

# **Victims of Crime Indicators of Success**

**Office of Crime Victims Advocacy  
Victims of Crime Program  
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# Background

*The Washington State Strategic Plan for Victim Services outlines strategies for creating crime victim services that are high quality, culturally appropriate, and victim-centered.*

In July of 2005, the Washington State Strategic Plan for Victim Services was released. The Strategic Plan for Victim Services provided a framework to guide both public and private investment in services for victims of crime such as assault, arson homicide/attempted homicide, child abuse, DUI/DWI crashes, elder/vulnerable adult abuse, fraud, hate crimes, identity theft, kidnapping, property crimes, robbery, human trafficking, and vehicular assault.

The Plan was developed with input from victims of crime, law enforcement, the courts, the corrections system, and both system-based and community-based victim service providers.

The Plan was built upon the underlying belief that all crime victims should have access to high quality, culturally appropriate, victim-centered services. To achieve this, it was necessary to support and facilitate the development of services that are accessible, effective, and victim-centered for all crime victims.

In order to ensure that comprehensive services were available for all victims of crime, the Plan further recommended the creation of Crime Victim Service Centers (CVSC). A CVSC is envisioned as a coalition of service providers who link resources to make comprehensive, culturally appropriate, and accessible services available to crime victims statewide.

## Executive Summary

The Office of Crime Victims Advocacy (OCVA) serves as a voice within government for the needs of crime victims in Washington State. OCVA's philosophy is that it is in the best interest of all citizens of Washington State that all victims of crime are provided the opportunities and resources necessary to recover.

During the last six years, great strides have been made by service providers that committed to establish and build Crime Victim Service Center programs across the state. Through this work, the necessary structure has been progressively put in place to achieve the core objective of the Washington State Strategic Plan for Victim Services: Every victim of crime has victim-centered, culturally appropriate, and accessible services available anytime and from anywhere in the state.

As with the *Victims of Crime Service Standards and Definitions*, the purpose of this document, *Victims of Crime Indicators of Success*, is to be as overt and specific as possible regarding OCVA's

expectations for thriving program direct services, outreach activities, and grant compliance.

The *Indicators of Success* tool is meant to validate the good work being done by CVSC and other Victims of Crime programs across the state. The 16 indicators are also intended to be used by managers and advocates to assess the strengths of programs and regions as well as to focus on areas where there are opportunities to strengthen or enhance.

## Underlying Philosophy and Intent

It cannot be said enough that all services to victims of crime must be victim-centered, culturally appropriate, and accessible. As these fundamental characteristics underlie **each** standard and definition for services to victims of crime, **each** indicator is shaped with the same intent. Essentially, successful victim service providers use flexibility, innovation, and persistence to promote fair access and benefits of service—no matter the barriers and challenges that must be addressed and overcome to achieve this.\*

When services are victim-centered, the victim's needs take precedent over any system needs. Services are specific, focused, and driven by the individuals impacted by crime and violence.

When services are culturally appropriate and accessible, those working with victims of crime are aware of cultural, individual, and role differences, including those related to race/ethnicity, language, sex, gender, age, sexual orientation, (dis)Ability, social class, economic status, education, marital status, religious affiliation, residency, and HIV status.

While the CVSC program grant funds services to victims of the crimes outlined above in the 'Background' section, the responsibility to assist all victims of crime is an underlying principle across all types of service providers. In the state of Washington, when services are being sought by victims of crime, there should be no wrong way by which to access any type of service. It is critical that CVSC programs, and all other victim service providers, offer immediate responses to assist victims of any crime, every time. The steps that follow likely will include finding ongoing services that best match each person's needs and priorities, considering the type(s) of crime.

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\* DeHart, D.D. (2003) *National Victim Assistance Standards Consortium: Standards for Victim Assistance Programs and Providers*. Columbia, SC: Center for Child and Family Studies, University of South Carolina.

When this No Wrong Door approach is taken, any provider entry point for victim services is successful regardless of crime type. Respect is given for both the timing and extent to which individuals choose to disclose their experiences. Providers listen to victims, prioritizing victims' decisions and choices over program structures. As a result, victims are able to access a diverse network of interconnected service providers that work jointly to ensure victims receive all necessary assistance and resources.

