

*State of Connecticut Judicial Branch*

# *Office of Victim Services*

*2007 - 2009 Strategic Plan*

*Focusing on a Brighter Future*



# **Office of Victim Services Connecticut Judicial Branch**

## **Strategic Plan Phase I**

**2007-2009**

***Focusing on a Brighter Future***

Credit to William J. Riordan, photographer, for providing OVS with the graceful cover image. ([www.wjr-image.com](http://www.wjr-image.com))

## **Acknowledgements and Dedication**

*The Office of Victim Services (OVS) acknowledges...*

Joseph D. D'Alesio, executive director of the Superior Court Operations Division, Connecticut Judicial Branch, for his leadership, encouragement, and support to our office as we undertook this journey.

Mario T. Gaboury, strategic planning committee facilitator, for his contribution to this strategic planning effort. Without his guidance, patience, and planning expertise, this committee may have overlooked many valuable opportunities to strengthen and further our planning process.

The strategic planning committee members for sharing their experience and creativity throughout this lengthy process.

The victim assistance community for their ongoing and tireless efforts to support, guide, and further the recovery of crime victims throughout Connecticut. This community informs and influences the work of our office each day.

Office for Victims of Crime Training and Technical Assistance Center (OVC/TTAC) for developing the *Strategic Planning Toolkit*, which served as our road map through this new territory.

*OVS dedicates this project to...*

All victims of crime, who share their stories, raise their voices, and stand in partnership with the victim assistance community, as together we work to create a culture that responds with justice and compassion to the victim's experience.

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## I. Introduction

***“Strategic planning separates a great organization from a good one.”***

**Joseph D. D’Alesio, Executive Director  
Superior Court Operations, Judicial Branch  
September 22, 2005**

The Office of Victim Services (OVS) is the state’s lead agency dedicated to providing services to victims of violent crime. The breadth of victim services offered by OVS is unique within Connecticut; OVS provides assistance or materials at each point on the crime victim’s path of recovery. Public Act 78-261 (An Act Relating to the Compensation for Innocent Victims of Crime or the Dependents of Such Victims), which became effective January 1, 1979, serves as the foundational legislation for what has evolved into OVS.

July 1993 marked the transfer of OVS from the Executive Branch to the Judicial Branch of State government. The duties, responsibilities, and services provided by this agency have expanded to include a statewide notification program, assignment of victim services advocates to thirty-five courts, and implementation of the notification component of the statewide protective order registry. OVS funds private nonprofit agencies to provide a statewide response to crime victims.

During 2003, the tenth anniversary of OVS’s transfer to the Judicial Branch, the OVS management team assumed the challenge of long-range planning for the agency. With the expansion of services, staff, and other resources, it was incumbent upon the agency to forge a plan that would serve crime victims and other constituents through an organized, thorough, and proactive approach. Consequently, the strategic planning initiative was conceived.

## **II. Strategic Planning Committee Members**

The committee is comprised of OVS staff and community stakeholders representing private nonprofit agencies and the victim's perspective.

Linda J. Cimino  
Director  
Office of Victim Services, Judicial Branch

Beata Bagi  
Victim Services Advocate, New Haven JD  
Office of Victim Services, Judicial Branch

Larry Bostrom  
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Office of Victim Services, Judicial Branch

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Office of Victim Services, Judicial Branch

Mario T. Gaboury, J.D., Ph.D.  
Strategic Planning Committee Facilitator  
Chair of the Criminal Justice Department, University of New Haven

### **III. The Strategic Planning Process**

OVS entered the preliminary stage of strategic planning in 2003. As a first step, the management team participated in a self-assessment questionnaire developed by the Office for Victims of Crime/Training and Technical Assistance Center, which was designed to reflect the readiness of an organization to conduct strategic planning. OVS then began a series of meetings with Mario Gaboury who later assumed the role of facilitator of the Strategic Planning Committee (SPC).

During the preliminary stage, the management team divided the planning process into two phases. The first phase of the plan—addressed in this document—focuses on OVS's internal functioning. Management team believed that OVS as an organization should ensure a strong foundation on which to build the agency.

Phase II, which is expected to commence in fiscal year 2009-2010, will coincide with OVS's thirtieth anniversary of providing services to victims of crime. The scope of phase II will be assessment and enhancement of statewide service delivery to crime victims.

#### ***Preparing for strategic planning***

In February 2005, as preparation for strategic planning, the OVS director began interviewing staff individually to elicit their perceptions of the agency's internal strengths and weaknesses, and the external opportunities and threats (SWOT). This yielded a vast amount of information about the status of the agency from the staff perspective; the SPC agreed to incorporate the results of these interviews into the assessment of the agency. (Please see Appendix A: Summary Report: Trends from Fifteen-Minute Meetings 2005)

#### ***Assessing the status of OVS***

The SPC first convened in September 2005 and agreed to create a plan that would inspire and guide the agency through the next four years. To this end, the committee formed an initial subcommittee structure to assess the agency and to create guiding statements. Three subcommittees were formed: SWOT (to assess OVS strengths, weaknesses, opportunities, and threats), Data and Information (to review and assess data collected throughout the agency), and Guiding Principles (to develop vision, mission, and core values statements).

##### SWOT Subcommittee

The first task of the SWOT Subcommittee was to review the trends of the interviews conducted by the OVS director during February 2005. The four general trends were limited staff turnover, which has resulted in greater depth and complexity of staff duties, the need for improved communication throughout the agency, low job satisfaction, and OVS's reliance on other entities for information, which could limit the quality of OVS service to victims.

Subcommittee members raised the concern that due to the time between the interviews and the subcommittee review (approximately eight months) staff responses may no longer be current. The SPC decided to assess the level of progress made toward resolving staff concerns by conducting a follow-up survey of all OVS staff.

The SWOT document was distributed to OVS staff who was asked to note if their views were reflected in the document and to provide any additional comments. The SPC facilitator oversaw the implementation of this survey and held the names of staff who responded confidential. The facilitator shared the responses with the SPC and these were later incorporated into the final document.

SPC members identified the Connecticut Advisory Council for Victims of Crime as another crucial source of assessment data. A Mini-SWOT analysis was conducted during the January 2006 council meeting and the results were added to the final document. (Please see Appendix B: Report from Connecticut Advisory Council for Victims of Crime Mini-SWOT Analysis, and Appendix C: SWOT Subcommittee Final Report.)

#### Data and Information Subcommittee

Throughout the assessment phase, this subcommittee reviewed all performance measures and the subsequent data available at OVS. The subcommittee reviewed measures and data systematically by unit. A report listing the measures and data for each unit became the basis for the subcommittee's final recommendations to the SPC. Often these recommendations aligned with the results of the SWOT Subcommittee.

