



# NAVAC

POST CONVICTION VICTIM  
ASSISTANCE TOOLKIT

National Gap Assessment

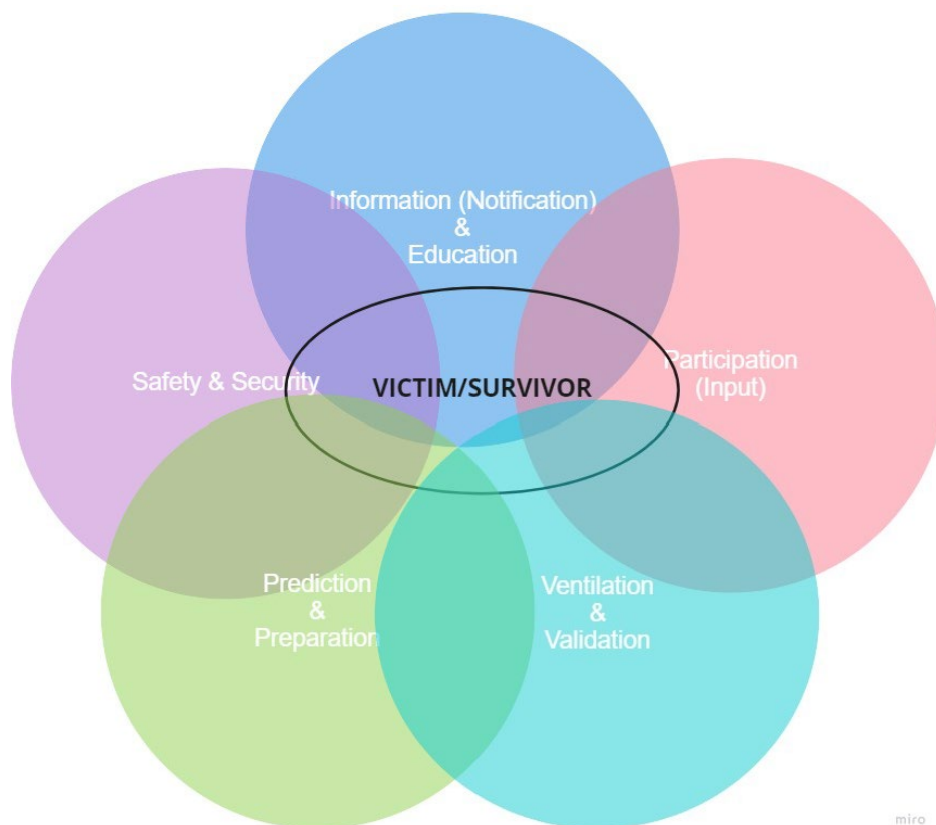
Prison/Parole Based Post-Conviction Victim Services

## National Gap Assessment Prison/Parole Based Post-Conviction Victim Services

**Submitted: September 30, 2020**

***Revised March 14, 2021***

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# National Gap Assessment of Post-Conviction Victim Services in the United States

## National Association of Victim Assistance in Corrections

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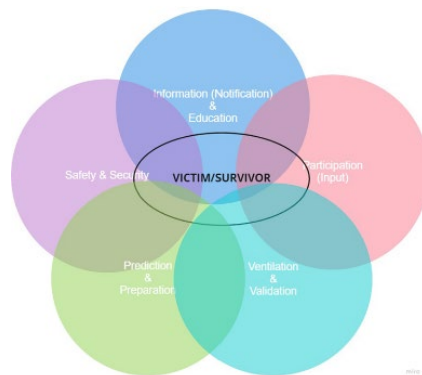
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## FY 17 Action Partnerships for National Membership, Professional Affiliation, and Community Service Organizations: Post-Conviction Services to Victims of Crime Project 2017-VF-GX-K027

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## EXECUTIVE SUMMARY

### Abstract:

The findings and recommendations in the full Gap Assessment Report are intended to identify a baseline snapshot of corrections-based and parole-based post-conviction victim services in the United States at the time of the project (2018-2020). The report provides a record of current practices and services provided by post-conviction victim service providers who were mostly housed in correctional agencies or paroling authorities and highlights areas of training and technical assistance needed by the post-conviction victim services field.

The National Gap Assessment was a component of the development of a Post-Conviction Victim Assistance Toolkit. The project vision was to improve and increase access to services available for victims of crime after the offender is sent to prison. Incorporating an initial national survey, a comprehensive 91 question national survey, facilitated focus groups, individual subject matter interviews and a relevant literature review, this comprehensive assessment provided copious data resulting in a sizeable volume of project related findings.

The quantitative and qualitative data of the gap assessment project were distilled into ten Key Project Findings, seven Recommendations to the Field, and four Calls to Action. Included in the appendices of the report are the data obtained through the Comprehensive Gap Assessment Survey (Appendix G), Comprehensive Gap Assessment Survey Findings (Appendix J), and specific Project Recommendations for post-conviction victim service providers and their host agencies (Appendix K).

*NOTE: Throughout this document, Post-Conviction Victim Services Programs is abbreviated to PCVS.*

### Key Project Findings:

**1. Needs and Responsivity:** PCVS programs endeavored to respond to the needs of victims in their jurisdiction through providing services that transcend the minimum services required by state statutes. The quantitative and qualitative data demonstrate there is significant room for improvement to meet the post-conviction needs of victims. PCVS programs have faced many challenges when expanding and maintaining services, especially during times of budget constraints, and programs have historically been pressured to provide only the very minimum required by law.

**2. Input and Engagement:** Most PCVS programs and their host agencies do not provide victims of crime, a key stakeholder group, an opportunity to have a voice and participate in improving policies, procedures, and services within host agencies.

**3. Safety and Wellbeing:** Most PCVS programs and/or host agencies are deficient in meeting the safety and wellbeing needs of victims while offenders are incarcerated. Thus, missing a key opportunity for victim concerns and safety to be considered, addressed, and incorporated into offender case management and reentry.

**4. Access and Information:** Most PCVS programs operate during traditional government business hours. This can create barriers for victims to easily access information and services in a timely manner. In addition, PCVS program staff report other barriers including language challenges; confusion with multiple notification programs in their jurisdiction; lack of automation; difficulty in obtaining and maintaining accurate contact information for victims/survivors; and complete exclusion of some victims.

**5. Leadership and Influence:** Where PCVS programs were placed within the organizational hierarchy did not correlate to inclusion or exclusion of victim services program staff in the development of host agency strategic plans and policy.

**6. Training and Education:** PCVS programs exercised leadership in providing internal vital victim training despite their workload, lack of designated resources for these training efforts, and reported lack of agency support. Host agencies did not place a high priority on training for agency staff on impact of crime on victims and/or about services provided to victims by their agency.

**7. 21st Century Technology:** PCVS programs operating within governmental agencies utilized technology often described as old, outdated, and difficult to navigate. Significant challenges in quantifying and tracking the services provided were identified. Measuring outcomes for victims was seldom tackled or achieved. Furthermore, during the COVID-19 pandemic, PCVS programs struggled with adapting their service delivery methods to ensure the safety and well-being of their staff. Reportedly this was due to the challenges of access to technology and governmental databases when working off-site. There is significant room for improvement in access to and utilization of technology for PCVS programs which would improve and expand services for victims and promote increased training opportunities.

*“Significant challenges in quantifying and tracking the services provided were identified. Measuring outcomes for victims was seldom tackled or achieved.”*

**8. Victim-Initiated Restorative Justice Options for Victims:** PCVS programs reported strong bias within their host agencies to be offender focused on the development of restorative processes and programs. PCVS programs reported struggling with promoting internal host agency staff understanding of the importance of victim-centered restorative processes such as victim-initiated Victim Offender Dialogue (VOD). PCVS programs also reported a significant need for more training, technical assistance, and access to financial resources for developing and expanding victim-initiated VOD programs for victims/survivors who express a strong desire for these services.

**9. Reaching Underserved Victims:** Information obtained during the assessment affirmed there were still victims who did not fit neatly into a commonly identified post-conviction victim service category. Consequently, they were seldomly recognized and experienced decreased access to resources and services to predict and prepare for short- and long-term impacts of trauma and the entangling criminal justice processes. There was not consensus within PCVS programs regarding who should provide services for these currently under-recognized and underserved victims/survivors. The Project Team identified four primary groups of under-recognized and underserved victims/survivors.

- A. Victims of Intimate Partner Violence
- B. Individuals with Wrongful Convictions, Factual Innocence, and Exonerations
- C. Staff Victimized While on Duty or Working
- D. Incarcerated Victims

**10. Trauma-Informed Practices:** PCVS program staff reported they worked in agencies that were overwhelmingly not trauma informed and the nature of their work was often responding to victims in crisis. PCVS program staff who had previously worked in correctional settings but had not worked with crime victims reported that they did not feel properly equipped to appropriately respond to victims in crisis. Continuous exposure to trauma material (reading files and listening to the lived experiences of victims), organizational stressors, and external threats (such as a pandemic) overwhelm PCVS staff and contribute to compassion fatigue, vicarious trauma, and burnout. Some PCVS programs reported staff work in remote locations in order to provide accessible services to victims. Isolation from colleagues presents additional challenges for staff and supervisors. PCVS programs need training, resources, and technical assistance for creating and maintaining trauma-informed and trauma-responsive working environments.

### Key Recommendations for 2020 which align with Vision 21: Transforming Victim Services Final Report (OVC 2013)

1. National and state support is recommended to provide technical assistance to conduct continuous strategic planning in the post-conviction victim services field to effect real change and enhancements in services and outcomes for victims.
2. National leadership is necessary to assure that post-conviction victim needs are incorporated in the development of research focused on building a body of evidence-based knowledge, data, emerging trends, services and behaviors, and enforcement efforts.
3. National guidance, support, and funding of post-conviction victim services is recommended to ensure that:
  - victims' constitutional and statutory rights are applied and enforced throughout post-conviction processes;
  - post-conviction agency policies incorporate victims' needs and safety concerns; and
  - programmatic flexibility is safeguarded to address enduring and emerging crime victim issues specific to post-conviction processes.
4. National and state funding, technical assistance, and support is recommended to improve and expand technological capacity for post-conviction victim services to be tele-ready to meet the 21st century needs and requirements of victims throughout all post-conviction processes of the criminal justice continuum. Safety and security of victim data must be prioritized in all post-conviction host agencies.

## Key Recommendations for PCVS Programs:

1. Every PCVS program should have a strategic plan that includes evaluation of services and outcome measures for victims.
2. The Model Standards for Serving Victims & Survivors of Crime should be understood, adapted, and implemented by PCVS programs and their host agencies.
3. All PCVS programs must be funded appropriately to meet their strategic plan goals and objectives and to ensure conformity with model standards.

## Calls to Action:



PCVS programs should be supported locally and at the national level in developing processes that include victim's participation in focus groups and other informational gathering processes. The information gathered from victims/survivors must then be used to inform policy makers, funders, and criminal justice stakeholders about what victim/survivor needs are post-conviction. The needs identified should be incorporated into statutes and policies, used in the strategic planning processes of the PCVS program and the host agency, and must inform the development and implementation of services and programs.



Funding for PCVS programs must be allocated and dedicated. The funding, development, or enhancement of services for victims should be driven by strategic planning processes that center on the unique needs of victims in post-conviction processes. Post-conviction services should be dedicated and sustainable. PCVS programs should commit to accountability in programmatic services and outcomes for victims.



Technical assistance and support are essential for PCVS programs in the development of strategic plans that incorporate:

- o victim needs,
- o realistic and measurable programmatic goals and objectives to meet the needs of victims, and
- o victim outcome measurements.



National and state agencies must provide encouragement to incorporate the post-conviction needs of victims in future research projects and training and technical assistance offerings. Historically, data collection, research, technical assistance, training, and funding have been largely focused on pre-conviction victim needs.



## Introduction

### Objective/Purpose

Through discussions and coordinated efforts over the past several years between the National Association of Victim Assistance in Corrections (NAVAC) and other national partners including the National Institute of Corrections (NIC), the American Correctional Association (ACA), the American Probation and Parole Association (APPA), the Association of Paroling Authorities International (APAI), and the National Crime Victim Law Institute (NCVLI), it became clear there were some isolated promising practices but all states faced some level of gaps in service delivery for victims of offenders sentenced to prison or on community supervision/parole supervision post prison.

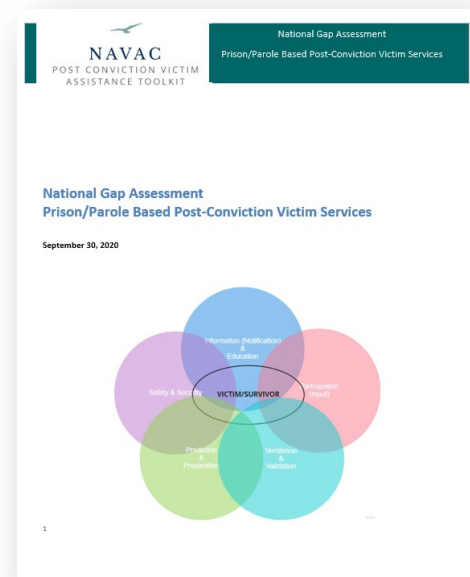
An informal polling of attendees at the 2017 National Association of Victim Assistance in Corrections (NAVAC) conference also indicated a wide gap in knowledge by victims and victim service providers of the availability, services, and limitations of post-conviction victim service (PCVS) programs. Many PCVS programs lacked the infrastructure and resources to promote the availability of their services to victims and victim service professionals.

Apart from the Crime Victims and Corrections projects funded by the Office for Victims of Crime (OVC) in the early 1990s, and some more recent projects specific to serving victims in the offender reentry process, the components included in this project had not been attempted on a national scale. The objective of this project was to benchmark what services are provided by post-conviction victim service providers.

The purpose of the project and gap assessment included identification of:

- programmatic factors influencing post-conviction services;
- the status of post-conviction victim services nationally;
- promising practices in post-conviction victim advocacy; and
- recommendations for the post-conviction victim advocacy field.

The findings and recommendations in this report are intended to identify the state of post-conviction victim services, gaps in services, current practices, and areas of training and technical assistance needed by the field. The findings in this report have been used to develop a comprehensive customizable web-based *Post-Conviction Victim Services Toolkit* for post-conviction victim service providers to improve services and outcomes for victims.



## Project Background

### History of Post-Conviction Victim Services

There are nearly seven million individuals in the United States under the jurisdiction of adult correctional systems, including those supervised in the community under parole or probation agencies in the US.<sup>i</sup> There are at a minimum as many victims associated to those individuals; many of those victims do not receive post-conviction victim services. Victims have needs from the time the offender is sentenced to prison, through the incarceration period, at the time of community reentry/release planning and during the parole/community supervision period. The needs include but are not limited to victim information and notification, safety planning, restitution, and other legal/financial obligations (LFO), victim compensation, enforcement of protective orders, input into reentry or paroling/release planning decisions, and the opportunity to request participation in victim-initiated restorative processes such as victim-offender dialogue or offender accountability or apology processes.

### Variation of Post-Conviction Victim Services Nationally

The rights, resources, and advocacy services available to victims of incarcerated or paroled/supervised offenders vary significantly from state to state; as a result, many victims have not been provided with access to services and assistance in implementing their constitutional and statutory rights. The wide disparity of services for victims is a result of the vast difference in the availability of resources, funding, tools, training, and utilization of promising practices within corrections/paroling authority agencies that are responsible for providing information, safety and security, and post-conviction victim advocacy. There are myriad issues faced by victims and survivors long after the offender enters prison. In most states, victims have limited ability to have safety concerns identified, acknowledged, and addressed. Many victims have limited-to-no ability to participate in decisions about offenders that affect victims during offender incarceration, the parole or reentry planning process, and the parole or community supervision period. There are also emerging issues such as the resolution of cold cases through DNA and retroactive court decisions such as the 2016 *Montgomery v. Louisiana*<sup>ii</sup> decision that result in the need for quality, trauma informed post-conviction services and support. Although most states have at least one designated staff within corrections/ parole supervision post-prison to provide notification to victims, the spectrum of services beyond notification varies significantly from state to state.

***There are myriad issues faced by victims and survivors long after the offender enters prison.***

### Project Purpose

NAVAC received a federal Office for Victims of Crime grant under FY 17 Action Partnerships for National Membership, Professional Affiliation, and Community Service Organizations: Post-Conviction Services to Victims of Crime to identify the current state of post-conviction victim services and set a baseline for future performance measurement for the field. The purpose of the grant and project was to conduct a broad gap analysis of post-conviction victim services provided by corrections and paroling authorities and thereby develop overall recommendations to be used to better meet the needs of victims post-conviction nationally.

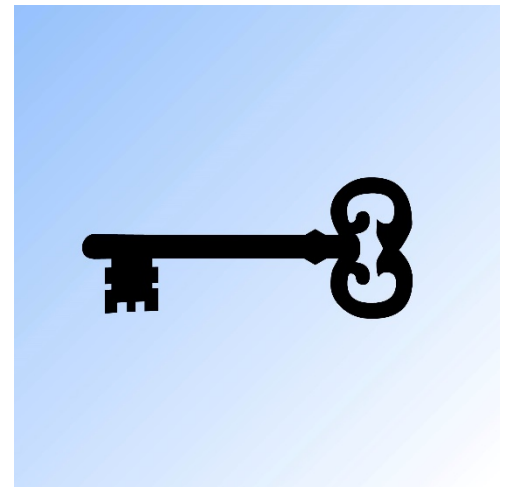
The information gathered in the analysis was also to be used to develop a best practices toolkit for victim services providers who work with victims after the offender is sentenced to prison.

Identifying the current practices as well as the service gaps that exist were critical to the overall vision of the OVC funded project goals which were to improve and increase the services available for victims of crime after the offender has been sent to prison.

## Key Terms

Throughout this document, the terms victim and survivor are used interchangeably to identify a person who has suffered physical, sexual, financial, or emotional harm because of the commission of a crime. The term offender is used to identify someone who has harmed a victim/survivor by committing a crime. Offenders are also often referred to as “currently incarcerated or formerly incarcerated individuals.” The following list provides information specific to key terms used throughout the report. For term definitions and a more comprehensive glossary of terms, see Appendix N.

American Corrections Association (ACA)  
American Probation and Parole Association (APPA)  
Association of Paroling Authorities International (APAI)  
California Youth Authority  
Center for Victim Research  
Comprehensive Gap Assessment Survey (CGAS)  
Customizable Post-Conviction Advocacy Tool Kit  
Healing Justice  
Host Agency  
Input Development Survey (IDS)  
National Association of Victim Assistance in Corrections (NAVAC)  
National Crime Victim Law Institute (NCVLI)  
National Institute for Corrections (NIC)  
Office for Victims of Crime (OVC)  
Post-Conviction Victim Advocacy  
Post-Conviction Victim Services Program (PCVS)  
Post-Conviction Victim Services Tool Kit  
Project Advisory Team  
Project Team  
Victims of Crime Act Funding (VOCA)



## Overview

### Document Information

This report begins with an Executive Summary of the project describing a brief history of post-conviction victim services in the United States, identification of disparities in services, and the overall purpose of the project.

This report includes a section that describes the methodology used to identify the current state of post-conviction victim services, disparities in services and information about which states provide post-conviction services to victims. Services include those critical to victim safety and security, notification and information, opportunity for input, restorative processes, and financial assistance.

The findings section of this analysis provides an overview of information gathered from the qualitative and quantitative data collected throughout the project.

The recommendation section was developed using information from the project findings, literature review, and input from post-conviction service providers and subject matter experts.

The final section of this report document provides four calls to action for the field.

The report provides several appendices expanding on the voluminous information gathered throughout the project.

Full project recommendations are found in Appendix K.

### History of Post-Conviction Victim Services in Corrections/Parole

In 1983 the Washington State Legislature mandated creation of the first victim witness notification program in a department of corrections to notify victims and witnesses prior to an offender's release from prison. In the mid-1980s several parole boards began to incorporate victim input into parole release decisions. In addition, the California Youth Authority developed and began teaching impact of crime classes for incarcerated juvenile offenders and the Texas Department of Criminal Justice started a victim services program incorporating a victim-offender mediation dialogue process for victims and survivors of incarcerated persons.

To meet the recommendations of the 1982 President's Task Force on Victims of Crime, the Office for Victims of Crime funded a project in 1990 to introduce victim needs and services to more correctional agencies and paroling authorities. The project was extended over several years, to include multiple states and federal agencies. As part of the project the Bureau of Prisons and the Department of Defense received training and technical assistance under the OVC Crime Victims and Corrections projects throughout the 1990s.

**In 1983 the Washington State Legislature mandated creation of the first victim witness notification program in a department of corrections to notify victims and witnesses prior to an offender's release from prison.**

Since that time, all states have implemented a process to provide basic notification of offender status for victims at the time of offender release. Many states simply created processes to provide a phone or letter notification while some states, e.g., Texas, Washington, and Minnesota have more robust advanced notification and advocacy programs. The Texas Department of Criminal Justice expanded its Victim Offender Mediation Dialogue program in the 1990s and it has become a national model for other corrections-based victim service providers. In 2002, the Washington Department of Corrections saw the need for more intensive victim safety planning services when high risk offenders were released back to the community and implemented *Victim Wrap Around Safety Planning* processes which have been replicated in several states. In 2013, the Minnesota Department of Corrections developed a domestic violence response initiative after recognizing a significant increase in domestic violence victims requesting advocacy and safety planning services. As a result of that initiative, Minnesota developed and implemented a process to identify and respond to victim needs at the time of offender intake, throughout incarceration and at the point of offender reentry. This process also included a threat assessment process and protocol as part of the agency-wide domestic violence response initiative. Most importantly, the process informed and involved community victim advocates and community supervision professionals in release and reentry planning with the goal of creating reentry plans that were victim centered. The Minnesota model has been identified as a promising practice and recognized nationally as a best practices model.

#### Formation of the National Association of Victim Assistance in Corrections



Between 1990 and 2006, states were developing a variety of policies, practices, protocols, and improved advocacy services for victims of incarcerated or paroled/released offenders. However, overall victim services staff in corrections and parole agencies were operating in silos and there was no centralized mechanism in place to share innovative and promising practices on a national level. Recognizing the need to better collaborate to improve serving victims post-conviction, in 2007 a small group of corrections-based victim service providers formed the National Association of Victim Service Professionals in Corrections (subsequently renamed, National

Association of Victim Assistance in Corrections or NAVAC). Since its inception in 2007, NAVAC has held national conferences in conjunction with a Victim Offender Dialogue (VOD) Summit. (The VOD Summit is held annually to provide an opportunity for corrections-based VOD practitioners and program directors to convene and share experiences and promising practices among the few states that have developed victim-initiated victim offender dialogue programs within their corrections agencies.)

Although the annual NAVAC Conference/ VOD Summits provided participants the opportunity to learn from their colleagues about promising practices in the field, many states experienced significant barriers in funding staff to attend national training as well as barriers to support the program development needed to provide services beyond basic victim notification. While some states were incorporating additional services for victims beyond notification of release, NAVAC members identified a significant disparity in post-

conviction victim services across the nation. It became clear that post-conviction victim services needed to include but not be limited to:

- safety planning
- restitution/other legal financial obligation recovery
- financial compensation
- enforcement of protective orders
- input into reentry or paroling decisions and release planning decisions
- victim threat assessment and response
- opportunity to request to participate in victim-initiated restorative processes.

Feedback from NAVAC membership and collaborative partners indicated the reasons for the disparity of services across the nation included, but were not limited to:

- funding allocated (limited VOCA dollars are used for corrections-based victim advocacy)
- lack of awareness of, or access to promising practices in other states
- absence of an easily accessible central repository for promising practices/tools
- resources for technical assistance or mentoring to develop or enhance victim assistance or advocacy training, policies, protocols, processes, or programs
- technology limitations
- limited collaboration with local and national allied professionals
- lack of knowledge of victims' rights and needs by offender-focused agencies
- corrections policies and procedures that do not consider the rights and needs of victims
- lack of overall agency awareness of victim experiences with corrections/parole processes; and
- deficiency of needed training for staff specific to post-conviction victim services.

The information gathered to prepare this gap assessment was used to develop a customizable best practice tool kit that will be utilized by victim services providers who work with victims after the offender is sentenced to prison. In addition, the information will be used to build a baseline for future performance measurement for the field.

## Scope of the Gap Assessment Project

The Project Team considered input from an *Input Development Survey* and subject matter experts to develop the overall scope of the *Gap Assessment Project*. The topic areas noted below encompass the subject matter and issues which were incorporated in the Gap Assessment and guided the framework of the *Best Practices Post-Conviction Victim Services Tool Kit*.





Topic areas included in the scope of the gap project:

- Program Administration
- Funding (Program)
- Program Services and Evaluation
- Publicizing Program Services
- Technology
- Training & Professional Association Involvement
- Victim Financial Compensation
- Victim Notification & Input/Participation
- Victim Rights
- Victim Safety Planning
- Restorative Justice
- Offender Programming
- Victim Offender Contact
- Parole-Offender Reentry
- Interstate Transfer – Federal Transfer
- Capital Punishment Offender Execution
- Staff Victimization
- Incarcerated Victims (or while under parole or supervision)
- Wrongful Convictions

## Methodology

### Project Focus

The focus of the gap assessment project was to identify what Post-Conviction Victim Services Programs (PCVS) exist in the United States, to ascertain existing PCVS's programmatic structure, and identify the varied services provided by existing PCVS programs. The goals of the project were to 1) determine a baseline of PCVS programs and services available to victims; 2) discover promising practices informed by best practice models in victim services; and 3) identify the gaps between the current services being provided and the promising practices. The overarching purpose of the project was to develop recommendations for improvement in PCVS for the field.

The Project Team began with a literature review of reports, published articles, and white papers on post-conviction victim services in the United States over the past four decades. The Project Team then developed a comprehensive 91 question survey to gather quantitative and qualitative data and help identify current PCVS practices and services. During the 2018 and 2019 annual NAVAC Conferences the Project Team facilitated topic specific World Café style-focus groups and conducted several key informant semi-structured interviews to gather additional qualitative information. The combination of these methods enabled the team to recognize general themes in the data which were used to articulate practical findings and robust recommendations for the field.

The bulk of the data incorporated in this report is derived from the *Comprehensive Gap Assessment Survey* (CGAS) that was developed, disseminated, and conducted utilizing Survey Monkey. The design of the final survey instrument was informed by disseminating the *Input Development Survey* (IDS) to PCVS programs. The *Input Development Survey* (IDS) was conducted in January 2018 with the bulk of the responses provided in January and February of 2018.

**“The Project Team developed a comprehensive 91 question survey to gather quantitative and qualitative data and help identify current PCVS practices and services.”**

## Input Development Survey

The *Input Development Survey (IDS)* received 33 responses and took respondents about 13 minutes to answer the 9 questions. Respondents represented 25 states, 1 tribe, and 1 federal agency.

Because there was not an up-to-date national PCVS contact list, the IDS provided an opportunity for the Project Team to identify current PCVS programs and specific individual program contacts which was critical to project participation.

The *Input Development Survey* included the following questions:

1. *What is your name and contact information for additional follow up?*
2. *What is your role?*
3. *What type of agency do you represent?*
4. *What state do you represent?*
5. *Are any of the services you provide legally mandated by law in your state? If so, which ones?*
5. *Please indicate what role, if any, your agency has in providing services to victims using the topics provided below.*
7. *Gap Assessment: Administrative Topics. The following are areas which will be included in the NAVAC National Gap Assessment. Please rate them on the importance to your program and/or state.*

*Organizational Structure (where does Victim Assistance fit within the agency?)*

*Staff Position Descriptions*

*Compensation Structure*

*State Program Funding Structure*

*Grant Specific Funding Structure*

*Agency Training Structure (Victim Assistance specific)*

8. *Project staff is compiling a list of resources. Do you have a resource(s) or person(s) you would recommend? If so, please provide a brief description.*

9. *What is missing from the above list that you would like to have included in the gap analysis?*





## Comprehensive Gap Assessment Survey (CGAS) Methodology

### CGAS Overview

In 2018, the Project Team developed a national survey for PCVS. Survey questions were both qualitative and quantitative in nature. The survey was reviewed by the Center for Victim Research, the NAVAC Project Advisory Team (See Appendix B), and the Office for Victims of Crime. The survey instrument was reviewed, approved, and distributed to identified victim services program managers of the federal Bureau of Prisons, the 50 states' adult and juvenile corrections and parole/releasing agencies, and any identified US Territory correctional and parole agencies.

The CGAS was opened for responses in April 2018. Most survey responses were received in April, May, June, and July of 2018; some survey completions were submitted in October 2018 because of follow up by project directors to states that had not responded. At the 2019 NAVAC conference, project co-directors made a last request to program representatives about the gap assessment survey which resulted in additional responses received in May, June, and August of 2019.

### Data Collection Methodology

The survey consisted of 91 questions.

- 1 question asked participants for identifying information (i.e., name, title, and contact information)
- The remaining 90 questions were multiple choice
- 39 questions allowed respondents to choose only one answer
- 15 questions allowed respondents to choose only one answer or select other and provide a narrative
- 9 questions allowed respondents to choose only one answer and provide additional comments
- 4 questions allowed respondents to choose multiple answers (all that apply)
- 6 questions allowed respondents to choose multiple answers (all that apply) and select other
- 17 multiple questions allowed respondents to choose multiple answers (all that apply) and provide comments

The survey took respondents approximately one hour to complete and respondents were notified of the anticipated time in advance of completing the survey.

The goal was to obtain responses from PCVS programs serving victims of adult and juvenile offenders in all 50 states, the Federal Bureau of Prisons, and any identified US Territories. The participant list was developed by using multiple sources and resources, including the NAVAC Victim Services Program Directory, National Institute of Corrections Victim Services Network listserv, web searches, and information gathered from the *Input Development Survey*. The Project Team utilized motivational techniques (a collaborative, person-centered and personal method of guiding to encourage bringing a comprehensive voice to improve services to victims) to encourage those who had not completed the survey instrument during the 2019 NAVAC

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*Survey responses were  
gathered between  
April 2018 and August 2019.*

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Conference presentation. The presentation included sharing a US map that revealed which states had or had not responded.

59 respondents representing 42 states and a tribal representative.

The final CGAS included data and input from 59 respondents representing 42 states and a tribal representative. A map of responding states can be found in Appendix D.

Project staff were available to assist survey participants with questions about the survey and assist states that identified barriers in accessing or completing the survey.

## Method of Analysis

The Project Team reviewed the survey tool and identified any missing or duplicative data. In addition, the Project Team reviewed the quantitative data and individual qualitative responses and comments and identified aggregate themes which ultimately informed the findings and recommendations.

## Justification for Methodological Choices

The Project Team consulted with the NAVAC membership, the Project Advisory Team, the Center for Victim Research, the National Crime Victim Law Institute, and Healing Justice to determine the best methodology to gather the most comprehensive data. Based on input and feedback, the Project Team decided to utilize survey methodology as it was determined to be the best opportunity to capture a diverse and wide range of quantitative and qualitative information about providers and services. In addition, the decision to use the survey methodology was guided by project scope, budget, timeline, and limited time available for state program directors to participate.

## Obstacles

Although the bulk of the respondents completed the survey within the first quarter of the survey timeline, some respondents did not, and additional outreach and technical assistance was required to encourage responses to the survey. The Project Team became aware that some respondents were overwhelmed by the comprehensive topics and services covered by the survey compared to the services provided by their individual programs. In addition, the diversity of knowledge and experience of respondents may have impacted how they reviewed or understood the nature of the survey questions. It is possible that the terminology in the survey questions may have created an obstacle for some respondents; in retrospect the Project Team realized inclusion of a glossary of terms may have been helpful for survey recipients.

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*“PCVS programs have historically been vulnerable to leadership and funding support challenges. These challenges can and do impact the stability and sustainability of programs and services.”*

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The survey provided information that was accurate and applicable at the time the respondent completed the survey. PCVS programs have historically been vulnerable to leadership and funding support challenges. These challenges can and do impact the stability and sustainability of programs and services; as a result, programs were consistently in flux throughout the project including multiple staffing and program changes. Compounding those obstacles, the current national environment, namely, the COVID-19 pandemic, the present racial justice movement, and economic crisis, significantly impacted many of the programs that participated in the CGAS and therefore the data collected from the respondents may soon be outdated.

## **Findings:**

The comprehensive structure of the research provided copious data resulting in a sizeable volume of project findings. The Project Team determined that the best way to present the data was to identify a set of key findings, which are included in the report. For a more detailed set of findings and data, refer to the appendices.

### **Key Project Findings from the Overall Assessment:**

The Project Team examined the quantitative and qualitative data from all data collection points and identified ten “key finding categories.”

1. Needs and Responsivity
2. Input and Engagement
3. Safety and Wellbeing
4. Access and Information
5. Leadership and Influence
6. Training and Education
7. 21<sup>st</sup> Century Technology
8. Victim-Centered Options for Healing – Restorative Justice
9. Reaching Underserved Victims
  - a. Victims of Intimate Partner Violence
  - b. Wrongful Convictions, Factual Innocence, Exonerations
  - c. Staff Victimized on the Job
  - d. Incarcerated Victims
10. Trauma Informed Workplaces

**1. Needs and Responsivity:** PCVS programs endeavored to respond to the needs of victims in their jurisdiction through providing services that transcend the minimum services required by state statutes. The quantitative and qualitative data demonstrate there is significant room for improvement to meet the post-conviction needs of victims. PCVS programs have faced many challenges when expanding and maintaining services, especially during times of budget constraints, and programs have historically been pressured to provide only the very minimum required by law.

