



Evaluation Report City of Los Angeles Domestic Abuse Response Team (DART)

Prepared for the
City of Los Angeles
Office of Mayor Antonio Villaraigosa

March 2009

table of contents

Executive Summary	iii
Introduction	1
Overview of DART Models	2
Evaluation Approach and Methods	4
Demographics and Landscape	8
Population and Demographic Data	8
Community Crime Indicators	9
Community Domestic Violence Indicators	10
Operationalizing the DART Model	13
Overview	13
Similarities and Differences across Models	13
Systems Level Collaboration and Integration	21
Overview	21
Benefit and Impact of DART on Domestic Violence Survivors	22
Benefit and Impact on Inter-Agency Collaboration	24
Following Cases through the Different Systems	26
Summary of Key Success Factors and Lessons Learned	34
Overview	34
Key Success Factors	34
Challenges and Lessons Learned	36
Conclusion and Recommendations	40
Appendices	42

Executive Summary

Background and Overview

The Domestic Abuse Response Team (DART) models are law enforcement-based crisis response teams that pair civilian advocates with police officers to respond to reported incidents of domestic violence. Currently, there are nine DART programs operating throughout Los Angeles County. Each of these DART programs collaborates with a Los Angeles Police Department (LAPD) division (see Exhibit 1). Six DART programs (Hollywood, West Valley, Van Nuys, Northeast, Newton, and 77th) are funded by the Mayor's Office and three DART programs (Wilshire, Rampart, and Pacific) by private funds. The DART programs collaborate on a regular basis through their involvement in the City of Los Angeles Domestic Violence Task Force, which coordinates domestic violence policy and program development among city departments and agencies and other public and private partners.

The DART programs generally operate on the assumption that intervention at the scene of a reported domestic violence (DV) incident (or shortly afterward) by a police officer and a civilian advocate with specialized DV knowledge, training and/or experience is an effective means of early intervention. These programs provide services, such as crisis intervention, emergency assistance, and court accompaniment to domestic violence victims and their family members. Crisis response for early intervention is intended to meet several objectives, including providing victim support, promoting victim safety, facilitating prosecution of DV as a

crime, and ultimately reducing the likelihood of future DV incidents, injury, or escalation in the severity of abuse. DART programs also provide police officer training and support. The DART programs have actively engaged in community partnerships with organization such as Verizon Wireless Hopeline, to meet the myriad of need that DV victims have.

This report presents findings from Harder+Company Community Research's evaluation of the City of Los Angeles DART programs. The goals and purpose of this evaluation are to document program features of the DART sites, to provide an understanding of program impact and benefits from several sources and points of view, and to present a foundation for improving and replicating future programming in this area.

Exhibit 1. LAPD DART Programs

DART Agency	LAPD Division	Location
Children's Institute, Inc. (CII)	Wilshire Rampart Hollywood	Central Los Angeles Hollywood
Haven Hills/Domestic Abuse Center ¹	West Valley Van Nuys	San Fernando Valley
Peace Over Violence (POV)	Northeast	Northeast Los Angeles
Project Peacemakers	Newton 77th	South Los Angeles
Sojourn Services for Battered Women and Their Children (Sojourn)	Pacific	West Los Angeles

Evaluation Approach and Methods

The approach to the evaluation is participatory, multi-method and collaborative. The evaluation drew from a variety of data collection methods to provide information on the program implementation across sites as well as the benefits of the program to individuals and the community. Data collection methods include the following:

- Interviews with DART staff, LAPD, and key stakeholders
- DART client survey
- Review of a sample of DART case files
- Notes from DART contractor meetings
- Document review

Key Findings

The key findings highlight some of the similarities and unique differences between the DART programs as well as key success factors, challenges, benefits, and impact of the DART programs.

Similarities and Differences among DART Programs

- ✦ **Primary Goals.** The primary goals of the DART programs expressed by advocates are similar across sites. According to the advocates the primary goals of DART are to provide victim support and crisis intervention by educating victims about domestic violence, advocating for their rights, and helping them navigate through the criminal justice system. The program goals expressed by LAPD included increasing prosecution rates, reducing the number of DV calls, and to a lesser degree assisting victims to break the cycle of violence and receive necessary resources.
- ✦ **Institutionalization at LAPD Divisions.** There are some variations across the DART sites in the degree to which DART has been institutionalized at the LAPD division. How long the DART agencies have been working with the division greatly affects the level of police officer buy-in and support from the commanding officers and the extent to which DART is invited to assist and utilized as a resource by the host division. Some DART sites have dedicated officers and/or patrol cars and other sites do not have dedicated officers and utilization of the DART team is at the officer's discretion.
- ✦ **Advocate Response and Point of Contact.** There are some variations in advocate response to the domestic violence scene and point of contact with the domestic violence survivors across the sites. The DART sites can be broadly categorized into two categories: 1) advocates' point-of-contact with the victims is through a call-out where LAPD secures the domestic violence scene and then asks the advocates to come to the scene to assist and 2) the ride-along model where advocates ride with LAPD officers and responds to DV incidents. At all of the DART sites the advocates provide "on-scene" response and they are part of a crisis response to reported domestic violence incidents.
- ✦ **Staffing Structure.** There are some similarities and differences across the nine DART programs in their staffing structure. All DART programs are staffed with a program coordinator who manages the program, supervises the advocates, and also provides direct advocacy to domestic violence victims. However, sites vary in number and type of advocates. Some DART sites depend heavily on a large number of volunteer

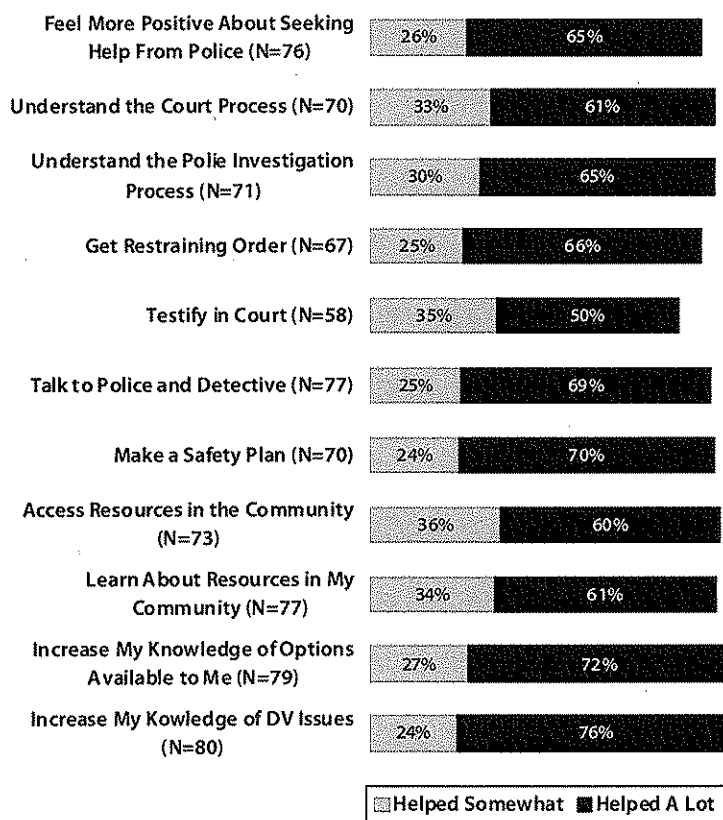
advocates. Other sites rely more on a small paid staff with minimal support from volunteers or volunteers are not utilized at all.

Benefits and Impact of DART on Clients

In an attempt to assess the impact of DART on DV victims, surveys were administered to a sample of DART clients. The client survey asked about their experience with DART and the impact DART has had on them. A total of 83 surveys were collected. A large majority of the respondents were female (95%) and their ages ranged from 15 to 60 with an average age of 35. Most of the respondents were Latino (54%) followed by African American (21%) and White (13%). More than half of the respondents spoke English (57%) at home and 31% spoke Spanish. The educational level of respondents varied but more than two-third (68%) only had a high school education or less. Findings from the client survey are the following:

- ✦ Most respondents had contact with the DART agency for more than 30 days (72%) and received a variety of supportive services.
- ✦ A large majority of the respondents indicated that they were treated with respect (94% “very true”), they would recommend the DART program to other people with similar needs (86% “very true”), and they felt that advocates are knowledgeable about how they can help the DV survivors (84% “very true”).
- ✦ They felt the advocates were most helpful in helping them to increase their knowledge about DV issues (76% “helped a lot”) and different options available to them (72% “helped a lot”) followed by helping them develop a safety plan (70% “helped a lot”) (see Exhibit 2).
- ✦ A large majority of the respondents indicated that DART advocates were able to assist them with various legal issues, such as talking to the police (69% “helped a lot”), obtaining restraining orders (66% “helped a lot”), understanding the police investigation process (65% “helped a lot”), and understanding the court process (61% “helped a lot”).
- ✦ Nearly all of the respondents had left their abusive partner.

Exhibit 2. Results of Respondents' Experience with DART Advocates



Benefits and Impact of DART on LAPD

DART programs also have had a positive impact on the LAPD officers and the divisions they collaborate with, especially those divisions where they had dedicated DART officers. Benefits of the DART program to the LAPD include the following:

- ✦ **Increased Knowledge and Training.** DART program provide increased knowledge about DV for officers and opportunities to receive specialized training in DV.
- ✦ **Improved Perception of LAPD.** There was improved perception of LAPD by DV victims and the movement toward building trust between LAPD and the community.
- ✦ **Improved Ability to Focus on Investigation.** Both agency and LAPD informants noted the benefits of having DART advocates attend to the needs of victims so that LAPD officers can focus on the investigation and writing police reports.
- ✦ **Better Allocation of Resources.** Having a dedicated DART patrol car relieves other patrol officers and allows them to respond to more calls given that DV calls typically take a very long time.

Key Findings from the Case Review

A case review study conducted to assess the feasibility of tracking DV cases through the LAPD and court system to determine the outcomes of these cases. The first 10 cases from each of the nine DART sites in 2007 were chosen for the case review and a total of 85 cases were included in the case review. Latinos (65.9%) and African Americans (15.3%) were overrepresented as victims and perpetrators. The average age of the victims was 35 and the average age of the perpetrators was 45. The most common type of abuse reported is battery (69%), verbal abuse (52%), and bodily injury (48%). The following highlights findings from 85 cases as they moved through the criminal justice system:

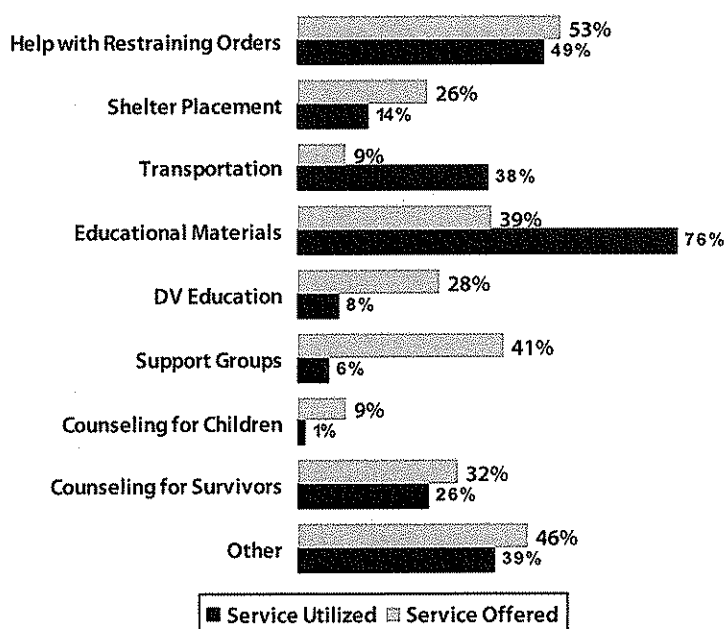
Response and Contact

Close to two-thirds (64%) of DART advocate response occurred on the same date as the police response. In 43% of cases with data available, advocates had followed up with the victim 14 days or less after the initial response and in another 21% of the cases, 21 to 30 days after the initial response.

Service Linkage and Utilization

At the initial contact, the case review shows that the majority of the survivors were offered help with restraining orders (53%) (see Exhibit 3). The service that was utilized most was access to educational materials, with a large majority of the victims

Exhibit 3: Case Review - Services Offered by DART Advocates (N=85)



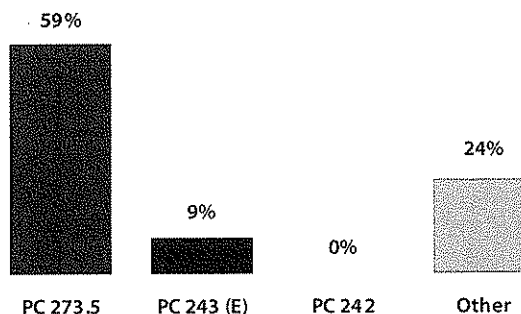
(76%) who were offered educational materials utilized them. Almost half of the victims who were offered help with a restraining order (49%) also utilized this service.

Case Filing and Disposition

In the vast majority of the cases, LAPD completed a crime report (92%) and the perpetrators were most commonly charged with penal code 273.5 (59%), a felony or misdemeanor level DV charge. Almost half of the cases (49%) were sent to the City Attorney's Office for review, 13% were sent to the District Attorney's Office, and the rest of the cases were not reviewed for filing (39%). The cases handled by the City Attorney's Office were analyzed and the results of these cases are the following: (see Exhibit 5):

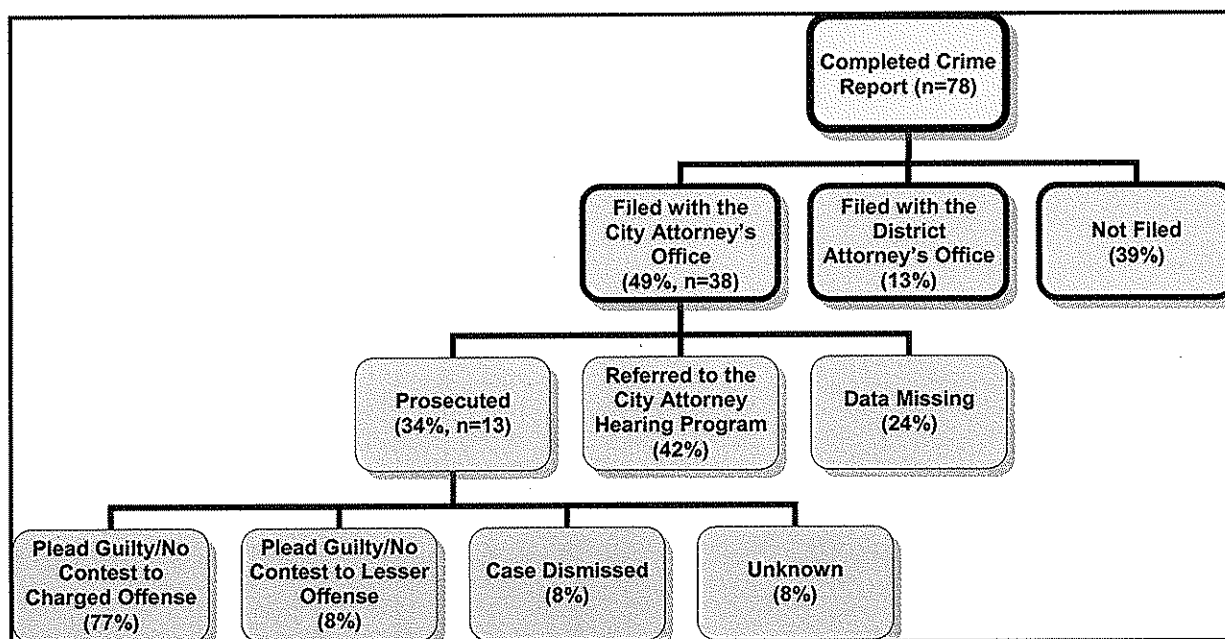
- ✦ In one-third of the cases (34%) formal criminal charges were filed while 42% were referred to the City Attorney's Hearing Program (42%).
- ✦ Of the cases in which criminal charges were filed, most of the perpetrators plead guilty or no contest to the charged offense (77%) or to a lesser offense (8%).

