

Global Strategies for Implementation

This section is designed to provide ideas and strategies for implementing *New Directions* recommendations from the field on the local, State, Tribal, and national levels. While specific implementation strategies have not been developed for the international community, many of the strategies suggested below can be adapted to improve victims' rights and services throughout the world. This section contains the following information:

***New Directions* Five Global Challenges for the Field**

An *At a Glance* one-page overview of *New Directions* five global challenges for the field is provided. The global challenges serve as a summary of the five key areas of focus for the 250 recommendations presented in *New Directions*. The global challenges are formatted into a one-page overview sheet to ease reproduction for handouts at community forums and State task force meetings, or for inclusion in training materials.

Initiatives Underway in Response to *New Directions*

States and communities across the Nation have found many uses for *New Directions*. These initial efforts—including using *New Directions* as a planning tool and incorporating its comprehensive information into training curricula—are highlighted in this section to spur similar efforts on the local, State, Tribal, and national level.

Suggested Strategies and Ideas for Implementing *New Directions*

There are countless strategies to implement the ideas, recommendations, and promising practices contained in *New Directions*. The strategies presented in this section include using *New Directions* to: enhance victims' rights; strengthen policies, procedures and protocol; establish seamless rights across the justice system; promote public awareness; and expand education and training efforts. Other ideas include creating *New Directions* Advisory Committees to help guide implementation efforts and as a tool for public policy change.



New Directions Five Global Challenges for the Field

More than 1,000 individuals from across the Nation contributed to the development of *New Directions from the Field: Victims' Rights and Services for the 21st Century*. In the course of compiling the hundreds of recommendations from the field and in listening to the voices of crime victims, their advocates, and allied professionals who work with crime victims throughout the Nation, certain key challenges emerged.

The following five guiding global challenges for responding to victims of crime form the core of the hundreds of ideas and 250 recommendations contained in *New Directions*.

- 1** To enact and enforce consistent, fundamental rights for crime victims in Federal, State, juvenile, military, and Tribal justice systems, and administrative proceedings.
- 2** To provide crime victims with access to comprehensive, quality services regardless of the nature of their victimization, age, race, religion, gender, ethnicity, sexual orientation, capability, or geographic location.
- 3** To integrate crime victims' issues into all levels of the Nation's educational system to ensure that justice and allied professionals and other service providers receive comprehensive training on victims' issues as part of their academic education and continuing training in the field.
- 4** To support, improve, and replicate promising practices in victims' rights and services built upon sound research, advanced technology, and multidisciplinary partnerships.
- 5** To ensure that the voices of crime victims play a central role in the Nation's response to violence and those victimized by crime.

Initiatives Underway in Response to *New Directions*

New Directions is being used to enhance victims' rights and services across the Nation.

The Office for Victims of Crime has received input from victim service providers and allied professionals across the Nation on how they are using *New Directions* to chart the future of victims' rights and services. The following overview provides some examples of the broad range of implementation efforts across the Nation to respond to the recommendations set forth in *New Directions*, and to utilize the vast resources contained within its pages:

- Mothers Against Drunk Driving (MADD) will include a book review of *New Directions* in its special Millennium *MADD ADVOCATE* publication in January 2000. This special article, being sent to each of MADD's 500 chapters nationwide, provides an overview of the five global challenges of *New Directions* and encourages MADD's membership to take an activist role in implementing the recommendations—including the *Report's* first recommendation: the passage of a Federal constitutional amendment.
- The National Organization for Victim Assistance (NOVA) has highlighted *New Directions* at its annual North American Victim Assistance Conferences in both 1998 and 1999 by dedicating special *New Directions* plenary sessions. Leaders from the field debated and discussed the importance of this historic document, and challenged NOVA's membership to take decisive action to implement *New Directions* recommendations in their States and local communities.
- The National Association of Crime Victim Compensation Boards (NACVCB) conducted a special plenary session and breakout discussions on *New Directions* at their annual national conference in the fall of 1998. Discussions focused on reviewing the recommendations for crime victim compensation and discussing priorities for State program policy or legislative change. In addition, NACVCB also featured *New Directions* in the Association's national newsletter to its membership.
- *New Directions* has already found a home in the Arizona Peace Officer Standards and Training Board's recently revised law enforcement statewide training curriculum to include information contained in the Law Enforcement chapter of *New Directions*.
- Based upon many of the recommendations in *New Directions*, the Victim Services 2000 project in Medina, Ohio, a comprehensive, communitywide victim assistance initiative, has prioritized its missions and goals for victim services in the 21st century and has expanded its advisory board to include non-traditional victim service providers.
- Recognizing the wealth of information contained within *New Directions*, the Senior and Disabled Services Division of the Abuse Prevention Program in Salem, Oregon, has encouraged elder-issue multidisciplinary teams across the State to use *New Directions* as the central resource tool in defining and enhancing victim services to their elder client populations.
- The Wisconsin Department of Justice Training and Standards Bureau has placed several *New Directions* training recommendations before its Advisory Board for adoption into its current training curriculum.