PCVS program managers and staff reported the barriers they faced in implementing changes to better serve victims included: lack of resources, fear of liability, lack of understanding by colleagues, and challenges working within “offender-based” models of service.

Ninety-three percent of respondents reported they are mandated to notify victims of offender releases. While many jurisdictions have expanded and improved how they provide notification and what information they provide, PCVS programs reported that they struggle with ever-growing numbers of registrants, minimum staffing levels, outdated technology, and lack of collaborative system linkages.

Noteworthy, is that a significant percentage of PCVS programs provide personalized notification services: 80% of PCVS provide notification by personal phone call; 17% by manual text message; 60% by personalized e-mail, and 70% by personalized letters. However, a significant percentage of PCVS programs provide notification by non-personal or automated methods, 40% via automated phone call, 30% via automated text, 45% automated e-mail, and 40% via automated letter. An identified weakness is that there is significant room for improving access to information for victims “24-7”.

While only 10% of jurisdictions mandated that PCVS programs provide safety planning services for victims, 50% of programs reported that they went “above and beyond” to provide some form of safety planning services, with nearly 40% providing more intensive safety wrap around services tied to offender reentry.

***During the 2019 annual NAVAC conference, attendees were provided the opportunity to offer their “Top 10 Bold Ideas” to better serve victims post-conviction. One of the “bold ideas” was to “Have victims involved from the beginning throughout the entire post-conviction processes.”***

Only 25% of PCVS programs reported they were mandated to offer victims the opportunity to participate in the post-conviction phases their agency is responsible for; yet nearly half of them reported that they provided some form of victim input throughout the incarceration of the offender and during reentry processes.

**2. Input and Engagement:** Most PCVS programs and their host agencies do not provide victims of crime, a key stakeholder group, an opportunity to have a voice and participate in improving policies, procedures, and services within host agencies.

A significant number of PCVS program staff reported their program had “no voice” within their host agency and no role in improving policies,

procedures, and services within the agency. They also reported their biggest challenge in evaluating their services included difficulties in quantifying the myriad services they provide; lack of advanced technology for evaluation; lack of resources for databases and case management systems; and challenges in making their services known to victims.

8% of PCVS programs, or their host agency, are mandated by statute to have a victim advisory group/council. 10% reported that they have some form of victim advisory council to provide key stakeholder input into policies and procedures. Many correctional agencies have family policy councils or other practices that incorporate offender family concerns and voices into their correctional processes but very few extend this same opportunity to victims and survivors.

Only 33% of PCVS programs reported the use of strategic planning processes for program management and planning. Comprehensive strategic planning processes that incorporate stakeholders' input and participation are essential to developing and implementing quality services that meet the unique needs of victims. The findings indicate that comprehensive strategic planning is seriously lacking in the implementation and delivery of post-conviction victim services.

"As one provider stated, "We are not making widgets, what we do or do not do impacts victims' lives and wellbeing." This observation identifies a critical component for successful victim services delivery by PCVS programs.

While a solid percentage of PCVS programs incorporate some form of evaluation of their services and address complaints, about 25% of PCVS programs did not use any standard program evaluation processes. And about 35% had no formalized process for addressing concerns/inquiries or complaints from victims or stakeholders.

**"Many correctional agencies have family policy councils or other practices that incorporate offender family concerns and voices into their correctional processes but very few extend this same invitation to victims and survivors."**

### **3. Safety and Wellbeing: Most PCVS programs and/or host agencies are deficient in meeting the safety and wellbeing needs of victims while offenders are incarcerated. Thus, missing a key opportunity for victim concerns and safety to be considered, addressed, and incorporated into offender case management and reentry.**

The majority of PCVS programs provide notification about offender release but do not provide victims with information and options for providing input throughout the continuum of post-conviction processes. PCVS program staff reported most victims and offenders are known to each other prior to the criminal offense. Victims often have critical information about the offender's behaviors, substance use, employment history, and educational history. Post-conviction agencies typically rely only on the offender to provide information about these issues during intake. Post-conviction agencies are forgoing the opportunity to be provided critical information which could contribute to developing more robust and targeted offender case management.

Just under 50% of respondents reported they provide some form of victim input throughout the incarceration of the offender or during reentry.

Less than 14% of respondents provided victims the opportunity to provide input into an offender's case planning or programming while incarcerated. Only 14% reported they provided a standardized process for victims to provide input at offender intake.

More than 66% of respondents reported they did not utilize any specific threat or victim risk assessment tools during offender incarceration or at parole/reentry.

Only 25% of PCVS programs reported they were always involved in decisions about permitting victims to visit or have contact with an incarcerated offender.

Just under 30% of PCVS programs and or host agencies provided notification to all victims when the agency is aware of or provides media access to offenders.

**"Imagine as a victim watching the evening news and suddenly seeing the man who murdered your daughter highlighted in a story about a prison program."**

A PCVS Program Staff Member

PCVS program staff reported that victim safety could be improved by better collaboration within their host agency along with intentional collaboration with other agencies and allied professionals such as parole boards and prosecutors.

**4. Access and Information: Most PCVS programs operate during traditional government business hours. This can create barriers for victims to easily access information and services in a timely manner. In addition, PCVS program staff report other barriers including language challenges; confusion with multiple notification programs in their jurisdiction; lack of automation; difficulty in obtaining and maintaining accurate contact information for victims/survivors; and complete exclusion of some victims.**

About 4% of PCVS programs utilize a web-based message center for victims to access.

Only 33% of PCVS programs reported they had developed victim services handbooks or guidebooks to inform victims and survivors about their post-conviction agency overall and their victim services specifically.

Just under 10% reported victims had the opportunity to interact with staff through live chat options on their website; under 20% reported that they use "SKYPE" or similar applications to provide services to victims.

Only about 25% of PCVS programs provided training about their program and services for external collaborative partners on a regular basis.

PCVS program staff also reported there are vast numbers of victims/survivors who do not know how to access information and services post-conviction. Further, they reported that:

- victims often do not get information about post-conviction processes and services at sentencing
- victims who were minors at the time of the conviction rarely receive information about post-conviction services
- victims whose rights were denied based on how offenses were charged often were further victimized by not being deemed eligible for post-conviction information and services; and
- incarcerated victims rarely receive information about or access to victim services.

**5. Leadership and Influence: Where PCVS programs were placed within the organizational hierarchy did not correlate to inclusion or exclusion of victim services program staff in the development of host agency strategic plans and policy.**

PCVS program managers related their involvement and participation in internal agency collaboration, training, strategic planning, legislation, and policy development was largely determined by host agency leadership. Overwhelmingly, leadership did not understand the PCVS services provided, and therefore did not identify the importance of involving the PCVS program in agency leadership and decision making.

Just over 50% of the PCVS programs were located within the direct chain of command of executive leadership in their host agencies (the third level or above on the organization chart).

Only about 20% of host agencies included the PCVS program in their agency's strategic planning.

About 33% of PCVS program managers were involved in their host agency's overall policy development.

**6. Training and Education: PCVS programs exercised leadership in providing internal vital victim training despite their workload, lack of designated resources for these training efforts, and reported lack of agency support. Host agencies did not place a high priority on training for agency staff on impact of crime on victims and/or about services provided to victims by their agency.**

PCVS program staff identified that most staff in their host agencies do not have any training or understanding about the impact of trauma, the safety concerns of victims, and the potential risks for victims even while an offender is incarcerated. Programs expressed frustration that staff in prisons often avoided talking with the offender about why he or she is in prison and rarely held incarcerated offenders accountable for on-going victimization and protection order violations while in prison.

Less than 25% of host agencies required all agency staff to receive training about victims' rights and 75% of host agencies did not include information about their PCVS program services in their employee training academies and programs. However, 80% of PCVS programs reported they provided basic training about their victim service program inside their agency; and about 50% of the PCVS programs reported they provided training in their agency's new employee training.

One PCVS program staff member described a victim who finally reached out after 6 months of non-stop calls from the offender in violation of the protection order. After the prison reviewed his phone records, they found he had called her phone over 3000 times during that 6 months. The prison blocked the number, gave the offender a *cease and desist* order, and it was left up to the victim to file a police report about the violations.



**7. 21st Century Technology: PCVS programs operating within governmental agencies utilized technology often described as old, outdated, and difficult to navigate. Significant challenges in quantifying and tracking the services provided were identified. Measuring outcomes for victims was seldom tackled or achieved. Furthermore, during the COVID-19 pandemic, PCVS programs struggled with adapting their service delivery methods to ensure the safety and well-being of their staff. Reportedly this was due to the challenges of access to technology and governmental databases when working off-site. There is significant room for improvement in access to and utilization of technology for PVCS programs which would improve and expand services for victims and promote increased training opportunities.**

Nearly 90% of PCVS programs utilized web-based or automated technology to provide victim notification services.

Less than 50% of PCVS programs used victim specific case management systems.

About 4% of notification programs used a web-based message center notification system.

Just under 33% of PVCS programs reported they utilized social media sites to publicize information or to support victims.

About 33% of PCVS programs reported they utilized phone or computer apps to provide services.

Less than 10% of PCVS programs reported victims could interact with staff through live chat options on their website.

Just under 20% of PCVS programs reported they utilize SKYPE or similar applications to provide services for victims.

Nearly 75% of PCVS programs reported their agency has a specific data privacy classification for victim data; and 15% reported they did not know if there were specific privacy classifications for victim data in their agency.

About 40% of PCVS programs reported they had program evaluation standards tied to their state or federal grant funding requirements.

Just over 33% of PCVS programs used a survey instrument to gauge victim satisfaction with services.



*Digital communication has fundamentally changed the way we read, learn, write, share information, and connect with each other.*



**8. Victim-Initiated Restorative Justice Options for Victims:** PCVS programs reported strong bias within their host agencies to be offender focused on the development of restorative processes and programs. PCVS programs reported struggling with promoting internal host agency staff understanding of the importance of victim-centered restorative processes such as victim-initiated Victim Offender Dialogue (VOD). PCVS programs also reported a significant need for more training, technical assistance, and access to financial resources for developing and expanding victim-initiated VOD programs for victims/survivors who express a strong desire for these services.



Only a small percentage of PCVS programs have been providing VOD opportunities for victims for more than 20 years.

14% of PCVS programs reported they were mandated to provide victims restorative justice options such as VOD; over 50% of the programs reported they provided the opportunity for victims to participate in restorative processes.

56% of respondents' state or agency had developed some restorative justice processes that offered victims the opportunity to participate.

About 75% of PCVS programs had developed offender apology or accountability letter banks and victim-offender dialogue processes.

**9. Reaching Underserved Victims:** Information obtained during the assessment affirmed there were still victims who did not fit neatly into a commonly identified post-conviction victim service category. Consequently, they were seldomly recognized and experienced decreased access to resources and services to predict and prepare for short- and long-term impacts of trauma and the entangling criminal justice processes. There was not consensus within PCVS programs regarding who should provide services for these currently under-recognized and underserved victims/survivors. The Project Team identified four primary groups of under-recognized and underserved victims/survivors.

#### **A. Underserved Victims of Intimate Partner Violence:**

PCVS program staff identified intimate partner violence (IPV) as an underserved category because agency staff lacked knowledge of the dynamics in different types of IPV. Correctional staff rarely received training to increase their comprehension of the methods offenders use to continue controlling victims during the offender's incarceration period. Respondents reported because of lack of awareness and collaboration, decisions were often made without consultation with PCVS program staff. As a result, this placed victims at further risk during the offender's incarceration, throughout reentry and community supervision.

*"I would go visit him and he'd call me names and the guards never did anything. I'd be crying and no one even gave me a tissue. He'd call me a b\*\*\*\* and a c\*\*\* and no one stopped him."*

*- A victim*

PCVS program staff also highlighted the diversity in needs and concerns of IPV victims. Some IPV victims utilized the incarceration time to file for divorce and or complete other legal processes when assistance was available; other IPV victims expressed interest in family reunification necessitating different services. The three types of IPV, namely coercive controlling violence, situational couple violence, and violent resistance by the victim, each require different responses and services. Thus, IPV victims need services beyond notification and safety planning.

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*Research of IPV has shown that there are three types of intimate partner violence: Coercive controlling violence; situational couple violence; and violent resistance by a victim.*

<http://www.healthymarriageinfo.org/wp-content/uploads/2017/12//IntimatePartnerViolence.pdf>

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40% of respondent PCVS programs reported their host agency had implemented an internal or supervision “protective or no contact order” prohibiting offenders from contacting victims while the offender is incarcerated or under parole or community supervision.

About 30% of PCVS programs reported their program or host agency utilized a specific victim threat/risk assessment tool.

26% of PCVS program host agencies allowed victims to visit incarcerated offenders; the rest prohibited these visitations.

73% of PCVS programs reported offenders were prohibited from having contact with victims of their offense while the offender was on parole or under community supervision.

#### **B. Underserved Individuals with Wrongful Convictions, Factual Innocence, and Exonerations:**

The ground-breaking 2013 report, *Victim Experiences of Wrongful Conviction*,<sup>iii</sup> recommended adding cases of wrongful convictions to criminal justice agencies’ internal notification protocols and procedures. The report further recommended that the notification in these cases should be provided early in the process and via personal means due to the alarming nature of the information that can result in additional trauma for original victims.

Only 2% of PCVS programs reported they provided victim support services throughout the investigation and/or legal processes in cases involving wrongful conviction or exonerations.

The project team collaborated with Healing Justice who were working on developing resources for practitioners and victims concurrently with the NAVAC project. The resources developed by Healing Justice are referenced in the Post-Conviction Victim Services Toolkit.

Less than 20% of PCVS programs reported they referred victims to legal advocates in cases involving wrongful convictions or exonerations; and under 30% reported that they provided referrals to community-based advocates for services in these cases.

### C. Underserved –Staff Victimized While on Duty or Working:

Although the OVC-sponsored Crime Victims and Corrections projects in the early 1990s included training and programmatic recommendations for addressing the needs of correctional staff victimized while working, at the time of this assessment very few PCVS host agencies had comprehensive plans that included referrals to victim services for staff victims.

Nearly 50% of host agencies with staff victimization response plans did not include providing staff victims information about victim advocacy services – inside or external to their agency.

33% of PCVS programs reported their program provided support and advocacy services for staff victimized on-duty.

### D. Underserved – Incarcerated Victims:

The 2020 National Resource Center for Reaching Victims<sup>iv</sup> report identified that *“the shame and stigma of being ‘offenders’ eclipses the less visible but painful reality that they are also survivors of violence—harm that may have happened to them before, during, and/or after their time behind bars. For many reasons, survivors who have previously been incarcerated often do not get the help they need.”*

46% of host agencies had no staff whose primary role was to provide services to incarcerated victims.

Just under 40% of PCVS programs reported they would provide information and advocacy for an incarcerated individual who was a victim prior to and unrelated to their incarceration if the incarcerated individual requested advocacy services.

22% of PCVS programs reported they provided direct services including advocacy and safety planning for incarcerated individuals designated as victims under the Prison Rape Elimination Act (PREA).

About 30% of PCVS programs reported they provided resource and referral services for incarcerated individuals victimized during incarceration in offenses not categorized as a PREA crime.

*“We provide support and services to victims of those we incarcerate, and should, they matter most. But what was horrifying to me, a 30-year corrections officer, was the realization that the incarcerated population had advocacy and full access to support from our agency’s victim services program, but as a staff victimized on duty, I had no access and no support from my own agency. The assault was traumatic, but I guess I always knew in the back of my mind it could happen and should expect that those we incarcerate can harm us. What I did not anticipate was the response and lack of advocacy from my agency. It was unacceptable and made the experience even worse.”* – Assaulted Corrections Officer

**10. Trauma-Informed Practices:** PCVS program staff reported they worked in agencies that were overwhelmingly not trauma informed and the nature of their work was often responding to victims in crisis. PCVS program staff who had previously worked in correctional settings but had not worked with crime victims reported that they did not feel properly equipped to appropriately respond to victims in crisis. Continuous exposure to trauma material (reading files and listening to the lived experiences of victims), organizational stressors, and external threats (such as a pandemic) overwhelm PCVS staff and contribute to compassion fatigue, vicarious trauma, and burnout. Some PCVS programs reported staff work in remote

locations in order to provide accessible services to victims. Isolation from colleagues presents additional challenges for staff and supervisors. PCVS programs need training, resources, and technical assistance for creating and maintaining trauma-informed and trauma-responsive working environments.

*Various studies have shown that the impact of trauma -- whether direct or indirect -- shows up in our behaviors, in our habits, in our actions, and in our bodies.*

PCVS programs need support and resources to implement trauma-informed practices in PCVS workplaces. Although the OVC-sponsored *Vicarious Trauma Toolkit* provides resources for some first responders and victim advocates, it lacks specific attention, tools, and resources to meet the unique challenges of providing victim services within offender-focused agencies.



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“The expectation that we can be immersed in suffering and loss daily and not be touched by it is as unrealistic as expecting to be able to walk through water without getting wet.” Rachel Remen

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## Gap Analysis

A gap analysis is an organic tool used to explore the differences between what a system is currently doing and what it could be doing in an 'ideal' state.<sup>v</sup> For purposes of this project, identifying the true gaps, from a national standpoint, required the Project Team to generalize the overall needs of victims post-conviction vs. the individual best or promising practices developed and implemented by individual states. This is because of the diversity in constitutional and state laws specific to victim rights and the diverse nature of the location of victim service programs within a variety of agencies. The most complicated dynamic involves the diversity in post-conviction offender processes. For example, some states operate under determinate sentencing structures while others operate under an indeterminate structure, resulting in very different opportunities for input during offender reentry decisions.

The Project Team concentrated on identifying an 'ideal' state of providing post-conviction victim services by focusing first and foremost on 'victim-centered' PCVS services and practices. It is important to note that most post-conviction justice system processes and organizations are offender-focused or offender-centered, (i.e., prisons and parole). Thus, serving victims or creating victim-centered practices in the post-conviction phase of the justice system has often been counter-intuitive to those post-conviction systems such as corrections, parole, or community supervision.

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*The most compelling argument is one which supports a "justice system" that is not either or but can both support offender accountability and rehabilitation AND support victims in remaining safe, holding those that harmed them accountable, providing restoration and healing.*

The Project Team identified some programs and states that have invested in the planning, development and implementation of victim-centered programs and processes within corrections/parole authority or other post-conviction institutions i.e., Texas case management and victim-offender mediation (dialogue), Washington State victim wrap-around, Kansas domestic violence screening and programming of offenders, Arizona new victim offender dialogue program development, South Carolina impact of crime programming and strategic planning, Hawaii restitution recovery, Virginia program expansion and enhancement, Iowa creative program expansion, Oregon offender responsibility letter bank, Minnesota victim input at offender intake and reentry, Louisiana Pardons and Parole victim outreach.

The Office for Victims of Crime (OVC), states that "At the core of every best practice is a victim-centered approach to services that is accessible and appropriate for every crime victim seeking assistance. Being victim-centered must be the overarching philosophy guiding the work, and the key element that informs decision-making by organizations. When services are victim-centered, they are specific, appropriate, culturally, and physically accessible, and driven by the needs of individuals impacted by crime and violence. These individuals include primary and secondary victims as well as broader communities affected by crime."<sup>vi</sup>

Throughout the project, the Project Team remained focused on the over-arching importance of dedicated processes, resources, and support for victims from sentencing, through incarceration and reentry and throughout community supervision. Most importantly, the Project Team focused on the critical importance of continuous and collaborative victim services and support rather than episodic and fragmented services, resources, and support. As stated previously, the comprehensive structure of the research provided copious data, resulting in a sizeable volume of project findings and ultimately, a substantial set of recommendations. The Project Team determined the best way present the information was to identify a set of key recommendations which aligned with the *Vision 21: Transforming Victim Services initiative*. These recommendations are included in the report. For a more detailed set of recommendations, organized by *Major Needs of Victims (as defined by OVC)* and by those that align with the *Comprehensive Gap Assessment Survey* see the Appendices.

### **Recommendations which align with Vision 21: Transforming Victim Services Final Report (OVC 2013)**

The Vision 21: Transforming Victim Services initiative was launched by OVC in the fall of 2010 to expand the vision and impact of the crime victim assistance field. The *Final Report* provided a set of findings and broad recommendations informed by stakeholder forums and literature reviews, which established a framework for strategic, transformative change for the field.

The Project Team developed the following recommendations based on the four broad categories identified in the Vision 21 Final Report. The recommendations align with the Vision 21 recommendations but are tailored to specifically address the post-conviction phases of the justice system continuum.

**1. Vision 21 Recommendation:** *Conduct continuous rather than episodic strategic planning in the victim assistance field to effect real change in research, policy, programming, and capacity building.*

Project Team Recommendation:

**National and state support is recommended to provide technical assistance to conduct continuous strategic planning in the post-conviction victim services field to effect real change and enhancements in services and outcomes for victims.**

As noted in the project findings, nearly two-thirds of post-conviction victim service programs did not utilize strategic planning processes to identify victim's post-conviction needs, plan and operate services necessary to meet victim needs, and provide continuous evaluation of their services.

“The discussions that formed the basis for Vision 21 demonstrated that only a truly comprehensive and far-reaching approach would achieve the vast changes needed to move the field forward. Stakeholders saw that a holistic approach to victims’ needs is essential but will require unprecedented collaboration among service providers, an ongoing challenge for the field.”

<https://ovc.ojp.gov/library/publications/vision-21-transforming-victim-services-final-report>

National and state support is essential to ensure collaborative and coordinated services for victims throughout the justice system continuum in each state. Almost twenty years ago OVC funded a project to develop a Strategic Planning Toolkit for victim services. Several states were stimulated to undertake statewide strategic planning for victim services. However, PCVS programs reported that post-conviction victim service providers were rarely invited or given opportunity to participate in the planning and implementation of the statewide plans.

Continuous strategic planning at the local programmatic level, in addition to incorporating post-conviction victim services into state and national strategies, will enhance capacity building, policy development, and program improvement – ultimately “effecting real change in research, policy, programming, and capacity building” and serving more victims.

Technical assistance and resources must be available to facilitate program sustainability and succession planning in post-conviction victim service programs.

**“There is significant need for improvement in identifying, developing, and improving services for victims after the offender has been sentenced.”**

**2. Vision 21 Recommendation:** *Support the development of research to build a body of evidence-based knowledge and generate, collect, and analyze quantitative and qualitative data on victimization, emerging victimization trends, services and behaviors, and enforcement efforts.*

Project Team Recommendation:

**National leadership is necessary to assure that post-conviction victim needs are incorporated in the development of research focused on building a body of evidence-based knowledge, data, emerging trends, services and behaviors, and enforcement efforts.**

As identified in the key findings, there is significant need for improvement in identifying, developing, and improving services for victims after the offender has been sentenced.

Ensuring that post-conviction victim service providers are fully incorporated into the National Census of Victim Service Providers (NCVSP) and the National Survey of Victim Service Providers (NSVSP) is an essential first step. Incorporating questions regarding victim needs and experiences post-conviction into national surveys and research is an essential next step.




**3. Vision 21 Recommendation:** *Ensure the statutory, policy, and programmatic flexibility to address enduring and emerging crime victim issues.*

Project Team Recommendation:

**National guidance, support, and funding of post-conviction victim services is recommended to ensure that:**

- **victims' constitutional and statutory rights are applied and enforced throughout post-conviction processes;**
- **post-conviction agency policies incorporate victims' needs and safety concerns; and**
- **programmatic flexibility is safeguarded to address enduring and emerging crime victim issues specific to post-conviction processes.**



**SUPPORT AND TECHNICAL ASSISTANCE FOR MAKING  
TECHNOLOGICAL CAPACITY IMPROVEMENTS TO INCREASE ACCESS  
TO INFORMATION AND SERVICES FOR VICTIMS IS VITAL.**

**4. Vision 21 recommendation:** *Build and institutionalize capacity through an infusion of technology, training, and innovation to ensure that the field is equipped to meet the demands of the 21st century.*

Project Team Recommendations:

**National and state funding, technical assistance, and support is recommended to improve and expand technological capacity for post-conviction victim services to be tele-ready to meet the 21st century needs and requirements of victims throughout all post-conviction processes of the criminal justice continuum.**

**Safety and security of victim data must be prioritized in all post-conviction host agencies.**

Support and technical assistance for making technological capacity improvements to increase access to information and services for victims is vital.

Technical assistance and support for improving technological capacity to improve the collection of quantitative and qualitative data about the services provided by PCVS programs to better identify victim needs, measure, quantify, and improve services is critical.



## Conclusion

The ultimate aim of the assessment was to identify the current state of post-conviction victim services (where are we now), articulate the desired state (where we want to be) and identify recommendations and specific calls to action that move us toward the desired state of services that meet the post-conviction needs of victims.

The following SWOT provides an overview of the overall strengths, weaknesses, opportunities, and threats which guided the final calls to action in the conclusion of this report.

<b>S</b>	<b>W</b>	<b>O</b>	<b>T</b>
<b>STRENGTHS</b>	<b>WEAKNESSES</b>	<b>OPPORTUNITIES</b>	<b>THREATS</b>
<ul style="list-style-type: none"> <li>• Victim Notification</li> <li>• National Collaboration &amp; Partnerships</li> <li>• Grant funding opportunities specific to post-conviction</li> <li>• Promising practices implemented by PCVS programs</li> </ul>	<ul style="list-style-type: none"> <li>• Collaboration with pre-conviction advocacy programs</li> <li>• Continuity of services</li> <li>• Offender-centered systems</li> <li>• Funding sources</li> <li>• Training</li> <li>• Outdated Technology</li> <li>• Sustainability</li> <li>• Strategic planning</li> </ul>	<ul style="list-style-type: none"> <li>• Awareness through OVC supported post-conviction projects</li> <li>• Collaboration with community and prosecution-based advocacy</li> <li>• Criminal justice reform</li> <li>• Restorative Justice (victim-initiated)</li> <li>• Technology enhancements</li> <li>• Pandemic “creative advocacy”</li> <li>• Funding (VOCA/VAWA)</li> <li>• Targeted planning processes</li> </ul>	<ul style="list-style-type: none"> <li>• National/local funding</li> <li>• Criminal justice reform</li> <li>• Automation</li> <li>• Data security</li> <li>• Pandemic</li> </ul>

## **Where are we now**

### **Strengths**

- Notification is the foundation of post-conviction victim rights and services. All states provide victims the opportunity to request notification of offender release. Many states provide additional notification about offender post-conviction status. The majority of PCVS programs are providing personalized notification services rather than an automated impersonal notification.
- Support and collaboration with national partners over the past decade have raised awareness about victim needs post-conviction. National partners included but were not limited to the National Association of Victim Assistance in Corrections (NAVAC), the Office for Victims of Crime (OVC), the National Institute of Corrections (NIC), the American Correctional Association (ACA), the American Probation and Parole Association (APPA), the Association of Paroling Authorities International (APAI), the National Crime Victim Law Institute (NCVLI), and Healing Justice.
- After a long hiatus, national funding opportunities became available to specifically address post-conviction victim needs and services.

**Support and collaboration with national partners over the past decade have raised awareness about victim needs post-conviction.**

### **Weaknesses**

- Most states provide community or prosecution-based advocacy but once an offender is sentenced and incarcerated there is little to no collaboration or “continuity” of advocacy for victims.
- Collaboration between post-conviction processes and agencies to address victim needs throughout offender incarceration, reentry, parole, and community supervision is fragmented or non-existent.
- Most post-conviction justice system processes and organizations are “offender-focused or offender-centered.” As a result, consideration of victim needs throughout post-conviction processes is seldom recognized or prioritized within PCVS program host agencies.
- With the majority of PCVS programs funded entirely or partially from host-agency general funds, there is often vigorous competition for resources as agencies prioritize their obligations to offenders.
- Access to training for PCVS program staff is often limited by budget constraints and restrictions on out of state travel.
- Training about victim needs and services related to post-conviction processes has diminished in PCVS host agencies.
- Technology systems used by PCVS programs are often archaic and insufficient to provide enhanced services for victims, or to gather and track data related to workload and services.
- Because PCVS programs comprise a small number of staff in offender-centered host agencies, there is little focus on PCVS program sustainability and succession planning.
- Strategic planning is the cornerstone of successful programs and strategic planning requires empirical data. Without a commitment to accept higher standards of accountability, monitoring, and evaluation PCVS program managers and host agencies do not know if they are successful in improving victim outcomes.

## Opportunities

- The FY 2017 OVC funded post-conviction projects have provided a baseline of victims' rights and services related to post-conviction processes and identified recommendations for improvement of services to meet the diverse and unique post-conviction needs of victims.
- Collaboration between PCVS programs and community and prosecution-based victim service providers has the potential to improve outcomes for victims along the justice system continuum by sharing knowledge, information, and resources, and through embracing a commitment to creating institutionalized system linkages.
- Criminal justice reform and initiatives are at the forefront of most local and national conversations and priorities. Victim voices must be incorporated as essential stakeholders in these discussions to create safe and healing processes while focusing on refashioning systems that are just, equitable, and fair.
- Victim-initiated restorative justice processes can provide an opportunity for victims to participate and have a voice in identifying justice that is unique to them. Especially in crimes of violence, it is in the post-conviction phase that victims sometimes identify or seek justice options that go beyond incarceration. As the country focuses on criminal justice reform, victim-initiated restorative justice opportunities create an opportunity for accountability and healing that many victims seek.

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**“Criminal justice reform and initiatives are at the forefront of most local and national conversations and priorities. Victim voices must be incorporated as essential stakeholders in these discussions to create safe and healing processes while focusing on refashioning systems that are just, equitable, and fair.”**

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- Several states have developed technology systems to enhance or better meet the needs of victims post-conviction. Although technology cannot and should not ever replace the “human advocate,” evolving technology can expand how services are provided, streamline program operations, and enhance delivery of services. There is ample opportunity to improve antiquated technology to better meet the needs of victims and victim service providers.
- The 2020 COVID-19 pandemic created barriers to serving victims in the usual ways but also created opportunities to consider creative alternatives to meet victims “virtually” when in person advocacy is not an option.
- Rule changes expanding VOCA and VAWA funding to incorporate post-conviction victim services, restorative justice processes, and services for incarcerated victims present opportunities for program enhancements and improvements in victim outcomes.
- The FY 2017 OVC Post-conviction grant projects presented an opportunity for greater collaboration on post-conviction victim rights, needs, and services. The ground-breaking work of NAVAC, NCVLI, and Healing Justice facilitated the documentation of current post-conviction services, identification of the gaps in services, examination of promising practices, and the development of tool kits for the field. This collaborative effort should serve as a foundation for future targeted planning processes, support, and technical assistance for the field.

## Threats

- Funding - nationally and locally - falls into all four categories of the SWOT. Funding is the greatest threat to post-conviction victim services. Post-conviction services are most often located within host agencies which prioritize funding for offender services. When budgets are strained or stretched, as during the Great Recession, and now during the COVID-19 pandemic, services and budgets that support victims are often the first to be reduced or eliminated. Additionally, most national funding focuses on the needs of victims pre-disposition. Without continuous future advocacy to bring the post-conviction needs and rights of victims to national conversations and priorities, funding levels will remain a consistent threat to services.
- Just as criminal justice reform has been identified as an opportunity, reform also has the potential to be situated as a threat to post-conviction victim services. Victims' needs post-conviction are unique to each victim and dynamic vs. static. Therefore, ensuring that victims and victim advocates have opportunity to participate in the justice reform conversation is critical to ensure that reform efforts and decisions acknowledge, and address victims' needs, and honor their rights.
- During the COVID-19 pandemic, prisons and jails were under pressure to release large numbers of offenders. In most jurisdictions, victims had no say in these decisions and some governors expressly waived victims' statutory rights to specific advance notification timeframes.
- Just as the development of technology has been identified as an opportunity, technology cannot and should not ever replace the essential services provided by human advocates. A significant threat to personalized victim services is the notion that technology alone can provide all the information and resources a victim needs. This notion ignores the unique and dynamic needs of victims. Technology should always be considered as a mechanism to enhance advocacy, not replace advocacy.

“Especially in crimes of violence, it is in the post-conviction phase that victims sometimes identify or seek justice options that go beyond incarceration.”

## How did we get here?

In the ground-breaking 1982 final report of the President's Task Force on Victims of Crime, the only recommendations related to post-conviction responses for victims was targeted to parole boards because most states utilized parole boards under indeterminate sentencing schemes at the time. There was a significant national movement to abolish judicial discretion and move toward “truth in sentencing” which was also reflected in the task force recommendations. The gap between sentencing and parole, namely incarceration, – was left out completely. Also missing from the President's Task Force on Victims of Crime report were recommendations regarding notification of offender release for victims and support services during an offender's incarceration and parole hearing processes.

Legal requirements for notification of victims developed state by state in subsequent years. In 1983, a horrific triple homicide by a convicted rapist housed at a work release facility in Washington catalyzed victims, victim advocates, and prosecutors to demand the passage of a state law to require victims and witnesses to be notified prior to an offender's release from prison. In the late 1980's several other states also began to require their corrections and paroling agencies to notify victims and witnesses of offender releases. In 1990, the Office

for Victims of Crime funded some projects for addressing post-conviction victim services focused on notification, restitution collection, victim-offender dialogue opportunities and corrections staff victimization responses. While states were implementing notification programs tied to their prisons, a domestic violence murder by an offender released from jail pre-trial in Kentucky in 1993 spurred the creation of a national database – Victim Information and Notification Everyday (VINE) – to provide automated notification to victims of releases from both jails and prisons.