**Exhibit 4: Charges Recorded by LAPD
(N=78)**



While DART may have influenced the number of cases that police investigated as a crime and the number of cases that were ultimately filed and prosecuted, it is difficult to determine if these findings are due to DART involvement or to the broader policy context of mandated police response to DV incidents.

Exhibit 5. Case Filing and Disposition (All Crime Reports)



Key Success Factors

Across the nine DART sites, there are several common key success factors and effective strategies that have contributed to the successful implementation of the DART program.

- ✦ **Dedicated and Long-Term Staff.** A dedicated and committed program coordinator or staff is necessary for the program to operate successfully, someone who is willing to go beyond the duties of their job description.
- ✦ **Institutionalization and Supportive Leadership at LAPD.** The success of DART is largely driven by the leadership, support, and institutionalization of the program at each division. Nearly all informants alluded to the importance of division buy-in at all levels of leadership.
- ✦ **Dedicated LAPD Officers.** Having LAPD officers dedicated to the DART program. The DART programs with one or more dedicated DART officers did not report substantial difficulty encouraging police officers to initiate the DART service whereas those without dedicated officers struggled to make officers aware of DART and encourage them to call DART advocates when they respond to a DV call.
- ✦ **Active Promotion of DART Program.** At sites without dedicated DART officers, promoting the services that DART provides and providing training to officers on a regular basis to talk about DART and domestic violence is important to keep the DART program in the minds of officers and to have them utilize DART.

Challenges and Lessons Learned

There are several challenges that are commonly faced by the DART program across the nine sites. These challenges include the following:

- ✦ **Funding and Resources.** Limited funding and resources. In recent years funding for domestic violence programs has significantly decreased. The limited funding has implications for how DART operates and increased dependence on volunteers.
- ✦ **Building Relationships with LAPD.** Another challenge is building good working relationships with LAPD. Since the DART advocates and LAPD have different goals and procedures under which they are operating, the trust and rapport need to be built between them. Because of a high level of turnover in LAPD at all levels, it is difficult to sustain buy-in.
- ✦ **Difficulty Recruiting LAPD Officers.** At sites with dedicated DART officers, one of the main challenges expressed by commanding officers is identifying the officers to assign to DART.
- ✦ **Underutilization of DART Advocates.** At sites without dedicated DART officers, the challenge is the underutilization of DART advocates and relatively low call volume. It is left to the officers' discretion to call on the advocates when they respond to domestic violence incidents.
- ✦ **Limited Operational Hours.** Since all of the DART programs except one (Pacific) operate only 2-4 nights a week, the advocates are often not available when police officers need them. This leads to lower rate of utilization of DART advocates by the officers especially in sites without dedicated DART officers.

Summary of Outcomes and Suggestive Findings

The outcomes and findings are suggestive because it is difficult to measure and attribute the outcomes discussed solely to the DART program given the number of factors that can affect DV outcomes. In addition, insufficient funding and resources may constrain the impact of DART during the period under review.

Exhibit 7. DART Outcomes and Suggestive Findings

Outcome Area	Suggestive Findings
Help victim navigate law enforcement response and courts	Some evidence through court accompaniment and restraining order issuance through case review and client surveys
Facilitate victim cooperation with law enforcement (police, prosecutors)	Some evidence of this through case review
Early intervention with support services for victim	Less evidence for this because of low uptake of services documented in case review; more evidence for clients who completed the client survey
Prosecution rate / sentencing requirements (batterers' treatment, jail)	Criminal charges were filed in approximately 34% of the DV cases reviewed by the City Attorney's Office. Without comparison data from sites without DART, prosecution outcomes in the case review are inconclusive.
Crisis intervention / shelter placement	Low rates of shelter placement in case review and client survey
Restraining order issuance	About half of clients offered help with a restraining order received that help in the case review
Save lives / prevent victim homicide	Insufficient data to assess this outcome
Greater sensitization of police officers to DV victims and unique aspects of DV as a crime	Variable evidence of sensitization to DV in LAPD interviews
Police officer training to aid in investigation of DV	Insufficient data to assess this outcome
Reduce recidivism	Insufficient data to assess this outcome

Recommendations and Considerations for Future Efforts

The following are recommendations based on the evaluation findings. The recommendations are divided into those that are specific to the DART program, DART advocates collaboration with LAPD, and documentation and evaluation.

Program

- ✦ **Diversify in Funding:** Many DART sites operate with a small number of staff and limited resources. Increase in funding would increase staff and prevent staff burn out and also, enable the DART programs to increase the operational hours.
- ✦ **Increase Partnership and Cross-Site Learning:** Although DART programs regularly collaborate through their involvement with the City of Los Angeles Domestic Violence Task Force, DART programs would benefit from more opportunities to meet together to increase their collaboration, have focused discussions on best practices, and obtain feedback from one another.
- ✦ **Implement Consistent Protocol and Procedures:** Since many of the programs utilize volunteers and experience frequent turnover, written protocols and procedures would help promote continuity and safety for volunteers. Written protocols and guidelines also help ensure a shared understanding of the procedures and roles between advocates and LAPD.

LAPD Collaboration

- ✦ **Foster Commitment and Coordination:** Sites with dedicated DART officers observed better utilization of resources and higher-levels of mutual commitment to the program. Fostering coordination is especially critical for DART sites without dedicated DART officers since the utilization of advocates are left to officers' discretion.
- ✦ **Increase Outreach and Promotion:** Sites without dedicated DART officers need to increase their presence within the division by letting officers know what services they offer, share success stories, and provide trainings to officers on domestic violence.
- ✦ **Increase Involvement of LAPD Leadership:** Involvement of detectives or higher ranking patrol officers may be beneficial to prosecution because advocates can assist detectives in their evidence collection and investigation of the DV cases.

Documentation & Evaluation

- ✦ **Better Documentation for Future Evaluation:** The case review highlighted insufficient documentation of key DART outcomes that could be used to provide evidence of impact and garner additional funding.
- ✦ **Comparison Study of DART Outcomes:** Future evaluation studies should consider comparing DV cases at a DART site and a non-DART site to further illuminate the suggestive findings from this present study.
- ✦ **Evaluate DART Trainings:** DART sites should consider systematically evaluating their LAPD trainings to assess effectiveness and use for enhancing or improving their training series.

Introduction

A review of literature indicates that few coordinated response programs have been rigorously evaluated and those that have been evaluated have struggled to accurately document program components, fidelity of implementation to the program as designed, and measurement of intended outcomes such as reduced recidivism. Additional evaluation challenges have been partial coverage of reported domestic violence incidents; insufficient or nonexistent information systems that prohibit linking offender records and tracking individual case outcomes; and difficulty engaging victims to assess satisfaction and unreported incidents of subsequent abuse (Hale 2003¹; Harrell et al. 2007²; Hovell, Seid & Liles 2006³; Shepard 1992⁴; Uchida et al. 2001⁵). Program objectives and outcomes may not be well-defined before a program begins; making documentation and evaluation difficult after program activities are underway. Additionally, these model programs are subject to high variability in terms of day-to-day implementation and often experience high turnover of staff involved as well as shifting priorities within and outside of law enforcement. Evaluations of model courts provide the most robust evaluation designs available.

This report presents findings from the evaluation of the City of Los Angeles DART programs. The goals and purpose of this evaluation are to document program features of the DART sites, to provide an understanding of program results and benefits from several sources and points of view, and to present a foundation for improving and replicating future programming in this area. This report is divided into three main sections. First, the general landscape and demographics of the LAPD divisions in which DART operate is presented as well as general crime and domestic violence statistics for the divisions to provide the context in which the DART program are operating. The second section provides a description of the nine DART programs and the similarities and differences among the programs and outlines the systems level collaboration and integration across the DART agency, LAPD, and the courts. The focus of this section will be on the nature of the collaboration across the three systems and factors that contribute to successful collaboration and integration. The highlighted in the last section are key success factors and challenges in implementation of the program, and lessons learned across the nine sites. The key research questions addressed by this evaluation are presented in Exhibit 1.

¹ Hale, M. (2003). *Clinton County Domestic Abuse Reduction Team (DART)*. Alexandria, VA: Institute for Law and Justice.

² Harrell, A., Newark, L., Visser, C., & Castro, J. (2007). *Final Report on the Evaluation of the Judicial Oversight Demonstration Volume 1: The Impact of JOD in Dorchester and Washtenaw County*. Washington, D.C.: The Urban Institute.

³ Hovell, M., Seid, A., & Liles, S. (2006). Evaluation of a police and social services domestic violence program: Empirical evidence needed to inform public health policies. *Violence Against Women*, 12, 137-159.

⁴ Shepard, M. (1992). Predicting batterer recidivism five years after community intervention. *Journal of Family Violence*, 7, 167-178.

⁵ Uchida, C.A., Mastrofski, J., Solomon, S., & Dawson, D. (2001). *Evaluating a Multi-Disciplinary Response to Domestic Violence: The DVERT Program in Colorado Springs*. Silver Spring, MD: 21st Century Solutions, Inc.

Exhibit 1. Key Evaluation Questions

Key Evaluation Questions

- What are the operational models at each of the nine DART sites? How are they similar and different?
- What role does size, resources and community characteristics play in model design and operations?
- What are the demographics of those served?
- What are the intended and reported short-term benefits of the program?
- What are the intended and reported intermediate benefits of the program?
- What are the intended and reported long-term benefits of the program?
- Are current policies and procedures sufficient and reasonable?
- What is the nature of collaboration between partner organizations?

Overview of DART Models

There are a wide range of models for law enforcement-based domestic violence (DV) crisis response teams currently operating throughout the United States. Most models can be categorized into three types:

- **Law enforcement-based domestic violence crisis response teams:** These law enforcement-based models pair civilian DV victim advocates with police, either at the scene of the domestic violence incident or shortly after the police response.
- **Coordinated response models involving additional departments:** These coordinated response models entail coordinated response teams that involve civilian DV victim advocates and one or more of the following partners, including police, district attorney, Child Protective Services (CPS), public health nursing (PHN) or medical professionals, probation or other agencies.
- **Coordinated or co-located departments within a model court:** Coordinated or co-located departments within a model court involve multiple partners inside and outside of the criminal justice system, including a police-advocate crisis response.

The City of Los Angeles DART models are law enforcement-based domestic violence crisis response teams. Each DART unit involves collaboration between a Los Angeles Police Department (LAPD) division and victim advocates to respond to reported incidents of domestic violence. These DART models operate as a form of community policing with victim advocacy at the time that DV is reported to police, or shortly afterward. They generally operate on the assumption that early intervention at the scene of a reported DV incident (or shortly afterward) by a police officer and a civilian advocate with specialized DV knowledge, training and/or experience is an effective means of early intervention.

DART programs provide services to a wide range of DV victims, both female and male victims of all ethnicity and sexual orientation. These programs provide intervention services, such as crisis intervention, emergency assistance, and court accompaniment, to domestic violence victims and their family members. DART programs also provide critical services to the criminal justice system through officer training and support. Crisis response for early intervention is intended to meet several objectives, including providing victim

support, promoting victim safety, facilitating prosecution of DV as a crime, and ultimately reducing the likelihood of future DV incidents, injury, or escalation in the severity of abuse. These services are provided to victims regardless of whether the cases are filed or the perpetrators are charged with a crime. The DART programs have actively engaged in community partnerships with organization such as Verizon Wireless Hopeline, to meet the myriad of need that DV victims have.

The City of Los Angeles funded three Domestic Abuse Response Team (DART) programs with a grant from the United States Department of Justice from 2000 to 2005. In the midst of cuts in federal funding, the City of Los Angeles continued to fund the DART program in fiscal years 2005, 2006, and 2007. This funding was able to expand the DART program to three additional sites to a total of six DART sites. Additional DART programs at the Los Angeles Police Department's Wilshire, Rampart, and Pacific Divisions received private funding. Currently, there are nine LAPD DART programs operating throughout Los Angeles County. Each of these DART programs collaborates with a LAPD division (see Exhibit 2 and Appendix 1) Six DART programs (Hollywood, West Valley, Van Nuys, Northeast, Newton, and 77th) are funded by the Mayor's Office. The other three DART programs (Wilshire, Rampart, and Pacific) are funded by private funds. As the only DART programs in the City, they collaborate as a group on a regular basis through their involvement in the City of Los Angeles Domestic Violence Task Force, which coordinates domestic violence policy and program development among city departments and agencies and other public and private partners.

Exhibit 2. LAPD DART Programs⁶

DART Agency	LAPD Division	Location
Children Institute, Inc. (CII)	Wilshire Rampart Hollywood	Central Los Angeles Hollywood
Haven Hills/Domestic Abuse Center ⁷	West Valley Van Nuys	San Fernando Valley
Peace Over Violence (POV)	Northeast	Northeast Los Angeles
Project Peacemakers	Newton 77th	South Los Angeles
Sojourn Services for Battered Women and Their Children (Sojourn)	Pacific	West Los Angeles

To date, the City of Los Angeles has not conducted an in-depth evaluation of its DART programs and on August 2007, the Mayor's Office of Homeland Security and Public Safety issued a Request for Proposals (RFP) for the evaluation of the City of Los Angeles DART Program. Harder+Company Community Research (Harder+Company) was chosen to conduct the evaluation of the DART programs.

⁶ CII and Haven Hills/Domestic Abuse Center operate DART at three and two LAPD divisions, respectively. The structure and the components of their DART programs are similar across the divisions with which they work. Also, the DART advocates are shared across the divisions with which they work. In contrast, although Project Peacemakers operates two DART sites, Newton and 77th, the two DART programs operate independently and the structure of the programs are different.

⁷ During the course of the DART evaluation, the fiscal and administrative responsibility for the DART program at Van Nuys and West Valley was transferred fully from Haven Hills to the Domestic Abuse Center.

Evaluation Approach and Methods

Harder+Company's evaluation of DART programs includes all nine sites, six that are funded by the city and three that are privately funded. The approach to the evaluation is participatory, multi-method and collaborative, to take full advantage of the value of an iterative process with both the City of Los Angeles, Mayor's Office of Homeland Security and Public Safety and the nine DART program sites. The evaluation drew from a variety of data collection methods to provide information on program implementation across sites as well as the benefits of the program to individuals and the community. Data collection methods include collaborative meetings with DART agency staff, document review, in-depth interviews with a variety of stakeholders, DART client surveys, internet research, and a review of a random sample of DART case files.

DART Staff, LAPD and Key Stakeholder Interviews

The evaluation team conducted in-person and telephone interviews with DART staff and other key stakeholders regarding operations of the DART program at the nine sites, and anecdotal accounts of program impact on clients and the community. An initial interview was conducted with each DART program coordinator to obtain information on program implementation and to collect relevant documents for review. Additional interviews were conducted with key program staff, including DV victim advocates, executive directors or program directors, a person in charge of development, current and past LAPD command staff members, detectives and supervisors, and patrol officers. Approximately, 3 to 6 interviews were conducted with persons involved at each of the nine DART sites. Additionally, interviews were conducted with the LAPD Domestic Violence Coordinator and the Director of Domestic Violence Policy from the City Attorney's Office. A list of interviewees for the DART sites can be found in Appendix 2.

DART Client Survey

An integral part of fully understanding the impact of DART program is to obtain feedback from the clients receiving services. The evaluation team developed a survey for domestic violence survivors to assess DART clients' experiences receiving with DART, their level of satisfaction, and the impact of DART services (see Appendix 3). Given the nature and sensitivity of the issue, it was difficult to obtain high response rates when surveying domestic violence victims. Therefore, a variety of methods were employed to maximize the number of responses. Surveys were mailed to clients or conducted on the phone by DART staff who did not provide direct services to the individual DART client. Slightly more than half of the client surveys were completed by DART staff over the phone with the DART clients (53%) and approximately 46% percentage of the surveys were completed by the client. Exhibit 3 outlines the number of surveys completed at each of the DART sites.

Exhibit 3. Client Surveys by DART Agency

DART Agency	LAPD Division	Number	Percent
Children's Institute, Inc. (CII)	Wilshire	4	4.8%
Children's Institute, Inc. (CII)	Rampart	5	6.0%
Children's Institute, Inc. (CII)	Hollywood	3	3.6%
Domestic Abuse Center	Van Nuys	14	16.9%
Domestic Abuse Center	West Valley	0	0%
Peace Over Violence (POV)	Northeast	20	24.1%
Project Peacemakers	Newton	8	9.6%
Project Peacemakers	77th	20	24.1%
Sojourn Services for Battered Women and Their Children (Sojourn)	Pacific	9	10.8%

The overwhelming majority of the respondents were female (95%) and their ages ranged from 15 to 60 with an average age of 35. Most of the respondents had children (74%) and the majority of the clients were Latino (54%) followed by African American (21%) and White (13%). Most respondents reported that English was spoken in the home (57%) but Spanish was the primary language for nearly one third of the homes (31%). The educational level of respondents varied with 29% having less than a high school education, 39% having graduated from high school or having their GED, and 32% having at least some college education. The majority only had a high school education or less (68%).

