
Appendices

Shooting Response Toolkit

A: Local and National Advisors

B: Detective Training Deck

D: Palm Card

E: Resource Guide

F: Tip Line Form

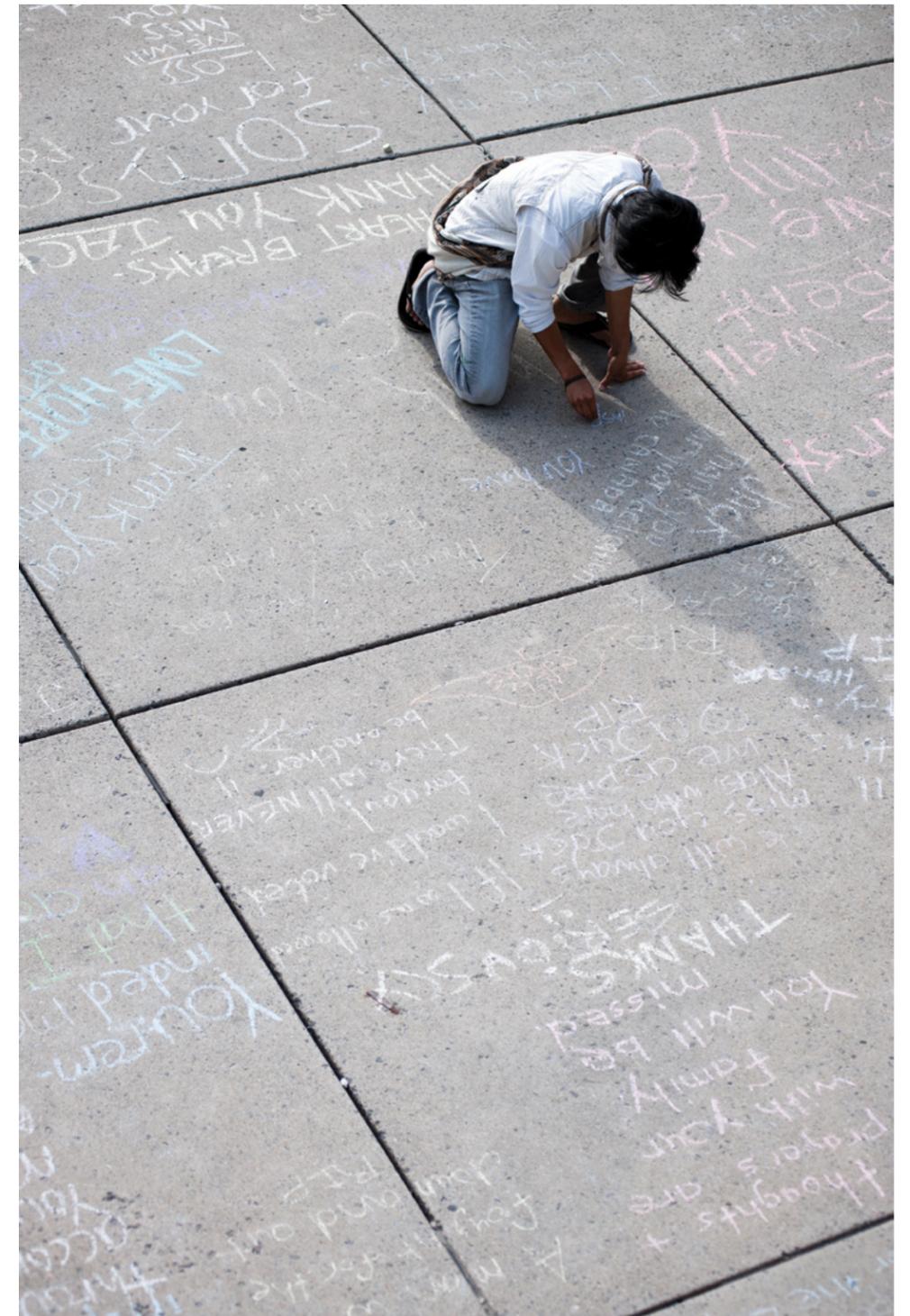
G. Practice Guide

H: Voicemail Script



Local and National Advisors

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Safe Horizon
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Detective Training Deck

PROCEDURAL JUSTICE SHOOTING RESPONSE PILOT

Trust-Building After Homicides

TRAINING AGENDA

Goal: Review and plan for 12-month pilot of enhanced trust-building tools & practices following homicides

