



**Victims Services Action Plan  
Response to Victims Services Stakeholder Meetings**

**March 2015**

[www.dcjs.virginia.gov](http://www.dcjs.virginia.gov)



# COMMONWEALTH of VIRGINIA

## *Department of Criminal Justice Services*

Francine C. Ecker  
Director

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March 13, 2015

Dear Victim Services Stakeholders:

I am pleased to share with you our document, ***Victims Services Action Plan: Response to Victims Services Stakeholder Meetings***.

During the summer of 2014, the Virginia Department of Criminal Justice Services (DCJS) held three stakeholder meetings for sexual assault and domestic violence grant programs. As a result of these meetings, two meetings were also conducted with Victim/Witness programs in the fall of 2014. The purpose of these meetings was to obtain feedback from stakeholders about the strengths and weaknesses of DCJS victim's programs and processes.

As you'll see in the document, discussions focused on several key areas, including Grant Funding and Administration, Communication with Grant Monitors, Technology, and Training. Stakeholders from both stakeholder groups identified priority objectives for short, medium and long-term action, with most priorities being common to both groups. The *Victims Services Action Plan* organizes these priorities into six goal categories, with objectives and timeframes for completion.

DCJS will utilize the *Victims Services Action Plan* to continue improving our administration of grant programs, enhancing our response to stakeholders, and demonstrating our commitment to victims of crime. I look forward to the progress we will make.

Sincerely,

A handwritten signature in black ink, appearing to read "Francine C. Ecker".

Francine C. Ecker  
Director

## INTRODUCTION

During the summer of 2014, the Virginia Department of Criminal Justice Services (DCJS) held three stakeholder meetings for sexual assault and domestic violence grant programs. These meetings, held June 3<sup>rd</sup>, July 29<sup>th</sup>, and August 21<sup>st</sup>, were an opportunity to hear from stakeholders about the strengths and weaknesses of DCJS processes, as well as to reaffirm the agency's commitment to victims' services.

As a result of the meetings with the sexual assault and domestic violence programs, meetings were also conducted with Victim/Witness programs on November 13<sup>th</sup> and December 17<sup>th</sup>. All of the meetings were facilitated by Director Fran Ecker and were held to listen to stakeholders about the strengths and weaknesses of DCJS grant processes using a SWOT Analysis. SWOT is a structured planning method that identifies the (S)trengths, (W)eaknesses, (O)pportunities, and (T)hreats involved in an organization's performance. This tool can be used to help the organization identify and accomplish primary objectives and determine strategies to minimize obstacles in achieving desired results.

Discussions focused on several key areas, including: Grant Funding and Administration, Communication with Grant Monitors, Technology and Training. Stakeholders from both stakeholder groups identified priority objectives for short, medium and long-term action, with most priorities being common to both groups.

Since the conclusion of the SWOT planning sessions, DCJS staff members have organized the priority recommendations into six goal categories for the agency's Division of Programs, with objectives and timeframes for completion. The chart that follows includes the goals along with some objectives, activities/deliverables, person(s) responsible for oversight and target dates for implementation. More detail will be added to these sections over the next few months.

Under the leadership of a new agency Director, DCJS has been strengthening staffing devoted to victims services in order to improve responsiveness and increase transparency to local programs. The first step was to realign DCJS staffing so that Victims Services Grant Monitors were moved from the Division of Finance and Administration to the Division of Programs and Services. This move has already helped DCJS improve coordination and enhance technical assistance for victims services grant programs.

*The Victims Services Action Plan* is intended as an initial framework for improving DCJS administration of programs serving victims and maintaining a more purposeful approach to responding to stakeholders. The Victims Services Stakeholder Meetings held in 2014 demonstrated DCJS's commitment to all aspects of public safety. Through this Action Plan, we incorporate the expertise of Advocates, local agencies and state partners in furthering more effective DCJS services to domestic violence programs, sexual assault crisis centers and local victim/witness programs.

## OVERVIEW OF VICTIMS SERVICES FUNDING

Division of Programs and Services staff provide grant funding, training, technical assistance, and written resources to programs and individuals serving crime victims. In addition, staff monitor legislation, conduct studies and provide direct services to crime victims through the INFO-LINE and through victim assistance emergency response.

