtual Field Coaching** to allied agencies, individuals, and organizations that collaborate with law enforcement agencies and serve victims and co-victims. These requests demonstrated the issues bubbling to the surface in the field and are summarized below:

Allied Agencies, Individuals, and Organizations	
FY 2023	• University of Baltimore: evidence and property management
FY 2024	• Bullhead City Prosecutor's Office (AZ): law enforcement-based victim services • City of Durham (NC): law enforcement interface, long-term survivor support • City of Jackson (MS): funding opportunity approaches • City of Nampa (ID): family justice center shelter and advocacy options • Colorado District Attorney's Council (CO): law enforcement leadership training • Community member: victim services qualifications • Honolulu Prosecutor Victim/Witness Kokua Services (HI): victims' rights • Maricopa County Attorney's Office (AZ): SAKI victim response • Philadelphia Office of Violence Prevention (PA): law enforcement-based victim services, mass violence response, victim services training options • Santa Cruz County District Attorney's Office (CA): victims' rights attorney role • Teach Inc. (CA) – online crime reporting to law enforcement • Trinity County District Attorney's Office (CA): <i>Brady</i> considerations • U.S. Army Victim Assistance: statewide law enforcement agencies and services • Volunteer hospital advocate (NJ): victims' rights attorney role

FY 2025	• Bullhead City Prosecutor's Office (AZ): Justice Clearinghouse webinar series • George Washington University (DC): victim identity change resources • Hearts of Hope (LA): law enforcement obligations, victims' rights access • Lincoln County Attorney's Office (MT): victim services pamphlets, training options • Maryland Coalition Against Sexual Assault (MD): legal guardianship of adults • Paulding County District Attorney's Office (GA): types of victim services • Petersburg Indian Association (AK): law enforcement-based victim services • Porter County Prosecutor's Office (IN): supportive handoffs • South Peninsula Haven House (AK): crime victim compensation • U.S. Attorney's Office (OH): victim communication strategies • WV SAKI (WV): cold case sexual assault training development
FY 2026	• Eagle Shield Justice Solutions: contracted victim services personnel



I reached out to get information and materials specific to writing better DV and SA reports. I used much of this in a presentation at our DV Summit in Wisconsin. I was the final presentation of the event, and no one left early which in and of itself speaks to the relevance of the material. Several of my colleagues felt the information was well received and should be incorporated into ongoing DV and SA trainings throughout the state. I have done just that! Thanks for your guidance – I think the direct nuts and bolts approach made it more accessible for law enforcement.

~ Assistant Attorney General, Wisconsin Department of Justice



Throughout the fellowship, the flexible approach to **Virtual Field Coaching** enabled law enforcement personnel to ask questions and seek guidance in nonjudgemental spaces. The value of law enforcement-based victim services personnel and the significance of incorporating them into agency practices were reinforced. Consistent messaging was delivered about the positive relationships among effective collaboration – both internally and with external partners, improved engagement of victims and co-victims, expanded pathways for post-incident healing, enhanced investigation outcomes, and elevated agency transparency and trust.

That same messaging was conveyed to allied agencies, individuals, and organizations and training and technical assistance providers who are tasked with supporting the field. Mutual interests, concerns, best practices, and useful resources were discussed throughout the fellowship. These layered conversations around law enforcement victim response efforts all contribute to the shared vision of safer communities.

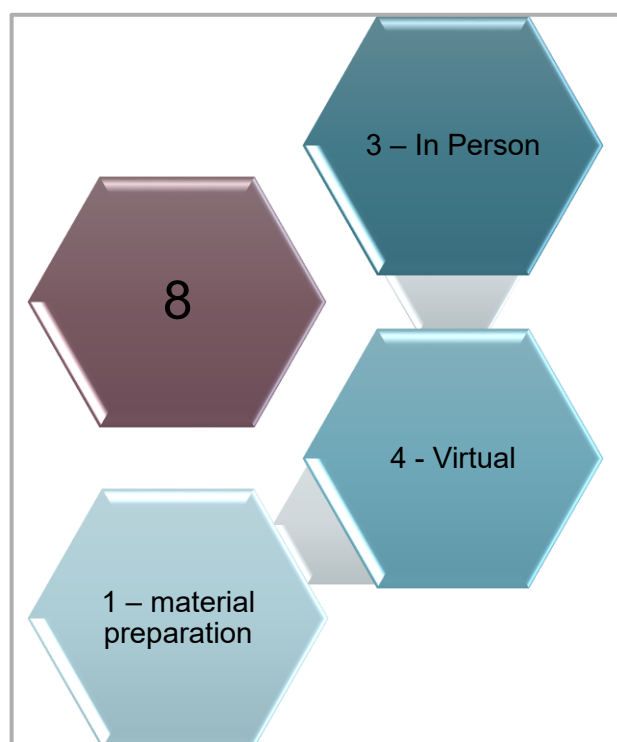
4. STRUCTURED LEARNING EXCHANGES

A vital layer of the fellowship included the facilitation of **Structured Learning Exchanges**. With the support of OVC, in collaboration with professional organizations, multiple formal events were coordinated. These events included:

- Roundtable discussions,
- Workshops at conferences and symposiums, and
- Virtual training and webinars.

Information gathered from **Learning Collaborations** and **Virtual Field Coaching** shaped the topics and intended audiences for these events. This approach ensured participation in robust discussions that included multiple perspectives and delivery of timely information that was responsive to the needs expressed by field practitioners. The hunger for these events was immediately evident and continued throughout the fellowship. Original plans included sixteen events; however, the end of the fellowship marked the successful coordination and delivery of 37 events and the declination of several requests due time and funding limitations (see **Appendix E** for event details).

The continued theme of flexibility is demonstrated through the summary of events below:



In FY 2023, in-person events included a robust discussion among professionals around crime victim compensation, a victim services workshop for those seeking state-level certification, and a presentation to law enforcement on the value of gathering information from victims and co-victims who intersect with their agencies.

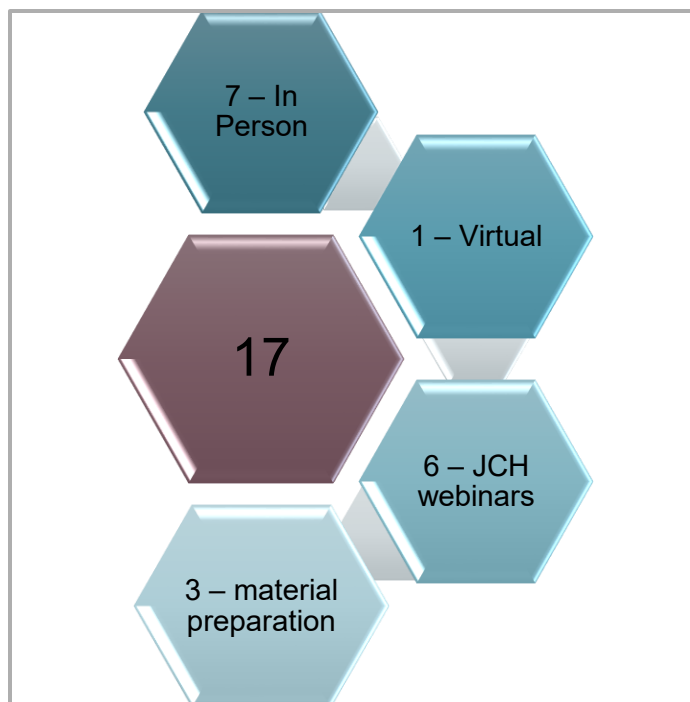
Virtual events included a presentation to law enforcement-based victim services personnel on information sharing and documentation practices, a victim services workshop for those seeking state-level certification, a webinar for rural law enforcement agencies interested in implementing victim services, and a webinar on trauma-informed property returns.