The No Wrong Door coordinated response also relies on meaningful contributions from individuals, organizations, and agencies representing different cultures, backgrounds, and experiences. Leaders in the victims of crime movement will constantly assess group participation levels and ask, "Whose voice is missing from our table?"

Each of the following Indicators of Success has a definition, goal, examples, and intended outcomes. Many examples are taken from specific CVSC programs, the names of which have been included.

# **SECTION I**

## **Direct Services & Outreach**

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## No Wrong Door

### Definition

The No Wrong Door approach to services is one which victims and survivors receive fully coordinated, comprehensive support and assistance no matter how or where services are entered. Understanding of initial interventions is key and advocates focus on how best to serve individuals, not necessarily according to the type of trauma experienced. Decisions are made based on a victim-centered and victim driven approach that meets victims and survivors where they are.

### Goal

Victims and survivors have access to services with low and no barriers. Advocates assess the needs and priorities of individuals from a victim-centered perspective. Advocates work with victims and survivors based on their individual needs and what can be done to meet those needs. The delivery of services is fluid, with the least amount of interruptions and transfers possible.

### Examples

A victim of residential burglary, and mother of a small child, contacted a community program for assistance with a utility bill. She was able to meet her other financial deadlines, but needed assistance with this bill until payday. The provider is unable to help, but, with the survivor's permission, the region's lead CVSC program is contacted for assistance. After the situation is assessed to determine the needed services, the program provides Emergency Financial Assistance to pay for the utility bill as well as the replacement of a broken lock and groceries. *Crime Victim Assistance Program, Region 5*

An advocate meets with youth who are in detention. She connects with every youth, male and female, regardless of the reasons for detention. The advocate introduces herself and lets youth know she is available if and when they would like to talk. The advocate meets youth as and where they are. Because of her non-judgmental and open approach, many youth open up and are willing to speak about abuse and violence that has been experienced recently and in the past. *Providence Intervention Center for Assault and Abuse, CVSC, Region 4*

### Outcomes

- Individuals access immediate support and assistance regardless how services are approached.
- An individuals understand s/he drives timing and decisions.

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## **Provision of Victim-Centered Services**

- Individuals feel their needs and priorities are being heard, valued, and addressed in an empowering manner.

### **Definition**

Inherent to each service and type of outreach is the consideration of accessibility and appropriateness for individuals and communities that have been affected by crime. When services and outreach are victim-centered, every victim understands s/he deserves access to comprehensive advocacy and feels welcome, respected, listened to, and supported.

### **Goal**

Victims are treated as individuals who choose their own course of action, based on their own priorities, and in their own timeframe. Services are customized to reflect the goals and needs expressed by each victim and barriers to services are creatively surmounted. Advocates walk alongside victims through the experiences that may follow victimization and routinely offer to provide assistance or find resources that may be useful to victims.

### **Examples**

An advocate assists in the compilation of extensive evidence of identity thefts and accompanies the victim to the Social Security Administration Office to request a change of Social Security Number. *Crime Victim Advocacy Network, Region 11*

On the behalf of survivors, an advocate explains to law enforcement why it is critically important that Buddhist relatives of a homicide victim go to the site of the crime. *Chinese Information and Service Center, Regions 1 & 4*

An advocate contacts the local gym to request a free membership on the behalf of the survivor of a homicide victim who disclosed that she would physically and mentally benefit from regular swimming. *Families and Friends of Violent Crime Victims, Region 4*

### **Outcomes**

- Victims are confident that advocacy is driven by and respects their own choices, abilities, values, and identity.
- Advocates proactively offer to act on the behalf of victims and seek out resources to meet victims' unique needs.
- The objectives and needs of victims should generally take priority over those of CVSC agencies or other systems.

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## **Lasting Support of Victims & Survivors**

### **Definition**

Recovery and healing from trauma is a process that occurs in many different ways and is specific to the unique circumstances, culture, and experiences of each individual whose life has been impacted by crime. Advocacy services are available initially to assist in navigating systems and accessing resources. Services are also available as a source of support and empowerment in the long term following the time of crisis. Regularly following up with victims provide critical support as individuals incorporate their experiences into their day-to-day lives.