- The South Bay Regional Public Safety Training Consortium in San Jose, California, has found *New Directions* to be a useful, comprehensive resource tool in curriculum development and in drafting speeches and press releases to increase public awareness about victim-related issues.
- The University of Texas at Austin and the Texas School of Social Work have applied the information contained in *New Directions* in two important ways to enhance the training of professionals who will come into contact with crime victims. First, in response to *New Directions*, both the University of Texas at Austin and NASW/Texas School of Social Work have included findings from *New Directions* in their respective educational curricula. Second, *New Directions* has been utilized as the primary resource guide for defining both schools' planning objectives, especially in the areas of education and mental health.
- Many agencies, organizations, and academic institutions are utilizing *New Directions* in curricula development. For example, the National Victim Assistance Academy relied extensively on the research, recommendations, and promising practices cited throughout *New Directions* in its comprehensive update of the Academy text in 1999. With the ability to access the contents of *New Directions* via the Internet, inclusion of this state-of-the-art information is readily available for academicians, policymakers, researchers, curriculum developers, and writers.
- The Texas Office of the Attorney General has assumed a primary role in implementing *New Directions* recommendations statewide. The Attorney General's State agency Task Force on Victim Services has adopted the field's recommendations set forth in Chapter Six of *New Directions* (Victim Assistance) as its road map for defining and implementing statewide victim services. Additionally, the Attorney General's Office is distributing *New Directions* statewide at State coalitions, conferences and other criminal justice working groups as the model for victim assistance in the 21st century.
- The State of Vermont is using *New Directions* to enact change and promote the need for comprehensive victim services statewide. First, hundreds of copies of *New Directions* have been distributed to criminal justice agencies statewide with a strong endorsement from the Vermont Victim Services 2000 initiative, a comprehensive, communitywide victim assistance project, to review, adopt, and replicate recommendations and strategies drawn from *New Directions*. Policymakers around the State have been sent copies of *New Directions* Bulletins to heighten their awareness of the need for the criminal and juvenile justice community to better respond to crime victims. Vermont Victim Services 2000 also has used *New Directions* as its primary planning tool to draft the Vermont Plan for Comprehensive Services to Victims of Crime.
- Strategies and recommendations found in the *New Directions* chapter on the *Business Community* are being used by Victim Services Agency in New York City to form critical partnerships between private business and public/private organizations to increase community efforts to assist crime victims.
- The Department of Criminology at California State University-Fresno is using *New Directions* as a textbook for its course on public policy and victims' rights in its Victim Services Summer Institute Certificate Program.
- *New Directions* is being offered by many victim services trainers across the Nation as a comprehensive, state-of-the-art, *free* resource for many diverse audiences.

Strategies and Ideas for Implementing *New Directions* Across Our Nation's Justice Systems

Enhancing Victims' Rights: Federal, State, Tribal, and local justice agencies can turn to *New Directions* for useful information about current victims' rights laws to determine whether they are adhering to existing legislative mandates. Chapter 1 provides an extensive overview of victims' rights in America and provides 25 recommendations for creating more comprehensive and consistent rights for crime victims.