1. Detective Survey
2. Introductions + Project Overview
3. Local & National Challenges
4. Procedural Justice

< 10 minute break >

1. On-the-Scene Engagement
2. Death Notifications
3. Initial Meetings
4. Tip Lines & Phone/ Email Contact
5. Understanding Your Audience
6. Research Plan
7. Recap & Next Steps

Introductions

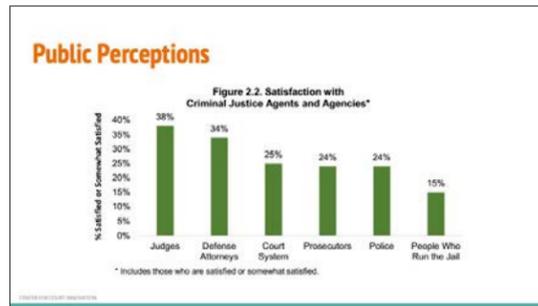
- Chloe Aquart
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Center for Court Innovation

A non-profit organization that seeks to reform the justice system by:

- Original research
- Testing new ideas
- Providing tools to launch new strategies

Can public trust be generated with victims, witnesses, and on-lookers in the first 48 hours after a homicide?



Public Perceptions

Statement	% Agree or Strongly Agree
I would call the police if I were in trouble.	58%
The police are usually trying to protect and look out for people.	47%
The police generally have the same sense of right and wrong as you do.	45%
The police are generally respectful.	37%
I can trust police to arrive quickly at the scene of a violent crime near where I live.	34%

Project Overview

- **Federal Funding:** "Supporting Innovation: Field-Initiated Programs to Improve Officer and Public Safety"
- **Problem Statement (nationally)**
 - Lack of community trust in legal authorities
 - Lack of voluntary compliance with the law and law enforcement
 - Low levels of perceived legitimacy
 - Low reporting rates & clearance rates, due in part to limited witness engagement
 - Few efforts targeted at building trust within prosecutor offices, especially at critical incidents like homicides

Project Design

- **Local + National Needs assessment:** *What's being done? What additional supports are needed?*
- **Pilot design meetings** (Jan-Sept 2019)
- **Pilot kick-off & trainings** (October 2019)
- **12-month pilot project + data collection and research** (October 2019 - September 2020): *What changes were made and what are the lessons for the national field?*
- **National toolkit** (2021): *What can others learn from Essex County's pilot?*

Local & National Challenges

Potential Challenges

What gets in the way of trust-building in Essex County?

Potential Challenges

- **Investigation goals are paramount**, especially in first 48 hours
- **Community mistrust** of law enforcement and perceptions of snitching
- Homicide **victims' family members are grieving** and may be hard to engage, especially in immediate aftermath
- Community questions/concern about shooting response **policies, transparency, inc. covering of deceased**

Potential Challenges

- **Witness safety** and exposed meeting/waiting spaces
- **Delay** in ECPO Victim/Witness Advocate **meeting**
- **Quality** of witness **information** varies widely
- Few prosecutor offices investigate non-OIS shootings/ homicides and have shooting response protocols for detective community engagement

What are the costs of low levels of trust?

What are the costs of low levels of trust?

- Decreased cooperation, participation
- Confrontation and conflict
- Other mechanisms of compliance are needed
- Lower levels of job satisfaction

Newark study:
58%: "I would call the police if I were in trouble"

Can public trust be generated with victims, witnesses, and on-lookers in the first 48 hours after a homicide?

Other Procedural Justice Projects & Studies

- **National Initiative for Building Community Trust & Justice:**
 - increased perceptions of **procedural justice**
 - increased perceptions of **legitimacy**
 - increased willingness to **partner with police**
 - decreased perceptions of **racial bias**
 - decreased use of force

Procedural Justice

What is "Procedural Justice"?

What do members of the public want from law enforcement?

What is "Procedural Justice"?

Procedural justice research says: people want to be treated fairly, even more so than they want a favorable outcome

Elements of Procedural Justice

- **Voice:** Inviting individual's side of the story and their questions
- **Neutral Decision-Making:** Consistently applied, unbiased practices and transparency about how decisions are made
- **Respect:** Treating individuals with dignity and respecting their rights
- **Understanding:** Ensuring understanding of the justice system process
- **Helpfulness:** Providing individualized assistance

Elements of Procedural Justice in practice

What does this look like in your line of work?

