



Grant Programs Monitoring Tool

Division of Programs and Services

1/22/2019

Monitoring is the process of reviewing, with staff of a grant-funded project, the project’s implementation, activities, performance and expenditures to determine if it is operating as proposed in the approved grant application and in accordance with grant requirements, conditions, as well as any applicable regulatory requirements, and to identify any technical assistance needs of the grant recipient. Monitoring may include review of the fiscal and programmatic aspects of a grant-funded project. The term “monitoring” is used to describe both the broad overall system of reviewing and tracking the use of federal and state funds, **and** the more specific day-to-day review processes to assure that a particular sub-grantee is in compliance with federal or state rules and regulations, and is meeting the goals and objectives of the grant.

Please note this tool is designed to be printed and used during the site visit along with additional materials including documents to support program activities. DCJS staff will provide staff with a list of documents that will be reviewed prior to the visit. Obtaining and reviewing documentation that supports program activities and expenditures is a requirement of conducting an on-site visit. Documentation consists of any hard copy or electronic documents, including invoices, policies and procedures, logs, timesheets, etc., that provide evidence that an activity or expenditure reported by the grantee actually occurred. The length of a site visit varies and is based on many factors, including the number and complexity of awards being monitored, the nature of the program(s), and the analysis of variables that inhibit a grant program from being in compliance and auditable according to all appropriate federal and state grant provisions. DCJS advises that most site visits can be completed, on average, between three to five hours. The grant monitor will then have 90 days from the end of the site visit to complete site visit documentation, including post-site visit letters.

Instructions:

Section I. General Information

Site Visit Information: A single Monitoring Tool may be used for the review of multiple grants under a grant program or grantee, or for a specific grant. If multiple grants are being reviewed in one site visit, all grants must be listed in **Section I** below under “Grant Information.”

Grantee: Hanover Safe Place	Site Visit Date: June 29, 2020
Grant Monitor: Tierra Smith, MSW	Staff Present: Sheree Hedrick, Stacie Francis, Tamra (Finance), Jessica Bell, Jane Yancey, Emily Agee, Itzel Patino

Grant Information: List each grant being reviewed during this on-site monitoring

Grant Number	Program	Project Period	Award Amount
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19-J2212SP18	SASP		
20-A3582VP18	VSGP		
20-X9411VA19	V-STOP		

Section II. Interview

Record the names and titles of those attending the site visit as well as the date of the meeting in the table below.

Grantee Name	Title	Date
Stacie Francis	Project Director	06/29/2020
Sheree Hedrick	Executive Director	06/29/2020
Tamra	Finance Personnel	06/29/2020
Jessica Bell	Counselor	06/29/2020
Jane Yancey	Court Advocate	06/29/2020
Emily Agee	Children's Services	06/29/2020
Itzel Patino	Services Coordinator	06/29/2020

Interview Notes:

Sheree Hedrick, Executive Director- Due to the current COVID-19 Pandemic the Commonwealth of Virginia is under a travel ban. In lieu of engaging in an onsite monitoring visit, this DCJS Monitor engaged in an Enhanced Desk Review on June 29, 2020. Smith commenced the review with an overview of the EDR process, Risk assessment which governs the annual monitoring plan, as well as an overview of the proposed agenda. Stacie Francis the Project Director was present as requested and Sheree Hedrick, Executive Director conducted the Program Update portion of the agenda. She indicated that she has been with Hanover Safe Place since 2006 and during that time she has seen significant growth in her programs. She indicated that DCJS grant funds allowed for staff to be paid as well as sustaining staff as the grant funds allows her organization to offer wages competitive to those in the City of Richmond. She also indicated that due to the DCJS grant funds her organization can offer consistent hospital accompaniment services, provide shelter coverage, and provide court advocacy. She indicates that the Court Advocacy Program has been funded by DCJS the longest. She shared that due to the great rapport that the organization has with the local courts and the demonstrated need for the program, the Court Advocate is housed in the Court Services Unit. She stated that she also works extensively to cultivate collaborations with community partners as these community partners allow her staff to provide comprehensive services and referrals to ensure each victims' needs are met.



