



**Bridging Domestic Violence Intervention and Community Policing:
Partnership and Problem-Solving Tools**

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Introduction

In 1999, the Battered Women's Justice Project Criminal Justice Center (BWJP) began working with four communities to explore the application of community policing, with its emphasis on community engagement and problem-solving, to domestic violence. BWJP and its partners set out to analyze and articulate how it might intersect with the core principles of domestic violence organizing: victim safety, offender accountability, and community change. A complete discussion of this undertaking, and a case study for each community, can be found in *Community Policing and Domestic Violence: Five Promising Practices*, available at www.bwjp.org.

The communities ranged in size from Chicago, with over 17,000 officers and 500-plus domestic abuse-related calls per day to London, KY, with 30 officers and 200 calls per year. The project partners included: Chicago Mayor's Office on Domestic Violence and the Chicago Police Department; Marin County Abused Women's Services and the Marin County Sheriff's Office (primary partner) and the other 14 law enforcement agencies in the county; Domestic Abuse Intervention Project and the Duluth Police Department; and, London Police Department and the Eastern Kentucky University Justice & Safety Center. Three of the partners had substantial experience in building coordinated community response: Chicago, Marin County, and Duluth. With the exception of London, each location included partnerships between a community-based domestic violence intervention program and one or more local law enforcement agencies.

The project produced and used several tools that help link domestic violence intervention and community policing principles. The ideas, concepts, and strategies summarized in the following pages are meant to encourage community-based advocates and their law enforcement allies to consider new approaches to partnership and problem-solving.

COPS Domestic Violence Test Sites

During BWJP's collaboration with the four partner communities, we also provided support and resources to the COPS Domestic Violence Test Site grantees: Bloomington (IL) Police Department; Boston Police Department, Burlington (VT) Police Department, Cayuga County (NY) Sheriff's Department, Colorado Springs Police Department, Dover (NH) Police Department, Erie County (NY) Sheriff's Department, Los Angeles County Sheriff's Department, Los Angeles Police Department, New York State Police, San Diego Police Department, Spring Valley (NY) Police Department, and, West Covina (CA) Police Department. In addition, the following organizations received research and evaluation grants under the same program: National Center for Victims of Crime, Police Executive Research Forum, Police Foundation, and Neil Websdale and Byron Johnson.

Over the course of a planning meeting, audio-conference series, project consultations, and a three-day technical assistance conference, we learned much about the approaches that these communities considered in applying community policing strategies to domestic violence. While we did not have the ongoing contact with the test sites as we did with the four partner communities, their experiences also informed our understanding of the potential for bridging domestic violence organizing and intervention with community policing.

Parallel Paths

There are parallels in the emergence of community policing and the contemporary battered women’s movement. Organizing against domestic violence was characterized by three principles that supported the work of battered women and their allies as they established shelters, crisis lines, and advocacy services, and organized for legislative and policy changes: 1) victim safety, 2) offender accountability, and 3) cultural and institutional (community) change.¹ These principles drove the critique of police practice in response to domestic violence. They continue as the framework for action and analysis and provide a lens through which to examine community policing.

There is potential for change in integrating domestic violence organizing principles with community policing principles to structure a response to domestic violence, as illustrated here.

DV Organizing Principles	Action	COP Principles
Maximize safety for battered women	Build and strengthen community supports: i.e., coordinated community response	Community engagement/partnership
Hold batterers accountable for their violence	Determine what combination of arrest, court sanctions, education, and community sanctions will make a difference	Problem-solving
Challenge the cultural underpinnings of battering	Change broad public acceptance of violence toward women and girls	Organizational change

Perhaps the most significant impact of community policing ideas on domestic violence has been the increased willingness of police to explore partnerships and incorporate the expertise of battered women’s advocates into their response to domestic violence.² This is a characteristic shared by the four BWJP partner communities. Police organizations that have embraced this approach have been more receptive to working with community-based advocates. Partnership and collaboration were reinforced and required under the early COPS grants, as well as Violence Against Women Act grants. In a growing number of communities, the response to domestic violence has become more proactive and reflective of community engagement, problem solving, and prevention.

Neighborhood-Based Organizing

Chicago has placed great emphasis on anchoring community partnerships and problem-solving in the city's neighborhoods. Domestic Violence Liaison Officers act as connecting points between neighborhood-based "beat" officers, community residents, and domestic abuse services. The DVLOs, as they are known, are actively involved in recruiting and supporting 25 Domestic Violence Subcommittees. The subcommittees are the main avenue for community involvement. They have defined a primary role for themselves in raising community awareness via public education activities. This includes organizing and participating in health fairs, vigils and marches, and leafleting neighborhood blocks, grocery stores, and other public gathering points.