Information was also prepared to help field representatives deliver a conference workshop.

In FY 2024, in-person events included conference workshops on law enforcement response to victims, homicide response, connections between victim compensation and cold case sexual assaults, and practical access to victims rights. Additional in-person events included the exploration of potential research approaches around law enforcement-based victim services and delivery of training to law enforcement agency personnel on victim services and effective delivery of death notifications.

One virtual victim services workshop for those seeking state-level certification was delivered. This year also cemented a collaboration with Justice Clearinghouse (JCH) for the delivery of a webinar series on topics specifically for law enforcement-based victim services personnel.

Information was also prepared to help field representatives deliver conference workshops and facilitate a roundtable discussion.



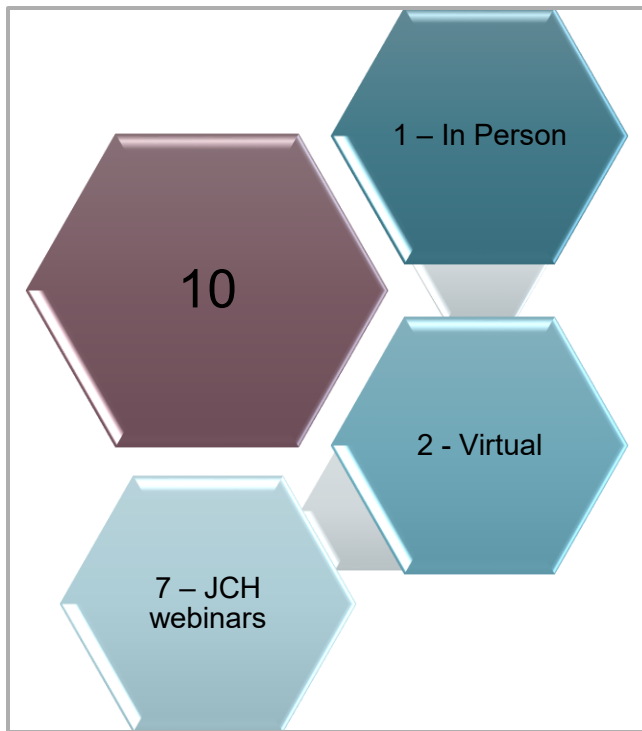
Engagement in fellowship activities directly strengthened our victim response efforts by giving us practical strategies, stronger partnerships, and a broader understanding of emerging best practices in the field.

The networking component was equally impactful. Connecting with other agencies allows us to exchange real-world solutions, troubleshoot common challenges, and build relationships that we can lean on for ongoing collaboration. For example, discussions around different victim services structures and staffing models provided ideas we can explore to strengthen our own unit and better support partner agencies.

One of the most meaningful outcomes was coordinating for Amy to come to our agency to provide training for my staff. This will allow us to bring those best practices directly into our unit, ensuring our team is equipped with updated, practical tools to enhance our victim-centered approach.

~ Director of Victim Services, Baltimore Police Department (MD)





The interest and demand for **Structured Knowledge Exchanges** continued into FY 2025 and included one in-person agency visit to discuss implementation of victim services.

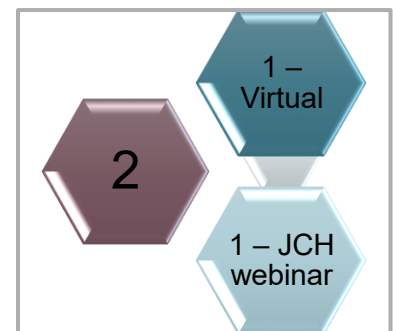
Virtual events included one victim services workshop for those seeking state-level certification and a law enforcement-based victim services documentation training.

The success of JCH webinars was notable, leading to the delivery of an additional series on topics specifically for law enforcement-based victim services personnel.

During this fiscal year, per DOJ instruction around outward facing events, a comprehensive victim services personnel training and one JCH webinar were cancelled.

FY 2026 included the virtual delivery of law enforcement-based victim services documentation training to personnel from four law enforcement agencies.

The final event of the fellowship was a JCH webinar focused on the collaboration between victim services and public information officers in law enforcement agencies.



Each of the original collaborating organizations – *International Association of Chiefs of Police*, *National Crime Victim Law Institute*, *National Criminal Justice Association*, *National Policing Institute*, *North Carolina Victim Assistance Network*, and *Research Triangle Institute International* – exceeded their commitments of hosting one event each during the fellowship. Additionally, other organizations – *Arnold Ventures*, *Justice Clearinghouse*, and *National Center for Victims of Crime* – eagerly collaborated to further advance the value of enhancing law enforcement response to victims and law enforcement-based victim services.

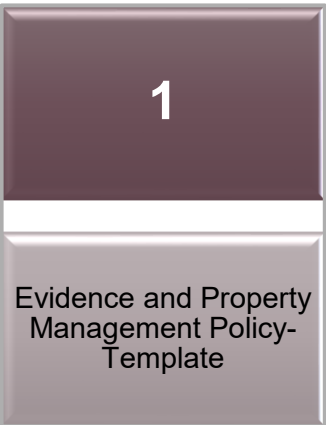
As a connecting thread, events were hosted by six law enforcement agencies during the fellowship – *Baltimore Police Department (MD)*, *Greeley Police Department (CO)*, *Loveland Police Department (CO)*, *Philadelphia Police Department (PA)*, *Portland Police Bureau (OR)*, and *University of Texas Police Department (TX)* – enabling field practitioners' access to contemporary information that enhances how they approach their assigned responsibilities.

5. ARTICLES AND PUBLICATIONS

As the capstone layer of delivering information to the field, the original plans included the development of three significant articles or publications related to victim response efforts. Through all fellowship interactions, field practitioners clearly and enthusiastically requested access to tools and templates to help them with daily tasks. Through discussion with OVC leadership and in an effort to be responsive to the expressed needs of the field, a collaborative decision was reached to shift the approach and develop resources that model realistic and tangible approaches to the assigned responsibilities of law enforcement and law enforcement-based victim services personnel (see **Appendix F** for resource details).

The number and brief descriptions of the developed resources are summarized below:

In FY 2023, in collaboration with OVC leadership, a decision was reached to develop a series of law enforcement policy templates that include the role of law enforcement-based victim services personnel in designated agency practices – *death notifications, evidence and property management, media relations, and victims’ rights*. To accompany each policy template companion resources were developed to support deeper understanding and practical application of concepts for agency personnel with associated assigned responsibilities.



The *Evidence and Property Management Policy – Template* was released and collaboration took place with the *International Association of Chiefs of Police* to deliver webinar content on trauma-informed property returns to support this resource.

In FY 2024, a total of 29 resources were developed and released to support field practitioners. The *Death Notifications Policy – Template* was released. *Death Notifications Training Material*, including a trainer guide, a PowerPoint template with trainer notes, activity worksheets, handouts, and a training evaluation template were developed and released. Multiple law enforcement agencies shared that delivery of death notifications often results in elevated discomfort for sworn personnel tasked with this responsibility. They expressed appreciation for the relevance of this information and the guidance for using a team approach with victim services personnel.

This year also saw the desire of OVC leadership to focus on how victim services personnel can contribute to enhanced relationships between law enforcement agencies and the communities they serve. Following a roundtable discussion facilitated in collaboration with

International Association of Chiefs of Police, a report and five one-sheet resource documents were released that provide actionable guidance around police-community relationships.