### **Goal**

Advocates schedule time, with the victim's consent, to check-in or follow-up at regular increments to ensure individuals know that support and assistance are available. The intent is to make sure that individuals are aware that services are always available to them.

### **Examples**

An advocate assists a young-adult victim of child abuse in accessing housing, securing a protection order, and other benefits. Advocacy services assist in establishing a healthy and safe environment. The victim advocate checks-in with the victim every few weeks. *Ferry County Connections, Region 6.*

An advocate works with a victim of trafficking and assists in securing housing, food, and other resources. The advocate works with the individual through the initial crisis phase and regularly checks-in with the individual to offer support and assistance. *The Safety Center, Region 1*

An agency sends cards annually to survivors of homicide victims and hosts a vigil during every Crime Victim's Rights Week. *Violent Crime Victim Services, Region 2*

### **Outcomes**

- Victims feel supported after the initial crisis phase and understand options available to meet changing needs or goals.
- Victims are supported as they incorporate and assimilate their experiences into their day-to-day lives.
- Victims have repeated opportunities to talk with an advocate and easily access services.

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## **Intentional Direct Outreach to Victims & Supporters**

### **Definition**

Reaching out directly to victims, survivors, family, and friends in a range of traditional and non-traditional ways is a critical part of CVSC outreach. In doing so, advocates regularly seek out and create opportunities for one-on-one contact with members of their communities.

### **Goal**

Programs will have ongoing discussions about new means to reach victims and families and build relationships. Advocates try out and assess the value of different types of direct outreach activities. Programs understand that innovative outreach and victim services are informed by relationships with diverse and marginalized communities.

### **Examples**

An advocate provides outreach to the East African community via churches, mosques, community gatherings, and parenting classes. As English is not the primary language of many in the community, translated materials on safety and services is critical. Individuals are grateful for the outreach and materials, sharing that it is the first time they have received information in their own language and cultural manner. Many clients seek services after direct outreach activities. *ReWA (Refugee Women's Alliance) CVSC, Region 1*

To reach Guatemalan victims of crime in the region, an advocate and interpreter go to community meeting places and gatherings to talk with potential victims of crime and/or supporters about confidential advocacy services. *Crime Victim Assistance Center, Region 13*

An advocate does monthly 'ride-alongs' with both Meals on Wheels volunteers and mobile library drivers to reach potential victims of elder/vulnerable adult abuse.

### **Outcomes**

- Victims and families are met and provided services where they are by advocates who take the time to seek them out.
- CVSC programs build positive reputations in their communities over time as victims and families share their experiences with friends, co-workers, spiritual leaders, teachers, and others with whom they have regular contact.
- Over time, CVSC programs learn which approaches are the most successful. Experiences are pooled with other CVSC partners' strategies.

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## **Creative & Targeted Community Outreach**

### **Definition**

Outreach activities and informational materials are tailored to communicate the CVSC services in different formats to diverse populations. Outreach strategies are well thought out, build on accurate knowledge of communities, and are led by the direction and feedback of individuals from diverse demographic groups.

### **Goal**

CVSC advocates set aside time to research creative, culturally-competent, accessible and relevant outreach strategies. Beyond the distribution of information via brochures and posters, CVSC advocates are committed to regular, direct availability in the community to potential victims as well as building consistent connections with other service providers. CVSC programs track the success of different outreach methods to guide future approaches.

### **Examples**

At a set time weekly, a CVSC advocate uses a drop space in a tribal service and resource center, building personal familiarity and awareness of services. *Spokane Crime Victims Service Center, Region 3*

Safe Side Super Chick, a.k.a the CVSC advocate, interacts with 4-10 year olds to raise awareness of supportive and helping/safe people in their community. *Pend Oreille Crime Victim Service Center, Region 6*

Collaborating with the Washington State Department of Transportation, posters with information about CVSC programs and services are displayed at multiple freeway rest stops to reach victims of human trafficking. *Crime Victim Advocacy Network, Region 11*

### **Outcomes**

- An ever widening range of people are aware of services and know how to access them easily.
- Outreach activities speak specifically to and resonate with particular communities.
- Victims of crime, regardless of identity or background, are confident that CVSC advocates and services are useful and safe.