Chicago's Tool Kit:

- ✓ Neighborhood focus
- ✓ Dedicated Domestic Violence Liaison Officers
- ✓ 24-hour multilingual help line
- ✓ Integrated, citywide public education campaign
- ✓ Community organizers working alongside police
- ✓ Focus groups
- ✓ Citywide summits and assemblies

The Mayor's Office on Domestic Violence has been a key partner in supporting the liaison officers and domestic violence subcommittees. With staffing from the Chicago Metropolitan Battered Women's Network, it operates a 24-hour multilingual help line that is widely utilized by responding officers in the field, victims, family members, friends, co-workers, employers, and others. MODV conducts an extensive, integrated citywide public education campaign: *There's No Room for Domestic Violence in this Neighborhood*. The campaign uses widespread public transit advertising and numerous radio spots. It provides posters in nine different languages and prints safety plan brochures in English, Spanish, and Polish. It distributes thousands of pocketsize guides targeted to family and friends, faith communities, health care providers, employers, and the gay and lesbian community. Every piece of literature carries the Help Line number. These resources are widely available to beat officers, domestic violence liaisons officers, and the domestic violence subcommittees.

MODV also placed community organizers in five targeted neighborhoods to build awareness and "help mobilize the community to address domestic violence at the neighborhood level." They focused on key stakeholder groups, working with the Domestic Violence Liaison Officers and DV Subcommittees as a primary avenue for education and action.

These day-to-day contacts and activities led to a series of neighborhood focus group discussions, town hall meetings, and a citywide domestic violence summit with over 250 participants. Each neighborhood presented its individual recommendations, such as: encourage block clubs, school councils, and other community organizations to saturate the neighborhood with domestic violence information; and, identify alternative safe places for victims to obtain emergency services. Out of this process they also identified four city-wide recommendations: 1) provide more affordable housing and services (community-based, follow-up, and bilingual); 2) utilize the CAPS* Domestic Violence Subcommittees; 3) improve police accountability for response to domestic violence; and, 4) establish a new domestic violence court facility. They launched three “Calls for Action”: a day of mass leafleting; a weekend of action by faith communities; and, a youth summit on domestic violence.

Building on these neighborhood-level activities, MODV provided training on facilitation skills and problem-solving to the CPD Domestic Violence Subcommittees, and supported efforts to expand the number of members. This work culminated in a citywide Domestic Violence Assembly attended by over 1,500 Chicago residents and officers.

Domestic Violence & Community Policing: Links & Resources

- *Domestic Violence Community Policing Resources, Violence Against Women Online Resources:* www.vaw.umn.edu
- *Working Effectively with the Police: A Guide for Battered Women’s Advocates, Battered Women’s Justice Project:* www.bwjp.org
- *Toolkit to End Violence against Women, Office on Violence Against Women:* www.ojp.usdoj.gov/vawo
- *The Community Policing Consortium:* www.communitypolicing.org
- *COPS Office:* www.cops.usdoj.gov

* CAPS: Chicago Alternative Policing Strategy, the Chicago Police Department’s term for its approach to community policing.

Community Policing Action Team

In Marin County, California, the Marin County Sheriff's Office (MCSO) assigned a full-time deputy to work with Marin Abused Women's Services (MAWS) to define a community policing approach to domestic violence. A distinctive feature of this partnership was that the position was physically located within the MAWS administrative offices. Known as the Community Policing Liaison, the deputy was instrumental in recruiting members from all fifteen law enforcement agencies with jurisdiction in Marin County to participate in the Community Policing Action Team.

Marin County's Tool Kit:

- ✓ Community Policing Liaison (Deputy located in DV agency)
- ✓ Community Policing Action Team (Patrol-level; all 15 county agencies represented)
- ✓ Community mobilization strategies
- ✓ Strategic planning
- ✓ Joint law enforcement and advocate training team

The foundation for the Community Policing Action Team, or CPAT, was MAWS' approach to community mobilization, known as Transforming Communities. A central strategy is organizing volunteers to plan and implement prevention campaigns. The Community Action Team (CAT) is "an opportunity for collective action, where community members can work together to develop campaigns and events that will hold perpetrators accountable by challenging and changing the attitudes, beliefs, behaviors, and policies that condone and perpetuate violence against women and children."³

The CAT model was the basis for the Community Policing Action Team. In this case, it was applied to law enforcement *as a community*. The emphasis was on building the team around patrol-level officers and their immediate supervisors, because of their first-hand experience and awareness of domestic violence. By developing CPAT members as a "knowledgeable resource and training guides," they would influence their respective agencies and the law enforcement community would link with the wider community to challenge the underpinnings of domestic violence.

The CPAT completed a strategic planning process that identified four problem or action areas: 1) underreporting by victims and the community; 2) insufficient education about domestic violence; 3) need for a change in attitude from blaming victims to holding perpetrators accountable; and, 4) need for law enforcement to approach the "verbal domestic" as an opportunity for intervention.