#### *Data and Information Subcommittee Recommendations*

- Continue to analyze archival data, new data, and comparative data to develop baseline
- Develop unit specific surveys to improve service quality to victims
- Refine performance improvement data to accurately represent workflow and workload
- Collect data from other states' victim assistance agencies to use as benchmarks
- Develop ACCESS database for the Helpline/Notification and Homicide Survivor services
- Extend Victims of Crime Act (VOCA) data collection measures to all victim services advocates
- Explore feasibility of purchasing crime mapping software

- Request Judicial Information Systems to create demographics reports in CLOVS database
- Explore avenues to increase Criminal Injuries Compensation Fund collection

The final SWOT Subcommittee analysis and Data and Information Subcommittee recommendations became the basis for the development of agency-wide goals and objectives. (Please see Appendix D: Data and Information Subcommittee Final Report.)

## **IV. Guiding Statements and Goals & Objectives**

### ***Creating guiding statements***

#### Guiding Statements Subcommittee

The SPC charged the Guiding Statements Subcommittee with creating the vision, mission, and core values statements for OVS.

The SPC defined the following terms: a *vision statement* is a description of the ideal future; a *mission statement* addresses the day-to-day work of OVS; and the *core values* are the concepts that strengthen and enliven the work.

The subcommittee researched the websites of other victim assistance agencies across the country and used these findings as the basis for preliminary discussions and early statement drafts. After much discussion and reworking of drafts, the SPC endorsed the following guiding statements.

### ***The Office of Victim Services' Guiding Statements***

In fulfilling the mission of the Judicial Branch, the Office of Victim Services (OVS) has adopted these guiding statements.

#### OVS Vision Statement

Connecticut will be a state where all victims of crime are treated with respect and fairness and will receive comprehensive, coordinated, and victim-centered services.

#### OVS Mission Statement

The mission of the Office of Victim Services is to provide statewide leadership and the highest quality advocacy, services, and education guided by the individual crime victim's experience.

## OVS Core Values

- Empowering crime victims
- The individual victim's experience
- Instilling victims with trust and confidence in the administration of justice within the Judicial Branch
- Victims' rights afforded by the Connecticut State Constitution and General Statutes
- Victim-centered services that meet victims where they are and acknowledge who they are
- Compassionate and effective victim advocacy
- Respectful and fair treatment
- Timely, accessible, and high quality services
- Progressive and ongoing staff training
- Strong partnerships with community providers
- Supporting allied partners through education
- A community informed about victims' rights and resources

### ***Creating goals and objectives***

With the guiding statements now defined, the SPC moved to build the bridge between the SWOT assessment and the OVS mission and vision through the creation of goals and objectives. The SPC defined goals and objectives and the desired outcomes that OVS will strive to achieve over the next two years.

The SPC adhered to the guidelines provided by the *Strategic Planning Toolkit* in the development of the goals and objectives. Throughout the development process, the SPC returned to the SWOT assessment as the context for moving forward to fulfill the mission and vision. The following five goals and associated objectives emerged as the stepping-stones toward OVS's future.

The five core strategic goals and the accompanying objectives are presented below, along with the OVS units responsible for achieving the objectives. (Please see Appendix F: Detailed OVS Strategic Work Plan.)

## OVS Core Strategic Goals and Objectives

<b>Goal 1. Review of Connecticut General Statutes Chapter 968 (Victim Services)</b>		
1.1	Review statutes of victim assistance and compensation programs of selected states to identify possible enhancements for OVS chapter	Administration (Admin)
1.2	Identify areas of OVS chapter for improvement or change	Admin
1.3	Write draft of chapter improvements or changes	Admin
1.4	Submit proposed statutory changes	Admin
<b>Goal 2. Service performance improvement</b>		
2.1	Implement a uniform collection method for victim services advocates (VSA) statistics	Victim Services (VS) and Education and Planning (EaP)
2.2	Implement a confidential survey for victims who were assisted by court-based VSAs	VS and EaP
2.3	Establish performance standards for VSAs	VS and EaP
2.4	Investigate models of supervision and select an appropriate approach for court-based advocacy service	Admin and VS
2.5	Establish a reliable system for staffing the helpline, registry, and post-conviction notification services	VS
2.6	Identify areas of needed improvement within the Outreach to Families of Homicide Victims	VS
2.7	Continue to implement performance standards for claims processing	Compensation (Comp)
2.8	Explore possible methods to increase Criminal Injury Compensation Fund (CICF) deposits to increase victims served and promote timely disbursement of compensation payments	Admin and Comp
2.9	Research needs of subcontractors/victims	Fiscal Services (FS)
2.10	Computerize data collection	FS
2.11	Consider expanding the role of OVS training to include foundational training for new hires of contracted/subcontracted agencies	EaP

<b>Goal 2. Service performance improvement (continued)</b>		
2.12	Annually review and revise policies and procedures for all units	Admin
2.13	Prioritize agency tasks to ensure that critical work is completed	Admin
<b>Goal 3. Professional development</b>		
3.1	Provide progressive, ongoing, and focused staff development opportunities (based on position competencies, trends in victim assistance, and administrative changes to policies and procedures)	EaP
3.2	Recognize staff contributions	EaP and Admin
<b>Goal 4. Victim access to services</b>		
4.1	Explore extension of hours of operation at OVS central office for Notification Program and Compensation Unit	Admin and VS
4.2	Establish a Victim/Survivor Advisory Council	EaP and Admin
4.3	Review all OVS correspondence and outreach materials to ensure that language is accurate, clear, and respectful	EaP
4.4	Improve outreach efforts	EaP
4.5	Develop e-access to information for providers and claimants to check on their claim status	Comp
<b>Goal 5. OVS visibility</b>		
5.1	Improve OVS visibility through maximizing Internet technology	EaP
5.2	Increase number of registrants in the Post-Conviction Notification Program	VS
5.3	Identify potential approaches to increase compensation claims through outreach	Comp and EaP

## **V. Action Plan**

### ***Implementing the goals and objectives through the action plan***

With the development of goals and objectives, the next steps were to identify the tasks needed to meet the objectives and the staff responsible for completing the tasks, and to set realistic deadlines for meeting the objectives. The SPC empowered the OVS management team to create a work plan that addressed these steps. Under the leadership of the OVS director, the management team created the OVS Strategic Work Plan. (Please see Appendix F: Detailed OVS Strategic Work Plan.)

## **VI. Progress to Date**

### ***Evaluating performance***

As the management team developed the specifics of the work plan, the team noted that progress had been made in the pursuit of all five strategic goals.

#### **Goal 1. Review of Chapter 968 (Victim Services)**

- 1.1 Review statutes of victim assistance and compensation programs of selected states to identify potential enhancements to OVS chapter. The director completed a review of all U.S. compensation programs and found support for a pending OVS initiative related to OVS compensation benefits.