Strengthening Policies, Procedures, and Protocol: *New Directions* provides critical information about model policies, programs, and protocol to address crime victims rights and concerns in every critical component of the justice system—law enforcement, prosecution, judiciary, and corrections. Federal, State, Tribal, and local justice agencies can review the recommendations contained in *New Directions* to determine their relevance to existing agency or departmental policies, procedures, and protocol. *New Directions* contains specific chapters addressing Law Enforcement (Chapter 2); Prosecution (Chapter 3); Judiciary (Chapter 4); and Corrections (Chapter 5).

Establishing Seamless Implementation of Rights Across the Justice System: *New Directions* emphasizes that the seamless implementation of victims' rights needs to occur across all stages of the justice system. For example, for crime victims to receive restitution, law enforcement officers must advise them of the importance of documenting all losses; the prosecutor must request restitution; the judge must order restitution; and court administrators, institutional, or community corrections agencies must collect restitution. Model programs for restitution and countless other victims' rights initiatives are cited throughout *New Directions* for replication by victim service providers and allied professionals.

Promoting Criminal Justice Professionals' Awareness of *New Directions*: Each chapter of *New Directions* has been published as an individual bulletin and is available through the Office for Victims of Crime Resource Center. (See the *Overview of Guide & New Directions Resources* section for information about how to obtain free copies of these bulletins.) In addition, the section

entitled *Master List of Recommendations* in this *Implementation Guide* provides a comprehensive list of recommendations for each chapter, including law enforcement, prosecution, judiciary, and corrections, which can serve as stand-alone handouts or can be distributed with the bulletins. Examples of criminal justice-related bulletins are listed below:

- Police training academies can distribute a copy of the *New Directions Law Enforcement Bulletin* to every sheriff and police chief in their State to increase the law enforcement community's awareness of victims' issues.
- Statewide prosecutor associations can distribute a copy of the *New Directions Prosecution Bulletin* to every prosecutor in their State to increase the prosecution community's awareness of their roles and responsibilities in implementing victims' rights and services.
- State judicial training coordinators can distribute a copy of the *New Directions Judiciary Bulletin* to every judicial officer and court administrator as a helpful reference guide.
- State correctional associations (institutions, probation, parole, jails) can provide a copy of the *New Directions Corrections Bulletin* to every correctional agency in their jurisdiction.

A letter that encourages agencies to take a leadership role in implementing *New Directions* recommendations should be included as an introduction to the *New Directions Bulletin*.

A sample letter is provided in the *Implementation Guide* section entitled *Getting the Word Out About New Directions*.

Expanding Education and Training Efforts

The following ideas provide excellent examples about how the *New Directions* recommendations can be used to expand education and training programs for criminal and juvenile justice personnel nationwide.

Law Enforcement Community

- State Police Training Commission members and county-based police academy training personnel can convene a meeting to discuss strategies to incorporate victim-specific *New Directions* training recommendations into existing basic and advanced law enforcement training programs and curricula.
- State training academies can designate an individual to oversee the development of curricula to ensure that local academies are provided current resources for curricula about victims' rights and services.
- All law enforcement agencies can initiate in-house victims' issues training programs for newly hired personnel, as well as continuing education programs for existing staff who interact with crime victims.

Prosecution Community

- Every statewide prosecutor training conference can follow the lead of the National District Attorneys Association and conduct a victims' rights and services training track at annual State conferences.
- State prosecutors associations can designate an individual to oversee the development of curricula to ensure that local and State training programs are provided up-to-date training resources about victims' rights and services.
- Continuing legal education for prosecutors who interact with crime victims should include annual mandatory victim-related training.
- The development of in-house victims' issues training programs for newly hired personnel and continuing education programs for existing staff who interact with crime victims are important.

Judicial Community

- On the national level, organizations representing the interests of the Nation's judiciary, such as the State Justice Institute, the National Council of Juvenile and Family Court Judges, and The National Judicial College have conducted numerous training programs on victims' rights and services. These training programs can incorporate recommendations contained in *New Directions* into their existing and planned curricula.
- Every State judicial training agency can follow the lead of the California Judicial College by requiring mandatory training about victims' rights issues for new judges.
- State judicial training coordinators can take a leadership role in developing victims' rights and services training programs for judges throughout their States. At a minimum, a victims' rights and issues training track should be incorporated into annual State judicial training conferences.
- Continuing legal education for judges should include mandatory annual victim issues-related training.
- Judges can develop victims' issues training programs for newly hired personnel and continuing education programs for existing court administrative staff who interact with crime victims.
- At the State level, judicial organizations can create a *Benchmark* to be distributed to all judicial members on victims' rights.