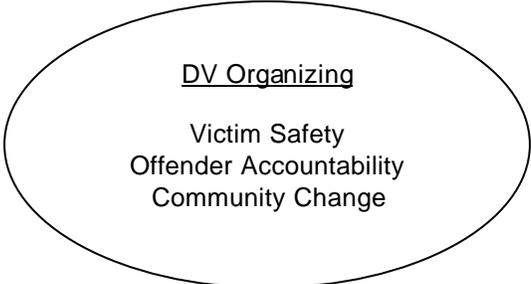
The Community Policing Action Team determined that its primary goal would be to develop and deliver a one-day training on domestic violence and community policing to all patrol officers and sergeants in the county (approximately 450 officers). The expectation was that this was the most significant way to affect officer understanding and response. It was designed and delivered by a joint team of law enforcement and advocate

trainers. The participants repeatedly cited improved partnership and collaboration between the police and advocacy community as the most distinctive accomplishment of the community policing project.

In developing the CPAT, the MCSO Deputy who served as Community Policing Liaison individually recruited CPAT members. Her position as a law enforcement officer and credibility with her colleagues throughout the county was central to their willingness to participate.

The Community Policing Action Team was broad based and built new relationships between advocates and law enforcement. It was not just a law enforcement idea or just an advocate idea. Its law enforcement participants agreed to facilitate change within their own ranks. The COPS Team organizers encouraged the CPAT members to keep the big picture in mind: long term change in the social acceptability of violence toward women.

Considerations in Bridging Domestic Violence Organizing and Community Policing



Lessons from the BWJP Community Policing Partners

A Community Problem-Solving Tool

Since the early 1980s, the Duluth, MN, Police Department (DPD) has worked with battered women's advocates and community organizations to develop its response to domestic violence. It was among the first law enforcement agencies in the United States to require arrest on probable cause for misdemeanor assaults and to guide officers via specific policies and training.

Duluth's Tool Kit:

- ✓ History of access and collaboration
- ✓ Police-community work groups
- ✓ Safety & Accountability Audit methodology

Duluth remains distinctive for the level of access that community-based advocates, in particular the Domestic Abuse Intervention Project (DAIP), have to domestic violence policy and training within the police department. Duluth grounded its involvement in the BWJP community policing project in its history of access and collaboration and used broad-based work groups to revamp law enforcement policies and reassess its community response.

For the last four months of 1999, the dual arrest rate in Duluth averaged 13.5%, and was as high as 24% in December. DAIP contacts with battered women suggested that women were sometimes being arrested after responding in self-defense against a threat or assault. In other situations, they were arrested because the policy required an arrest, without predominant aggressor considerations. The DPD policy had remained essentially unchanged since the 1980s.

DAIP prepared a draft of a new policy and presented it to the chief of police, who assigned departmental personnel to continue the process. Over a twelve-month period, a ten-member police-community work group met regularly to review drafts, discuss the intent of different sections, and determine what would and would not work with the proposed language, and why. One participant described the process as one of "very spirited discussions," while another observed that "we argued out every sentence." DPD and DAIP stayed with it, however, and produced a policy that requires officers to make a self-defense determination when there is evidence of violence by multiple parties and to arrest the predominant aggressor if self-defense cannot be established.

Duluth's experience illustrates some of the factors that contribute to building a more lasting, genuine police-community partnership. On the DPD side, the leadership has been willing to "[open] the department to public scrutiny around an issue, [open] it to a community voice," as DAIP described the relationship. It publicly emphasizes a commitment to community partnerships. DAIP, in turn, "recognizes the uniqueness of its access to the police department. It's respectful, willing to do a lot of work."

In the fall of 2000, four battered women were murdered in St. Louis County and Duluth launched a broad examination of its community response, including law enforcement and prosecution policies and protocols, the court's response, orders for protection, and the DAIP role in ongoing monitoring and systems' advocacy.

DAIP reviewed and summarized the community response to over 100 cases initiated with law enforcement contact. It prepared a report that identified 55 problems where safety was compromised or offender accountability was minimized. Drawing on this work, Chief Scott Lyons convened a summit meeting of agency leaders and challenged them to "re-energize our efforts." Out of this meeting, four broad-based work groups were formed to recommend solutions to the problems identified in the report. Thirty-three people from 13 different agencies participated, including many front-line practitioners.