### Grant Funding

DCJS currently provides over \$22.3 million in state and federal funds to 340 grant programs working with victims of all types of crimes. Grant programs supporting services to crime victims include:

- Victim/Witness Grant Program
- Sexual Assault Grant Program
- Sexual Assault Services Program
- Virginia Services Training, Officers, Prosecutors (VSTOP) Grant Program
- Virginia Sexual and Domestic Violence Victim Fund Grant Program
- Community Defined Solutions Program

### Victim/Witness Grant Program (109 Grants; 3 funding sources)

In FY2015, DCJS used VOCA funds, state General Funds, and state Special Funds totaling \$9.7 million to support 109 local victim/witness programs and statewide victim assistance programs designed to provide direct services, information, and assistance required by Virginia's Crime Victim and Witness Rights Act.

### Sexual Assault Grant Program (SAGP) (36 grants)

In FY 2015, DCJS used VOCA and state General Funds totaling \$3.4 million to support 36 local and statewide sexual assault programs that provide direct services to victims of sexual assault. Services include crisis intervention, follow-up contact, emergency assistance, assistance with compensation claims, information and referrals, personal advocacy, and criminal justice support.

### Sexual Assault Services Program (SASP) (33 grants)

The Sexual Assault Services Program (SASP) was created by the federal Violence Against Women Act and is the first federal funding stream dedicated *solely* to the provision of services for victims of sexual assault. SASP is designed to supplement other funding sources directed at serving sexual assault victims. States are required to use the funding to support rape crisis centers and other nonprofit, nongovernmental organizations that provide core services to victims of sexual assault. For CY2015 DCJS awarded a total of \$361,258 to 33 applicants.

### Programs Combating Violence Against Women (VSTOP) (92 grants)

The federal Violence Against Women Act includes the STOP grant program. The STOP acronym reflects program areas eligible for funding through the program – Services, Training, Officers, Prosecution. V-STOP promotes a coordinated, multidisciplinary approach to improving the criminal justice system's response to violent crimes against women and encourages the development and strengthening of effective law enforcement and prosecution strategies to address violent crimes against women and the development and strengthening of victim services in cases involving violent crimes against women. In calendar year 2015 VSTOP funds totaling \$2,873,308 support 92 grant programs.

**Virginia Sexual and Domestic Violence Victim Fund (VSDVVF) (66 grants)**

The purpose of the VSDVVF is to provide funding to assist in protecting and providing necessary services to victims of and children affected by sexual violence, domestic violence, stalking, and family abuse. Approximately \$4.8 million is available for the 24-month funding cycle. Beginning, July 1, 2014, this grant program was moved to a state fiscal cycle. Half of the funding is designated for victims' services and half is designated for prosecution efforts. In FY2015 (January 1 through June 30, 2015), awards totaled \$1,246,897 to support these 65 continuation programs.

**Grants To Encourage Arrest Policies and Enforcement of Protection Orders (GEAP) —  
(Partnership Grant)**

Through September 30, 2016, the GEAP is supported by a \$899,737 two-year grant from the federal Office on Violence Against (OVW) Women, and in collaboration with the Virginia Sexual and Domestic Violence Action Alliance, the Office of the Chief Medical Examiner, Office of the Attorney General, and the Virginia Poverty Law Center. The Partnership will conduct needs assessment for service providers and criminal justice system responders to create and understanding of barriers, challenges, and strengths in Virginia current response to sexual assault and domestic violence.

## PROCESS

Utilizing the **SWOT Analysis**; attendees were invited individually to identify strengths, weaknesses, opportunities, and threats. Below are some issues identified for each category:

**Strengths:** knowledgeable staff, good financial management, GMIs is easy to access and use, drawdown process, staff is passionate, DCJS has “protected” victim services; Grant monitors were moved to Programs and Services.

**Weaknesses:** antiquated reporting process, paper-based reporting, inconsistency of grant monitors, criminal justice focus on victim services, two year grant cycle, limited funding opportunities to expand, conduct more trainings, and increased responsibilities on Victim/Witness programs to respond to a victim’s needs.