As states began to implement corrections-based notification programs, the managers of those programs found themselves operating in silos. NAVAC was formed in 2007 to enable post-conviction victim service providers to have a mechanism to collaborate and share innovative practices between states. However, as noted throughout this report, NAVAC members also recognized there is a wide disparity of services available post-conviction from state to state.

In 2017, OVC requested proposals for the national-scope training and technical assistance project, OVC FY 2017 Action Partnerships for National Membership, Professional Affiliation, and Community Service Organizations: Post-Conviction Services to Victims of Crime. Applicants were asked to develop and deliver training and resources that address crime victims’ needs and gaps in services during the post-conviction period.

NAVAC undertook this project to pinpoint the gaps in post-conviction victim services nationwide and to develop a toolkit to promote promising practices and model policies in the delivery of crime victim services post-conviction. NAVAC collaborated with the other two FY 17 post-conviction grant recipients, NCVLI and Healing Justice, and with subject matter experts on the project advisory team and in the field in the

development of the project deliverables. The toolkit and podcasts developed from this gap assessment will be a resource for training and technical assistance for NAVAC members and for the victim services field and allied professionals nationwide.

“THE TOOLKIT AND PODCASTS DEVELOPED FROM THIS GAP ASSESSMENT WILL BE A RESOURCE FOR TRAINING AND TECHNICAL ASSISTANCE FOR NAVAC MEMBERS AND FOR THE VICTIM SERVICES FIELD AND ALLIED PROFESSIONALS NATIONWIDE.”

### **Where do we want to be?**

**Every PCVS program should have a strategic plan that includes evaluation of services and outcome measures for victims.**

The Project Team recognizes that it is unrealistic and not in the best interest of victims to create a “one-size-fits-all” post-conviction victim services template for all post-conviction agencies to develop and implement. The

Project Team further acknowledges that *“identifying a true ‘ideal’ state of providing post-conviction services to victims would come from a collaborative process incorporating the voices of victims, current service providers, and criminal justice agencies (i.e., future research)”* <sup>vii</sup> The most effective avenue to accomplish this is for

national and state leadership to nurture and support the inclusion of post-conviction victim services in research and planning processes statewide and nationally.

**The Model Standards for Serving Victims & Survivors of Crime<sup>viii</sup> should be understood, adapted, and implemented by PCVS programs and their host agencies.**

Training and technical assistance are provided to incorporate, monitor, and evaluate performance related to the model standards.

**All PCVS programs must be funded appropriately to meet their strategic plan goals and objectives and to ensure conformity with model standards.**

NAVAC acknowledges and appreciates that NIC and OVC have periodically funded projects and technical assistance for PCVS providers and training about post-conviction victim services and recommends the inclusion of PCVS programs in statewide and national strategic planning. On-going funding and technical assistance support are needed to respond to the diverse and unique needs of victims in the post-conviction justice system sectors. Likewise, PCVS programs and their host agencies must be willing to embrace strategic planning, monitoring, measuring, and evaluating performance and outcomes; and commit to ensuring their staff have the resources and technical expertise to deliver services that are victim-centered and evidence-based.

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*Strategic planning is the cornerstone of successful programs and strategic planning requires empirical data. Without a commitment to accept higher standards of accountability, monitoring, and evaluation PCVS program managers and host agencies do not know if they are successful in improving victim outcomes.*

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## Summary

It is critical that there is continued momentum and awareness about victim needs and services post-conviction. Therefore, the following action steps are recommended:

**CALL TO ACTION:** PCVS programs should be supported locally and at the national level in developing processes that include victim's participation in focus groups and other informational gathering processes. The information gathered from victims/survivors must then be used to inform policy makers, funders, and criminal justice stakeholders about what victim/survivor needs are post-conviction. The needs identified should be incorporated into statutes and policies, used in the strategic planning processes of the PCVS program and the host agency, and must inform the development and implementation of services and programs.

**CALL TO ACTION:** Funding for PCVS programs must be allocated and dedicated. The funding, development, or enhancement of services for victims should be driven by strategic planning processes that center on the unique needs of victims in post-conviction processes. Post-conviction services should be dedicated and sustainable. PCVS programs should commit to accountability in programmatic services and outcomes for victims.

**CALL TO ACTION:** Technical assistance and support are essential for PCVS programs in the development of strategic plans that incorporate

- victim needs,
- realistic and measurable programmatic goals and objectives to meet the needs of victims, and
- victim outcome measurements.

**CALL TO ACTION:** National and state agencies must provide encouragement to incorporate the post-conviction needs of victims in future research projects and training and technical assistance offerings. Historically, data collection, research, technical assistance, training, and funding have been largely focused on pre-conviction victim needs.

The Project Team would like to thank the Office for Victims of Crime, the National Association of Victim Assistance in Corrections, the project advisory team, the Center for Victim Research, the National Crime Victim Law Institute, Healing Justice, and all project subject matter experts for the support and assistance in the realization of this project.

**The core reason  
victim advocacy  
programs exist is  
to help victims  
improve their lives.**

David Voth, Quality Victim  
Advocacy A Field Guide

<sup>i 1</sup> Bureau of Justice Statistics, Key Statistics, Key Statistic: Total correctional population, on the Internet at [www.bjs.gov](http://www.bjs.gov) (visited 06/16/2017)

<sup>ii</sup> *Montgomery v Alabama* <sup>2</sup> <http://www.scotusblog.com/case-files/cases/montgomery-v-louisiana/>

<sup>iii</sup> Irazola, S., Williamson, E., Stricker, J., & Niedzwiecki, E. (2013). Study of Victim Experiences of Wrongful Conviction.

<sup>iv</sup> Hastings, A., & Kall, K. (2020). Opening the Door to Healing: Reaching and Serving Crime Victims Who Have a History of Incarceration. <https://ncvc.dspacedirect.org/handle/20.500.11990/1666>

<sup>v</sup> [http://dcfs.nv.gov/uploadedFiles/dcfsvgov/content/Tips/Reports/VOCANeedsAssessmentFINALMay2017\(2\).pdf](http://dcfs.nv.gov/uploadedFiles/dcfsvgov/content/Tips/Reports/VOCANeedsAssessmentFINALMay2017(2).pdf)

<sup>vi</sup> <https://ovc.ojp.gov/>

<sup>vii</sup> [https://ovc.ojp.gov/sites/g/files/xyckuh226/files/pubs/InnovativePractices/Practices\\_Best%20practices%20guidelines-508.pdf](https://ovc.ojp.gov/sites/g/files/xyckuh226/files/pubs/InnovativePractices/Practices_Best%20practices%20guidelines-508.pdf)

<sup>viii</sup> [https://ovc.ojp.gov/sites/g/files/xyckuh226/files/pubs/InnovativePractices/Practices\\_Best%20practices%20guidelines-508.pdf](https://ovc.ojp.gov/sites/g/files/xyckuh226/files/pubs/InnovativePractices/Practices_Best%20practices%20guidelines-508.pdf)



**NAVAC National Gap Assessment & Tool Kit**  
**Project Team**  
**APPENDIX A**

**Jeralita Costa**, Costa Consulting, independent NAVAC consultant

[jcostaconsulting@aol.com](mailto:jcostaconsulting@aol.com)

Jeralita “Jeri” Costa: Ms. Costa entered the victim services field in 1976 and has served in a variety of victim services capacities including as a PREA victim advocate for incarcerated women and a community victim liaison for the Washington Department of Corrections. She also served as a state elected legislative official and a parole board chairperson. From 1989 through 1993, she served as the executive director of Families and Friends of Violent Crime Victims (now dba as Victim Support Services); in this capacity, she managed the VOCA grant of the agency. Ms. Costa served on the faculty of the first OVC *Crime Victims and Corrections* grant funded project awarded to the National Victim Center (now dba the National Crime Victim Center). In 1993, Ms. Costa moved to the National Victim Center and served as the assistant project director and eventually the project director of the next phase of the *Crime Victims and Corrections* grant funded project. She wrote the final report of that project in 1994. Ms. Costa served on the executive committee of the Association of Paroling Authorities (APAI) for six years and has served for many years on the victims’ committees of the APAI and the American Corrections Association (ACA). She previously served on the victims committee of the American Probation and Parole Association (APPA). Ms. Costa is an OVC TTAC Consultant. She has provided training and technical assistance for victim service programs nationwide. Ms. Costa has provided consultant services to the National Institute of Corrections (NIC) in developing and implementing Parole Board Chair and Parole Board Member training programs, and in 2015 she was a subject matter expert for NIC’s podcast, Offender Reentry: The Value of Victim Involvement.

**Lydia Newlin**, Lydia Newlin Consulting, independent NAVAC consultant

[Advocacybeyondgavels@gmail.com](mailto:Advocacybeyondgavels@gmail.com)

Lydia Newlin: Ms. Newlin entered the victim services field in 1994 and has served in corrections victim advocacy in a variety of victim and trauma response capacities. She began her criminal justice work in 1992 working in the crime analysis unit of the Minnesota Bureau of Criminal Apprehension. From 1994 through 1997 she served as an investigator and eventually promoted to Deputy Ombudsman for the Minnesota Crime Victim Ombudsman’s Office. She began her career in corrections-based victim advocacy in 1997 developing and implementing the Minnesota Department of Corrections Victim Assistance Program and served as the Program Manager for the MN DOC Victim Assistance and Restorative Justice until September 2019. In that capacity she was responsible for all aspects of the program and financial management of the unit. Ms. Newlin was responsible for the development of the MN DOC Domestic Violence Response Initiative unit which responded to screening offenders upon



intake, identifying victims and ensuring victim wrap around processes are available for high-risk cases. Ms. Newlin has worked closely with the National Institute for Corrections (NIC) to provide training and technical assistance to agencies requesting training or technical assistance specific to victim safety post-conviction, victim input at reentry and domestic violence response. In September 2019, Ms. Newlin was appointed as the Minnesota Department of Corrections Peer Support & Staff Victimization Program Manager. In that capacity she is responsible for the development and implementation of the Minnesota Department of Corrections Peer support, staff victimization and line of duty death response. Ms. Newlin has managed or co-managed both national grant projects (VOCA, VAWA and BJA) as well as statewide crime prevention and technology improvement grants. She has served on the board of the Minnesota Sex Crimes Investigator's Association and as past board chair of the National Association of Victim Service Professionals in Corrections. She currently serves on the board of *Building Hope Today*, as the chair of the American Corrections Association Restorative Justice and Victims Issues Committee and is a member of the American Probation and Parole Association Victims Committee and the Association of Paroling Authorities International Victims Committee. Ms. Newlin has provided consultant services for *The Moss Group* and independent consultant services for the State of Louisiana and Hawaii. She received her bachelor's degree from the University of St. Thomas in 1994 with a major in Criminal Justice and her M.A from Metropolitan University in Public Administration.

**Brittany Anderson**, independent NAVAC consultant

Brittany Anderson: Ms. Anderson has held several positions within the Minnesota Department of Corrections Victim Assistance and Restorative Justice Program since 2010. Ms. Anderson's experience includes providing administrative support, project management, ensuring compliance with Minnesota Statute regarding victim notification and grant management specifically BJA, VAWA, VOCA and state Court Technology grants. Ms. Anderson has served as the grant manager in the development and maintenance of procedures and services provided by the Victim Assistance and Restorative Justice Program. She was responsible for identifying business needs and served as the product owner of Minnesota's victim notification and case management system. Ms. Anderson ensures that the Victim Assistance & Restorative Justice Program has a presence on the DOC's public website. Ms. Anderson has extensive training and experience working with various technology and databases specifically related to case management and program implementation regarding victim data.

**NAVAC National Gap Assessment & Tool Kit**  
**Project Advisory Team**  
**APPENDIX B**

The following individuals provided their subject matter expertise and guidance to this project. The project team will be forever grateful for their leadership and support throughout this project. Their titles listed below reflect their positions at the time they were involved with this project. At the time of publication of this document, they may not currently be serving in the listed positions.

<b>Name</b>	<b>Title /Organization</b>	<b>Representing</b>
Dianne Barker-Harrold	Attorney & Judge	Indian Country
Steve Derene	Executive Director National Association of VOCA Assistance Administrators (NAVAA)	VOCA Assistance Administrators
Holly Chavez	Kansas Department of Corrections Victim Services Program	NAVAC Membership
Randi Losalu	Victim Services Coordinator Wyoming Board of Parole	Association of Paroling Authorities International (APAI) Victims Committee
Meg Garvin	Executive Director National Crime Victims Law Institute (NCVLI)	National Crime Victims Law Institute
Pat Tuthill	National Crime Victim Advocate / Peyton Tuthill Foundation	Interstate Compact
Anne Seymour	National Crime Victim Advocate	Victim Advocates and Victims of Crime
Monica Chambers	Victim Services Coordinator, Colorado DOC Victim Services Chair, National Association of Victim Assistance in Corrections (NAVAC)	Colorado DOC Victim Services and NAVAC Leadership
Spiro J. Koinis	Victim Services/ Restorative Justice Coordinator Colorado Office of Children, Youth and Families, Division of Youth Services	Juvenile “corrections” Victim Services
Angie McCowan	Director, Texas Dept of Criminal Justice, Victim Services Division	Adult Corrections Victim Services APPA Victims Committee

**NAVAC National Gap Assessment  
Comprehensive Gap Assessment Survey (CGAS)  
Survey Participant Distribution List (2018)  
APPENDIX C**

<b>STATE</b>	<b>Agency</b>
Alabama	AL Dept of Corrections
Alabama	AL Board of Pardon & Parole
Alaska	AK Dept of Corrections
Arizona	AZ Dept of Corrections
Arizona	AZ Board of Executive Clemency
Arizona	AZ Dept. of Juvenile Corrections
Arkansas	AR Dept of Corrections
Arkansas	AR Adult Parole
California	CA DCR (OVSRS)
California	Board of Parole Hearings
California	Juvenile Corrections Associate Government
California	Board of Juvenile Hearings
Colorado	CO Dept of Corrections
Colorado	CO Dept of Human Services
Colorado	CO Juvenile Parole Board
Connecticut	Office of Victim Advocate
Connecticut	CT Dept of Corrections
Delaware	DE Dept of Corrections
Delaware	DE Board of Parole
District of Columbia	CSOSA
District of Columbia	US Parole Commission / US DOJ

## APPENDIX C– COMPREHENSIVE GAP ASSESSMENT SURVEY INVITED PARTICIPANT LIST (CGAS)

District of Columbia	Bureau of Court & Community Services
Florida	FL Dept of Corrections
Florida	FL Parole Commission
Florida	FL Dept of Juvenile Justice
Georgia	Georgia State Board of Pardons and Paroles (Office of Victim Services)
Georgia	GA Dept of Corrections
Georgia	Dept. of Juvenile Justice
Hawaii	HI Dept of Public Safety
Idaho	Ada County Juvenile Court Services
Idaho	ID Dept of Corrections
Idaho	ID Dept of Corrections
Illinois	IL Dept of Corrections
Illinois	IL Prisoner Review Board
Indiana	IN Dept of Corrections
Iowa	IA Dept of Corrections
Iowa	IA Board of Parole
Kansas	Kansas Dept of Corrections
Kentucky	KY Dept of Corrections Victim Service Branch
Kentucky	KY Dept of Corrections
Louisiana	LA Dept of Corrections
Maine	ME Dept of Corrections
Maryland	MD Dept of Public Safety & Correctional Services
Maryland	MD Dept of Public Safety & Correctional Services
Maryland	MN Dept of Juvenile Services
Massachusetts	MA Dept of Corrections
Massachusetts	MA Parole Board
Massachusetts	MA Dept of Youth Services
Michigan	MI Dept of Corrections

APPENDIX C– COMPREHENSIVE GAP ASSESSMENT SURVEY INVITED PARTICIPANT LIST (CGAS)

Minnesota	MN Dept of Corrections
Mississippi	MS Dept of Corrections
Missouri	MO Dept of Corrections
Montana	MT Dept of Corrections
Montana	MT Board of Pardons & Parole
Montana	Youth Services Division MT Dept of Corrections
Nebraska	NE Dept of Correctional Services
Nebraska	Administrative Office of the Courts & Probation
Nevada	NV Dept of Corrections
Nevada	NV Board of Parole Commissioners
New Hampshire	NH Dept of Corrections
New Jersey	NJ Dept of Corrections
New Jersey	NJ State Parole Board
New Mexico	NM Dept of Corrections
New Mexico	NM Adult Parole Board
New York	NYS Dept of Corrections & Community Supervision
North Carolina	NC Depart of Public Safety
North Dakota	ND Dept of Corrections
North Dakota	ND Dept of Correction & Rehabilitation
Ohio	Office of Victim Services
Ohio	OH Dept of Youth Services
Oklahoma	OK Dept of Corrections
Oklahoma	OK Pardon & Parole Board
Oregon	OR Dept of Corrections
Oregon	OR Board of Parole & Post-Prison Supervision
Pennsylvania	PA Dept of Corrections
Pennsylvania	PA Board of Probation & Parole
Rhode Island	RI Dept of Corrections

## APPENDIX C– COMPREHENSIVE GAP ASSESSMENT SURVEY INVITED PARTICIPANT LIST (CGAS)

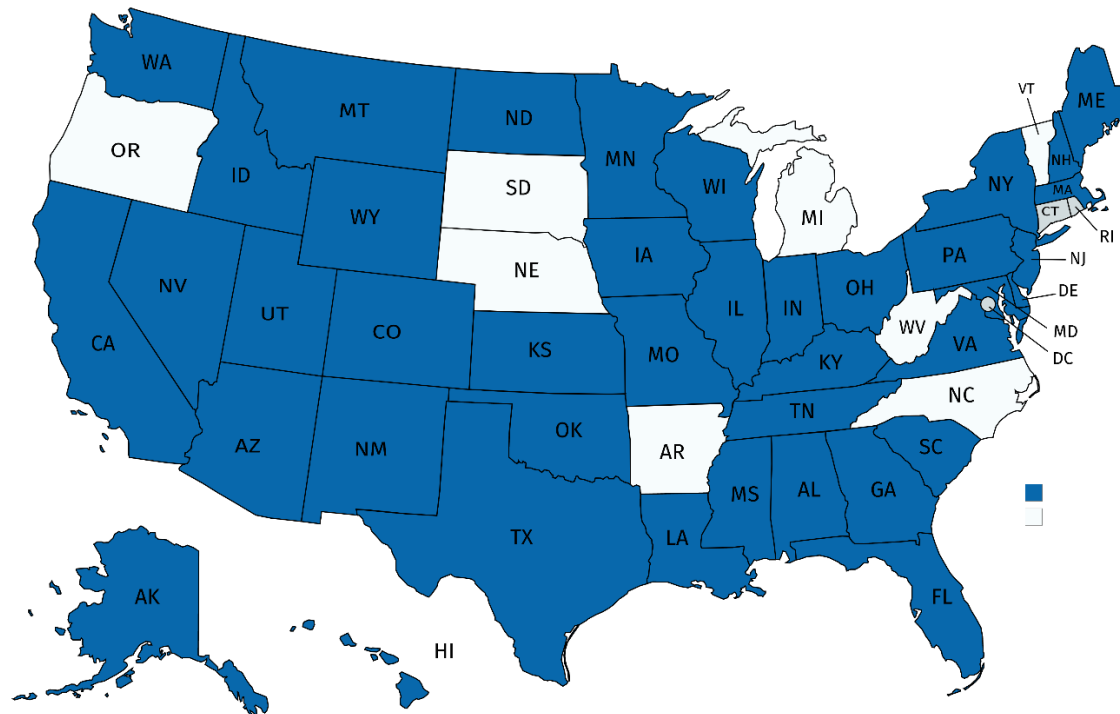
Rhode Island	RI Parole Board
South Carolina	SC Dept of Corrections
South Carolina	SC Dept of Juvenile Justice
South Carolina	SC Board of Juvenile Parole
South Carolina	SC Dept. of Probation & Parole Services
South Dakota	SD Dept of Corrections
Tennessee	TN Dept of Corrections
Tennessee	TN Board of Parole
Tennessee	TN Dept of Juvenile Justice
Texas	TX Dept of Criminal Justice
U.S Department of Air Force	VWAP Central Repository
U.S. Disciplinary Barracks	
U.S. Parole Commission	U.S. Department of Justice
U.S Department of Army	
Utah	UT Dept of Corrections
Utah	UT Board of Pardons & Parole
Vermont	VT Dept of Corrections
Virginia	VA Dept of Corrections
Virginia	VA Parole Board
Washington	WA Dept of Corrections
Washington	Indeterminate Sentence Review Board
Washington	WA Dept of Social & Health Services
West Virginia	WV Dept of Corrections
Wisconsin	WI Dept of Corrections
Wisconsin	WI Dept of Corrections
Wyoming	WY Board of Parole
Wyoming	WY Dept of Corrections
Bureau of Prisons	Federal Bureau of Prisons

## CGAS Survey Response Map APPENDIX D

The CGAS Survey Response Map provides a visual of states that participated in the research.

Blue - Participating States

White - Non-participating States





## APPENDIX E NATIONAL CONTACT LIST

State	Agency	Address	Website	Phone
AL	Department of Corrections	301 South Ripley Str P.O. Box 301501 Montgomery, AL 36130-1501	<a href="http://www.doc.state.al.us/">http://www.doc.state.al.us/</a>	1-855-WE-R-ADOC
AL	Board Pardon and Parole	100 Capitol Commerce Blvd. Suite 310 Montgomery, AL 36117	<a href="https://paroles.alabama.gov/">https://paroles.alabama.gov/</a>	343-242-8700
AK	Department of Corrections	Juneau P.O. Box 112000 Juneau, AK 99811-2000 Anchorage 550 West 7 <sup>th</sup> Avenue Suite 1800 Anchorage, AK 99501-3570	<a href="https://doc.alaska.gov/">https://doc.alaska.gov/</a>	Juneau 907-465-4652  Anchorage 907-334-2381
AZ	Department of Corrections	Central Office 1601 W. Jefferson Phonenix, AZ 85007	<a href="https://corrections.az.gov/">https://corrections.az.gov/</a>	602-542-5497
AZ	Board of Executive Clemency	1645 W. Jefferson Street Suite 101 Phoeniz, AZ 85007	<a href="https://boec.az.gov/">https://boec.az.gov/</a>	602-542-5656
AZ	Department of Juvenile Corrections	1624 West Adams Street Phoenix, Arizona 85007	<a href="https://adjc.az.gov/">https://adjc.az.gov/</a>	602-542-4302
AR	Department of Corrections	6814 Princeton Pike Pine Bluff, AR 71602	<a href="https://adc.arkansas.gov/">https://adc.arkansas.gov/</a>	870-267-6999
AR	Adult Parole	409 N Rosser Street, Suite B Forrest City, AR 72335	<a href="https://doc.arkansas.gov/community-correction/office-locations/county-offices/">https://doc.arkansas.gov/community-correction/office-locations/county-offices/</a>	870-630-1667
CA	CA DCR (OVSRS)	P.O. Box 942883 Sacramento, CA 94283	<a href="https://www.cdcr.ca.gov/victim-services/contact-ovsrs/">https://www.cdcr.ca.gov/victim-services/contact-ovsrs/</a>	877-256-6877
CA	Board of Parole Hearings	Post Office Box 4036 Sacramento, CA 95812-4036	<a href="https://www.cdcr.ca.gov/bph/">https://www.cdcr.ca.gov/bph/</a>	916-445-4072
CA	Board of Juvenile Hearings	Post Office Box 588501 Elk Grove, CA 95758-8501	<a href="https://www.cdcr.ca.gov/juvenile-justice/juvenile-parole-board/">https://www.cdcr.ca.gov/juvenile-justice/juvenile-parole-board/</a>	916-683-7479

## APPENDIX E NATIONAL CONTACT LIST

CO	Department of Corrections	1250 Academy Park Loop Colorado Springs, CO 80910	<a href="https://www.colorado.gov/cdoc">https://www.colorado.gov/cdoc</a>	719-579-9580 Or 719-226-4709
CO	Department of Human Serv.	1575 Sherman St., 8th Floor Denver, CO 80203	<a href="https://www.colorado.gov/CDHS">https://www.colorado.gov/CDHS</a>	303-866-5700
CO	Juvenile Parole Board	1575 Sherman St., 4th Floor Denver, CO 80203-1714	<a href="https://www.colorado.gov/pacific/cdhs-boards-committees-collaboration/juvenile-parole-board">https://www.colorado.gov/pacific/cdhs-boards-committees-collaboration/juvenile-parole-board</a>	303.866.5977
CT	Office of Victim Advocate	505 Hudson Street 5th Floor Hartford, CT 06106	<a href="https://portal.ct.gov/OVA">https://portal.ct.gov/OVA</a>	860-550-6632
CT	Department of Corrections	24 Wolcott Hill Road Wethersfield CT 06109	<a href="https://portal.ct.gov/DOC">https://portal.ct.gov/DOC</a>	860-692-7480
DE	Department of Correction	245 McKee Road Dover, DE 19904	<a href="https://doc.delaware.gov/index.shtml">https://doc.delaware.gov/index.shtml</a>	302-739-5601
DE	Board of Parole	820 N. French Street Carvel State Office Building, 4th Floor Wilmington, DE 19801	<a href="https://boardofparole.delaware.gov/">https://boardofparole.delaware.gov/</a>	302-577-5233
D.C.	Court Services and Offender Supervision Agency for DC	633 Indiana Ave. NW Washington, D.C. 2004	<a href="https://www.csosa.gov/">https://www.csosa.gov/</a>	202-220-5308
D.C.	US Parole Commission US DOJ	950 Pennsylvania Avenue, NW Washington, DC 20530-000	<a href="https://www.justice.gov/uspc">https://www.justice.gov/uspc</a>	202-346-7000
D.C.	Bureau of Court and Community Services	500 Indiana Avenue, NW Washington, DC 20001	<a href="https://www.dccourts.gov/">https://www.dccourts.gov/</a>	202-879-1010
FL	Department of Corrections	501 South Calhoun Street Tallahassee, FL 32399-2500	<a href="http://www.dc.state.fl.us/">http://www.dc.state.fl.us/</a>	850-488-5021
FL	Parole Commission	4070 Esplanade Way Tallahassee, FL 32399-2450	<a href="https://www.fcor.state.fl.us/">https://www.fcor.state.fl.us/</a>	850-922-0000

# APPENDIX E NATIONAL CONTACT LIST

FL	Department of Juvenile Justice	Knight Building 2737 Centerview Drive Tallahassee, Florida 32399-3100	<a href="http://www.djj.state.fl.us/">http://www.djj.state.fl.us/</a>	850-488-1850
GA	State Board of Pardons And Paroles	2 Martin Luther King, Jr. Drive SE Suite 458, Balcony Level, E. Tower ATLANTA, GA 30334	<a href="https://pap.georgia.gov/georgia-office-victim-services">https://pap.georgia.gov/georgia-office-victim-services</a>	404-656-4661
GA	Department of Corrections	7 MLK Jr Dr SW Ste 543, Atlanta, GA 30334	<a href="http://www.dcor.state.ga.us/">http://www.dcor.state.ga.us/</a>	478-992-5261
GA	Department of Juvenile Justice	3408 Covington Highway DECATUR, GA 30032	<a href="https://djj.georgia.gov/">https://djj.georgia.gov/</a>	404-508-6500
HI	Department of Public Safety	919 Ala Moana Boulevard, 4th FL Honolulu, HI 96814	<a href="https://dps.hawaii.gov/">https://dps.hawaii.gov/</a>	808-587-1288
ID	ADA County Juvenile Court Services	6300 W. Denton Street Boise, ID 83704	<a href="https://adacounty.id.gov/juvenilecourt/court-information/">https://adacounty.id.gov/juvenilecourt/court-information/</a>	208-577-4800
ID	Department of Corrections	1299 N. Orchard St., Suite 110 Boise, ID 83706	<a href="https://www.idoc.idaho.gov/">https://www.idoc.idaho.gov/</a>	208-658-2000
IL	Department of Corrections	Springfield 1301 Concordia Court P.O. Box 19277 Springfield, IL 62794-9277	<a href="https://www2.illinois.gov/idoc/pages/default.aspx">https://www2.illinois.gov/idoc/pages/default.aspx</a>	217-558-2200 EXT. 2008
IL	Department of Corrections	Chicago James R. Thompson Center 100 West Randolph Chicago, IL 60601	<a href="https://www2.illinois.gov/idoc/pages/default.aspx">https://www2.illinois.gov/idoc/pages/default.aspx</a>	217-558-2200 EXT. 2008
IL	Prisoner Review Board	Illinois Prisoner Review Board 319 East Madison Street, Suite A Springfield, IL 62701	<a href="https://www2.illinois.gov/idoc/parole/Pages/PrisonerReviewBoard.aspx">https://www2.illinois.gov/idoc/parole/Pages/PrisonerReviewBoard.aspx</a>	217-782-7273
IN	Department of Corrections	302 W Washington St, Room E334 Indianapolis, IN 46204	<a href="https://www.in.gov/idoc/">https://www.in.gov/idoc/</a>	317-232-5711
IA	Department of Corrections	2700 Coral Ridge Avenue Coralville, IA 52241	<a href="https://doc.iowa.gov/">https://doc.iowa.gov/</a>	515-725-5701
IA	Board of Parole	510 E 12th Street, Suite 3 Des Moines, IA 50319	<a href="https://bop.iowa.gov/">https://bop.iowa.gov/</a>	515-725-5757

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KS	Department of Corrections	714 SW Jackson, Suite 300 Topeka, KS 66603	<a href="https://www.doc.ks.gov/">https://www.doc.ks.gov/</a>	785-296-3317
KY	Department of Corrections	P.O. Box 2400, Room G-46 Frankfort, KY 40602	<a href="http://www.corrections.ky.gov">www.corrections.ky.gov</a>	502-564-5061
LA	Department of Corrections	504 Mayflower St, Baton Rouge, LA 70802	<a href="https://doc.louisiana.gov/">https://doc.louisiana.gov/</a>	225-342-9711
ME	Department of Corrections	25 Tyson Drive 3rd flr State House Station 111 Augusta, Maine 04333-0111	<a href="https://www.maine.gov/corrections/">https://www.maine.gov/corrections/</a>	207-287-2711
MD	Department of Public Safety & Correctional Services	6776 Reisterstown Road Baltimore, MD 21215	<a href="https://www.dpscs.state.md.us/corrections/">https://www.dpscs.state.md.us/corrections/</a>	410-585-3300
MD	Department of Juvenile Services	One Center Plaza, 120 West Fayette St., Baltimore, MD 21201	<a href="http://djs.maryland.gov/Pages/default.aspx">http://djs.maryland.gov/Pages/default.aspx</a>	410-230-3100
MA	Department of Corrections	DOC Headquarters 50 Maple Street, Milford, MA 01757	<a href="https://www.mass.gov/orgs/massachusetts-department-of-correction">https://www.mass.gov/orgs/massachusetts-department-of-correction</a>	508-422-3300
MA	Parole Board	Central Office 12 Mercer Road, Natick, MA 01760	<a href="https://www.mass.gov/orgs/massachusetts-parole-board">https://www.mass.gov/orgs/massachusetts-parole-board</a>	508-650-4500
MI	Department of Corrections	Grandview Plaza 206 E. Michigan Ave. P.O. Box 30003 Lansing, MI 48909	<a href="https://www.michigan.gov/corrections">https://www.michigan.gov/corrections</a>	517-388-6892
MN	Department of Corrections	1450 Energy Park Drive St. Paul, Minnesota 55108	<a href="https://mn.gov/doc/">https://mn.gov/doc/</a>	651-361-7200
MS	Department of Corrections	301 North Lamar Street Jackson, MS 39201	<a href="https://www.mdms.gov/Pages/default.aspx">https://www.mdms.gov/Pages/default.aspx</a>	601-359-5600
MO	Department of Corrections	2729 Plaza Drive P.O. Box 236 Jefferson City, Missouri 65102	<a href="https://www.mo.gov/government/guide-to-missouri-government/departments-of-corrections/">https://www.mo.gov/government/guide-to-missouri-government/departments-of-corrections/</a>	573-751-2389