# **SECTION 2**

## **Growing Strong Crime Victim Service Programs**

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## **Unique CVSC Program Identity Developed Within Grantee Agency**

### **Definition**

Each CVSC grantee intentionally constructs a distinct identity for this program within the overall structure of the agency. The CVSC is named and agency staff as well as the public easily recognize that the program serves victims of crimes such as assault, arson, homicide/attempted homicide, child abuse, DUI/DWI crashes, elder/vulnerable adult abuse, fraud, hate crimes, identity theft, kidnapping, property crimes, robbery, human trafficking, and vehicular assault.

### **Goal**

The program is given time, space, and support to become established in an agency. Agency staff, and those in the CVSC program specifically, are able to speak about the differences that may exist between the needs of individuals of different types of crime. Recognition of CVSC programs by name at all community events or presentations where other agency program information is being shared. The grant funds are not used to supplement an agency's pre-existing domestic violence, sexual assault, or other services.

### **Examples**

A specific CVSC program name, along with logo, colors, design, etc, are developed to be used on brochures, posters, website, ads, and other 'give away' materials. *Crime Victim Advocacy Program, Reg 5*

An agency hosts a neighborhood kick-off event to introduce the new CVSC program to the community. *Martin Luther King Family Support Services, Spokane County CVSC, Region 3*

An office space physically separate from the grantee agency is obtained for CVSC program advocate and clients. *Crime Victim Advocacy Center, Reg 13*

### **Outcomes**

- Programs maximize opportunities to become visible and increasingly recognized in a community.
- A consistent, clear message about CVSC services is established and built on.
- Victims of crime are readily able to identify the program as a specialized resource to serve them.

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**CVSC Program  
Champion &  
Dedicated Staff****Definition**

A designated advocate serves as the CVSC champion to ensure that the program's distinct identity is built and maintained in the agency. This role provides a 'point person' to organize and represent the program. The champion has at least .5 FTE funded by the CVSC grant.

**Goal**

The advocate in this role is familiar with grant requirements, is well-trained to assist victims of a range of crimes, and knows how to measure and improve the quality of the program's services and outreach. The champion ensures that the program remains focused on assisting victims of crime other than domestic violence, sexual assault, and stalking. Supervisors understand the grant requirements and set aside time to work with and support the champion.

**Examples**

At each staff meeting a champion provides an update on current CVSC activities.

A program champion sends monthly information on, or training about, CVSC-related crimes to all advocates funded by the grant in her or his agency.

A champion works with other champions in the CVSC region to coordinate a joint outreach to Adult Protective Services.

**Outcomes**

- Both the CVSC program and champion are valued and seen as a unique and integral part of each agency.
- CVSC program champions have the necessary training and support to provide specialized services to victims of crime.
- All of the champion's time funded under the CVSC grant is engaged in providing direct services, outreach, or program development.

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## **InfoNet and Other Tools Used to Inform & Guide Services**

### **Definition**

Each CVSC regularly uses the agency's unique InfoNet data to identify victim demographics, referral patterns, range of services provided, levels of direct service hours or outreach across the agency, and individual advocate's direct service hours, among others. Further sources of local, state, and national data are used to gather information related to crime rates, reporting rates, demographics, etc.

### **Goal**

CVSCs are familiar with and regularly use InfoNet reports. InfoNet data and information from other sources are used as tools to assist programs in identifying underserved areas or groups of people, the types of services that are not being regularly provided, patterns or gaps in referral sources, levels of outreach activities, crime rates, and/or local population demographics.

### **Examples**

A recent National Crime Victimization Survey shows that serious violent victimization of individuals with disabilities is more than triple the rate of those without disabilities. A CVSC champion contacts a local agency serving people with disabilities to seek advice and build collaboration in order to provide accessible services.

A Staff Service Report shows that an advocate funded by multiple grants provides a disproportionately high level of advocacy for one program. A supervisor works with the advocate to better balance time.