#### **Goal 2. Service performance improvement**

##### Victim Services Unit

- 2.1 Implement a uniform collection method for VSA statistics. The Unit supervisor has developed a data collection system that will be used by all court-based advocates to collect monthly statistics. This process was piloted in December 2006 and January 2007; all court-based advocates were trained on the collection process and software application in March 2007. Full-scale implementation began in April 2007.
- 2.5 Establish a reliable system for staffing the OVS helpline, registry, and post-conviction notification services. Although a back-up system has been in place, the system required a court-based advocate to leave their court assignment and staff these services in central office. Often the VSAs trained for back-up were unable to come to central office due to pressing matters at their courts. The victim services supervisor assigned to the Outreach to Families of Homicide Victims provides coverage for these services. This provides greater depth of coverage by central office staff, which is where the need resides.

##### Compensation Unit

- 2.7 Continue to implement performance standards for claims processing. The Unit supervisor has identified and implemented a number of new standards to improve the efficiency of claims processing.

#### Education and Planning Unit

- 2.11 Consider expanding the role of OVS training to include foundational training for new hires of contracted/subcontracted agencies. The EaP supervisor has brought this before the Connecticut Advisory Council for Victims of Crime and the OVS director for consideration. Currently the OVS position is to continue training private nonprofit staff through statewide OVS sponsored events, such as victim assistance academies, advanced institutes, and quarterly training events.

### **Goal 3. Professional development**

- 3.1 Provide progressive, ongoing, and focused staff development opportunities. The EaP Unit has scheduled in-service training events for the Victim Services Unit and the Compensation Unit for a number of years. Recently, the Fiscal Services and Subcontractor Monitoring Units have elected to participate in the in-service training.
- 3.2 Recognize staff contributions. The OVS management team has planned the first OVS staff recognition day scheduled for June 27, 2007. During this daylong event, activities will be delivered specifically to acknowledge the contributions of OVS staff. It is the intention of management team to annualize this event.

### **Goal 4 Victim access to services**

- 4.3 Review all correspondence and outreach materials to ensure that language is accurate, clear, and respectful. A collaboration between the Compensation Unit and the EaP Unit began in November 2005. This workgroup meets weekly to review and edit existing compensation letters.
- 4.4 Improve outreach efforts. Since the launch of the strategic planning process, the EaP has gained a fulltime staff person who serves in the role of community education coordinator. This staff person is dedicated to public education and community outreach.

### **Goal 5. OVS visibility**

- 5.1 Improve OVS visibility through maximizing Internet technology. The EaP Unit is working with the Judicial Branch External Affairs Division to review and update all OVS posted publications.

## **VII. Next Steps**

The Office of Victim Services will continue to work diligently toward accomplishing the goals and objectives identified through this strategic planning process. After issuance of this document, OVS will provide quarterly progress reports to the SPC detailing the progress made toward each of the five major goals articulated in the OVS Strategic Work Plan.

OVS will identify a planning group in spring 2009 in preparation for the OVS Strategic Plan Phase II. The projected focus of this phase will be the assessment of statewide service delivery and enhancement of the service delivery system based upon that assessment.

## Appendix A

### Summary Report: Trends from the Fifteen-Minute Meetings 2005

Office of Victim Services

Summary Report

Trends from 15-Minute Meetings

Presented  
May 2, 2005

## Introduction

In order to prepare for the launching of a strategic planning process, I embarked on a project to speak or meet with each member of the OVS staff.

These 42 meetings took place in February and March of 2005. I asked each person the same three questions:

- How are you?
- When thinking about OVS and the services that we provide, what strengths, weaknesses, opportunities, and threats/pitfalls have you identified?
- How can I help you to address your ideas so that we can work together to move forward?

I want to thank everyone for the work they did to prepare for these meetings with me and for their thoughtfulness, insight, candor, and at times bluntness. Not all of the conversations were easy to hear, but I am glad that they were had. I learned a great deal, realized once again that perceptions are hard to counter and confirmed that OVS employees are very dedicated staff who truly care about and want to assist victims of crime.

The employees who are assigned to 21 or 31 Cooke Street received a report on their trends on March 4, 2005. The Victim Services Advocates received a report on their trends on March 22, 2005.

This document is the summary of the trends from the meetings and will serve as a cornerstone for the next phase of OVS strategic planning process.

Again, I want to express my thanks to all who shared your thoughts, concerns, and hopes with me. Here is to a bright future for the Office of Victim Services.

Sincerely,

Linda J. Cimino  
Director

## Overall Trends

Generally, the staff assigned to 21 and 31 Cooke Street and the victim services advocates expressed different issues and needs. Yet four trends developed which applied to all OVS staff:

- Limited turnover in staff has led to a greater depth in the duties performed
- Communication and follow-up from all levels of OVS needs to improve
- Job satisfaction, which is linked to issues of salary grade, lack of career ladders and the perceived inequity in salary grades throughout the Judicial Branch, is low
- OVS's reliance on others for necessary information increases the time it takes to begin our tasks and angers victims who do not want to know why we do not have the information.

## Administration, Compensation, Grants and Contracts, and Outreach and Training Unit Trends

### Strength - Staff

- Almost everyone at OVS cares about victims
- Staff possess great knowledge and skill
- Working together to solve problems
- How much we do for victims

### Weaknesses - Morale

- Morale is bad
- Many talented people are looking to leave
- Divided staff - management team members and the rest of OVS staff
- Difficulty of staff working in two buildings

### Weaknesses - Workload

- Too much paperwork
- Log jam in workflow
- Conflicting requirements for the VOCA Compensation and Assistance grants
- No working relationship between the units, how do we fit together

### Weaknesses - Supervisor and Management Team Issues

- Perception that information is not being shared
- Lack of eagerness to come together
- Lack of positive recognition
- Supervisors do not provide enough supervision or lead by example

### Weaknesses - Constraints of being in the Judicial Branch

- No career growth
- People in the Judicial Branch still do not know about OVS
- Limited resources for crime victims
- Lack of visibility and public awareness

### Opportunities - Public awareness

- Work more closely with other state agencies
- Distribute OVS materials through the State's Attorney's offices
- Contact the leadership of each major crime squad so they have information on OVS
- Strategic plan will be very helpful to define who OVS is, to create a common language, and buy-in

### Opportunities – Revise materials and website

- Revise the Compensation application package
- Expand OVS documents online
- Update OVS website

### Threats/Pitfalls – Supervision

- VSAs are disconnected
- No changes to develop a realistic workload
- No trust in supervisors or management
- Staff do not see the “big picture” – what we can and cannot accomplish in the Judicial Branch
- Perception that the Director knows more than she is saying or withholding information

### Threats/Pitfalls – External Threats

- VOCA allocation

### Threats/Pitfalls – Constraints of being in the Judicial Branch

- Chronically understaffed
- Lack of OVS visibility
- Inability to change statutes as needed
- Competition within the Judicial Branch creates competing interests for resources

### How can the Director help you address your ideas so that we can work together to move forward?

- Assist the supervisors and management team in supporting staff
- Have all staff contributions understood, noticed, and recognized
- Assist staff to work at a higher level
- Recognize the issues