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MT	Department of Corrections	5 S. Last Chance Gulch PO Box 201301 Helena, MT 59620- 1301	<a href="https://cor.mt.gov/about">https://cor.mt.gov/about</a>	406-444-3930
MT	Board of Pardons and Parole	1002 Hollenbeck Road Deer Lodge, MT 59722	<a href="https://bopp.mt.gov/">https://bopp.mt.gov/</a>	406-846-1404
MT	Youth Services Division MT Dept of Corrections	PO Box 4210 Helena, MT 59604-4210	<a href="https://dphhs.mt.gov/detd/youthtransitions/services">https://dphhs.mt.gov/detd/youthtransitions/services</a>	406-444-2590
NE	Department of Correctional Services	P.O. Box #94661 Lincoln, NE 68509-4661	<a href="https://corrections.nebraska.gov/">https://corrections.nebraska.gov/</a>	402-471-2654
NE	Administrative Office of the Courts	1213 State Capitol 1445 K Street / P.O. Box 98910 Lincoln, NE 68509	<a href="https://supremecourt.nebraska.gov/administration">https://supremecourt.nebraska.gov/administration</a>	402-471-3730
NE	Administrative Office of Probation	1209 State Capitol 1445 K Street / P.O. Box 98910 Lincoln, NE 68509	<a href="https://supremecourt.nebraska.gov/nebraska-administrative-office-courts-probation-annual-report-now-online">https://supremecourt.nebraska.gov/nebraska-administrative-office-courts-probation-annual-report-now-online</a>	402-471-2141
NV	Department of Corrections	5500 Snyder Avenue, Bldg. 17 P.O. Box 7011 Carson City, Nevada 89702	<a href="http://doc.nv.gov/">http://doc.nv.gov/</a>	775- 977-5500
NV	Board of Parole Commissioners	Carson City 1677 Old Hot Springs Road, Suite A Carson City, NV 89706	<a href="http://parole.nv.gov/">http://parole.nv.gov/</a>	Carson City 775-687-5049
NV	Board of Parole Commissioners	Las Vegas 4000 S. Eastern Avenue, Suite 130 Las Vegas, NV 89119	<a href="http://parole.nv.gov/">http://parole.nv.gov/</a>	Las Vegas 702-486-4370
NH	Department of Corrections	105 Pleasant Street PO Box 1806 Concord NH 03302-1806	<a href="https://www.nh.gov/nhdoc/">https://www.nh.gov/nhdoc/</a>	603-271-5600

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NJ	Department of Corrections	Whittlesey Road PO Box 863 Trenton, NJ 08625	<a href="https://www.state.nj.us/corrections/pages/index.shtml">https://www.state.nj.us/corrections/pages/index.shtml</a>	609-292-4036
NM	Department of Corrections	4337 NM 14, Santa Fe NM 87508 P.O. Box 27116, Santa Fe NM 87502-0116	<a href="https://cd.nm.gov/">https://cd.nm.gov/</a>	505-827-8645
NM	Adult Parole Board	45 Penitentiary Road Santa Fe, New Mexico 87508	<a href="https://cd.nm.gov/divisions/parole-board/">https://cd.nm.gov/divisions/parole-board/</a>	505-827-8825
NY	Department of Corrections & Community Supervision	Office of Victim Assistance The Harriman State Campus 1220 Washington Avenue Albany, NY 12226-2050	<a href="https://doccs.ny.gov/community-supervision-0">https://doccs.ny.gov/community-supervision-0</a>	518-445-6161
NC	Dept of Public Safety	4201 Mail Service Center Raleigh, NC 27699-4201	<a href="https://www.ncdps.gov/">https://www.ncdps.gov/</a>	919-733-2126
ND	Department of Corrections & Rehabilitation	Central Office Street Address: 3100 Railroad Ave Mailing Address: P.O. Box 1898 Bismarck, ND 58502-1898	<a href="https://www.docr.nd.gov/">https://www.docr.nd.gov/</a>	701-328-6390
OH	Office of Victim Services	4545 Fisher Road, Suite D Columbus, Ohio 43228	<a href="https://drc.ohio.gov/victim-services">https://drc.ohio.gov/victim-services</a>	614-728-1976
OH	Department of Youth Services		<a href="https://dys.ohio.gov/wps/portal/gov/dys/home">https://dys.ohio.gov/wps/portal/gov/dys/home</a>	614-446-3414
OK	Department of Corrections	PO Box 11400 Oklahoma City, OK 73136-0400	<a href="http://doc.ok.gov/?trk=profile_certification_title">http://doc.ok.gov/?trk=profile_certification_title</a>	405-425-2500
OK	Pardon and Parole Board	2915 N. Classen, Suite 405 Oklahoma City, OK 73106	<a href="https://www.ok.gov/ppb/">https://www.ok.gov/ppb/</a>	405-521-6600
OR	Department of Corrections	2575 Center St NE Salem, OR 97301	<a href="https://www.oregon.gov/doc/Pages/default.aspx">https://www.oregon.gov/doc/Pages/default.aspx</a>	503-945-9090
OR	Board of Parole	1321 Tandem Ave NE Salem 97301	<a href="https://www.oregon.gov/boppps/Pages/default.aspx">https://www.oregon.gov/boppps/Pages/default.aspx</a>	
PA	Department of Corrections	1920 Technology Parkway   Mechanicsburg, PA 17050	<a href="https://www.cor.pa.gov/Pages/default.aspx">https://www.cor.pa.gov/Pages/default.aspx</a>	717-728-2573
PA	Parole Board	1101 South Front Street Harrisburg, PA 17104	<a href="https://www.parole.pa.gov/Pages/default.aspx#">https://www.parole.pa.gov/Pages/default.aspx#</a>	717-787-5699

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RI	Department of Corrections	40 Howard Avenue Cranston, RI 02920	<a href="http://www.doc.ri.gov/index.php">http://www.doc.ri.gov/index.php</a>	401-462-1000
RI	Parole Board	40 Howard Avenue Mathias Bldg. #56 Cranston, RI 02920	<a href="http://www.paroleboard.ri.gov/index.php">http://www.paroleboard.ri.gov/index.php</a>	401-462-0900
SC	Department of Corrections Victim Services Division	P. O. Box 21787 Columbia, South Carolina 29221	<a href="http://www.doc.sc.gov/victim_services">www.doc.sc.gov/victim_services</a>	803-896-8500
SC	Department of Juvenile Justice	PO Box 21069 Columbia, SC 29221	<a href="https://djj.sc.gov/">https://djj.sc.gov/</a>	803-896-9749
SC	Board of Juvenile Parole	PO Box 21069 Columbia, SC 29221	<a href="https://djj.sc.gov/sc-board-juvenile-parole">https://djj.sc.gov/sc-board-juvenile-parole</a>	803-896-9749
SC	Department of Probation, Parole and Pardon Services	293 Greystone Boulevard, Columbia, SC 29210 P.O. Box 207, Columbia, SC 29202	<a href="https://www.dppps.sc.gov/">https://www.dppps.sc.gov/</a>	803-734-9220
SD	Department of Corrections	3200 East Highway 34, c/o 500 East Capitol Avenue Pierre, SD 57501	<a href="https://doc.sd.gov/">https://doc.sd.gov/</a>	605-773-3478
TN	Department of Corrections	320 Sixth Avenue North Nashville, Tennessee 37243-0465	<a href="https://www.tn.gov/correction.html">https://www.tn.gov/correction.html</a>	615-741-1000
TN	Board of Parole	404 James Robertson Parkway, Suite 1300 Nashville, Tennessee 37243	<a href="https://www.tn.gov/bop.html">https://www.tn.gov/bop.html</a>	615-741-1150
TN	Office of Juvenile Justice	UBS Tower, 315 Deaderick, 10th FL Nashville, TN 37243	<a href="https://www.tn.gov/dcs/program-areas/juvenile-justice.html">https://www.tn.gov/dcs/program-areas/juvenile-justice.html</a>	615-741-9701
TX	Department of Criminal Justice	PO Box 13084 - Capitol Station Austin, TX 78711-3084	<a href="https://www.tdcj.texas.gov/">https://www.tdcj.texas.gov/</a>	(512) 463-9988
UT	Department of Corrections	14717 S. Minuteman Drive Draper, UT 84020	<a href="https://corrections.utah.gov/">https://corrections.utah.gov/</a>	801-545-5500



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UT	Board of Pardons and Parole	448 E Winchester Suite 300 Murray, Utah 84107	<a href="https://bop.utah.gov/">https://bop.utah.gov/</a>	801-261-6464
VT	Department of Corrections	NOB 2 South, 280 State Drive Waterbury VT 05671-2000	<a href="https://doc.vermont.gov/">https://doc.vermont.gov/</a>	802-241-2442
VA	Department of Corrections	P.O. Box 26963 Richmond, VA 23261-6963	<a href="https://vadoc.virginia.gov/">https://vadoc.virginia.gov/</a>	804-674-3000
VA	Parole Board	6900 Atmore Drive Richmond, VA 23225	<a href="https://vpb.virginia.gov/">https://vpb.virginia.gov/</a>	804-674-3081
WA	Department of Corrections	PO BOX 41100, Mail Stop 41100 Olympia, WA 98504-1100	<a href="https://www.doc.wa.gov/">https://www.doc.wa.gov/</a>	360-725-8213
WA	Indeterminate Sentence Review Board	PO Box 40907 Olympia, WA 98504-0907	<a href="https://doc.wa.gov/corrections/isrb/default.htm">https://doc.wa.gov/corrections/isrb/default.htm</a>	360-407-2415
WV	Department of Corrections	1409 Greenbrier Street Charleston, WV 25311	<a href="https://dcr.wv.gov/Pages/default.aspx">https://dcr.wv.gov/Pages/default.aspx</a>	304-558-2036
WI	Department of Corrections	3099 East Washington Ave. Madison, WI 53704	<a href="https://doc.wi.gov/Pages/Home.aspx">https://doc.wi.gov/Pages/Home.aspx</a>	608-240-5000
WY	Board of Parole	3120 Old Faithful Road, Suite 300 Cheyenne, WY 82002	<a href="http://boardofparole.wyo.gov/">http://boardofparole.wyo.gov/</a>	307-777-5444
WY	Department of Corrections	1934 Wyatt Drive, Suite 100 Cheyenne, WY 82002	<a href="http://corrections.wyo.gov/">http://corrections.wyo.gov/</a>	307-777-7208
US BOP	Federal Bureau of Prisons	Federal Bureau of Prisons 320 First St., NW Washington, DC 20534	<a href="https://www.bop.gov/">https://www.bop.gov/</a>	202-307-3198

**NAVAC National Gap Assessment  
Survey Topic Outline  
APPENDIX F**

Program Administration

**Survey Participant Information**

1. Name, title and contact information
2. State or jurisdiction represented
3. Survey participant within the agency
4. Type of agency survey participant represents

**Structure of Agency & Program**

1. Program is a component of what "type" of agency
2. "Type of services" program is responsible for providing
3. Reporting structure within the agency
4. Strategic planning (role of program in agency)
5. Strategic planning (use in victim services program)
6. Program or program director's role in overall agency policy decisions
7. Offender population information
8. Victims served by agency overall
9. Number of staff within agency with primary responsibility of serving victims
10. Number of staff in agency with primary responsibility of serving incarcerated victims (i.e. PREA)

Funding (Program)

**Funding Structure of Program**

1. Role of agency operating budget in funding program
2. Identification of funding sources used to fund program

**Staffing Structure**

1. Identification of staffing structure within program (i.e. Full-time, part time, contractors etc.)

### **VOCA Administrator Relationship**

1. Identification of program role with state VOCA Administrator

### **Program Services and Evaluation**

#### **Program Victim Services Evaluation**

1. Program services evaluation requirements
2. Methodology of evaluating victim/stakeholder satisfaction/program effectiveness

#### **Process for Addressing stakeholder concerns/inquiries/complaints**

1. Identification of process for addressing concerns/inquiries/complaints

### **Publicizing Program Services**

#### **Marketing Materials**

1. Identification of program publicizing or marketing materials

#### **Publicizing or Marketing Campaigns**

1. Identification of media campaign participation

### **Technology**

1. Identification of programs using web-based or automated technology to enhance services to victims.

### **Training & Professional Association Involvement**

1. Identification of training requirements/opportunities specific to victim rights
2. Identification of training requirements/opportunities specific to victim impact
3. Identification of training program staff provide to internal agency staff
4. Identification of training program staff provide to external collaborative partners
5. Use of agency annual training plan
6. Level of encouragement for agency staff to participate in victim advocacy/restorative justice training opportunities
7. Level of encouragement for staff to participate in state associations/organizations
8. Level of encouragement for staff to participate in national associations/organizations

## Victim Financial Compensation

### **Crime Victim Compensation Responsibility and Benefits**

1. Agency responsibility for managing crime victim compensation
2. Identification of crime victim compensation benefits (post-conviction)

### **Crime Victim Compensation Benefits (Incarcerated Victims)**

1. Eligibility of benefits for incarcerated victims.

### **Crime Victim Compensation Benefits Staff Victims**

1. Eligibility of benefits for staff victims

### **Program role in Restitution Collection and Restitution Payment**

1. Program role in restitution collection or recovery
2. Agency restitution collection priority policies/procedures
3. Agency restitution payment priority policies/procedures

## Victim Notification & Input/Participation

### **Victim Notification (Statutory authority)**

1. Agency's statutory responsibility as it relates to victim notification
2. Notification requirements (opt in vs. opt out.)
3. Victim Verification requirements
4. Victim notification requirements (agency)

### **Victim Notification (Method of Delivery)**

1. Agency's options for method of notification delivery

### **Victim Opportunity for Input at Offender Intake**

1. Opportunity for victims to provide input at the time the offender enters prison

**Victim Opportunity for Input/Participation/Access Information Through Offender Incarceration**

1. Opportunity for victims to participate in processes or access information about offenders while the offender is incarcerated

Victim Rights

1. Victim Rights within the state/jurisdiction
2. Use of victim services advisory board
3. Required to use a victim advisory board by statute
4. Program accountability to law-makers or legislature
5. Statutory mandates

**Victim Data**

1. Victim data classification
2. Separation of victim data by classification

Victim Safety Planning

1. Protective orders in state/jurisdiction
2. Staff specifically assigned to assist victims with safety planning
3. Use of victim safety wrap arounds
4. Use of specific victim risk or threat assessments
5. Processes to screen and notify victims of media inquiry/requests

Restorative Justice

1. Types of restorative justice processes/opportunities are offered
2. Types of restorative justice processes/opportunities program developed
3. Provision for victim offender dialogue opportunities
4. Offense types/cases available for victim offender dialogue

Offender Programming

1. Victim/restorative justice programming offered to offenders
2. Victim Service Program involvement in offender programming

Victim Offender Contact

1. Visiting policy allow for victims to visit
2. Victim offender contact in state/jurisdiction
3. Victim Services Program involvement in decisions allowing victims to visit/have contact with incarcerated offender
4. Victim Services Program involvement in the decisions allowing victims to have contact with offender on supervision

Parole-Offender Reentry

1. Determinate vs Indeterminate Sentencing (Parole) structures
2. Victim input into paroling/reentry decisions
3. Reentry advocacy services
4. Victim Services Programs within community supervision/parole field offices

Interstate Transfer – Federal Transfer

1. Agency responsibility in providing information and notification
2. Specific notification/information provided to victims
3. Satisfaction with IVINS
4. Collaboration with BOP and/or Federal Probation/Parole

Capital Punishment Offender Execution

1. Identification of states/agencies that conduct offender executions
2. Staff dedicated to providing advocacy support through execution notification and process
3. State legislation specific to notification and contact with defense-initiated victim outreach individuals
4. Victim rights specific to witnessing offender execution

Staff Victimization

1. Victim Service Program's role in supporting/providing services to staff victimized while on duty
2. Agency's staff assault response plan that includes victim advocacy

Incarcerated Victims (or while under parole or supervision)

1. Program's response when an incarcerated individual is victimized under PREA
2. Program's response when an individual under parole or community supervision is victimized under PREA
3. Program's response when an incarcerated individual is victimized in any type of offense OTHER than one that would fall within the agency PREA response
4. Program's response when an individual under parole or community supervision is victimized in any type of offense OTHER than one that would fall within the agency PREA response
5. Program's development and/or deliver of training related to PREA
6. Program's role in assisting incarcerated victims that report victimization PRIOR to incarceration and unrelated to their incarceration

Wrongful Convictions

1. Program provided information or assistance to a crime survivor that involved overturning of a conviction based on post-conviction DNA testing or provable claim of innocence
2. Protocols and/or policies to providing notification or assistance to crime survivors that involve post-conviction DNA testing or post0conviction review of a claim of innocence



**NAVAC National Gap Assessment  
Survey Responses: Detailed  
2018  
APPENDIX G**

## **Program Administration**

**The results of the survey used to prepare this report indicate the following specific to the location of where the programs that serve victims are housed or under the authority of. (Survey participants were limited to a single response) (REF 5)**

State Corrections agency (adult only): 48.21%

State Corrections agency (adult and juvenile): 7.14%

State Corrections & Paroling Authority: 12.50%

Paroling authority/parole board only adult: 7.14%

Paroling authority/parole board only juvenile: 1.79%

Juvenile Corrections agency only: 3.57%

Juvenile community supervision agency only: 3.57%

Department of Public Safety: 1.79%

Attorney General's Office: 0%

Stand Alone Agency: 3.57%

**The results of the survey used to prepare this report indicate the following specific to overall services provided to victims' post-prison conviction: (Survey participants were asked to identify all options that apply.) (REF 6)**

Victim Notification: 91.49% of the responding programs provide some form of victim notification services.

Victim Impact Statements: 57.45% of the responding programs provide some form of victim impact statement services.

Victim Input at offender incarceration: 46.81% of the responding programs provide some form of victim input at offender intake and throughout incarceration) services.

Victim Input at Offender Reentry (non-parole board): 29.79% of the responding programs provide some form of victim input at offender reentry services (non-parole board).

Victim Input at Offender Parole Eligibility (parole board): 44.68% of the responding programs provide some form of victim input at offender reentry services (parole board).

Victim Input for Parole Decision Processes: 55.32% of the responding programs provide some form of victim input for parole decision processes.

Protective Order Advocacy: 38.30% of the responding programs provide some form of protective order advocacy.

Restitution Collection: 25.53% of the responding programs provide some form of restitution collection advocacy services.

Restitution Repayment: 19.15% of the responding programs provide some form of restitution repayment advocacy services.

Crime Victim Financial Compensation: 19.15% of the responding programs provide some form of crime victim financial compensation advocacy services.

Victim Safety Planning: 59.57% of the responding programs provide some form of safety planning advocacy services.

Victim Safety Community Wrap Around Processes: 36.17% of the responding programs provide some form of community safety wrap around process advocacy services.

Victim Offender Dialogue: 55.32% of the responding programs provide some form of victim offender dialogue process.

Offender Accountability/Apology Letter Processes: 55.32% of the responding programs provide some form of offender accountability process.

Staff Victimization Response: 25.53% of the responding programs provide some form of staff victimization advocacy services.

PREA (Prison Rape Elimination Act): 14.89% of the responding programs provide some form of victim advocacy associated to the Prison Rape Elimination Act.

Victim Impact Programming (Offender): 31.91% of the responding programs provide or participate in some form of victim impact programming.

Domestic Violence Offender Programming: 10.64% of the responding programs provide or participate in some form of domestic violence offender programming.

Victim Offender (Family) Reunification: 4.26% of the responding programs provide or participate in some form of victim impact programming.

Victim Offender Contact (Visiting Approval Processes etc.) 38.6% of the responding programs provide or participate in some form of input into Victim Offender contact post-conviction specific to visiting etc.

Victim Rights Victim Impact Training (Inter-agency): 45.61% of the responding programs provide or participate in developing or delivering some form of victim rights or victim impact programming.

Training (External Collaborative Partners): 57.89% of the responding programs provide or participate in some developing or delivering some form of victim rights, victim services or victim impact training to collaborative partners.

Agency Website and Resource Development 45.61% of the responding programs develop or participate in the development of agency website and/or resource development.

Victim Advocacy in Execution Cases: 36.17% of the responding programs provide victim advocacy in execution cases.

**The results of the survey used to prepare this report indicate that staff responsible for victim services in each responding agency report to: (Survey participants were limited to a single response) (REF 7)**

Commissioner/Director: 19.30%

Assistant Commissioner/Director 26.32%

Agency Manager-Supervisor-Program Director (non-Commissioner/Assistant Director level): 35.09%

Parole Board Chair: 7.02%

Governor: 1.75%

**The results of the survey used to prepare this report indicate the role that the victim service program's role in the agency's strategic planning process as follows. (Survey participants were limited to a single response) (REF 8)**

Respondent's agency does not utilize strategic planning: 3.51%

Respondent's agency uses strategic planning, but victim services is a component of the plan nor are victim services staff involved: 33.33%

Agency uses strategic planning and victim services is included in the strategic plan, but victim services staff are not involved in the planning process: 24.56%

Agency uses strategic planning; victim service program is part of the plan and victim services staff are actively involved in developing the strategic plan. 21.05%

Do not know: 17.54%

**The results of the survey used to prepare this report indicate the following specific to the use of strategic planning for the post-conviction victim services program: (Survey participants were limited to a single response and provided an option to provide additional information in “other.”) (REF 9)**

Respondent’s victim services program uses specific strategic planning processes: 31.48%

Respondent’s victim services program does not use a strategic planning process: 55.56%

Other (See italics): 12.96%

*One state shared that their activities and services are influenced by an outside Council of Victims Justice that is comprised of experts and survivors of crime from across the state; this council helps guide the work of the corrections-based victim services program as well as other victim service programs in the state.*

*Other respondents noted that there is not a formal strategic planning process, but limited planning is driven by their VOCA grant requirements or statutory mandates for victim services provided by their agency.*

**The results of the survey used to prepare this report, indicate the following specific to the level of involvement of the Victim Services Director’s participation in policy decisions for the agency: (Survey participants were limited to a single response and provided an option to provide additional information in “other.”) (REF 10)**

The Victim Services Program Director is not involved in any agency policy decisions: 7.02%

The Victim Services Program Director is only involved in policy decisions that relate to victim services: 40.35%

Do not know: 3.51%

Other (See italics): 29.82%

*The majority of those who responded “other” noted that the director is involved in the development of several policies in their agency, not limited to victim services related.*

**The results of the survey used to prepare this report indicate the following specific to the population of individuals the agency the victim services program is housed within serve: (Survey participants were limited to a single response and provided an option to provide additional information in “comments.”) (REF 11)**

Incarcerated adults only: 63.16%

Incarcerated adults and juveniles: 15.79%

Adults on community supervision or parole: 59.65%

Adults and juveniles on community supervision or parole: 12.28%

Incarcerated juveniles only: 12.28%

Adults only under consideration for parole: 12.28%

Adults and juveniles under consideration for parole: 33.33%

Juveniles only under consideration for parole: 12.28%

Juveniles under community supervision or parole: 14.04%

Comments (See italics):

*Several respondents used the comment section to further clarify information about the juvenile population their agency is responsible for. Two respondents commented that their agency also has responsibility for short-term pre-adjudicated detainees. One respondent noted that juveniles incarcerated as adult offenders are also their agency's responsibility.*

**The results of the survey used to prepare this report indicate the following specific to the number of victims the respondent's agency serves per year. (Survey participants were limited to a single response.) (REF 12)**

0-100 victims served 8.77%

100-500 victims served 14.04%

500-1000 victims served 7.02%

1000-2000 victims served 14.04%

2000-4000 victims served 14.04%

4000-10,000 victims served 15.79%

10,000-20000 victims served 14.04%

More than 20000 victims served 12.28%

**The results of the survey used to prepare this report indicate the following specific to the number of staff in the respondent's agency whose responsibility is to serve victims. (Survey participants were limited to a single response.) (REF 13)**

0 staff responsible for serving victims: 1.72%

1-5 staff responsible for serving victims 70.69%

5-10 staff responsible for serving victims 13.79 %

10-20 staff responsible for serving victims 6.90%

More than 20 staff responsible for serving victims 6.90%



**The results of the survey used to prepare this report indicate the following specific to the number of staff in the respondent's agency whose responsibility is to serve incarcerated victims. (i.e. PREA response) (Survey participants were limited to a single response.) (REF 14)**

0 staff responsible for serving incarcerated victims: 46.43%

1-2 staff responsible for serving incarcerated victims: 30.36%

3.-5 staff responsible for serving incarcerated victims 7.14%

More than 5 staff responsible for serving incarcerated victims 16.07%

## Funding

**The results of the survey used to prepare this report indicate the following specific to funding the victim services program. (Survey participants were limited to a single response.) (REF 15)**

The entire victim services program is funded through the agency's operating budget: 37.50%

Some of the victim services program is funded through the agency's operating budget: 55.36%

None of the victim services program is funded by the agency's operating budget: 5.36%

Respondent did not know if the victim program is funded by the agency's operating budget: 1.79%

**The results of the survey used to prepare this report indicate the following specific to overall funding sources used to support the agency's victim services program. (Survey participants were asked to identify all options that apply.) (REF 16)**

The agency's overall operating budget: 83.93%

State grant funds (non-VOCA): 21.43%

Federal VOCA grant funds: 48.21%

Federal (non-VOCA) grant funds: 5.36%

Private Corporation Funds: 0%

Fundraising: 1.79%

Respondent did not know: 0%

**The results of the survey used to prepare this report indicate the following specific to the composition of the victim services program. (Survey participants were asked to identify all options that apply.) (REF 17)**

All staff are full time agency employees: 73.21%

Staff are a combination of full time and part time agency employees: 25%

Staff are only part time agency employees: 1.79%

Staff are contract employees (non-agency employees): 3.57%

Staff are volunteers: 8.93%

Staff are interns and /or student workers: 12.50%

**The results of the survey used to prepare this report indicate the following specific to the program's relationship with their state's VOCA administrator. (Survey participants were limited to a single response.) (REF 18)**

The respondent's program receives VOCA funds and is a supportive collaborative partner: 53.70%

The respondent's program does not receive any VOCA funds but has a supportive collaborative partnership with the VOCA administrator.: 25.93%

The respondent's program does not collaborate at all with the state VOCA administrator: 20.37%

## Program Services and Evaluation

**The results of the survey used to prepare this report indicate the following specific to overall program evaluation requirements. (Survey participants were limited to a single response.) (REF 19)**

The program evaluation standards are incorporated into the overall agency's evaluation requirements: 28.57%

The program evaluation standards are associated to state or federal funding evaluation requirements (i.e. VOCA evaluation requirements.): 37.50%

There are no standard program evaluation requirements for the victim services program: 23.21%

Do not know: 7.14%

**The results of the survey used to prepare this report indicate the following about the specific evaluation methodology respondent's programs used to measure victim or stakeholder satisfaction and program effectiveness. (Survey participants were asked to identify all options that apply and provided an option to provide additional information in "other.") (REF 20)**

The respondent's program does not use any formalized form of evaluating services or victim satisfaction: 25.93%

Stakeholders are provided the opportunity to complete a survey after a specific service has been provided: 38.89%

Victim focus groups are used to gather feedback and/or evaluation from victims and/or stakeholders: 9.26%

The respondent's program provides Individual follow up completed by program staff: 38.89

The respondent did not know: 3.70%

Other (See italics): 18.52%

*In this question, the "other" category included responses ranging from: 'Our VOCA grant requires us to conduct satisfaction surveys' to 'We are in the process of developing a system for stakeholders to give input.'*

**The results of the survey used to prepare this report indicate the following about the agency's use of a formalized process for addressing concerns/inquiries/complaints from victims or stakeholders. (Survey participants were limited to a single response.) (REF 21)**

The respondent's agency does have a formalized process: 62.96%

The respondent's agency does not have a formalized process: 35.19%

The survey respondent did not know if the agency they represent has a formalized process: 1.85%

## Publicizing Program Services

**The results of the survey used to prepare this report indicate the following about the agency's development of program or victimization materials. (Survey participants were asked to identify all options that apply and provided an option to provide additional information in the "comments" section.) (REF 22)**

The respondent's program or agency has developed victim services program brochures: 94.34%

The respondent's program or agency has developed staff victimization brochures: 15.09%

The respondent's program or agency has developed victim notification brochures: 64.15%

The respondent's program or agency has developed victim services or victimization related videos: 16.98%

The respondent's program or agency has developed victim service-related websites: 67.92%

The respondent's program or agency has developed victim services or post-conviction related handbooks or guidebooks: 32.08%

The respondent's program or agency has developed victim services related checklists: 30.19%

The respondent's program or agency has developed victim services or victimization public services announcements: 11.32%

Comments (see italics):

*Respondents added that they also utilized: billboards, monthly victim services newsletter, fact sheets, and various flyers and other handouts.*

**The results of the survey used to prepare this report indicate the following about the agency's engagement or involvement in media-related campaigns or events. (Survey participants were asked to identify all options that apply and provided an option to provide additional information in "other.") (REF 23)**

The respondent's program or agency has or does participate in media campaigns: 18.37%

The respondent's program or agency has or does participate in National Crime Victim's Rights Week campaigns: 89.80%

The respondent's program or agency has or does participate in National Restorative Justice Week campaigns: 12.24%

The respondent's program or agency has or does participate in Collaborative efforts around calendar events such as Domestic Violence Awareness Month, Sexual Assault Awareness Month, Femicide Memorials, etc.: 73.47%

Other (See italics): 18.37%

*Some respondents noted that their involvement in media campaigns or events were tied to National Crime Victims' Rights Week; others noted that they collaborate with state victim coalitions or specific victim service organizations on conferences and events.*

## Technology

**The results of the survey used to prepare this report indicate the following about the agency's use of technology (web-based, automated technology). (Survey participants were asked to identify all options that apply and provided an option to provide additional information in the "comments" section.) (REF 24)**

The respondent's program or agency uses web-based or automated technology to provide victim notification services: 86.27%

The respondent's program or agency uses social media sites to inform or support victims or stakeholders: 27.45%

The respondent's program or agency uses interactive websites (i.e. Victims can interact with staff through live chat options): 7.84%

The respondent's program or agency uses "Skype" or similar applications between staff and victims: 19.61%

The respondent's program or agency uses web-based or automated technology to manage case information: 47.06%

The respondent's program or agency uses phone or computer apps to provide services: 31.37%

Comments (See italics):

*Several respondents commented that they utilized video services for victim participation and information, those mentioned were: ZOOM and Google Videos.*

## Training and Professional Association & Involvement

**The results of the survey used to prepare this report indicate the following about the agency's training requirements/opportunities specific to victim rights: (Survey participants were asked to identify all options that apply and provided an option to provide additional information in the "comments" section.) (REF 25)**

The respondent's agency does not require ANY employees to participate in training specific to victim rights: 20%

The respondent's agency does not offer victim rights training to employees: 5.45%

The respondent's agency requires only staff responsible for victim services to participate in victim rights training: 40%

The respondent's agency requires all agency staff to be trained in victim rights: 23.64%

Comments (See italics):

*A few respondents included comments that further detailed the specifics of the training they provide. Most comments noted that they provided some victims' rights training within their agency, but it was not mandated. One noted that new employees receive some basic victims' rights training in their Academy.*

**The results of the survey used to prepare this report indicate the following about training requirements/opportunities specific to victim impact. (Survey participants were asked to select all that apply.) (REF 26)**

Comments (See italics):

*One agency required all staff to receive annual training in the areas of domestic violence and workplace violence. Another agency noted that ALL their PCVS program staff were credentialed victim advocates. Several states noted that their probation and parole agents are required to complete victim impact training.*

**The results of the survey used to prepare this report indicate the following about the specific training topics provided by program staff. (Survey participants were asked to identify all options that apply and provided an option to provide additional information in the “comments” section.) (REF 27)**

The respondent’s program provides basic training about the victim services program and services: 84.31%

The respondent’s program provides comprehensive training about victim services and victim impact: 49.02%

The respondent’s program provides training specific to staff victimization response: 23.53%

The respondent’s program provides training specific to incarcerated victims (or victims under community supervision) i.e. PREA: 23.53%

The respondent’s program provides trauma informed advocacy training: 29.41%

The respondent’s program participates in the agency’s new employee academy: 52.94%

Comments (See italics):

*Respondents commented that they provided the following training that did not appear on the list of choices: Victims’ rights and vicarious trauma training.*

**The results of the survey used to prepare this report indicate the following about the specific training program staff provide external collaborative partners. (Survey participants were limited to a single response and provided an option to provide additional information in “other.”) (REF 28)**

The respondent’s program does not provide any training about the program or services to external collaborative partners: 9.09%

The respondent’s program provides training about the program and services on a regular basis to external collaborative partners: 23.64%

The respondent’s program provides training about the program and services upon request to external collaborative partners: 63.64%



Other (See italics): 3.4%

*One respondent stated that their program has taken initiative to market their program to other community agencies. The other respondent noted that they do not currently collaborate with external partners but are looking to do so in the future.*

**The results of the survey used to prepare this report indicate the following about the utilization of a specific training plan for the respondent's agency. (Survey participants were limited to a single response.) (REF 29)**

The respondent's agency utilizes an annual training plan, and the victim services program is a component of that training plan: 23.53%

The respondent's agency utilizes an annual training plan, but the victim services program is NOT a component of that training plan: 47.06%

The respondent's agency does not use an annual training plan, but the program the respondent represents does use a training plan: 5.88%

The respondent's agency does not use any sort of annual training plan: 23.53%

**The results of the survey used to prepare this report indicate the following specific to support for victim services staff to participate in post-conviction/victim advocacy/restorative justice training opportunities. (Survey participants were limited to a single response and provided an option to provide additional information in "comments" section.) (REF 30)**

The respondent's agency supports for internal training only: 5.45%

The respondent's agency supports internal agency and statewide training, makes this a priority, and prioritizes funding to encourage internal and statewide training: 18.18%

The respondent's agency supports internal agency and statewide training only if there is funding availability: 34.55%

The respondent's agency supports and encourages internal, statewide, and national training and the respondent's agency makes this a priority and prioritizes funding to encourage all three: 20%

The respondent's agency does not encourage staff to participate in post-conviction/victim advocacy/restorative justice training opportunities at any level: 21.82%

Comments (See italics):