Case Review

The effectiveness of the DART program can be determined by comparing outcomes of individuals exposed to DART interventions with individuals not receiving DART services but involved in similar domestic violence incidents and in similar jurisdictions using a quasi-experimental, non-equivalent control group design. However, collecting this type of information requires the ability to access and link agency, police, and court records, usually through the name and social security number of the accused perpetrator or police officer who responded. As a first step, in this evaluation, a case review was conducted to test the feasibility of tracking outcomes of individuals exposed to DART interventions by attempting to access and link DART agency, police, and court records for a small sample of cases. To maintain confidentiality of these records, the evaluation team developed a case review data collection protocol using a unique ID instead of names to link records. Each DART agency provided case information directly to the LAPD DV Coordinator. The LAPD DV Coordinator worked with the Director of DV Policy from the City Attorney's Office to document court outcomes, if applicable. All data collection forms were stripped of identifying information before being submitted to Harder+Company. The goal was to collect the first 10 domestic violence cases in 2007 at each DART site for a total of 90 cases. The final number of case reviews completed is 85 cases (see Exhibit 4).

Exhibit 4. Case Reviews by DART Division Responding

DART Agency	LAPD Division	Number	Percent
Children's Institute, Inc. (CII)	Wilshire	4	4.7%
Children's Institute, Inc. (CII)	Rampart	11	12.9%
Children's Institute, Inc. (CII)	Hollywood	10	11.8%
Haven Hills/Domestic Abuse Center	Van Nuys	11	12.9%
Haven Hills/Domestic Abuse Center	West Valley	10	11.8%
Peace Over Violence (POV)	Northeast	10	11.8%
Project Peacemakers	Newton	10	11.8%
Project Peacemakers	77 th	9	10.6%
Sojourn Services for Battered Women and Their Children (Sojourn)	Pacific	10	11.8%

Case review data forms were created to extract data from agency DART records, police reports and defendant court files (see Appendix 4). The table below summarizes the process used to gather data across agencies and systems (see Exhibit 5).

Exhibit 5. Case Review Process

Agency/System	Process
DART Agency	DART agency staff selected the first 10 cases of calendar year 2007 to which they responded. A data collection form was developed and used to gather information about the incident characteristics, severity and lethality of violence, services provided, and victim outcomes. The completed forms were given to the LAPD DV Coordinator to determine police action and court action, if applicable.
Police Department	DART agency forms were used to link the incidents to police reports in the LAPD Detective Case Tracking System (DCTS) and document arrest charges, incident characteristics and whether or not the case was filed by the City Attorney's Office or the District Attorney's Office.
Court	If cases were filed by prosecutors in the City Attorney's Office, the Director of DV Policy of the LA City Attorney's Office completed court forms for the cases that were filed in the court and returned them to the LAPD DV Coordinator.
Evaluation Team	The LAPD DV Coordinator submitted agency, police and court forms stripped of identifying information to the evaluation team at Harder+Company Community Research for analysis.

DART Contractor Meeting Notes

The evaluation team convened quarterly meetings with the DART contractors and representatives from the City Attorney's Office and LAPD to present evaluation updates and coordinate data collection at each of the nine sites, as well as elicit feedback and verification of information gathered. These meetings also provided an opportunity to discuss issues that DART contractors faced and how they uniquely operate DART at their sites.

Document Review

A review of existing documents was another method for understanding DART program operations and assessing the benefits of the program at each site. The evaluation team requested and collected existing program documents including DART Operations Protocols (if available), victim information forms, incident reports, referral logs, and dissemination materials on domestic violence. Information gathered from the team's document review was used to develop and refine measures of a comprehensive evaluation plan.

Harder+Company requested the most current policies and procedures from the DART sites to obtain an understanding of DART processes. The evaluation team also reviewed existing DART reports that provided data on services provided to the community.

LAPD Crime Data

Data on the estimated population size, demographics, number of DV calls for assistance, DV crime reports and DV arrests for each of the 19 LAPD divisions were gathered from LAPD to calculate rates of DV calls, crimes and arrests per 100,000 persons in each LAPD division during the 2007 calendar year. Additionally, data on Part I Violent Crimes for each division were gathered to assess the violent crime rate and the overall crime burden in each division.

Data from the various sources outlined has been analyzed and synthesized to address the evaluation questions. The following sections will highlight the key findings from the evaluation of the DART programs.

Demographics and Landscape

DART programs operate at nine of the 19 LAPD divisions and are run by five community based organizations in collaboration with police officers and/or detectives at each of the LAPD divisions. To better understand the context and environment in which DART programs operate, demographic data and information about population crime rates for calendar year 2007 are presented and analyzed.

Population and Demographic Data

Of the 19 divisions, Wilshire and Rampart divisions have the highest population density compared to the other divisions, both those with DART and without DART (Appendix 5 and 6). Also high in population density are the Newton and 77th divisions. Of the DART sites the West Valley and Pacific divisions have the lowest population density. Also, although most of the divisions serve an ethnically diverse population, some divisions serve a higher concentration of residents from certain ethnic backgrounds (see Exhibit 6). For example, a large majority of people residing in the Newton (83%) and Rampart (72%) divisions are of Latino origin. Seventy-seventh is the only division serving a high percentage of African Americans (51%) and compared to all of the other 19 divisions they has the highest African American population. The majority of the residents in the West Valley (57%) and Pacific (50%) divisions are White. The division with the highest rate of Asian/Pacific Islander residents is Wilshire (20%). Interviews with DART staff indicate that most of the sites serve a disproportionately higher percentage of Latinos. The 77th site served a large population of African American and Latino clients. Newton serves a large Latino population, a significant portion of which are monolingual and undocumented. DART staff reported that they have noticed increasing diversity in terms of ethnicity and socio-economic status among DART clients over the years.

Exhibit 6. Ethnicity by LAPD Division

LAPD Division	N	Hispanic	White	Black	Asian/Pacific Islander
77th St.	169,174	46.10%	1.10%	51.00%	0.40%
Hollywood	174,528	34.10%	48.60%	4.20%	9.50%
Newton	140,880	82.80%	1.30%	14.50%	0.70%
Northeast	238,564	53.30%	24.80%	2.40%	17.00%
Pacific	198,377	24.90%	50.20%	9.10%	13.10%
Rampart	234,142	71.90%	6.60%	3.80%	16.30%
Van Nuys	242,506	43.30%	41.30%	5.10%	7.30%
West Valley	306,174	26.10%	57.40%	3.60%	10.20%
Wilshire	248,469	40.30%	20.50%	16.70%	20.40%
All Divisions	3,694,754	46.5%	29.8%	11.1%	10.5%

LAPD data is for calendar year 2007. Source: LAPD.

Community Crime Indicators

To assess the overall crime burden in each LAPD division, several indicators of violent crime are presented to suggest the context in which LAPD and DART programs are operating. The indicator presented for all crime rates is the rate per 100,000 persons in a given geographic area. State comparison data is presented as crime rates per 100,000 persons for the total population of California. Data for all 19 LAPD divisions is available in Appendix 5.

Violent Crime Rate Per 100,000

A common indicator of violent crime is the Part I Violent Crime Rate per 100,000 persons that shows the combined number of murders, rapes, aggravated assaults and robberies in a given geographic area. Exhibit 7 shows the Part I Violent Crime Rates for each LAPD division with DART, the overall LAPD rate and the state of California rate (see Appendix 7). Seven LAPD divisions have higher violent crime rates than the overall LAPD rate in 2007 and the California Statewide rate in 2006. Four of these have DART programs (77th, Newton, Hollywood, Rampart). Violent crime rates are highest in 77th and Newton among all the divisions with DART followed by Hollywood and Rampart.

**Exhibit 7. Part I Violent Crime Rate Per 100,000 Persons
(Combined Homicide, Rape, Aggravated Assault and Robbery)***

LAPD Division	Total Number of Part I Violent Crimes ¹	Part I Violent Crime Rate Per 100,000 persons	% of LAPD-wide rate
77th	3,000	1,773.32	238.5%
Newton	2,271	1,612.01	216.8%
Hollywood	1,716	983.22	132.2%
Rampart	2,155	920.38	123.8%
All Divisions	27,477	743.68	100.0%
Wilshire	1,464	589.21	79.2%
Northeast	1,302	545.77	73.4%
Van Nuys	1,270	523.70	70.4%
CA STATEWIDE**	194,128 **	518.4 **	72.6%
West Valley	1,257	410.55	55.2%
Pacific	767	386.64	52.0%

*LAPD data is for calendar year 2007. Source: LAPD.

**California Statewide data is for the calendar year 2006. Source:

<http://ag.ca.gov/cjsc/publications/candd/cd06/preface.pdf>, accessed on 1/2/08. The estimated population size in California in 2006 was 37,444,385.

¹ Combined Homicide, Rape, Aggravated Assault and Robbery

Homicide rates show a somewhat similar pattern as violent crimes with seven LAPD divisions having higher 2007 homicide rates per 100,000 persons than the overall LAPD rate in 2007 and California Statewide rate in 2006 (see Appendix 5). Newton and 77th, sites with DART, have the highest rates across all 19 LAPD divisions (Appendix 8).

Community Domestic Violence Indicators

This section presents data on DV calls for assistance, DV crime reports, DV arrests and DV-related homicide according to LAPD records in each division for calendar year 2007. Maps depicting the same data are available in Appendices 9-12. The population rates for DV calls for assistance, crime reports and arrests indicate the number of DV-related incidents that are coming to the attention of police and suggest the number that result in arrest. Data on the number of cases filed by the City Attorney or District Attorney is not available. Overall, both 77th and Newton consistently showed high rates in most of the community DV indicators – DV calls, DV crimes, DV arrests and DV homicides.

Domestic Violence Calls for Assistance

The DV call rate represents the number of DV calls for assistance to 9-1-1 or LAPD, an indication of need for domestic violence services. Exhibit 8 shows the DV call rate per 100,000 persons for each LAPD division with a DART program in addition to the LAPD-wide rate (Appendix 9). Divisions with the highest population density do not necessarily have the highest DV call rate, suggesting that variation in the DV calls per 100,000 persons is due to factors other than just population size in each division. The data also suggests that some divisions have a relatively higher call rate that requires more officer time and DART services. Please note that a higher call rate is not necessarily a negative outcome. While the call rate could reflect relatively higher rates of DV incidents, it may also reflect a greater willingness to report DV to the police and initiate intervention. Of the divisions with DART, 77th and Newton have high population density and high DV call rates; 77th has the highest DV call rate of all LAPD divisions.

Exhibit 8. Domestic Violence Call Rate Per 100,000 Persons, 2007

LAPD Division	Total Number of DV Calls	DV Call Rate Per 100,000 persons	% of LAPD-wide rate
77th St.	4,872	2,879.88	239.5%
Newton	2,633	1,868.97	155.4%
Rampart	2,896	1,236.86	102.9%
All Divisions	44,429	1,202.49	100.0%
Van Nuys	2,731	1,126.16	93.7%
Wilshire	2,499	1,005.76	83.6%
Hollywood	1,539	881.81	73.3%
West Valley	2,611	852.78	70.9%
Northeast	1,865	781.76	65.0%
Pacific	1,304	657.33	54.7%

LAPD data is for calendar year 2007. Source: LAPD.

Domestic Violence Crime Rate

Overall, the number of DV crime reports filed by LAPD is approximately 43.4% of the number of DV calls for assistance, while the number of DV arrests is approximately 30.3% of all DV crime reports.⁸ Similar to the DV calls for assistance data, of the divisions with DART, 77th and Newton have the highest DV crime rates. DV

⁸ DV calls represent DV calls for assistance to 9-1-1 or LAPD. DV crimes represent the number of the DV crime reports completed by LAPD. DV arrests are the number of arrests made by LAPD officers for DV-related crimes.

crime rate at 77th is the highest among all of the LAPD divisions while Newton has the third highest rate. Exhibit 9 shows the DV crime rate per 100,000 persons for each LAPD division with DART and across all LAPD divisions (maps depicting these data are available in Appendix 10).

Exhibit 9. Domestic Violence Crime Rate Per 100,000 Persons, 2007

LAPD Division	Total Number of DV Crimes	DV Crime Rate Per 100,000 persons	% of LAPD-wide rate
77th St.	2,476	1,463.58	280.2%
Newton	1,205	855.34	163.8%
Van Nuys	1,414	583.08	111.6%
Rampart	1,294	552.66	105.8%
All Divisions	19,299	522.34	100.0%
Wilshire	970	390.39	74.7%
West Valley	1,180	385.40	73.8%
Hollywood	657	376.44	72.1%
Northeast	835	350.01	67.0%
Pacific	437	220.29	42.2%

LAPD data is for calendar year 2007. Source: LAPD.

Domestic Violence Arrest Rate

Overall, the number of DV arrests is approximately 30.3% of all DV crime reports. Exhibit 10 shows the DV arrest rate per 100,000 persons for each LAPD division with a DART program in addition to the LAPD-wide rate (maps depicting these data are available in Appendix 11). The DV arrest rate represents the number of arrests made by LAPD for DV related crimes. Of all the LAPD divisions and divisions with DART, 77th had the highest arrest rate. Although Newton and Van Nuys also had a high arrest rate they are ranked 5th and 6th, respectively, among all LAPD divisions (see Appendix 5).

Exhibit 10. Domestic Violence Arrest Rate Per 100,000 Persons

LAPD Division	Total Number of DV Arrests	DV Arrest Rate Per 100,000 persons	% of LAPD-wide rate
77th St.	548	323.93	204.6%
Newton	326	231.40	146.1%
Van Nuys	549	226.39	143.0%
Rampart	399	170.41	107.6%
Wilshire	396	159.38	100.6%
Hollywood	277	158.71	100.2%
All Divisions	5,851	158.36	100.0%
Pacific	220	110.90	70.0%
West Valley	314	102.56	64.8%
Northeast	209	87.61	55.3%

LAPD data is for calendar year 2007. Source: LAPD.

Domestic Violence-Related Homicide Rate

There were very few DV-related homicides⁹ in 2007. Although the estimates presented here may be unstable because of the low rate, they provide the best indication of how DV-related homicide compares to overall homicides in 2007 (see Appendix 5). Of the divisions with DART, 77th and Northeast had the highest DV-related homicide rates followed by Wilshire and Newton (see Exhibit 11). The DV-related homicide rates at these divisions are higher than the overall LAPD and the statewide rates (maps depicting these data are available in Appendix 12).

Exhibit 11. Domestic Violence Homicide Rate Per 100,000 Persons*

LAPD Division	Total Number of DV Homicides	DV Homicide Rate Per 100,000 persons	% of LAPD-wide rate
77th St.	3	1.77	297.8%
Northeast	4	1.68	281.6%
Wilshire	2	0.80	135.2%
Newton	1	0.71	119.2%
All Divisions	22	0.60	100.0%
Hollywood	1	0.57	96.2%
CA Statewide**	141	0.37	61.7%
Rampart	0	0.00	0.0%
Pacific	0	0.00	0.0%
Van Nuys	0	0.00	0.0%
West Valley	0	0.00	0.0%

*LAPD data is for calendar year 2007. Source: LAPD.

**California Statewide data is for the calendar year 2006. Source: California Attorney General's Homicide in California 2006 Report available at: <http://ag.ca.gov/cjsc/publications/homicide/hm06/preface.pdf>, accessed on 12/22/08. The estimated population size in California in 2006 was 37,444,385.

LAPD homicide data by gender would be more informative when looking at domestic violence homicide specifically. Differential trends by gender are disguised by total homicide rate data that is not disaggregated because most homicide victims are men in California and nationally. In California in 2006, the male homicide rate was more than five times greater than the female homicide rate (11.1 per 100,000 versus 2.2 per 100,000). However, approximately 27.8% of female homicides were attributed to domestic violence (115 of 413) while only 1.3% of male homicides were attributed to domestic violence (26 of 2,070)¹⁰. Nationally, the Bureau of Justice Statistics estimates that approximately 33% of all female homicide victims are murdered by an intimate partner while only 4% of male victims are murdered by an intimate partner (defined as a current or former spouse, boyfriend or girlfriend)¹¹.