## Victim Services Advocates Unit Trends

### Strengths - Staff

- Judges and prosecutors look to VSAs to help victims
- Represent OVS to the court and to the public
- Wide range of experiences prior to coming to OVS is very helpful
- VSAs work very independently
- VSA visibility helps other court personnel to remember the victim

### Strengths - OVS

- OVS is very supportive
- The Compensation Program is a great resource for VSAs
- OVS is touted as the lead agency for crime victims
- Needs for VSAs in Juvenile Matters Courts recognized
- Notifying victims of their rights

### Strengths - Being part of the Judicial Branch

- Joe D'Alesio is a strong backer of OVS
- Ability to "cash in" on being part of the Judicial Branch and the weight that it carries
- Ability to train judges and prosecutors because we are part of the Judicial Branch

### Weaknesses - Case Management

- Constant stress of prioritizing cases
- A Juvenile Matters Judge's ability to exclude a VSA
- The prosecutor has the final decision regarding each case, where do victim's rights fit in
- VSAs are not decision makers, they are supportive, referral, and information givers

### Weaknesses- Public Awareness

- OVS is not as visible as we should be
- Victims do not know about OVS
- For some VSAs there is an over identification with the State's Attorney's office
- No advocacy presence in high profile cases
- When people think of advocates, they first think of CCADV

### Weaknesses- Supervision

- Different expectations for Part A, Part B, and Juvenile VSAs
- Lack of communication and follow through
- VSAs do not understand the challenges faced by staff assigned to 21 and 31 Cooke Street
- Changes in the victim services supervisor position creates a lack of consistency
- General disconnect between OVS and VSAs
- Training - relevance and ability to attend non OVS sponsored events

### Weaknesses- Being part of the Judicial Branch

- OVS is not strong enough to “fight” for victims
- Lack of clarity of who we are, victims perceive VSAs as connected to the court not OVS
- Lack of resources to hire staff
- Competition for Judicial Branch resources
- Being in the Judicial Branch makes it hard to get our name out and OVS cannot be political

### Weaknesses - OVS

- Length of time to determine a compensation application
- No new programs in the planning stage
- Lack of updated training opportunities for VSAs
- Statistics do not reflect the actual work completed each month
- Not enough staff at Cooke Street can help VSAs deal with an issue or a problem
- Lack of appropriate working space
- Addressing long standing Juvenile Matters problems

### Weaknesses - Legislation and/or PA 03-179

- VSAs required to only concentrate on personal injury cases
- OVS VSAs were once lauded as generalists, now pigeon holed to personal injury
- The impact of PA 03-179 – reduced case load and spending too much time chasing paper
- Lack of enforceable actions when a victim’s rights are denied

### Weaknesses - Staff Meetings

- Change in frequency in staff meetings
- Staff meetings no longer include time to share problems or cases
- Losing contact with other VSAs, legislative updates
- VSA perception that Director does not want to meet with them

### Opportunities – Supervision

- VSS to check in with staff more frequently to see how they are doing
- Respond when VSAs have questions
- Look to victim advocate models used in other states
- Develop a case review or case management component of the staff meeting

### Opportunities – Training

- Generate list of training topics
- Keep in-service training voluntary, so only those who want to attend do attend
- Develop stress reduction technique training for VSAs
- Training ideas – critical incident, conflict resolution, dealing with difficult people, counseling 101 (even if redundant at times)

### Opportunities – Communication

- OVS administration needs to hear what the field needs
- Take time to tell the VSAs what it is like to work at Cooke Street
- Increase communication between central office and VSA

### Opportunities – Juvenile

- Leverage the changes in the profile of the juvenile defendant to hire additional VSAs
- Work to have victim's rights applicable in JMC
- Clarification of the legislation and work product as it relates to JMC
- Training of JMC Judges on crime victim rights

### Opportunities – Resources

- Statewide staffing of VSA program
- Develop a PSA specifically for the VSA program
- Hire a legislative liaison to increase OVS visibility at the Capitol
- Crisis team as a resource to refer families in crisis, not having to rely on nonprofit agencies

### Opportunities – VSA program

- Have longer serving VSAs serve as mentors to newer VSAs
- More focus on victims
- Take minutes at VSA meetings
- Job share to assist those with a heavy case flow
- To collaborate more with the other court personnel and to be included in conferences or trainings

### Opportunities - OVS

- To develop alliances with the nonprofit community, Judicial Branch, and state agencies to minimize conflicting demands
- Annually have the Director state the agenda for the agency
- Focus ourselves on what we want to accomplish
- Focus more in victims
- Conduct an evaluation of P.A. 03-179
- Training of judges and police to help them understand who we are

### Opportunities - Judicial Branch

- Have any new court house construction project include more victim friendly space
- Have all VSAs be able to attend judicial pre-trials to represent the victim
- Increase safety for VSAs
- Provide VSA with independent ability to perform their job
- Clarify rights available for victims of juveniles

### Opportunities - Public Awareness

- More visibility at victim functions
- Subliminal politicking
- Educate the public and victims about OVS
- More public promotion of OVS

### Threats/Pitfalls - Staffing

- VSAs do not want to participate in discussion meetings
- Coverage of more than one court is a setup for failure
- Too much work and too many demands
- Not enough staff
- Trying to get the VSAs to agree on something - OVS should take a position

### Threats/Pitfalls - Constraints

- Victims do not understand the system
- Working relationship with prosecutors is not defined
- Most VSAs' workspaces do not generate respect
- Salary grade
- Lack of statutory language empowering VSAs to have independent access to required case information

### Threats/Pitfalls - Office of Victim Advocate

- Perception that OVS has a competing interest with the OVA
- The OVA should be a resource not a threat
- OVA agenda is a possible threat to OVS' ability to function without interference

### Threats/Pitfalls - Juvenile System

- Juveniles are released from detention when they should not be
- Juveniles are violent
- Need for more treatment for child sexual assault victims
- No referrals available, many agencies have waiting lists

### How can the Director help you address your ideas so that we can work together to move forward?

- Maintain a good working environment
- Increase communication with VSAs in order for them to have information on issues that impact either OVS and/or the VSAs
- Attend VSA meetings
- Create an environment where staff is respected and trusted
- Keep talking with the VSAs
- Follow our mission statement
- Ensure that projects are finished
- Increase the visibility of OVS to ensure that people know what we do
- Ensure that opportunities are provided equally to all staff
- Create an environment where staff is respected and valued

### Outcomes to date

- VSA discussion on the needs for the VSS supervisor
- VSS hired
- Brought summary of trends to Joe D'Alesio for review and discussion
- The Management Team reviewed the summary document and began to implement changes in staff and supervision meeting structure
- Work began again on VSA access to YO information
- Most individual VSA concerns have been addressed
- Response procedures have changed to reflect the VSAs' concern about access to a supervisor when their needs cannot wait
- The monthly publication The Bulletin, premiered in April
- The May 2, 2005 meeting was held to allow staff the opportunity to discuss issues with Joe D'Alesio

## Appendix B

Report from Connecticut Advisory Council  
for Victims of Crime  
Mini-SWOT Analysis