Law enforcement-based victim services personnel also benefitted from the release of 16 practical tools that support daily responsibilities. The *VSU Response Checklists – Templates* can reinforce performance and service standards specific to multiple victimization categories that have been established through policies and training. The *VSU Resource Guide – Template* can assist victim services personnel in effectively receiving and completing referrals and supportive handoffs with external partners. The *VSU Strategic Plan – Template* can help those with oversight responsibilities for victim services to develop a comprehensive multiyear plan that includes focus areas of victims’ rights, funding, staffing, training, services, and policies.

To cap off the year, the formal report from the Philadelphia Police Department Victim Services Assessment was released to the field. While tailored specifically to that agency, the report contained multiple recommendations that are beneficial for any law enforcement agency interested in implementing or enhancing internal victim services operations and incorporation.

29	Death Notifications Policy-Template
5 – Death Notifications Training Material	6 - Police-Community Relationships
16 – VSU Practical Tools	Philadelphia PD VS Assessment Report

10	Victims’ Rights Policy-Template
6 – VSU Personnel Interview Material	3 – VSU Practical Tools

During FY 2025, ten additional resources were developed and released. The *Victims’ Rights Policy – Template* was released and collaboration took place with the *Justice Clearinghouse* to deliver webinar content to support this resource.

Law enforcement-based victim services personnel also benefitted from the release of *VSU Personnel Interview Material – Templates*. This material includes templates for written exercises, questions and scenarios, and score sheets for interview processes aimed at victim services line staff and leadership positions. This material can be used to prompt information from applicants about the knowledge, skills, and abilities necessary to complete identified responsibilities. The material can also provide valuable information about applicant instincts, perspectives, and decision-making abilities.

Three other practical tools were released during this fiscal year. *VSU Caseload Considerations* can guide law enforcement agencies through the important but challenging endeavor of establishing clear expectations for the role of victim services personnel. This

includes deciding what victimization categories to serve, related service factors (e.g., modalities, locations, time frames, expected actions), and expectations for victim services personnel beyond direct contact with victims and co-victims. The *VSU Initial Contact Script – Template* and *VSU Information Sharing Authorization – Template* both support clear and accurate communication with victims and co-victims.

FY 2026 included the development and release of the *Media Relations Policy Template* and four *Media Relations Tip Sheets*. To further support these resources, collaboration took place with JCH to deliver webinar content on this topic. Multiple field practitioners conveyed the helpfulness of these resources – reaffirming the decision to approach assistance and guidance in a flexible and responsive manner.



[Victims' Rights Policy Template] I love this!! Thank you!

~ Deputy Director Victim Witness Assistance Program, Chesapeake Sheriff's Department (VA)

[VSU Initial Contact Script] This is absolutely brilliant, I appreciate this. Thank you!

~ Victim Advocate, Utah Valley University Police Department (UT)

[VSU Response Checklists, VSU Resource Guide, VSU Strategic Plan] Sharing with my various grantees – thanks Amy!! Love seeing (and benefitting from) all the incredible work you're doing through your fellowship.

~ Community Psychologist, RTI International



5

Media Relations
Policy-Template

4 – Media
Relations Tip
Sheets

6. TANGIBLE AND LASTING IMPACTS

Being a responsible steward of federal funding relies on a commitment to completing agreed-upon tasks, maximizing efficiency and productivity, and simultaneously minimizing insularity. Collaborative communication with OVC leadership was one of the highlights of this fellowship. This collaborative approach translated into actions and decisions that were grounded in flexibility and responsiveness to the expressed needs of field practitioners. This ultimately resulted in the facilitation of activities and resources that ‘outlived’ the fellowship itself.

The goals related to activities outlined at the onset of the fellowship and their final statuses are summarized below:

	GOAL	STATUS
ELERV Learning Collaborations	Monthly Calls	✓
LE-Based Victim Services Learning Collaborations	Monthly Calls	✓
Structured Knowledge Exchanges	16 events	 37 events!
Articles and Publications	3 resources	 45 resources!

Beyond these activities, the most notable hallmark of this fellowship was the ability to offer tailored, flexible guidance leading to practical approaches and strategies to the varied needs, dilemmas, and challenges presented by field practitioners.

Philadelphia Police Department (PA) Victim Services Assessment

Philadelphia Police Department (PPD) is the fourth largest police department in the United States with a staff of over 6000 sworn and over 775 professional personnel. With the responsibility of serving the most populous city in Pennsylvania, the decision to hire a Victim Services Director and multiple victim services personnel will have long-lasting effects for those impacted by crime and crisis circumstances. This decision will also influence agency practices and ultimately, experiences of the community when interacting with PPD.

At the onset of the assessment, Victim Assistance Officers (VAOs) represented the primary mechanism for victim response efforts by PPD. VAOs are sworn officers, and one VAO was assigned to each of the 20 identified districts. Each VAO was expected to review all Uniform Crime Reporting Part One and domestic violence reports. Additional assigned responsibilities for VAOs included ancillary duties that support administrative (e.g., CompStat reports), investigative (e.g., case follow up), and community relations functions (e.g., community events).

In addition to the blended responsibilities of VAOs, the assessment confirmed the absence of position descriptions, training practices, and redundancy plans for victim contact during VAO absences. Interviewed VAOs relayed a focus on domestic violence reports with most victims receiving one contact, sometimes several weeks after the incident. Interviewed VAOs also confirmed that victims of other crimes rarely received contact.

Upon hire, the Victim Services Director engaged in regular calls to obtain tailored guidance on recommendations outlined in the assessment report and other contemporary concerns. As a result, PPD is in the process of implementing a research-informed DV lethality assessment tool that will result in consistent responses and enhanced collaboration with community partners around domestic violence cases. Additionally, newly hired victim services personnel have been assigned to contact and serve all victims and co-victims associated with cases in investigative units – Crash Investigation Unit, Homicide Unit, Shooting Investigations Group, and Special Victims Unit. The VAO positions were reduced to ten, removing ancillary responsibilities, and reposted internally to encourage applications from officers genuinely interested in victim contact as their primary responsibility. The VAOs have been assigned to contact and serve victims of aggravated assault, burglary (residential), and robbery. This approach ensures that thousands of victims and co-victims will now have dedicated personnel to discuss their rights, available services, and connections with appropriate agencies and organizations.

Baltimore Police Department (MD) Training

The Baltimore Police Department (BPD) Victim Services Director relayed hiring several new employees in the Victim Services Unit and requested foundational training related to their roles and responsibilities. As part of their responsibilities, the victim services personnel will also be delivering death notifications using a team approach with homicide detectives.

In-person *Victim Services Personnel Training* covering 12 modules of content with scenario-based activities was delivered over the course of three days. On day four, in-person *Death Notification Training* was delivered in three sessions to homicide detectives, patrol officers, and victim services personnel. BPD leadership personnel relayed receiving positive feedback from multiple participating sworn personnel, noting that many of the homicide detectives have never received training on the delivery of death notifications. Tailored guidance was provided on the

use of *Death Notification Training Material* and BPD leadership advised they plan to include this topic in future mandatory training for 2500-plus officers.

Justice Clearinghouse Webinars

Justice Clearinghouse (JCH) offers year-round virtual content to help justice and public safety professionals keep up with trends, best practices, and successful approaches to their roles and responsibilities. Throughout the fellowship, JCH was a valuable partner in delivering content specifically developed for law enforcement-based victim services personnel – filling a noted gap.

Spanning FY 2024 and early FY 2025, a total of eight webinars were delivered through JCH. An average of 254 participants engaged in each of these opportunities and they provided average ratings of 9.15 out of 10 to reflect their experiences. Due to these metrics and positive comments received from participants, JCH leadership requested the development and delivery of more webinars for law enforcement-based victim services personnel. In answer to this request, five additional webinars were delivered during FY 2025. Participant averages rose to 387 per webinar with an average of 9.19 rating. In FY 2026, one additional webinar was delivered with 262 participants and a 9.08 rating.