She also declared that services are offered in the local courthouse or onsite in their offices which are housed in an ADA Complaint building. She adds that all staff have their own office space to conduct their work activities and that there is an open client room for group work. The grantee notes that referrals for services are received from the community, by the local partners, the court systems, and self-referrals. She indicated that all staff must require confidentiality consent from victims prior to working with them as well as prior to referring them for services. She notes that the confidentiality policy has a start and end date as well as designation for what the staff may discuss with identified partners and in what manner they can communicate with these partners. She indicated that this process allows for victims to feel empowered.

During her individual staff interview, Hedrick shared the following regarding her tenure as well as roles and responsibilities as it relates to the DCJS grants that she works under. Sheree declared that prior to completing the Hanover Safe Place (HSP), she served in the role of executive director within two different SA/DV organizations within Virginia. She shares that when she joined HSP the organization had a budget under \$300,000 which has since increased in part due to DCJS grants. She notes that when she first started she engaged in doing direct-service work to include crisis intake, crisis intervention, provide supervision to the staff. She notes that as the organization has grown, she has been able to spend a great deal of time in the community to engage in community partnerships. HSP was established out of a task force and started as a domestic violence organization 25 years ago. She suggests that completing this task allows her to learn from community partners about best practices that she may be able to use internally and ultimately further develop her organization's services. She reports that the organization currently has agreements with the local community services board, LE, Randolph Macon College, Department of Social Services, local public school systems, hospitals and neighboring SA/DV organizations. She commented that her direct service staff members have worked with the organization for many years and thus they are vital in ensuring that the MOUs and collaborative agreements with these partners are executed regularly. She also commented that within her responsibilities to the grant she also aides Stacie Francis in the grant writing process as well as data collection and reporting. She also works extensively to be the bridge between the organization and her Board of Directors. She endorsed that her Board of Directors includes representatives from law enforcement (LE), community members, advocates etc. which allows for the organization to develop programs that are directly related to services gaps in the Hanover community.

Sheree also declared that her grant responsibilities also include provided financial oversight of the grant programs. She indicated that she reviews financials for all of the grant programs as well as aides in writing the grants and developing the budgets. She commented that for increased internal controls, the organization's financial records are reviewed monthly by a 3rd party accountant for reconciliation. She notes that monthly budget reports are presented to the Board of Directors and that the day to day expenditures are tracked by Tamra and Stacie. When asked to comment on Match, Sheree indicated that within the QuickBooks system used by the organization, she is able to filter the match tracking. She notes that the Match for the organization is in-kind through volunteer hours which are direct service tasks to include hospital accompaniment and the December Donor event. She notes that the value of the donations are indicated by the donor and that volunteer hours have a value based on the value of the work they engage in. She notes that this information is also tracked in a separate Excel document also. She indicated that all grant purchased equipment is labeled as well as publications. She commented that any items with a value over \$1000 is tracked and maintained via an audit log which is updated annually.

When asked about her organization's stance on professional development, Sheree indicated that she feels training is essential and has expanded organization's training budget to afford staff more training opportunities. She indicated that the organization policy requires that F/T staff engage in 40 hours of training annually and that P/T staff engages in training hours that are equivalent to their weekly hours. For example employees that work 28 hours a week must engage in 28 hours of training annually. She reports that the staff's progress towards their required training is tracked via their timesheets which are submitted monthly to their supervisors for review and signature. She reports that her staff also participate in various statewide teams and this gives them additional opportunities to network and enhance their knowledge and skills.

COVID-19 Impact- Sheree Hedrick indicated that in spite of staff primarily working remotely in response to COVID-19, the organization has continued to maintain services with modifications to promote staff and client safety. She commented that at this time, counseling services are offered via a web-based platform. She feels that this was challenging but the staff has been able to make this more client-friendly. She notes that the staff has now transitioned into allowing staff in the office to collect work supplies and carry out some of their tasks. She notes that each staff has a set schedule as to when they can be in the office and she notes that when Phase 3 commences in Virginia, three staff will be permitted in the office at a time.