*Grant funding allows us to send one staff person per year to the NAVAC conference, and a few other national conferences; attendance at national training events is only supported if I can secure other funding to cover expenses; and one commented that attending out-of-state training requires an extra level of approval – sometimes authorized, sometimes not.*

**The results of the survey used to prepare this report indicate the following specific to support for victim services staff to participate in state associations and/or organizations. (Survey participants were limited to a single response.) (REF 32)**

The respondent's agency encourages participation in national associations and/or organizations: 78%

The respondent's agency does not encourage participation in national associations and/or organizations: 21.82%

**The results of the survey used to prepare this report indicate the following specific to the agencies use of federal resources to receive information on post-conviction services and program support. (Survey participants were limited to a single response and provided an option to provide additional information in "comments" section.) (REF 33)**

The respondent's agency uses federal resources to receive information about post-conviction services and program support: 50.91%

The respondent's agency does not use federal resources to receive information about post-conviction services and program support: 25.45%

The respondent does not know if the agency uses federal resources to receive information about post-conviction services and program support: 23.64%

Comments (See italics):

*Several respondents used the comment section to identify the federal resources they utilize to receive support and information about post-conviction victim services. These included: National Center for Victims of Crime (NCVC), Office for Victims of Crime (OVC), Office of Juvenile Justice and Delinquency Prevention (OJJDP), National Institute of Corrections (NIC), Bureau of Justice (BJS), Office on Violence Against Women (OVW), Office of Justice Programs (OJP), and Bureau of Justice Assistance (BJA).*

## Victim Financial Compensation

**The results of the survey used to prepare this report indicate the following specific to role of the agency in managing/administering state crime victim compensation funds. (Survey participants were limited to a single response.) (REF 34)**

The respondent's agency is responsible for managing/administering the state's compensation funds: 1.85%

The respondent's agency is not responsible for managing/administering the state's compensation funds: 98.15%

**The results of the survey used to prepare this report indicate the following specific to the allowable post-conviction crime victim compensation benefits in the respondent's state. (Survey participants were asked to identify all options that apply and provided an option to provide additional information in "other.") (REF 35)**

The respondent's state allows for crime victim compensation funds to be used for counseling post-conviction for victims: 70.59%

The respondent's state allows for crime victim compensation funds to be used for restorative justice process expenses (i.e., travel costs associated to victim offender dialogue): 13.73%

The respondent's state allows for crime victim compensation funds to be used for compensation for victims/survivors to participate in preparing for execution: 7.84%

The respondent's state allows for crime victim compensation funds to be used for compensation for victims/survivors to attend offender execution: 11.76%

The respondent's state allows for crime victim compensation funds to be used for corrections staff who are victimized while on duty: 47.06%

The respondent's state allows for crime victim compensation funds to be used for staff who are victimized while on duty for a SECOND or PART TIME job income loss: 21.57%

The respondent did not know: 25.49%

Other (See italics): 27.45%

*Some of the compensation benefits noted by those who checked the "other" box included: Assistance for victim family members to witness executions; travel costs related to parole hearings; lost wages due to court or parole board hearing attendance; medical expenses; burial and funeral expenses; counseling; and even relocation funds. Alternately, a couple of respondents noted that the Crime Victims Compensation in their state did not cover any post-conviction processes such as parole hearings, executions, or counseling related to the trauma of an offender release.*

**The results of the survey used to prepare this report indicate the following specific to the allowable post-conviction crime victim compensation benefits for incarcerated victims. (Survey participants were limited to a single response.) (REF 36)**

The respondent's state allows for crime victim compensation funds to be used for incarcerated victims including victims that are victimized WHILE incarcerated AND those that report to be victimized prior to incarceration: 16.98%

The respondent's state allows for crime victim compensation funds to be used for incarcerated victims but only if the victimization took place while incarcerated (i.e. PREA): 1.89%

The respondent's state does not allow for crime victim compensation funds to be used for incarcerated victims for any reason, regardless of when/where the victimization took place. (If the victimization took place prior incarceration, the victim must apply prior to incarceration or post release: 20.75%

The respondent indicates "unclear" as there are no specific guidelines in the respondent's state's legislation or compensation guidelines about incarcerated victims: 13.21%

The respondent indicated "don't know": 47.17%

**The results of the survey used to prepare this report indicate the following specific to the allowable post-conviction crime victim compensation benefits for incarcerated victims. (Survey participants were limited to a single response and provided an option to provide additional information in “other.”) (REF 37)**

The respondent’s state allows for correctional staff victimized on the job to apply for and receive crime victim compensation for their primary job (source of income) only. (Meaning crime victim compensation funds do not cover second or part time employment.): 20.75%

The respondent’s state allows correctional staff victimized while on the job to apply for and receive crime victim compensation for BOTH their primary job (source of income) as WELL AS any secondary/part time job they have as well: 16.98%

Nearly 50% of those who responded to the survey did not know if correctional staff victimized while on duty would be eligible to apply for crime victim compensation in their state: 47.17%

Other (See italics): 15.09%

*Respondents used this category to explain that they were not clear on exactly what CVC covered for staff victimized on the job, but they had heard that they may be eligible for at least some crime victim compensation benefits. Several respondents noted that staff typically are eligible for workers' compensation benefits if they are injured on the job and they must apply for those first. One respondent noted that worker's compensation benefits are generally better than victim compensation benefits and also noted that their department administers additional benefits for staff who are assaulted by offenders on the job, but the victim services program is not involved in administering those benefits.*

**The results of the survey used to prepare this report indicate the following specific to the victim service program’s role in restitution related collection or restitution recovery. The respondents were asked to respond specific to the victim services program, not the overall agency role. (Survey participants were limited to a single response and provided an option to provide additional information in “other.”) (REF 38)**

The respondent’s victim services program has no role in restitution collection or assisting victims in recovering restitution: 16.98%

The respondent’s victim services program has no role in restitution collection, but does assist victims with questions or concerns about restitution collection or recovery: 56.60%

The respondent's victim services program is responsible for assisting in restitution collection and assisting victims with restitution collection or questions/concerns specific to restitution collection: 24.53%

Other (See italics): 1.89%

*The respondent who selected the "other" category noted that they monitor and "encourage" restitution payments from the youthful offenders in their system.*

**The results of the survey used to prepare this report indicate the following specific to respondent's understanding of agency's restitution collection priority. (Meaning, is restitution collection prioritized with child support, court fees etc.) This question was specific to collection only, not payment to victims. (Survey participants were limited to a single response.) (REF 39)**

The respondent's agency does not have a policy on order of priority for restitution collection: 17.65%

The respondent's agency does have a policy on order of priority for restitution collection AND the policy is dictated by statute/law: 50.98%

The respondent's agency does have a policy on order of priority for restitution collection, but the policy is internal and is NOT dictated by statute or law: 11.76%

The respondent's agency has no role in paying victims restitution that collecting restitution: 19.61%

**The results of the survey used to prepare this report indicate the following specific to the agency's restitution PAYMENT priority. (Meaning, is restitution PAYMENT prioritized with child support, court fees etc.?) This question is specific to PAYMENT only, not collection policies or processes. (Survey participants were limited to a single response.) (REF 40)**

The respondent's agency does not have a policy on order of priority for restitution payment: 13.73%

The respondent's agency does have a policy on order of priority for restitution payment AND the policy is dictated by statute/law: 41.18%

The respondent's agency does have a policy on order of priority for restitution payment, but the policy is internal and not dictated by statute/law: 13.73%

The respondent's agency has no role in paying victims restitution that is collected: 31.37%

## Victim Notification and Input/Participation

**The results of the survey used to prepare this report indicate the following specific to the agency's statutory role in providing victim notification. (Survey participants were limited to a single response and provided an option to provide additional information in "other.") (REF 41)**

The respondent's agency has a statutory responsibility for providing victims notification about incarcerated offenders: 88.24%

The respondent's agency has a statutory responsibility for providing victims notification about execution processes: 45.10%

The respondent's agency has a statutory responsibility for providing victims notification parole processes/hearings: 58.82%

The respondent's agency has a statutory responsibility for providing victims notification about offenders on supervision in the community: 52.94%

The respondent's agency has a statutory responsibility for providing victims notification about incarcerated offenders: 88.24%

Other (See italics):

*One respondent noted that their agency is responsible for notification related to releases of both adult and juvenile offenders. One respondent noted that their agency provides victim notification services in cases involving pre-adjudicated youth.*

*Some respondents noted that they provide notification of upcoming parole hearings only, while their counterparts noted that parole commissions or boards provided their own notification separate from the corrections agency.*

*One respondent specified that they provide notification for parole, commutation, and sentence modification hearings – pre and post.*

*An apparent anomaly is a state that noted that their agency is statutorily responsible for notifying the District Attorney's Administrative office of all inmate releases and that the DA's office notifies victims.*

**The results of the survey used to prepare this report indicate the following specific to the agency/states policies/laws as they relate to “opt in” or “opt out” notification procedures: (Survey participants were limited to a single response and provided an option to provide additional information in “other.”) (REF 42)**

The respondent's agency/state victim notification processes are considered “automatic” – meaning the respondent's agency is required to identify and notify victims (victims do not request information or notification): 9.80%

The respondent's agency/state victim notification processes are considered “opt-in” – meaning victims are required to request notification and/or information Notification does not take place without a request: 52.94%

The respondent's agency/state victim notification processes are a combination of “automatic” and “opt-in” (victims of some offenses require automatic notification while others must opt in): 25.49%

Other (See italics): 11.76%

*The respondents used this category to further explain the nuances of opt in – opt out in their state.*

*One state noted that each county attorney's office is responsible for registering victims and about 70% of those offices employ Victim Witness Coordinators who assist with registration for notification; in this state, the other 30% rely on Court Clerks to register victims for notification. Evidently, each county interprets the statute differently and thus, some use an “opt-in” approach and others automatically register victims.*

*One state that is statutorily required to notify all victims, survivors, and surviving family members allows those registered to opt out by completing a form to do so. In the last six years, they have registered over 100,000 individuals, and there have been approximately 800 who have chosen to opt out of receiving notification.*



*Some respondents noted the importance of the collaborative work with their prosecuting attorney's offices to ensure that their notification program had the most up to date contact information for victims, survivors, surviving family members, and witnesses.*

*Several respondents pointed to a registrant's responsibility to keep the notification program notified of changes in their contact information. While this is a requirement of most programs, at least one noted that their enacting statute requires them to make a reasonable attempt to locate new contact information if a notification letter is returned undeliverable.*

*Two respondents noted that their program is required to "verify" victim "eligibility" for notification registration.*

**The results of the survey used to prepare this report indicate the following specific to the respondent's program or agency's victim identification/verification requirements: (Survey participants were limited to a single response and provided an option to provide additional information in "other.") (REF 43)**

The respondent's agency/state/jurisdiction/laws do not require verification of victim eligibility (meaning anyone that asks for notification is provided notification.): 47.06%

The respondent's agency/state/jurisdiction/laws require verification of victim eligibility prior to providing victim notification and but my agency does NOT conduct the victim eligibility verification: 13.73%

The respondent's agency/state/jurisdiction/laws require verification of victim eligibility prior to providing victim notification and my agency is responsible for conducting the victim verification: 17.65%

The respondent's agency/state/jurisdiction/laws require verification of victim eligibility for some of the notification provided victims but not all, but my agency does not conduct the victim eligibility verification: 5.88%

The respondent's agency/state/jurisdiction/laws require verification of victim eligibility for some of the notification provide victims but not all and my agency is responsible for conducting the victim verification: 3.92%

Other (See italics): 11.76%

*One respondent noted that their statutory directive requires their agency to search for victims related to each specific crime of conviction and to offer to register them. If someone does not meet the statutory definition of victim, but wants to be kept informed about the inmate, they may be registered and designated as a “courtesy registrant.” While any registrants can provide input in writing; only verified victim registrants can speak at a full parole board hearing.*

*One respondent noted their agency/state/jurisdiction/laws require verification of victim eligibility prior to providing victim notification; and the agency IS RESPONSIBLE for conducting the victim verification based on categories of identified crimes in the Victim's Rights Amendment and enabling legislation and based on original charges (not charges based on plea agreements).*

*One respondent noted that verification of victim eligibility for notification is only required for life sentence offenses. All other notifications are provided to anyone that asks.*

**The results of the survey used to prepare this report indicate the following specific to the respondent’s program or agency’s responsibility for providing victim notification: (Survey participants were asked to identify all options that apply and provided an option to provide additional information in the “comments “section.) (REF 44)**

The respondent’s agency provide notification to victims at offender intake (at the point an offender enters prison): 43.14%

The respondent’s agency provide notification to victims at the time of an offender transfer (within facilities during incarceration): 45.10%

The respondent’s agency provide notification to victims in the event of an offender escape from custody (while the offender is incarcerated): 88.24%

The respondent’s agency provide notification to victims at the point of an offender’s parole eligibility: 62.75%

The respondent’s agency provide notification to victims to inform them about the opportunity to participate in parole hearing/processes: 58.82%

The respondent’s agency provide notification to victims to inform them about the opportunity to participate in offender reentry (non-parole hearing processes): 25.49%

The respondent's agency provide notification to victims at the point of the offender's release to the community or parole: 92.16%

The respondent's agency provide notification to victims about the actual or approximate location of offender in the community (all offenders): 41.18%

The respondent's agency provide notification to victims about the actual or approximate location of offender in the community (only certain offenders i.e., sex offenders): 11.76%

The respondent's agency provide notification to victims about the transfer of offender to a new/different community supervision agent (parole agent): 31.37%

The respondent's agency provide notification to victims in the event the offender absconds from supervision once in the community: 45.10%

The respondent's agency provide notification to victims about the offender's revocation hearings/processes: 35.29%

The respondent's agency provide notification to victims if the offender returns to prison: 54.90%

The respondent's agency provide notification to victims in the event of the offender's death: 80.39%

The respondent's agency provide notification to victims at the point of the offender's expiration of sentence/supervision: 74.51%

The respondent's agency provide notification to victims about clemency proceedings: 33.33%

The respondent's agency provide notification to victims about pardon proceedings: 27.45%

The respondent's agency provide notification to victims about exoneration proceedings/decisions: 15.69%

The respondent's agency provide notification to victims about execution proceedings/processes: 43.14%

The respondent's agency provide notification to victims in the event the offender requests interstate transfer: 37.25%

The respondent's agency provide notification to victims in the event the offender is approved for interstate transfer: 39.22%

The respondent's agency provide notification to victims in the event the offender completes an interstate transfer: 39.22%

**The results of the survey used to prepare this report indicate the following specific to the respondent's program or agency's victim notification delivery system: (Survey participants were limited to a single response and provided an option to provide additional information in the "comments" section.) (REF 45)**

The respondent's agency uses the VINE automated system only: 12%

The respondent's agency uses an alternative (not VINE) automated system only: 12%

The respondent's agency uses a combination of the VINE automated notification system and a manual notification system: 40%

The respondent's agency does not use any form of automated notification system and only uses manual notification: 30%

The respondent's agency does not provide victim notification: 2%

**The results of the survey used to prepare this report indicate the following specific to the respondent's program or agency's victim notification method of delivery: (Survey participants were asked to identify all options that apply and provided an option to provide additional information in the "comments" section.) (REF 46)**

The respondent's agency provides phone notification (automated): 41.18%

The respondent's agency provides phone notification (staff not automated): 78.43%

The respondent's agency provides text notification (automated): 31.37%

The respondent's agency provides text notification (staff manual text): 17.65%

The respondent's agency provides email notification (automated): 45.10%

The respondent's agency provides email notification (staff manual email): 56.86%

The respondent's agency provides US Mail – letter notification (automated): 41.18%

The respondent's agency provides US Mail – letter notification (staff manually generate and mail): 70.59%

The respondent's agency uses a message center notification system (web-based): 3.92%

The respondent's agency does not provide victims notification: 1.96%

Comments (See italics):

*One respondent commented that although the notification letters are automatically generated, staff still stuff the envelope and mail the letters.*

**The results of the survey used to prepare this report indicate the following specific to the respondent's program or agency's opportunity for victims to provide input at offender intake (at the time an offender enters prison.): (Survey participants were limited to a single response.) (REF 47)**

The respondent's agency uses a standardized process for victims to provide input at offender intake: 14%

The respondent's agency does not use a standardized process for victims to provide input at offender intake but if a victim contacts the agency, their concerns are addressed throughout the offender's incarceration: 62%

The respondent's agency does not use a standardized process for victims to provide input at intake nor does the agency have the resources or ability to address victims concerns at offender intake: 12%

The respondent's agency does not manage offenders or concerns about offenders during incarceration: 12%

**The results of the survey used to prepare this report indicate the following specific to the respondent's program or agency's opportunity for victims to access information or participate in processes while offenders are incarcerated: (Survey participants were asked to identify all options that apply and provided an option to provide additional information in the "comments" section.) (REF 48)**

The respondent's agency provides victims of incarcerated offenders the opportunity to provide input into offender case planning/programming (i.e. victims can request to participate in offender programming such as chemical dependency, sex offender or domestic violence treatment of programming): 13.73%

The respondent's agency does not provide victims any opportunity to provide input into offender case planning or offender programming: 39.22%

The respondent's agency provides only public information to victims about incarcerated offenders: 56.86%

The respondent's agency provides additional information to victims about incarcerated offenders, but offenders must sign a release of information: 15.69%

The respondent's agency does not manage incarcerated offenders or information pertaining to them: 7.84%

Comments (See italics):

*One respondent noted that they have statutory and policy requirements to notify victims about Work Release and/or Designated Facility Opportunities. The further noted that, victim input is vital and can override otherwise approved applications. Victim input is not included in this way for all decisions, but in a few explicit ways.*

*One respondent commented that they had a designated staff member whose sole function is to work with incarcerated victims of crime.*

*Another respondent commented that when victims register, they are sent information on how to provide a Victim Input Statement. If received, the VIS is provided to the offender's correctional counselor to assist in treatment and release planning.*

*Another respondent commented that their agency allows victims to provide their input regarding case planning, programming, and treatment, although there is no formalized way to get the input to the people who make those decisions. This respondent further noted that victims are*

*provided only public information unless they attend the parole hearing. The parole hearing is designated a confidential meeting and unless the victim chooses to participate in the parole hearing, staff cannot share the contents of parole hearing reports or parole hearings.*

## Victim Rights

**The results of the survey used to prepare this report indicate the following specific to victim rights in the respondent's state/jurisdiction: (Survey participants were limited to a single response and provided an option to provide additional information in "other.") (REF 49)**

Victim rights are contained in the respondent's state constitution but for the most part do NOT include post-conviction victim rights: 0%

Victim rights are included in respondent's state statute for the most part do include post-conviction victim rights. 44.00%

Victim rights are included in the respondent's state statute but for the most part do not include post-conviction victim rights: 2%

Victim rights are included in the respondent's state statute and for the most part do include post-conviction rights. 34%

The respondent's state does not recognize victim rights in statute or the constitution: 0%

The respondent's state recognizes some post-conviction rights but not to the extent that they should be: 6%

Other (See italics): 14%

*Some respondents pointed out that victims' rights are found in both their state constitution and in statutes; while others pointed out that victims' rights were found in one or the other.*

**The results of the survey used to prepare this report indicate the following specific to the respondent's program or agency's use of a victim services advisory board. (Survey participants were limited to a single response and provided an option to provide additional information in "other.") (REF 50)**

The respondent's program or agency does use an internal victim services advisory board (made up of only internal staff): 1.96%

The respondent's program or agency uses an external victim services advisory board (made up of only external collaborative partners and no victims): 1.96%

The respondent's program or agency uses an external victim services advisory board and includes victim survivors: 9.80%

The respondent's program or agency uses a board that includes internal and external members without survivors: 3.92%

The respondent's program or agency uses a board that includes internal and external members with survivors: 3.92%

The respondent's program or agency does not use any form of victim services advisory board: 68.63%

Other (See italics): 9.80%

*One respondent noted that their state has a legislatively created Crime Victims' Coordinating Council that oversees all victim services across the state, including post-conviction victim services.*

*One respondent noted that they utilize a board of internal and external members to advise their program only; the board does not advise the agency.*



**The results of the survey used to prepare this report indicate the following specific to the respondent's program or agency's requirement to use a victim advisory board by statute. (Survey participants were limited to a single response.) (REF 51)**

The respondent's program or agency is required to use a victim advisory board by statute: 8%

The respondent's program or agency is not required to use a victim advisory board by statute: 92%

**The results of the survey used to prepare this report indicate the following specific to the respondent's program is accountable to lawmakers or legislature. (Survey participants were limited to a single response.) (REF 52)**

The respondent's agency is accountable to lawmakers or the legislature, however all reporting and accountability is done through the agency overall, and the victim services program does not provide information or report directly to the lawmakers or legislature: 58%

The respondent's program reports directly or provides reports directly to lawmakers or the legislature: 6%

The respondent's program does not report and provides little to no information to lawmakers or the legislature: 36%

**The results of the survey used to prepare this report indicate the specific services provided by the program are mandated in the respondent's state/jurisdiction. (The responses were specific to those that the respondent's program is responsible for providing and respondents could provide additional information in "other.") (REF 53)**

The respondent's program is mandated by statute to provide victim notification: 93.88%

The respondent's program is mandated by statute to provide victims the opportunity to participate: 26.53%

The respondent's program is mandated by statute to provide victims compensation: 18.37%

The respondent's program is mandated by statute to provide victims safety planning options: 10.20%

The respondent's program is mandated by statute to provide victims the opportunity to participate in restorative justice processes: 14.29%

The respondent's program is mandated by statute to provide incarcerated victims (PREA) services: 12.24%

The respondent's program is mandated by statute to provide victim services to staff victims: 2.04%

Other (See italics): 14.29%

*Responses included: enforcement of constitutional rights, collection/payment of restitution, provide notification to the district attorney's office of all inmate releases, oversee their agency's compliance with victim notification laws & victim services training.*

**The results of the survey used to prepare this report indicate the victim data within the agency maintains a specific data classification. (Survey participants were limited to a single response and provided an option to provide additional information in "other.") (REF 54)**

Victim data does have a specific data privacy classification within the agency: 74.51%

Victim data does not have a specific data privacy classification within the agency: 5.88%

The respondent did not know if victim data maintains a specific data classification within the agency: 15.69%

The respondent noted, "other": 3.92% (other comments were non-substantive)

## Victim Safety Planning

**The results of the survey used to prepare this report provided information specific to protective orders within the respondent's state/jurisdiction: (Survey participants were asked to identify all options that apply and provided an option to provide additional information in "other.") (REF 55)**

All victims in the respondent's state or jurisdiction are protected by blanket court orders when offenders are sentenced to prison which remain in effect throughout the offender's incarceration, and throughout the community supervision period: 16.33%

All victims in the respondent's state or jurisdiction must request a protective order at the time of sentencing when offenders are sentenced to prison which remain in effect throughout the offender's incarceration, and throughout the community supervision period: 22.45%

All victims in the respondent's state or jurisdiction must apply for and be granted protective orders (is. Order for Protection, Domestic Abuse No Contact Orders, restraining orders etc.) in a separate process than offender sentencing to be granted an order which remains in effect for the time-period the order is granted: 61.22%

The respondent's agency has implemented an internal "protective order" or "no contact order" policy which prohibits offenders from contacting victims while the offender is incarcerated. This is not a court order, but an internal policy/procedure: 42.86%

The respondent's agency has implemented an internal or supervision "protective order" or "no contact order" or "condition of community supervision" which prohibits offenders from contacting victims while under parole or community supervision: 40.82%

The respondent's state jurisdiction has no court order or internal policy or process to prohibit offenders from contacting victims while incarcerated or under supervision: 2.04%

Other (See italics): 24.49%

*Respondents utilized this option to further clarify if court orders of protection apply during offender incarceration or not.*

*Some also addressed that their agencies could impose no contact conditions enforceable through prison or parole violation processes.*

**The results of the survey used to prepare this report provided information specific to the program staff assigned primarily or specifically to assisting victims with safety planning. (Survey participants were limited to a single response and provided an option to provide additional information in “other.”) (REF 56)**

The respondent’s agency has staff specifically assigned to assist victims with safety planning while offenders are incarcerated: 43.14%

The respondent’s agency does not have staff specifically assigned to assist victims with safety planning: 39.22%

Other (See italics): 23.53%

*Respondents used this other option to point out that most or all staff are trained in safety planning and provide safety planning services as requested. Most of those who wrote comments in the other section identified that they do not have specific staff dedicated to safety planning.*

**The results of the survey used to prepare this report provided information specific to participating or coordinating victim safety wrap around processes. (Safety wrap around processes are coordinated safety planning meetings with victims and collaborative community partners responsible for victim safety and offender supervision which take place before or at the time of offender reentry. (Survey participants were limited to a single response and provided an option to provide additional information in the “comments” section.) (REF 57)**

The respondent’s program does offers victims the opportunity to participate in victim safety wrap around processes: 39.22%

The respondent’s program does not offer victims the opportunity to participate in victim safety wrap around processes: 60.78%

Comments (See italics):

*Several respondents commented that victim safety wrap around processes are utilized on a case-by-case determination; based on victim request and identified need.*

*One respondent noted that they make referrals to victim service providers in the victim's home community to assist the victim with safety concerns.*

*Regarding parole/community supervision, a respondent commented that they provide victims the parole officer contact information, the victim may contact the parole officer to request "special conditions" be placed on the offender's release. Examples of special conditions provided were curfew, geographic conditions, no contact with the victim(s) etc.*

*Another respondent noted that PCVS program staff can only refer victims to local law enforcement for safety planning.*

**The results of the survey used to prepare this report provided information specific to media requests made to the agency/program that might impact victims. (Survey participants were asked to identify all options that apply and provided an option to provide additional information in the "comments" section.) (REF 58)**

The respondent's agency does not take into consideration victim impact or safety when responding to media requests: 10.42%

The respondent's agency seeks input from the victim assistance program prior to releasing information to the media: 41.67%

The respondent's agency makes decisions about providing media access (camera access) to offenders based on input from the victim assistance program or staff: 27.08%

The respondent's agency provides notification to all victims when the agency is aware of or provides media access to offenders: 29.17%

The respondent's agency provides notification to victims when the agency is aware of or provides media access to offenders on a case-by-case basis: 27.08%

Comments (See italics):

*One respondent commented that their PCVS program is heavily involved in the media process. They noted that about 2 years ago, inmates sued their agency and won. The court decision stated that the Chief PIO could no longer deny inmates media participation due to victim sensitivity. Respondent noted that prior to the court decision, about 80% of offender media interviews had been declined due to victim sensitivity concerns.*

*Another respondent commented that agency policy requires that victims be consulted prior to approval for a media interview with an incarcerated prisoner.*

*One respondent commented that victims are notified of any media type event involving inmates, i.e., article about prisoners gardening program or any inmate event that the media may be involved in.*

**The results of the survey used to prepare this report provided information specific to the agency's use specific to victim risk or threat assessments during offender incarceration or at offender parole/reentry. (Survey participants were limited to a single response.) (REF 59)**

The respondent's agency does use specific victim risk or threat assessments during offender incarceration or at offender parole/reentry: 30%

The respondent's agency does not use specific victim risk or threat assessments during offender incarceration or at offender parole/reentry: 70%

## Restorative Justice

**The results of the survey used to prepare this report provided information specific to victims being provided the opportunity to request to participate in restorative justice processes. (Survey participants were limited to a single response and provided an option to provide additional information in "other.") (REF 60)**

The respondent's state or agency has developed some restorative justice processes and victims are offered the opportunity to request to participate: 56%

The respondent's state has developed some restorative justice processes, but my agency program has not developed processes to offer the options to victims: 14%

The respondent's state or agency has not developed any form of restorative justice processes: 24%

Other (See italics): 6%

*One respondent noted they are in the process of developing a VOD program for their agency*

**The results of the survey used to prepare this report provided information about the specific restorative justice processes or opportunities developed by the respondent's agency or program. (Survey participants were asked to identify all options that apply and provided an option to provide additional information in the "comments" section.) (REF 61)**

The respondent's agency or program has developed a process/opportunity for victims and offenders to participate in an offender apology or accountability letter bank: 76.92%

The respondent's agency or program has developed a process/opportunity for victims and offenders to participate in a victim offender dialogue process: 76.92%

The respondent's agency or program has developed a process/opportunity for victims and offenders to participate in other surrogate restorative justice processes: 23.08%

The respondent's agency or program has developed a process/opportunity for offenders to participate in "Offender Restorative Justice Councils": 10.26%

The respondent's agency or program has developed a process/opportunity for offenders to participate in offender restorative justice fundraising opportunities: 10.26%

The respondent's agency or program has developed a process/opportunity for offenders to participate in Circles of Support and Accountability (COSA): 5.13%

Comments (See italics):

*Victim impact panels, Family group team meetings, Citizen circles, Victim impact classes, juvenile restorative group conferencing, several respondents commented that their program does not provide restorative justice programs or processes, but their agency does.*

**The results of the survey used to prepare this report provided information specifically about victim-offender dialogue opportunities: (Survey participants were limited to a single response.) (REF 62)**

The respondent's agency or program does provide victim offender dialogue opportunities: 65.31%

The respondent's agency or program does not provide victim offender dialogue opportunities: 34.69%

**The results of the survey used to prepare this report provided information about the specific offense types/cases the respondent's program provide victims the opportunity to participate in victim-offender dialogue. (Survey participants were asked to identify all options that apply and provided an option to provide additional information in "other.") (REF 63)**

The respondent's agency or program provides victims/survivors of homicide the opportunity to participate in victim offender dialogue opportunities (adult and minor survivors): 31.25%

The respondent's agency or program provides victims/survivors of homicide the opportunity to participate in victim offender dialogue opportunities (adult only): 62.50%

The respondent's agency or program provides victims/survivors of sexual assault the opportunity to participate in victim offender dialogue opportunities (adult and minor survivors): 18.75%

The respondent's agency or program provides victims/survivors of sexual assault the opportunity to participate in victim offender dialogue opportunities (adult only): 53.13%

The respondent's agency or program provides victims/survivors of domestic violence the opportunity to participate in victim offender dialogue opportunities (adult and minor survivors): 9.38%

The respondent's agency or program provides victims/survivors of domestic violence the opportunity to participate in victim offender dialogue opportunities (adult only): 40.63%



The respondent's agency or program provides victims/survivors of property crimes (non-person related offenses) (adult and minor survivors): 18.75%

The respondent's agency or program provides victims/survivors of property crimes (non-person related offenses) (adult only): 37.50%

The respondent's agency or program provides victims/survivors of child abuse the opportunity to participate in victim offender dialogue opportunities (adult and minor survivors): 21.88%

The respondent's agency or program provides victims/survivors of child abuse the opportunity to participate in victim offender dialogue opportunities (adult survivors only): 53.13%

The respondent's agency or program provides victims/survivors of criminal vehicular offenses – non-homicide- the opportunity to participate in victim offender dialogue opportunities (adult and minor survivors): 25%

The respondent's agency or program provides victims/survivors of criminal vehicular offenses non-homicide the opportunity to participate in victim offender dialogue opportunities (adult survivors only): 50 %

The respondent's agency or program provides survivors the opportunity to participate in victim offender dialogue processes in execution-death row cases (adult and minor victim/survivors): 9.38%

The respondent's agency or program provides survivors the opportunity to participate in victim offender dialogue processes in execution-death row cases (adult victim/survivors): 40.63%

The respondent's agency or program provides victims/survivors the opportunity to participate in victim offender dialogue processes in exoneration cases (adult and minor victim/survivors): 6.25%

The respondent's agency or program provides victims/survivors the opportunity to participate in victim offender dialogue processes in exoneration cases (adult victim survivors only): 12.50%

Other (See italics): 37.5%

*Domestic Violence is globally not included in Victim Offender Dialogue processes, but a couple of respondents mentioned they are considered on a case-by-case basis.*

*Sexual assault cases wherein the victim was a child but is now an adult and requests VOD are not the norm but are considered on a case-by-case basis.*

## Offender Programming

**The results of the survey used to prepare this report provided information about offender programming opportunities within the respondent's agency related to victim impact, restorative justice, and domestic violence. (Survey participants were asked to identify all options that apply and provided an option to provide additional information in the "comments" section.) (REF 64)**

The respondent's agency provides victim impact programming or classes as a component of "other programming" (i.e. as a component of sex offender programming): 60.98%

The respondent's agency provides victim impact programming or classes as a stand-alone class or program (not part of treatment or other programming): 56.10%

The respondent's agency provides restorative justice programming or classes as a component of "other programming" (i.e. as a component of sex offender programming): 21.95%

The respondent's agency provides victim impact programming or classes as a stand-alone class or program (not part of treatment or other programming): 19.51%

The respondent's agency provides domestic violence programming or classes as a component of "other programming" (i.e. as a component of sex offender programming): 29.27%

The respondent's agency provides domestic violence programming or classes as a stand-alone class or program (not part of treatment or other programming): 36.59%

**The results of the survey used to prepare this report provided information about the respondent's program's involvement in offender programming. (Survey participants were limited to a single response.) (REF 65)**

The program the respondent represented is involved and assists in developing, approving, and facilitating/teaching classes: 29.17%

The program the respondent represented is involved in developing or approving classes, but does not participate in facilitating or teaching them: 14.58%

The agency that the respondent represents provides programming for offenders but the program the respondent represents is not involved in developing, approving, facilitating, or teaching the programs or classes: 37.50%

The agency the respondent represents does not offer programs such as victim impact, domestic violence, or restorative justice to offenders: 18.75%

## Victim Offender Contact

**The results of the survey used to prepare this report provided information about victims visiting incarcerated offenders. (Survey participants were limited to a single response.) (REF 66)**

The respondent's agency prohibits victims from visiting offenders while incarcerated: 65.96%

The respondent's agency permits victims to visit offenders while incarcerated: 36.17

The respondent did not know if victims are permitted to visit incarcerated offenders: 6.38%

**The results of the survey used to prepare this report provided information about offender - victim contact once the offender is released from incarceration. (Survey participants were limited to a single response.) (REF 67)**

The respondent's agency/jurisdiction prohibits offenders from having contact with victims of their offense while the offender is on parole or under community supervision: 73.33%

The respondent's agency/jurisdiction allows offenders to have contact with victims of their offense while the offender is on parole or under community supervision: 28.89%

The respondent did not know if offenders are permitted to have contact with the victims of their offense(s) while on parole or community supervision: 6.67%

**The results of the survey used to prepare this report provided information about role of the program in deciding to allow a victim to visit or have contact with an incarcerated offender. (Survey participants were limited to a single response.) (REF 68)**

The respondent's program is always involved in making decisions about permitting victims to visit or have contact with an incarcerated offender. 25%

The respondent's program is sometimes involved in making decisions about permitting victims to visit or have contact with an incarcerated offender. 50%

The respondent's program is never involved in making decisions about permitting victims to visit or have contact with an incarcerated offender. 25%

## Parole-Offender Reentry

**The results of the survey used to prepare this report provided information about the sentencing structure of the states that participated in the survey. (Survey participants were limited to a single response.) (REF 70)**

The respondent's state/jurisdiction operates under a determinate sentencing structure for all offenders releasing from prison settings: 14.58%

The respondent's state/jurisdiction operates under both a determinate and indeterminate sentencing structure for all offenders releasing from prison settings: 60.42%

The respondent's state/jurisdiction has "moved to a determinate sentencing structure" but continues to manage offenders under a previous indeterminate parole structure: 14.58%

The respondent's state/jurisdiction operates only under an indeterminate structure (i.e. parole board or parole process for all offenders): 10.42%

**The results of the survey used to prepare this report provided information about victim input into parole or release decisions. (Survey participants were limited to a single response.) (REF 71)**

The respondent's state/jurisdiction provides victims the opportunity to provide input to a parole board or entity and input is considered when making the decision whether to parole or not parole and offender: 72.92%

The respondent's state/jurisdiction provides victims the opportunity to provide input to a parole board or entity and input is considered when making release decisions but does not influence the decision to parole an offender: 12.50%

The respondent's state/jurisdiction provides victims the opportunity to provide input into release decisions (i.e. Into offender reentry planning) but is not part of the parole or release decisions: 14.58%

The respondent's state/jurisdiction provides victims the opportunity to provide input into release decisions (i.e. into offender reentry planning) but is part of parole or release decisions: 14.58%

The respondent's agency does not provide victims any opportunity to provide any input into parole or release processes: 8.33%

**The results of the survey used to prepare this report provided information specific to the state’s requirement by statute or policy to provide reentry advocacy to victims of offenders paroling or returning to the community. (Survey participants were asked to identify all options that apply and provided an option to provide additional information in the “comments” section.) (Ref 72)**

The program the respondent represents is required by statute to provide victim advocacy specific to reentry for offenders paroling or returning to the community: 9%

The program the respondent represents is not required by statute to provide victim advocacy specific to reentry for offenders paroling or returning to the community: 81.25%

**The results of the survey used to prepare this report provided information specific to dedicated advocacy staff that work specifically in or within community-based parole or community supervision offices. (Survey participants were limited to a single response.) (REF 73)**

The state the respondent represents does have dedicated advocacy staff that work specifically in or within community-based parole or community supervision offices: 30.61%

The state the respondent represents does not have dedicated advocacy staff that work specifically in or within community-based parole or community supervision offices: 69.39%

## Interstate Transfer-Federal Transfer

**The results of the survey used to prepare this report provided information specific to the responsibility of providing victims information about offenders who have requested or been granted interstate transfer. (Survey participants were limited to a single response.) (REF 74)**

The agency the respondent represents is responsible for providing information to victims whose offenders have requested or been granted interstate transfer: 77.08%

The agency the respondent represents is not responsible for providing information to victims whose offenders have requested or been granted interstate transfer: 18.75%

The respondent did not know if the agency they represent is responsible for providing information to victims whose offenders have requested or been granted interstate transfer: 4.17%

**The results of the survey used to prepare this report provided information specific to the type of information/notification the respondent's agency provide victims whose offenders request or have been granted interstate transfer. (Survey participants were asked to identify all options that apply and provided an option to provide additional information in "other.") (REF 75)**

The agency the respondent represents provides referral to ICOTS Victim Notification Service: 40% (NOTE: The ICOTS system (IVINS) is no longer operational but was at the time of the survey.)