Oh my, thank you so much for the feedback and samples, I appreciate it. It was an amazing training, I can't wait to continue the series.

~ Victim Assistance Program Supervisor, El Paso County Sheriff's Office (CO)

Beyond the positive feedback received from



JCH leadership and webinar participants, a representative of the South Carolina Attorney General's Office expressed interest in webinar participation as source to meet ongoing training requirements for Victim Advocacy Certification. Through collaborative communication, webinar learning objectives and descriptions were provided and approved for this purpose, leading to the expansion of opportunities for professionals to maintain their certifications and be well-prepared to meet the demands of their responsibilities.



I attended a training webinar through Justice Clearinghouse with Ms. Durall as the presenter. Her answers to my questions will enhance my ability to support victims that experience personal property being taken as evidence and when communicating with co-victims of homicide cases, I'll be more attentive to communicate with compassion throughout the case.

~ Victim Witness Specialist, US Attorney's Office (OH)



Law Enforcement-Based Victim Services Network

Resounding and recurring comments voiced by victim services personnel employed by law enforcement agencies involved the isolation they experienced in their positions and the desire to connect with others who share their specific discipline. One such comment came from a victim advocate within the Portland Police Bureau (OR). She described herself as a fairly new employee to her agency and also a new professional to the victim services profession. However, her desire to connect with others outweighed her apprehension of leading conversations – leading to the launch of a network for non-supervisory victim services personnel within law enforcement agencies.

OVC leadership readily supported this effort, and several planning calls were held to build out the framework of this network. Initially, the Portland Police Bureau victim advocate leaned on the OVC Fellow for co-facilitation of these calls. Through mentorship to identify appropriate topics, support resources for professionals, and strategies to manage engagement of participants, it did not take long for her confidence to grow, and she transitioned to facilitating all aspects of this network with ease. This network remains an active resource for the field, establishing a space for peers to share resources, discuss challenges, and engage in positive, judgement-free conversations. This undoubtedly contributes to the overall professional wellness of those who serve individuals impacted by crime and crisis circumstances.

Victim Services Agency Profiles

In response to voiced interest from the field, a standardized template was developed to capture information about victim services within law enforcement agencies. Multiple agencies have completed these profiles leading to organic conversations about organizational structure, responsibilities of victim services personnel, personnel management decisions, funding strategies, training opportunities, and the delivery of ethical and effective services. Research partners have also voiced accessing these profiles to explore opportunities to learn more about the specific discipline of law enforcement-based victim services. Outreach efforts to encourage additional law enforcement agencies to complete profiles will continue, contributing to ongoing connection and professional growth opportunities.

Integrity Institute Website

To expand on the efforts for fellowship activities and resources to ‘outlive’ the fellowship itself, an intentional decision was made in collaboration with OVC leadership to highlight [Integrity Institute](#) as a hub for field practitioners interested in law enforcement response to victims and law enforcement-based victim services.

Through this website, professionals who became familiar with the tailored guidance provided by the OVC Fellow can learn about:

- **Services** – policy review and development, personnel training, victim services unit development and expansion, and victim services unit assessment and evaluation that are fee-based and tailored
- **Resources** – Sheriff & Deputy article, Victim Services Unit practical tools, law enforcement policy template series and companion resources, and community relations support resources that are intended for field use
- **Networking Opportunities** – collection of Victim Services Agency Profiles that encourage connections between agencies and personnel
- **JCH Webinar Series** – archived webinars specific to law enforcement-based victim services that can be accessed via paid JCH memberships
- **Testimonials** – experiences of field personnel with Integrity Institute and additional reports and resources that have contributed to the field

Law Enforcement-Based Victim Services Personnel

Throughout the fellowship, law enforcement-based victim services personnel voiced their appreciation for connecting with someone with credible field experience to provide guidance, resources, and validation for the decisions they made independently. These personnel shared that these connections enhanced their approach to assigned responsibilities and led to changes in practice that will positively affect contact and services delivered in each of their communities.



After attending two of Amy's training events, I reached out for further assistance in updating our agency's foundation for victim response. Since our program structure had not been updated for several years, and as I was new to the position, her guidance through multiple tailored support meetings was very helpful. With a small unit of only two people, we faced challenges in scaling best-practice models often designed for larger departments. Through document and resource reviews, Amy provided feedback on the policy updates and protocols I developed. She was a vital resource in making our victim response sustainable.

~ Victim Services Supervisor, Manor Police Department (TX)





It was a pleasure to get to know you and thank you so much for your guidance, input and professionalism! I wish I had met you 10 years ago!!

~ Victim & Community Services Coordinator, Shakopee Police Department (MN)



I've been following along your fellowship and have to say you're doing a wonderful job of trying to connect agencies from across the US! This space we take up is kind of niche – not community-based, but not prosecution-based, so it's interesting living in the in-between with victims.

~ Victim Services Coordinator, Sheboygan Police Department (WI)



Engagement with these activities specifically helped enhance victim response efforts in my agency because I was able to learn new information and skills and apply it to my victim services practices. From webinars and training events, engaging and learning from Amy allowed me to implement different approaches to my care with clients.

~ Victim Services Coordinator, Washoe County School District Police Department (NV)



You're the closest thing I've had to a mentor and am so fortunate for that! You're a trailblazer and I thank you for dedicating your life's work to such a worthy and crucial cause. The victim services profession is shifting and leveling up in the best ways possible.

~ Victim Assistance Coordinator, Wright County Sheriff's Office (MN)



Law Enforcement Agency Sworn Personnel

Throughout the fellowship, sworn personnel within law enforcement agencies voiced their recognition of the value of victim services and acknowledged the benefit of receiving guidance and resources from someone with credible field experience. These personnel conveyed simultaneously feeling unprepared for the task of implementing victim services and confident in knowing that effective implementation would change relationships internally, externally with partner agencies and organizations, and with the communities they serve.

Berwyn Heights Police Department (MD)

- Executive Assistant was tasked with implementing victim services.
- Recurring calls were held from October 2024 through April 2025.
- In-person agency visit was conducted November 2024 to review strategies, practices, and decisions related to victim services.



It was a pleasure meeting you. Thank you for giving us valuable instructions and guidance. We will certainly be in touch.

~ Chief of Police, Berwyn Heights Police Department (MD)



Loudoun County Sheriff's Office (VA)

- Domestic Violence Unit Sergeant was tasked with implementing victim services.
- Two detectives were initially reassigned to serve as victim services personnel, leaving investigative caseloads short-staffed.
- Recurring calls were held from October 2023 through November 2025 for tailored support.
- Agency personnel attended in-person Victim Services Personnel training.
- Dedicated webpage, Victim Services Code of Ethics, and policies were developed.
- Internal agency funding was allocated for three positions – one manager, two line staff.
- Positions were posted in November 2025.
- Enhanced responses and services are now available to the community.



THANK YOU!! Your expert guidance and patient assistance throughout this journey has been immeasurably valuable.

~ Sergeant, Loudoun County Sheriff's Office (VA)



Topeka Police Department (KS)

- Commander was tasked with enhancing existing victim services.
- Recurring calls were held from September 2025 through March 2026.
- Support was provided around victim services role clarification, funding options for expansion of victim services, and collaborative relationships with internal agency personnel and other law enforcement-based victim services personnel.



I truly appreciate your help in shaping victim advocacy within our community and agency. I greatly appreciate your experience and enthusiasm on this subject.

