U.S. Department of Justice
Office of Justice Programs
Office for Victims of Crime

Promising Practices and Strategies for

Victim Services in Corrections

Office for Victims of Crime
OVC
Advocating for the Fair Treatment of Crime Victims

THE NATIONAL CENTER FOR Victims of Crime

AUTHENTICATED U.S. GOVERNMENT INFORMATION GPO

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Message from the Director

When the Office for Victims of Crime stepped forward in 1990 to take the issues of crime victims into the correctional arena, it did so amid an atmosphere of misunderstanding and suspicion. Sometimes the mere mention of victims to corrections officials and of corrections to victim advocates was enough to provoke an anxious or angry response. Breaking down these barriers would require nothing less than the changing of attitudes and correctional practices across America.

In 1987, following the savage murder of Lisa Bianco, committed by her ex-husband upon his release from prison on a work furlough, an American Correctional Association (ACA) task force issued a set of recommendations for responding to victims. The murder had sounded an alarm to corrections officials across the country, proving that the actions of corrections agencies—in this case, failure to notify the victim in spite of the murderer's violent history and continued threats—can be matters of life and death. The ACA Task Force on Victims of Crime represented the first major step taken by the corrections field to address the needs of victims and launched a full-fledged campaign to implement corrections-based victim services.

We have been extraordinarily successful. The success has come, however, because correctional practitioners themselves have realized how important and rewarding it is to serve crime victims. They have taken the initiative to make victim services an integral part of their agencies' missions. All the major professional correctional associations now have active victim communities, and serving victims is recognized as a professional role in the corrections field.

Promising Practices and Strategies for Victim Services in Corrections, developed by the National Center for Victims of Crime in cooperation with national correctional associations, highlights the efforts of corrections agencies to reach out to crime victims. It provides a comprehensive overview of correctional practices responding to victims and offers a wealth of ideas on establishing and enhancing corrections-based victim services. I hope that those agencies and individuals involved in the postsentencing phases of cases will find this compendium a valuable resource in improving their efforts to aid crime victims.

Kathryn M. Turman
Acting Director

Acknowledgments

This compendium of corrections-based programs and services for victims was developed as part of the *Promising Practices and Strategies for Victim Services in Corrections* project, sponsored by the National Center for Victims of Crime et al. with support from the Office for Victims of Crime. The project has benefited from the significant contributions of practitioners and researchers in institutional and community corrections and victim services nationwide.

This overview compendium of promising practices and strategies was developed by Project Manager Anne Seymour with significant contributions and editing support from the following professionals:

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Foreword

The *Promising Practices and Strategies for Victim Services in Corrections* project, sponsored by the National Center for Victims of Crime et al., with support from the U.S. Department of Justice, Office for Victims of Crime, contains three texts that are designed to help adult and juvenile correctional agencies develop and enhance services for victims of crime:

- "Victim Services in Corrections."
- "Responding to Workplace Violence and Staff Victimization."
- The "Victim Impact Classes/Panels for Offenders" program curriculum for teachers and offenders/students.

Within each of these curricula are extensive strategies for program planning and development, victim and public outreach, education and awareness, and information related to the creation of policies, procedures, and protocols that provide the foundation for corrections-based victim services. In addition, numerous programs are highlighted as models worthy to consider for replication in local, State, and Federal jurisdictions.

This compendium is designed to provide the reader with a high level overview of the most essential components of corrections-based victim services. It is important to note that every topic highlighted in this compendium is expanded upon in the three curricula noted above.

It is the hope of the *Promising Practices and Strategies for Victim Services in Corrections* project team to offer innovative ideas and practical applications to agencies and professionals who seek to initiate or improve corrections-based victim services. This compendium provides a foundation that, when combined with the full project curricula, can help improve the treatment of crime victims in the postsentencing phases of their cases and encourage interagency collaboration to improve victims' rights and services.

Executive Summary

When convicted offenders are sentenced to a term of imprisonment, the State Department of Corrections or Federal Bureau of Prisons assumes responsibility for their supervision. The State Department of Corrections (or Federal Bureau of Prisons) houses offenders for their period of incarceration; implements and monitors work; makes educational and treatment activities available to inmates; and coordinates any release into the community with paroling authorities. Historically, the majority of adult and juvenile corrections agencies' primary goals were to strive to do the following:

- Preserve "public safety."
- Reduce the risk of repeat criminal behavior through incarceration and community supervision.
- Effect offender behavioral change.

Gradually, the criminal justice system has become more aware of the need to integrate victim services as part of its responsibilities. Not only should corrections protect the public safety and welfare but also provide assistance to victims which includes the following goals:

- Being an advocate for the victim.
- Providing direct services to victims (i.e., restitution collection, victim/offender meetings, victim notification of offender parole hearing, etc.).
- Protecting victims from intimidation or harassment by offenders.
- Training staff regarding sensitivity to victims' issues.
- Holding the offender accountable for his/her behavior.
- Educating offenders about the impact of crime on victims (California Youth Authority, Office of Prevention and Victims Services).