The agency the respondent represents provides notification to victims when an offender transfers to another prison under Interstate Compact: 44.44%

The agency the respondent represents provides notification to victims when an offender submits and interstate application to have supervision transferred: 31.11%

The agency the respondent represents provides the opportunity for victims to provide input into an offender's application for an interstate supervision transfer: 28.89%

The agency the respondent represents provides victims information regarding an offender's approval for interstate supervision transfer: 57.78%

Other (See italics): 26.67%

*Parole: death notification, parole reporting instructions, parole revocation or prison return, parole violations, parole decisions.*

*Several respondents noted that their services include notification and assistance when an inmate or parolee is transferring to another state through the Interstate Compact (ICOTS).*

**The results of the survey used to prepare this report provided information about the use of the IVINS (ICOTS Victim Notification System.) (NOTE: The ICOTS system (IVINS) is no longer operational but was at the time of the survey.) (Survey participants were limited to a single response.) (REF 76)**

The agency the respondent represents utilizes the IVINS: 44.68%

The agency the respondent represents does not use the IVINS: 53.32%

**The results of the survey used to prepare this report provided information about the level of satisfaction specific to the use of the IVINS (ICOTS Victim Notification System.) (NOTE: The ICOTS system (IVINS) is no longer operational but was at the time of the survey.) (Survey participants were limited to a single response.) (REF 77)**

The agency the respondent represents reports extreme satisfaction: 5.71%

The agency the respondent represents reports somewhat satisfaction: 22.86%

The agency the respondent represents reports neutral satisfaction: 51.43%

The agency the respondent represents reports somewhat dissatisfaction: 5.71

The agency the respondent represents reports extreme dissatisfaction: 5.71%

**The results of the survey used to prepare this report provided information about the level of collaboration with the Bureau of Prisons and/or Federal Probation and Parole in cases where there is a dual commit or interagency offender transfer. (Survey participants were limited to a single response and provided an option to provide additional information in the “comments” section.) (REF 78)**

The respondent reports that the agency they represent does collaborate with the Bureau of Prisons and/or Federal Probation and Parole in cases where there is a dual commit or interagency offender transfer: 52.08%



The respondent reports that the agency they represent does not collaborate with the Bureau of Prisons and/or Federal Probation and Parole in cases where there is a dual commit or interagency offender transfer: 45.83%

Comments (See italics):

*One respondent noted that communication is only through their state's Interstate Compact Office; others noted that they assist victims with enrolling in federal notification systems; and a few mentioned challenges in providing victims with a convenient means of continued tracking of an offender under Federal jurisdiction. Some respondents noted in the comment section that they just did not know the answer or had not yet dealt with an applicable case.*

## Victim Rights Related to Defense-initiated Outreach

**The results of the survey used to prepare this report provided information specific to a victim's right to be notified with written explanation of defense-initiated victim outreach. (Survey participants were limited to a single response.) (REF 79)**

The respondent reports that victims in their state do have a right to be notified with written explanation of defense-initiated victim outreach: 10.42%

The respondent reports that victims in their state do not have a right to be notified with written explanation of defense-initiated victim outreach: 29.17%

The respondent reports that they did not know if victims in their state have a right to be notified with written explanation of defense-initiated victim outreach: 60.42%

**The results of the survey used to prepare this report provided information specific to a victim's right to not be contacted by a defense-initiated outreach representative. (Survey participants were limited to a single response.) (REF 80)**

The respondent reports that victims in their state do have a right to request to not be contacted by a defense-initiated victim outreach representative: 16.67%

The respondent reports that victims in their state do not have a right to request this and may be contacted regardless of their requests: 12.50%

The respondent reports that they did not know if victims have this right: 70.83%

## Capital Punishment-Offender Execution

**The results of the survey used to prepare this report provided information specific to the respondent's state and offender executions. (Survey participants were limited to a single response.) (REF 81)**

The respondent reports that their state is a capital punishment state, and the victim services program is involved in these processes: 55.32%

The respondent reports that their state is a capital punishment state, but the victim services program is not involved in these processes: 6.38%

The respondent's state is not a capital punishment state: 38.30%

**The results of the survey used to prepare this report provided information specific to dedicated advocacy staff to provide advocacy support services to victims of offenders sentenced to death. (Survey participants were limited to a single response.) (REF 82)**

The respondent reports that their agency does have dedicated advocacy staff to provide advocacy support services to victims of offenders sentenced to death: 42.22%

The respondent reports that their agency does not have dedicated advocacy staff to provide advocacy support services to victims of offenders sentenced to death: 57.78%

**The results of the survey used to prepare this report provided information specific to victims right to witness the execution of offenders. (Survey participants were limited to a single response.) (REF 83)**

The respondent reports that victims in the respondent's state do have the right to witness the execution of the offender: 60.47%

The respondent reports that victims in the respondent's state do not have the right to witness the execution of the offender: 39.53%

**The results of the survey used to prepare this report provided information about victim services staff accompanying victims/witnesses that chose to view and execution into the execution observation room. (Survey participants were limited to a single response.) (REF 84)**

The respondent reports that the respondent's agency/program does provide victim services staff/advocates to accompany victims/witnesses into the execution observation room: 50.00%

The respondent reports that the respondent's agency/program does not provide victim services staff/advocates to accompany victims/witnesses into the execution observation room: 50.00%

## Staff Victimization

**The results of the survey used to prepare this report provided information specific to the respondent's program's role in supporting/providing services to staff victimized while on duty. (Survey participants were limited to a single response and provided an option to provide additional information in "other.") (REF 85)**

The respondent's program does provide advocacy services to staff victimized while on duty: 33.33%

The respondent's program does not provide advocacy services to staff victimized while on duty: 39.58%

Other (See italics): 27.08%

*About half of the respondents who provided comments noted that they do not provide services to staff who are victimized while on duty; they noted that other resources in their agency or external to their agency provide those services (i.e., employee assistance program).*

*Another half of respondents noted that if staff victims are referred to them, they will provide notification and advocacy services.*

**The results of the survey used to prepare this report provided information about the respondent's agency's documented staff assault response plan that includes victim advocacy. (Survey participants were limited to a single response.) (REF 86)**

The respondent's agency's staff victimization response plan does not involve providing victims information about victim advocacy or services (this includes victim services within the agency and external agencies): 48.94%

The respondent's agency's staff victimization response plan does involve providing victims information about victim advocacy but in the form of a "card" or "phone number" 17.02%

The respondent's agency's staff victimization response plan does involve victim advocacy and agency victim services staff is automatically put in contact with all staff victims: 12.77%

The respondent reports that they did not know if the documented staff assault response plan included victim advocacy: 21.28%

## Incarcerated Victims

**The results of the survey used to prepare this report provided information specific to the respondent's program's responsibility as it relates to developing and/or delivering training related to PREA. (Survey participants were asked to identify all options that apply.) (REF 88)**

The respondent's program reports responsibility only for developing PREA specific training: 0%

The respondent's program reports responsibility only for delivering already developed PREA specific training: 0%

The respondent's program is responsible for developing and delivering training for their agency specific to PREA: 12.77

The respondent's program is responsible for developing and/or delivering training for collaborative outside partners (community advocates, law enforcement, parole agents etc.) specific to PREA: 8.51%

The respondent's program is not involved in developing or delivering training to internal or external collaborative partners specific to PREA: 85.11%

**The results of the survey used to prepare this report provided information specific to the respondent's program's role in assisting incarcerated victims that report victimization PRIOR to incarceration and unrelated to their incarceration (i.e. offender reports being victimized in the community either as a child or as an adult prior to incarceration.) (Survey participants were asked to identify all options that apply.) (REF 89)**

The respondent's program would not/does not have any role in responding to incarcerated offenders in this situation: 48.94%

The respondent's program would only get involved if there was a need to address the report from a mandated reporting standpoint: 17.02%

The respondent's program would get involved by providing information/advocacy to the incarcerated individual if the incarcerated individual requested advocacy services: 38.30%

The respondent's program would get involved automatically unless the incarcerated victim requested no services: 4.26%

The respondent's program has a documented process for providing advocacy during and upon reentry to incarcerated individuals requesting advocacy for an offense that is unrelated to their incarceration: 8.51%

**The results of the survey used to prepare this report provided information about the respondent's program's role developing and delivering education to incarcerated individuals about their rights and process for reporting sexual victimization while incarcerated. (Please select all that apply.) (Survey participants were asked to identify all options that apply.) (REF90)**

The respondent's program is responsible for developing or assists in developing educational materials for incarcerated individuals about their rights and process for reporting sexual victimization as it relates to the Prison Rape Elimination Act: 12.77%

The respondent's program is responsible for delivering education to incarcerated individuals about their rights and the process for reporting sexual victimization while incarcerated: 6.38%

The respondent's program is not involved in developing educational materials for incarcerated individuals about their rights under the Prison Rape Elimination Act: 55.32%

The respondent's program is not involved in delivering educational materials for incarcerated individuals about the process for reporting sexual victimization while incarcerated. 78.72%

## Wrongful Convictions

**The results of the survey used to prepare this report provided information about the respondent's program's role in developing and delivering specific protocols to provide assistance to victims during post-conviction processes involving prisoner claims of factual innocence that may result in an exoneration. (Survey participants were asked to identify all options that apply and provided specific detail in the "comments" section.) (REF 91)**

The respondent's agency reports specific protocols in place to provide notification to victims about appeals filed: 11.11%

The respondent's agency reports specific protocols in place to provide notification to victims about an investigation related to DNA: 0%

The respondent's agency reports specific protocols in place to provide victim support services throughout the investigation and/or legal processes: 2.22%

The respondent's agency reports specific protocols in place to provide referral to victim support services in the community: 31.11%

The respondent's agency reports specific protocols in place to provide referral to legal advocates: 17.78%

The respondent's agency reports that "these services are provided by another agency" (See Comments in italics): 62.22%

*Most of the respondents noted that the victim notification and services are provided by the prosecuting attorney's office.*

*Several noted the responsibility for victim services in these cases lies with the Attorney General's office*

*One respondent noted that their program does provide trauma informed services when an inmate is released from prison because of the wrongful conviction.*

**NAVAC National Gap Assessment  
Tool Kit Topic Outline  
APPENDIX H**

<b>Topic</b>
Post-Conviction Case Management System
Clemency & Capital Punishment
Domestic Violence Response
Grant Applications
Incarcerated Victims & PREA Response
Interstate & Federal Transfers
Media
Outcome Measures
Parole Board
Program Administration
Protective Orders
Publicizing Program Services
Restorative Justice
Safety Planning
Staff Victimization
Strategic Planning
Victim Centered Offender Programming
Victim Financial Compensation
Victim Impact Input
Victim Input in Reentry
Victim Needs Assessment
Victim Notification



**NAVAC National Gap Assessment  
Bold Ideas from the Field  
APPENDIX I**

At the 2019 NAVAC Annual Training Conference the Project Team conducted a *Crowd Sourcing Bold Ideas* activity. Each person was provided an index card and asked to consider: *"If I were ten times bolder, what big idea would I recommend for improving post-conviction victim services? What first step would I take to get started?"* While the activity was used to pare down the list to the top 10 through an interactive process, the resulting list is provided here in its entirety. Note: The first ten received the most votes. The list is otherwise not ranked.

**BOLD IDEAS FOR IMPROVING POST-CONVICTION VICTIM SERVICES**

1. "From the beginning through throughout the whole process, have victims involved. Explain the meaning of things we take for granted.
  2. Make VOD well known throughout the community."
  3. "Have 4 large community outreach/educational events to bring awareness about victim services & VOD. Gather lots of resources for victims and connect them to social services agencies."
  4. "Universal database for service providers."
  5. "NIC Funded mobile training team (MTT) of victim services staff to present across the nation on victim services/VOD."
  6. "VOD Accreditation"
  7. "Corrections becomes victim centered for offenders from the day of sentencing. The victim is always at the front of every conversation with the offender."
  8. "Victim locating software. If we collaborated with clerk's office & police. When there is a victim in a case, they are able to scan their license and be placed in a confidential database. They could update their information with the clerk & have a questionnaire when getting their license. The database would be confidential and send out weekly to local victim advocates."
  9. "VOD Training/Accreditation program"
  10. "A DOC where the victim services division is involved with offender centered programs so victims are considered."
- \*\*\*\*\*
11. "A DOC where the victim services Division is involved with offender centered programs so victims are considered in these processes. The sole focus should not be the offender."

12. "All prison/community supervision systems will have state of the art computer case management systems current (innovative) IT staff & state of the art victim services case management (full service) computer systems."
13. "Uniform training from trainers to train the trainers."
14. "VOD Victim Impact (Including/Insertion) of the victim in all levels of our DOC P&Ps and Programs and all planning stages."
15. "More collaboration with pre-conviction advocates for continuity of service to victims."
16. "Create an evidenced based domestic violence/IPV curriculum."
17. "Developing a nationwide network of post-conviction victim services resources available to victims anywhere they are."
18. "Creating a database to help find victims of old cases & share information nationally."
19. "VOD accreditation program."
20. "Free to use: mailbox for unhoused/homeless victims of crime to receive their confidential notifications not just specified shelters."
21. "Mandatory funding by state legislators to fund post-conviction victim services which can then be supplemented by grant funds such as a VOCA grants."
22. "To have uniform victim services nation-wide standard operating procedures in every state."
23. "Notifications every time an offender is transferred even if to a more restrictive setting."
24. "Victims opting-in for notifications after conviction and keeping information current throughout."
25. "Tool kit: Example language and specific statements that has been used toward administration that has worked to keep victims in the spotlight."
26. "Present in public school system."
27. "Follow-ups with victims to check on them instead of only calling about notifications. Sometimes victims need a "listening" ear."
28. "Funds for community outreach about VOD."
29. "Holistic Healing practices, as well as relaxation exercises and wellness retreats."
30. "To implement VOD and impact statement program/services."
31. "Proactive victim outreach upon intake-finding victims if they have not contacted us within 90-120 days of intake."
32. "Education & collaboration for and with prosecutors and the judiciary."
33. "NAVAC meet 2X year continued support is so important."
34. "Enforce restitution for all victims."
35. "State & National victim services website with contacts policies etc. states and job openings."
36. "Centralized training academy."
37. "Let victims know at sentencing the offender will only serve a portion of the actual sentence."
38. "Compassion animal donations to victims from animal shelters trained by offenders."

**NAVAC National Gap Assessment  
Specific Project Findings:  
Comprehensive Gap Assessment Survey 2018  
APPENDIX J**

**The following findings were derived specifically from the Comprehensive Gap Assessment Survey (CGAS). Some of the findings may be listed within multiple categories; this was done for ease of use for topic specific issues.**

- Victim Rights
  - (A) The following are findings about victims' rights in state constitutions and statutes pertaining to post-conviction processes as reported by respondents.
  - (B) State constitutional or statutory victim services mandated to the host agency and/or the PCVS program according to respondents
- Program Administration, which includes:
  - (A) Relevant information pertaining to the host agency that the Post-Conviction Victim Services are a part of
  - (B) Post-Conviction Victim Services program administration specifically
- Funding of Post-Conviction Victim Services Programs
- Services Provided by Post-Conviction Victim Service Programs
  - (A) Numbers of Victims/Survivors Served by PCVS Programs Annually
  - (B) The Services that PCVS Programs are Mandated by Statute to Provide According to Respondents
  - (C) Summary of Post-Conviction Victim Services Provided by PCVS Programs
  - (D) Notification and Information
  - (E) Safety and Security
  - (F) Advocacy and Support
  - (G) Restorative Justice
  - (H) Protective Orders
  - (I) Crime Victim Financial Compensation
  - (J) Post-Conviction Victim Services Related to Parole Processes

## Victims' Rights

Findings for the “Victims’ Rights” section of this document are organized in two categories:

- A. The following are findings about victims’ rights in state constitutions and statutes pertaining to post-conviction processes as reported by respondents.
- B. State constitutional or statutory victim services mandated to the host agency and/or the PCVS program according to respondents

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**A. The following are findings about victims’ rights in state constitutions and statutes pertaining to post-conviction processes as reported by respondents.**

- Forty-four percent of respondent states include victims’ rights in their state constitution, and post-conviction victims’ rights are included. (VR 1B)
- Thirty-four percent of respondent states include victims’ rights that incorporate post-conviction victim rights in their state statutes. (VR 1D)
- A few respondents stated that victims’ rights are included in both the state constitution and state statutes. (VR 1 Other)

**B. (1-15) State constitutional or statutory victim services mandated to the host agency and/or the PCVS program according to respondents:**

1. Notification about offender release:
  - About ninety percent of PCVS programs are mandated to provide victim notification. (VR 5A)
2. Notification about execution processes:
  - Forty-five percent of PCVS program host agencies have statutory responsibility for notifying victims about execution processes. (VNIP 1B)
3. Notification about parole processes/hearings:
  - Nearly sixty percent of PCVS program host agencies have statutory responsibility for providing victims notification about parole processes/hearings. (VNIP 1C)

4. Notification about offenders who are on parole or other post-conviction supervision in the community:
  - Just over half of respondent agencies have a statutory responsibility to provide victims notification about offenders on supervision in the community. (VNIP 1D)
5. Notification about offenders is statutorily either automatic or opt-in enrollment:
  - Just under ten percent of host agencies reported that victim notification is “automatic” – meaning victims do not have to request notification; the agency is required to identify and notify victims. (VNIP 2A)
  - Just over half of Victim Notification programs are “opt-in” – victims are required to enroll to receive notification about offender movement and release. (VNIP2B)
  - About one-quarter of victim notification programs are a combination of “automatic registration” and “opt-in” enrollment, dependent on offense type. (VNIP 2C)
6. Notification - statutory requirements to verify that specific persons are eligible to receive notification:
  - Almost half of state’s statutes do not require verification of victim eligibility - meaning anyone that registers for notification is provided notification. (VNIP 3A)
  - Nearly twenty percent of states require verification of victim eligibility for notification based on a definition of victim; but the verification is required to be done by an entity other than the notification program. (VNIP 3B) (VNIP 3D)
  - Nearly one-quarter of victim notification programs are required to verify eligibility for program registration for at least some crime types. (VNIP 3C) (VNIP 3E)
7. Victim Participation in Post-Conviction Processes:
  - Just over twenty five percent of PCVS programs are mandated to provide victims the opportunity to participate in post-conviction processes – beyond notification. (VR 5B)
8. Court Protective or No Contact Orders at Sentencing: (REF 55)
  - In sixteen percent of respondent jurisdictions, courts issued blanket protection orders for victims when offenders are sentenced to prison. The orders remained in effect throughout both the incarceration and community supervision periods. (VSP 1A)
  - In twenty-two percent of respondent jurisdictions, victims must request a protective order as a component of an offender sentence and the order remains in effect throughout the incarceration and community supervision periods. (VSP 1B)
  - In sixty-one percent of respondent jurisdictions, victims who want to request a protective order, must do so in a process separate from the offender sentencing. These orders are for a specified duration set by the court. (VSP 1C)

9. Safety Planning:

- About ten percent of PCVS programs are mandated to provide safety planning services for victims. (VR 5D)

10. Restorative Justice opportunities:

- Approximately fourteen percent of PCVS programs are mandated by statute to provide victims the opportunity to participate in restorative justice processes. (VR 5E)

11. Services to Incarcerated Victims:

- Just over twelve percent of PCVS programs are mandated by statute to provide services to incarcerated victims. (VR 5F)

12. Services to Victimized Agency Staff:

- About two percent of PCVS programs are statutorily mandated to provide services to agency staff who are victimized. (VR 5G)

13. Other services that PCVS programs are mandated to provide in a just a few states include: (VR 5 OTHER)

- Enforcement of victims' constitutional rights
- Collection and payment of restitution
- Notification to the district attorney's office of all inmate releases
- Oversight of agency's compliance with victim notification laws
- Victim services training.

14. Victims' Right to Witness an Execution: (REF 83)

- Of those states who impose capital punishment sentences, sixty percent reported that victims have a right to witness the execution. (CPOA 3B)

15. Defense Initiated Victim Outreach: (REF 79) (REF 80)

- About ten percent of respondents reported that victims in their jurisdiction have a right to be notified with a written explanation of defense-initiated victim outreach. (ITF 6A)

## **Program Administration**

Findings for the “Program Administration” section of this document are organized in two categories:

- A. Host Agency: These findings pertain to the host agency that the PCVS program respondent was located within (i.e. DOC)
- B. Post-Conviction Victim Services (PCVS) Program Administration (Program Specific)

### **A. (1-28) Host Agency: pertain to the host agency that the PCVS program respondent was located within**

#### 1. PCVS Program Locations: (REF 5)

- Nearly sixty percent of PCVS providers were housed in adult correctional agencies; and approximately twenty percent provided services through an adult paroling agency.
- A very small percentage of prison/parole-based victim service programs were located within agencies that were not state corrections or paroling authority agencies.
- Less than ten percent of PCVS programs were tied to host agencies that served adjudicated juvenile offenders who are in detention or under supervision in the community.

#### 2. Host agency Population Served (REF 11)

##### Incarcerated Individuals:

- Nearly two-thirds of host agencies served incarcerated adults only.
- Twelve percent of host agencies served incarcerated juveniles only.
- Approximately fifteen percent of host agencies served both incarcerated adults and juveniles.

##### Individuals Eligible for Parole Consideration:

- One-third of host agencies served adults and juveniles under consideration for parole.
- Twelve percent of host agencies served only adults under consideration for parole.
- Another twelve percent of host agencies served only juveniles under consideration for parole.

##### Individuals on Community Supervision or Parole:

- Nearly sixty percent of host agencies served adults on community supervision or parole.
- About twelve percent of host agencies served adults and juveniles on community supervision or parole.
- Fourteen percent of host agencies served juveniles under community supervision or parole.

### 3. The Sentencing Structure of the Host agency's State: (REF 70)

- About sixty percent of respondent jurisdictions operated under both determinate and indeterminate sentencing schemes. (POR 1B)
- In fourteen percent of respondent jurisdictions, the current sentencing structure is determinate. However, they reported continued management of offenders sentenced under a previous indeterminate parole structure. (POR 1C)
- Just under fifteen percent of respondent jurisdictions operate under only a determinate sentencing structure. (POR 1A)
- Only about ten percent of respondent jurisdictions operate solely under an indeterminate sentencing structure with a parole process for release. (POR 2A)
- About thirty eight percent of respondent jurisdictions reported that their state did not have capital punishment sentences. (CPOE 1C)

### 4. Victim Services Advisory Group for Host agency: (REF 50) (REF 51)

- Only eight percent of agencies are required by statute to utilize a victim services advisory group. (VR 3)
- Just over two-thirds of host agency and programs do NOT utilize a victim services advisory council or board. (VR 2F)
- Only about ten percent of host agencies and programs utilize an external advisory group that includes victim survivors. (VR 2C)
- Another four percent utilize an advisory group of internal and external members that also includes victim survivors. (VR 2E)
- Four percent utilize an advisory group of internal and external members that does not include any victim survivors. (VR 2D)
- About two percent utilize an internal advisory group made up of internal agency staff only. (VR 2A)
- And about two percent utilize an advisory group made up of external members but does not include victim survivors. (VR 2B)

### 5. Host agency's Statutory Requirement to Provide Victim Notification: (REF 41)

- Eighty-eight percent of PCVS program host agencies have statutory responsibility for victim notification about incarcerated offenders. (VNIP 1A)

### 6. PCVS Program Organization Reporting Structure: (REF 7)

- Just over half of the PCVS programs were located within the direct chain of command of executive leadership in their host agencies (i.e., Commissioner/Director/Parole Board Chair or Assistant Commissioner/Director level).
- About one-third of the PCVS programs were positioned at mid-management or below in the agency's reporting structure (below the top two levels of the agency reporting structure).
- Approximately two percent of responding PCVS programs reported directly to their State Governor.



7. PCVS Program's Involvement in the Overall Strategic Planning Process of the Host Agency: (REF 8)
  - One-third of agencies who engaged in strategic planning, did NOT include their victim services program in their plan; nor did they invite victim service program staff to contribute to the overall agency strategic plan.
  - Only about twenty percent of host agencies included PCVS program staff in their agency's overall strategic plan.
  - About one-quarter of host agencies utilized strategic planning processes and included goals and objectives related to PCVS, but staff of PCVS programs were not invited to participate in the strategic planning processes that develop the goals and objectives related to the PCVS programs.
8. PCVS Program's Involvement in Policy Development of the Host agency: (REF 10)
  - About one-third of PCVS program managers were involved in developing agency-wide policies including, but not limited to policies related to PCVS.
  - About forty percent of PCVS program directors were only involved in policy decisions that relate to victim services.
9. Agency Training Requirements Specific to Victims' Rights: (REF 25)
  - PCVS programs reported that less than one-quarter of host agencies required all agency staff to receive training about victims' rights.
  - Less than half of host agencies required their PCVS program staff to participate in victims' rights training.
10. Host Agency Annual Training Plan Inclusion of PCVS Program Information: (REF29)
  - About one-quarter of host agencies included the PCVS program information as a component of their training plan.
  - About one-half of host agencies utilized an annual training plan but do not include the PCVS program information as a component of their agency training plan.
  - About one-quarter of host agencies did not utilize any sort of annual training plan for their agency.
11. Host Agency's Restitution Collection Priority: (REF 39)
  - About fifty percent of respondents' host agencies had a policy on the order of priority for restitution collection and the policy is dictated by state statute. (VFC 6B)
  - About eleven percent of host agencies had a policy on order of priority for restitution collection, but it was not mandated by statute. (VFC 6C)

## 12. Host Agency's Restitution Payment Priority: (REF 40)

- Approximately forty percent of host agencies had a policy on the order of priority for payments of restitution to victims that is mandated by state statute. (VFC 7B)
- About thirty-one percent of host agencies did not have a role in paying victims restitution that is collected. (VFC 7D)

## 13. Restorative Justice Processes: (REF 61)

- Fifty-six percent of respondents' state or agency had developed some restorative justice processes that offered victims the opportunity to request to participate. (RJ 1A)
- Twenty-four percent of respondents' state or agency had not developed any form of restorative processes. (RJ 1C)
- Approximately seventy-six percent of host agencies had developed a process for victim and offenders to participate in offender apology or accountability letter banks. (RJ 2A)
- Approximately seventy-six percent of host agencies had developed opportunities for victims and offenders to participate in victim offender dialogue processes. (RJ 2B)
- About one-quarter of host agencies had developed opportunities for victims and offenders to participate in other surrogate restorative justice processes. (RJ 2C)
- Ten percent of host agencies had developed opportunities for offenders to participate in *Offender Restorative Justice Councils*. (RJ 2E)
- About five percent of host agencies had developed opportunities for offenders to participate in Circles of Support and Accountability (COSA). (RJ 2F)
- About twenty percent of host agencies had developed opportunities for offenders to participate in other restorative justice processes, such as: victim impact panels; family group team meetings; citizen circles; victim impact classes (RJ 2 Comments)

## 14. Victim Offender Dialogue (VOD) Opportunities for Victims: (REF 62)

- About two-thirds of host agencies provided opportunities for victim offender dialogue. (RJ 3A)

## 15. Offender Programming Related to Victim Impact/Awareness Classes: (REF 64)

- About sixty percent of host agencies provided victim impact programming as a component of other offender programming, i.e., as a component of sex offender programming. (OP 1A)
- Sixty two percent of host agencies provided victim impact classes as stand-alone classes offered in offender programming. (OP 1B) (OP 1D)
- Nearly thirty percent of host agencies provided domestic violence programming or classes as stand-alone programming. (OP 1E)

## 16. Victims of Incarcerated Offenders Visiting Prison: (REF 66)

- Two-thirds of host agencies prohibit victims from visiting incarcerated offenders. (VOC 1A)
- A third of host agencies permit victims to visit incarcerated offenders. (VOC 1B)

## 17. Offender Contact with Victims While Under Parole or Community Supervision: (REF 67)

- Just over seventy percent of host agencies prohibited offenders from having contact with victims of their convicted offense while the offender was under parole or community supervision. (VOC 2A)
- Just under thirty percent of host agencies allowed offenders to have contact with the victim of their convicted offense while the offender was under parole or community supervision. (VOC 2B)

## 18. Agency Imposed Protective Orders: (REF 55)

- Just over forty percent of respondent host agencies have a policy that enables them to prohibit offenders from contacting victims while the offender is incarcerated. (VSP 1D)
- Forty percent of respondent host agencies have policies authorizing the imposition of protective/no contact orders or conditions that prohibit offenders from contacting specified parties while under community supervision/parole. (VSP 1E)

## 19. Specific Victim Risk or Threat Assessments to Identify Risk for Victims: (REF 59)

- Thirty percent of host agencies used specific victim risk or threat assessments during offender incarceration or at offender parole/reentry. (VSP 5A)

## 20. Consultation with PCVS Program Prior to Releasing Information to the Media that Might Impact Victims:

- Just over forty percent of host agencies seek input from the PCVS program prior to releasing information to the media. (VSP 4B)
- Just under thirty percent of host agencies incorporate input from their PCVS program staff into their decisions related to on camera media access to offenders. (VSP 4C)

## 21. Notification to Victims about Media Access to Offenders:

- Just under thirty percent of host agencies or the PCVS program provide notification to all victims when the agency is made aware of or provides media access to offenders. (VSP 4C)
- And nearly the same percentage provide notification to victims about offender media access on a case by case basis. (VSP 4E)

22. Collaboration with Bureau of Prisons and/or Federal Probation and Parole: (REF 78)

- Approximately one-half of respondents reported that their host agency collaborates with the Federal Bureau of Prisons and/or Federal Probation and Parole in cases where there is a dual commit or interagency transfer. (ITF 5A)

23. Victim Input into Parole Release Decisions:

- Nearly three quarters of respondent jurisdictions provide victims the opportunity to provide input to a parole board or similar releasing authority and incorporate the victim input into their parole/releasing decisions. (POR 2A).
- In approximately twelve percent of respondent jurisdictions, victims are provided the opportunity to provide input to a parole board or similar releasing authority; however, that input does not influence parole/release decisions. (POR 2B)
- Just under fifteen percent of respondent jurisdictions provide victims the opportunity to provide input into offender reentry planning, but not the opportunity to give input into the decision to parole or release an offender. (POR 2C)

24. Number of Staff in Host agency Whose Primary Responsibility is Serving Victims: (REF 13)

- Seventy percent of host agencies identified between one and five staff whose primary responsibility was to provide services for victims.
- Thirteen percent of host agencies employed between five and ten staff whose primary responsibility was to provide services for victims.
- About seven percent of host agencies employed between ten and twenty staff whose primary responsibility was to provide services for victims.
- Another seven percent of host agencies employed more than twenty staff whose primary responsibility was dedicated to providing services for victims.

