

Appendix A: Complete List and Status of Audit Recommendations

GAP 1: RISK ASSESSMENT. The criminal justice system is not organized to help practitioners identify key factors of safety and danger in domestic violence cases on a consistent basis, and therefore information is not available for practitioners to assess dangerousness in cases throughout the criminal justice system.

I. Administrative Practices

RECOMMENDATION	STATUS
1. Develop a domestic violence script for 911 operators with input from community-based advocates and other criminal justice practitioners as needed.	Completed
2. Update patrol officers' Domestic Violence Supplemental Report (in accordance with state law) to ensure more comprehensive assessment of risk at the scene of an incident; possibly identify three key questions to help responding officers assess risk/safety that would be incorporated into the report format; and ensure all changes are documented in a Departmental Bulletin.	Completed
3. Institute "vertical investigation" within the police department's Domestic Violence Response Unit (DVRU) in order to track repeat cases, identify high risk offenders, and connect more effectively with vertical prosecution.	Completed
4. Cease using the "victim declination form" within the DVRU (i.e., a form that victims sign indicating that they do not intend to participate in or "cooperate with" prosecuting the suspect in the case).	Tabled - No Further Action
5. Include a domestic violence risk/danger assessment tool in the Adult Probation Department's Probation Supplemental Reports, and institute risk assessment protocol for all criminal justice agencies, including training to cover the usage of such assessments.	Completed
6. Develop a written protocol to include the Police Department and the Courts for the issuance of Emergency Protection Orders (EPOs).	In Progress - High Priority
7. Recommend mandatory training on domestic violence and related issues for all judges and commissioners who are assigned to issue EPOs.	In Progress - High Priority
8. More information is needed on the number and nature of Gone on Arrival (GOA) cases, (e.g., where the suspect is not present when the police officers respond to the scene), such as the number of such cases, dispatch priority level, and follow-up by subsequent interveners, such as DVRU inspectors or the prosecutor's office.	Tabled - No Further Action

II. Training

RECOMMENDATION	STATUS
1. Identify and allocate more money for quality domestic violence training across all criminal justice system agencies, including dedicated funding for ongoing, regular domestic violence training.	In Progress - High Priority
2. Require DVRU Inspectors to receive updated and specialized domestic violence training on an annual basis.	Completed
3. Ensure that all criminal justice system agencies participate fully in the San Francisco Department on the Status of Women (DOSW) Cross-Training Institute, including providing trainers and sending workers to participate as trainees.	Completed
4. Create a permanent community-based Training Network between the criminal justice system and community-based organizations (CBOs) serving domestic violence survivors, with a training coordinator that includes cross-training between CBO personnel and criminal justice personnel.	Tabled
5. Within the police department, prioritize the domestic violence portion of the bi-annual, 40-hour training for patrol officers; prioritizing includes moving the domestic violence segment from its Friday afternoon time-slot to a segment earlier in the week and expanding the allotted training time.	Completed
6. Document annually all domestic violence-related training within each criminal justice system department, including training topics, hours allocated, and whether they were roll-call, in-house, or individual trainings.	Completed
7. Identify two to three officers to serve as on-site domestic violence experts for each Police Station (or the four stations with the highest number of domestic violence calls), to attend the Institute of Criminal Investigation (ICI) trainings on domestic violence and other related topics, and to be available to do on-site, Station training. In addition, these on-site experts could, in coordination with DVRU, provide 24/7 on-scene to domestic violence cases, as needed.	Tabled - No Further Action
8. Provide intra-net and web-based domestic violence training to criminal justice system agencies.	Tabled
9. Within the District Attorney's Office, create domestic violence training DVDs to be distributed to each police station and the Department of Emergency Management with updates on domestic violence legislation, guidelines for taking photographs and collecting other forms of evidence, etc.	Completed

III. Resources

RECOMMENDATION	STATUS
1. Provide confidential, secure interview rooms for DVRU Inspectors, DVRU advocates from La Casa de las Madres, and staff from the District Attorney's Victim Services Division.	In Progress - High Priority
2. Explore options to provide adequate space and staffing to the DVRU and community-based victim advocates, to include administrative support, safe and ample waiting area, and a place for children while parents are waiting or being interviewed.	In Progress - High Priority
3. Ensure safe access and waiting areas for victims and their children at the Hall of Justice, particularly in regards to the DVRU and Department 15.	In Progress - High Priority