In addition to the above mentioned goals, corrections departments are becoming aware of the impact of workplace violence on their employees. Due solely to the nature of correctional populations, the risk of being victimized on-the-job is greater for correctional professionals than for most other jobs. Also, unlike most victims who have the option of completely removing themselves from "the scene of the crime," (i.e., leaving their communities, getting a new job, changing identities, etc.), in corrections, victimized staff are, in many cases, expected to "return to the scene of the crime"—often very soon after the incident occurs. The stress that develops from the job and from victimization frequently is magnified when correctional agencies fail to adopt strong policies and procedures that promote worker safety and victim assistance when an employee is victimized on- or off-the-job.

Thus, the criminal justice system, including corrections, has come to recognize the need to be more responsive to victims' needs, including those within the correctional setting. The *Promising Practices and Strategies for Victim Services in Corrections* project contains three texts that are designed to help adult and juvenile correctional agencies develop and enhance services for victims of crime:

- "Victim Services in Corrections."
- "Responding to Workplace Violence and Staff Victimization."
- The "Victim Impact Classes/Panels for Offenders" program curriculum for teachers and offenders/students.

Within each of these curricula are extensive strategies for program planning and development, victim and public outreach, education and awareness, and information related to the creation of policies, procedures, and protocols that provide the foundation for corrections-based victim services. In addition, numerous programs are highlighted as models worthy to consider for replication in local, State, and Federal jurisdictions.

The purpose of this project is to offer innovative ideas and practical applications to agencies and professionals who seek to initiate or improve corrections-based victim services. This compendium provides a foundation that, when combined with the full project curricula, can help improve the treatment of crime victims in the postsentencing phases of their cases, encourage interagency collaboration to improve victims' rights and services, and develop policies that respond more fully to workplace violence in the correctional setting.

This compendium of corrections-based programs and services for victims was developed as part of the *Promising Practices and Strategies for Victim Services in Corrections* project, sponsored by the National Center for Victims of Crime with support from the Office for Victims of Crime. The project has benefitted from the significant contributions of practitioners and researchers in institutional and community corrections and victim services nationwide.

Introduction

The discipline of corrections-based victim services is a relatively new phenomenon in the United States. Historically, crime victims and their allies focused on the "front end" of the criminal justice system: law enforcement, prosecution, the judiciary, and courts. It wasn't until the late 1980's that the postsentencing phases of victims' cases were addressed in a systematic manner.

Professionals and volunteers in the corrections community, with support from national victim advocates, provided the leadership to initiate and enhance victim services in adult and juvenile institutional corrections and parole. A number of landmark activities comprises the rich history of corrections-based victim services:

- **1986:** The American Correctional Association (ACA) published a broad policy statement that said victims should be treated with dignity and respect by correctional agencies and should be notified of the status of their offenders.
- **1987:** The ACA appointed a Victims Task Force that developed 15 recommendations relevant to implementing corrections-based victim services.
- **1989:** The Director of the Office for Victims of Crime (OVC) within the U.S. Department of Justice testified before the ACA Task Force and announced support for a national *Crime Victims and Corrections* training and technical assistance project.
- **1990:** The first national conference to address corrections-based victim services, sponsored by OVC and a project team spearheaded by the National Center for Victims of Crime, was held in Sacramento, California with 150 participants from 40 States.
- **1991:** A national survey of adult and juvenile correctional agencies and paroling authorities identified the scope of corrections-based victim services.
- **1991:** The American Probation and Parole Association (APPA) and Association of Paroling Authorities International (APAI) established Victim Issues Committees.
- **1991–1994:** Eight States and the military received intensive training on corrections-based victim services with technical assistance for program implementation provided to an additional 15 States.
- **1995:** The ACA Victim Committee issued the landmark *Report and Recommendations on Victims of Juvenile Offenders*.
- **1995:** The *Promising Practices and Strategies for Victim Services in Corrections* project was sponsored by OVC and expanded to include victim services in jails.
- **1996:** A national survey of jails provided data on the scope of jail-based victim services.
- **1996:** The *National Survey of Adult and Juvenile Correctional Agencies and Paroling Authorities*, originally conducted in 1990, was updated and offered data on trends in the implementation of corrections-based victim services over a 5-year period.
- **1996:** The Association of State Correctional Administrators (ASCA) established a Victims Committee.
- **1996:** The ACA established an ad hoc Restorative Justice Committee that included victim advocates and corrections professionals.

- **1996:** The National Institute of Corrections (NIC) conducted a public hearing with testimony offered by national and State victim advocates relevant to corrections-based victim services.
- **1997:** OVC sponsored a training-for-trainers project spearheaded by the National Center for Victims of Crime on *Responding to Workplace Violence in Correctional Settings*.
- **1997:** The U.S. Department of Justice, Corrections Office, OVC, and NIC as well as ASCA and the *Promising Practices* project cosponsors produced films that articulate the vision of State corrections directors on the importance of and need for victim services.