**Opportunities:** Build on state/local alliances, DCJS has capacity to administer more funding, all grants under one monitor, increase in federal and state budgets, open dialogue and transparency, streamline reporting process. Also understanding the security of Victim/Witness program Directors during elections, increases to Director’s salaries, and developing a job task analysis in CIMS.

**Threats:** Lack of communication, competition for funding, legislative actions in 2013, lack of equity in funding different programs, lack of sexual assault funding. Victim/Witness programs specifically identified problems with restitution and collection, unfunded service mandates, and increased services to specialized populations (human trafficking victims).

Representatives from each stakeholder group were provided with a compilation of the results of the SWOT exercise and were instructed to identify the most important priorities and to identify appropriate timeframes for each priority. Time frames were defined as:

- Short-term= less than six months
- Mid-term= six months to 12 months
- Long term= More than 12 months

### Sexual Assault and Domestic Violence Programs

The following is a brief summary of the top three priorities and term identified by sexual and domestic violence program representatives.

1. Explore the structure of program funding to make it most efficient (ex. should state SAGP funds be combined with restricted federal VOCA funds?).
  - The timeframe for addressing this issue was *short term* to begin the assessment and *long term* to conduct planning.
2. Several secondary priorities were identified:
  - A. The following priorities were combined into one priority area:
    - Improve data collection processes in order to facilitate more efficient reporting.
    - Explore ways to potentially utilize VAdata or other technologies.
    - *Short to mid-term*

- B. Explore ways to minimize duplication and competition for funding streams.
    - *Long term*
  - C. Provide training “refreshers” for criminal justice system, allied professionals.
    - *Short to mid-term*
  - D. Provide direct, timely, and transparent communication to grantees, constituents, and other stakeholders.
    - *Short term*
3. The following priorities were combined into one priority area:
- A. Provide opportunities for programs to increase funding and/or obtain funding equitable to that of other programs.
  - B. Consider implementing a fair and equitable funding formula or “block grant” process, to address discrepancy among funding amounts.
    - *Long term*

## Victim/Witness Programs

The following is a brief summary of the top three priorities and term identified by Victim/Witness program representatives.

- 1. Explore conducting a “work load analysis” to adequately assess the amount of time spent on specific types of cases.
  - *Mid to Long Term*
- 2. Conduct a needs assessment of all victim/witness programs
  - *Short Term*
- 3. Grant monitoring: need for improvements
  - *Short Term and Ongoing*

### **Additional Discussion from both groups regarding other identified priorities:**

- **Grant Applications**  
Explore the use of new and emerging technologies to apply for grants, especially the use of online grant application submission.
  - *The timeframe for addressing this issue was short term to begin the assessment and long term to re-vamp application process.*
- **Grant Monitoring**  
Provide consistent expectations and guidance; enhance customer service (be available, courteous, and helpful).
  - *Short term*

# Virginia's Victims Services Action Plan

## Recommendations & Strategies

Since the conclusion of the SWOT planning sessions, DCJS staff members have organized the priority recommendations into goal categories for the Division of Programs, with objectives and timeframes for completion. The recommendations contained within *Victims Services Action Plan* fall within six categories, listed below. This list is followed by a chart that includes the goals along with some objectives, activities/deliverables, person(s) responsible for oversight and target dates for implementation. More detail will be added to these sections over the next few months.

### Category 1: Grant Monitoring

**Goal: DCJS grant recipients will receive grant guidance and support through consistent, professional customer service and a variety of technical assistance opportunities.**

Objectives:

1. Update agency grant monitoring guidance and training protocol.
2. Provide plan for individual program, regional and statewide technical assistance and on site monitoring.
3. Train all grant monitors to provide excellent customer service and effective measures in fostering constituent relationships.
4. Provide regular opportunity for stakeholder feedback and evaluation of grant monitor customer service

### Category 2: Grant Applications/Administration

**Goal 1: DCJS will use current best practice technologies for the grant application process.**

Objectives:

1. Develop a process for online grant application submission.
2. Develop web-based instruction module for completing grant applications.
3. Streamline application process by transitioning grants to a state fiscal year cycle.