Notes from Mini-SWOT Analysis Conducted at Advisory Council  
January 17, 2006

### Strengths and Assets OVS Can Build Upon

#### Staff

--all aspects

--Chandra Williams for providing funding opportunities in the newsletter

--the newsletter itself is a helpful communication method for contractors

--excellent follow-through by compensation unit staff

Delivery of services to survivors of homicide by VSAs

OVS location within Judicial Branch

Increased training for community providers

Communication between VSAs and community advocates has resulted in stronger relationships between advocates and agencies

### Weaknesses and Liabilities

Constituent groups (other agencies) cannot receive court-ordered donations, which results in tension between OVS and these groups

OVS is dependent on other systems for information to do OVS work

OVS is bound by rules and regulations that are not victim-friendly

Physical injury cases/assigning priorities—may be problems due to inconsistent supervisory direction

Ratio of VSAs to victims—need more advocates

Insufficient funding for victim services (money spent on offenders versus money spent on victims)

### Opportunities

Strength of the coalition—opportunity to publicize what we do, access

Relationship with OVA

Prosecutors should be invited to OVS training events

Refund the “Through Any Door” Campaign

Contractors would like OVS funding to support supervision of staff

## Threats

VOCA funding—there are limits on how the funding can be used, holding back dollars results in some victims not served

VOCA funding stability

Victims don't trust the system—lack of follow through by system

Victims and some providers confuse OVS and OVA

OVS has statutory restrictions that limit what OVS can do

There is an unknown scope/population of unknown victims

Funding going to offenders rather than victims

## Appendix C

### OVS SWOT Subcommittee Final Report

**Office of Victim Services  
Strategic Planning Committee**

**SWOT Analysis Sub-Committee  
Trends**

According to the Office for Victims of Crime (OVC) –TTAC Strategic Planning Toolkit:

- Strengths are positive aspects internal to the organization
- Weaknesses are negative aspects internal to the organization
- Opportunities are positive aspects external to the organization
- Threats are negative aspects external to the organization

**List Strengths and Assets OVS Can Build Upon**

1. Good relationship with State agencies, sub-contractors, and academic institutions
  - OVS has a good working relationship with the Department of Correction, which helps victims with respect to notification of inmate status
  - OVS has good relations with various academic institutions and VOCA subcontractors, resulting in excellent training for victim services personnel
2. Staff
  - Staff has good relations with various academic institutions and VOCA subcontractors, resulting in excellent training for victim services personnel
  - Caring, knowledgeable staff
  - Staff are willing to work as a team
  - Consistent staff who act as a liaison to funded programs
  - Easy access to and contact with OVS staff
  - Free training for funded agencies
  - Experienced Victim Service Advocates (VSAs) mentor new VSAs
  - Job share to assist those with heavy case loads
3. Being a Unit of the Judicial Branch
  - OVS has all elements of victim services: compensation, advocacy, and VOCA grant administration. This allows OVS to deliver better overall services to victims through the cooperation among the different groups. In many states, the local district attorneys oversee the victim advocate program and often reduce the services when money is short
  - Ability to hire additional VSAs for Juvenile matters court
  - Ability to train judges assigned to Geographic Area and Juvenile Matters Courts on crime victim's rights
  - Website includes more online documents
  - More victim friendly space, especially in new construction
  - Visibility of OVS has been increased
4. Programs and Services
  - Compensation program is a great resource

- Victim notification program is a great resource
- OVS has a good working relationship with the Department of Correction, which helps victims with respect to notification of inmate status

### **List OVS Weaknesses and Liabilities**

#### 1. Workflow

- Too much paperwork
- Stress of prioritizing cases
- VSAs are not decision makers

#### 2. Supervisors

- Lack of staff recognition
- Supervisors who do not see the system constraints or the ‘big picture’
- Not providing enough supervision to staff
- Lack of understanding about staff roles
- Not creating a respectful work environment
- OVS Director does not attend victim service advocate meetings

#### 3. Staff

- Lack of understanding about supervisors roles
- Staff who do not see the ‘big picture’ or system constraints
- Distrust in administration/supervision
- Communication between central office and VSAs
- VSAs over-identification with State’s Attorney’s personnel
- Need a more staff friendly and respectful work environment
- Lack of access to supervisors

#### 4. Structure

- Connecticut General Statutes limit OVS services to victims of personal injury crimes. Victims of other crimes receive very limited services
- Being a unit within the Judicial Branch
- Lack of appropriate VSA work space in many courts
- OVS does not have the opportunity to train State’s Attorneys
- Lack of statutory language empowering VSAs to have independent access to required case information

#### 5. Other

- OVS does not effectively monitor victim satisfaction with programs conducted by VOCA sub-contractors
- Difficult to attend non-OVS training events
- OVS is not strong enough to fight for victims when victim’s rights are denied

#### 6. Legislation

- Less federal money for victim services
- Inability to change OVS statutes

- Low interest \$100,000 loans to victims allowed by PA 00-200 could deplete the compensation fund
- Lack of statutory language empowering VSAs to have independent access to required case information

## **OPPORTUNITIES and THREATS**

### **People Who Use Our Services (Our stakeholders)**

1. Structure (opportunity)
  - Increasing OVS visibility
2. Professionalism (opportunity)
  - Improved services may result from increased education and recognition
3. Education (opportunity)
  - Ability to increase crime victims understanding of the criminal justice system

### **Competitors and Allies**

1. Relationships (opportunities)
  - Maintain good relations with various academic institutions and VOCA subcontractors, in order to increase excellent training for victim services personnel
  - More collaboration with other court personnel
  - Develop alliances with nonprofits, judicial, and state agencies

#### Relationships (threats)

- The Office of Victim Advocate's (OVA) legislative agenda sometimes conflicts with OVS operations
- Confusion between OVS VSAs and family violence victim advocates

2. Professionalism (opportunity)

- Victimology is now a recognized academic field. This elevates the professional status of practitioners working in victim services. NOVA has started a certification program for victim advocates. This may not be good for many practicing victim advocates because it is an added expense and forces them to take tests. Certification could, however, raise the status of victim advocates resulting in higher salaries

### **External Forces That Impact What We Do**

1. Legislation (opportunity or threat)
  - A victim or small group of victims can initiate legislation that is beneficial to them but not the entire victim population. The legislation may hinder services to other victims and/or require more time and effort by OVS
  - The OVA legislative agenda

- Concentration on personal injury cases
2. Funding (threat)
    - Rules and regulations imposed by OVC restrict use of VOCA funds
    - Inability to fund indirect services
    - Limited resources for crime victims
  3. Being a Unit of the Judicial Branch (threat)
    - OVS is understaffed
    - Inability to change OVS statutes
    - Most VSAs workspaces do not generate respect
    - More victim friendly space, especially in new construction
  4. Other (threats)
    - Biased media coverage of victim issues can create a bad image of OVS to the public. Reporters do not understand the constraints imposed on OVS. Many times the victim and or the OVA initiate the coverage
    - Prosecutor has final decision in all criminal cases
    - Juveniles are being released when they should not be, which results in victims of juvenile crime being negatively impacted
  5. Visibility (threat)
    - Lack of OVS visibility
    - Victims do not know about OVS
  6. Referral options (threat)
    - Not enough treatment for child sexual assault victims
    - Waiting list for many agencies