In reviewing the 100 cases and preparing the initial report, DAIP used methodology from the Safety And Accountability Audit (Safety Audit)⁴ as a way of examining the various points of institutional action that comprised Duluth's coordinated community response. Via a text analysis of police reports, prosecution files, order for protection cases, and DAIP records, they produced a report that included: detailed case studies of 17 offenders (including three of whom had murdered their female partners); analysis of the time lapse between arrest and disposition for all 1999 domestic abuse arrests; and, analysis of 99 order for protection case files. This report provided the raw material for the work groups to shape 90 recommendations for action and "build two key issues into the structure of case management in responding to domestic assault . . . the safety of victims and the accountability of offenders."⁵

DAIP had previous experience with the St. Louis County Sheriff's Office (SLCSO) in conducting a Safety Audit. A team comprised of management, patrol officers, jail staff, a judge, a probation agent, three women's advocates, and representatives from DAIP and Praxis International wrote a new policy and a handbook and training guide, with a laminated pocket-card to guide deputies in writing reports and making self-defense and predominant aggressor decisions.

This experience influenced the approach to the community policing project, both in developing the revised Duluth Police Department policy and in building the case for a broad-based effort to revitalize the coordinated community response. The Safety Audit is an approach that in many ways maximizes the core community policing principles of community engagement and problem-solving. It is grounded in the broad participation of practitioners and community members. It is a systematic method of observation and analysis that has the additional feature of being developed within the context of the key issues of victim safety and offender accountability. The application of the Safety Audit to policy development and evaluation of community response illustrates its use for measuring system accountability, as well.

Internal Support and External Links

London, Kentucky reflects the change that can be initiated when law enforcement leadership supports its personnel to encourage a wider community response to domestic violence. What was once marginal police response improved with increased police attention to domestic violence, development of the Family Violence Prevention Council, and a higher level of community visibility for domestic violence.

London's Tool Kit:

- ✓ Leadership support
- ✓ Officer initiative
- ✓ Public service announcements
- ✓ Local and regional training
- ✓ Link with a resource center

This was particularly significant in an area with few resources and a history of indifference or resistance to public action on domestic violence. "It has opened doors in the community to get people talking," was a frequent kind of comment from advocates and others who became involved.

Chief Elijah Hollon encouraged Sergeant Kenneth Jones' interest and enthusiasm in founding the Laurel County Family Violence Prevention Council (Council), participating in local and regional law enforcement training, and providing community education, such as public service announcements and presentations. The London Police Department (LPD) and Sgt. Jones, in turn, received support from the Eastern Kentucky University Justice and Safety Center (JSC). JSC's role as technical assistance provider to small towns and rural areas led to this collaboration. Travis Fritsch, Project Coordinator for the JSC violence against women projects, supported the activities of Sgt. Jones and the Council and developed a range of training materials and resources. Those involved in the work initiated by this partnership often said, "it's the first time anything like this has been done in the county," whether describing the Council, providing cell phones to domestic violence victims, or designing community education materials.

Based in part on her work with the London Police Department, Travis Fritsch produced a detailed list of strategies "to build community partnerships, to involve and better meet the needs of traditionally underserved populations, and to respond to and prevent all forms of domestic violence." While the more immediate work in London centered on building a basic framework of relationships and investing a wider segment of law enforcement and the public in building a response to domestic violence, it provides a road map for future work.

Building the Bridge

The battered women's movement, domestic violence organizing, and criminal and civil justice reforms have challenged the public and community institutions to speak up and to provide protection, support, and accountability. The pull of keeping domestic violence behind closed doors remains powerful, however, even after more than two decades of shelters, crisis lines, advocacy, police training, and legal reform. Countering this pull requires persistent attention, collaboration, and creativity.

Each of the BWJP partner sites tried to strengthen community recognition of and intervention in domestic violence. For London, it was building a basic framework for community response and investing a wider segment of the public and law enforcement in that response, and in getting beyond the sentiment that "it's still 'just a domestic' even when there's been a killing." In Chicago, the emphasis was on mobilizing neighborhood-level change among police and city residents. Duluth set out to address problems in community systems that had lost their focus on safety and accountability. Marin County sought to engage law enforcement as a community and thereby make a wider impact on violence against women.

If *community engagement* is at its core, then community policing promises to be more responsive to community in its broadest sense, including battered women and diverse communities of color and affiliation. The experience of the BWJP partners suggests that there is potential within its principles, applied within the context of leadership from battered women's advocates, of moving beyond a narrow criminal justice system focus and developing broader community capacity to respond to violence against women. The experiences of Chicago, Duluth, Marin County, and London have produced a variety of tools to help realize this potential.

This potential faces a significant barrier, however, in the historically poor relationship between American policing and culturally and racially distinct communities. In addition, some of the tactics used under the name of community policing, such as zero tolerance policies and saturation patrols in specific neighborhoods, have taken a harsh toll on communities of color and on young African-American men, in particular. Such a history of police-community interaction can put women of color in a difficult double bind: wanting police protection from battering, but not wanting their partners to be drawn further into the criminal justice system. Women of color "are between a rock and a hard place: perhaps at greater risk for domestic violence than white women because of poverty (of self and of partners); unable to trust the police for themselves or their partners; less able to rely on internal community resources because of low awareness of domestic violence; and confronted with reluctance . . . to further criminalize men of color."⁶

In order to realize the potential of community policing to support domestic violence intervention, police-community partnerships must be broad-based and genuine. Police cannot retain "'the expert' role, [with] the community relegated to passive participants...and local agencies providing their services where directed."⁷ It requires

acknowledging the leadership of community-based advocates. It also requires a frank assessment of police practice in diverse communities.