A program serving a broad rural area uses InfoNet reports to track referrals geographically. With this information, outreach is planned for a CVSC informational table on specific local ferries routes once a week. *San Juan County CVSC, Reg 12*

### **Outcomes**

- Informed by InfoNet data, CVSC programs are more responsive to all communities that need to be served.
- Gaps in both services and communities served are readily identified and prioritized.
- Staff time spent providing CVSC services and outreach reflect time allocated for staff in the CVSC grant budget.

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## **Program Assessment & Ownership of Data**

### **Definition**

Specific outcomes are chosen by programs to measure quality and effectiveness of direct services and outreach. Multiple tools are used in this process and programs actively seek the views, suggestions, and critiques of individual service users, community members, and other service providers. The chosen outcomes, and the process for choosing them, are understood by all staff and volunteers.

### **Goal**

Well thought out, overt priorities are used by individual CVSC programs to identify several outcomes that best measure and reflect the success of victim services and outreach. The resulting information is used in a consistent, meaningful way to shape future services. Once sufficient data and feedback are received to assess an outcome, new measures are chosen.

### **Examples**

A program develops a brief survey for service users including a rating measure related to the respect of culture and beliefs, and the resulting influence of these, on the ways assistance is provided.

A small group of LGBT victim service users and community providers meet quarterly with a CVSC champion to give feedback and offer recommendations on the quality of culturally-appropriate service delivery and a tailored outreach plan.

The regional CVSC website includes a section requesting anonymous feedback about any aspect of the program.

### **Outcomes**

- Crime victims have the opportunity to voice views and experiences in a consequential way.
- Programs are invested in the results of outcomes data and recognize these as vital indicators of the effectiveness of services.
- The structure and range of services and outreach provided by programs directly reflect the priorities and needs of victims.

# **SECTION 3**

## **Regional and Community Partnerships**

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## **Program Development Based in Broad Community Participation**

### **Definition**

Each CVSC continually uses mechanisms to assess community participation in program development and planning. Formal and informal mechanisms are used. Information gained through the assessment process is incorporated into agency operations.

### **Goal**

The provision of services to victims of crime is structured to serve the most vulnerable and marginalized members of the community. With the 'net' cast this widely, all victims of crime are served. Participation of individuals with diverse identities, experiences and levels of power in program development and planning is vital to ensure victim-centered, barrier-free services that are accessible and consistently delivered.

### **Examples**

A program compiles a list of individuals who participated in the last three quarterly community meetings. Staff identifies who in the community was not represented, then develops a plan for outreach to additional community members/groups.

A CVSC region invites staff from an agency serving clients with disabilities to attend regional meetings and advise partners on specific ways victims with disabilities may be best served. *Region 2*

A program reviews InfoNet data on the level of clients served under the age of 18. The numbers are low, so a group of clients from a local youth services program are invited to develop tailored outreach and talk about barriers to services that could be removed.

### **Outcomes**

- CVSCs continually assess who is and who is not participating in program development and planning and have plans for strengthening community participation.
- CVSCs have ongoing dialogue with individuals from a wide range of backgrounds and geographic locations, who offer diverse perspectives.
- Community members are engaged in and invested in victim services.

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## **Written Protocols or Agreements with Community, Health, and Legal Organizations**

### **Definition**

CVSC programs enter into agreements with agencies likely to serve victims of crime such as schools, health care providers, law enforcement, Child Protective Service, and prosecutors, among others. These agencies or allies may be community or systems-based. The agreements outline the actions to be taken if someone is or may be the victim of a crime.

### **Goal**

Social, health, community, and criminal justice agencies are aware of the services provided by the CVSC, are familiar with a designated CVSC contact person for referrals, and confidently refer crime victims, or family members and friends affected by crime, whenever appropriate. Likewise, CVSC advocates know which services other providers offer, who to contact, and how to access the services.

### **Examples**

An adolescent in detention discloses to an advocate she was sexually assaulted and is very afraid the perpetrator will find out she disclosed the violence. With the adolescent's permission and cooperation, the advocate arranges a meeting with the designated local detective. The detective shares with the adolescent her rights and his contact information so that she can contact him when she is ready. *Providence Intervention Center for Assault and Abuse, Region 4*

With the client's permission, an Adult Protective Services intake coordinator contacts the appropriate CVSC advocate to refer a vulnerable adult that APS is unable to assist. The advocate meets the person in a designated room in APS office to talk privately about her situation.