~ Commander, Topeka Police Department (KS)



7. CHALLENGES AND UNMET FIELD NEEDS

Notable challenges faced during the course of the fellowship were disruptions resulting from White House administration decisions and the cascading outcomes. These decisions created significant uncertainty related to awarded funding. They also affected reimbursement processes, review processes for developed field resources, and engagement efforts with field practitioners. OVC leadership effectively and promptly communicated all known information and provided additional support and guidance upon request.

In January 2025, White House administrators issued an Executive Order and memo calling for a temporary pause of agency grant, loan, and other financial assistance programs. With less than five hours' notice, access to funding for reimbursement of incurred expenses was frozen. This decision was ultimately revised via rescindment of the memo and a court order issuing a temporary restraining order to this action. However, this decision set the tone of uncertainty which was reinforced in May 2025 when additional requirements to justify access to funding for reimbursement of incurred expenses were put in effect. These additional requirements added a layer of action to the existing requirements of programmatic and financial report completion.

In March 2025, DOJ leadership issued guidance pausing all public-facing events. As a result of this guidance, two separate structured knowledge exchanges were cancelled on short notice. These cancellations resulted in logistical disruptions, but they also diminished relationship capital between OVC and field agencies.

The first cancelled event was a JCH webinar focusing on considerations for the recruitment and retention of law enforcement-based victim services unit personnel. This webinar was cancelled with 24 hours' notice and at the time of cancellation, there were 300 registered participants from the District of Columbia, 45 states, and six countries outside of the United States. Several registered participants reached out to express that this information contributed to noted training gaps in their agencies. In response, permission was sought to record this content for review and revision by necessary personnel prior to field release. This request was denied, ultimately leaving the prepared content unavailable to the field. It is worth noting that considerable time was spent in identifying co-facilitators, preparing content, participating in practice sessions, and routing material through the approval process.

The second cancelled event was in-person training focusing on foundational practices for law enforcement-based victim services personnel. The law enforcement agency who engaged with the fellowship for this training agreed to pay for travel expenses and expressed appreciation for the opportunity to ensure personnel received quality training on core responsibilities related to their role – something that had not happened in the 17 years that the agency had employed

these specialized personnel. This training was cancelled with 15 days’ notice. It is worth noting that the agency incurred a financial expense for the flight and considerable time was spent preparing content, securing training logistics, participating in preparatory sessions, and routing material through the approval process.

Another notable challenge was exemplified through efforts to release an article focusing on law enforcement-based victim services research initiatives. In December 2022, a request was received to review a draft article intended for publication through the National Institute of Justice. Multiple rounds of extensive review and comments were offered throughout 2023, 2024, and 2025. Significant suggested updates were made to the content of the article due to the passage of time and updates to research initiatives over the course of the fellowship. In April of 2026, a decision was communicated that the article would not be published. It is worth noting that considerable time was spent on the review and development of content and routing material through the approval process.

Beyond the challenges related to White House administrative decisions and actions, notable challenges remain for field practitioners around overall victim response efforts and incorporation of law enforcement-based victim services.

The National Incident-Based Reporting System (NIBRS) is the FBI’s current national standard for collecting crime data from law enforcement agencies. Recent NIBRS data related to violent crimes that have been reported to law enforcement agencies is summarized below:

<i>NIBRS</i>	Homicide	Aggravated Assault	Rape	Robbery	Simple Assault	TOTAL
2023	19,790	877,722	133,242	221,090	2,309,035	3,541,089
2024	17,257	851,959	130,146	349,112	2,388,241	3,719,458
2025	14,339	790,431	122,976	165,983	2,354,476	3,422,866

The National Crime Victimization Survey (NCVS) is the nation's primary source of information on criminal victimization and provides official estimates of both reported and unreported crimes. Recent NCVS data found that despite the considerable number of violent crimes included in NIBRS data, only 44.7% were reported to law enforcement in 2023 and 47.9% in 2024.

Beyond this gap, the NCVS also established that even when crimes are reported to law enforcement agencies, a small percentage of victims associated with those crimes experience connections with victim services personnel. Connection percentages are summarized below:

NCVS	Aggravated Assault	Rape	Robbery	Simple Assault
2023	8.6%	14.7%	8.2%	7.7%
2024	5.8%	17.8%	15.6%	6.7%

These numbers do not include the millions of others impacted by crimes in other categories (e.g., financial crimes, property crimes); witnesses, families, and communities impacted by mass violence; and those impacted by non-criminal incidents with law enforcement agencies as the first responders (e.g., suicides, overdose deaths, traffic incidents, mass disturbances).

In totality, this data points to the ongoing need for law enforcement agencies to enhance their overall victim response efforts – recognizing this responsibility as one that is shared across all disciplines and at all agency levels. It also points to the ongoing need for the implementation of robust victim services units within law enforcement agencies to promote proactive and consistent access to victims’ rights, to incorporate specialized personnel to support victims and co-victims’ during agency intersections and system navigation, and to facilitate timely and proactive contact with those affected to afford opportunities to ask questions, voice thoughts and concerns, stay informed and engaged, and receive connections to internal and external support resources.

A victim services unit should be an essential component to the agency’s overall victim response plan, not the only personnel tasked with this responsibility. Effective victim support can augment agency transparency, improve investigation outcomes, and strengthen community relationships. In the pursuit of effective victim support and incorporation of internal victim services personnel, agencies must honestly evaluate current practices and be willing to invest in budgetary support, training efforts, and internal accountability practices. Throughout the fellowship, multiple law enforcement agencies demonstrated their readiness to accomplish this by actively participating in the tailored guidance and assistance offered and applying recommendations. These agencies recognized that addressing the critical needs of victims and co-victims is an integral factor of apprehending, prosecuting, and punishing offenders.

A prominent challenge faced by law enforcement agencies that identify the need implement, expand, or enhance internal victim services units is funding to support the following:

- Salaries and benefits – base salaries, benefits, overtime, raises, promotions
- Workspace and furniture – office space, meeting rooms
- Equipment and supplies – computers, printers, software, desk and cell phones
- Vehicles and car seats – uniforms and safety vests for field response
- Language access assistance
- Training needs

For over 40 years, Victims of Crime Act funds have been available to support victim services initiatives through OVC discretionary funding and allocated funding to states and territories. Several factors have contributed to a reduction in the availability of that funding – fluctuations in federal case prosecutions and collected fines, White House administration decisions to cut funding, and state administration decisions to limit funding to specific victimization categories, among other factors. This contributes to an environment where there is increased competition for limited funding opportunities, leaving many victims and co-victims unserved.

Throughout the fellowship, multiple law enforcement agencies relayed they were opting to use agency budget funding, in lieu of grant funding, to support victim services personnel. While this is a notable strategic planning approach, what quickly and regularly surfaced was the need for comprehensive assistance beyond identifying a funding source. Multiple law enforcement agency personnel engaged with fellowship assistance to explore foundational concepts of victim services and expressed the need for practical suggestions and resources – general topic areas are summarized below:

- Victim services unit oversight – supervisor selection, training, supervision methods
- Staffing plans – position description development, recruitment, background checks, interview procedures, selection processes
- Victimization categories – crimes, noncriminal incidents, community mapping, age parameters of those served, victim services caseload considerations
- Response locations and modalities – letters, electronic/virtual contact, phone, office, field, incident scenes
- Documentation practices – access, location, content, disclosure/archive requirements
- Policy development – victim services personnel assigned responsibilities, collaboration with agency personnel
- Expanded hours – extended hours, weekends, on-call response
- Agency process incorporation – property return, media relations, death notifications, mass fatality response, critical incidents (officer-involved), records, online reporting
- Student intern and volunteer use – recruitment, backgrounds, selection, assigned responsibilities, supervision
- Communication plans – key investigative actions, bidirectional status updates, key dates, personnel changes
- Language access support – oral, sign, braille
- Contact and services access support – virtual engagement, field response, transportation assistance, safety practices
- Executive process incorporation – leadership meetings, budget planning, policy review
- External engagement – community events, multidisciplinary teams, website presence
- Strategic planning – funding, policies, services, staffing, training, victims' rights

Throughout the fellowship, law enforcement-based victim services personnel often described receiving minimal onboarding, training, and practical guidance after being hired. This sentiment was consistently voiced by personnel in line staff and leadership positions, often describing crafting the parameters of their own positions and learning through trial and error.