A number of factors have affected the significant increase in corrections-based victim services, including the following:

- Strong leadership from ACA, ASCA, APPA, and APAI, with support from OVC, NIC, the Corrections Office, and the National Center for Victims of Crime, has provided impetus for initiating and improving victim services in corrections.
- More correctional agencies today perceive victims as "clients" of their agencies who deserve rights and services (see the Texas Corrections Association Position Statement on Crime Victims' Issues, Appendix A).
- Federal and State laws increasingly expand the scope of victims' rights in the postsentencing phases of their cases.
- As of November 1996, 29 States have adopted constitutional amendments that, in most jurisdictions, mandate victim notification, impact statements, protection, and restitution throughout correctional processes.
- The need for increased accountability from juvenile offenders, as well as the juvenile justice system, has expanded victims' rights and services in this arena.
- More correctional agencies are incorporating the principles of restorative justice into their missions, policies and programs—values that include *crime victims*, offenders, and the community.

Core Elements in Corrections-Based Victim Services

In 1997, the ASCA Victims Committee, with support from the *Promising Practices and Strategies* project, developed 10 core elements that should form the foundation of a corrections-based victim services program. Guidelines for implementing these core elements are incorporated throughout this handbook.

The ASCA Victims Committee 10 core elements recommend that correctional agencies do the following:

1. Incorporate victims' rights and needs into the overall agency mission statement and develop a mission/vision statement specifically for victim services.
2. Designate a full-time staff person to plan and implement a comprehensive victim services program and designate victim service representatives at institutions and regional offices to augment the agency's centralized victim services.
3. Provide core services to victims of crime that include notification of offender status; protection from intimidation, harassment, and harm; victim input into parole proceedings; victim restitution; and information and referral to supportive services in the community.

4. Create a Victim Advisory Council (comprised of victims and practitioners from corrections, victim services, and allied professions) to guide program implementation.
5. Establish written policies and procedures for victims' rights and services.
6. Develop a public information plan and outreach program that describes the services and assistance provided to victims by the agency, including an informational brochure and training curriculum for victim service and allied justice professionals.
7. Develop and utilize a training curriculum for orientation and continuing education for all agency staff on victims' rights and needs, agency services and related policies, legislative mandates, and national/State/community-based services for information and referral.
8. Develop and implement policies, procedures, and protocols on how to respond to incidents when correctional staff are victimized on- or off-the-job.
9. Implement the "Victim Impact Classes/Panels for Offenders" program to help offenders understand the impact their crimes have on their victims, communities, and families, utilizing the curricula and related resources available from the California Youth Authority.
10. Designate an agency representative to participate in local, State and regional victim services coalitions and serve as the agency's liaison to the victim services community.

Agency Mission Statements

The majority of adult and juvenile corrections agencies and paroling authorities have mission or philosophy statements that address their overall goals. Yet according to data derived from the *1996 National Victim Services Survey of Adult and Juvenile Corrections and Paroling Authorities* (conducted by the National Center for Victims of Crime as part of the *Promising Practices and Strategies for Victim Services in Corrections* project), only 40 percent of adult corrections, 51 percent of juvenile corrections, and 66 percent of paroling authorities include any reference to crime victims or victim services in these statements.

The inclusion of victims' rights and needs is important for three reasons:

1. The overall concept of "public safety," for which corrections agencies strive, will not be a reality unless "victim safety" is considered.

2. The inclusion of victims' rights and needs sends a strong message that victims are considered "clients" of the agency who deserve services and support.

3. A balance in philosophy can be achieved that recognizes correctional agencies can be "victim-centered" while they are "offender-directed."

There are two approaches commonly utilized for mission/philosophy statements:

Overall Agency Mission Statements

Some correctional agencies have broad mission statements that cite victims. The Oregon Board of Parole's mission statement is as follows:

> The Board's mission is to work in partnership with the Department of Corrections and local supervisory authorities to protect the public and reduce the risk of repeat criminal behavior through incarceration and community supervision decisions based on applicable laws, *victims' interests,* public safety and recognized principles of offender behavioral change.

Following a comprehensive victim services training program on victims' rights and services, the District of Columbia Board of Parole developed a mission statement that addresses victims, offenders, *and* the community:

> The mission of the District of Columbia Board of Parole, a quasi-judicial criminal justice agency, is to protect the public safety and welfare, to provide for the rights of victims of crimes of violence, to promote the rehabilitation and community adjustment of offenders, to protect parolees' individual rights, to enhance juvenile justice services, and to promote a safer community for the citizens and visitors in the District of Columbia. The Board accomplishes its mission by determining if and when to grant or revoke parole, establishing the terms and conditions of parole, supervising parolees in the community with a special focus on young adult offenders, and administering the Juvenile Justice and Delinquency Act Program.