⁹ LAPD domestic violence homicide data only captures homicide cases that involve a current or former spouse or domestic partner. This is a more restrictive definition than that for domestic violence crime which may involve a current or former spouse, current or former cohabitant, a person with whom the offender has had a child or is having or has had a dating or engagement relationship.

¹⁰ California Attorney General's Homicide in California 2006 Report available at: <http://ag.ca.gov/cjsc/publications/homicide/hm06/preface.pdf>, accessed on 12/22/08.

¹¹ Bureau of Justice Statistics Crime Data Brief "Intimate Partner Violence, 1993-2001, published February 2003. NCJ 197838.

Operationalizing the DART Model

Overview

This section includes a description of the nine DART models and explores similarities and differences across models.

Similarities and Differences across Models

General Purpose of the DART Program

The general purpose of the DART program is similar across sites. In interviews with DART advocates, they expressed that the primary purpose of the DART program is to meet the needs of the DV victims, educate them about domestic violence, advocate for their rights, and help them navigate through the criminal justice system. DART advocates provide emergency response, crisis intervention, support, advocacy, education and service referral for domestic violence victims. The CII site also focuses on providing support and services specifically to children.

One DART staff said the purpose of DART is *"to better serve individuals and provide them with resources to help better themselves to get out of the [DV] situation. Provide them with ongoing services and get them the counseling they need especially kids that witness the DV to help diminish the negative effects that it will have on their lives in the long term."* Some sites clearly define their role visa-a-via the

LAPD and focus their attention on assisting the victim. As one DART agency staff noted, *"The prosecution part of it is law enforcement...Our responsibility is not to help them prosecute the case, not out of this contract."* However, at many of the sites, if the victims do have information that's pertinent to the case, they may suggest to the victim that he/she share that information with the officers but they will not tell the officers directly or make the victims tell the officers. Additional secondary goals mentioned by some of the agencies includes:

- Contributing to an overall decrease in the number of DV calls and cases
- Helping to strengthen the case that ultimately leads to prosecution

Although almost all of the sites emphasized that achieving prosecution was not a primary goal, some sites (Van Nuys and West Valley) play a more active role in assisting LAPD and the criminal justice system to successfully prosecute perpetrators. They take pictures of the victims and the perpetrators to help document the DV case and write detailed reports which can be used in court if the victim gives his/her consent.

The primary goals of DART expressed by LAPD is somewhat incongruous with the ones expressed by the advocates. Not surprisingly, LAPD is more concerned with the law enforcement and criminal justice side of

"Our goal is to decrease the [number of] domestic violence calls, to educate the community, and by educating prevent domestic violence. That's our bigger mission. We believe in maximizing and educating survivors."

~ DART Advocate

the program. The program goals expressed by LAPD includes increasing prosecution rates, reducing the number of DV calls, and to a lesser degree assisting victims to break the cycle of violence and receive necessary resources.

Collaboration with LAPD

The LAPD DART models generally have similar components because they use a police-civilian advocate crisis response model. At all of the DART sites, the structure of the DART program is based on the collaboration between the DART agency and the LAPD division. This collaborative relationship between the DART agency and LAPD is the core of the DART program. The DART agencies all have Memorandum of Understanding with different social service agencies and shelters where advocates refer clients; however, these agencies do not collaborate in the operation of the DART program. The only exception is Pacific where they also collaborate with the local hospital emergency rooms and advocates respond to calls from local hospitals to provide on-site advocacy and support.

"Prosecutors and district Attorneys like their [DART advocates] reports and value their opinion. It's not just police saying this, but an expert in the field that has more weight and bearing in the court."

~ LAPD staff

On a typical case, once the DART advocates come in contact with the victims and provide services, the case is processed by LAPD and may be filed by the City Attorney or District Attorney's office. The role of the DART advocate in the next stage is limited to follow-up with the victims and providing necessary support and advocacy including court accompaniment. For the most part, the DART advocates' contribution to the investigation or prosecution of the case is limited. The only exception is with the Van Nuys and West Valley DART. They collaborate more closely with the LAPD by writing an advocate report of the incident. The reports describe the incident in detail and contain the history of violence and any prior DV incidents. If the victims consent, these reports can be used to help prosecute the case.

Institutionalizing DART

There are some variations across the DART sites in the degree to which the DART program has been institutionalized at the LAPD division. How long the DART agencies have been working with the division greatly affects the level of police officer buy-in and support from the commanding officers. The commitment of the division leadership and responding officers to the mission of DART greatly influences the extent to which DART is invited to assist and utilized as a resource by the host division.

Some of the DART sites have dedicated officers and/or patrol cars reflecting a much greater investment of police resources than those divisions that do not have dedicated officers and rely on all officers to elect to involve the DART team at the officer's discretion (see Exhibit 12). Newton, 77th, Northeast, Van Nuys, and West Valley have designated officers assigned to DART and the officers work in close collaboration with the advocates. Some advantages of assigned DART officers are having a designated police officer who is trained in handling DV cases and guaranteed utilization of DART advocates. However, with the generally high level of turnover within LAPD, DART officers' tenure is relatively short – sometimes as short as six months.

Exhibit 12. DART Officers

DART Agency	LAPD Division	LAPD Officers Assigned
Children's Institute, Inc. (CII)	Wilshire Rampart Hollywood	No Designated DART Officer
Haven Hills/Domestic Abuse Center ¹²	West Valley Van Nuys	1 DART Officers at each site
Peace Over Violence (POV)	Northeast	2 DART Officers
Project Peacemakers	Newton	Detective and DART Officer
Project Peacemakers	77th	2 Responder Cars – 5 DART Officers
Sojourn Services for Battered Women and Their Children (Sojourn)	Pacific	No Designated DART Officer

Also, within the division that have designated officers (Newton, 77th, Northeast, West Valley, and Van Nuys) DART advocates work with detectives or police officers who are of higher rank, have more experience and involvement in evidence collection and the investigative process, and more DV training. They tend to collect more detailed evidence and information since they have more specialized training in investigation and on domestic violence. At Newton, advocates work with a detective and a patrol officer to respond to DART calls. The added advantage of working with a detective is that he/she can do follow up investigation to strengthen the case. They respond not only to radio calls but do follow-ups on DV cases that require more attention. Northeast is the only division with designated DART officers but not using a ride along model. Two officers are assigned to DART to respond to DV incidents and take the cases until it needs to be filed by the District Attorney or City Attorney's office. On non-DART days, other patrol officers respond to the DV calls but it is handed over to the DART officers for follow-up and investigation. Seventy-seventh is the only division with two DART patrol cars; the first responder car responds to the initial call and a second responder car responds to a DV call if the first responder car is preoccupied with another case. The reason for the use of two responder cars at 77th is the much higher rate of DV calls within this division, as described previously.

In contrast, Pacific, Wilshire, Rampart, and Hollywood do not have officers specifically assigned to the DART program and advocates rely on officers to request that they assist on domestic violence cases. Advocates often attend roll call training to spread the word about the DART programs and encourage officers to call them when they respond to domestic violence calls. The utilization of DART advocates often depends on the established relationship between the DART agency and the division and the support of the commanding officers. For example, at Pacific, the program coordinator has a long standing relationship with the Pacific division and has the support of the commanding officers. However, again, turnover in commanding staff has been an issue and not all of the officers utilize the DART services.

¹² During the course of the DART evaluation, the fiscal and administrative responsibility of the DART program at Van Nuys and West Valley were transferred fully from Haven Hills to the Domestic Abuse Center.

Operational Hours

Due to lack of funding, resources, and staffing, all but one of the DART sites operates the program seven days a week (see Exhibit 13). Many of the DART programs determine their hours of service by assessing the call volumes and the need in their community. Sites differ slightly on the number of days they operate ranging from two to five nights. Most of the sites operate the program toward the latter half of the week (Wednesday Through Friday), on the weekend, and during the afternoon and late night hours. Northeast is the only DART program that operates during the beginning of the week, Sunday to Wednesday, 2 pm to 11 pm. Another exception to operational aspect of the DART program is Pacific, the only DART site that operates 24 hours and 7 days a week. At Pacific, the four DART advocates are on-call for three to four 12 hour shifts per week to cover all necessary hours and days. Although the actual hours of operation for the DART program are limited to few days a week, the work of the advocates is beyond the official program operational hours. During times that DART is not operating, advocates conduct follow-ups and providing case management.

Exhibit 13. DART Program Operational Hours

DART Agency	LAPD Division	Operational Hours
Children's Institute, Inc. (CII)	Wilshire Rampart Hollywood	Wednesday through Sunday, 4 pm to 12 am
Haven Hills/Domestic Abuse Center	West Valley	Wednesday through Sunday, 5pm to 3:30 am
Haven Hills/Domestic Abuse Center	Van Nuys	Thursday through Sunday, 4 pm to 2:30 am
Peace Over Violence (POV)	Northeast	Sunday through Wednesday, 2 pm to 11 pm
Project Peacemakers	Newton	Thursday through Sunday, 12:30 pm to 1:15 am
Project Peacemakers	77 th	Friday and Saturday, 3 pm to 1 am
Sojourn Services for Battered Women and Their Children (Sojourn)	Pacific	24 hours, 7 days a week

Services Available for Domestic Violence Survivors

Another similarity across the nine DART sites are the types of services offered to domestic violence victims. All the DART sites offer a range of services to meet the multiple needs that the victims may have. Most of the DART sites offered assistance with legal issues by assisting with completing and submitting restraining orders and providing court accompaniment. They also provide shelter placement and transportation to shelters or other safe locations. Since most DART sites are operated by social service agencies that provide a variety of services that may be helpful for victims, advocates directly offer many social services that their organizations provide or provide referral to outside agencies. Some of the most common services provided directly by the DART agency or to which referrals are given include support groups, domestic violence education classes, and child and adult therapy or counseling. These services are offered directly by the DART advocates at the time of the incident or by advocates or the case manager during follow-ups. Although all DART sites provide a wide range of services, Pacific and Northeast are able to offer the greatest range of services to DV victims. Pacific

DART is operated by Sojourn, an agency that provides services specifically to victims of domestic violence, and is able to provide the most comprehensive services to DART clients. Sojourn operates shelters for victims and shelter placement is done more easily at Pacific. Sojourn also provides support groups, DV education classes, support groups, counseling and therapy. Similarly, Northeast is able to offer many of the services listed with the exception that Peace Over Violence does not operate its own shelter. CII DART sites (Hollywood, Wilshire, and Rampart) also offer many of the services needed by the DV victims but they specialize in providing services for children. They have groups for youth of different ages and treatment that is tailored to the age of the children and includes art therapy and psycho-drama.

Advocate Response and Point of Contact

Although the general purposes of the DART programs do not vary across the nine programs, there are some differences in advocate response to the domestic violence scene and point of contact with the domestic violence survivors. All the DART sites can be broadly categorized into two categories: 1) the call-out model where advocates' point-of-contact with the victims is through a call-out where LAPD secures the domestic violence scene and then asks the advocates to come to the scene and 2) the ride-along model where advocates ride with LAPD officers and responds to DV incidents.

Five of the DART sites utilize the call-out model. At Northeast, in the beginning of the implementation of the DART program, advocates were first responders and rode with the officers. However, safety became an issue since the Northeast area is known for a high volume of gang activities and is part of the City of Los Angeles, Mayor's Office Gang Reduction Youth Development zone (GRYD). According to DART staff at Northeast, *"It came out during a safety committee for a DART meeting. All the DARTs were explaining how they responded and I was the last one to explain and everyone had a concern. It was approved by the commander how it was going to run and we ran it like that for 6 months to 1 year before changing. When it came up at this meeting the other DART programs were concerned about the advocates' safety. And then it had to be changed."* At the time of the evaluation, Northeast had changed their operation so that once the police officers have secured the scene, they would come to the station and transport the advocates to the DV scene. At Hollywood, Wilshire, and Rampart, a car is provided by the agency (CII) to be shared across their three DART

Site Profile Sojourn – Pacific Division

OCEAN (On-Call Emergency Advocate Network) provides on scene crisis intervention in conjunction with law enforcement and medical facilities. The OCEAN program is run by Sojourn, a crisis shelter for victims of domestic violence. Their mission is to "provide battered women and their children a safe space to regroup, rebuild, and reestablish their self-esteem and lives." They offer a host of services including a 24 hour hotline, shelter, support groups and classes, legal and social services advocacy, and children's programs in addition to emergency response services (OCEAN program). The purpose of the OCEAN program is to provide needed services to victims of DV at the time of crisis, assist law enforcement with special services such as transportation to safe shelters, and increase successful prosecution.

OCEAN operates 24 hours a day 7 days a week. The program is run by four full-time advocates and usually has approximately six to seven volunteers. At the officer's request, advocates respond to the scene of the incident and offer victims support services such as referrals and transportation to a shelter. Because OCEAN's parent organization, Sojourn, has its own shelter, advocates are able to transport victims to the shelter 24 hours a day. The advocates also provide officer training (either at roll call or one on one), court accompaniment, and follow-up and case management services. Advocates have a desk at the LAPD Pacific Division where they can make follow-up calls, meet with clients, and answer police questions related to domestic violence cases. In addition to working with LAPD's Pacific Division, OCEAN has a relationship with the City of Santa Monica, Culver City, and local emergency rooms (i.e. UCLA Medical Center and Kaiser West LA).

Site Profile

Peace Over Violence – Northeast Division

Peace Over Violence (POV) provides on the scene crisis intervention in conjunction with law enforcement in LAPD's Northeast Division. POV is a non-profit, feminist, multicultural, volunteer organization whose mission it is to "build healthy relationships, families and communities free from sexual, domestic and interpersonal violence." They provide emergency, intervention, prevention, education and advocacy services to victims of family violence through a multidisciplinary approach. This includes a 24 hour hotline, external shelter referrals, case management – which includes medical and criminal legal support and accompaniment, legal advocacy, education programs for youth, self-defense, and individual and group counseling for survivors of sexual assault, domestic and relationship violence, stalking, and child sexual abuse. Their goal is to reduce the incidence and impacts of family violence and increase access to services for the entire family. POV also provides training for medical professionals and emergency room staff to respond to family violence.

The DART component operates 40 hours a week, 10 hours a day from Sunday to Wednesday. Two officers respond to domestic violence calls and determine if a crime has been committed, make an arrest if appropriate and secure the scene. One of 12 volunteer DART advocates from POV is transported to the scene (in some cases, victims are driven to the police station to meet with an advocate) and offers counseling support, education, and internal referrals to case management and other services such as family counseling, emergency protective orders and external referrals for shelter placement. In addition to the official DART operational hours, advocates are available 24 hour a day, 7 days a week to respond to the law enforcement agency when a DV survivor walks in or is transported by an officer to the station. Advocates also respond to local hospital ER rooms when social workers or medical personnel request a DV advocate to provide support.

responder car is busy handling a call, the relief unit takes other domestic violence calls. Also, at most of the divisions, advocates are stationed at the LAPD division office and on occasion advocates assist victims who come directly to the police station for assistance.

Although, advocates' point-of-contact with domestic violence victims somewhat differ across the DART sites, at all of the DART sites the advocates provide "on-scene" response and they are part of a crisis response to reported domestic violence incidents. As indicated by some of the DART staff across different sites, the response time is important because there is a window of opportunity for advocates to work with the victim when he/she is receptive to hearing what the advocates are saying before their fears prevent them from seeking help. For example, one DART staff said, *"The critical thing about battered women, when they call that gives you a very short window to work with the women when she's capable of hearing something other than her batterer's voice telling her, 'Come back' Don't rat me out' It will be better' 'Don't do this to me. Don't put me in jail.' 'You'll*

sites. Two advocates listen to the police radio and once the scene is cleared and the police officers ask that DART advocates come on site, the advocates drive to the DV scene and meet with the victim(s). Also at Pacific, the advocates arrive at the DV scene after the police has responded and cleared the scene. The only difference compared to the previous two models is that the advocates use their own transportation to come to the scene.