- **Voice:**
- **Neutral Decision-Making:**
- **Respect:**
- **Understanding:**
- **Helpfulness:**

Procedural Justice practice challenges

What are the barriers to ensuring voice, respect, understanding, neutrality/transparency, and helpfulness?

Can public trust be generated with victims, witnesses, and on-lookers in the first 48 hours after a homicide?

Key Touchpoints

- On-the-scene interactions and activities
- Death notifications
- Initial meeting(s)
- Tip line and phone/email contacts

Theory of change:
Improved engagement will yield higher-quality participation

Detective Training Deck, continued

Understanding Your Audience

What makes someone a crime victim?

- **Victim:** A person harmed, injured, or killed as a result of a crime, accident, or other event or action
- **Key Considerations:**
 - Concept of harm
 - Harm and injury present differently across individuals and across time
 - Victimization is a continuum, not a category

What is a trauma?

- **Definition:** An emotional response to a terrible event that has a lasting effect on functioning and wellbeing
 - Event → Experience → Effect
- **Traumatic Exposure:** Experiencing one or more events that involve death or threatened death, actual or threatened serious injury, or actual or threatened sexual violation in the following ways:
 - Direct experience
 - Witnessing the event occur to someone else
 - Learning about an experience of a close relative or friend
 - Repeated exposure to distressing details of said events

What does trauma look like?

- Individuals
- Communities
- Professionals

The Universal Assumption of Trauma: When interacting with individuals in close proximity to crime and violence, assume that they are experiencing some sort of traumatic reaction.

What can we do?

- Create space for
 - Respect
 - Information
 - Safety
 - Choice
- How can the materials distributed at the crime scene and next of kin notification help mitigate the negative impacts of traumatic exposure?

TOUCHPOINT 1: On-the-Scene Engagement

Participant Perceptions

[The police] left my buddy's body on the floor ... everybody can see his body laying there. They put a white towel over his body, but he had his head blown off. Why was his body still laying there on the street? There's at least 100 people out there crying and stuff. His friends and family probably out here. Let's get his body out of here instead of leaving it out here soaking in blood. (Black man, 27)

On-the-Scene Engagement

- **SELF-ASSESSMENT EXERCISE:** Rate your personal strengths & challenges in enhancing each element of procedural justice at the scene. Consider benefits if these elements are enhanced.

- Voice
- Neutral decision-making
- Understanding
- Respect
- Helpfulness

On-the-Scene Engagement

How can the elements of procedural justice be enhanced?

- **COMMUNITY PALM CARD**



- Voice
- Neutral decision-making
- Understanding
- Respect
- Helpfulness

On-the-Scene Engagement

How can the elements of procedural justice be enhanced?

- **PRACTICE GUIDE**

- Voice
- Neutral decision-making
- Understanding
- Respect
- Helpfulness

TOUCHPOINT #2: Next-of-Kin Notifications

Next-of-Kin Notifications

- Who is your audience and what is their perspective?

Next-of-Kin Notifications

EXERCISE:

- In pairs, role play a recent notification
- Report out & review Practice Guide
- Switch roles

- Voice
- Neutral decision-making
- Understanding
- Respect
- Helpfulness

Next-of-Kin Notifications

How can the elements of procedural justice be enhanced?

- **RESOURCE GUIDE**



- Voice
- Neutral decision-making
- Understanding
- Respect
- Helpfulness

Next-of-Kin Notifications

How can the elements of procedural justice be enhanced?

- **PRACTICE GUIDE**

- Voice
- Neutral decision-making
- Understanding
- Respect
- Helpfulness

TOUCHPOINT #3: Initial Meetings

Initial Meeting

- Who is your audience and what is their perspective?
- **Possible first impressions/anxieties:**



Initial Meeting

- Who is your audience and what is their perspective?
- **Possible first impressions/anxieties:**



Initial Meeting

- **Perspective Taking**
As a family member going through a homicide investigation, what questions or reservations do you have:
 - at the death notification?
 - at the initial meeting?

How could each of the elements of procedural justice be enhanced?