25. Dedicated Advocate Staff Based in/within Community-based Parole or Community Supervision Offices: (REF 73)

- Thirty percent of host agencies have dedicated victim advocacy staff who work in or within community supervision offices (parole, probation, community supervision).

26. Number of Staff in Host agency Whose Primary Responsibility was Serving Incarcerated Victims (i.e. PREA response): (REF 14)

- Forty six percent of host agencies had no staff whose primary job was to provide services to incarcerated victims.
- Thirty percent of host agencies had one to two staff whose primary job function was to provide services to incarcerated victims.
- Just under one-quarter of host agencies had three or more staff whose primary job was to provide services to incarcerated victims.

## 27. Host agency's Staff Victimization Response: (REF 86)

- Nearly half of host agency staff victimization response plans did not include providing staff victims information about victim advocacy services – including victim services within their own agency and/or external agencies. (SV 2A)
- About seventeen percent of host agency staff victimization response plans included providing a card or phone number for information about victim advocacy services. (SV 2B)
- In twelve percent of host agency staff victimization response plans, PCVS program staff were automatically put in contact with staff victims. (SV 2C)
- About twenty-one percent of respondents did not know if their Host agency staff victimization response plan included victim advocacy services. (SV 2D)

## 28. Data Privacy for Victim Information: (REF 54)

- Nearly three quarters of respondents reported that their agency has a specific data privacy classification for victim data. (VR 6A)
- About fifteen percent of respondents did not know if there were specific privacy classifications for victim data in their agency. (VR 6C) Page Break

**B. (1-14) Post-Conviction Victim Services (PCVS) Program Administration (Program Specific)**

## 1. PCVS Program Staffing: (REF 13) (REF 17)

- Seventy percent of PCVS programs operated with 5 or fewer staff.
- About twenty percent of PCVS programs had between 6 and 20 staff providing direct services for victims.
- Approximately seventy percent of PCVS staff were full time host agency employees, while twenty five percent also used some part-time agency employees.
- About a quarter of PCVS programs utilized contract/volunteer/intern or students to staff their programs.
- Thirty percent of respondent PCVS programs have specialized victim services staff that work in community-based parole or community supervision offices. (POR 4A)

## 2. PCVS Program Organizational Reporting Structure: (REF 7)

- Just over half of the PCVS programs were located within the direct chain of command of executive leadership in their agencies (report directly to the head of the agency or to a second level individual in the organization chart).

- About one-third of the PCVS programs fell at mid-management or below in the agencies reporting structure (the individual the program manager reported to was at the third level or below in the organization chart).
  - Approximately two percent reported directly to the state's Governor.
3. PCVS Program use of Strategic Planning for Purposes of Managing the PCVS Program: (REF 9)
- More than half of PCVS programs did not utilize a strategic planning process for program development and management. (PSP 2)
  - About one-third of PCVS programs reported that they utilized specific strategic planning processes. (PSP1)
  - PCVS programs who receive VOCA grant funding used at least a limited strategic planning process tied to their grant requirements. (PSP 3)
4. PCVS Program Evaluation Requirements: (REF 19)
- Nearly forty percent of PCVS programs had program evaluation standards tied to their state or federal funding requirements. (PER 2)
  - Just under thirty percent of PCVS programs had program evaluation standards incorporated into their host agency's evaluation requirements. (PER 1)
  - Approximately one-quarter of PCVS programs did not use any standard program evaluation requirements.
5. Victim Satisfaction Evaluation: (REF 20)
- One-quarter of PCVS programs did not use any program evaluation or victim satisfaction processes. (VSE 1)
  - Just over one-third of PCVS programs used a survey instrument to gauge victim satisfaction with services. (VSE 2)
  - Just under ten percent of PCVS programs used victim focus groups to gather feedback from victims and/or stakeholders. (VSE 3)
6. Formalized Process for Addressing Concerns/Inquires or Complaints from Victims or Stakeholders: (REF 21)
- Just over sixty percent of the PCVS programs utilized a formal process for addressing concerns, inquiries and complaints from victims and other stakeholders. (CON 1)
  - About thirty five percent had NO formalized process for addressing concerns/inquires or complaints from victims or stakeholders. (CON 2)

7. PCVS Programs Directly Accountable to Lawmakers or the Legislature: (REF 52)
  - Nearly sixty percent of PCVS programs reported that their host agency provides information and reporting that includes information about the PCVS program to legislators. (VR 4A)
  - Just over one-third of PCVS programs provide little to no information to legislators about their programs. (VR 4C)
  - Six percent of respondents reported that their PCVS program reports directly or provides reports to lawmakers. (VR 4B)
8. Publicizing Program Services: (REF 22) (REF 23)
  - Nearly two-thirds of PCVS programs provided brochures specific to their notification services.
  - Just under one-third of PCVS programs had developed victim services handbooks or guidebooks for their agency and/or program.
  - Approximately one-third of PCVS programs utilized a victim services related checklist.
  - Just under twenty percent of PCVS programs have developed victim services or victimization-related videos.
  - About eleven percent of PCVS programs have developed public service announcements (PSAs) about their services or about victimization impacts.
  - About two-thirds of PCVS programs have a website that provides information about victim services.
9. Collaboration During National or Local Victim Awareness Campaigns: (REF 23)
  - Nearly ninety percent of PCVS programs reported that they participate in National Crime Victims' Rights Week campaigns or events.
  - About three-quarters of PCVS programs reported that they participate in collaborative efforts around other national victim awareness campaigns such as Domestic Violence Awareness Month, Sexual Assault Awareness Month, Femicide Memorials, etc.
  - Approximately twelve percent of PCVS programs participate in National Restorative Justice Week campaigns.
10. Use of Technology by PCVS Programs to Provide Victim Services: (REF 24)
  - Nearly ninety percent of PCVS programs utilized web-based or automated technology to provide victim notification services.
  - Just under half of PCVS programs used victim specific case management systems.
  - Just under one-third of PCVS programs reported that they utilized social media sites to publicize information or to support victims.
  - About one-third of PCVS programs utilized phone or computer apps to provide services.
  - Less than 10% of PCVS programs report that victims can interact with staff through live chat options on their website.

- Just under twenty percent of PCVS programs reported that they use SKYPE or similar applications to provide services to victims.

#### 11. Training Provided by PCVS Program Staff

##### Training Provided by PCVS Program Staff Within Their host agency: (REF 27)

- Approximately eighty-five percent of PCVS programs provided basic training about their victim service program and the services they provide.
- Nearly half of PCVS programs provided comprehensive training about victim services and impact of crime on victims.
- Under one-third of PCVS programs provided trauma informed advocacy training.
- Just over half of PCVS programs provided training in their agency's new employee academy.
- About one-quarter PCVS programs provided training about staff victimization response and another quarter provide training specific to PREA.

##### Training Provided by PCVS Program Staff to External Partners: (REF 28)

- Approximately two-thirds of PCVS programs reported that they provide training about their program and services for external collaborative partners if requested.
- About one-quarter of PCVS programs provided training about their program and services for external collaborative partners on a regular basis.

#### 12. Professional Development of PCVS Program Staff: (REF 30)

- About twenty percent of host agencies financially supported and encouraged their PCVS program staff to participate in internal, statewide, and/or national training related to post-conviction, victim advocacy, and/or restorative justice.
- About one-third of host agencies supported internal and statewide training opportunities for PCVS staff only if there was funding available.
- Just under one-quarter of host agencies did not support or encourage PCVS staff to participate in training opportunities related to their jobs and services.

#### 13. PCVS Program Staff Participation in State and National Associations: (REF 31) (REF 32)

- Eighty percent of PCVS programs were encouraged by their host agencies to participate in state associations and/or organizations.
- Just over three fourths of PCVS programs were encouraged by their host agency to participate in national associations and/or organizations.



## 14. PCVS Program Utilization of Federal Resources for Information on Post-Conviction Victim Services: (REF 33)

- About half of PCVS programs reported that they utilized federal resources for information about post-conviction victim services and program support, *i.e.*, *National Institute of Corrections; Office for Victims of Crime; Office on Violence Against Women.*

**Funding****National response themes associated to Post Conviction Victim Services (Prison-Parole) Funding include:****PCVS Program Funding:**

- Nearly forty percent of PCVS programs were funded entirely through the host agency's operating budget.
- More than half of the PCVS programs were partially funded through the host agency's operating budget.
- Approximately five percent of the PCVS programs did not receive any funding through their agency's operating budget.
- Just under twenty-five percent of the PCVS programs received some form of state grant funding.
- Nearly half of the programs received federal (VOCA) grant funding and five percent receive federal non-VOCA grant funding.
- Of programs who receive VOCA funds, about half reported that they have a collaborative relationship with their state's VOCA administrator.
- About one-quarter of programs that do not receive any VOCA grant funding reported a supportive collaborative partnership with their state's VOCA administrator.
- Another twenty percent of the PCVS programs did not receive VOCA funds and reported that they did not have a collaborative relationship with their state VOCA administrator.

**Services**

Findings for the "Services" section of this document are organized into ten categories:

- A. Numbers of Victims/Survivors Served by PCVS Programs Annually
- B. The Services that PCVS Programs are Mandated by Statute to Provide According to Respondents
- C. Summary of Post-Conviction Victim Services Provided by PCVS Programs
- D. Notification and Information
- E. Safety and Security
- F. Advocacy and Support
- G. Restorative Justice
- H. Protective Orders
- I. Crime Victim Financial Compensation
- J. Post-Conviction Victim Services Related to Parole Processes

**A. Numbers of Victims/Survivors Served by PCVS Programs Annually: (REF 12)**

- About thirty percent of the PCVS programs served up to 1000 victims/survivors annually.
- Almost twenty-eight percent of the PCVS programs served between 1000 and 4000 victims/survivors annually.
- Around fifteen percent of the PCVS programs served between 4000 and 10,000 victims/survivors annually.
- Nearly fifteen percent of the PCVS programs reported that they served between 10,000 and 20,000 victims/survivors annually.
- About twelve percent of PCVS programs reported that they provided services to more than 20,000 victims/survivors annually.

**B. The Services that PCVS Programs are Mandated by Statute to Provide According to Respondents: (REF 53)**

- Ninety-three percent of PCVS programs reported they were mandated to provide victim notification services.
- One-quarter of PCVS programs were mandated to provide victims participation in the post-conviction phases their host agency is responsible for.
- About eighteen percent of PCVS programs reported that they were mandated to provide crime victim compensation.
- Ten percent of PCVS programs were mandated to provide safety planning services for victims.
- Fourteen percent of PCVS programs reported they were mandated to provide victims restorative justice options, i.e., Victim Offender Dialogue.
- Twelve percent of PCVS programs reported they were mandated to provide services for incarcerated victims, i.e., Prison Rape Elimination Act related services.
- Two percent of PCVS programs reported they were mandated to provide services to agency staff who were identified as victims.

**C. Summary of Post-Conviction Victim Services Provided by PCVS Programs:**

- More than ninety percent of post-conviction victim services programs provided some form of notification regarding offender re-entry from prison.
- Services provided were predominately related to notification of offender release; with about half of programs also providing input into release decisions.
- Nearly half of the programs also provided some form of victim input throughout the incarceration of the offender or during re-entry.
- Roughly one-quarter of programs had responsibility for assisting in restitution collections and advocacy services for victims in receiving restitution. (REF 38)
- About three-quarters of programs did not have a role in restitution collection but did aid victims in restitution collection or recovery. (REF 38)
- Some programs provided services specific to financial compensation to victims during the post-conviction process.

- Just over half of the programs provided some form of safety planning advocacy services for victims, with nearly forty percent providing safety wrap around services tied to offender reentry.
- Approximately thirty percent of PCVS programs administered victim impact awareness programming for offenders.
- Approximately ten percent of the PCVS programs provided domestic violence offender programming for offenders.
- More than half of PCVS programs provided training to external partners about the services provided by their programs.
- Over half of the programs provided the opportunity for victims to participate in restorative processes.
- Just over half of the PCVS programs provided victims an opportunity to participate in victim offender dialogue.
- A quarter of the PCVS programs provided services for agency staff who are victimized on duty.
- About fifteen percent of the PCVS programs provided services to incarcerated offenders (for example those impacted by the Prison Rape Elimination Act.)
- Just over half of paroling authorities provided victims an opportunity to provide input into parole decisions and this input was facilitated by PCVS program staff.

#### **D. Notification and Information**

##### **1. Victim Witness Notification Services**

##### Notification opt-in / opt-out / automatic: (REF 42)

- Just over half of Victim Notification programs are “opt-in” – victims are required to enroll to receive notification about offender movement and release. (VNIP2B)
- About one-quarter of victim notification programs are a combination of “automatic registration” and “opt-in” enrollment, dependent on offense type. (VNIP 2C)
- Just under ten percent of respondents reported that victim notification is “automatic” – meaning victims do not have to request notification; the agency is required to identify and notify victims. (VNIP 2A)
- Almost half of state victim notification programs provide notification to anyone that requests notification and/or is identified as a victim. (VNIP 3A)
- Nearly one-quarter of victim notification programs are required to verify eligibility for program registration for at least some crime types. (VNIP 3C) (VNIP 3E)
- Several respondents noted the importance of the collaborative work with their prosecuting attorney’s offices to ensure that their notification program had the most up to date contact information for victims, survivors, surviving family members, and witnesses. (VNIP 2 OTHER)

## 2. PCVS Programs Make Notification About a Variety of Offender Movements: (REF 44)

### Notification Related to Incarceration:

- Just over forty percent of notification programs notify victims when an offender has entered prison.
- Nearly half of victim notification programs provided notification about offender transfer between prison institutions. (VNIP 4B)
- Nearly ninety percent of notification programs notified victims and other enrollees in the event of an offender escape from custody. (VNIP 4C)

### Notification Related to Pre-release Processes:

- Nearly two-thirds of notification programs notified victims when an offender became eligible for parole. With a similar number of programs also informing victims of their opportunity to participate in the parole hearing/processes. (VNIP 4D) (VNIP 4E)
- A quarter of notification programs notify victim about opportunities to participate in non-parole related offender reentry processes. (VNIP 4F)

### Notification About Offender Release:

- About ninety percent of notification programs provided notification at the point of the offender's release to the community. (VNIP 4G)
- About forty percent of programs provided information about actual or approximate location where the offender will reside. (VNIP 4H)
- Just under twelve percent of programs provided information about the actual or approximate location where the offender will reside for only certain offenders (i.e., sex offenders). (VNIP 4I)

### Notification When an Offender is Under supervision in the Community (parole, probation, community supervision):

- About one-third of offender supervising agencies notified victims when an offender transfers to a different officer's caseload. (VNIP 4J)
- Forty-five percent of supervising agencies notified victims if an offender absconds from community supervision/parole. (VNIP 4K)
- Just over a third of supervising agencies notified victims about an offender's revocation hearings/processes. (VNIP 4L)
- About three-quarters of supervising agencies notified victims when an offender had completed their sentence/supervision period. (VNIP 4O)

Notification to Victims about Media access to Offenders: (REF 58)

- Just under thirty percent of host agencies or the PCVS program provide notification to all victims when the agency is made aware of or provides media access to offenders. (VSP 4C)
- And nearly the same percentage provide notification to victims about offender media access on a case by case basis. (VSP 4E)

Notification of Other Events: (REF 44)

- Eighty percent of PCVS programs notified victims in the event of the offender's death. (VNIP 4N)
- One-third of programs notified victims about clemency proceedings. (VNIP 4P)
- Just over one-fourth of programs notified victims about pardon proceedings. (VNIP 4Q)
- Sixteen percent of programs notified victims about exoneration proceedings/decisions. (VNIP 4R)
- Just over forty percent of programs notified victims about offender execution proceedings/processes. (VNIP 4S)
- Just under forty percent of programs notified victims if an offender applies for interstate transfer; and/or is approved for interstate transfer; and/or transfers to the other state. (VNIP 4T) (VNIP 4U) (VNIP 4V)
- At the time the survey was completed, forty percent of PCVS programs reported that they referred victims to IVINS – the ICOTS Victim Information and Notification System. The IVINS program was terminated during the intervening time between the survey completion and the writing of this gap assessment report. (ITF 2A) (ITF 3A)

## 3. Notification Delivery System: (REF 45)

- Forty percent of notification programs used a combination of the VINE automated notification system and a manual in-house notification system. (VNIP 5C)
- Thirty percent of notification programs operated a manual in-house notification system only. (VNIP 5D)
- Twelve percent of notification programs used the automated VINE system only. (VNIP 5A)
- Twelve percent of notification programs used an alternative (not VINE) automated notification system. (VNIP 5B)
- Two percent of respondent agencies did not provide victim notification. (VNIP 5E)

## 4. Notification Method of Delivery:

Phone:

- Nearly eighty percent of notification programs provide phone notification via a personal phone call by staff. (VNIP 6B)
- About forty percent of notification programs provide notification via an automated phone call. (VNIP 6A)

Text:

- About thirty percent of notification programs provided notification via an automated text. (VNIP 6C)
- Approximately seventeen percent of notification programs provided notification via a text message that is manually written by staff. (VNIP 6D)

E-mail:

- Just under sixty percent of notification programs provided notification via an e-mail written by staff. (VNIP 6F)
- About forty-five percent of notification programs provided automated e-mail notification. (VNIP 6E)

US Mail:

- A robust seventy percent of notification programs provided a personalized letter generated by program staff and sent via US Mail. (VNIP 6H)
- About forty percent of notification programs provided notification via an automated letter that is mailed via US Mail. (VNIP 6G)

Other:

- About four percent of notification programs used a web-based message center notification system. (VNIP 6I)

## 5. Victims Provided Opportunity to Provide Input at Offender Prison Intake: (REF 47)

- Sixty two percent of programs did not use a standardized process for victims to provide input into offender's intake process; however, a victim may contact the agency to have their concerns addressed throughout the offender's incarceration. (VNIP 7B)
- Only fourteen percent of agencies provided a standardized process for victims to provide input at offender intake. (VNIP 7A)
- Twelve percent of respondents said that their agency does not have a standardized process, nor the resources to address victims' concerns at offender intake. (VNIP 67C)

## 6. Victim Input into Offender Processes while an Offender is Incarcerated

- Less than fourteen percent of agencies provided victims the opportunity to provide input into an offender's case planning or programming while incarcerated. (VNIP 8A)
- Almost forty percent of agencies did not provide victims an opportunity to provide any input into offender case planning or programming while incarcerated. (VNIP 8B)

## 7. Offender Information Provided to Victims (REF 48)

- Just under sixty percent of agencies provided victims only information that is available to the public. (VNIP 8C)
- About fifteen percent of agencies provided victims additional information about incarcerated offenders beyond what is available to the public. (VNIP 8D)

## E. Safety and Security

1. Risk Assessment / Threats specific to victims: (REF 59)
  - Thirty percent of programs reported utilizing specific victim risk or threat assessments during offender incarceration or at offender parole/reentry. (VSP 5A)
2. Decisions Regarding Victim Visitation and/or Contact with an Incarcerated Offender: (VOC 3)
  - Note: thirty-six percent of PCVS program host agencies allow victims to visit incarcerated offenders while the rest prohibit these visitations. (REF 66)
  - About twenty-five percent of PCVS programs were always involved in decisions about permitting victims to visit or have contact with an incarcerated offender. (VOC 3B)
  - About half of PCVS programs were sometimes involved in decisions about permitting victims to visit or have contact with an incarcerated offender. (VOC 3A)
  - The other twenty-five percent reported that their PCVS program was never consulted on decisions regarding permission for victims to visit or have contact with an incarcerated offender. (VOC 3C)
3. Decisions Regarding Offender Contact with Victims While Offenders were Under Parole, Probation, or Community Supervision: (REF 67)
  - Note: seventy-three percent of respondents reported that offenders were prohibited from having contact with victims of their offense while the offender is on parole or under community supervision.
  - Nearly fifteen percent of PCVS programs were involved in decisions to allow victims to have contact with offenders while the offender was under supervision in the community. (REF 69)
  - About half of PCVS programs were sometimes consulted about whether to permit victim and offender contact while an offender was under supervision in the community. (REF 69)
4. Safety Planning Services for Victims and Survivors (REF56)
  - Just over forty percent of PCVS programs reported they had staff assigned specifically to assist victims with safety planning while offenders are incarcerated. (VSP 3A)
  - Some respondents pointed out that although they did not have staff specifically dedicated to safety planning, all or most of their staff were trained in safety planning and provided safety planning services as requested. (VSP 2 Other)

5. Victim Safety Wrap Around Processes (REF 57)

- Nearly forty percent of PCVS programs offer victims the opportunity to participate in victim safety wrap around processes. (VSP 3A)

**F. Advocacy and Support**

1. PCVS Program Advocacy and Support Services for Victims Related to Executions: (REF 84)

- Approximately one-third of PCVS programs provided staff to support and accompany victims/witnesses into the execution observation room. (REF 84)

2. PCVS Program Services for Victims in Wrongful Death / Exoneration Cases: (REF 91)

- About thirty percent of PCVS programs reported that they provided referral to community-based victim support services for victims in cases involving wrongful convictions. (REF 91)
- Seventeen percent of PCVS programs reported that they provided victims referrals to legal advocates in cases involving wrongful convictions/exonerations. (REF 91)
- Only two percent of PCVS programs reported that they provided victim support services throughout the investigation and/or legal processes in cases involving wrongful convictions/exonerations. (REF 91)

3. PCVS Program Services for Staff Victimized on Duty: (REF 85)

- One-third of PCVS programs reported that their program provided support and advocacy services for staff victimized on duty. (REF 85)

4. PCVS Program Services for Incarcerated Victims: (REF 87)

- About thirty percent of PCVS programs reported that they provided resource and referral services for incarcerated individuals victimized during incarceration in any type of offense not categorized as a PREA crime.
- Approximately thirty percent of PCVS programs reported that they provided advocacy and safety planning services for incarcerated individuals victimized during their incarceration under any type of offense not categorized as a PREA crime.
- One-third of PCVS programs reported that their program provided resource and referral services for incarcerated individuals who were designated as victims under PREA). (REF 87)



- Twenty-two percent of PCVS programs reported that they provided direct services including advocacy and safety planning for incarcerated individuals designated as victims under PREA. (REF 87)
- Just under forty percent of PCVS programs reported that they would provide information and advocacy for an incarcerated individual who was a victim prior to and unrelated to their incarceration if the incarcerated individual requested advocacy services. (REF 89)
- Nearly fifty percent of PCVS programs reported that they did not have any role in responding to incarcerated offenders that report being victimized prior to and unrelated to their incarceration. (REF 89)

5. PCVS Program Services for Victims on Community Supervision (REF 87)

- About thirty five percent of PCVS programs reported that they provided resource and referral services for community supervised individuals who were victimized under any type of offense not categorized as a PREA crime.
- Just under one-quarter of PCVS programs reported that they provided advocacy and/or safety planning services for community supervised individuals victimized under any type of offense not categorized as a PREA crime.
- About thirty percent of PCVS programs reported that they provided resource and referral services for community supervised PREA designated victims.
- About fifteen percent of PCVS programs reported that they provided advocacy and safety planning services for community supervised PREA designated victims.

## **G. Restorative Justice Processes (REF 61)**

1. Accountability/Apology Letter Bank

- Eighty-three percent of respondents reported that their agency or program has developed an offender Apology or Accountability Letter Bank. (REF 61)
- Fifty-two percent of PCVs programs reported that they are responsible for overseeing the Accountability/Apology Letter Bank for their agency. (REF 6)

2. Victim Offender Dialogue (VOD) Facilitation Services (REF 63)

- About one-third of PCVS programs provided victim offender dialogue facilitation services. (REF 62)
- Of the programs that provided VOD facilitation services, the programs provided facilitation for VODs related to the following offense types/cases:
  - Sixty-two percent provided VOD facilitation for adult survivors in homicide cases. With about thirty percent reporting that they provided VOD facilitation for adult and minor survivors in homicide cases.
  - Just over half provided VOD facilitation for adult victims of sexual assault crimes.

- Forty percent reported that they provided VOD facilitation for adult victims in domestic violence cases.
- About fifty percent reported that they provided VOD facilitation related to property crimes.
- Approximately fifty percent reported that they provided VOD facilitation for adult victims of childhood abuse crimes.
- About fifty percent reported that they provided VOD facilitation for adult victims of criminal non-homicide vehicular offenses.
- Approximately forty percent reported that they provided VOD facilitation related to execution-death row cases.
- Just under twenty percent reported that they provided VOD facilitation related to exoneration cases.

#### **H. Protection Order Information:**

- Respondents reported the following regarding protective orders for victims in their jurisdiction:
  - Sixteen percent of respondents reported that all victims are protected by blanket court orders when offenders are sentenced to prison which remain in effect throughout the offender's incarceration, and throughout the community supervision period.
  - Twenty-two percent of respondents reported that victims must request a protective order at the time of sentencing when offenders are sentenced to prison which remain in effect throughout the offender's incarceration, and throughout the community supervision period.
  - Sixty-one percent of respondents reported that victims must apply for and be granted protective orders (i.e., Order for Protection, Domestic Abuse No Contact Orders, Restraining orders etc.) in a separate process than offender sentencing to be granted an order which remains in effect for the time period the order is granted.
  - Forty-two percent of respondents reported that their host agency had implemented an internal "protective order" or "no contact order" policy which prohibits offenders from contacting victims while the offender is incarcerated. This is not a court order, but an internal policy/procedure.
  - Forty percent of respondents reported that their host agency had implemented an internal or supervision "protective order" or "no contact order" or "condition of community supervision" which prohibits offenders from contacting victims while under parole or community supervision.
  - Two percent of respondents reported that their state/jurisdiction had no court order or internal policy or process to prohibit offenders from contacting victims while incarcerated or under supervision.
  - One respondent reported that in their jurisdiction all protection orders issued during local court processes ceased upon the inmate entering an institution. If there is unwanted contact from the incarcerated offender, cease and desist orders are issued to stop the unwanted contact.

**I. Crime Victim Financial Compensation Relative to Post-Conviction Victim Services: (REF 35)**PCVS Programs reported the following regarding Crime Victim Compensation in their jurisdiction:

- One respondent PCVS program reported they were responsible for managing/administering the state's crime victim compensation funds. (REF 34)
- Allowable post-conviction related expenses reimbursable by their state's crime victim compensation program: (REF 35)
- Seventy percent reported that CVC benefits were available for victim counseling.
- Nearly eight percent reported that CVC benefits were available to reimburse victims/survivors for expenses associated to participation in restorative justice processes, i.e., VOD meetings.
- Just under eight percent reported that CVC benefits were available to reimburse victims/survivors for expenses related to attending an offender execution.

Incarcerated Victim Eligibility to Apply for CVC: (REF 36)

- About seventeen percent of respondents reported that incarcerated victims were eligible to apply for and receive crime victim compensation in their jurisdiction. This includes victims that are victimized WHILE incarcerated AND those that report to be victimized prior to incarceration. (REF 36.1)
- Twenty percent of respondents reported that incarcerated victims in their jurisdiction were not eligible to apply for crime victim compensation for any reason and no matter when/where the crime took place. (REF 36.3)
- Nearly fifty percent of respondents reported they did not know if incarcerated victims were eligible for CVC benefits or not. (REF 36.4)

Crime Victim Compensation Eligibility for Staff Victimized on Duty: (REF 37)

- Twenty percent of responding PCVS programs reported that agency staff victimized on the job were eligible to apply for and receive crime victim compensation related to lost wages from their primary job only. (REF 37.1)
- Nearly seventeen percent responded that agency staff victimized on the job were eligible to apply for and received crime victim compensation for loss of income from a primary job and secondary/part time job. (REF 37.2)
- Forty-seven percent of respondents reported that they did not know if staff victimized while on duty were eligible to apply for crime victim compensation funds.

**J. Post-Conviction Victim Services Related to Parole Processes:**

Parole processes are generally related to indeterminate sentencing schemes, wherein a judge determines the sentence, but a paroling authority determines when the offender is eligible to release from prison under some form of parole supervision.

- Ten percent of respondents reported that their state/jurisdiction operates under an indeterminate sentence structure requiring a parole process for all offenders. (POR 1D)
- Nearly fifteen percent of respondents reported that their state/jurisdiction has moved to a determinate sentencing structure but continues to manage a caseload of offenders sentenced under a previous indeterminate parole structure. (POR 1C)
- Sixty percent of respondents reported that their state/jurisdiction operates under both a determinate and indeterminate sentence structure for all offenders releasing from prison settings. (POR 1B)
- Approximately twenty percent of PCVS programs provided services through an adult paroling agency. (REF 5)

Notification specific to parole processes:

- Nearly sixty percent of respondents reported that their host agencies had statutory responsibility for providing victims notification about parole processes/hearings. (VNIP 1C)
- Nearly ninety percent of PCVS programs provided notification to victims at the point of the offender's release to the community, including on parole. (VNIP 4G)
- About thirty percent of PCVS programs provided notification to victims about the transfer of the offender's community supervision case management to a different parole/community supervision agent. (VNIP 4J)
- Just over one-third of respondents reported that they notified victims about offender's revocation hearings/processes. (VNIP 4L)
- About fifty-five percent of respondents reported that they notified victims if the offender was returned to prison. (VNIP 4M)
- About seventy-five percent of respondents reported that they notified victims at the point of the offender's supervision or sentence end date. (VNIP 4O)

Victim Input into Parole Decisions:

- Just over seventy percent of respondents reported that their jurisdiction provides victims the opportunity to provide input to a paroling entity and that input is considered when deciding whether to parole or not parole an offender. (POR 2A)
- About twelve percent of respondents reported that their jurisdiction provides victims an opportunity to provide input to a paroling entity and the input is considered but does not influence parole decisions. (POR 2B)

Advocacy for Victims in Offender Reentry

- Nine percent of respondents reported that they are required by statute to provide victim advocacy services specific to reentry of offenders paroling or returning to the community. (POR 3A)

No Contact with Victims:

- Roughly forty percent of respondents reported that their host agency has implemented an internal or supervision “protective order” or “no contact order” or “condition of community supervision” which prohibits offenders from contact with victims while under parole or community supervision. (VSP 1E)
- Just over seventy percent of respondents reported that their agency/jurisdiction prohibits offenders from having contact with victims of their offense while the offender is on parole or community supervision. (VOC 2A)
- Thirty percent of respondents reported that their agency uses a specific victim risk/threat assessment during offender incarceration or as part of an offender’s parole/reentry. (VSP 5A)

Post-Conviction Victim Services Staffing in Paroling Authorities:

- Of the forty-two states represented in the responses, three respondents identified themselves as parole board victim assistance staff; five respondents reported they represented parole boards; and two reported that they represented a probation, parole, or pardons agency. Four respondents reported that victim services staff in their agency reported to a parole board chair. (REF 3)
- Forty-five percent of respondents reported that their program was responsible for victim input at offender parole eligibility. (REF 6)
- Fifty-two percent of respondents reported that their program was responsible for victim input for parole decision processes. (REF 6)
- Thirty percent of respondents reported that their state had dedicated victim services staff that work specifically in or withing community-based parole or community supervision offices. (POR 4A)

## Specific Project Recommendations: Comprehensive Gap Assessment Survey 2018 APPENDIX K

The Project Team has organized the recommendations into the following categories:

1. **Recommendations which align with Vision 21: Transforming Victim Services Final Report (OVC 2013)**
2. **Recommendations which align with the Major Needs of Victims (as defined by OVC)**
3. **Recommendations which align with the findings of the *Comprehensive Gap Assessment Survey***

### **Recommendations which align with Vision 21: Transforming Victim Services Final Report (OVC 2013)**

The Vision 21: Transforming Victim Services initiative was launched by OVC in the fall of 2010 to expand the vision and impact of the crime victim assistance field. The Final Report provided a set of findings and broad recommendations informed by stakeholder forums and literature reviews, which established a framework for strategic, transformative change for the field.