Realizing the potential of community policing to support domestic violence intervention requires understanding the complexity of battered women's lives, the risks they face, their survival skills, and the many strategies and supports necessary to achieve safety. "Perhaps above all else, it is vital to keep a focus on the lived experience of victims of domestic violence in all its diversity and complexity. Understanding of the dynamic and purposes of women's coping skills, their survival strategies, and their help seeking should guide developments. The lives of women, men, and children are not simple. We should avoid putting too simple solutions in place for them."⁸ The promise of community policing, *in partnership with victim advocacy*, is that it can be one of many tools and strategies for building safety, in exploring new roles for police and communities.

Appendices: Adding to the Tool Kit

The Appendices are drawn from the work of the partner sites, particularly as they sought to articulate a framework that accounted for and bridged domestic violence intervention with community policing principles.

- A. Defining Core Principles of Community Engagement and Problem-Solving
- B. The Co-Production of Safety
- C. Applying Community Policing Principles and Practices

Appendix A

Defining Core Principles of Community Engagement and Problem-Solving

Effective community engagement and problem-solving, as applied to domestic violence, involves actions and strategies that centralize victim safety, improve offender accountability, and change the community climate to one of intolerance of domestic violence. The goal of intervention is to stop the violence; the focus is to protect victims from further harm. The Battered Women's Justice Project has identified seven core principles of coordinated community response that are adapted here to provide direction to community policing intervention in domestic violence.

1) Respond to the Needs of Victims

Practices must respond to the articulated needs of victims, whose lives are most impacted by police and community actions. Safe housing and free and confidential advocacy services are essential.

2) Focus on Changing the Offender and System

The community and its institutions, not the victim, must hold the offender accountable from initial response through restrictions on offender behavior. Focus on changing the offender's behavior or the system's response.

3) Recognize Differential Impacts on Different Communities

All problem solving must recognize how the impact differs, depending on the economic, cultural, ethnic, immigration, sexual orientation, and other circumstances of the victim and offender. Non-majority-culture community members must be central to mobilization and problem solving.

4) Address the Context of Violence

Most incidents of violence are part of a larger pattern and history of violence. The need for protection from further harm and the need to create a deterrent for the assailant should guide problem solving and community action.

5) Avoid Responses That Further Endanger Victims

Community practices should balance the need for standardized institutional responses with the need for individualized responses which recognize potential victim consequences for confronting the offender, validate victim input, encourage victim autonomy, and support victims' relationship with their children.

6) Link with Others

Community engagement and problem solving must be built on cooperative relationships and on communication linkages and procedures to ensure consistency between the civil/criminal responses.

7) Involve Battered Women in Monitoring Changes

A group of advocates and battered women, **outside community systems**, should continually monitor mobilization strategies and problem solving to evaluate their effectiveness in protecting victims and to guide the process.

Appendix B

The Co-Production of Safety in Marin County Marin Abused Women’s Services Community Oriented Policing Project

Compatible Concepts	
<i>Community Oriented Policing</i>	<i>Domestic Violence Organizing</i>
<ul style="list-style-type: none"> ▪ Theory sets out to reshape notions of power, trust, and control in police/community relations. ▪ Strives to adapt a hierarchical, paramilitary structure to include decentralized styles within departments and communities to improve problem solving. ▪ Seeks to create new ways and new partnerships to deal with law enforcement mandates that require response to criminal acts (i.e., harassment, intimidation). ▪ Stresses the co-production of safety rather than solely responding to crime. 	<ul style="list-style-type: none"> ▪ Theory seeks to reshape notions of power, trust, and control in interpersonal relationships. ▪ Attempts to change notions of patriarchy and dominant belief systems within families and communities in order to prevent domestic violence and other community problems. ▪ Recognizes the relationship between violence and other forms of oppression (i.e., hate crimes, harassment, intimidation), thus making advocates allies with similarly oriented agencies and groups. ▪ Stresses the role community action plays in changing behaviors rather than solely responding to abuse.
Roles	
<i>Law Enforcement</i>	<i>Advocates</i>
<ul style="list-style-type: none"> ▪ Continues with a zero-tolerance policy by arresting batterers to hold them accountable. ▪ Offers to facilitate a movement of change in knowledge, attitudes, belief, and behavior of all community members, including law enforcement. ▪ Crucial to a process of change that includes formal criminal justice system procedures as well as a reliance on grassroots and community social control mechanisms. ▪ Recognizes the community as an important partner in monitoring and improving law enforcement domestic violence response. 	<ul style="list-style-type: none"> ▪ Hold all aspects of the criminal justice system accountable through monitoring, feedback, brainstorming, and problem solving. ▪ Encourage law enforcement to keep the big picture in mind: long term change in the social acceptability of violence toward women. ▪ Provide an opportunity for the community to know how it fits into the co-production of safety, what role it can play, and the support it should offer law enforcement. ▪ Provide training, issues analysis, strategic planning and individual and group campaigns to address law enforcement’s delivery of service.