- Voice
- Neutral decision-making
- Understanding
- Respect
- Helpfulness

Initial Meeting

EXERCISE:

- Volunteer offers to demonstrate first few minutes of initial meeting
- Subsequent volunteers repeat initial demo but add at least one new element incorporating procedural justice
- Last volunteer must deliver the best of the demonstrated practices
- Review Practice Guide

- Voice
- Neutral decision-making
- Understanding
- Respect
- Helpfulness

Initial Meeting

How can the elements of procedural justice be enhanced?

- **PRACTICE GUIDE**

- Voice
- Neutral decision-making
- Understanding
- Respect
- Helpfulness

Tip Line & Phone/ Email Contact

Tip Line & Phone/ Email Contact

Who else is serving as the face (or voice) of the agency?

BEFORE:

- simple outgoing message: "Homicide"
- unanswered voicemails and emails
- potentially inconsistent messaging to callers
- unknown # of hang-ups or voicemails

- Voice
- Neutral decision-making
- Understanding
- Respect
- Helpfulness

Tip Line & Phone/ Email Contact

Who else is serving as the face (or voice) of the agency?

NOW:

- New voicemail greeting
- Revised Tip Line Information Form with talking points

- Voice
- Neutral decision-making
- Understanding
- Respect
- Helpfulness

Research Plan

Detective Training Deck, continued

Research Plan

- 12 Month Pilot
- Initial Detective Survey (today)
- Quarterly Surveys and Feedback Sessions
- Detective Focus Groups and Interviews
- Victim/Witness Interviews
- Data Tracking

Theory of change:
Improved engagement will yield higher-quality participation

Recap and Next Steps

Pilot Practices

- On-the-scene + Community Palm Card
- Death Notifications + Family Booklet
- Initial Meetings
- Tip Line & Phone/ Email Contact

- Voice
- Neutral decision-making
- Understanding
- Respect
- Helpfulness

Future Workshops

- Trauma
- Community perspectives
- Environmental design

- Voice
- Neutral decision-making
- Understanding
- Respect
- Helpfulness

Resources & Contacts

- "What is Procedural Justice?" video



www.courtinnovation.org/proceduraljustice

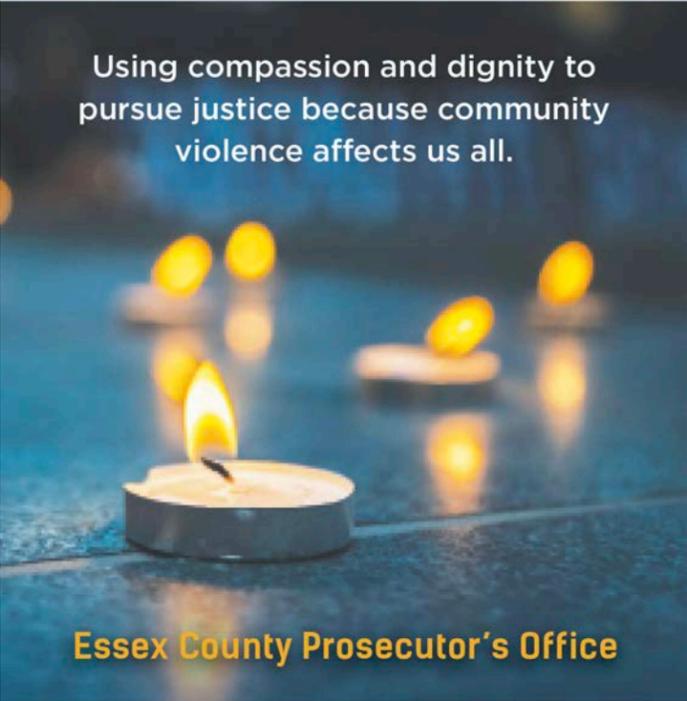
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- Voice
- Neutral decision-making
- Understanding
- Respect
- Helpfulness

Community Palm Card

What's Next

Using compassion and dignity to pursue justice because community violence affects us all.



Essex County Prosecutor's Office



Essex County Prosecutor's Office Homicide Task Force

In partnership with local police agencies, Homicide Task Force detectives, prosecutors, and victim-witness advocates work with the community to seek justice, promote community safety, and support victims and witnesses.