Corrections Community

- State correctional associations can follow the lead of numerous national correctional associations and conduct victims' issues training tracks and programs at State and local level training events—including probation, parole, jails, and institutional corrections. These training programs should incorporate recommendations contained in *New Directions* into their existing and future curricula.
- Corrections officials can develop victims' issues training programs for newly hired personnel and continuing education programs for existing corrections, parole, and probation staff who interact with crime victims.

Creating *New Directions* Advisory Committees

Following the lead of national and State agencies and associations, law enforcement officials, prosecutors, judges, and corrections and paroling authorities can create victim advisory committees to guide appropriate revisions to departmental policies based on the *New Directions* recommendations. Similarly, existing victim advisory committees can incorporate *New Directions* into their annual strategic plans, goals, and objectives.

Law Enforcement Community

On the national level, organizations such as the National Sheriffs' Association and the International Association of Chiefs of Police have established victims' issues committees. Such committees can take a leadership role in reviewing *New Directions* recommendations, and setting priorities for the Nation's law enforcement agencies on key areas for implementation.

Additionally, accreditation agencies and committees, such as the Commission on the Accreditation of Law Enforcement Agencies (CALEA) can further advance victims' rights and services by reviewing their current victim service accreditation standards and incorporating recommendations contained in *New Directions* that are currently not included in their accreditation standards.

State Sheriffs and Chiefs of Police Associations, as well as Tribal and local law enforcement agencies, can place *New Directions* on their meeting agendas to discuss adopting *New Directions* recommendations.

Prosecution Community

On the national, State, and Tribal levels, organizations representing prosecutors, such as the National District Attorneys Association, can establish a crime victims' issues committee. Once established, a committee can take a leadership role in reviewing *New Directions* recommendations and setting priorities for implementation of *New Directions* nationwide.

Judicial Community

On the national, State, and Tribal levels, the implementation of *New Directions* recommendations for the judiciary can be placed on the agendas of judicial leadership organizations such as the Conference of Chief Justices and the Conference of State Court Administrators.

Each chief justice can appoint members of the judiciary within their jurisdiction to serve on a victims' issues task force or working group to assess the judiciary's role in implementing *New Directions* recommendations. Consideration could also be given to amending Codes of Judicial Conduct to reflect the fact that crime victims play a pivotal role in the criminal and juvenile justice systems.

Corrections Community

On the national level, organizations representing the interests of corrections, such as the American Correctional Association, the American Probation and Parole Association, the Association of State Correctional Administrators, and the Association of Paroling Authorities, International have taken a leadership role in advancing the rights and services for crime victims. Each association has established a crime victims committee. Throughout the 1990s these associations have worked diligently to include crime victims' issues as part of their national agendas. In addition, the Federal Bureau of Prisons has established a crime victims working group to develop a long-range plan to help the Bureau better address victims needs. These organizations can further expand their leadership role in victims' rights by establishing priorities for the Nation's correctional communities and by supporting the implementation of *New Directions* recommendations in State and local correctional agencies.

Each State and regional correctional association should consider following the lead of national correctional associations by establishing crime victims' issues committees to focus on setting priorities relevant to the recommendations set forth for Corrections in Chapter 5 of *New Directions*.

Legislative Strategies To Implement *New Directions*

Some of the recommendations from the field contained in *New Directions* may require amendments to existing State statutes or new legislative initiatives to enact certain rights for crime victims. The legislative strategies listed below provide just a few suggestions for using *New Directions* as a tool for public policy development, and as a reference point for entering the legislative arena.