Law enforcement provides designated CVSC advocates with victim contact information from daily crime reports. *Spokane COPS Spokane Count CVSC, Region3; Dove House Advocacy Services, Region 13*

### **Outcomes**

- Service providers build strong relationships with CVSC programs and refer victims on a regular basis
- Services are easily accessed by all victims of crime.
- Protocols serve to build increasingly comprehensive crime victim services across every CVSC region.

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## **Coordinated Regional Response**

### **Definition**

CVSC regional partners coordinate activities on a regular basis such as training opportunities, outreach, quarterly regional meeting guest speakers, etc. CVSC programs also engage with other service providers and community groups that may have contact with victims of crime. When a crime or series of crimes occur, CVSCs work quickly and effectively with a range of partners to respond.

### **Goal**

A coordinated response draws on the strengths of individuals and programs across a region to meet the diverse needs of victims with an equally diverse capacity to react and support. Joint responses are able to greatly improve the quality of victim services and increase the likelihood of future disclosures of crime.

### **Examples**

CVSC programs co-sponsors an anti-gang rally combining resources to enable wider advertising as well as materials to give to participants. *Violent Crime Victim Services, Region 2, 11; Central Washington Comprehensive Mental Health, Region 10; Families and Friends of Violent Crime Victims, Regions 1, 2, 4, 12 & 13*

Following a homicide, an advocate works with first responders and law enforcement, to quickly provide support and resources to the victim's family, neighbors, and friends. *Families and Friends of Violent Crime Victims, Regions 12*

A series of hate crimes leads to the development of a well-prepared team of CVSC advocates, LGBTQ youth agency staff, public transportation staff, and local media. The partners meet both with victims individually, the broader LGBTQ community, and the public to facilitate intervention.

### **Outcomes**

- CVSC advocates are familiar and regularly communicate with counterparts in regional partner programs.
- Responses to crimes are rapid and well-coordinated, giving all victims immediate and equal access to appropriate services and resources.
- Community members across the region recognize the CVSC network and are confident in the services that will be provided.

# **SECTION 4**

## **Capacity Building**

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## **Crime-Specific & Trauma-Related Training Opportunities**

### **Definition**

Successful CVSC programs source relevant training opportunities that are focused on specific crimes and that address ways to support individuals who have experience trauma. Effective training will be outcome-based and directly relate to the provision of services to victims of crimes along with the enhancement of advocacy skills.

### **Goal**

Programs serving victims of crime have a dynamic training plan for staff and volunteers that adapts to the evolving needs of victims, the changing social climate, and current research. Training is available in different formats in order to meet both the training requirements as well as the needs of staff and volunteers. Strong fundamental training materials are the foundation of the training plan. New resources are regularly screened and integrated into the existing training plan.

### **Examples**

A CVSC program collaborates with a national trainer to develop the Human Response Model for communities following a homicide(s). The trainer provides a 2-day workshop outlining the model and how it fits the region's unique context. *Families and Friends of Violent Crime Victims, Reg 12*

The Executive Director of a multi-service program (SA, CAC, CVSC) attends a training on sexual exploitation of children/youth so that she can enhance her knowledge of the issue and better. She also identifies how to assimilate the information about advocacy into current direct service and outreach practices of the CAC and CVSC programs. *Sexual Assault Response Center, Region 7*

An advocate participates in a crime specific webinar provided by the Washington Coalition of Crime Victim Advocates (WCCVA). The webinar defines identity theft and outlines steps that may be taken and the resources available to recover.

### **Outcomes**

- Following a training, specific advocacy skills and tips can be immediately integrated into client services and/or outreach.
- Staff and volunteers are confident and prepared to respond to a broad range of client needs based on specific crimes.
- Supervisors and program managers are able to draw on crime-specific training to better support staff and volunteers.