Appendix C

Applying Community Policing Principles & Practices

Community Policing to Reduce Domestic Violence: Issues & Strategies Developed by Travis Fritsch		
Issues	Purpose	Strategies
Victim Advocacy and Criminal Justice	To identify legal and advocacy roles in the criminal justice system and how the victim's safety/interests are best promoted.	<ul style="list-style-type: none"> <input type="checkbox"/> Clarify the roles of the advocates and legal professionals in criminal justice cases (i.e., philosophies, principles, duties, policies, practices, services). <input type="checkbox"/> Differentiate between the roles and responsibilities of the various 'advocates.' <input type="checkbox"/> Identify skills for communication, cooperation, collaboration, and consultation. <input type="checkbox"/> Discuss effective methods for addressing problems and conflict resolution. <input type="checkbox"/> Identify skills for effective advocacy in the criminal system.
Community Oriented Policing: Basics	To promote awareness of COP.	<ul style="list-style-type: none"> <input type="checkbox"/> Explain the evolution of policing and COP. <input type="checkbox"/> Discuss the philosophy, principles, and practices of COP. <input type="checkbox"/> Focus on community involvement and problem solving. <input type="checkbox"/> Share examples of COP implementation in various jurisdictions. <input type="checkbox"/> Provide resources for training and technical assistance.
Children and Youth of Domestic Violence	To identify and develop COP/DV initiatives to serve children and youth, especially those who have experienced domestic violence.	<ul style="list-style-type: none"> <input type="checkbox"/> Discuss the role of COP/DV to reduce and prevent domestic violence and how these principles and practices could be adopted/adapted to serve children and youth. <input type="checkbox"/> Examine how these issues are currently being addressed for children and youth in a community. <input type="checkbox"/> Provide strategies for promoting COP/DV initiatives and practices that better serve children and youth. <input type="checkbox"/> Discuss ways to involve children and youth throughout the process. <input type="checkbox"/> Identify resources to support and maintain these initiatives and practices. <input type="checkbox"/> Provide methods and measures for evaluation.
Problem-solving Skills	To identify and practice effective problem-solving skills.	<ul style="list-style-type: none"> <input type="checkbox"/> Discuss the purpose of problem solving for individuals as well as within and between agencies. <input type="checkbox"/> Identify basic skills and processes to promote effective problem solving. <input type="checkbox"/> Provide case scenario practical learning exercises.
Coordinated Community Response (CCR)	To promote coordinated community responses to domestic violence.	<ul style="list-style-type: none"> <input type="checkbox"/> Discuss the importance and practicality of CCR. <input type="checkbox"/> Provide skills for development and maintenance of CCR. <input type="checkbox"/> Provide resources from model sites.