**Goal 2: The DCJS victims' services funding process will be customer-centered, results oriented, efficient and fair.**

Objectives:

1. Explore the structure of program funding to identify possible improvements and avoid unnecessary duplication and competition (ex. should state SAGP funds be combined with restricted federal VOCA funds?).
2. Evaluate the current process and options for determining funding awards, including funding formulas and a "block grant" process, to address potential inequities.
3. Provide additional/new funding opportunities through DCJS or other resources.



### **Category 3: Communication**

**Goal: DCJS will provide direct, timely, and transparent communication to grantees, constituents, and other stakeholders.**

Objectives:

1. Facilitate regional stakeholder meetings that are fact-based and interactive.
2. Maintain the DCJS website with current and relevant information.
3. Develop and maintain a Frequently Asked Questions (FAQs) section on DCJS website.
4. Increase public awareness of Victim/Witness programs' function and value to communities.
5. Continue regular communication and collaboration activities to improve relationships with grantees and other stakeholders.

### **Category 4: Data Collection & Reporting**

**Goal: DCJS will use the best available systems to collect and report data for program effectiveness.**

Objectives:

1. Improve data collection processes in order to facilitate more efficient reporting.
2. Evaluate VaData or other new/emerging technologies to support Sexual and Domestic Violence program services.
3. Evaluate the functionality of CIMS and/or develop a Case management/database system for Victim/Witness programs (replace CIMS).

### **Category 5: Training**

**Goal: DCJS training for victims' services providers will be relevant, research-based and accessible to all programs.**

Objectives:

1. Review all trainings to determine how technology (e.g. WebEx, website videos, on-line modules) may be used to enhance victim's services training.
2. Provide training "refreshers" on victims' needs and services to allied professionals working within the criminal justice system (Prosecutors, law enforcement officers, clerks, judges, probation and parole officers, magistrates, etc.).
3. Partner with Supreme Court of Virginia and Criminal Injuries Compensation Fund and other state agencies to provide topic specific trainings on their procedures relevant to victim services.

**Category 6: Research/Evaluation**

**Goal: DCJS will provide research and evaluation support for system stakeholders through its Research Center or partnerships with other public and private agencies.**

Objectives:

1. Conduct a Needs Assessment of all Victim/Witness Programs.
2. Conduct a Workload Analysis for Victim/Witness Programs to adequately assess the amount of time spent on specific types of cases.

**CATEGORY 1: GRANT MONITORING**

➤ **Goal: DCJS grant recipients will receive grant guidance and support through consistent, professional customer service and a variety of technical assistance opportunities.**

<p><b>Objective 1.1:</b>  <b>Update agency grant monitoring guidance and training protocol.</b></p> <p><i>A DCJS interdepartmental workgroup has been formed to update agency monitoring policies which include performing programmatic and financial risk assessments, determining site visits, and updating training requirements and performance expectations for staff. Workgroup met on December 12, 2014 to begin revising agency grant monitoring policy.</i></p> <p><i>Priority Level: Short term</i></p> <p><i>Status: Underway</i></p>	<p><i>Person(s) Responsible</i></p> <p>Bruce Crusier            Cassandra Bullock            Janice Waddy</p> <p><i>Deliverable: Updated Agency Grant Monitoring Policy and Procedures</i></p> <p><i>Target Date: September 2015</i></p>
<p><b>Objective 1.2:</b>  <b>Provide a plan for individual program, regional and statewide technical assistance and onsite monitoring.</b></p> <p><i>This will provide a consistent approach to identify programs at risk and to determine priorities for technical assistance and onsite monitoring.</i></p> <p><i>Priority Level: Short term</i></p> <p><i>Status: Underway</i></p> <p><i>Program monitors currently conduct a risk assessment of all programs to identify and schedule onsite visits and technical assistance needs. As monitoring policy is updated, annual plan for monitoring visits will be revised.</i></p>	<p><i>Person(s) Responsible</i></p> <p>Kassandra Bullock</p> <p><i>Target Date: Immediate implementation</i></p>
<p><b>Objective 1-3:</b>  <b>Train all grant monitors to provide excellent customer service and guidance</b></p> <p><i>a. Establish regular in-service Monitor Trainings &amp; Discussions. (Trainings held on June 4<sup>th</sup>, October 29<sup>th</sup>, 2014; and January 27, 2015.)</i></p> <p><i>b. Establish expectations for responding to requests for technical assistance, referrals and taking action on programmatic progress reports.</i></p>	<p><i>Person(s) Responsible</i></p> <p>Kassandra Bullock</p>