For Sub-committee review, the following items were removed from the body of the document and will be considered as part of the goal or action step development

- Increase OVS visibility at the Capitol
- Revisit and revise the mission statement
- Explore the definitions of advocacy, neutrality, and independence
- Increase OVS visibility
- Use state's attorney's offices to distribute OVS info
- Give major crime squads OVS information

## Appendix D

### Data and Information Subcommittee Final Report

# **Strategic Planning Data and Information Subcommittee Recommendations**

January 18, 2006

The Data and Information Subcommittee proposes the following recommendations to the Strategic Planning Committee:

1. Data and Information Subcommittee continues to analyze archival data, new data, and comparative data to develop baseline
2. Director to actively participate in subcommittee
3. Develop surveys to improve efficiency and collect data on "how we are serving our customers"
4. Refine performance improvement data to truly represent workflow and workload
5. Collect benchmark data from other state victims service agencies
6. Develop Access program for the Services for Families of Homicide Victims Program for process improvement and efficiency
7. Develop Access program for central office based victim services advocate to expand data collection
8. All victim services advocates to provide VOCA related statistical and demographic information
9. Expectations for data collection to be established by the management team
10. Computerize paper data for accessibility
11. Obtain crime mapping software
12. Request Judicial Information Systems to create a crime demographics report and referral source report in the CLOVS system
13. Review past data to recognize which correctional facilities, if any, are not contributing inmate wages to the Criminal Injuries Compensation Fund; this maybe useful in any future attempts to increase the fund

## Appendix E

### Guiding Statements Subcommittee Final Recommendations

# **The Office of Victim Services Guiding Statements**

In fulfilling the mission of the Judicial Branch, the Office of Victim Services has adopted these guiding statements.

## **OVS Vision Statement**

Connecticut will be a state where all victims of crime are treated with respect and fairness and will receive comprehensive, coordinated, and victim-centered services.

## **OVS Mission Statement**

The mission of the Office of Victim Services is to provide statewide leadership and the highest quality advocacy, services, and education guided by the individual crime victim's experience.

## **OVS Core Values**

- Empowering crime victims
- The individual victim's experience
- Instilling victims with trust and confidence in the administration of justice within the Judicial Branch
- Victims' rights afforded by the Connecticut State Constitution and General Statutes
- Victim-centered services that meet victims where they are and acknowledge who they are
- Compassionate and effective victim advocacy
- Respectful and fair treatment
- Timely, accessible, and high quality services
- Progressive and ongoing staff training
- Strong partnerships with community providers
- Supporting allied partners through education
- A community informed about victims' rights and resources

## Appendix F:

### Detailed OVS Strategic Work Plan

**Strategic Work Plan—Unit Initiatives  
OVS Strategic Plan 2007-2009**

<b>Goal 1: Conduct a comprehensive review of Connecticut General Statutes (Victim Services) Chapter 968</b>			
<b>Objective 1.1: Review statutes of selected states' victim assistance and compensation programs to identify possible enhancements for OVS chapter</b>			
<b>Tasks/Activities</b>	<b>Responsible Unit</b>	<b>Due Date</b>	<b>Status</b>
1.1.a. Identify states for statutory review	Administrative (Admin)		Completed 11/06
1.1.b. Research statutes of states with an independent victim advocate	Admin	8/07	
<b>Objective 1.2: Identify areas of OVS chapter for improvement or change</b>			
<b>Tasks/Activities</b>	<b>Responsible Unit</b>	<b>Due Date</b>	<b>Status</b>
1.2.a. Review JVSA process for case review as it relates to P.A. 03-179 (review of JVSA duties and responsibilities)	Admin	8/07	
1.2.b. Review C.G.S. 54-220 (VSA duties statute)	Admin	8/07	
1.2.c. Review VSA independent access to helpful information	Admin	8/07	
1.2.d. Review language regarding police officers' claims and request legal opinion	Admin/Legal Services (Court Operations)		Completed 6/06
<b>Objective 1.3. Write draft of chapter improvements or changes</b>			
<b>Tasks/Activities</b>	<b>Responsible Unit</b>	<b>Due Date</b>	<b>Status</b>
1.3.a. Seek input from Advisory Council regarding proposed changes	Admin	9/07	
1.3.b. Request a review of existing statutes (legislative intent) by JB Legal Services against proposed draft	Admin	11/07	
1.3.c. Prepare presentation to executive directors of Superior Court Operations and External Affairs Divisions	Admin	3/08	
1.3.d. Complete final draft	Admin	5/08	
<b>Objective 1.4 Submit proposed statutory changes</b>			
<b>Tasks/Activities</b>	<b>Responsible Unit</b>	<b>Due Date</b>	<b>Status</b>
1.4.a. Submit to External Affairs for advancement	Admin	8/08	

**Goal 2: Service performance improvement**

<b>Objective 2.1 Implement a uniform data collection method for victim services advocates (VSA) statistics</b>			
<b>Tasks/Activities</b>	<b>Responsible Unit</b>	<b>Due Date</b>	<b>Status</b>
2.1.a. Beta test the proposed collection method during October 2006	Victim Services (VS)		Completed 12/06
2.1.b. Review results of beta testing and modify collection method if indicated	VS		Completed 1/07-2/07
2.1.c. Draft recommendations and forward to director for approval	VS		Completed 2/07
2.1.d. Train all VSAs and pilot new process	VS		Completed 2/07-3/07
2.1.e. Implement new statistical collection method by all VSAs	VS		Completed 4/07
2.1.f. Report findings quarterly through existing performance improvement process	VS/Education and Planning (EaP)	6/07	
<b>Objective 2.2. Implement a confidential survey for victims who were assisted by court-based VSAs</b>			
<b>Tasks/Activities</b>	<b>Responsible Unit</b>	<b>Due Date</b>	<b>Status</b>
2.2.a. Research surveys and distribution methods from other states, including Texas and Tennessee	VS/EaP	4/08	
2.2.b. Conduct a focus group for feedback on survey elements, process, and implementation	VS/EaP	6/08	
2.2.c. Forward focus group recommendations and research findings to EaP for survey development	VS/EaP	8/08	
2.2.d. Advisory Council will review recommendations of focus group, survey draft, and distribution process and will make recommendations for improvement	Admin	11/08	
2.2.e. Establish data collection time frames	VS/EaP	12/08	
2.2.f. Finalize survey	VS/EaP	1/09	
2.2.g. Pilot survey by VSAs from JD, GA, and JM courts and identify needed changes to survey or distribution method	VS/EaP	2/09	