In contrast to the models described so far, some DART sites utilize the ride-along model. In the ride-along model, DART advocates are in the police car with DART officers and/or detectives when a domestic violence call is received. Then the advocates and DART officers proceed to the domestic violence scene. Four DART sites, Newton, 77th, West Valley and Van Nuys, utilize the ride-along model. This similarity across these four sites is due to the fact that when Project Peacemaker was designing their DART program, they modeled it after the Van Nuys DART program but made modification to their DART program to better meet the needs of the community that they were serving. According to the DART staff at 77th, *"The D3 [Detective, Rank 3] at 77th rode with Van Nuys for about a week and decided to make some changes to the Van Nuys DART for 77th. Because of the high volume of calls, they decided to have a first responder car that takes only domestic violence calls. A year or 2 ago, they added a relief unit. When the first*

be sorry' 'if you do this I'll kill you' 'I'll take the kids' 'You know I love you. I can't live without you.' 'This will never happen again.' All those messages are very powerful messages." DART advocates at all the sites either arrive at the scene with the police after a DV call or shortly after the police arrive and secure the scene. Although the time between the initial call to LAPD and when the advocates arrive on scene is shorter in the ride-along model, in both the ride-along and call-out models, advocates are "on-scene" soon after the domestic violence calls have come through to LAPD. In contrast to the "on-scene" response, in an "after-scene" response program, the advocate makes contact with the DV victim after the incident and is not part of an immediate, crisis response at the time of the incident. Some DART programs also provide "after-scene" response, depending on the circumstances when cases are referred to DART from domestic violence incidents that occurred outside of DART operational hours. Also, sometimes, victims come to the LAPD division office and file a report and they are referred to the DART advocates.

"The critical thing about battered women, when they call that gives you a very short window to work with the women when she's capable of hearing something other than her batterer's voice telling her 'come back ... don't rat me out ... it will be better ... don't do this to me ... don't put me in jail ... you'll be sorry ...' All those messages are very powerful messages."

~ DART advocate

Staffing Structure

There are some similarities and differences across the nine DART programs in their staffing structure (Exhibit 14). All of the DART programs are staffed with a program coordinator who manages the program, supervises the advocates, and also provides direct advocacy to domestic violence victims. Program coordinators at all sites are paid staff members.

In terms of advocates, DART sites vary in number and type of advocates. Some DART sites heavily depend on a large number of volunteer advocates. At 77th, Van Nuys, West Valley, and Northeast advocates consist of few paid staff and mostly volunteer advocates. For example at 77th, the staff consists of full-time program coordinator, half-time case manager, and approximately 30 volunteer advocates. In contrast, other sites rely more heavily on paid staff with minimal support from volunteers like Pacific where they do have volunteers but the advocate work was done mostly by paid staff. At other sites, volunteers are not utilized and only paid staff advocates are used (Newton, Hollywood, Rampart, and Wilshire). Also, the advocates who provide the initial crisis response range in skill, experience and training. They can be volunteers, part-time staff or full-time staff with a wide range of educational backgrounds, experience with DV and professional longevity in the field.

Exhibit 14. DART Staffing Structure

DART Agency	LAPD Division	Staff
Children's Institute, Inc. (CII)	Wilshire Rampart Hollywood	Program coordinator; 3 full-time staff advocates shared across the three sites
Haven Hills/Domestic Abuse Center	West Valley Van Nuys	Program coordinator; staff senior advocate; 17 volunteer advocate shared across the two sites
Peace Over Violence (POV)	Northeast	Program coordinator; full-time case manager; 12 volunteer advocates
Project Peacemakers	Newton	Program coordinator/advocate; full-time staff advocate
Project Peacemakers	77th	Program coordinator; half-time case manager; 30 volunteer advocates
Sojourn Services for Battered Women and Their Children (Sojourn)	Pacific	Program coordinator; 3 full-time staff advocates; 6-7 volunteer advocates

Systems Level Collaboration and Integration

Overview

This section highlights the benefits and impact of DART programs on the individual and on the systems. First, the benefits and impact of the DART program on DV survivors and on LAPD will be discussed. Second, findings are presented from a case review study in which a sample of domestic violence cases handled by DART was tracked through the LAPD and the court system to determine the feasibility of following the cases through the different systems and determine the outcomes of these cases.

A series of desired outcomes emerged during interviews with key informants (DART program and LAPD staff). While some stakeholders stressed the importance of certain outcomes over others, all of the outcome areas mentioned below collectively encompass the goals and objectives of the DART model. Given that LAPD and state policy mandate most of law enforcement's response to domestic violence, police officers have very little discretion. Therefore it is difficult to tease out what outcomes are due to DART versus the larger criminal justice response.¹³ Nonetheless, the outcomes presented below in Exhibit 15 serve as a useful framework for examining both the client-level and systems-level impact discussed in this section.

Exhibit 15. DART Outcome Areas

Outcome Area	
Client-Level	Help victim navigate law enforcement response and courts
	Facilitate victim cooperation with law enforcement (police, prosecutors)
	Provide early intervention with support services for victim
	Provide crisis intervention and shelter placement
Systems-Level	Increase prosecution rate and sentencing requirements (batterers' treatment, jail)
	Increase restraining order issuance
	Save lives and prevent victim homicide
	Enhance sensitization of police officers to DV victims and unique aspects of DV
	Police officer training to aid in investigation of DV
	Reduce recidivism

¹³ In order to implement a more rigorous outcomes study a comparison of jurisdictions without a DART response to jurisdictions with DART program would need to be conducted. This study is only able to document suggestive outcomes without a comparison site.

Benefit and Impact of DART on Domestic Violence Survivors

As described previously one of the main goals of the DART program (as expressed by DART advocates, staff and LAPD), is to provide much needed advocacy, education, and services to DV survivors. Some DART staff have expressed that it is difficult to quantify or measure the impact they are having on the survivors. They attempt to follow-up with the survivors after the initial incident but many times they are not able to get in touch with them if they are placed in a shelter or have moved away. Also at times, they do not want to be contacted by the DART advocates if they are back with their partners or they have difficulty recalling the details of the incidents because it was too traumatic for them.

One DART staff stated, *"Very often six month later, the victims tried to block out what happened to them so that they can't remember."*

"Their [the advocates'] ongoing help and reassurance that everything will be okay and there is always help there for you. Without them I wouldn't be where I am today."

~DV Survivor

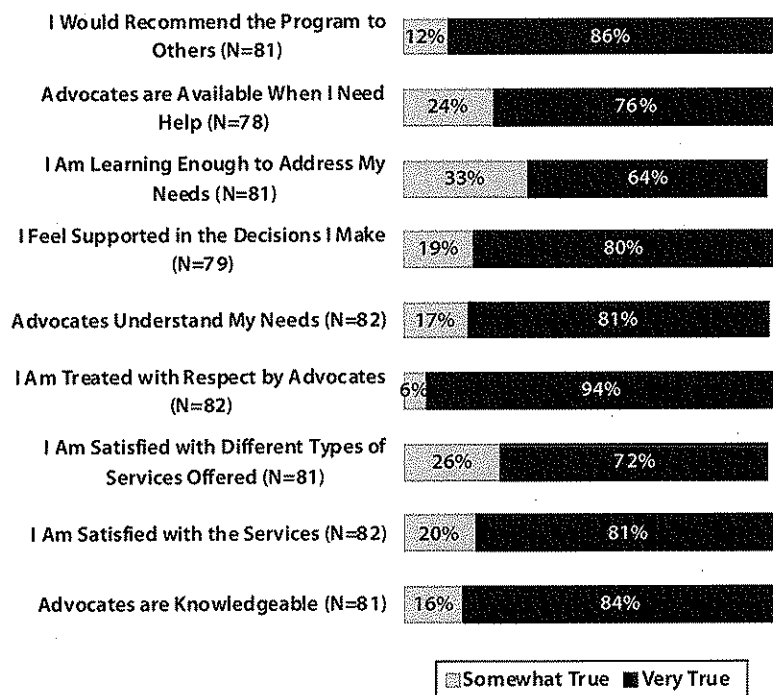
In an attempt to assess the impact of DART on the survivors, the client survey asked survivors about their experience with DART and the overall effectiveness of the program. Respondents to the survey indicated that the majority had a positive experience with the DART advocates (see Exhibit 16).

Respect and Emotional Support

They indicated that they were treated with respect (94% "very true"), they would recommend the DART program to other people with similar needs (86% "very true"), and they felt that advocates are knowledgeable about how they can help the survivors (84% "very true").

Furthermore, in the open-ended responses from the client survey, respondents describe the emotional support that advocates provide to be the most valuable aspect of DART. They appreciated the fact that there was someone they could talk to about their problems and find help. One respondent said, *"It was the first time I told anyone about what was happening and they believed me."* Another respondent said the most valuable assistance she/he received from the

Exhibit 16. Respondents Experience with DART Advocates



advocates is “their ongoing help and reassurance that everything will be okay and there is always help there for you. Without them I wouldn’t be where I am today.”

Awareness and Knowledge

When asked what kinds of impact the advocates have had, the majority of respondents expressed that advocates have helped in a variety of ways (see Exhibit 17). They felt the advocates were most helpful in increasing their knowledge about domestic violence issues (76% “helped a lot”) and different options available to them (72% “helped a lot”) followed by helping them develop a safety plan (70% “helped a lot”).

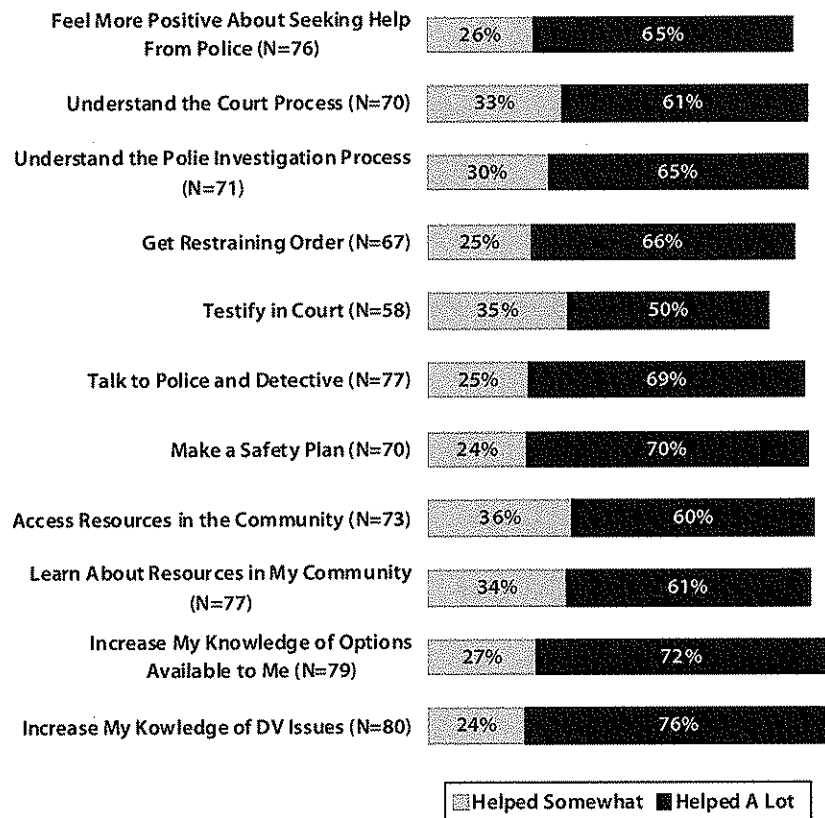
Similarly, interviews with DART staff indicated that one area where advocates have been most effective is in educating DV survivors. By providing education on what domestic violence is and what their rights are, advocates help empower them. One DART staff said, “Definitely education. Definitely we explain their rights. I think that not realizing what right they have and knowing about the services that are out in the community for them free

of charge. Ability to get restraining order without going through the courts, which they can come to us. A lot of education and a lot of knowing their rights. That does come out to reducing the incidence of violence that would happen to them if they decide to leave the situation.”

Legal Assistance

A large majority of survey respondents indicated that DART advocates were able to assist them with legal issues (see Exhibit 17). They reported that the advocates helped them to talk to the police (69% “helped a lot”), obtain restraining orders (66% “helped a lot”), understand the police investigation process (65% “helped a lot”), and understand the court process (61% “helped a lot”). Similarly in open-ended responses to the survey, respondents indicated that one of the services respondents found most valuable is assistance with legal issues such as obtaining restraining orders, court accompaniment, as well as learning about the court process and their legal rights.

Exhibit 17. Results of Respondents’ Experience with DART Advocates



Breaking the Cycle of Violence

Another benefit of the DART program is that some of the survivors are able to get out of the violent relationship. In the client survey, when respondents were asked if anything has changed for them or their partner since their first contact with DART advocates, the majority of respondents reported that they were no longer with their partner. Some respondents have not had contact with their partner and a few indicated that their partner was in jail. Only a small number of respondents said that they are back together with their partner or working on their relationship. However, selection bias in the client survey limits the interpretation of the findings. For example, those who are no longer with their

partner may be more likely to stay in contact with the DART advocates and complete the survey. Nonetheless, a number of these survivors have been able break away from the abusive relationship.

Similarly in interviews with DART staff, they have indicated that the program has helped empower survivors to break out of the cycle of violence. One DART staff stated, *"According to my clients, it has made a difference in their lives. In their lives, it stopped the DV...More important to me, it makes a huge difference in the children who stop seeing the DV going on in their lives. Who say thank you, now I don't have to worry about my dad hitting my mom. It makes it okay for them to call 911. To know that they can ask for help if they need it. I think it has a lot of positives when someone is willing to or considering getting some kind of help."*

Some LAPD staff also discussed ways that survivors benefit from the DART program. They noted that the program is particularly helpful in situations involving undocumented immigrants who fear any type of contact with the police. One LAPD staff said, *"Sometimes victims are illegal and only trust the advocates, but the advocate usually can get past that with their training and at the end be able to offer services and get the family out of danger."* Another LAPD staff said, *"I think from the victims perspective and the kids also, to see that there really is hope – it's not just another police report, the prosecution is not really our area, but it gives them a personal aspect of the involvement of the advocate. It gives them a sense that maybe my life can get back to whole again... It gives them a sense of I don't have to live this way for the rest of my life."*

"I think from the victims perspective and the kids also, to see that there really is hope – it's not just another police report...It gives them a sense that maybe my life can get back to whole again... It gives them a sense of I don't have to live this way for the rest of my life."

~ LAPD Officer

Benefit and Impact on Inter-Agency Collaboration

The interviews with both LAPD and DART program staff indicated that most of the DART agencies' inter-agency collaboration was limited to LAPD. Although, DART agencies do have Memorandum of Understandings with various service providers where they provide referrals, their collaborative relationship is most extensive with LAPD. Highlighted below are the impacts and benefits of the collaboration between LAPD and the DART agencies.

Increased Knowledge and Training on Domestic Violence

LAPD staff generally report benefits of the DART program to be the specialized training in DV and knowledge officers gain about DV. Officers' training in DV is often limited to the training they received at the Police Academy and working as a DART officer provides them with more in-depth training. Some of the DART sites with dedicated officers send their DART officers to attend DV training on a regular basis. Also, according to DART staff, the added experience and training contribute to promotions for the DART officers. A DART staff said, *"I think working DART helps officers for their promotion because they do a lot of investigative work. It's not just a regular police officer responding. It is a lot. They're doing a lot of detective work."*

Improved Public Perception of LAPD

Another benefit of the DART program is the improved perception of LAPD by survivors and the movement toward building trust between LAPD and the community. This is especially true in divisions where there have been negative perceptions of LAPD. One DART staff stated, *"I think it made a difference. Especially for that division. When I was a young girl, a police car came next to you and my father would say don't look at them or you might go to jail. It's a whole different attitude now. I think it [the DART program] made a positive impact. I think it lets them know that there's a lot of us in the community that don't hate them but a lot of us like them and like working with them."*

Advocates also reported that survivors are more willing to talk to police once services are offered.