Contact for on-going information:
Main: 973-621-4700

Helpful Contacts

- ▶ Crisis counseling: 973-972-6100
- ▶ Victim-Advocate Office (support for family/friends): 973-621-4687
- ▶ Essex County Family Justice Center (free and confidential walk-in center for domestic violence victims): 973-230-7229
- ▶ NJ Crime Victim's Law Center: 973-903-9848
- ▶ Confidential feedback about the investigation: 877-847-7432

Provided by

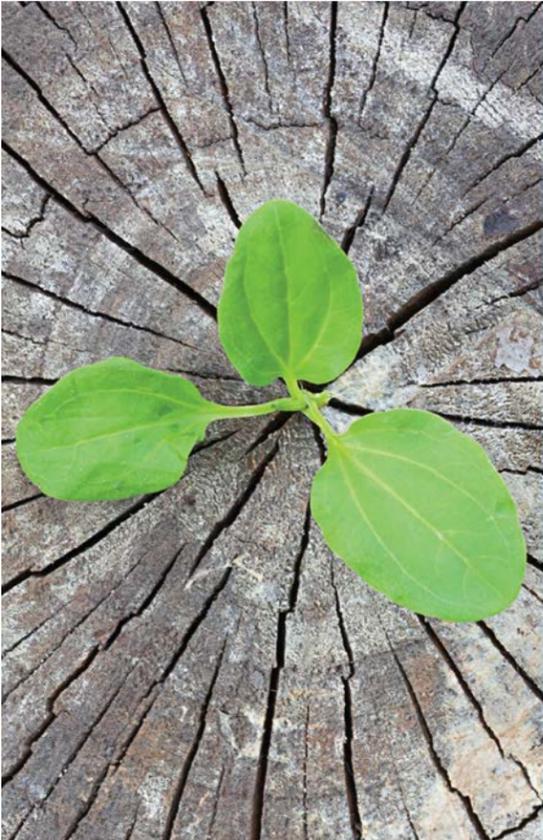


Resource Guide



Using compassion and dignity to pursue justice.

ESSEX COUNTY PROSECUTOR'S OFFICE



Our Condolences

We would like to express our deepest condolences during this very difficult time. The Essex County Prosecutor's Office is here to support you through the process that follows. This resource provides information and resources that may assist you in the coming months.

We strive to:

- ▶ Treat you with dignity, compassion and respect
- ▶ Listen to you and get your input throughout the case
- ▶ Keep you updated on matters related to this case
- ▶ Offer connections to services

Seven Stages of Grief

Grief is a process, not a single event, and doesn't follow a specific pattern or time frame. Although grieving is an individual experience, there are common responses many people share after the violent death of a loved one.

- 1. Shock and Denial** You will probably react to learning of the loss of your loved one with shock and numbed disbelief. Shock provides emotional protection from being overwhelmed all at once. This stage may last for weeks.
- 2. Pain and Guilt** As the shock wears off, it's replaced with a feeling of unbelievable pain, guilt, and remorse. Although excruciating, it's important to experience the pain fully and not avoid it by using drugs or alcohol.
- 3. Anger and Bargaining** You may lash out and lay unwarranted blame for the death on someone not responsible. Do your best to control this misdirected anger as it can permanently damage your relationships. Bargaining in vain with a higher power for a way out of your despair is also common.
- 4. Depression, Reflection, and Loneliness.** A prolonged period of sad reflection can overtake you after a violent death. This is a common grief response so don't let well-meaning people minimize your reactions. Depression and despair may also set in and you may feel the need to isolate yourself to reflect on your memories of your loved one.
- 5. Turning the Corner** As the days progress after the death of your loved one, your life may become a little calmer and more organized. Your physical symptoms begin to diminish and the depression and despair you may be feeling begins to lift.
- 6. Reconstruction** As you become more functional and your thoughts become clearer, you may find yourself seeking more realistic solutions to problems posed by life without your loved one.
- 7. Acceptance and Renewed Hope** During this last stage, you learn to accept and function with the reality of your situation. Be aware that acceptance doesn't mean automatic happiness. Because of your experience, you can't return to the place you were before the catastrophe, but with a supportive network of friends and family, effective counseling intervention, and a personal desire to move on, you can find renewed joy, hope, and contentment in the experience of living.

Funeral Assistance

The N.J. Victims of Crime Compensation Office (VCCO) may pay funeral costs in qualifying cases. The VCCO is run by the State of New Jersey. Your Victim-Witness Advocate can communicate with the VCCO by providing police reports and other information to help determine if you are eligible for compensation.