Community Policing to Reduce Domestic Violence: Issues & Strategies		
Issues	Purpose	Strategies
Community Partners	To increase awareness and skills for building effective community partnerships.	<ul style="list-style-type: none"> <input type="checkbox"/> Discuss the purpose of community partnerships. <input type="checkbox"/> Explore the differences and similarities of partnerships with agency partners and community (resident) partnerships. <input type="checkbox"/> Identify and practice skills and methods for building community partnerships (agency and residents). <input type="checkbox"/> Explain ways to build upon and maintain those partnerships. <input type="checkbox"/> Discuss ways to bridge and mentor other relationships, e.g., expanding relationships, increasing involvement of others from same groups, dealing with staff turnovers, etc.
COP/DV with Traditionally Underserved Populations	To identify skills and resources to improve and strengthen partnerships and services with traditionally underserved populations.	<ul style="list-style-type: none"> <input type="checkbox"/> Identify traditionally underserved populations. <input type="checkbox"/> Explore skills and methods to learn about and develop relationships with these populations, natural organizational leaders and service providers. <input type="checkbox"/> Explain the importance of and ways to maintain communication, learning opportunities, and relationships. <input type="checkbox"/> Identify initiatives for collaboration with traditionally underserved populations, including any DV and COP/DV initiatives. <input type="checkbox"/> Provide resources and technical assistance ideas.
COP/DV in Schools and on Campuses	To increase awareness about ways that COP/DV could better serve school populations and police agencies.	<ul style="list-style-type: none"> <input type="checkbox"/> Identify the populations served by the local schools. <input type="checkbox"/> Discuss the responsibilities of the educational agencies. <input type="checkbox"/> Explain the relationship of these police agencies with other local, state, and federal police agencies. <input type="checkbox"/> Identify campus/off-campus partners and skills for building and maintaining working relationships. <input type="checkbox"/> Explore existing 'best practice' and COP/DV initiatives for these populations.
Prevention Education	To increase awareness about the skills and resources that foster healthy individuals and safe relationships.	<ul style="list-style-type: none"> <input type="checkbox"/> Discuss the role of prevention education and the many forms it can take. <input type="checkbox"/> Identify skills and resources needed to develop and implement various forms of DV prevention education and public awareness campaigns. <input type="checkbox"/> Share research that addresses components of effective prevention education. <input type="checkbox"/> Provide opportunity to practice a prevention education program session. <input type="checkbox"/> Share program and technical assistance ideas.
Building Diversity	To increase personal awareness about diversity issues and to increase agency diversity.	<ul style="list-style-type: none"> <input type="checkbox"/> Identify the 'why' and 'how-to.' <input type="checkbox"/> Examine the possible ranges of diversity within/between communities. <input type="checkbox"/> Examine the possible ranges of diversity within/between agencies. <input type="checkbox"/> Apply diversity issues to domestic violence and community policing. <input type="checkbox"/> Explore a continuum of contacts and opportunities for communication. <input type="checkbox"/> Describe methods of outreach and invitation. <input type="checkbox"/> List how to build and maintain diversity in the community and one's agency.

Community Policing to Reduce Domestic Violence: Issues & Strategies		
Issues	Purpose	Strategies
Cultural Competence	To increase personal awareness about cultures and to increase skills related to building cultural competence.	<ul style="list-style-type: none"> <input type="checkbox"/> Identify the 'why' and 'how-to.' <input type="checkbox"/> Examine cultural issues including culture variations. <input type="checkbox"/> Apply cultural issues to domestic violence and community policing. <input type="checkbox"/> List strategies for building cultural competence. <input type="checkbox"/> Explore cultural issues to address on personal/agency basis. <input type="checkbox"/> Explore a continuum of contacts and opportunities for communication. <input type="checkbox"/> Describe methods of outreach and invitation. <input type="checkbox"/> List how to build and maintain cultural competence in the community and one's agency. <input type="checkbox"/> Share resources to enhance cultural competence.
Stalking	To increase ability to identify and respond to domestic violence related stalking cases.	<ul style="list-style-type: none"> <input type="checkbox"/> Identify range of stalking behaviors and effects on victims/ others. <input type="checkbox"/> Explain risk and lethality assessment. <input type="checkbox"/> Examine elements of state and federal stalking related offenses. <input type="checkbox"/> Victim protection. <input type="checkbox"/> Case/witness preparation.
Fast Track	To expedite the civil and criminal justice processes for domestic violence cases.	<ul style="list-style-type: none"> <input type="checkbox"/> Clarify the intent and purpose of Fast Track dockets. <input type="checkbox"/> Focus on due process protections. <input type="checkbox"/> Examine victim safety and participation issues. <input type="checkbox"/> Clarify roles of legal and advocacy professionals. <input type="checkbox"/> Explain the importance of records and monitoring systems for these cases. <input type="checkbox"/> Cite models of Fast Track programs and their 'experiential lessons.'
Community Policing and DV Conceptual Models	To increase awareness about the shared goals, principles, roles, and functions important to COP and DV communities.	<ul style="list-style-type: none"> <input type="checkbox"/> Explain the basics of COP and DV. <input type="checkbox"/> Discuss the COP/DV conceptual models. <input type="checkbox"/> Explore practical applications and guiding principles. <input type="checkbox"/> Assess sample initiatives and possible COP/DV opportunities.
Communication, Cooperation, Collaboration, Consultation	To build skills that support working, effective partnerships.	<ul style="list-style-type: none"> <input type="checkbox"/> Address the 'why' and 'how-to.' <input type="checkbox"/> Identify actual or perceived barriers. <input type="checkbox"/> Clarify strategies to resolve/reduce barriers. <input type="checkbox"/> Identify ways to build long-term relationships.
Community Needs Assessments (CNA)	To increase awareness and skills related to conducting, evaluating, and addressing community needs.	<ul style="list-style-type: none"> <input type="checkbox"/> Address the 'why' and 'how-to.' <input type="checkbox"/> Identify various types/capabilities of CNA. <input type="checkbox"/> Explain evaluation/resolution processes. <input type="checkbox"/> Explore role of community in all the above.