<p><i>c. Address concerns of internal and external customers in a timely manner and elevate unresolved matters to the Victims Services Manager.</i></p> <p><i>Priority Level: Short term</i></p> <p><i>Status: Underway and Ongoing</i></p>	<p><i>Target Date:</i> <i>Immediate implementation</i></p>
<p><b>Objective 1-4:</b> <b>Provide regular opportunity for stakeholder feedback and evaluation of grant monitor customer service.</b></p> <p><i>a. Use meetings and informal discussions to solicit feedback at victims' services trainings and association conferences.</i></p> <p><i>b. Continue monthly partnership meetings with the Executive Director of the Action Alliance.</i></p> <p><i>c. Continue attending the Quarterly Business Meetings of the Victim Assistance Network.</i></p> <p><i>d. DCJS research center to assist with surveys of stakeholders.</i></p> <p><i>Priority Level: Short -term</i></p> <p><i>Status: Annually and Ongoing</i></p>	<p><i>Person(s) Responsible</i></p> <p>Bruce Crusier</p> <p>Kassandra Bullock</p> <p><i>Target Date:</i> <i>Immediate implementation</i></p> <p>(Stakeholder research survey by March 2016)</p>

**CATEGORY 2: GRANT APPLICATIONS/ADMINISTRATION**

➤ **Goal 2.1: DCJS will use current best practice technologies for the grant application process.**

**Objective 2-1:**

**Develop a process for online grant application submission.**

**Objective 2-2:**

**Develop a web-based instruction module for completing applications.**

*An interdepartmental group has been formed to transition to an online grant application system. Meetings are currently being held to evaluate the overall use of technology to enhance management and submission of grant applications, as well as on-line instructions.*

*Priority Level: Mid-term (review); Long-term (Implementation)*

**Objective 2-3:**

**Streamline application process by transitioning grants for domestic violence and sexual assault funding to a state fiscal year cycle.**

*Status: VSDVVF grant program were moved to a state fiscal cycle beginning July 1, 2014. Due to federal reporting requirements, STOP and SASP grants were not moved to a state fiscal cycle. Moving these programs would increase administrative requirements of victims' services grantees.*

*DCJS continues to look at ways to streamline funding and support the administrative requirements for programs.*

*Person(s) Responsible*

Bruce Crusier

Dennis Harrell

Janice Waddy

Kassandra Bullock

*Target Date:*

*December 2016*

*Completed for VSDVVF grants*

➤ **Goal 2.2: The DCJS victims' services funding process will be customer-centered, results oriented, efficient and fair.**

**Objective 2.2-1:**

**Explore the structure of program funding to identify possible improvements and avoid unnecessary duplication and competition (ex. should state SAGP funds be combined with restricted federal VOCA funds?).**

- a. Evaluate the current process and options for determining funding awards, including funding formulas and a "block grant" process, to address potential inequities.
- b. Provide additional/new funding opportunities through DCJS or other resources (Staff person assigned to research funding opportunities).

*Currently, priority for funding is given to "continuation" grant programs. These programs have a streamlined application process based on performance and being recognized as low risk. Review existing funding*

*Person(s) Responsible*

Bruce Crusier

John Colligan

Janice Waddy

Kassandra Bullock

Michelle Miles  
(funding research)

*Target Date:*

*Immediate*

*Implementation*

<p><i>programs for duplication of services and evaluate competitive grants to increase access for applicants and eliminate barriers to identifying priorities for funding.</i></p> <p><i>Priority Level: Mid to Long Term</i></p> <p><i>Status: Underway and Ongoing</i></p>	
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**CATEGORY 3: COMMUNICATION**

➤ **Goal 3.1: DCJS will provide direct, timely, and transparent communication to grantees, constituents, and other stakeholders.**

**Objective 3.1:**

- 1. Facilitate regional stakeholder meetings that are fact-based and interactive.**
- 2. Continue regular communication and collaboration activities to improve relationships with grantees and other stakeholders.**