Improved Ability to Focus on Investigations

The cycle of violence and the common pattern of abuse (intervention, recantation and the victim returning to the batterer) poses special challenges and has the potential to burden and discourage law enforcement. DART allows police officers to focus on law enforcement work while DART advocates focus on meeting the needs of the victim. Given the complexity of domestic violence, most informants found it beneficial to have trained advocates to support the victims and provide referrals for support services. DART is often seen as an extension

Site Profile

Haven Hills/Domestic Abuse Center – Van Nuys and West Valley Divisions

Haven Hills/Domestic Abuse Center (HH/DAC) provides on-the-scene crisis intervention with law enforcement in the San Fernando Valley (Van Nuys and West Valley Divisions). Their ultimate goal is to achieve a sense of equality between partners in intimate relationships, and to offer guidance, mentoring, training, and security for victims of domestic violence. As part of the DART response team, they provide assistance in finding shelter, assistance with restraining orders and other court matters through accompaniment, and information on laws and other services. The goal of the DART team is to provide education, services, and referrals to victims of domestic violence, and to assist with a thorough investigation report that helps with prosecution.

HH/DAC's DART program operates Thursday through Sunday, 4 pm to 2:30 a.m. at Van Nuys and Wednesday through Sunday from 5 pm to 3:30 a.m. at West Valley. In addition to these operational hours, advocates are available 24 hours, 7 days a week to provide on-call responses to DV incidents. Both sites operate identically, and receive the same amount of coordination and support. Each site has one DART Officer and 17 volunteer HH/DAC advocates serve both sites. Patrol officers first secure the scene and determine if a crime has been committed. In cases of domestic violence, the patrol officers contact the DART officer (plainclothes) who comes to the scene with a volunteer advocate. The DART officer interviews the victim with the advocate. The advocate also privately interviews the survivors to gather information about previous instances of violence. In addition, the advocate offers support, education, and referrals to support groups, adult and child counseling and therapy, mental health services, and assistance with emergency and temporary protective orders. After the on-scene response, the Senior Advocate provides follow-up to the survivor. In cases when the DART team cannot arrive at the scene, the DART officer and advocate contact the victim for an interview and to offer services.

of community policing. Both agency and LAPD informants noted the perceived benefits of having DART advocates attend to the needs of victims so that LAPD officers can focus on investigation and writing police reports.

Better Allocation of Resources

In addition, the DART car relieves patrol officers and allows them to respond to more calls given that DV calls typically take a very long time. A DART staff stated, *"It alleviates some of the resources so these officers can specifically respond to this and handle this and pay a little bit more attention to these cases. Definitely for [the division] it's been a huge help because you have these officers who are dedicated to that and they follow the case from beginning to the end. It helps regarding those resources so they won't be using other officers at that time while they're on their shifts."* Similarly, a LAPD staff agreed, *"It's been a resource we've been able to utilize in lack of personnel, it allows regular officers to focus on what they need to do, and helps the DART guys focus on something that is specialized."* But the overall feeling expressed by LAPD staff across the different sites is that the officers are relieved when DART advocates and DART officers can take over the DV call, since DV calls are not popular among the officers.

In general, LAPD staff in sites where there are designated DART officers expressed more benefits of the DART program to the LAPD division and to the officers. This is not surprising since these sites invest more of their resources in DART. At sites where they do not have designated DART officers, the benefits of the DART program in LAPD are not as well articulated. First, it was relatively more difficult to schedule interviews with LAPD commanding officers and patrol officers at these divisions because DART is not as embedded within the division. Also, when interviews were scheduled, the officers did not have as in-depth of an experience with the DART advocates compared to the sites where there are designated DART officers. This may be due to the fact that officers at these DART divisions are left to their discretion to utilize DART and have not had as many opportunities to work with DART advocates.

Following Cases through the Different Systems

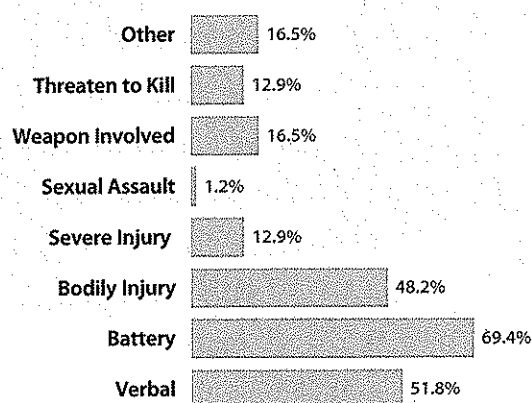
To explore the level of collaboration between the three systems – DART advocates, LAPD, and the courts – and the integration between these

Case Review - Demographics

A total of 85 cases were collected and the demographics of the cases are the following:

- **Race/Ethnicity:** The race of the victim and perpetrator was the same in nearly all cases. Hispanics and Blacks were overrepresented as victims and perpetrators compared to the population demographics of the DART divisions, making up 65.9% and 15.3% of the case review sample.
- **Age of Victims and Perpetrators:** On average, perpetrators were approximately 10 years older than victims. The average age of victims was 34.99 (S.D.=13.49) and the average age of perpetrators was 45.40 (S.D.=23.68).
- **Types of Abuse:** Most cases involved more than one type of abuse. The most common type of abused reported is battery (69%), verbal abuse (52%), and bodily injury (48%).

Exhibit 18. Type of Abuse Reported by Agency (N=85)



systems, a select sample of cases was review and tracked through the three systems. Programmatic indicators such as service linkages and utilization, response time and case outcomes (i.e. arrest or prosecution) were examined. The methodology for the case review was described in detail in the methods section of this report. It is important to note that the case review findings are suggestive but not conclusive given the small sample, differences in DART model operations, and the degree of institutionalization at each division. Also, the purpose of the case review was to investigate the feasibility of following DART cases through the three systems and not to compare the different DART models in their outcomes.

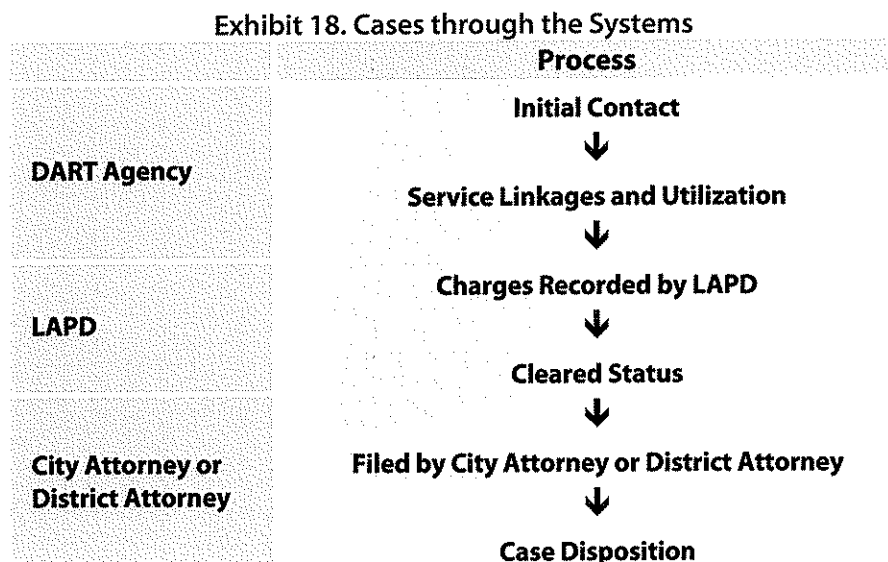
Law Enforcement Policy and Practice

Since 1988 LAPD policy has mandated arrest if two parties are involved in a domestic violence incident and there are visible marks of injury. In addition all divisions currently have a detective on MAC cases (that include domestic violence cases) that investigate domestic violence cases with or without DART involvement.

In court the practice of "evidence-based prosecution" of domestic violence in which prosecutors could prosecute a case without victim cooperation if they had sufficient evidence was greatly impacted by the 2004 Supreme Court decision *Crawford v. Washington*. That ruling imposed significant limitations on the Prosecution's ability to enter victim's out of court statements made to police. Accordingly, the victim's presence in court is more often required to successfully prosecute a domestic violence crime.

Where it was appropriate, findings from the case reviews are compared with those from the client survey. In general, the findings from the client surveys and the case review differ somewhat since the sample of clients who completed surveys is necessarily different than the sample of cases selected for the case review. The client surveys include those clients who have maintained contact with the DART advocates since agencies were most likely to approach and receive completed surveys from clients with whom they had an ongoing relationship. In contrast, clients in the case review are a random sample of DART clients and they may not have had an ongoing relationship with DART advocates.

As described in Exhibit 18, the case review will highlight DART advocates' involvement with survivors and the service linkages and utilization of services by the survivors. Once a report is filed, LAPD records the charges and the status of the case. If the case is sent to the City Attorney or District Attorney's office for review, case disposition shows the results of the case.

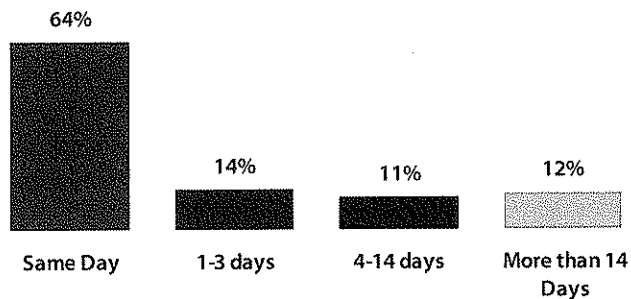


Initial Contact and Follow-Up

Police and DART Advocate Response

Overall, the police response to the DV incident occurred on the same date as the incident (83%) but there was a wide range in the number of days between the DART advocate response and the police response, from 1 to 53 days (see Exhibit 19). Close to two-thirds (64%) of DART advocate response occurred on the same date as the police response and in approximately 14% of the cases, DART advocate response was one to three days after the police response. In contrast to the case review, in the client surveys, the majority of the respondents indicated that the DART advocates came with the police officers on the same date as the police response; a little less than half (46%) reported that the DART advocates came with the police and another 25% reported that they came only a few hours after the police came to investigate.

Exhibit 19: Case Review - Difference in Response Time between LAPD and DART Advocates (N=66)

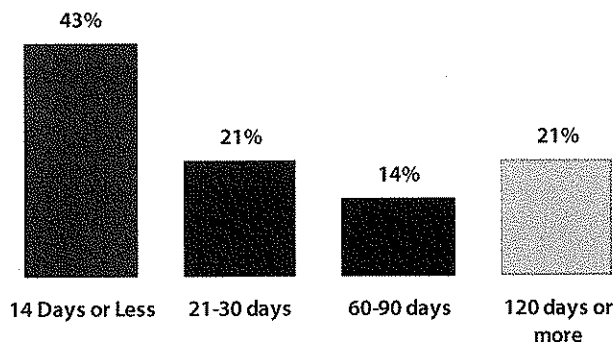


The case review shows that in approximately half of the cases (51%) there was no documentation of how long the advocates had contact with the survivors. For those with documentation (n=42), there was a wide range in the number of hours that the DART advocates spent with the victim at the initial contact. Approximately 81% of the cases documented that advocates spent about two hours with the victim while just under 26% spent about one hour or less with the victim.

DART Advocate Follow-Up Contact

In approximately half of the cases (51%) documentation of how long advocates had contact with the victim after the initial contact was missing. For those with documentation, there was a wide range in follow-up (see Exhibit 20). In 43% of cases with data available, advocates had followed up with the victim 14 days or less after the initial response and in another 21% of the cases, 21 to 30 days after the initial response. There was a substantial number of cases where the advocates had contact with the victims 120 days or more after the initial response (21%).

Exhibit 20: Case Review - Number of Days between Initial Contact and Follow-Up (N=42)



Again, client survey results show that follow-up after the initial advocate response was much shorter than what was shown in the case review data with the majority of the respondents reporting that DART advocates

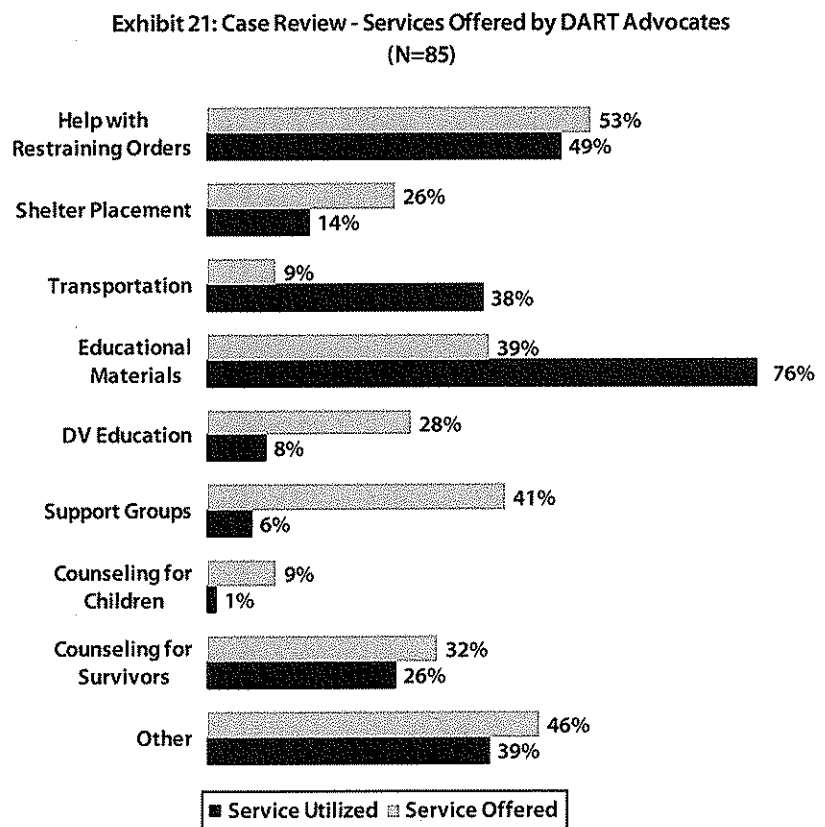
contacted them within 72 hours after the initial contact (69%). Also, an additional 24% of the client survey respondents indicated that they had contact with the advocates within one week after the initial contact.

In approximately half of all cases included in the case review, the DART agency did not have documentation of the number of hours that the DART advocate spent with the victim at the initial contact or the length of time the DART advocate had contact with the victim after the initial contact. The data available suggest that the amount of time spent with the victim at and after the initial contact represents a relatively brief intervention at the time of the initial response (maximum 2 hours) and a relatively brief length of follow-up contact (only 18 cases had documented contact for 30 days or more). These findings may reflect the fact that victims may not initiate the call to police or be receptive to services when DART advocates arrive. In addition, DART advocates emphasized the importance of an immediate response, when victims tend to be most receptive to assistance. Although the number of hours between police response and DART response was not captured, of the cases with documentation, DART response occurred on or before the date of the police response in 64% of the cases.

Service Linkages and Utilization Reported in the Case Review

At the initial contact, the case review shows that the majority of the survivors were offered help with restraining orders (53%) (see Exhibit 21). Slightly less than half of the survivors (46%) surveyed were offered a variety of other services (e.g., information on victim assistance program, “peer counseling”, basic needs, and community resources), support groups (41%), and educational materials (39%).

The service that was utilized most was access to educational materials, with a large majority of the victims (76%) who were offered educational materials utilized them. Almost half of the victims who were offered help with a restraining order (49%) also utilized this service. Approximately 39% the victims utilized a variety of other services that they were offered. Notable are the low utilization and support groups (6%).



The case review seems to indicate that after the initial contact, service linkage remained low, with less than 25% of those offered a service having documentation that the service was received. Several barriers to service utilization were offered during interviews with DART staff. The low number who received services offered may be due to the fact that victims may or may not initiate the police response or the DART intervention, and

therefore they may not be receptive to receiving services. In group discussions with DART providers several program staff discussed challenges with victims recanting or resisting services, especially if the DART response does not occur immediately during or after the police response. It is also possible that victims may want the violence to stop in the moment that the abuse occurs but may not wish to seek additional services.

Service Linkage and Utilization Reported in the Client Survey

In general, the services offered and utilized reported in the case review are lower than those reported in the client survey since the case review measures service linkage and utilization at initial contact and follow-up separately whereas the client survey measures the total number of services clients were offered and utilized from the DART advocates.