The Project Team developed the following recommendations based on the four broad categories identified in the Vision 21 Final Report. The recommendations align with the Vision 21 recommendations but are tailored to specifically address the post-conviction phases of the justice system continuum.

***1. Vision 21 Recommendation: Conduct continuous rather than episodic strategic planning in the victim assistance field to effect real change in research, policy, programming, and capacity building.***

#### **Project Team Recommendation:**

National and state support is recommended to provide technical assistance to conduct continuous strategic planning in the post-conviction victim services field to effect real change and enhancements in services and outcomes for victims.

As noted in the project findings, nearly two-thirds of post-conviction victim service programs did not utilize strategic planning processes to identify victim's post-conviction needs, plan and operate services necessary to meet victim needs, and provide continuous evaluation of their services.

National and state support is essential to ensure collaborative and coordinated services for victims throughout the justice system continuum in each state. Almost twenty years ago OVC funded a project to develop a Strategic Planning Toolkit for victim services. Several states were stimulated to undertake statewide strategic planning for victim services, however, PCVS programs reported that post-conviction victim service providers were rarely invited to participate in the planning and implementation of the statewide plans.

Continuous strategic planning at the local programmatic level, in addition to incorporating post-conviction victim services into state and national strategies, will enhance capacity building, policy development, and program improvement – ultimately “effecting real change in research, policy, programming, and capacity building” and serving more victims.

Technical assistance and resources must be available to facilitate program sustainability and succession planning in post-conviction victim service programs.

***2. Vision 21 Recommendation: Support the development of research to build a body of evidence-based knowledge and generate, collect, and analyze quantitative and qualitative data on victimization, emerging victimization trends, services and behaviors, and enforcement efforts.***

**Project Team Recommendation:**

National leadership is necessary to assure that post-conviction victim needs are incorporated in the development of research focused on building a body of evidence-based knowledge, data, emerging trends, services and behaviors, and enforcement efforts.

As identified in the key findings, there is significant need for improvement in identifying, developing, and improving services for victims after the offender has been sentenced.

Ensuring that post-conviction victim service providers are fully incorporated into the National Census of Victim Service Providers (NCVSP) and the National Survey of Victim Service Providers (NSVSP) is an essential first step. Incorporating questions regarding victim needs and experiences post-conviction into national surveys and research is an essential next step.

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“National and state support is essential to ensure collaborative and coordinated services for victims throughout the justice system continuum in each state.”

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**3. Vision 21 Recommendation: Ensure the statutory, policy, and programmatic flexibility to address enduring and emerging crime victim issues.**

**Project Team Recommendation:**

National guidance, support, and funding of post-conviction victim services is recommended to ensure that:

- victims' constitutional and statutory rights are applied and enforced throughout post-conviction processes.
- post-conviction agency policies incorporate victims' needs and safety concerns; and
- programmatic flexibility is safeguarded to address enduring and emerging crime victim issues specific to post-conviction processes.

**4. Vision 21 recommendation: Build and institutionalize capacity through an infusion of technology, training, and innovation to ensure that the field is equipped to meet the demands of the 21st century.**

**Project Team Recommendations:**

National and state funding, technical assistance, and support is recommended to improve and expand technological capacity for post-conviction victim services to be tele-ready to meet the 21st century needs and requirements of victims throughout all post-conviction processes of the criminal justice continuum.

Safety and security of victim data must be prioritized in all post-conviction host agencies.

Support and technical assistance for making technological capacity improvements to increase access to information and services for victims is vital.

Technical assistance and support for improving technological capacity to improve the collection of quantitative and qualitative data about the services provided by PCVS programs to better identify victim needs, measure, quantify, and improve services is critical.



**Recommendations which align with the Major Needs of Victims (as defined by OVC)**

Historically, services to victims have focused on the needs of victims' pre-conviction. In the states that have committed to developing services for victims' post-conviction, rights and services have primarily involved victim notification and victim impact statements. Notification of offender status and providing a one-time opportunity to provide a victim impact statement (usually at offender sentencing) does little to meet the needs of victims once there has been a disposition.

Victim notification is a core victim right both pre-and post-conviction and all 50 states have legislation that provides victim notification rights to victims. Although victim notification is critical and essential, notification, does little to provide support for safety planning nor does it provide victims the opportunity to have input in the criminal justice process. In addition, it is important to recognize that victim needs change throughout the offender's incarceration, parole, and supervision process. Notification, a critical foundation, by itself, does not provide a mechanism for victims to identify their needs nor to be supported in meeting those needs.

- Simply notifying victims of an offender's status does not keep a victim safe.
- Simply notifying victims does not equal participation.

Beyond notification, the Office for Victims of Crime has identified the major needs of victims to include and consider:

1. Information (notification) and education
2. Safety and security
3. Ventilation and validation
4. Prediction and preparation<sup>i</sup>

The major needs of victims are not limited to one or all of these needs, but often a combination of some or all, and often those needs change depending on dynamic factors of the offender’s process or victim’s trauma/healing journey.

## 1. Information (Notification) and Education

- Notification

- Victim needs specific to notification post-conviction for prison/parole processes are often different than notification pre-disposition.

### **Project Team Recommendation:**

- States/agencies should be aware of the differences in victim needs specific to victim notification post-conviction and develop and implement notification systems, processes, and victim support during the time offenders are incarcerated, parole processes and community supervision.
- Victim notification is often “automatic” during the pre-conviction phases of the criminal justice process and then often become “opt-in” (meaning victims must request notification after offender disposition.) Victims are not always aware of the requirement to “opt in” and therefore are often left out of notification processes.

### **Project Team Recommendations:**

- States/agencies should be aware of the differences in “opt in vs. opt out” of notification and develop 1) processes to inform victims of the differences and 2) processes required to “opt in or opt out” at sentencing. 3) develop forms that clearly guide victims in the process vs. just inform.
- 2) States/agencies should be aware of and develop a process to “transfer” communication/notification between victims and advocates from the prosecution process to the prison/parole process and develop tools to guide victims in the process.
- Victim notification can prompt fear, concern, and questions for victims. Victims are not always aware of who can assist in issues related to safety and security or how to access information that will assist them in preparing for the future.

### **Project Team Recommendation:**

- States/agencies should be aware of the potential information and support needs of victims that can ensue once a victim has received notification about an offender. States/agencies should develop a process to provide immediate and long-term advocacy and support for victims during and after the notification process.

## 2. Safety and Security

- Incarceration, parole, or community supervision status does not guarantee a victim's safety. Offenders can and do continue to intimidate, threaten, harm, abuse or harass victims while incarcerated/on parole or under supervision. Victims often are unaware of how to report or seek support when their safety or security is at risk once an offender has been sentenced.

### Project Team Recommendations:

Incarceration, parole, or community supervision status does not guarantee a victim's safety.

- States/agencies should incorporate processes to communicate with current or past victims at offender incarceration intake to identify safety concerns.
- States/agencies should develop and implement a process to safely share information about victim safety concerns with stakeholders responsible for making offender custody or programming decisions. Decisions about offender custody or programming should be victim-safety centered.
- States/agencies should develop and incorporate opportunities for victims (who choose to), to safely provide input at the offender security and programming “decision points.”
- States/agencies should develop resources for victims to safely report offender behaviors that threaten a victim's safety or security from the point of offender incarceration intake through the end of an offender's community supervision.
- States/agencies should develop a process to collaborate with community advocacy for the purposes of supporting victims who choose to seek no contact/protective orders while an offender is incarcerated or under parole/community supervision.
- States/agencies should incorporate processes at the time of offender incarceration intake to identify current or past protective orders, high threat/risk past or current victims.
- States/agencies should develop a process to share information about current or past protective orders, high threat/risk past or current victims with key stakeholders during the offender's incarceration/parole/supervision for the purpose of creating victim-centered decision-making processes.
- States/agencies should develop and implement processes to communicate and support victims of past protective orders, high threat/risk past or current victims during the offender's incarceration/parole/supervision.
- States/agencies should develop and implement processes to offer and coordinate victim safety wrap-around processes for victims prior to an offender's return to the community.

### 3. Ventilation and Validation

- “Not all victims have the same reaction to a crime, or the same needs. **It is important to remember that every crime victim is unique, and there are no reactions that are common to all crime victims.** A person’s response can vary depending on many things: the person’s life before the crime occurred, the crime itself, their perceived experience with law enforcement and justice professionals, the person’s level of resiliency, the degree of social support they receive or don’t receive, the outcome of any criminal case, etc. Crime victims can experience immediate, short-term and long-term impacts.” <sup>ii</sup>
- One of the needs that vary and/or change as victims navigate through the post-conviction process is the need be heard. Sometimes “being heard” is important because victims want their information to be considered when making decisions about the offender. Sometimes, victims simply seek to have the opportunity to vent about their experience, or how the experience of their trauma has affected them. Sometimes, victims seek validation about their experiences from the criminal justice professionals involved in post-conviction processes.
- Most states provide victims the opportunity to provide “impact statements” at offender sentencing. Although the opportunity to provide input at sentencing is important and can be valuable to both the victim and the criminal justice system at sentencing, the impact on victims and their families can and does go beyond the sentencing process. Except for the opportunity for some victims in some states to provide input during parole processes, most victims do not have the opportunity to “be heard” again beyond sentencing. Often, criminal justice professionals working with offenders or victims post-conviction, do not understand these victim needs. As a result, all too often, criminal justice professionals seek to “fix or find remedy” when in all actuality, the victim may just be seeking an opportunity to vent or have their experience validated.

It is important to note that victims can provide valuable feedback or information about their experience which can and should guide policy and decision makers in improving the victim’s experience with post-conviction processes.

#### Project Team Recommendations:

- States/agencies should develop specific opportunity and processes for victims to “be heard” throughout the post-conviction criminal justice process (i.e., at offender intake, throughout incarceration, at parole/reentry and throughout parole/community supervision.)
- States/agencies should provide dedicated post-conviction victim advocates, processes, and services to support victims, giving them the opportunity to provide input into offender security/programming/reentry decisions.

- States/agencies should ensure victims are provided the opportunity be heard through venting AND validating each individual unique victim’s experience.
- States/agencies should develop methods to collect themes specific to the “victim experience” and if possible, develop better or promising practices to improve the victim experience throughout all post-conviction processes (i.e., safety concerns, notification, information).

#### 4. Prediction and Preparation

- It is widely understood in the victim advocacy community that for many victims, the trauma they have experienced is often accompanied by a sense of “having no control.” In addition, the more stressors a victim experiences the more potential there is for additional trauma. Therefore, it is important for many victims to be able to be aware of or predict what the post-conviction processes are specific to the offender as well as what those processes could or might mean for the victim.

Having the information to predict “what comes next and when” can assist victims in preparing for those possible next steps. Stressors related to being unaware of or surprised by a process or decision can and often does increase trauma. Because decisions and processes can vary once an offender is sentenced, it is critical that victims have the opportunity (should they choose) to be provided information and support in preparing for the “next steps” post-conviction.

##### Project Team Recommendations:

- States/agencies should develop opportunity and processes for victims to be informed and supported regarding an offender’s incarceration/paroling decisions and community supervision.
- States/agencies should provide dedicated post-conviction victim advocates, processes, and services to support victims in preparing for each post-conviction process affecting victims. This must include developing opportunity and resources to receive information and support specific not just to the status of the offender, but the unique needs of victims based on the current and future status of the offender.

**Recommendations that align with the findings of the *Comprehensive Gap Assessment Survey*.**

The following recommendations are specific to PCVS programs and focus on the findings identified as the foundation of sustainable, quality, post-conviction victim service programs.

Much work still lies ahead to ensure victims' rights to be informed, present, heard, and to have their safety considered in post-conviction decisions and processes are strengthened and not eroded. When new law changes are being proposed, it is critical to safeguard victims' hard won rights.

- **Victim Rights Pertinent to Post-Conviction**

- **Victims' rights to take part in post-conviction processes**

**Recommendations:**

- New proposals should be made to strengthen and provide enforcement mechanisms for victims' rights in constitutions and statutes.
  - 44% of respondent states include victims' rights in their state constitution.
  - 34% of respondent states include victims' rights that incorporate some level of post-conviction victim rights in their state statutes.
  - Just over 25% of PCVS programs are mandated to provide victims the opportunity to participate in post-conviction processes beyond notification.
- PCVS programs are encouraged to avail themselves of the excellent work being done to enforce victims' rights by the *National Crime Victim Law Institute* (NCVLI) and it is recommended that PCVS programs work closely with NCVLI and NAVAC as victims' rights statutes and constitutional amendments are proposed in their respective states.
- PCVS programs should familiarize themselves with *Healing Justice* and the important work they are doing to provide specialized services and support for victims when the person convicted of the crime against them is exonerated on the grounds of innocence. Healing Justice can supply resources and information to improve the services PCVS programs offer for these victims, including suggestions to address the critical gap in notification.
  - Only 2% of PCVS programs reported that their program provided victim support services throughout the investigation and/or legal process in cases involving wrongful convictions/exonerations.

- **Victims' right to safety planning support**

**Recommendations:**

Offender reentry is a crucial time for many victims. Safety planning services during incarceration, prior to offender reentry, and on-going communication during parole/community supervision periods provided by PCVS programs in collaboration with community-based programs can help victims be safer and ease some of the stress caused by lack of information.

- With just over 40% of PCVS programs reporting that they had staff specifically assigned to assist victims with safety planning, greater focus on safety planning in conjunction with offender reentry is recommended and should be addressed through statutes, policies, protocols, and staffing models.
- PCVS programs should incorporate specific threat assessment instruments to help identify high-risk/threat cases that may require more specialized safety planning services and resources.

▪ **Victims' right to restitution**

**Recommendation:**

- PCVS programs should become acquainted with the Restitution Resource Center of the Council of State Governments. The Restitution Resource Center focuses on helping states improve the quality of their restitution systems through best practices, information on successful innovations, and technical assistance to improve data collection and coordination between agencies, and in the development of policies to enhance restitution practices.

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*A court order of restitution is only as good as the systems in place to enforce the order.*

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○ **Program Administration**

▪ **Case management systems**

**Recommendation:**

PCVS programs housed in offender-focused host agencies are often tied into the agency offender case management system. This limits the ability of programs to track services and identify the variety of needs and resources that each victim requires throughout the post-conviction processes. Protection of victim data must be paramount when tied into post-conviction agencies.

- PCVS programs should explore program specific case management systems and work closely with the IT department of the host agency to ensure that the needs of the PCVS program and the victims served are incorporated in all upgrades and new implementations.
  - PCVS programs reported that less than half use specific case management systems and that systems they did utilize were often archaic.

### ▪ Strategic planning

#### Recommendations:

Program strategic planning is vital to ensuring that PCVS programs are actually meeting the needs of victims and improving their lives. Without strategic planning, programs are responding to each crisis and individual call as they come, but do not know if the services supplied are useful and helpful. Taxpayers expect their dollars to be used wisely and to make a difference, not just to fund employment positions. Recognizing that successful strategic planning can help programs better communicate why they provide the services they do, who they provide services for, and how they make a difference in victims lives enables them to reach more victims and best utilize the financial and human resources employed by PCVS programs.

- PCVS programs should avail themselves of the strategic planning resources available in NAVAC’s Best Practices Post-Conviction Victim Services Toolkit and should seek out technical assistance and support when necessary to conduct comprehensive strategic planning that incorporates victim voices, includes stakeholders, outlines measurable goals and objectives, and provides a clear path to outcomes that improve victims lives.
  - Only one-third of PCVS programs reported that they utilized specific strategic planning processes.
  - About one-quarter of PCVS programs did not use any standard evaluation requirements.
  - One-quarter of PCVS programs reported they did not use any program evaluation of victim satisfaction processes.

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*What gets measured gets done.*

*If you don’t measure results, you can’t tell success from failure.*

*If you can’t see success, you can’t reward it.*

*If you can’t reward success, you’re probably rewarding failure.*

*If you can’t see success, you can’t learn from it.*

*If you can’t recognize failure, you can’t correct it.*

*If you can demonstrate results, you can win public support.*

*Re-Inventing Government, Osborne and Gaebler, 1992*

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- **Succession planning**

**Recommendations:**

- Maintaining viable PCVS programs is essential to improving outcomes for victims. The absence of succession planning can undermine a program’s effectiveness and sustainability. PCVS program leaders must commit to developing future leaders and to ensuring that the program is prepared with a plan to support service continuity long before the current leader moves on.
- It is recommended that PCVS program leaders and staff avail themselves of the Program Administration online classes provided through OVC-TTAC.

- **Victim Advisory Councils**

**Recommendations:**

- PCVS programs should work with their agency leadership to establish victim advisory groups/councils that are independent of the PCVS program leadership, to make recommendations for program development and improvement, augment the outreach efforts of the PCVS program and provide crucial collaboration on internal policies and procedures.
- Victim Advisory councils should include people with lived experiences of criminal victimization, victim service providers from prosecutor’s offices, community-based victim service providers, and representatives of other agencies who also provide victim services. Victim Councils can bring new insight and balance to internal operations and agency legislative proposals.

- **Training and Technical Assistance**

**Recommendation:**

PCVS programs should acquaint themselves with the training and technical assistance offered by OVC-TTAC to improve program administration and victim services. There are online courses for Victim Assistance Training, Advanced Victim Advocacy, Cultural Competency, Model Standards, Vicarious Trauma, Succession Planning, and many others.

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<sup>i</sup> <https://ovc.ojp.gov/sites/g/files/xyckuh226/files/publications/infores/probparole/chap7.htm>

<sup>ii</sup> <https://info.nicic.gov/wwwvc/node/8>

**NAVAC National Gap Assessment  
Resources  
APPENDIX L**

American Correctional Association (ACA). [http://www.aca.org/aca\\_prod\\_imis/aca\\_member](http://www.aca.org/aca_prod_imis/aca_member)

American Probation and Parole Association (APPA). <https://www.appa-net.org/eweb/>

Association of Paroling Authorities International (APAI). <http://apaintl.org/>

Association of State Correctional Administrators/ Correctional Leaders Association (CLA). <https://www.asca.net/>

Bessel Van Der Kolk M.D. <https://www.besselvanderkolk.com/>

Center for Mindful Self Compassion. <https://centerformsc.org/train-msc/>

Center for Nonviolent Communication. <https://www.cnvc.org/>

Center for Reaching Victims. (n.d.). <https://reachingvictims.org/who-we-are/about-us/>

Code 9 Project. <https://thecode9project.org/>

Compassion Fatigue Awareness Project. <https://compassionfatigue.org/>

David Baldwin's Trauma Information Pages. <http://www.trauma-pages.com/links>

Desert Waters Correctional Outreach. [www.desertwaters.com](http://www.desertwaters.com)

Healing Justice. <https://healingjusticeproject.org/>

Interstate Commission for Adult Offender Supervision. <https://www.interstatecompact.org/>

Justice Solutions. [www.justicesolutions.org](http://www.justicesolutions.org)

Just Alternatives Promising Victim-Centered Practices in Corrections. <https://justalternatives.org/>

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Mark Robert Waldman <https://www.markrobertwaldman.com/>

Mothers Against Drunk Driving. <https://www.madd.org/>

National Alliance of Victims' Rights Attorneys & Advocates. <https://navra.org/>

National Association of Victim Assistance in Corrections. <https://www.navac.website/>

National Center for Victims of Crime. <https://victimsofcrime.org/>

National Crime Victim Bar Association. <https://victimbar.org/>

National Crime Victim Law Institute. [https://law.lclark.edu/centers/national\\_crime\\_victim\\_law\\_institute/](https://law.lclark.edu/centers/national_crime_victim_law_institute/)

National Criminal Justice Reference Service. <https://www.ncjrs.gov/index.html>

National Institute of Corrections (NIC) – State Statistics. <https://nicic.gov/state-statistics-information>

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National Organization for Victim Assistance. <https://www.trynova.org/>

Office of Justice Programs (OJP). <https://www.ojp.gov/>

Office for Victims of Crime (OVC). <https://ovc.ojp.gov/about-ovc>

Office for Victims of Crime Training & Technical Assistance Center (OVCTTAC). <https://www.ovcttac.gov/>

Office on Violence Against Women (OVW). <https://www.justice.gov/ovw>

Tech Safety. <https://www.techsafety.org/resources-agencyuse>

Vicarious Trauma Toolkit. <https://ovc.ojp.gov/program/vtt/introduction>

Victim Connect Resource Center. <https://victimconnect.org/>

VINE Victim Information and Notification Everyday. <https://apprissinsights.com/solutions/vine/>

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Key Term	Definition	Misc.
1982 President's Task Force on Crime	President Ronald Reagan created the President's Task Force on Victims of Crime in 1982 to address the needs of the millions of Americans and their families who are victimized by crime every year.	<a href="https://ovc.ojp.gov/library/publications/final-report-presidents-task-force-victims-crime#:~:text=President%20Ronald%20Reagan%20created%20the,victimized%20by%20crime%20every%20year">https://ovc.ojp.gov/library/publications/final-report-presidents-task-force-victims-crime#:~:text=President%20Ronald%20Reagan%20created%20the,victimized%20by%20crime%20every%20year</a>
American Corrections Association (ACA)	The <b>American Correctional Association</b> provides a professional organization for all individuals and groups, both public and private that share a common goal of improving the justice system.	<a href="http://www.aca.org/">http://www.aca.org/</a>
American Probation and Parole Association (APPA)	The American Probation and Parole Association is an international association composed of individuals from the United States and Canada actively involved with probation, parole, and community-based corrections, in both adult and juvenile sectors.	<a href="https://www.appa-net.org/eweb/">https://www.appa-net.org/eweb/</a>
Association of Paroling Authorities International (APAI)	The Association of Paroling Authorities International is a global association dedicated to the accomplishment of public safety and successful offender reentry through training, education, standards of evidence-based research and best practices, providing peer-based technical assistance and support in collaboration with strategic partners.	<a href="http://www.apaintl.org">http://www.apaintl.org</a>

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California Youth Authority	The California Division of Juvenile Justice (DJJ), previously known as the California Youth Authority (CYA), is a division of the California Department of Corrections and Rehabilitation that provides education, training, and treatment services for California's most serious youth offenders. The DJJ provides services to juvenile offenders, ranging in age from twelve to 25, in facilities and on parole, and works closely with law enforcement, the courts, district attorneys, public defenders, probation offices and other public and private agencies involved with the problems of youth. The DJJ is undergoing reorganization as required by a court agreement and the California State Legislature after widespread criticisms of conditions at its youth prisons. The agency's headquarters are in Sacramento, California.	<a href="https://www.cdcr.ca.gov/juvenile-justice/">https://www.cdcr.ca.gov/juvenile-justice/</a>
Center for Victim Research	The Center for Victim Research (CVR) is designed to be a one-stop shop for victim service providers and researchers, connecting and sharing knowledge to increase access to victim research and data, and to improve the utility of research and data collection to crime victim services.	<a href="https://www.urban.org/policy-centers/justice-policy-center/projects/center-victim-research#:~:text=The%20Center%20for%20Victim%20Research,collection%20to%20crime%20victim%20services">https://www.urban.org/policy-centers/justice-policy-center/projects/center-victim-research#:~:text=The%20Center%20for%20Victim%20Research,collection%20to%20crime%20victim%20services</a>
Comprehensive Gap Assessment Survey (CGAS)	NAVAC Survey Tool used to inform the 2017-VF-GX-K027, OVC Gap Project	
Covid-19 Pandemic	Coronavirus (COVID-19) is an illness caused by a virus that can spread from person to person. • The virus that causes COVID-19 is a new coronavirus that has spread throughout the world. • COVID-19 symptoms can range from mild (or no symptoms) to severe illness. Covid-19 caused a pandemic in 2020.	

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Customizable Post-Conviction Advocacy Tool Kit	Tool Kit developed as part of the OVC 2017-VF-GX-K027 grant funded project	
Department of Defense	Mission: To enforce the law and defend the interests of the United States according to the law; to ensure public safety against threats foreign and domestic; to provide federal leadership in preventing and controlling crime; to seek just punishment for those guilty of unlawful behavior; and to ensure fair and impartial administration of justice for all Americans.	<a href="https://dod.defense.gov/">https://dod.defense.gov/</a>
Exoneration	An exoneration occurs when a person who has been convicted of a crime is officially cleared based on new evidence of innocence.	
Factual Innocence	Factual innocence may come up at any stage in a criminal proceeding, but its role in exonerating wrongfully convicted prisoners has received much attention since the advent of DNA evidence.	
Federal Bureau of Prisons	The Bureau protects society by confining offenders in prisons and community-based facilities that are safe, humane, cost-efficient, and appropriately secure, and by providing inmates with programs and services to assist them in becoming proactive law-abiding citizens when they return to their communities.	<a href="http://www.bop.gov">www.bop.gov</a>
Healing Justice	Healing Justice is a national nonprofit organization that serves individuals who have experienced trauma and inequity in our justice system. Through restorative justice and justice reform, we provide post-trial support and recovery to crime victims, survivors, and their families.	<a href="https://healingjusticeproject.org/">https://healingjusticeproject.org/</a>

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Host Agency	Agency where a post-conviction victim services program is "housed." Example: Department of Corrections or a Paroling Authority.	
Input Development Survey (IDS)	Initial survey conducted by the NAVAC Project Team to inform the content of the Comprehensive Gap Assessment Survey.	
Intimate Partner Violence	Intimate partner violence (IPV) is a serious, preventable public health problem that affects millions of Americans. The term "intimate partner violence" describes physical violence, sexual violence, stalking, or psychological harm by a current or former partner or spouse. This type of violence can occur among heterosexual or same-sex couples and does not require sexual intimacy.	<a href="https://www.cdc.gov/violenceprevention/intimatepartnerviolence/index.html">https://www.cdc.gov/violenceprevention/intimatepartnerviolence/index.html</a>
Legal Financial Obligations (LFO)	Legal financial obligations, or LFOs, are the fines, fees, costs, and restitution imposed by the court on top of a criminal sentence.	
National Association of Victim Assistance in Corrections (NAVAC)	NAVAC offers vision, leadership, and guidance in achieving excellence for corrections-based victim services and other post-conviction victim services. We enthusiastically support thousands of professionals and volunteers working in adult and juvenile corrections and parole across America.	<a href="https://www.navac.website/#:~:text=NAVAC%20offers%20vision%2C%20leadership%20and,corrections%20and%20parole%20across%20America">https://www.navac.website/#:~:text=NAVAC%20offers%20vision%2C%20leadership%20and,corrections%20and%20parole%20across%20America</a>
National Association of Victim Assistance in Corrections (NAVAC) Conference	Annual conference hosted by NAVAC to provide training and technical assistance for corrections-based victim services and other post-conviction victim services.	
National Crime Victim Law Institute (NCVLI)	NCVLI, a nonprofit based at Lewis & Clark Law School, fights for victims through legal advocacy, training and education, and public policy.	<a href="https://law.lclark.edu/">https://law.lclark.edu/</a>

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National Institute for Corrections (NIC)	The National Institute of Corrections is a center of learning, innovation, and leadership that shapes and advances effective correctional practice and public policy.	<a href="https://nicic.gov/">https://nicic.gov/</a>
National Institute for Corrections (NIC) Victim Services Network	Network of Victim Service Providers (post-conviction) coordinated and supported by the National Institute for Corrections.	
Offender Accountability or Apology Processes	An accountability letter is a way for an offender to convey to the victim/survivor that the offender understands the harm caused and is taking responsibility for the crime. Offenders may also share the positive things they have done and the steps they have taken to change their lives.	<a href="https://www.doc.wa.gov/docs/publications/500-BR001.pdf">https://www.doc.wa.gov/docs/publications/500-BR001.pdf</a>
Office for Victims of Crime	The Office for Victims of Crime is a part of the Office of Justice Programs, within the U.S. Department of Justice. The OVC's mission is to provide aid and promote justice for crime victims. The office was created in 1988 in an amendment to the Victims of Crime Act of 1984	<a href="https://www.ojp.gov/about/offices/office-victims-crime-ovc">https://www.ojp.gov/about/offices/office-victims-crime-ovc</a>
Paroling Authorities	Paroling agencies responsible for the conditional release of persons under indeterminate sentencing schemes.	
Post-Conviction	Time period following a sentencing or disposition.	
Post-Conviction Victim Advocacy	Advocacy provided for victims post sentencing or disposition.	
Post-Conviction Victim Services Program (PCVS)	Programs that are specifically in place to provide services to victim after sentencing or disposition.	
Post-Conviction Victim Services Tool Kit	Tool Kit developed as part of the OVC 2017-VF-GX-K027 grant funded project	



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Project Advisory Board (PAB)	Subject matter experts who provided input into the design and implementation of the project.	
Project Team	Project development and implementation team (see appendix A)	
Protective Orders	a court order instructing a person to desist from having direct or indirect contact, abusing, or harassing the petitioner (usually a related person) for a fixed period.	
Restitution	A monetary portion of the sentence levied against the offender for the purpose of compensating the direct out of pocket expenses of the victim because of the crime.	
Retroactive Court Decisions		
Strategic Planning		
Survey Monkey	An online survey development cloud-based software as a service company. It was founded in 1999 by Ryan Finley and Chris Finley. The company provides surveys, and a suite of paid back-end programs.	<a href="http://www.surveymonkey.com/">http://www.surveymonkey.com/</a>
Victim Compensation	The Crime Victims Fund (the Fund) was established by the Victims of Crime Act (VOCA) of 1984. The Fund is financed by fines and penalties paid by convicted federal offenders, not from tax dollars. As of 2020, the Fund balance is over \$6 billion and includes deposits (also known as receipts) from federal criminal fines, forfeited bail bonds, penalties, and special assessments collected by U.S. Attorneys' Offices, federal courts, and the Federal Bureau of Prisons.	<a href="https://ovc.ojp.gov/about/crime-victims-fund">https://ovc.ojp.gov/about/crime-victims-fund</a>

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Victim Initiated Restorative Practices	Victim initiated restorative practices are restorative justice processes such as victim offender dialogue that are and can only be initiated by the victim or survivor (not the offender.) The purpose of the processes must be firmly grounded in helping survivors meet some of the unmet needs they continue to experience, including the wish to express strong feelings, and the opportunity get answers to persisting questions.	
Victim Offender Dialogue (or Mediation)	(VOD) is a process in which the victim of a crime, or the surviving family members, and the offender who committed the offense meet face-to face in a safe and secure setting.	<a href="https://www.cdcr.ca.gov/victim-services/vod/">https://www.cdcr.ca.gov/victim-services/vod/</a>
Victim Offender Dialogue Summit	Annual national conference type gathering of VOD program managers, practitioners and facilitators that provide training and case support to practitioners.	
Victim Threat Assessment	Set of factors that identify a victim at a certain type of risk or threat separate from an offender risk assessment.	
Victim Wrap Around Safety Planning	A meeting that is held at the request of a victim/survivor prior to the inmate's release from prison. The purpose is to develop a safety plan for the victim that addresses the specific risks and threats perceived by the victim that is tailored to the specific circumstances of the victim/survivor.	
Web-based Message Center for Victims	A mechanism built into electronic notification systems which allow victims to access notification information through an independent message center.	

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World Café Style	World-Café is a workshop method, suitable for group sizes from 12 up to 2,000 participants. It is a structured conversational process intended to facilitate open and intimate discussion. It links ideas within a larger group to access "collective intelligence" of the participants and to understand/learn from multiple points of view. Focus is on exploring/innovating on themes rather than on problem-solving. The format is principally designed as forum for creative/open thinking and not suited to scenarios where there is a predetermined answer/solution.	<a href="https://www.user-participation.eu/planning-the-process/step-5-participatory-methods/planning-the-future-visions-strategies-projects/world-cafe#:~:text=DESCRIPTION,facilitate%20open%20and%20intimate%20discussion">https://www.user-participation.eu/planning-the-process/step-5-participatory-methods/planning-the-future-visions-strategies-projects/world-cafe#:~:text=DESCRIPTION,facilitate%20open%20and%20intimate%20discussion</a>
Wrongful Conviction	A conviction may be classified as wrongful for two reasons: The person convicted is factually innocent of the charges. There were procedural errors that violated the convicted person's rights. A wrongful conviction based on possible factual innocence can sometimes be detected using postconviction DNA testing.	<a href="https://nij.ojp.gov/topics/justice-system-reform/wrongful-convictions#:~:text=A%20conviction%20may%20be%20classified%20as%20wrongful%20or,can%20sometimes%20be%20detected%20using%20postconviction%20DNA%20testing">https://nij.ojp.gov/topics/justice-system-reform/wrongful-convictions#:~:text=A%20conviction%20may%20be%20classified%20as%20wrongful%20or,can%20sometimes%20be%20detected%20using%20postconviction%20DNA%20testing</a>