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IV. Communication	
RECOMMENDATION	STATUS
1a. Enhance communication between criminal justice system agencies by developing written protocols on communication between criminal court and family court, including updated technological communication, such as access to all court-related computer networks.	In Progress - High Priority
1b. Enhance communication between criminal justice system agencies by providing voice mail to patrol officers and email accounts to all criminal justice system personnel, with internet access at work to email.	Completed
1c. Enhance communication between criminal justice system agencies by sharing rosters of email and direct phone lines among criminal justice system personnel for DVRU inspectors, prosecutors, probation officers, and others.	Completed
1d. Enhance communication between criminal justice system agencies by implementing a feedback system to patrol officers from DVRU inspectors and prosecutors regarding the investigation of domestic violence cases.	Completed
2a. Enhance communication between criminal justice system agencies and community-based organizations (CBOs) that serve domestic violence survivors by regularly updating all CBO Resource/User Guides available to criminal justice system agencies; consider standardizing one resource guide across all criminal justice agencies. This could be enhanced by the use of a communications network or website to quickly update information as needed.	Completed
2b. Enhance communication between criminal justice system agencies and community-based organizations (CBOs) that serve domestic violence survivors by developing a 24/7 Victim Advocacy response system to strengthen linkages between patrol officers and advocates from all community-based domestic violence organizations, with participation by all community-based organizations, police, 911, and other relevant agencies.	Tabled
2c. Enhance communication between criminal justice system agencies and community-based organizations (CBOs) that serve domestic violence survivors by expanding linkages between victim advocacy services within the criminal justice system (i.e., advocates from La Casa de las Madres and Victim Services within the District Attorney's office) and confidential community-based organizations serving domestic violence victim, especially in high-risk cases.	Completed
3a. Enhance communication between criminal justice system agencies and victims by producing a simplified flow chart for victims to be able to follow case (e.g., where the case is in the system at each particular moment).	Completed
3b. Enhance communication between criminal justice system agencies and victims by developing a system for notifying victims when defendants are released from jail.	In Progress - Moderate Priority
3c. Enhance communication between criminal justice system agencies and victims by creating written protocol and training for all departments on victim contact. Protocols should consider victim contact by multiple criminal justice agencies and strive to reduce repeat or contradictory phone contacts with victims.	In Progress - Moderate Priority
GAP 2: STALKING. Interveners throughout the criminal justice system response do not adequately understand the crime of stalking, and therefore do not sufficiently investigate, document, or respond to stalking cases.	
RECOMMENDATION	STATUS
1. A Stalking Task Force currently exists as part of the District Attorney's Stalking Grant. The Audit Team recommends expanding and/or reviving this Task Force to ensure key decision-makers from criminal justice system agencies and community representatives are part of this body, including representatives from 911/DEM (who are not currently on the Task Force), CBOs, and others.	Completed
2. Create a comprehensive, system-wide protocol on identifying, documenting, and charging stalking cases, including a specific stalking code for 911/DEM. This comprehensive protocol could be developed either as part of the Stalking Task Force or by a separate group.	In Progress - High Priority
3. Develop a script for 911 call-takers for stalking-related calls such as harassing phone calls, threats, etc., with input from community-based advocates and other criminal justice interveners.	Completed
4. Provide mandatory training and cross-training for all criminal justice system interveners on stalking as part of the Stalking Task Force or a separate group. All training should be in conjunction with criminal justice practitioners and community-based organizations.	In Progress - High Priority
5. Create a systematized way of ensuring that all identified stalking victims are identified as such despite the level of crime charged (e.g., misdemeanor or felony) and are connected with community-based advocacy services (e.g. La Casa de las Madres and/or other organizations).	In Progress - High Priority
6. Identify or develop, in conjunction with probation and community-based organizations, expanded treatment options for defendants convicted of stalking, including a specialized program to treat these defendants.	In Progress - Low Priority
7. Provide training for La Casa de las Madres victim advocates in all aspects of the criminal justice system processes, including advocacy for victims of stalking, and develop comprehensive written protocols for reviewing cases and contacting victims.	Tabled
8. Develop a way to identify misdemeanor stalking cases and refer them to the DVRU for vertical investigation by DVRU Investigators.	In Progress - High Priority

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GAP 3: LANGUAGE ACCESS AND CULTURAL COMPETENCY. Limited English Proficient (LEP) speakers who are victims of battering face multiple barriers at each stage of intervention, including limited access to interpretation, translated materials, pertinent information about criminal justice system processes, and culturally competent workers.