Stacie Francis, Project Director- Smith engaged in an interview with the Project Director Stacie Francis independently on 6/29/20. During the interview, Stacie shared that she has been with HSP for 12 years and started as an intern responsible for hotline calls and facilitating the intake process. She notes that within her current role, she is responsible for ensuring that the goals and objectives of all of their DCJS grant programs are fulfilled. She indicated she does this by tracking VaData data entry, reviewing staff's monthly reports, and ensuring consistency and accuracy of reporting. She also writes the DCJS grants and ensures that all special conditions are met in a timely manner. She indicates that she ensures staff complete required grant trainings such as the Civil Rights Compliance training and submits. She also completes all grant reporting as well as coordinates the submission of any budget amendments. Stacie confirmed that she maintains copies of all grant documents and tracks grant expenditures in coordination with Tamra, the finance personnel. She notes that she routinely reviews the financial documents to ensure that documents are in line with the approved DCJS Budget and Budget narrative. She also ensures that all items are allowable during the grant writing process.

She commented that she feels very much supported by Sheree Hedrick who serves as her supervisor. She notes that she is able to identify professional development opportunities to fulfill her training requirements. She also comments that she is well aware of the goals and objectives of the grants and this is evident in the data that the agency collects for reporting purposes. She shared that she engages in annual performance evaluations with Sheree and she tracks her time and attendance via an Excel Template that is turned in for review and signature to her supervisor monthly. She notes that it tracks her work hours and designates how much should be charged to each grant. She reports no challenges and thanked this DCJS monitor for her support in answering questions and allowing for her organization to continue to grow as a result of DCJS grant funds.

Jessica Bell, Counselor- Smith interviewed Jessica Bell who serves as a Counselor for HSP on 6/29/20. She indicated she holds a Masters in Education and Community Counseling. She reports that she started in 2016 with HSP and maintains an average caseload of 36 clients and weekly open therapy groups with 5-10 participants each week on average. She reports that Sheree is her immediate supervisor and she serves on the



leadership team. She indicates that her grant-funded responsibilities include hospital accompaniment, resource referral, safety planning, facilitating the SA therapy group, offering individual counseling services, psychoeducation around boundaries, self-care, and empowerment, art therapy and journaling. She notes that she tracks her service delivery for DCJS reporting through entering information into VaData well as maintains physical files on each of her clients with an activity index and progress notes that reflect her Grant Program Goals and objectives. She indicated that she also completes monthly reports that are reviewed by Stacie for consistency and accurate reporting to DCJS. She commented that she always discusses confidentiality with victims and ensures that the confidentiality policy is signed. She notes that within group settings, she discusses this with the group and requires that all participants follow this requirement. She agreed that she engages in annual evaluations, maintains monthly timesheets and feels supported by the organization's leadership in her abilities to facilitate her work responsibilities. She shared that due to COVID-19 she is currently offering services to clients virtually or via telephone and they are continuing to engage.

When asked about being familiar with the goals and objectives of the grant she stated that this was introduced during her onboarding process and all of her activities as they relate to these goals and objectives are featured within her work plan which influences the monthly report that she submits to Stacie Francis who tracks the grant activities.

Jane Yancey, Court Advocate- Smith interviewed Jane Yancey on 6/25/20. Jane is housed in the local Court Services Unit. A change that was prompted by the collaboration between the local courts and HSP. The need HSP staff to be placed in the court house was demonstrated and the change was made in 2017. Jane reports that she has been with HSP since 2012 and prior to this worked in Hanover County and City of Richmond VWGP. She stated that her grant-funded activities include discussion of court outcomes, court accompaniment, resource referral, transportation, courtroom tours, as well as custody and child support assistance. She also engages in training LE on working with victims of DV and is also responsible for offering training in the local LE academy to new officers so that they are more trauma-informed. She commented that she receives her referrals from the Court Services Unit staff as well as the CA, LE, prosecutor, and community members. She indicated that she maintains physical files on all of her clients and that this is housed in a locked cabinet. She commented that she does not have confidentiality statements signed, but she does discuss this with clients. Smith provided technical assistance encouraging the Grantee to obtain signed copies, note that she engaged in this process, or placing a copy of the confidentiality policy in all of her work spaces. The grantee shared that she also enters casework into VaData and submits weekly and monthly stat sheets to her supervisor for review and consideration. She commented that she has also developed a court brochure as well as a Service referral packet. In addition, she serves on the local SART and CRT Teams.