Other agencies, such as the Maine Department of Corrections, have "guiding principles" that support its broad mission statement. Of Maine's six guiding principles—risk management, risk-focused intervention,

prevention, restorative justice, applied research, and quality services—two specifically address victims:

- "Prevention is our moral and professional obligation. We will promote, support and facilitate prevention activities by working with families and communities to *address these factors which put children at risk, and to protect children from those risks."*
- "Restorative justice challenges us to design and *administer a system that places the needs of the victims and the harm done by the offending behavior at the center of the process* by which we sanction and hold the offender accountable."

Victim Service Program Mission Statements

Written statements that specifically guide the protocols, policies and services of corrections-based victim service programs provide a strong foundation for program development and implementation. For example, the California Youth Authority, Office of Prevention and Victims Services adopted the following mission statement:

"The Youth Authority and staff are aware of and sensitive to the plight of victims of crime, and will provide assistance to them by:

1. Being an advocate for the victim, i.e., legislation, representation.
2. Providing direct services to victims, i.e., restitution collection, victim/offender meetings, notification, etc.
3. Training staff regarding sensitivity to victims' issues.
4. Holding the offender accountable for his/her behavior.
5. Educating offenders about the impact of crime on victims."

Similarly, the Pennsylvania Board of Probation and Parole has a mission statement for its Office of the Victim Advocate, which "is dedicated to representing, protecting and advancing the individual and collective rights and interests of crime victims."

Victim service program mission statements, as evidenced above, can contain the program's basic philosophy as well as program goals and specific initiatives that are relevant to both victims in terms of rights and services and to offenders in terms of accountability.

Program Planning

The following text boxes identify the five purposes of program planning and five barriers to effective planning.

Five Barriers to Effective Program Planning:

1. The agency's general climate.
2. Insufficient information.
3. Lack of time.
4. External forces.
5. Inadequate funding.

Five Purposes of Program Planning:

1. Identify target population(s) and problem(s).
2. Specify nature of program services.
3. Describe program goals and objectives.
4. Define action steps to achieve goals.
5. Give a step-by-step "blueprint" of service provision.

Source: *Guide to Enhancing Victim Services Within Probation and Parole* published by the American Probation and Parole Association in 1991.

Any agency seeking to initiate or enhance a victim services program must first ask the question: "Who will this program affect?" It is a good idea to establish a planning committee that involves the key stakeholders in the program who fall into two categories: internal and external. Potential internal planning committee members could be as follows:

- Representative of the director.
- Public information officer.
- Therapeutic staff.
- Program staff.
- Staff training officers.
- Line staff.
- Institutional superintendents.
- Victim service coordinator.

Potential external members of the committee could be as follows:

- Crime victims.
- Victim service providers.
- Allied criminal justice officials such as law enforcement, prosecutors, public defenders, courts, and other correctional agencies.
- Allied community-based professionals, such as mental health, social services, medical professionals, clergy members, schools, higher education, academia, etc.

The planning committee should be manageable in terms of size (10–12 members), and should be diverse by gender, culture, and area of expertise.

Planning Committee Responsibilities

Depending upon the scope of the victim services program that an agency wants to create, there are eight objectives that are listed below in order of importance to program development:

1. Develop short- (1 year) and long-range (2–5 years) plans for the victim services program (which will incorporate the objectives that follow).
2. Draft policies and procedures.
3. Plan and implement a victim task force.
4. Identify program staff and responsibilities.
5. Develop a plan for public awareness and victim outreach.
6. Develop a plan for networking with allied professionals at the local, State and national levels.
7. Develop a plan and schedule for internal training.
8. Identify benchmarks for program evaluation.

Guidelines for fulfilling these and other related objectives that the planning committee may develop are incorporated throughout this handbook.

The Planning Process

Once the planning committee has been established and planning issues have been identified, the planning process can begin. A facilitated session with committee members can help identify the priority in which planning issues can be addressed.

Planning time lines can vary, depending on the agency's overall strategic planning initiatives, as well as any deadlines related to pending issues. Time lines can be as follows:

- *Short-term* (usually 90 days in duration).
- *Annual* (a plan for 1 year).
- *Long-term* (usually 3–5 years, and coinciding with the overall strategic planning initiatives of the agency).

Strategic plans should clearly specify a variety of information and resources related to the plan's implementation, including the following:

- Overall activity that describes the general scope.
- Goal of this activity.
- Objectives to be taken to accomplish this goal.
- Tasks (numbered in order) to be accomplished in conjunction with each objective.
- Staff responsible for implementation of each task (this can include more than one staff, department, or even agency).
- Resources needed to accomplish each task.
- General budget for each task.
- The date each task is due.
- Status (that determines progress in completing each goal/objective/task).

Strategic planning forms can be automated to include "reminder notices" when deadlines are approaching.

A Strategic Planning Form developed for victim service programming implementation for the U.S. Bureau of Prisons, based upon a restorative justice model that delineates categories of *inmates, staff,* and *victims/ community,* is included in Appendix B.