*Schedule at least 2 Stakeholder Meetings in 2015 for victims' services grantees. Additionally, DCJS currently collaborates with the Action Alliance and other partners on the State and Local Partners Regional Meetings for Sexual and Domestic Violence Programs.*

*Priority Level: Short Term*

*Status: Underway and Ongoing*

*Person(s) Responsible*

Bruce Crusier

Kassandra Bullock

*Target Date:*

*1<sup>st</sup> meeting to be scheduled by June 2015.*

➤ **Goal 3.2: Maintain the DCJS website with current and relevant information.**

**Objective 3.2**

**Develop and maintain a Frequently Asked Questions (FAQs) section on DCJS website.**

*FAQs to be added with posting of next grant solicitation.*

*Information and materials are posted on the "What's New and Victims Services Announcements" page. Information and materials include: articles; general information/ awareness; resources (including national trainings, research publications, and victims' services reports from other state partners); other information or links; as applicable to the stakeholder groups.*

*Priority Level: Short-mid term*

*Status: Underway and ongoing for all grant solicitations/guidelines*

*Included as a boiler plate condition for all grant funded programs, DCJS victims services grantees are required to subscribe to the DCJS listerserv for announcements and agency updates.*

*Person(s) Responsible*

Bruce Crusier

Kassandra Bullock

*Target Date:*

*Immediate implementation*

<p><b>Objective 3.3:</b>  <b>Increase public awareness of Victim/Witness programs function and value to communities.</b></p> <p><i>Work with Network to develop mutual plan. Currently, DCJS victims' services trainings include materials regarding the Victim Assistance Network to promote its purpose and the function of victim/witness programs. This may be able to be incorporated into the Action Alliance-led State &amp; Local Partner Regional Meetings. Use Crime Victim Info-Line, Victims' Awareness month public displays and trainings of other agency stakeholder groups to help educate others.</i></p> <p><i>Priority Level: None assigned</i></p> <p><i>Status: Underway and ongoing</i></p>	<p><i>Person(s) Responsible</i></p> <p>Kassandra Bullock</p> <p><i>Target Date:</i></p> <p><i>Immediate Implementation</i></p>
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**CATEGORY 4: DATA COLLECTION & REPORTING**

➤ **Goal 4: DCJS will use the best available systems to collect and report data for program effectiveness.**

**Objective 4-1:  
Improve data collection processes in order to facilitate more efficient reporting.**

*An interdepartmental group has been formed to enhance reporting requirements and reporting systems. Meetings have begun to evaluate current reporting systems which include CIMS, SDVVF, and the SAGP database. Discussions include:*

- a. Evaluate VADData or other new/emerging technologies to support Sexual and Domestic Violence program services.
- b. Evaluate the functionality of CIMS and/or develop a Case management/database system for Victim/Witness programs (replace CIMS).

*Priority Level: Long term*

*Status: The workgroup has been formalized to include sponsorship of the overall project and regularly scheduled meetings. IT Project Manager Lisa Duguay has been specifically assigned to support the reporting systems of the Division of Programs and Services.*

*Person Responsible*

Bruce Crusier

*Target Date:  
December 2016*

**CATEGORY 5: TRAINING & TECHNICAL ASSISTANCE**

➤ **Goal 5: DCJS training for victims’ services providers will be relevant, research based and accessible to all programs.**