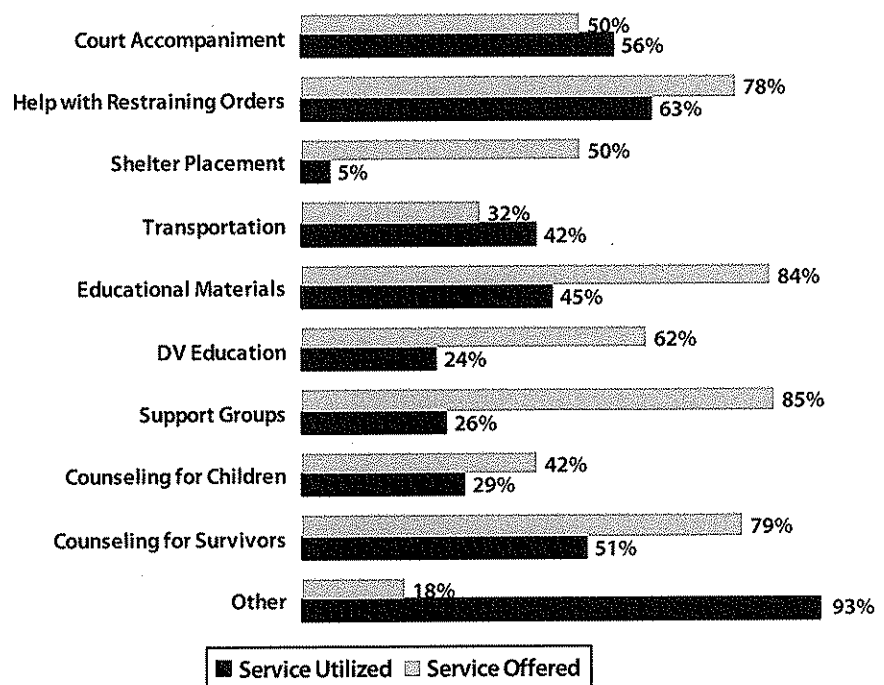
In a survey with DART clients, respondents indicated that DART advocates provide a myriad of necessary services to the survivors (see Exhibit 22). The services most often offered by the DART advocates were referrals to support groups (85%), provision of educational materials on such topics as resources and legal rights (84%), referrals to counseling for the survivors (79%), and assistance with obtaining a restraining order (78%).

Survivors utilized services categorized under "other" (93%), such as assistance with legal matters such as child custody, immigration, and divorce issues, and assistance with basic needs

such as monetary help, and helping with reimbursement for medical bills. Survey respondents also showed a relatively high utilization of assistance related to legal issues with more than half of the respondents reporting that they have received assistance with restraining orders (63%), court accompaniment (56%), and counseling for themselves (51%). Other services utilized often by the survivors are educational materials (45%), and transportation (42%).

Of note, there is very little utilization of shelter placement. Only 5% of client survey respondents and also 14% of cases from the case review indicated that shelter placement was utilized. From interviews with DART advocates, some barriers to shelter placement offered include: 1) most of the DART agencies do not operate a shelter with the exception of Sojourn at Pacific, 2) some shelters do not allow for 24-hour intake; a victim must be admitted during normal business hours, which may be after the initial police or DART response, and 3)

Exhibit 22: Client Survey - Services Offered by DART Advocates (N=82)



some victims may not be ready or willing to enter shelter or risk losing employment during the common 30-day stay at an undisclosed location outside the area where they live.

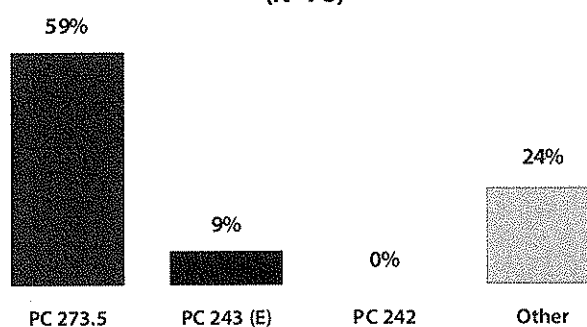
Data on service linkage among respondents in the client survey most likely reflect the more significant engagement with DART agencies over a much longer period of time. Clients who responded to the client survey were asked which services they had been offered (ever) and which services they had received (ever). The case review asked agency staff to indicate which services were offered at the initial contact and which had been received, either at or after the initial contact. As expected, clients who completed a survey reported a much higher rate of being offered all services and a much higher rate of receiving all services, with the exception of shelter placement.

Charges Recorded by LAPD

After the initial contact with the DART advocates and the LAPD, the DV cases are processed through LAPD. Approximately 8% of cases resulted in an incident report only; in these cases a crime report was not filed and therefore subsequent police or court action was not recorded. In the vast majority of the cases LAPD completed a crime report (92%). The case review data indicate the perpetrators were most commonly arrested on a charge of penal code (PC) 273.5 (59%), which can be a felony or a misdemeanor level domestic

violence charge (see Exhibit 23). According to California law, if a victim has visible injury, then police must charge the suspect with felony domestic violence (PC 273.5). However, whether or not cases are prosecuted depends on an evaluation of admissible evidence and other factors. Only in 9% of the cases, perpetrators were arrested on a charge of PC 243(e), domestic battery. Also, in approximately 24% of the cases, perpetrators were charged with a variety of other charges such as violation of restraining order (PC 273.6), verbal threat (PC 422), vandalism (PC 594), and attempted murder (A187).

Exhibit 23: Charges Recorded by LAPD (N=78)



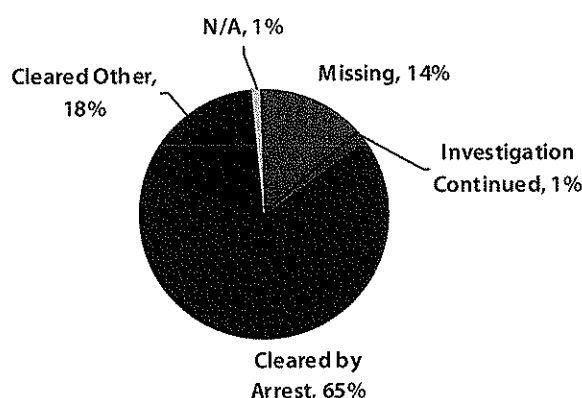
Cleared Status

Of the 78 cases in which LAPD completed a crime report, approximately 65% were cleared by arrest and 18% were recorded as "cleared other" (see Exhibit 24). In 14% of cases the cleared status was missing.

Case Filing and Case Disposition

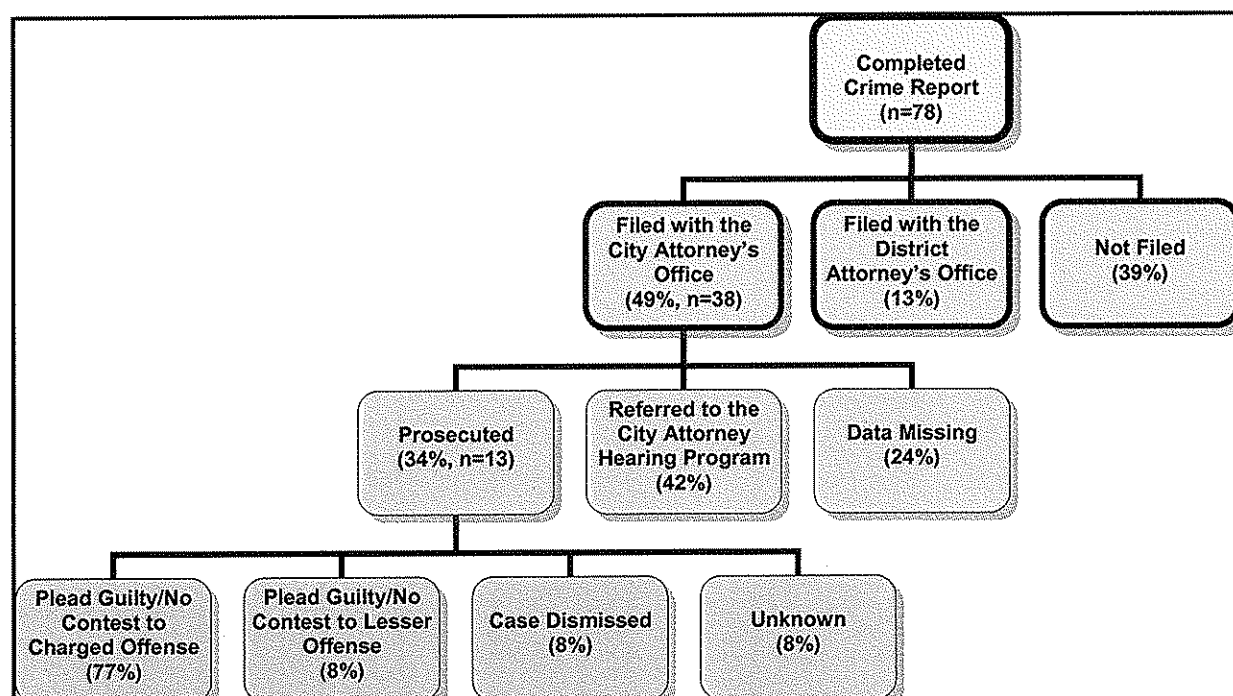
Across all 78 cases with a completed crime report, 49% were sent to the City Attorney for review and 13%

Exhibit 24: Cleared Status Recorded by LAPD (N=78)



were sent to the District Attorney for review, for a total of 62% of case being reviewed for filing (see Exhibit 25). For this case review, only cases handled by the City Attorney's Office were reviewed, therefore, data on prosecution is only available for cases handled by the City Attorney's Office. Of the 38 cases reviewed by the City Attorney's Office, in 34% of these cases, formal criminal charges were filed while 42% were referred to the City Attorney's Hearing Program. Data was missing for 24% of these cases. Of the 13 cases in which criminal charges were filed, in a large majority of the cases the perpetrator plead guilty/no contest to the charged offense (77%) or to a lesser offense (8%). There was only one case that was dismissed and one case with no recorded case disposition.

Exhibit 25. Case Filing and Disposition (All Crime Reports)



Summary and Implications of Case Review

The case review results underscore the trend that many informants described in the interviews in which police officers record most incidents to which they respond as felony DV crimes, but, of the cases with sufficient evidence to merit filing with prosecutors, most are filed as misdemeanors and handled by the City Attorney's Office. In addition, in almost half of those cases reviewed by the City Attorney's Office, no formal charges were filed and the cases were referred to the City Attorney Hearing Program. There were a relatively small number that were prosecuted as felony DV cases by the District Attorney's Office.

DART programs are operating in a context in which police and state policy mandate much of police response to DV incidents to which they respond. While DART may have influenced the number of cases that police investigated as a crime and that were ultimately filed by a prosecutor, it is difficult to determine if these findings are due to DART involvement or to the broader policy context. In addition, given that all LAPD divisions involved in the case review have Domestic Violence/Major Assault Crimes (MAC) detectives who investigate DV cases with or without DART involvement, it is difficult to attribute outcomes solely to program

involvement. A comparison case review study of DV cases handled by DART and those not handled by DART should show more clearly the contribution that DART has on court outcomes.

Summary of DART Outcomes

Outlined in Exhibit 26 is a summary of DART outcomes and the suggestive findings based on the client survey, interviews with DART staff, LAPD, and key stakeholders, and the case review. The findings are suggestive because it is difficult to measure and attribute the outcomes discussed solely to the DART program given the number of factors that can affect DV outcomes. In addition, insufficient funding and resources may constrain the impact of DART during the period under review.

Exhibit 26. DART Outcomes and Suggestive Findings

Outcome Area	Suggestive Findings
Help victim navigate law enforcement response and courts	Some evidence through court accompaniment and restraining order issuance through case review and client surveys
Facilitate victim cooperation with law enforcement (police, prosecutors)	Some evidence of this through case review
Early intervention with support services for victim	Less evidence for this because of low uptake of services documented in case review; more evidence for clients who completed the client survey
Prosecution rate / sentencing requirements (batterers' treatment, jail)	Criminal charges were filed in approximately 34% of the DV cases reviewed by the City Attorney's Office. Without comparison data from sites without DART, prosecution outcomes in the case review are inconclusive.
Crisis intervention / shelter placement	Low rates of shelter placement in case review and client survey
Restraining order issuance	About half of clients offered help with a restraining order received that help in the case review
Save lives / prevent victim homicide	Insufficient data to assess this outcome
Greater sensitization of police officers to DV victims and unique aspects of DV as a crime	Variable evidence of sensitization to DV in LAPD interviews
Police officer training to aid in investigation of DV	Insufficient data to assess this outcome
Reduce recidivism	Insufficient data to assess this outcome

Summary of Key Success Factors and Lessons Learned

Overview

This section will provide a summary of key success factors of the DART programs and the challenges and lessons learned by these programs. The findings in this section are based on the interviews conducted with DART staff and LAPD staff at each of the nine DART sites and also interviews with key stakeholders.

Key Success Factors

Across the nine DART sites, there are several common key success factors and effective strategies that have contributed to the successful implementation of the DART program. These components of the programs have contributed to developing and sustaining the DART program.

Dedicated and Long-term DART Staff

A dedicated and committed program coordinator or staff is necessary for the program to operate successfully, someone who is willing to go beyond the duties of their job description. The program coordinators often wear multiple hats and are responsible for training volunteer advocates, doing on the ground advocacy work and court accompaniment. They are in fact the main advocates for the program and the DART program is their only or main responsibility. Also, despite turnover among advocates, advocates who are committed and trained well are necessary for the success of the DART program. Several of the DART sites have long term staff that has been with the program for a number of years who has contributed to the program's success.

Institutionalization and Supportive Leadership at LAPD Division

The success of DART is largely driven by the leadership, support, and institutionalization of the program at each division. Nearly all informants emphasized the importance of division buy-in at all levels of leadership, but especially the LAPD leadership. The length of LAPD division's involvement with DART is one indicator of institutionalization but not the only or most important one. The amount of in-kind support that the division provides is the best indicator of institutionalization and LAPD buy-in. Especially having supportive commanding officers that believe that the DART program is beneficial not only for the officers and the divisions but also for the domestic violence victims is important. A DART staff stated, *"Such a big piece of the success of the program is the very personal relationships we have with [LAPD Division]. We are definitely part of their family."* Buy-in from commanding officers lead to assigning officers who have a specific interest in domestic violence and are willing to commit to a set amount of time to the DART program. Even though there is a high rate of turnover within LAPD, at certain DART sites, officers are required to give a set time commitment to the program. When divisions dedicate officers and patrol cars, they are taking away from the patrol resources so they must view that the need is warranted and that DART is a valuable resource.

DART sites have been able to establish good working relationships with the divisions through various means. Some DART programs have been working with the division for a long time or have had previous projects where they collaborated. At other sites, the DART agency staff has been involved with the community policing councils or other community advisory boards. Although building a supportive collaboration with LAPD is an

effective strategy, this is especially challenging for divisions where there is no specific officer assigned to DART. At these sites, advocates fewer opportunities to interact with officers and detectives especially. Also, DART advocates and services tend to be under utilized as a resource.

Dedicated LAPD Officers

Related to a supportive and collaborative relationship with LAPD is the assignment of officers to DART. At sites where there is a good working relationship with LAPD and where DART is valued by the commanding officers, often DART officers are hand picked by the commanding officers. At these sites, the DART staff may have input in recruitment of officers and work with the commanding officers to recruit DART officers. They are more purposeful in choosing who will be assigned to DART. At some sites, being a DART officer is a voluntary assignment rather than an assignment where the officer has no say in the process.

LAPD's In-Kind Investment in DART

The DART programs with one or more dedicated DART officers did not report substantial difficulty encouraging police officers to initiate the DART service whereas those without dedicated officers struggled to make officers aware of DART and encourage them to call DART advocates when they respond to a DV call. Dedicated DART officers specialize in the DART response and conduct the preliminary investigation of DV incidents (when they are on duty). They may also assist with follow-up once the case goes to the MAC detective at the division. In essence DART officers can free up other officers to focus on other types of crime. Officers working in divisions without dedicated DART officers may not feel that they have time to wait for a DART advocate to arrive after the scene has been secured or may not want to wait to leave the scene until the lengthy intake and service provision are complete. In addition according to one LAPD Captain, each police officer costs the LAPD an estimated \$150,000 per year. If a Captain at a division has decided to dedicate one or more officers to DART, then this reflects a substantial in-kind investment on the part of the division in the program. This investment may lead to a greater commitment to the mission and goals of DART, and ultimately greater cooperation with DART agencies.