Developing Policies and Procedures

Policies and/or procedures must be written to guide program development and to clearly identify roles and responsibilities for program implementation. Services and issues that require written policies and procedures include the following:

- Victim notification.
- Victim input at parole hearings.
- Victim restitution.
- Responsibilities of internal or external program advisory committees.
- Responding to incidents of workplace violence in correctional settings.
- Victim/offender programs, such as "Impact of Crime on Victims" classes, victim impact panels, mediation, etc.
- Protecting victims from intimidation, harassment, and/or harm.
- How to handle complaints from victims.
- Program principles or values based upon the premises of restorative justice.

Written agency policies and procedures for the victim service program should include the following types of information:

- Authority (either by legislative mandate, correctional agency policy, or both).
- Purpose statement.
- Applicability (to victims, offenders, staff, members of the public, or combinations of the preceding).
- Definitions (of persons, offices, and programs involved).
- Person(s) and/or unit(s) responsible for implementation of policy and/or procedure.
- Policy that states goals and objectives.

- Procedures that clearly delineate how program objectives will be achieved (i.e., the "who, what, when, where, how and why").
- Funding (if applicable).
- Any provisions for suspension of policy or procedures (usually in cases of emergency).

Victim service program-related policies should be reviewed and updated (as needed) on an annual basis. Departmental bulletins should be issued that explain new or revised victim-related policies in detail; in addition, victim service program policies and procedures should be incorporated into staff orientation and continuing education training.

While program policies should be developed and approved in accordance with established agency procedures, examples of victim service program policies and procedures from the California Department of Corrections are included in Appendix C.

Establishing a Victim Services Advisory Committee

The importance of creating a program Advisory Committee was stressed by a recently-appointed parole-based victim service coordinator, who said: "If corrections agencies do *only one thing* in developing their victim service programs, it should be to sponsor a Victim Services Advisory Committee."

An Advisory Committee can serve a variety of purposes:

- Making recommendations for program development and implementation to the Department.
- Contributing to expanded victim outreach efforts.
- Coordinating victim services with allied criminal justice, state-level and community-based agencies, and serving as liaisons to these professions.
- Enhancing public education about victims' rights and services in corrections.
- Developing curricula for inservice training, educational efforts directed toward victim service providers, and cross-training programs with allied justice and victim service professionals.
- Proposing and supporting legislation to enhance and enforce victims' rights.

Committee members should be appointed by the agency director. The structure of the Advisory Committee should incorporate the following issues:

- Committee size (with a maximum identified).
- Designated membership slots (i.e., specific justice or victim service agencies/coalitions represented; diversity by culture, gender, and geography; victim representation, etc.).
- Committee responsibilities.
- Term of office (rotating appointments help maintain continuity in membership).
- Responsibilities.
- Frequency and location of meetings (i.e., two to four times a year).
- Reimbursement (usually for expenses only).

A sample policy statement developed by the Pennsylvania Department of Corrections for its Victim Services Advisory Committee is

included in Appendix D. In Ohio, the Council on Victims Justice was established by Executive Order, included in Appendix D.

Victim advocate Ellen Halbert describes the Texas Department of Criminal Justice Victim Advisory Board as the "springboard for the development of the partnership between crime victims and corrections that we all want to happen. It is rare to see crime victims' groups complain about the agency any more; they are educated and they are listened to."

Program Staffing

When corrections-based victim service programs were first established in the 1980's, many agencies utilized existing staff to conduct program operations. This approach was usually necessitated by considerable restrictions on agency budget and personnel. However, as the specialized discipline of corrections-based victim services has evolved, most agencies have designated staff with agency line item budgets.

When State legislatures pass new laws that mandate important victims' rights and services for which correctional agencies have responsibilities (such as notification, restitution, victim involvement at parole, and victim protection), efforts should be made to secure designated funding for staff positions. Support for such funding should be sought from crime victims, service providers and statewide victim service coalitions—all of whom stand to benefit from the implementation of victim services in corrections.

Another possibility for funding corrections-based victim services is the Victims of Crime Act (VOCA) fund, which supports victim compensation and victim services at the Federal level, and in all 50 States and the District of Columbia. VOCA monies are derived from fines and assessments on persons convicted of Federal crimes. Since "victim notification," "case disposition information," and "post-conviction advocacy for victims" are all victim services eligible for VOCA funding, some State VOCA programs fund direct services in adult and juvenile corrections agencies and paroling authorities. The decision to provide VOCA funding for these purposes lies with the VOCA Administrator in each State (a roster of State VOCA Administrators is included in the "Resources" section of the *Promising Practices and Strategies for Victim Services in Corrections* notebook). Corrections officials interested in pursuing this possibility should contact their State's VOCA Administrator directly. (See Appendix E for the Illinois Department of Corrections Director's announcement article for a VOCA-funded victim services program recently begun within his department.)