RECOMMENDATION	STATUS
1. Systematize the pathway for securing interpreters and translators across all criminal justice systems, from 911 through the courts. This could include making Language Line Services the interpreter for the entire criminal justice system (e.g., DEM, police, district attorneys), rather than having different resources for each department. In the meantime, the Audit Team recommends that if the District Attorney’s Office or the Probation Department need interpreter services, they call the Department of Emergency Management which can help secure interpretation.	Completed
2. Review the certification and training requirements for the “City certified interpreter roster” to determine if domestic violence training is included, available, and/or required for City certified interpreters, and determine whether the roster is accessible to all Departments.	In Progress - Low Priority
3. Improve linkages between community-based organizations and City departments/agencies to ensure culturally appropriate services and support, particularly regarding LEP domestic violence victims. This includes improving awareness of existing services through training and outreach to agency workers, ensuring materials are available in different languages, and linking advocates from community-based organizations with victims to provide safety planning, help dispel myths about the criminal justice system, and explain the legal process.	In Progress - High Priority
4. Develop a ‘flag’ to identify LEP victims in each of the criminal justice system’s computer systems, starting with DEM, in order to facilitate timely interpretation services, awareness of additional time that may be needed, and linkages to community-based resources, etc.	In Progress - Low Priority
5. Update all Victim Resource Cards to include the District Attorney’s Victim Services Division and 311 (non-emergency City services). In addition, all translations of criminal justice system documents should include pictures where possible, since direct translations from English to another language may be confusing or inaccurate. (Pictures may also benefit illiterate victims.)	In Progress - Low Priority
6. Establish a written protocol within all criminal justice system departments for working with LEP victims that takes into account their different needs, additional time required for interpretation and explanations of the criminal justice system, etc.; how staff access interpreter services, and other relevant issues. Such protocol should be developed in conjunction with community-based organizations that have a history of working with LEP domestic violence victims.	Completed
7. Establish ongoing and regularly updated cultural competency training in all criminal justice system departments in conjunction with community-based organizations that have a history of working with LEP domestic violence victims. Domestic violence training could be incorporated into existing cultural competency training provided by CBOs at the Police Academy and elsewhere within the criminal justice system.	In Progress - High Priority
8. Establish a Task Force made up of key agencies and community-based organizations to ensure Audit Team recommendations regarding LEP victims are implemented within San Francisco and its relevant criminal justice agencies.	In Progress - Low Priority

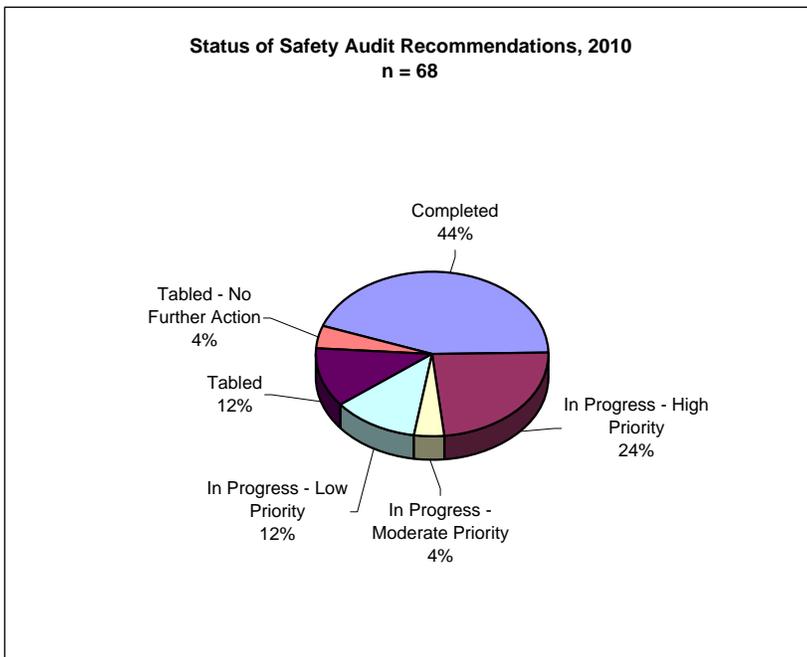
GAP 4: BATTERER ACCOUNTABILITY. Criminal justice efforts to hold batterers accountable to complying with court orders are lacking and therefore compromise victim safety.