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## ***Building Capacity: Assessing Theory, Best Practice, and Evidence-based Service Delivery Approaches***

### **Definition**

The importance of researching and incorporating current theory, best practice, and evidence-based service delivery is recognized and prioritized. Advocates are encouraged to seek out a range of evidence-based research and best practice approaches. The interrelationship between practice and theory is clearly understood and actively considered.

### **Goal**

A regular and systematic approach is taken to finding and evaluating new information that may improve service delivery. The work of managers, advocates, therapists, and volunteers benefits from current research and best practice recommendations. Programs maintain a flexible approach to victim services and are willing to consider adapting practices in order to improve services and outreach.

### **Examples**

An advocate is designated to find and evaluate recent studies of parallel justice, then share a summary of the findings during a staff meeting where the topic will be discussed.

CVSC programs source material on violence-based trauma and recovery from WCCVA, the National Center for Victims of Crime, and the Federal Office for Victims of Crime.

A program champion seeks out a local librarian willing to assist an hour a week to locate recent studies on strength-based advocacy.

### **Outcomes**

- Programs are aware of current research in the area of crime victim advocacy.
- Advocates have the best tools possible with which to assist victims.
- Victims receive services grounded in theory and well-tested through practice.

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## **Good Grant Management and Contract Compliance**

### **Definition**

Managers of programs funded by this grant are familiar with funding guidelines; meet ongoing responsibilities throughout the grant cycle; adhere to the *Victims of Crime Service Standards and Definitions*; and are responsive to OCVA project managers and coordinators.

### **Goal**

The purpose, intent, and requirements of the grant funding are well understood and carried out at each level of the program. The relationship between grant fiscal guidelines and the statement of work is clear. CVSC program deadlines are consistently met.

### **Examples**

A program's cost allocation plan consistently reflects current FTE levels funded by the CVSC grant and other program. *Asian Counseling Service Center, Region 2*

Program managers inform OCVA of any staff changes quickly and training information is provided for new staff or volunteers prior to start dates. *Brigid Collins Family Support Center, Region 12*

The *Goods and Services vs Overhead Expenses* chart is consistently used to determine expense allocation when a program is building a grant budget. *Dove House Advocacy Services, Region 13*

### **Outcomes**

- The requirements and intent of the grant is fulfilled.
- Direct services and outreach have a stable financial foundation.
- Consistent supervision is provided for all staff relating to eligible and ineligible activities under the grant.

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## **Strategic Planning, Fund Development and Sustainability**

### **Definition**

Ongoing strategic planning is incorporated into the standard practice of the organization and includes participation from a broad spectrum of people engaging board, staff, and consumers in the process. The vision, mission, and values of the organization drives the process of defining the strategy, or direction, and making decisions on allocating its resources to pursue this strategy. Strategic planning draws continual attention to changes in the organization and affects the future direction of the organization. Seeking out and creating new funding opportunities is an ongoing task assigned to a specific person or group of people. Sustainability is the outcome of well throughout organizational planning and persistent resource development.

### **Goal**

The organization develops an on-going process to determine the direction of the organization. Input is sought and both short term and long term organizational goals are developed that reflect the vision and mission of the organization. Program and resources may be changed, moved, or developed in response to the strategic planning process. Funding and fund development is determined based on the plan and resources allocated to reflect the plan. The agency identifies a timeline and specific steps to review and assess the progress of the plan, as well as funding, based on the intended outcomes.

### **Examples**

Based on an identified weakness in direct services for Spanish speaking victims, an organization applies for funding from a national foundation to hire a bi-lingual advocate. In addition, they incorporate the position into the agency structure and a plan is outlined to ensure potential future costs related to the position will be available.

Eighty-eight percent of an agency's budget includes funding from only two large state grants. The agency board of directors works to produce a multi-faceted fund development plan. Through online grant tracking sites, new sources of funding are identified and applications are made regularly.

A CVSC program's website offers the opportunity for the public to provide support by purchasing items online from companies that will donate a percentage of the sales back to the program.

## Outcomes

- Staff, volunteers and board members are in agreement on the direction of the organization.
- Program development comes from identified priorities and needs identified through the strategic planning process.
- Organizational sustainability is ensured through the development of multiple, diverse funding sources.