Victim Services Representatives

Currently, most corrections-based victim services programs have one centralized unit with core staff located at the agency's main office. However, more and more agencies are developing an internal network of employees at each work site—either institutions, parole, or probation offices—to provide victims with services, information, and referrals. For example, the Ohio Department of Rehabilitation and Correction has designated a victim services representative at each institution and community corrections division office.

A percentage of these employees' time is designated by the site administrator for victim assistance purposes. Group training programs, held once or twice a year or even quarterly, keep victim services representatives up-to-date on policies and procedures (which they can help revise, as needed, based upon their experiences),

trends in both victimization and victim services, and victims' most salient needs.

The use of victim services representatives serves a number of valuable purposes such as—

- Providing direct assistance to victims at their local work location.
- Serving as the site liaison to the central victim services unit.
- Participating in local victim service coalitions and commemorative activities.
- Providing training about the agency's victim services to local service providers and allied criminal justice professionals.
- Organizing victim/offender programs on site.
- "Trouble-shooting" to make sure that victims' needs, which are often diverse by their location and access to support and services, are met by the department.

A duty statement for the California Department of Corrections victim services representatives is included in Appendix F, as well as a job description for the Tarrant County (Texas) Community Supervision and Corrections Department position of supervision clerk (courts), who reports to the victim services coordinator.

Use of Interns and Volunteers

Many agencies have recruited and obtained volunteers and interns to assist with the many tasks associated with victim services. Volunteers and interns, who should represent the cultural diversity of the victims served by the agency, require intensive supervision and on-going training to fulfill their jobs in their respective agencies. However, volunteers and interns can augment professional staff in a variety of capacities:

- Sending letters to victims requesting notification.
- Processing victim information into the computerized notification database.
- Providing information and referrals to victims in person, in writing, or by telephone.
- Helping to develop and disseminate information about victim services in corrections to crime victims, service providers, and concerned citizens.
- Other duties deemed appropriate by correctional staff.

A promising practice initiated in 1997 by the Missouri Department of Corrections involves a partnership with the Missouri Organization for Victim Assistance. A network of volunteer advocates will be established and trained to accompany victims to parole hearings.

Many colleges and universities offer paid and nonpaid internship programs in a variety of disciplines for their students, including criminal justice, corrections, social work, sociology and communications. The Chairpersons of these departments should be contacted for information about internship programs, that provide additional staff for the victim services program while, at the same time, offer students a valuable learning experience that will benefit them as they enter the professional job market upon graduation.

The AmeriCorp Program, which provides matching funds to public service agencies that hire college students, is another good source of talented staff.

Volunteers can be sought for both long-term, institutionalized program efforts, as well as for specific events or activities (such as victim impact panels or commemorations of National Crime Victims' Rights Week in April). The following are potential sources for volunteers:

- State victim service coalitions and/or local victim service programs.
- United Way Voluntary Action Centers.
- County/Community Volunteer Centers.
- Retired Senior Volunteer Program (RSVP).

Some local newspapers (especially weeklies) also provide free classified advertisements for volunteers.

Corrections-based victim service programs should provide volunteers and interns with clear job descriptions that clarify duties, responsibilities, and agency expectations and also meet the needs of the volunteer employee.

Volunteer programs must consider and be responsive to liability issues relevant to the use of volunteers and interns, especially when they have access to confidential victim information or have responsibilities that expose them to inmates or offenders under community supervision.

Public Awareness

One of the key elements of any corrections-based victim services program is its public awareness and victim outreach efforts. There are four good reasons to focus on this area:

1. Unless victims know that rights and services are available to them, they will not seek to access them.
2. Many of the program's efforts require cross-disciplinary efforts with allied justice professionals, as well as state-level and community-based victim and social service programs.
3. The agency's victim services can provide positive influences on public policy makers who make decisions that affect the direction and funding resources available to correctional agencies.
4. Perhaps most importantly, the agency's program offers excellent public relations opportunities that will cast a positive light on correctional efforts, that benefit crime victims and the victim service community, and that promote public safety and offender accountability at the same time.

Public awareness, with a focus on victim outreach and education, can be accomplished in the following ways.

Direct Victim Outreach

In many States, officials in the "front end" of the justice system provide pocket-size cards to victims that enumerate their rights including those in the postsentencing phases of their cases. These cards also include contact information for State and/or local victim services, including toll-free information numbers, and should list the telephone number for the corrections-based victim services program.

Some States have passed constitutional amendments that provide victims with rights to be present, heard, and informed throughout the criminal justice system, such as Arizona and Colorado. A multi-copy, color-coded, pressure sensitive form is utilized that allows victims or their lawful representatives to simply check the rights they request or waive. These forms, available for victims of both adult and juvenile offenders, are then provided to the following individuals:

- Victim or his/her lawful representative.
- Law enforcement agencies.
- Custodial agencies.
- Prosecutor.
- Victim/witness program.
- Corrections-based victim services program.
- Court/diversion programs.