Call the Office of Victim-Witness Advocacy for more information and for help submitting an application: 973-621-4687.

Note that the Victims of Crime Compensation Office is independent from the Office of Victim-Witness Advocacy. www.nj.gov/oag/njvictims



Every homicide case is unique. We strive to keep loved ones informed about the process every step of the way. Here are a few common steps that a case *may* go through, including definitions of key terms. We encourage you to contact your lead detective or assistant prosecutor when you have questions; their phone numbers can be found on page 11.

Steps of Homicide Investigation

- Investigation**
 - Initial Meeting With Detectives
 - Initial Meeting With Prosecutors
 - Initial Victim-Advocate Meeting
- On-going Case (if an arrest is made)**
 - First Appearance and Pre-Trial Detention Hearing
 - Grand Jury and Indictment
 - Arraignment
 - Status Conferences and Motion Practice
- Case Closure**
 - Trial or Plea Agreement
 - Sentencing (when applicable)

Key Terms

- Victim-Witness Advocate** The Victim-Witness Advocate is your main point of contact when you have a question about your case. He or she should provide you with information about upcoming events and should be able to explain the process.
- Pre-Trial Detention Hearing** The prosecution and defense will argue for either the defendant to be detained pending the outcome of the case or for the defendant to be released with conditions pending the outcome of the case. The Judge makes the final decision.
- Grand Jury** A prosecutor presents evidence to 23 citizens who vote on whether there is sufficient evidence to formally charge the person accused with the crime. If the grand jury votes yes, the case is "indicted."
- Arraignment** When a Grand Jury votes to indict, the person accused is required to appear in court so the formal charges can be read and the judge can set the date for when all motion practice and negotiations will be completed.
- Motion Practice** In preparation for trial or another case resolution, the prosecution and defense will argue legal aspects of the case that can be determined before trial (for example, whether a certain evidence can be used during the trial). This stage of the case can be lengthy due to the time needed to research, write, and respond to each of the motions. The prosecutor for your case will keep you updated throughout this period.
- Plea Agreement** If the defense or prosecution make a plea offer, the prosecutor will discuss the terms with you and get your input prior to making a final decision on how to proceed.
- Trial** If the case does not resolve (ex: a plea agreement cannot be reached), the case proceeds to a trial. 14 members of the community will be selected as jurors to hear all of the State's evidence. At the end of the trial, 12 jurors will ultimately decide whether the defendant is guilty or not guilty.

Questions You May Have For Us

You likely have many questions about what happened and what will happen going forward. Here are some questions you may have:

- **Where and when did the death occur?** The lead detective on the case will provide as many details as possible. His/Her number can be found on page 10 of this booklet.
- **What happened and who is responsible?** Our primary goal in the coming hours and days will be to collect as much information as possible to help answer those questions. The lead detective and prosecutor will do their best to notify you when major advances are made in the case. As noted below, we will notify you when any arrests are made on the case and keep you updated as the case unfolds.
- **Where is my loved one now? When can I see them?** We will do our best to help you see your loved one as soon as possible. Please contact the lead detective for more information.
- **When will I get back the personal property my loved one had with them at the time of the incident?** Your loved one's personal property, such as their wallet, cell phone, or jewelry, may be helpful for us to keep on file as evidence in the case. We understand that these items are likely to be important to you and we will be happy to answer any specific questions about where they are and why we need to store them during the case. Your lead detective can provide additional information.
- **What is an autopsy and why is it necessary?** An autopsy is an examination by the medical examiner that can help provide information about how, when, and where someone died. This is a critical step in our investigation and usually is completed in the days following an incident.
- **When can I make funeral arrangements?** Our office will let you know when you are able to make funeral arrangements. We apologize in advance for any delay and additional harm this may cause while we are conducting our investigation. As noted on page 5, please contact the Victim-Witness Advocate's Office for help requesting funeral assistance compensation.
- **When will you make an arrest?** We will do our best to keep you updated the status of our investigation and will let you know when an arrest is made.
- **Will this case go to trial?** It is difficult to predict whether a case will go to trial. If an arrest is made, we commit to keeping you updated and asking for your input at key stages of the case.

The lead detective for the case will do their best to answer these and any other questions you have.