RECOMMENDATION	STATUS
1. Create a San Francisco Domestic Violence Court benchbook that outlines courtroom procedures for domestic violence cases, including handling arraignments, probation reviews, and Motions to Revoke, as well as inter-court communications.	Completed
2. Recommend to the Judicial Council to update the existing statewide Domestic Violence Benchbook, and recommend inclusion of information regarding domestic violence probation and the monitoring of defendants.	Completed
3. Ensure courtroom access to the California Law Enforcement Telecommunication System (CLETS) and the Civil Court computer system by select court personnel, e.g. court clerk, court probation officer, and provide training to clerks on the standardization of court records.	Completed
4. Review and update defendants’ batterer intervention program (BIP) progress reports, including information about program termination/completion and other reports to the courts, in conjunction with judges, probation, BIP personnel, and community-based advocates.	Completed
5. Review and update Adult Probation Department supplemental reports to include analysis of risk and dangerousness posed in individual domestic violence cases, and to include input by batterer intervention program personnel and community-based advocates.	Completed
6. Develop an inter-departmental protocol between the Adult Probation Department and the District Attorney’s Office that establishes procedures for the handling of Motion to Revoke hearings in both misdemeanor and felony cases.	Tabled
7. Recommend that judges assigned to domestic violence court receive domestic violence training prior to taking over in Department 13, to include training by the National Council of Juvenile and Family Court Judges (NCJFCJ) when possible.	Completed
8. Explore models to ensure higher compliance of defendants for enrolling in and completing batterer intervention programs, including the development of a domestic violence priority warrant system.	Completed
9. Explore models for the creation of a crisis line and drop in programs for batterer defendants.	Tabled
10. Identify additional funding sources for the Adult Probation Department to ensure substance abuse testing.	Completed
11. Develop a program, in conjunction with the Adult Probation Department and community based advocacy programs, for rigorous batterer intervention program oversight, including re-certification and training.	Completed

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12. Explore models whereby the Adult Probation Department provides all batterer intervention programs, similar to the model currently employed within the San Francisco Jail.	Tabled
13. Create additional linkages, communications, and accountability between court, victims, batterer intervention programs, the community-based advocacy community, and children’s services through standing meetings, a court-watch program, or other initiatives to be developed.	In Progress - Low Priority
14. Refurbish Department 13 and devote adequate resources to the dedicated domestic violence court (including personnel, technological resources, and safe waiting places for victims).	In Progress - High Priority
15. Within the District Attorney’s office, staff Department 13 with an in-court paralegal similar to the Public Defender’s Office.	Tabled
16. Explore models for alternative community-based programs to enhance batterer accountability; these programs could be in addition to the 52-session batterer intervention program.	Completed
17. Ensure that judges in domestic violence court have necessary information about batterer intervention programs (e.g., location, cost for defendants, specialized groups, language access, etc.).	In Progress - Moderate Priority
18. Develop a field policy protocol for Adult Probation Department officers regarding responding to domestic violence cases.	Completed

GAP 5: COMPLEXITY OF RISK. Criminal justice system responses to domestic violence incidents do not account for the complexity of risk	
RECOMMENDATION	STATUS
1. Provide education and training for all criminal justice practitioners on traditionally underserved and underrepresented communities, including the impact of domestic violence in these communities.	In Progress - High Priority
2. Ensure training and education on the identification of same-sex/LGBTQ victims for all criminal justice system agencies, to include the identification of resources and supportive services for victims.	In Progress - High Priority
3. Conduct additional research on criminal justice system responses to traditionally underserved and underrepresented communities in San Francisco, including how issues of victim safety and batterer accountability are or are not accounted for by city departments.	In Progress - Low Priority
4. Convene a local dialogue group in collaboration with the California Partnership to End Domestic Violence – Bay Area Public Policy Research Committee, and the San Francisco Domestic Violence Consortium, to include batterer intervention programs, victim service programs, criminal justice system agencies, children’s groups, elder abuse groups, and other groups as identified, to explore the following questions: What is accountability? What does safety mean in different communities?	In Progress - Low Priority



Total Recommendations	68
Completed	30
Percent	44%
In Progress - High Priority	16
Percent	24%
In Progress - Moderate Priority	3
Percent	4%
In Progress - Low Priority	8
Percent	12%
Tabled	8
Percent	12%
Tabled - No Further Action	3
Percent	4%