Creation of a Legislative Agenda: *New Directions* can be used as a basis for assessing the strength and scope of current victims' rights within a State. By comparing a State's current legislative scheme with the comprehensive rights described in *New Directions*, policymakers and victims' rights advocates can assess gaps in existing laws. Through this process, *New Directions* provides a reliable basis for developing a public policy agenda. The first chapter of *New Directions*, entitled *New Directions in Victims' Rights*, provides a detailed review of comprehensive, innovative victims' rights laws that have been enacted across the Nation. This chapter has been published as an individual bulletin and can be distributed to policymakers. (For information about how to order copies of this bulletin, see the section entitled *Overview of Guide & New Directions Resources*.)

Information for Elected Officials: *New Directions* can serve as an entry point for requesting time with State House/Senate Judiciary Committee members to discuss the need for lawmakers to review existing victims' rights laws for enhancements or modifications based upon recommendations found within *New Directions*. (A sample letter to public officials is included in the section entitled *Getting the Word Out About New Directions* in this *Implementation Guide*.)

Reference Tool for Public Policy Debates: *New Directions* can also serve as a quick reference in public policy debates. For example, most victims' rights laws described in *New Directions* contain endnote citations to the specific number and names of States that have enacted such laws.

Development of Model Legislation: *New Directions* contains many examples of model statutes that have been enacted across the Nation to delineate and enhance victims' rights, with specific examples in both the text and endnotes. The States cited as models can serve as mentors to spur similar policy changes in other States in the drafting and enactment of similar legislation.

Establishment of Victims' Rights Policy Coalitions: *New Directions* can serve as the basis for creating victims' rights policy coalitions composed of a broad membership of victim activists, victim advocates, justice system representatives, and allied professionals who share a common interest of implementing the recommendations set forth in *New Directions* to enhance victims' rights. Coalitions can be formed to pass single legislative measures, or can become ongoing coalitions of crime victims, victim advocates, and justice officials as an undeniable force in all criminal and juvenile justice-related policy to the benefit of each constituency. Once established, such coalitions could expand their efforts beyond legislation to play a role in assessing and promoting implementation of victims' rights laws statewide.

Legislative Actions Within Professional Associations: Many local, State, and national associations with an interest in victim assistance and justice processes sponsor either public policy or victim issues committees. *New Directions* can be utilized as a guide for identifying legislative priorities and gaps in existing laws that should be filled to promote victim justice.

What Victim Service Providers Can Do To Assist in Nationwide Implementation of *New Directions*

Collaborate with Justice Agencies to:

- Identify upcoming State and local criminal justice- and allied professional-related training events and conferences, and notify conference organizers of the availability of presenters to conduct a *New Directions* workshop or training session. Include relevant sections of the *New Directions Implementation Guide* to emphasize the importance of including a *New Directions* workshop or training session as part of the conference agenda.

Collaborate with State Victims of Crime Act (VOCA) Administrator to:

- Consider hosting a meeting of community VOCA grant subrecipients to review and develop implementation strategies for *New Directions* as the State develops or revises its plan for distribution of Federal VOCA funding at the State level.

Collaborate with the Health Community to:

- Request time on local hospitals' Board of Director's monthly or quarterly meeting agendas to outline the critical role that health care providers play in the continuum of victim services, and stress adoption of *New Directions* recommendations within the health care community.

Collaborate with the Mental Health Community to:

- Request that members of the mental health community (State or county mental health associations) explore key mental health issues raised in *New Directions*, such as issues concerning confidentiality. Encourage mental health associations to incorporate the *New Directions* Chapter 8 on the *Mental Health Community* into their professional continuing education programs. (For information about how to order copies of the *Mental Health Community Bulletin*, see the section entitled *Overview of Guide & New Directions Resources*.)

Collaborate with the Business Community to:

- Request presentation time during the chamber of commerce and community civic organizations' monthly meetings to discuss the importance of the business community in addressing violence, and adopting *New Directions* recommendations for the establishment of uniform policies and procedures in preventing and responding to workplace violence and victimization.
- Ask the business community to provide, where appropriate, financial sponsorship of some of the activities listed in this *Implementation Guide*. For example, the business community can be approached to help sponsor a community forum. (See the section of this *Guide* entitled *Suggested Events To Promote New Directions*.)