This form provides consistency in both victims' requests for enforcing or waiving their rights, and in the chain-of-accessibility of this vital information across agencies within the criminal or juvenile justice system continuum. A sample of the "victim request for, or waiver of, rights" is included in the "Victim and Community Notification" section of the *Promising Practices and Strategies for Victim Services in Corrections* notebook.

Toll-free Telephone Number

For many victims, a long distance telephone call poses a financial burden. As such, many correctional agencies have toll-free telephone numbers, often with automated answering systems available 24 hours-a-day, 7 days-a-week that refer inquiries to the appropriate staff. This type of service is particularly beneficial to victims for whom location or cost might be barriers to accessing rights and services.

Brochure

Many victims, citizens, and even victim service providers don't fully understand correctional systems—how they work and integrate with other justice agencies, the differences between community and institutional corrections, and the differences between probation and parole. All victim services programs should have a brochure that provides the following information:

- Description of the agency.
- Victims' rights and services available from the agency, and how they are accessed, e.g., victim notification enrollment requirements, upon request only, by completing certain forms, etc.
- How (or if) the agency interacts with allied justice agencies.
- The most common questions victims ask about rights and services.
- Confidentiality provisions (if applicable).
- Contact information (address, telephone number [toll-free, if applicable], fax, e-mail address, and agency Web site address).
- Contact information for supporting victim services at the State and community level, e.g., victim compensation, statewide coalitions, etc.
- A list of national toll-free information and referral numbers for additional victim assistance.

In addition, some States—such as Kansas, Washington, Pennsylvania, and South Carolina—have a brochure panel dedicated to victim notification requests that is detachable and can be mailed to the victim services program for enrollment for this service.

Brochures should be developed in conjunction with the agency's communications or public information office and can be designed to have a "family look." Sample brochures are featured in the appendixes of the "Public Awareness and Victim Outreach" section of the *Promising Practices and Strategies for Victim Services in Corrections* notebook.

Telephone Rolodex Card

A Rolodex card that includes contact information for the agency's victim services program, including address, telephone

number, and e-mail information, is an excellent outreach tool for crime victims, service providers, and allied professionals. An example of the Rolodex card utilized by the Ohio Department of Rehabilitation and Correction is included in Appendix G.

Posters

A number of agencies, such as the parole boards in the District of Columbia and Georgia, have designed posters that enumerate victims' rights, how victims can access these rights and related services, and who to contact for additional information. Such posters are excellent, cost-effective tools for both victim and public outreach and should be distributed to victim service organizations, allied justice agencies, and sites where important public service information can be posted (such as community bulletin boards, libraries, student centers at universities, etc.).

Public Service Announcements

Victim services programs can work in conjunction with the agency's audio/visual services to develop 30- and 60-second public service announcements, in both audio and video formats, for statewide distribution to television and radio stations. In Maine, an excellent video public service announcement that describes victims' rights and provides the Department of Corrections' toll-free telephone number for victim assistance was developed as a volunteer project by students from Southern Maine Technical College. The script was prepared by the Department and narrated by Jeff Merrill, Warden of the Maine State Prison.

Victim-Directed Publications

The Department of Corrections in Oklahoma and Ohio have published excellent compendia of victims' poetry and writings for widespread dissemination. These publications display a true commitment to the agencies' efforts to generate broader understanding of victims' feelings, needs, and personal experiences.

Many correctional agencies also publish newsletters that focus specifically on victim-related issues. A sample copy of the Oklahoma Department of Corrections Victim Services Unit's monthly newsletter, *Trends for Victims*, is included in the "Public Awareness and Victim Outreach" section of the *Promising Practices and Strategies for Victim Services in Corrections* notebook.

Educational Videotape

In 1991, the California Department of Corrections Victim Services Program developed an 11-minute videotape entitled "Helping Crime Victims" which describes the agency, provides basic information about what happens to prisoners, and enumerates on available victims' rights and services. Produced through a partnership between the agency's Victim Services Program and Department of Communications, the videotape is an excellent promising practice for replication. All victim service representatives utilize copies of the videotape for presentations to victims, victim service agencies, and public forums. The videotape is also used for in-staff training.

Criminal or Juvenile Justice System Videotape

In South Carolina, the Victim Assistance Network utilized VOCA funds to produce an outstanding 30-minute film that depicts "a walk through the criminal justice system" for victims of crime. Beginning with law enforcement and culminating with corrections and parole, the speakers on the videotape, who are actual justice

and victim service professionals, provide simple, specific information about victims' rights and services at their juncture in the criminal justice system. The continuum of victim services is emphasized as crucial to providing quality, comprehensive victim assistance.

Electronic Outreach

As corrections "enters the Information Age," many agencies are establishing sites on the World Wide Web that provide public information about their mission, programs, and services. Agency Web sites should include a page designated specifically to victim services, such as that sponsored by the Ohio Department of Rehabilitation and Correction (www.drc.ohio.gov). In addition, Web sites can offer electronic linkages to other Web sites dedicated to victim assistance issues such as that sponsored by the National Center for Victims of Crime (www.nvc.org).