<b>Objective 2.2. Implement a confidential survey for victims who were assisted by court-based VSAs (continued)</b>			
<b>Tasks/Activities</b>	<b>Responsible Unit</b>	<b>Due Date</b>	<b>Status</b>
2.2.h. Train all VSAs in survey process	VS/EaP	5/09	
2.2.i. Begin full implementation survey process by all VSAs	VS	7/09	
2.2.j. Trend survey results to establish or improve performance standards	VS/EaP	12/09	
<b>Objective 2.3. Establish performance standards for court-based VSAs</b>			
<b>Tasks/Activities</b>	<b>Responsible Unit</b>	<b>Due Date</b>	<b>Status</b>
2.3.a. Research national standards for case management and standard implementation	VS/EaP	6/07	
2.3.b. Develop standards for VSA case-management and case-specific recordkeeping	VS/EaP/Admin	10/07	
2.3.c. Train VSAs on new performance standards	VS/EaP	1/08	
2.3.d. Pilot new standards	VS	2/08	
2.3.e. Measure performance against standards	VS	6/08	
<b>Objective 2.4. Investigate models of supervision and select an appropriate approach for court-based advocacy service</b>			
<b>Tasks/Activities</b>	<b>Responsible Unit</b>	<b>Due Date</b>	<b>Status</b>
2.4.a. Complete a time study of Victim Services Supervisor activities and work-flow	VS/Admin		Completed 5/07
2.4.b. Review models of off-site supervision within the JB and other victim-related agencies, including out-of-state resources	VS/Admin	7/07	
2.4.c. Survey VSAs about their supervision needs and incorporate feedback into model if applicable	VS/Admin	7/07	
2.4.d. Select and implement an appropriate supervisory model or modify existing model (contingent on available resources)	VS/Admin	8/07	

<b>Objective 2.5. Establish a reliable system for staffing the hotline, registry, and post-conviction notification services</b>			
<b>Tasks/Activities</b>	<b>Responsible Unit</b>	<b>Due Date</b>	<b>Status</b>
2.5.a. Explore existing in-house staffing resources and implement if feasible	VS/Admin		Completed 1/07
2.5.b. Consider extension of hours	VS/Admin		Completed 10/06
2.5.c. Review current system and identify areas for improvement	VS/Admin	6/07	
<b>Objective 2.6. Identify areas of needed improvement within the Outreach to Families of Homicide Victims</b>			
<b>Tasks/Activities</b>	<b>Responsible Unit</b>	<b>Due Date</b>	<b>Status</b>
2.6.a. Review comparable programs for possible enhancements to OVS program, to establish benchmarks, and confer with OVS in-house staff	Admin/VS/EaP	6/07	
2.6.b. Convene a focus group to identify unmet needs	Admin/VS/EaP	8/07	
2.6.c. Review information collected from other programs and focus group to identify resource or service needs	Admin/VS/EaP	10/07	
2.6.d. Summarize unmet needs and results of data collection and report recommendations	Admin/VS/EaP	10/07	
2.6.e. Finalize internal data collection and computerize for performance improvement reporting	Admin/VS/EaP	12/07	
<b>Objective 2.7. Continue to implement performance standards for claims processing</b>			
<b>Tasks/Activities</b>	<b>Responsible Unit</b>	<b>Due Date</b>	<b>Status</b>
2.7.a. Continue to identify areas for standardization	Compensation (Comp)/Admin	3/07	
2.7.b. Identify the time frames for working files	Comp/Admin		Completed 3/07
2.7.c. Improve communication with VSAs for newer claimant/victim contact information	Comp/Admin		Completed 12/06
2.7.d. Undertake monthly review of data collected through performance reporting (CLOVS, monthly reports) and take action where indicated	Comp/Admin	4/08	

<b>Objective 2.8. Explore other possible resources to increase CICF funds to increase number of victims served and provide timely disbursement of compensation payments</b>			
<b>Tasks/Activities</b>	<b>Responsible Unit</b>	<b>Due Date</b>	<b>Status</b>
2.8.a. Research other possible misdemeanor crimes (which could result in fines/fees into CICF)	Admin/Comp	7/07	
2.8.b. Research police department evidence donations	Comp	8/07	
2.8.c. EaP and Comp Units to collaborate on outreach program to clerks	Comp/EaP	10/07	
<b>Objective 2.9. Research needs of subcontractors/victims</b>			
<b>Tasks/Activities</b>	<b>Responsible Unit</b>	<b>Due Date</b>	<b>Status</b>
2.9.a. Discuss methods to identify needs of victims and subcontractors at subcontractor meeting 3/07	Subcontractor Monitoring Unit (SMU)		Completed 4/07
2.9.b. Implement surveys for subcontractors and victims who receive subcontracted services.	SMU	8/07	
2.9.c. Survey agencies that download the RFP but did not apply for funding	SMU	4/08	
2.9.d. Explore crime mapping for allocation of service funds (UNH may be possible resource for OVS)	Admin/Management Team (MT)	10/07	
<b>Objective 2.10. Computerize data collection</b>			
<b>Tasks/Activities</b>	<b>Responsible Unit</b>	<b>Due Date</b>	<b>Status</b>
2.10.a. Review existing data collection methods with JIS	SMU/Judicial Information System (JIS)	10/06	
2.10.b. Create ACCESS database to consolidate data entry	SMU/JIS	1/08	

<b>Objective 2.11. Consider expanding OVS training and education role to include foundational training for new hires of contracted/subcontracted agencies.</b>			
<b>Tasks/Activities</b>	<b>Responsible Unit</b>	<b>Due Date</b>	<b>Status</b>
2.11.a. Research feasibility of delivering foundational training to subcontracted staff	EaP in consultation with SMU	6/07	
2.11.b. Share research with MT for decision	EaP	7/07	
2.11.c. OVS MT decide and report decision to Strategic Planning Committee	MT	9/07	
<b>Objective 2.12. Annually review and revise policies and procedures for all OVS Units</b>			
<b>Tasks/Activities</b>	<b>Responsible Unit</b>	<b>Due Date</b>	<b>Status</b>
2.12.a. Director establishes deadlines with all unit managers for policies and procedures (P/P) completion	Admin/MT		Completed 3/07
2.12.b. Director and managers begin revision of draft P/P	Admin/MT	9/07	
2.12.c Director submits P/P drafts to Legal Services	Admin	1/08	
<b>Objective 2.13. Prioritize agency tasks to ensure that critical work is completed</b>			
<b>Tasks/Activities</b>	<b>Responsible Unit</b>	<b>Due Date</b>	<b>Status</b>
2.13.a.Each unit will submit a prioritized list of tasks for supervisory review	MT		Completed 3/07
2.13.b Director will review task list and approve or change list	Admin		Completed 3/07