Site Profile

Children's Institute, Inc. – Hollywood, Rampart, and Wilshire Divisions

The Children's Institute, Inc. (CII) provides on the scene crisis intervention through its Project ERIN (Emergency Response Intervention Networks) at three LAPD divisions: Wilshire, Rampart, and Hollywood. ERIN's goal is to provide crisis intervention and empower victims through domestic violence education and linking domestic violence survivors to services. ERIN is the only DART program that has a focus on providing appropriate services to children to help ameliorate the negative effects of domestic violence. Services provided by ERIN include referrals, transportation to a safe place (i.e. shelter or relative) if needed, court accompaniment, and assistance with restraining order.

ERIN operates Wednesday through Sunday from approximately 3:30 to midnight. In addition to the official operational hours, advocates provide on-call responses 24 hours, 7 days a week to DV incidents. The staff consists of a program director, two full-time paid advocates, and one part-time paid advocate. The advocates begin their shift by attending role call at their assigned station to let officers know the services that ERIN can provide and encourage officers to call on the advocates when they respond to DV calls. At the officers' discretion, ERIN advocates are requested by officers to come to the DV scene once it has been secured, and provide services to survivors. Once on the scene, advocates assess the situation and the needs of the survivors (i.e. need for shelter). Then they will proceed with the intake to gather historical and demographic information. Although there is no defined procedure for follow up, advocates will try to follow up with survivors within a couple of days of the DV incident and continue to keep in contact with them for a 30 day period. After 30 days, if survivors have followed through with referrals and do not need further assistance, the case will be closed. When they are not in the field, advocates will review domestic violence reports and follow up with survivors, and respond to survivors who walk-in to the division to file a DV report.

Active Promotion of DART Program to LAPD

At sites without assigned DART officers, promoting the services that DART provides and providing training to officers on a regular basis to talk about DART and domestic violence is important to keep the DART program in the minds of officers and to have them utilize DART. In this DART model, advocates need to be more assertive and engaging with LAPD officers. At one DART site, the staff does a lot of training and said, *"We do roll call trainings. I try to do it every couple of months. The same group of officers is never together. They had cascading shift changes and days off. When we do roll call training, I do 2 one day and wait couple of days and do 2 more. I'm still not sure if I'm getting all the officers. I'm trying to get administration to figure out if I can really figure out who I'm missing. That's a challenge. I need to train everybody, the whole division. I cover how our program works and how it can help them. I may tell them a success story. I try to recognize officers who have done a good job of calling us. Or I'll admonish them."* LAPD has also expressed that advocates need to be more proactive in terms of seeking out calls and come to roll call on a regular basis since officers need that visual recognition. Also there is a high rate of turnover among officers so advocates need to continuously promote the program. One LAPD officer stated, *"If [the advocate] doesn't come to role calls and discuss on a regular basis people forget that it is there and they are not there everyday so we don't know if someone is working. It's hard for officers, officers are overloaded with other things i.e. one week may be terrorism awareness and the next will be upsurge of gangs so it's hard for patrol officers to focus on all the different resources. If you transfer stations and you don't get that reinforcement it doesn't come to the front of your mind that you can use this tool."*

Challenges and Lessons Learned

There are several challenges that are commonly faced by the DART program across the nine sites. These challenges are highlighted in this section.

Funding and Resources

One of the main challenges that DART programs all face is a lack of funding for programs like DART. Several of the DART programs initially started through state and federal funds. In recent years funding for domestic violence programs has significantly decreased. Many of the DART program staff report that there have been

Site Profile

Project Peacemakers – 77th Division

The DART program at Project Peacemakers began in March 1997 with six advocates riding along with LAPD officers. The program is operated in conjunction with the 77th division with the goal of providing support, advocacy, and education to survivors. Advocates provide a wide variety of services including finding shelter for the survivors if needed, case management, filing of restraining orders, and parenting and domestic violence classes. Project Peacemakers and LAPD have a good working relationship at this division and understand their respect roles: LAPD handles the criminal investigation while DART advocates attend to the wellbeing of victims.

The DART program at 77th operates on Friday and Saturday evenings from 3:00pm to 1:00am. The DART staff consists of a full-time coordinator, a part-time case manager, and approximately 30 volunteer advocates. This site is the only site with a first and second responder car, which allows this DART program to respond to more DV calls. When the first responder car responds to a DV incident and the second responder car is available to respond to other DV calls that come through during this time. Once the DV scene has been secured, the advocates will interview the survivors and assess their immediate needs and provide the survivors with emergency services. Survivors are given resources and the DART pamphlet. They are then asked to call or come down to Project Peacemaker on Monday and ask for the case manager. If shelter arrangements need to be made, the victims are brought to the station. The case manager receives the reports on Monday and conducts follow-ups on Tuesdays.

cut backs in government funding. Also, government funding comes with many restrictions and they may not be compatible with client safety and confidentiality. For example, the federal government wants to track people through the system through client names and social security numbers. This has implications in the domestic violence community. Most of the DART programs now operate solely by the funds from the Mayor's Office with supplemental in-kind services provided by the DART agency and volunteer advocates, in addition to LAPD in-kind investment through assigned police officers at several divisions.

The limited funding has implications for how DART operates. Many of the DART sites rely heavily on volunteers or have very small staff. A DART staff said, *"The challenge we have always run across is financial, funding, I think that if a program has 1.5 advocates and that's a challenge because our volunteers are not able to cover all the time. It's me and this part time advocate trying to cover shift. Trying to run the program with the little money we have. Love our volunteers...but we are limited."* At another site, since they are no longer funded federally, the number of case managers they have decreased from 3 full-time case managers to one half time case manager. In this context, volunteers become an important component for most of the programs. However, there is high turnover among volunteer advocates and retaining volunteers has been an issue. They have limited times that they are available to volunteer and many of them volunteer for a short period of time. Some of them are not able to handle this type of volunteer experience and decide to drop out soon after they start. One DART staff said, *"This type of work drains you, sometimes you can't help but get your feelings involved."* There is a certain amount of investment that DART needs to make in volunteers and if they do not end up staying for a long period of time it becomes a problem.

Building Good Working Relationship with LAPD

Across all of the sites, another challenge is building good working relationships with LAPD. Since the DART advocates and LAPD have different goals and procedures under which they are operating, the trust and rapport need to be built between them. One DART staff stated, *"The perspective that law enforcement come from. They have a different role than we do. It's a challenge when the officers want to just do their job but not put their effort into helping the victim. It's difficult for the volunteers and they have to advocate for the victim. If we didn't work really hard to build good collaboration it would be really hard to be able to have this program working. Because not everyone think this is important. Because of good collaboration and diplomacy."*

Because of a high level of turnover in LAPD at all levels from captains and patrol officers due to promotion or transfers, it is difficult to sustain buy-in. There has to be constant re-training and re-connecting with LAPD to continuously operate DART effectively. For example at one DART site, when the project coordinator met with the new division captain, he did not know about DART and he was leaving again in 6 months. The turnover impacts how resources are used and how much of a commitment is made towards the program. Also, one DART staff said, *"The challenge of working with LAPD is the turnover of officers. The*

"I review the reports, interview officers for being a part of [DART], qualifications, amount of time on the job, will they be a good fit. It presents challenges, not everyone wants to work domestic violence, which is a challenge in itself, trying to find individuals with knowledge who have an open and easy going personality."

~ LAPD Officer

challenging of educating all LAPD officers and keeping them informed about our services. Even after 12 years, I'm trying to figure out how to make it work."

Difficulty Recruiting LAPD Officers

Sites with dedicated DART officers and those without dedicated DART officers both face different unique challenges. At sites with dedicated DART officers, one of the main challenges expressed by commanding officers is identifying the officers to assign to DART. As described previously, at some of the DART divisions, LAPD staff express that many of the officers do not want to work on domestic violence cases and it's not popular among the officers. An LAPD officer said, *"I review the reports, interview officers for being a part of [DART], qualifications, amount of time on the job, will they be a good fit. It presents challenges, not everyone wants to work domestic violence, which is a challenge in itself, trying to find individuals with knowledge who have an open and easy going personality."* Trying to identify officers who understand domestic violence, are interested in becoming a DART officer, have good relations with civilians, and are responsible is a challenge for the commanding officers. Also, as one Captain put it, *"Most officers don't want to deal with your life-long dispute... They want to catch bank robbers and be gunfighters."* In addition to lack of interest many officers become discouraged with victims recanting, resisting police intervention and refusing to cooperate with law enforcement. These challenges were noted by nearly all LAPD informants in addition to several agency informants.

Underutilization of DART advocates

Conversely, at sites without dedicated DART officers, the challenge is the underutilization of DART advocates and relatively low call volume. DART programs need to focus on promoting the program so that officers will utilize the advocates since it is left to the officers' discretion to call on the advocates when they respond to domestic violence incidents. At some sites the lack of buy-in from the officers and the commanding staff has been a big challenge. One LAPD officer said, *"In my time, I only recall one time when they called out and the officers waited around with advocates. Officers just want to do what they have to do and get on with their job and remove offender – they let victim know resources that are available and they feel like they are doing what they have to do. [DART program] to an officer is an extra bonus that they can choose to use. It's not necessarily a policy to wait around with advocates, it depends on the circumstances. If victim is fine they may ask if they want someone to come out – depends on the urgency of the situation. If the victim is distraught and felt she needs*

Site Profile

Project Peacemakers – Newton Division

Project Peacemaker operates the DART program at the LAPD's Newton division with the goal of educating survivors on domestic violence and their rights, increasing awareness of services available for domestic violence victims, providing support and services for domestic violence survivors, and helping them breakaway from dangerous situation. Advocates provide a wide variety of services including finding shelter for the survivors if needed, case management, filing of restraining orders, and parenting and domestic violence classes.

The DART program operates between the hours of 2:30pm and 1:15am Thursday to Saturday. The program staff consists of a full-time program coordinator who is the main DART advocate and a full-time paid advocate who is responsible for keeping track of survivors that they have provided services for, conducting follow-ups, and providing advocacy, mostly to survivors who walk into the division to file a domestic violence report. The program coordinator works with an LAPD detective and officer from Newton to respond to domestic violence cases. The DART unit is a first responder to domestic violence calls but it also conducts follow ups to incidents that were addressed by other units that may require more attention or the expertise of the DART unit. The role of the advocate is to provide referrals at the scene and let the victim know what to expect with the case. An advocate follows up with the survivors usually within two to three days of the incident.

to leave the scene right away would try to get [the DART advocate] out sooner. Usually victims say they are fine."

Limited Operational Hours

Another challenge that DART program faced is the fact that the program does not operate 24 hours, 7 days a week with the exception of Pacific division. This is especially challenging for sites where there is no assigned DART officers. Advocates need to aggressively promote the program but when the advocates are not available when police officers need them, they are not likely to call the advocates. An LAPD staff stated, *"We are a 24 hour operation and they only work certain hours. There are a lot of officers that do not know who they are."* DART staff also agree that it is difficult to operate a DART like program only a few days a week and stated, *"No one can run this thing, a 24-7 program, without money and you can't run an effective emergency response program if you're not running 24-7. Because police cannot get it through their brain that you exist. They'll say if you're not there when I need you, you're useless."* It seems especially challenging for DART sites where there are no assigned DART officers and they rely on all officers to call advocates for assistance with domestic violence calls. Only one DART site has been able to operate a 24-7 program but it has required much dedication and sacrifice from the DART staff. The DART advocate said, *"With 4 full-time people we each end up doing 3-4 hours shifts plus going to meetings, trainings, and follow-up calls. Somebody get sick, someone goes on vacation... We have one paid relief person who's five months pregnant and another volunteer as a relief person. It's a challenge. Keeping that 24 hour covered but we're dedicated to doing that. The police and ER is working 24 hours, we need to operate 24-7 to really meet the needs."*

Conclusion and Recommendations

The purpose of this evaluation is to describe the DART models currently operating in the City of Los Angeles and to explore the similarities and difference among these models, examine the collaborative relationship between the DART agencies and LAPD, and identify the collaboration and integration among the systems involved in the service provision, law enforcement, and prosecution of domestic violence cases. Additionally the evaluation looked at the feasibility of tracking domestic violence cases through the three systems to document outcomes and impact of DART. Lastly, the evaluation identified key success factors that contributed to successful DART programs, common challenges faced by the programs, and lessons learned.

Overall, across the nine DART sites, the general purpose of the program, the services available for DV survivors, and advocates' point of contact with survivors did not differ but there are some differences in the structure of the program and in program operations. Differences can be found in the level of institutionalization of DART within the LAPD divisions and their collaboration with LAPD divisions, program operational hours, advocate response, and staffing structure. The DART programs as a whole have been able to make positive impacts on the domestic violence survivors and on the LAPD divisions that they collaborated with. Some key success factors of the DART programs are having a dedicated program coordinator, institutionalization of DART within the LAPD divisions, supportive leadership within LAPD, and having LAPD officers who are assigned to and dedicated to DART. The DART sites have several common challenges that they have encountered. The biggest challenge is the lack of funding and resources since funds for DART like programs have decreased over the years. Other challenges include difficulty of assigning officers to DART and recruiting officers to DART, underutilization of DART in divisions without dedicated DART officers, and the limited hours that DART operates. The case review study showed that DV cases can be tracked from DART agency through the LAPD and finally to the City Attorney's Office to determine outcomes of the cases. The outcome of the case review study indicated that most DV cases have completed crime report and approximately one-third of the cases are prosecuted by the City Attorney's Office. In most of these cases the perpetrators are successfully prosecuted.

Recommendations and Consideration for Future Efforts

The following are recommendations based on the evaluation findings. The recommendations are divided into those that are specific to the DART program, DART advocates collaboration with LAPD, and documentation and evaluation.

Program

- ✦ **Diversify in Funding:** Many DART sites operate with a small number of staff and limited resources. Increase in funding would increase staff and prevent staff burn out and also, enable the DART programs to increase the operational hours.
- ✦ **Increase Partnership and Cross-Site Learning:** Although DART programs regularly collaborate through their involvement with the City of Los Angeles Domestic Violence Task Force, DART

programs would benefit from more opportunities to meet together to increase their collaboration, have focused discussions on best practices, and obtain feedback from one another.

- + **Implement Consistent Protocol and Procedures:** Since many of the programs utilize volunteers and experience frequent turnover, written protocols and procedures would help promote continuity and safety for volunteers. Written protocols and guidelines also help ensure a shared understanding of the procedures and roles between advocates and LAPD.

LAPD Collaboration

- + **Foster Commitment and Coordination:** Sites with dedicated DART officers observed better utilization of resources and higher-levels of mutual commitment to the program. Fostering coordination is especially critical for DART sites without dedicated DART officers since the utilization of advocates are left to officers' discretion.
- + **Increase Outreach and Promotion:** Sites without dedicated DART officers need to increase their presence within the division by letting officers know what services they offer, share success stories, and provide trainings to officers on domestic violence.
- + **Increase Involvement of LAPD Leadership:** Involvement of detectives or higher ranking patrol officers may be beneficial to prosecution because advocates can assist detectives in their evidence collection and investigation of the DV cases.

Documentation & Evaluation

- + **Better Documentation for Future Evaluation:** The case review highlighted insufficient documentation of key DART outcomes that could be used to provide evidence of impact and garner additional funding.
- + **Comparison Study of DART Outcomes:** Future evaluation studies should consider comparing DV cases at a DART site and a non-DART site to further illuminate the suggestive findings from this present study.
- + **Evaluate DART Trainings:** DART sites should consider systematically evaluating their LAPD trainings to assess effectiveness and use for enhancing or improving their training series.

Appendices

Appendix 1. City Map of DART Agencies and LAPD Divisions

Appendix 2. DART Staff and Key Stakeholder Interviews

Appendix 3. DART Client Survey

Appendix 4. Case Review Form

Appendix 5. Tables of Population Density and LAPD Crime Data

Appendix 6. Maps of Population Density

Appendix 7. Maps of Percentage of LAPD-Wide Violent Crimes

Appendix 8. Maps of Percentage of LAPD-Wide Homicides

Appendix 9. Maps of Percentage of LAPD-Wide Domestic Violence Calls

Appendix 10. Maps of Percentage of LAPD-Wide Domestic Violence Crimes

Appendix 11. Maps of Percentage of LAPD-Wide Domestic Violence Arrests

Appendix 12. Maps of Percentage of LAPD-Wide Domestic Violence Homicides