Collaborate with the Faith Community to:

- Arrange a meeting with members of the community's Interfaith Council to discuss the adoption and implementation of *New Directions* recommendations within the faith community's overall missions and goals.

Collaborate with the Education Community to:

- Reserve space on local county boards of education and local college and university Departments of Criminal Justice advisory boards' monthly meeting agendas to discuss the important need to implement *New Directions* recommendations for the education community.

Collaborate with the Legal Community to:

- Host a *New Directions* informational forum on Law Day (May 1) for members of the State or county bar association to highlight the key role that attorneys in the private sector play in enhancing victims' legal options.

Collaborate with the News Media to:

- Sponsor a morning breakfast for members of the local news media to increase their awareness of victims' needs to be treated with sensitivity and dignity, as well as the important role the media play in increasing the community's understanding of violence and victimization based on recommendations contained in *New Directions*.
- Arrange a meeting with local newspaper editorial boards to discuss *New Directions* recommendations for community involvement in meeting the needs of crime victims in the wake of community violence. (See the section of this *Implementation Guide* entitled *Getting the Word Out About New Directions* for a sample opinion/editorial column.)
- Contact local cable access channels and propose a program format that highlights crime in the community, the need for supportive victim services, and how the community can better respond to crime victims and crime prevention based on recommendations found in *New Directions*.

Comprehensive Victims' Rights and Services

A Checklist for Implementing *New Directions* in Your Community

Crime victims need dignified and compassionate treatment, sustained financial and emotional support, and enforceable rights throughout the justice process. Criminal and juvenile justice agencies, victim service providers, crime victim compensation programs, and allied professionals in the health, mental health, education, faith, legal, business, and media communities can work together to ensure that crime victims receive the following rights and services:

Emergency Aid

- On-scene crisis intervention
- 24-hour crisis hotline
- Sensitive death notification
- Information on victims rights and services
- Referrals for emergency financial aid
- Emergency transportation
- Accompaniment to hospital for rape examination
- Referrals for emergency shelter
- Referrals for short- and long-term counseling
- Local emergency fund to aid victims
- Assistance with emergency compensation claim
- Information and assistance on security options
- Emergency restraining or protection orders
- Information and assistance on recovery of stolen property
- Information and assistance on document replacement
- Child care services
- Crime scene cleanup
- Interpreter services

Counseling and Advocacy

- Crisis intervention services
- Short-term counseling
- Long-term counseling
- Access and referrals to self-help support groups
- Group counseling
- Community crisis response
- Access to counseling during criminal and juvenile justice adjudications
- Intervention with employers, creditors, and landlords
- Intervention with public agencies

Investigation

- Regular updates on status of investigation
- Notification of suspect arrest
- Basic information on the criminal justice system
- Compensation claim filing and processing assistance
- Referrals for short- and long-term counseling
- Interpreter services
- Protection from intimidation and harassment
- Notification of pretrial release of accused
- Input into bail/bond release decisions

Prosecution

- Orientation to the criminal justice system
- Regular updates on status of case
- Accompaniment to court
- Witness alert/on-call technology 24 hours per day
- Safe and secure waiting areas
- Employer intervention services
- Notification of plea negotiations
- Victim consultation in plea decisions
- Assistance in recovery of property held as evidence
- Information on restitution
- Restitution routinely requested or an explanation in writing
- Landlord/creditor intervention
- Interpreter services
- Transportation/parking assistance
- Child care services

Sentencing

- Notification of right to submit a victim impact statement
- Victim impact information in presentence investigation report
- Victim impact statement-written
- Victim impact statement-oral
- Victim statement of opinion
- Audio- or videotaped victim impact statement
- Notice of sentence

Post-disposition

- Information/notification of appeal
- Collection of restitution
- Restitution payment as condition of probation or parole
- Notification of parole hearing
- Victim impact statement at parole-written
- Victim impact statement at parole-oral
- Audio- or videotaped victim impact statement at parole
- Notification of violation of parole/probation
- Notification of revocation of parole/probation
- Notification of application for clemency, pardon, or commutation
- Notification of escape and capture
- Notification of custody location
- Name of probation officer or other supervised community release officer
- Notice of execution date in death penalty cases
- Advance notification of release