The ability to offer guidance and assistance that is practical, flexible, tailored, and delivered by someone with credible field experience was a key activity of this fellowship. Law enforcement agencies eagerly engaged to discuss single issue requests, often looking for resources that provide additional information, examples of other agencies addressing similar concerns, validation for the decisions they independently made, and suggestions for altering victim response efforts. Law enforcement agencies also eagerly engaged in regular calls over six-month periods, recognizing the need to address multiple issues and have various agency personnel participate in scheduled calls. Fellowship support augmented ethical and effective responses to victims and co-victims in communities across the nation when interacting with law enforcement agencies.

Without question, the level and eagerness displayed by law enforcement agencies to engage throughout the fellowship was not anticipated. The positive response to flexible, tailored support and guidance without commitment to an extensive programmatic framework or completion of a funding opportunity application is, in itself, a resounding demonstration of the ongoing need for this type of assistance. OVC is strongly urged to reframe how they offer funding and support to law enforcement agencies moving forward.

Just as recipients of federal funding must be responsible stewards, funding agencies must also commit to maximizing efficiency and productivity while being responsive to the needs of the field. For OVC, this translates into continued commitment to enhancing the Nation's capacity to assist crime victims.

APPENDICES



APPENDIX A – LEARNING COLLABORATIONS

Monthly virtual calls held as open-entry, peer-based discussions with rotating topics:

- ELERV Strategy – *Leadership, Partnering, Training, and Performance Monitoring*
- Law Enforcement-Based Victim Services – *Program Structure, Roles and Responsibilities, Victims' Rights/Needs/Services, and Sustainability*



Open entry and peer based – join the conversation!

Second Tuesday of each month (3-4p EST) – rotating topics!

JOIN HERE!

LEARNING COLLABORATIONS
Enhancing Law Enforcement Response to Victims (ELERV) Strategy

Every person in a law enforcement agency has a role in effective victim response. Federal, state, local, campus, and tribal law enforcement leaders are invited to join conversations to learn how to apply the ELERV Strategy for increased victim engagement and offender accountability.

Email Amy.Durall@usdoj.gov with any questions!



This flyer was produced by the OVC ELERV Fellow under 15POVC-22-GK-02519-NONV, awarded by the Office for Victims of Crime, Office of Justice Programs, U.S. Department of Justice. The opinions, findings, and conclusions or recommendations expressed in this flyer are those of the contributors and do not necessarily represent the official position or policies of the U.S. Department of Justice.
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Revised 06-14-2023



Open entry and peer based – join the conversation!

Second Wednesday of each month (3-4p EST) – rotating topics!

JOIN HERE!

LEARNING COLLABORATIONS
Law Enforcement-Based Victim Services

Law enforcement agencies can hire victim services personnel to focus on the rights, responses, and resources to meet the expressed and identified needs of victims as they navigate the justice system. Law enforcement leaders are invited to join conversations to learn how to ethically build and maintain specialized personnel and units within their agencies to support effective trauma-informed victim response.

Email Amy.Durall@usdoj.gov with any questions!



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Revised 06-14-2023

GETTING STARTED

VICTIM SERVICES ROLE

RIGHTS, NEEDS, AND SERVICES

SUSTAINABILITY

APPENDIX B – VIRTUAL FIELD COACHING

Virtual tailored engagements focused on the ELERV Strategy, law enforcement-based victim services, and overall victim response efforts by law enforcement agencies. Contact offered to:

- Law enforcement agencies
- Training and technical assistance providers
- Allied agencies and organizations (e.g., prosecution offices, community organizations)

Tailored training and technical assistance at no cost!

OVC Enhancing Law Enforcement Response to Victims Fellowship Training and Technical Assistance Requests

The goal of this fellowship is to engage with law enforcement agencies interested in applying the ELERV Strategy, developing in-house law enforcement-based victim services, and enhancing agencywide victim response. The OVC Fellow can:

- Assess agencies' victim response efforts
- Develop training and public outreach efforts
- Review agencies' readiness to implement law-enforcement based victim services
- Help agencies enhance capacity to provide trauma-informed victim services
- Identify and share model best practices
- Share knowledge of OVC initiatives

Amy Durall – OVC Fellow

Amy Durall is an accomplished professional with extensive knowledge of victimization who holds a master's degree in Psychology. She has served as a victim services director in law enforcement agencies to ensure a focus on rights, responses, and resources for individuals impacted by crime and crisis circumstances. She has served on local and national committees focused on multidisciplinary and collaborative response to victims, as a key member of assessment teams for law enforcement agencies exploring responses to violent crime and victim engagement, and as a consultant on projects aimed at justice system intersections and enhanced victim response.

Amy has documented experience working with law enforcement agencies, community service organizations, allied partners of various disciplines, and multiple federal funding agencies. She is often called upon to develop and deliver oral presentations, facilitate panel sessions, provide targeted technical assistance, and contribute to written publications for broad audiences.

Take advantage of this opportunity to build on your agency's capacity to enhance victim response efforts and meet complex victim needs!

OVC Enhancing Law Enforcement Response to Victims Fellowship

This flyer was produced by the OVC ELERV Fellow under 15POVC-22-GK-01519-NORF, awarded by the Office for Victims of Crime, Office of Justice Programs, U.S. Department of Justice. The opinions, findings, and conclusions or recommendations expressed in this flyer are those of the contributors and do not necessarily represent the official position or policies of the U.S. Department of Justice.

Training and Technical Assistance Request Form

Complete and submit to: Amy.Durall@usdoj.gov

Point of Contact

Agency: _____

Name and Title: _____

Date of Request: _____

Email address: _____

Phone number: _____

Topic Areas of Interest

☐ Enhancing Law Enforcement Response to Victims (ELERV)

☐ Leadership

☐ Partnering

☐ Training

☐ Performance Monitoring

☐ Other (provide details): _____

☐ Law Enforcement-Based Victim Services: Key Considerations / Key Considerations Checklist