Upcoming Appointments

Essex County Prosecutor's Office + Victim Advocate Meeting:

Date: _____

Time: _____

Place: _____

What to Bring/Prepare: _____

Investigation Update Meeting:

Date: _____

Time: _____

Place: _____

What to Bring/Prepare: _____

Key Contacts

GRIEF COUNSELING

- ▶ Rutgers University Behavioral Health Center
Emergency Intervention Support Services program: counseling and medication management
183 South Orange Ave, Newark, NJ, 07103
(on University Hospital campus)
Main: 973-972-6100

MEDICAL EXAMINER

- ▶ 325 Norfolk St, Newark, NJ 07103
973-648-4500

NJ CRIME VICTIMS' LAW CENTER

- ▶ 61 Spring Street, 4th Floor, Newton, NJ 07860
973-903-9848

ESSEX COUNTY BAR ASSOCIATION—LAWYER REFERRAL SERVICE
Referral service for residents to county and state attorneys

- ▶ 354 Eisenhower Pkwy, Plaza 2, Livingston, NJ 07039
Main: 973-533-6711

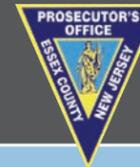
ESSEX COUNTY PROSECUTOR'S OFFICE
Main: 973-621-4700

▶ Lead Investigator Name _____

▶ Lead Investigator Phone _____

▶ Victim | Witness Advocate Phone _____

Shooting Response Practice Guide



	Practice	Talking Points
<h2>On-the-Scene</h2>	<ul style="list-style-type: none"> ▶ Cover victim's body (when appropriate) ▶ Hand out palm card (on-the-scene and when canvassing) ▶ Explain your role & what you are doing ▶ Work with community advocates (when present) ▶ Provide updates (when possible) 	<ul style="list-style-type: none"> ▶ "I'm with the Homicide Task Force. Here's a resource that may answer questions you have about what we're doing." ▶ "Does anyone need assistance?" ▶ "We can talk wherever you're most comfortable." ▶ "The medical examiner is on their way. We cannot move the deceased until they arrive." ▶ "Due to the (weather/location/other and the importance of a thorough investigation) we are unable to cover your loved one at this time."
<h2>Next-of-Kin Notification</h2>	<ul style="list-style-type: none"> ▶ Arrive in discreet car ▶ Introduce yourself and explain your role in plain language ▶ Ask for permission to enter location (e.g., house/apartment) ▶ Hand out Resource Guide — <i>Point to your contact information within Resource Guide</i> ▶ Ask if they have any questions or if there are additional people your should inform ▶ Explain next steps and who to contact ▶ Conclude meeting with additional condolences 	<ul style="list-style-type: none"> ▶ "Good (morning/afternoon/evening), my name is _____ and I'm from the Essex County Prosecutor's Office. My job is to _____." ▶ "I'm sorry for your loss." ▶ "We can talk wherever you're most comfortable." ▶ "Are you willing to come to our office, or any place you feel comfortable, to discuss your loved one? It is very helpful to our investigation." ▶ "What questions do you have at the moment?"
<h2>Initial Meeting</h2>	<ul style="list-style-type: none"> ▶ Introduce yourself and explain your role in plain language ▶ Explain purpose of meeting and how long it should take ▶ Ask if they have any questions prior to getting started ▶ Provide water and instructions to restroom ▶ Use an interpreter (when appropriate) ▶ Identify standard; explain atypical circumstances ▶ Value the information provided during your meeting ▶ Conclude meeting with recap and next steps; who/how to contact in the meantime 	<ul style="list-style-type: none"> ▶ "Good (morning/afternoon/evening), my name is _____ and I am a _____ at the Essex County Prosecutor's Office." ▶ "I'm sorry for your loss." ▶ "What questions do you have at this point?"
<h2>Tip Line</h2>	<ul style="list-style-type: none"> ▶ Check voicemail every morning <i>Detectives will check on weekends</i> ▶ Log tips on revised Tip Line Information Form ▶ Answer all tip line calls during normal business hours 	<ul style="list-style-type: none"> ▶ "Thank you for taking the time to call. This is an anonymous call and I won't ask for your name or phone number. We encourage you to share as much information as you feel comfortable." ▶ "Thank you for this information. Can you please describe the person and/or location you referred to?" ▶ "Thank you for sharing. Can you please describe the weapon and/or vehicle you referred to?"



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