She commented that when she commenced her work with the organization she engaged in on the job training and learned about the goals and objectives of the DCJS grants she worked under. She further endorsed that she has ample opportunities for professional development due to the organization's annual training requirement and she commented that COVIDS-19 has allowed her to complete a great deal of her training due to trainings being offered virtually. The staff comments that she has adequate work space and indicated there were no challenges to completing her job responsibilities.

Emily Agee, Children Services- Smith interviewed Emily Agee on 6/29/20. She is a part-time staff working 28 hours per week and commenced her work with HSP in 2018. She shared that her work involves providing services to children and families who are within the community as well as in

shelter. She indicated that her job responsibilities include children support groups, engaging children in group activities when their parents are receiving services, developing the monthly newsletter, providing transportation services, engaging shelter families in community outings and events, hotline intakes and crisis intervention work, community outreach coordination, safety planning, and disseminating essential items to families such as shelter bags. She also is responsible for orienting volunteers who assist with her groups to ensure that they are well trained to engage with the populations her organization serves. Emily shared that when engaging in her work she discusses confidentiality with clients at intake and obtains signatures on the confidentiality statement.

She comments that she feels supported by the leadership within the organization and commented that she is aware of the goals and objectives of the DCJS grants she works under. The Grantee indicated that this was introduced during her onboarding process and that she has a monthly stat sheet which records that she is engaging in activities that are appropriate under her funding sources. She reports that she has adequate work space to facilitate her job responsibilities. She also commented that she has an excel spreadsheet to track the services she has provided as well as physical files. She reviews both documents to ensure accurate reporting to her direct supervisor who is Lenora Jones-Elliot. She commented that she does complete monthly timesheets and engages in annual evaluations with her supervisor. Furthermore the staff confirmed timely payment of wages.

She indicated that due to COVID-19 it is challenging to get immediate responses from staff at this time as they are working remotely, but this has not hindered her ability to do her job.

Itzel Patino, Services Coordinator- As a part of the EDR process, Smith interviewed Itzel Patino who serves as the Services Coordinator. She indicated that she has been with the organization for 3.5 years and is a full time employee required to engage in 40 hours of annual training. She indicated that she is comfortable with the goals and objectives of the grant that she works under as this was introduced in her onboarding process in which she learned of the various grants and her responsibilities and targets related to those grants. She notes this is also revisited during her annual evaluations and work plan. She commented that her job responsibilities include community client advocacy, she oversees the shelter programs, case management, resource referral, intakes, risk assessment, shelter screenings, hospital accompaniment, crisis intervention, transportation, and interpretation services. She suggests that she receives her referrals from the community and shelter and that they may come from e-mail or the telephone calls. She commented that she discusses confidentiality upon intake and gets forms signed or has them signed through email. She commented that she tracks her work activities via a spreadsheet which also tracks the amount of time she spends with each client for accurate timesheet completion. She indicated that she also enters client information into VaData and ensures consistency for her monthly reports which are submitted to her supervisor., Lenora Jones-Elliot.

She disclosed to this monitor that she has adequate work spaces and has no challenges within her ability to do her job.

Section III. Administrative Review

The administrative review consists of File Review and Personnel Review. If documentation is missing or an issue is found in any grant under review, the grant number and issue should be noted under “Issues Found and Documentation Collected/Supporting Notes,” including issues that require further documentation.