☐ Getting Started

☐ Victim Service Role

☐ Rights, Needs, and Services

☐ Sustainability

☐ Other (provide details): _____

☐ Agencywide Victim Response

☐ Victims' Rights

☐ Victim Compensation

☐ Multidisciplinary Team Participation

☐ Victim Response Policies

☐ Victim-Centered, Trauma-Informed Practices

☐ Specific Victimization Response (provide victimization type): _____

☐ Other (provide details): _____

☐ Consultation call (30 minutes to identify TTA needs) – topic: _____

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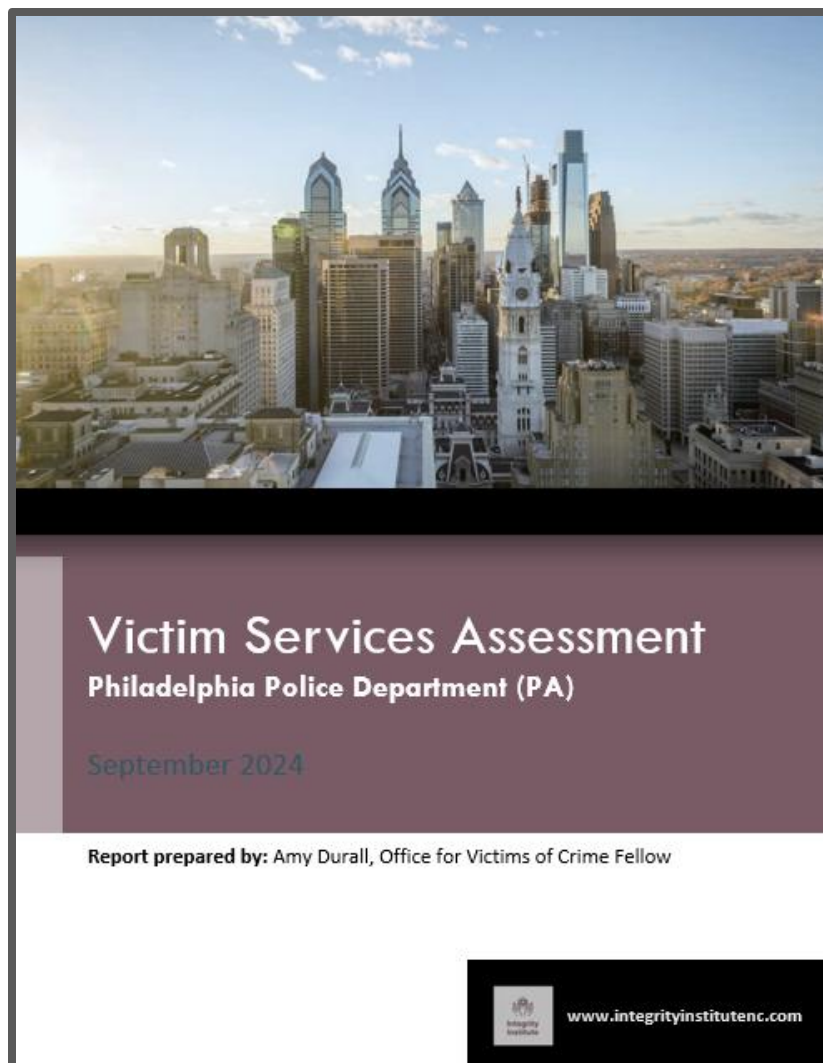
APPENDIX C – VICTIM SERVICES ASSESSMENT

PHILADELPHIA POLICE DEPARTMENT (PA)

The Philadelphia Police Department (PPD) requested the completion of a Victim Services Assessment to review current practices and provide recommendations for the incorporation of a Victim Services Director and multiple victim services personnel.

Assessment activity was completed from June through August 2024 and included:

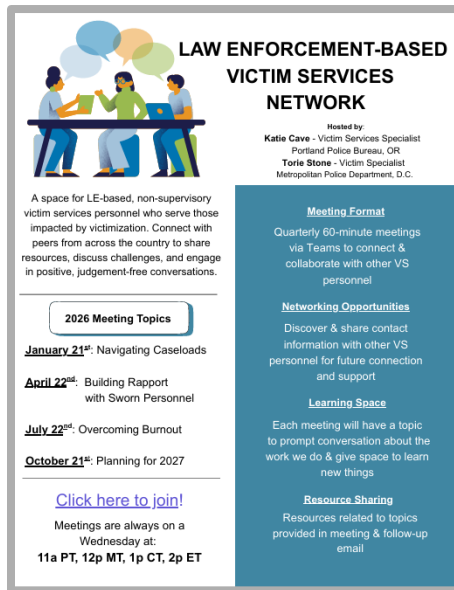
- Review of policies and information pertaining to victim response efforts
- Agency personnel and stakeholder interviews
- Full copy of the report: [Integrity Institute | Testimonials - Contributions to the Field](#)



APPENDIX D – NETWORKING OPPORTUNITIES

Virtual calls held to connect personnel employed at law enforcement agencies:

- Non-supervisory personnel – quarterly, facilitated by Portland Police Bureau (OR)
- Personnel responsible for oversight – monthly, facilitated by OVC Fellow



LAW ENFORCEMENT-BASED VICTIM SERVICES NETWORK

Hosted by:
Katie Cave - Victim Services Specialist
Portland Police Bureau, OR
Torie Stone - Victim Specialist
Metropolitan Police Department, D.C.

A space for LE-based, non-supervisory victim services personnel who serve those impacted by victimization. Connect with peers from across the country to share resources, discuss challenges, and engage in positive, judgement-free conversations.

2026 Meeting Topics

January 21st: Navigating Caseloads

April 22nd: Building Rapport with Sworn Personnel

July 22nd: Overcoming Burnout

October 21st: Planning for 2027

[Click here to join!](#)

Meetings are always on a Wednesday at:
11a PT, 12p MT, 1p CT, 2p ET

Meeting Format
Quarterly 60-minute meetings via Teams to connect & collaborate with other VS personnel

Networking Opportunities
Discover & share contact information with other VS personnel for future connection and support

Learning Space
Each meeting will have a topic to prompt conversation about the work we do & give space to learn new things

Resource Sharing
Resources related to topics provided in meeting & follow-up email



Law Enforcement Victim Services Oversight

Open invitation – join the conversation!

Do you oversee victim services within your agency?
Join a network of professionals – sworn and professional staff – for intentional conversations focused on strategies, resources, and decisions to support this responsibility!

Amy Durali, OVC Fellow, will be facilitating discussions on the following topics:

- Victim Services Responsibilities
- Funding Strategies
- Personnel Hiring and Training
- Incorporation of Interns and Volunteers
- Ethical and Effective Service Provision
- Approaches to Personnel Management
- Personnel Growth Opportunities
- Professional Wellness Strategies
- Strategic Planning
- Other Ideas...

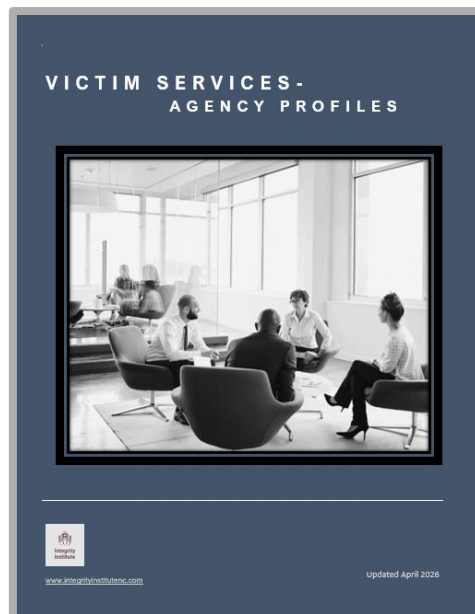
Monthly Meetings
August 2025 – April 2026
Third Tuesday, 3p-4p ET
[Click here to join!](#)

Let's connect and chat!

Email Amy.Durali@usdoj.gov with any questions!