**Goal 3: Professional development**

**Objective 3.1. Provide progressive, ongoing, and focused staff development opportunities**

<b>Tasks/Activities</b>	<b>Responsible Unit</b>	<b>Due Date</b>	<b>Status</b>
3.1.a. Invite subcontracting agency staff to present to OVS staff on their program services and specific issues around the agencies' target population	EaP	9/07	
3.1.b. Provide an annual offsite one-day training for all OVS staff	EaP		Completed 6/07
3.1.c. Develop a process to identify staff training needs, which builds on the competency model, extends the individual development planning to all OVS staff, and incorporates staff suggestions into training topics	EaP		Completed 12/06

**Objective 3.2 Recognize staff contributions**

<b>Tasks/Activities</b>	<b>Responsible Unit</b>	<b>Due Date</b>	<b>Status</b>
3.2.a. Define staff recognition and opportunities for regular staff recognition	MT/Ad hoc committee	10/07	
3.2.b. Develop nominating criteria that will be used to determine how staff is chosen for recognition	MT/Ad hoc committee	12/07	
3.2.c. Build staff recognition into performance appraisal process	MT/Ad hoc committee	6/08	
3.2.d. Incorporate staff recognition into the annual off-site training event	MT/Ad hoc committee/EaP	6/08	

**Goal 4: Victim access to services**

<b>Objective 4.2. Establish a Victim/Survivor Advisory Council</b>			
<b>Tasks/Activities</b>	<b>Responsible Unit</b>	<b>Due Date</b>	<b>Status</b>
4.2.a. Research victim/survivor advisory council structures in CT and other states	Admin/EaP	9/08	
4.2.b. Convene focus groups to establish purpose and function of V/SA council, as well as by-laws. (Include CONNSACS, CCADV, MADD in planning process.)	Admin/EaP	2/09	
4.2.c. Identify criteria for selection of council members (representation of OVS units)	EaP	4/09	
4.2.d. Identify OVS staff involvement and role of facilitator	Admin/EaP	5/09	
4.2.e. Identify how V/SA council recommendations will be addressed	Admin	5/09	
4.2.f. Conduct inaugural V/SA council meeting	Admin/EaP	4/09	
<b>Objective 4.3. Review all OVS correspondence and outreach materials to ensure that language is accurate, clear, and respectful, and supportive</b>			
<b>Tasks/Activities</b>	<b>Responsible Unit</b>	<b>Due Date</b>	<b>Status</b>
4.3.a. Clarify language of notification correspondence	VS/EaP	9/07	
4.3.b. Continue revision of all Compensation Unit brochures, forms and letters for “friendly,” approachable tone and improved readability. Include recovery correspondence/forms	Comp/Fiscal Services (FS)/EaP	8/08	
4.3.c. Explore translating correspondence and materials into other languages. Will collaborate with Limited English Proficiency workgroup if appropriate.	EaP/MT	8/07	
4.3.d. Review VSA outreach letter and other correspondence (review the template)	VS/EaP		Completed 1/07

<b>Objective 4.4. Improve outreach efforts</b>			
<b>Tasks/Activities</b>	<b>Responsible Unit</b>	<b>Due Date</b>	<b>Status</b>
4.4.a. Survey where OVS materials are posted (courts, hospitals) Collect data on brochure distribution (where, when, amount) to identify gaps in distribution	EaP/VS/FS	9/07	
4.4.b. Investigate possibility of signage for VSAs in courthouses	Admin/ Judicial Branch Facilities Management Unit		Complete 9/07
4.4.c. Research OVC commercial announcements and public service announcements for possible use by OVS	EaP	7/07	
<b>Objective 4.5. Develop e-access to claim information for providers and claimants to check on the status of the claim</b>			
<b>Tasks/Activities</b>	<b>Responsible Unit</b>	<b>Due Date</b>	<b>Status</b>
4.5.a. Convene a workgroup to explore this possibility	Admin/Comp/JIS	5/08	

<b>Goal 5: OVS visibility</b>			
<b>Objective 5.1. Improve OVS visibility through maximizing Internet technology</b>			
<b>Tasks/Activities</b>	<b>Responsible Unit</b>	<b>Due Date</b>	<b>Status</b>
5.1.a. Explore the possibility of establishing a website distinct from the Judicial Branch website with a domain name of <a href="http://www.crimevictims.ct.gov">www.crimevictims.ct.gov</a> (similar)	EaP/Judicial Branch/Info Tech staff (JB/IT)	9/07	
5.1.b. Explore the possibility of establishing a general email address for OVS such as <a href="mailto:OVS@jud.ct.gov">OVS@jud.ct.gov</a> that will appear in website, brochures, etc., and distributed to victims	EaP/JB/IT	10/07	
5.1.c. Explore the possibility of translating web page into Spanish and other languages, such as Polish. Provide links on English web page in those languages. (URL link in Spanish)	EaP/JB/IT/Judicial Branch Web Board	9/07	
5.1.d. Explore the possibility of establishing the OVS link to other websites, which are accessed by victims such as OVC, POMC, NOVA, NCVC, etc.	EaP/JB Web Board	9/07	
5.1.e. Establish and implement a method for routinely correcting and updating OVS information posted on other websites	EaP	7/07	
5.1.f. Invite OVS subcontracted agencies to put OVS web link on their web sites.	EaP	9/07	
<b>Objective 5.2. Increase number of registrants in the Post-Conviction Notification Program</b>			
<b>Tasks/Activities</b>	<b>Responsible Unit</b>	<b>Due Date</b>	<b>Status</b>
5.2.a. Request change to JD-VS-5 to include <i>type of crime</i> so that OVS can compare notification numbers to JB statistics (Use VOCA list of crimes)	VS/EaP		Completed 3/07
5.2.b. Review and compare current registrants with JB case flow analysis	VS	1/08	

<b>Objective 5.2. Increase number of registrants in the Post-Conviction Notification Program (continued)</b>			
<b>Tasks/Activities</b>	<b>Responsible Unit</b>	<b>Due Date</b>	<b>Status</b>
5.2.c. VS and the EaP Unit will collaborate on outreach efforts (VSAs to meet with prosecutors at local courts)	VS/EaP	1/08	
5.2.d. In collaboration with the court-based VSAs, review P/C Notification Program procedures for standardization	VS	8/07	
5.2.e. Explore possibility of a special outreach initiative to prosecutors	Admin	9/07	
5.2.f. Collaborate with state and community partners to enhance relationships, improve timeliness of communication, and increase numbers of registrants. The OVS/DOC workgroup will invite Psychiatric Security Review Board to join this workgroup	Admin/VS		Completed 9/06
5.2.g. OVS will propose change in legislation which will permit freer exchange of information among DOC, Boards of Pardons and Paroles, and possibly other groups	Admin/VS		Completed 9/06
<b>Objective 5.3. Identify potential approaches to increasing compensation claims through outreach</b>			
<b>Tasks/Activities</b>	<b>Responsible Unit</b>	<b>Due Date</b>	<b>Status</b>
5.3.a. Contact NCVCB and other state compensation boards for new outreach strategies	EaP/Comp		Completed 10/07