Community Policing to Reduce Domestic Violence: Issues & Strategies		
Issues	Purpose	Strategies
Domestic Violence Policing, Advocacy and Safety Planning	To clarify the respective roles of peace officers and advocates and build on shared purposes.	<ul style="list-style-type: none"> <input type="checkbox"/> Clarify duties and responsibilities. <input type="checkbox"/> Identify policy considerations. <input type="checkbox"/> Name shared goals. <input type="checkbox"/> List successful opportunities for communication, cooperation, collaboration, and consultation. <input type="checkbox"/> Clarify practical strategies to develop all the above on an individual/agency basis and with the community.
Administrative Support for COP and DV Initiatives	To increase administrative support for the principles and work of COP and personnel responsible for its implementation.	<ul style="list-style-type: none"> <input type="checkbox"/> Explore policy issues and how COP and DV are promoted throughout the agency and community. <input type="checkbox"/> Identify community priorities (safety/justice). <input type="checkbox"/> Assess fiscal considerations, responsibilities, and liabilities for doing/not doing. <input type="checkbox"/> Clarify importance of training and supervision.
Select COP and DV Initiatives	To identify working COP/DV initiatives and assess how these might be adopted, adapted, or excluded from local COP/DV considerations.	<ul style="list-style-type: none"> <input type="checkbox"/> Review of a variety of COP/DV initiatives. <input type="checkbox"/> Explain importance of and how to conduct safety audits. <input type="checkbox"/> Assess appropriateness for local application. <input type="checkbox"/> Explore problem situations/opportunities.
Effective Case Conferencing	To increase inter-agency/community capability to address victim safety and perpetrator accountability in DV cases generally, and in complex, high-risk specific cases.	<ul style="list-style-type: none"> <input type="checkbox"/> Clarify purposes and procedures. <input type="checkbox"/> Share sample policy and protocol. <input type="checkbox"/> Explain issues around information sharing. <input type="checkbox"/> Identify case selection criteria. <input type="checkbox"/> Assess critical incident/fatality review.
Engaging the Community	To increase understanding how community involvement (CI) can work to promote safety, justice, and prevention initiatives.	<ul style="list-style-type: none"> <input type="checkbox"/> Address the 'why' and the 'how-to.' <input type="checkbox"/> Clarify the various meanings of 'community.' <input type="checkbox"/> Identify personal skills and resources helpful to building community involvement (CI). <input type="checkbox"/> Describe agency opportunities for CI. <input type="checkbox"/> List ways to maintain community involvement.

Notes

¹ See Loretta Frederick, *The Evolution of Domestic Violence Theory and Law Reform Efforts in the United States*, Minneapolis: Battered Women's Justice Project, September 2000; available at www.bwjp.org. Also: Ellen L. Pence and Melanie F. Shepard, "An Introduction: Developing a Coordinated Community Response," in *Coordinating Community Responses to Domestic Violence: Lessons from Duluth and Beyond*, Thousand Oaks: Sage Publications, 1999; and, Jane Sadusky, *Challenge and Change: Organizing Domestic Violence Intervention Projects*, Madison: Wisconsin Coalition Against Domestic Violence, 1987.

² See Carol Sullivan and Jane Sadusky, *Domestic Violence Community Policing Resources* at www.bwjp.org. Examples of communities with notable attention to community policing and domestic violence include: Chicago, Colorado Springs, San Diego, San Francisco, Seattle, Madison (WI), Portland (OR), and Seattle. Also, Jeffrey A. Roth and Joseph F. Ryan, et.al., *National Evaluation of the COPS Program – Title I of the 1994 Crime Act*, Washington, DC: National Institute of Justice, August 2000.

³ Transforming Communities, at www.transformcommunities.org.

⁴ Developed by Ellen Pence, Praxis International, Inc., the Domestic Violence Safety and Accountability Audit is a systematic investigation of one or more points of institutional action on a domestic violence case, to see how, when, and if standard practices – both those in job descriptions and those that evolve in work culture – ensure victim safety and offender accountability. It is conducted with an inter-agency team, using five methods: mapping, focus group discussions, interviews, observations, and text analysis. For further details, see www.praxisinternational.org. The author of this paper is member of the Praxis International Safety Audit consultant team.

⁵ Domestic Abuse Intervention Project, *Recommendations for Change: Safety and Accountability, Report to the Sixth Judicial Branch on the Status of the Civil and Criminal Case Processing of Domestic Violence Cases in Southern St. Louis County, MN*, September 12, 2001, p.5.

⁶ Rinku Sen, "Between a Rock and a Hard Place: Domestic Violence in Communities of Color," *ColorLines*, 2:1, Spring 1999.

⁷ *Supra*, at 5, p.194.

⁸ Robyn Holder, "Pick 'n Mix or Replication: The Politics and Process of Adaptation," in Pence and Shepard, *Supra*, at 21, p.267.