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- Voluntarily submitted snapshots of law enforcement-based victim services to encourage independent connections for explorations of operational details and strategies that support ethical and effective services: [Integrity Institute | Networking Opportunities](#)



VICTIM SERVICES - AGENCY PROFILES

www.integrityinstitute.org

Updated April 2026

APPENDIX E – STRUCTURED KNOWLEDGE EXCHANGES

Workshops and training opportunities developed and delivered to:

- Inform about the ELERV Strategy
- Build the capacity of law enforcement-based victim services
- Improve law enforcement response to victims

FY 2023	Q1 [Oct-Dec]	Q2 [Jan-Mar]	Q3 [Apr-Jun]	Q4 [Jul-Sep]
OVC VOCA Victim Compensation Roundtable		1/11/2023		
RTI Policing Symposium – iMPRoVE presentation		3/15/2023		
NCVAN VA Academy – Advocacy in Action workshop		3/29/2023		
IACP LEV Brown Bag – Trauma Informed Property Return			6/15/2023	
NPI Rural Violent Crime Reduction Initiative – LE-Based VS webinar				7/6/2023
OVC VOCA Conference – LE-Based VS workshop <i>[material preparation]</i>				8/15/2023
NCVAN VALE Summit – Brady Considerations workshop <i>[virtual]</i>				8/23/2023
NCVAN VA Academy – Advocacy in Action workshop <i>[virtual]</i>				9/22/2023

FY 2024	Q1 [Oct-Dec]	Q2 [Jan-Mar]	Q3 [Apr-Jun]	Q4 [Jul-Sep]
IACP Conference – LE-Based VS Roundtable <i>[material preparation]</i>	10/16/2023			
SAKI Grantee Meeting – ELERV workshop	12/11/2023			
VOCA Assistance and Compensation Summit – SAKI and VOCA Intersections	12/13/2023			
JCH webinar – Incorporating VS into Agency Response and Practices		1/17/2024		
JCH webinar – Identifying Roles and Responsibilities of VS		2/20/2024		
JCH webinar – Understanding and Implementing VS Documentation Practices			4/18/2024	
NCVAN VA Academy – Advocacy in Action workshop			5/14/2024	
JCH webinar – Assessing Agency Readiness for Incorporating VS			5/30/2024	
Baltimore PD (MD): LE-Based VS Personnel Training			6/3-6/5/2024	
Baltimore PD (MD): Death Notifications Training			6/6/2024	
Philadelphia PD VS Assessment – Agency Visit			6/7/2024	
JCH webinar – Strategic Planning for Sustainable Victim Services				8/1/2024
VOCA National Joint Training Conference – LE-Based VS workshop <i>[material preparation]</i>				8/6/2024

FY 2024 – continued	Q1 [Oct-Dec]	Q2 [Jan-Mar]	Q3 [Apr-Jun]	Q4 [Jul-Sep]
NTI/NCVC Conference – Practical Access to Victims’ Rights				9/18/2024
NTI/NCVC Conference – Homicide Response and Death Notifications				9/19/2024
JCH webinar – Essential Training for Effective Incorporation of VS				9/24/2024
AV BRIDGE – Victims of Violent Crime panel				9/25/2024

FY 2025	Q1 [Oct-Dec]	Q2 [Jan-Mar]	Q3 [Apr-Jun]	Q4 [Jul-Sep]
JCH webinar – Using Research to Enhance Incorporation of VS	10/17/2024			
JCH webinar – Ask Us Anything	12/5/2024			
JCH webinar – Considerations for Recruitment and Retention of VSU Personnel [<i>cancelled 3/10/2025 per DOJ instruction</i>]		3/11/2025		
Portland PB (OR): LE-Based VS Personnel Training [<i>cancelled 3/10/2025 per DOJ instruction</i>]		3/25-3/27/2025		
JCH webinar – Incorporating Interns and Volunteers into VSU Responsibilities			4/22/2025	
NCVAN VA Academy – Advocacy in Action workshop [<i>virtual</i>]			5/15/2025	
JCH webinar – VSU Supervision Considerations and Strategies			5/22/2025	
Greeley PD (CO): VS Documentation Training			6/3/2025	
JCH webinar – Developing Policies for Effective Response to Victims and Co-Victims			6/26/2025	
JCH webinar – Practical Access to Victims’ Rights				7/31/2025
JCH webinar – VSU Response to Victims and Co-Victims of Violent Crimes				8/28/2025
University of Texas-Austin PD: Agency Visit				9/23/2025

FY 2026	Q1 [Oct-Dec]	Q2 [Jan-Mar]	Q3 [Apr-Jun]	Q4 [Jul-Sep]
JCH webinar – Voices for Victims: How PIOs and Victim Services Can Prioritize Victims’ Rights and Needs		2/26/2026		
Loveland PD (CO)/Ft. Collins PD (CO)/Larimer County SO (CO)/Boulder PD (CO): VS Documentation Training [<i>virtual</i>]			4/1/2026	

APPENDIX F – ARTICLES AND PUBLICATIONS

Articles, publications, and resources relevant to:

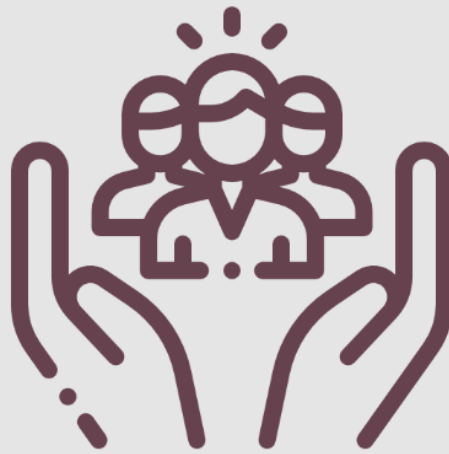
- Law enforcement-based victim services
- Law enforcement response to victims

FY 2023	Q1 [Oct-Dec]	Q2 [Jan-Mar]	Q3 [Apr-Jun]	Q4 [Jul-Sep]
Evidence and Property Management Policy – Template				7/11/2023

FY 2024	Q1 [Oct-Dec]	Q2 [Jan-Mar]	Q3 [Apr-Jun]	Q4 [Jul-Sep]
Death Notifications Policy – Template			4/10/2024	
Death Notifications Training Material [5 components] <i>Trainer Guide, PPT Template, Handouts, Activity Worksheets, Training Evaluation</i>			4/10/2024	
Law Enforcement-Based Victim Services Roundtable Report			4/23/2024	
Law Enforcement-Based Victim Services Roundtable One Sheets [5 components] <i>Victims' Rights and Agency Response, Death Investigations and Notifications, Evidence and Property Management, Media Relations, Funding and Agency Incorporation</i>			4/23/2024	
VSU Strategic Plan – Template				7/12/2024
VSU Resource Guide – Template				8/13/2024
VSU Response Checklists – Templates [14 victimization categories] <i>Assault/Aggravated Assault, Burglary, Child Abuse, Death Notification, Domestic Violence, Elder/Vulnerable Adult Abuse, Fraud/Identity Theft, Harassment/Stalking, Homicide, Human Trafficking, Robbery, Sexual Assault, Strangulation, Traffic Incidents/Vehicular Crimes</i>				8/13/2024
Philadelphia PD (PA) Victim Services Assessment Report				9/30/2024

FY 2025	Q1 [Oct-Dec]	Q2 [Jan-Mar]	Q3 [Apr-Jun]	Q4 [Jul-Sep]
VSU Personnel Interview Material – Templates [6 components] <i>Line Staff – Written Exercise, Questions and Scenarios, Score Sheet</i> <i>Leadership – Written Exercise, Questions and Scenarios, Score Sheet</i>		1/24/2025		
VSU Initial Contact Script – Template			6/5/2025	
Victims' Rights Policy – Template				7/21/2025
VSU Caseload Considerations				9/3/2025
VSU Information Sharing Authorization – Template				9/18/2025

FY 2026	Q1 [Oct-Dec]	Q2 [Jan-Mar]	Q3 [Apr-Jun]	Q4 [Jul-Sep]
Media Relations Tip Sheets [4 components] <i>Press Conferences and Releases, Media Requests for Interviews, Social Media, Victim Services Awareness</i>		1/14/2026		
Media Relations Policy – Template		2/5/2026		



Integrity Institute

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