<p><b>Objective 5-1:</b>  <b>Review all trainings to determine how technology (e.g. WebEx, website videos, on-line modules) may be used to enhance victim’s services training.</b></p> <p><i>An intradepartmental workgroup has been formed to enhance victims’ services training and refresher training through the use of WebEx and partnering with the Alliance to increase access to relevant trainings on the DCJS website (Grant Orientation, Victims Bill of Rights, Victims Services Milestones, and Grant Application trainings). WebEx is now installed on key staff’s computers and they are already using WebEx to enhance technical assistance to grantees.</i></p> <p><b>Objective 5-2:</b>  <b>Provide training “refreshers” on victims’ needs and services to allied professionals working within the criminal justice system (Prosecutors, law enforcement officers, clerks, judges, probation and parole officers, magistrates, etc.).</b></p> <p><i>Staff will identify opportunities to include training on victims’ needs and services in trainings to other DCJS constituents and related professionals and incorporate into training agendas.</i></p> <p><i>Priority Level: Mid - Long term</i></p> <p><i>Status: Underway and ongoing</i></p>	<p><i>Person Responsible</i>                  Cassandra Bullock</p> <p><i>Target Date:</i>                  April 2015 (Grant Application training for VSDVVF grantees will be conducted using WebEx).</p> <p><i>August 2015</i></p>
<p><b>Objective 5-3:</b>  <b>Partner with Supreme Court of Virginia, Criminal Injuries Compensation Fund (CICF) and other state agencies to provide topic specific trainings on their procedures relevant to victim services.</b></p> <p><i>Priority Level: Mid - Long term</i></p> <p><i>Status: In progress and ongoing</i></p> <p><i>DCJS victims’ services trainings, especially Basic Program Management Trainings (BPMT), include CICF information. BPMT’s agendas have been updated to include information on other CICF payment programs. Due to recent changes in restitution, staff will include a representative from the Supreme Court of Virginia to present at regional BPMT planned in 2015.</i></p>	<p><i>Person Responsible</i>                  Cassandra Bullock</p> <p><i>Target Date:</i>                  April 2015 (4 Regional BPMTs are scheduled for 2015)</p>

**CATEGORY 6: RESEARCH & EVALUATION**

➤ **Goal 6: DCJS will provide research and evaluation support for system stakeholders through its Research Center or partnerships with other public and private agencies.**

<p><b>Objective 6-1:</b>  <b>Conduct a Needs Assessment of all Victim/Witness Programs.</b></p> <p><i>Priority Level: Short – mid term</i></p> <p><i>Status: In progress and ongoing</i></p> <p><i>The victim/witness needs assessment has been updated through 2013. The needs assessment evaluates population and crime data to identify gaps in staffing for current DCJS grant funded programs.</i></p>	<p><i>Person Responsible</i>            Cassandra Bullock</p> <p><i>Target Date:</i>            June 2015 (Crime Data for 2014 is expected to be available by April 2015).</p>
<p><b>Objective 6-2:</b>  <b>Conduct a Workload Analysis for Victim/Witness Programs to adequately assess the amount of time spent on specific types of cases.</b></p> <p><i>Priority Level: Long term</i></p> <p><i>Status: Underway and ongoing</i></p> <p><i>An interdepartmental group has been formed to enhance reporting requirements and reporting systems in order that necessary data can be collected for Victim/Witness programs. Meetings have begun to evaluate current reporting systems for all victim services programs, which include CIMS, SDVVF, and the SAGP database. Discussions also include developing software to assess the workload of victim/witness program staff.</i></p> <p><i>The workgroup has been formalized to include sponsorship of the overall project and regularly scheduled meetings. IT Project Manager Lisa Duguay has been specifically assigned to support the reporting systems of the Division of Programs and Services. Representatives of local program directors will be added for user input where applicable.</i></p>	<p><i>Person Responsible</i>            Bruce Crusier            Cassandra Bullock</p> <p><i>Target Date:</i>            July 2017</p>