Administrative Review: File Review	Yes	No	TA Provided	N/A	Documentation/Procedures to Review, if applicable	Issues Found and Documentation Collected/ Supporting Notes
1. Are the grantee's files complete and is all information current?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Review the grantee's award files for the current grant year and past 3 grant years to ensure they have the following documents, if applicable. <input type="checkbox"/> Signed award document <input type="checkbox"/> Special Conditions <input type="checkbox"/> Progress Reports <input type="checkbox"/> Financial Reports <input type="checkbox"/> Approved Application (budget, narratives, and other required documentation) <input type="checkbox"/> Budget Amendment (s)	
2. Is property information being maintained, if applicable?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Review record of inventory and observe the actual inventory. <input type="checkbox"/> Purchase orders <input type="checkbox"/> Invoices, serial numbers, and/or proof of purchase <input type="checkbox"/> Liquidation policy	
<p>If the approved award budget includes salary and fringe benefit costs, ensure that adequate payroll and time and attendance records are maintained. Review payroll and time and attendance records for each grant for the last three to six pay periods and determine if these documents adequately support the costs for salaries and fringe benefits charged to the grant. These records should clearly identify the specific project or programs worked on by each grant funded employee.</p>						
Administrative Review/File Review	YES	NO	TA Provided	N/A	Documentation/Procedures to Review, if applicable	Issues Found and Documentation Collected/ Supporting Notes
3. Are key personnel performing duties as originally proposed?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Through discussion, observations, and review of documentation, verify that key personnel identified in the project are actually working on the project and that any changes have been approved. Verify that you have reviewed and conducted the following activities: <input type="checkbox"/> Grant application <input type="checkbox"/> Interview key personnel	



					<input type="checkbox"/> Civil Rights Training /Compliance <input type="checkbox"/> Confidentiality Policy <input type="checkbox"/> Release of Information	
4. Are actual hours worked accurately recorded on timesheets?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Have the grantee provide time sheets from the most recent three to six pay periods for its grant-funded employees. The time sheets should report 100% of the employee's time, and actual hours worked on the award project. If the employee is funded by multiple sources, time sheets should reflect distribution of time. Timesheets should be signed (either in writing or electronically) by the employee and/or supervisor.	
5. Are personnel charges in line with what was proposed in the approved budget?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Review personnel timesheets to ensure that charges related to staffing are in line with the proposed budget using the following documents: <input type="checkbox"/> Personnel timesheets <input type="checkbox"/> Approved budget <input type="checkbox"/> Overtime approval documentation	
6. Does the grantee maintain documents supporting approved/awarded expenditures?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Have the grantee provide cumulative budget to actual amounts for each approved budget category, as of the most recent quarter end. This will be in the form of a general ledger or in some cases a manual spreadsheet. Review the most recent auditor certification of fiscal responsibility letter.	

Administrative Notes:



The following questions are developed to guide the financial review of the grant project

Administrative Financial Review	Yes	No	TA Provided	N/A	Documentation/ Procedures to Review if Applicable	Issues Found and Documentation Collected/ Supporting Notes
7. Is the grantee able to track budget to actual expenditure amounts per approved budget category or spending plan?	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Have the grantee provide cumulative budget to actual amounts for each approved budget category, as of the most recent quarter end. This will be in the form of a general ledger or in some cases a manual spreadsheet.	
8. Does the grantee maintain documents supporting detailed expenditures made within each grant budget cost category?	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Select a sample of expenditures for several quarterly periods and review supporting documentation. Request that grantee provide proper documentation for each expenditure in the form of purchase invoice, vendor receipt, payroll register, time card, dates of training, description of training, etc.	
9. Do the grantee expenditures seem reasonable and allowable?	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Request a sample of expenditures by budget category and review to determine if they are allowable and reasonable	
10. If grant has a required match, is the grantee using cash or in-kind funding? If in-kind, ask grantee for supporting documents.	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	If the grantee is using cash match, the grantee would be able to account for this in their accounting records. If in-kind match, documentation may include such things as a sign-in sheet that tracks volunteer hours, office space, and/or equipment space donated	

Financial Review Notes:

Tamra, Finance Personnel- Smith interviewed the primary finance personnel Tamra, on 6/29/20 in lieu of meeting with the Finance Officer. Tamra indicated that she has been with HSP for 10 years and she is responsible for processing payroll, income, expenses and managing the organization’s QuickBooks. She comments that the organization has all of their grants coded via Quickbooks as well as all of their expenditures. She notes that to ensure accurate financial records she also tracks the organization income and expenditures via an external Excel spreadsheet. In addition, she reports that Stacie Francis tracks the financials to add for an additional set of eyes and extra oversight to ensure that items are appropriately charged to the grant. She disclosed that all of her practices and tracking are outlined in the organization’s financial policy. She shared that the policy requires documentation of all expense requests to include a receipt, invoice, authoritative signature and all of the proposed costs must be consistent with the initial request. She comments that herself the ED and Program Director all have agency credit cards and that any expense over \$50 requires an approval. She confirmed that she maintains copies of all grant documentation and that a third party conducts a monthly reconciliation of the organization’s finances. When asked about property logs Tamra notes that the agency has a spreadsheet which is maintained by the ED and Project



Director which includes DOP, funding sources, the model and any other identifying information. She indicated that each vehicle has a mileage log within it for staff to track mileage. She confirmed that all staff are responsible for submitting time sheets as well.

Section IV. Programmatic Review

Programmatic monitoring includes reviewing the content and substance of the grant program. It also involves a qualitative and quantitative review to determine whether grant activities are consistent with the grant implementation plan and the grant goals and objectives stated in the original application. Programmatic monitoring also involves assessing technical assistance (TA) needs and assessing the implementation of projects and/or suggesting any necessary modifications.

In general, grantees should be able to provide documentation for performance measures reported and for major activities conducted, such as training offered or groups held, that support the program’s goals and objectives. In such instances, a log of attendees and date/location of training or group should be obtained. On occasion, grants may contain a special condition requiring that the grantee fulfill a requirement, such as attending training. In such cases, grantees should also provide documentation that the requirement was fulfilled, if not already documented in GMIS.

Administrative Review/File Review	YES	NO	TA Provided	N/A	Documentation/Procedures to Review, if applicable	Issues Found and Documentation Collected/ Supporting Notes
11. Is the project site where one or more activities/deliverables are being performed? If no, note where activities are being performed.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
12. Can the grantee identify the performance measures they are required to collect?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	For each service/activity described in submitted progress reports, the grantee must provide evidence that supports the information reported.	
13. As a result of your observations or discussions with grantee, are you able to validate that project goals and objectives (activities) being implemented as	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Examples of evidence could be logs of services provided with date, location, and recipients noted, sign in sheets for training or focus groups, list of taskforce or steering committee members, etc. For each performance measure, the grantee must provide evidence that supports the information reported.	



planned? Please note delays in implementation and reasons cited by grantee.						
14. Did you observe or were you made aware of changes in the grant project? If so, were these changes allowable? Did the grantee follow procedures to request the change?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
15. Can the grantee explain how their performance measurement data is collected? What type of data is collected, who provides the data, who collects it and how often, and where is it stored? (In other words, what is the grantee's system for collecting and reporting data?) Can you verify that the reported performance data is valid and is being collected properly?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Check that grantee has an adequate method for collecting performance measurement data. Adequacy can be assessed by checking to see that consistent procedures are used, whether they are based on a proven model, and whether safeguards are in place to protect performance data integrity (i.e back up of data is the responsibility of the grantee).	

Programmatic Review Notes:



Section V. Promising Practices

Briefly describe any innovative programs, initiatives or activities considered to be successful models for others to follow. Include any documentation if so desired.

- Interviewed staff had extensive tenure with the organization which added in gaining community trust and cultivating strong community relations as well as optimal victims services delivery as the staff had long standing knowledge of job responsibilities and skills.
- All interviewed staff indicated an understanding of the program goals and objectives and could communicate how the organizations ensures they are familiar with these goals and objectives.

Final Recommendation(s):

- Ensure that all staff have documentation that they have engaged in discussing confidentiality rights and standards with all individuals served. Have policy displayed in all areas were work activities are being performed with victims (courthouse, community rooms, offices, etc.)
- Ensure that all publications that are developed by staff and printed with DCJS grant funds include the grant-fund statement. (i.e. court advocate brochure, program brochures, etc.)