## VICTIMS SERVICES STAFF

- Kay Bullock**                      [kassandra.bullock@dcjs.virginia.gov](mailto:kassandra.bullock@dcjs.virginia.gov)                      **(804) 786-3973**  
Kay supervises victim services staff and manages state and/or federally funded crime victim assistance grant programs. Kay also provides legislative and policy analysis and technical assistance for grant planning for victim-related programs. She is also serves as the VOCA Administration for Virginia and conducts oversight for all victims' services planning in Virginia.
- Julia Fuller-Wilson**                      [julia.fuller-wilson@dcjs.virginia.gov](mailto:julia.fuller-wilson@dcjs.virginia.gov)                      **(804) 371-0386**  
Julia coordinates the violence against women programs for the department, including Virginia's Services, Training, Officers and Prosecutors also known as VSTOP and the Virginia Sexual and Domestic Violence Victim Fund programs. Julia also coordinates the VSTOP State Team and provides technical assistance to state agencies, localities, grantees, and other allied professionals who work to end violence against women.
- Candace Miles**                      [candace.miles@dcjs.virginia.gov](mailto:candace.miles@dcjs.virginia.gov)                      **(804) 371-6507**  
Candace serves as the Administrative Assistant for the Division of Programs and Services at DCJS. Candace provides support to all Victim Services Grant Programs. She maintains database systems containing email address sending out announcements and notifications to grantees of upcoming grant applications, trainings and any other grant related information. She is responsible for coordinating victim service brochures and distributing to the grantees. She assists in coordination of all victim related grant trainings and for updating Victim information on DCJS website. Candace also maintains and updates State-Wide Victim/Witness Directory.
- Melissa Roberson**                      [melissa.roberson@dcjs.virginia.gov](mailto:melissa.roberson@dcjs.virginia.gov)                      **(804) 225-3456**  
Melissa is the Training and Critical Incident Response Coordinator. She develops, plans, coordinates and conducts training programs for crime victim services providers and other professionals working with crime victims and victims of terrorism or mass casualty. Melissa also manages and coordinates DCJS' victim assistance emergency response activities. She provides ongoing support and assistance to victims, and family members of victims, of the April 16, 2007 shootings at Virginia Tech.
- Joann Coleman**                      [joann.coleman@dcjs.virginia.gov](mailto:joann.coleman@dcjs.virginia.gov)                      **(804) 786-8008**  
Joann serves as Program Coordinator for the Grants To Encourage Arrest and Enforcement of Protective Order (GEAP) grant program. She is responsible for coordinating the activities of a state level multi-disciplinary team as well as coordinating the training of trainer events for law enforcement officers on response to domestic and sexual violence.
- Kristina Vadas**                      [kristina.vadas@dcjs.virginia.gov](mailto:kristina.vadas@dcjs.virginia.gov)                      **(804) 786-7802**  
Kristina Vadas coordinates the statewide sexual assault victim services programs, including the Sexual Assault Grant Program (SAGP) and the Sexual Assault Services Program (SASP). She provides technical assistance, consultation, and training to victim advocates, law enforcement, prosecutors, and others requesting information and resources on sexual assault. She also develops resources, policies, and procedures to improve services to sexual assault victims, including those related to Sexual Assault Response Teams (SARTs).

- Carla Wagstaff**                      [carla.wagstaff@dcjs.virginia.gov](mailto:carla.wagstaff@dcjs.virginia.gov)                      **(804) 225-3453**  
 Carla coordinates the Department’s toll free INFO-Line for crime victims. The statewide INFO-Line (888-887-3418) is a source of information, referral, and support for crime victims. Carla also provides training and technical assistance to local victim/witness program staff and other allied professionals.
- Lenora Elliott**                      [lenora.elliott@dcjs.virginia.gov](mailto:lenora.elliott@dcjs.virginia.gov)                      **(804) 225-4302**  
 Lenora monitors victims services grant programs and provides technical assistance, consultation, and training to victim advocates, law enforcement, prosecutors, and other requesting information and resources on victims of crime. She is also responsible for identifying national best practices, funding opportunities, and resources to increase evidence based approach to coordinating victims services programs.
- Eleanore Ashman**                      [eleanore.ashman@dcjs.virginia.gov](mailto:eleanore.ashman@dcjs.virginia.gov)                      **(804) 225-4060**  
 Eleanore monitors victims services grant programs and provides technical assistance, consultation, and training to victim advocates, law enforcement, prosecutors, and other requesting information and resources on victims of crime. She is also responsible for updating publications, policy development and monitoring legislation.
- Patricia Foster**                      [patricia.foster@dcjs.virginia.gov](mailto:patricia.foster@dcjs.virginia.gov)                      **(804) 371-8634**  
 Patricia coordinates the Victim/Witness grant programs for the department. She also monitors victims’ services programs and serves as the agency liaison for the Victim Assistance Network and Victim/Witness Coalitions in Virginia.
- Michelle Miles**                      [michelle.miles@dcjs.virginia.gov](mailto:michelle.miles@dcjs.virginia.gov)                      **(804) 225-1846**  
 Michelle assists with the coordination the Victim/Witness grant programs for the department. She provides technical assistance, consultation, and training to victim advocates, law enforcement, prosecutors, and other requesting information and resources on victims of crime. She is also responsible for identifying funding opportunities for state and local programs.