Another innovative application of Web sites hails from the Illinois Department of Corrections. Crime victims who have specific identifying information for their incarcerated offenders can access information about that offender's status and location through the Department's Web site.

National Crime Victims' Rights Week

Since 1981, victims, advocates, and justice professionals have sponsored public awareness activities nationwide to commemorate National Crime Victims' Rights Week (NCVRW), which is held during April each year. In many States, correctional agencies sponsor or cosponsor special events and activities:

- Inmate and staff fundraisers in California that raise hundreds of thousands of dollars for victim services programs.
- Training conferences in many States that focus on victims' needs, rights, and services throughout the justice system, including community and institutional corrections.
- Distribution of brochures, public service posters and buttons about victims' rights and services. For example, in Ohio an inmate designed the artwork for the 1997 NCVRW button with the State slogan "Tying the Knot With Victim Services." This tradition continues from year to year as inmates design button artwork hoping their design is chosen to represent NCVRW.
- In 1996, the California Youth Authority published a "newspaper" dedicated to victims' issues and concerns, which was distributed statewide and even at national victim service and correctional conferences.
- A tree-planting sponsored by the Missouri Department of Corrections in 1997 at 38 district offices and 19 prisons, with the ultimate goal being the creation of "peace parks." Trees were donated by the State Conservation Department, and the event was planned in collaboration with local victim service providers in each community.
- Ceremonies that honor the memories of crime victims such as those sponsored over many years in Texas and California.

A *National Crime Victims' Rights Week Resource Guide* sponsored by the U.S. Department of Justice, Office for Victims of Crime, which is available free to correctional agencies from the OVC Resource Center by calling 800–627–6872, contains a variety of public education and victim outreach resources in camera-ready format for simple replication and distribution.

Organizational members of the National Center for Victims of Crime receive an annual *National Crime Victims' Rights Week Strategies for Action Kit*, which includes suggestions and guidelines for public awareness activities and special events along with a series of public service posters to promote victims' rights during National Crime Victims' Rights Week and throughout the year.

Many States have planning committees to coordinate National Crime Victims' Rights Week activities that would welcome involvement and input from correctional agencies.

Networking

In the 1990s, the victim services discipline has focused many of its efforts on creating comprehensive, multidisciplinary approaches to victims' rights and related programs. This focus seeks a seamless web of communications among *all* entities that have responsibilities for the enforcement of victims' rights and the provision of victim services, and attempts to ensure that victims don't "fall through the cracks" of a system that should be designed to protect them. Corrections-based victim services are an integral component of these important networking efforts.

There are several useful "tools of the trade" to enhance multidisciplinary networking efforts, including the following:

Information and Referral

With over 9,000 victim service organizations nationwide, there are endless sources of valuable information and victim support available of which corrections-based victim service programs must be aware. Each program should be capable of making referrals to the following:

- Local, State, and national victim services programs and services, including victim compensation.
- All local and State criminal justice agencies.
- The national toll-free information and referral telephone numbers that specifically provide assistance and support to victims of crime and criminal justice resources (see Appendix H).
- The U.S. Department of Justice-sponsored resource centers that are accessible by telephone, in writing, or by electronic mail such as the Office for Victims of Crime Resource Center and the National Criminal Justice Reference Service.
- The numerous Web sites and victim chat rooms/discussion forums available on the Internet that provide information and peer support for victims. (A roster of victim-related Web sites is included in the "Resources" section of the *Promising Practices and Strategies for Victim Services in Corrections* notebook.)
- Local, State, and national training opportunities in which victims who contact corrections agencies might be interested in attending.
- State and local programs that seek victims as volunteers.

Cross-Training

Each corrections-based victim services program should develop training modules to inform and educate allied professionals, including victim service providers, about its programs and services. The same types of information can be condensed or expanded

to fit training time requirements; 30-minute, 60-minute and 120-minute modules are most appropriate. The use of audio/visual materials, including brochures, fact sheets, videotapes, and overhead transparencies, enhance the quality of presentations.

Similarly, correctional agencies should seek opportunities to train their employees about victims' rights and services in their State available from both system- and community-based agencies. Segments can focus on the following topics:

- Victims' rights and agency responsibilities within law enforcement, courts, and other correctional agencies.
- Victims' rights and services that require a continuum of cross-agency collaboration, such as restitution monitoring and ensuring that victim notification requests made to the prosecutor are forwarded to the correctional agency and/or paroling authority.
- Victims' needs, rights, and services relevant to specific victims, including victims of property crime, child abuse, sexual assault, family violence, elder abuse, drunk driving, juvenile offenders, and survivors of homicide.

Guest speakers from allied agencies should be invited to present these topics at orientation and continuing education classes. Their curricula and related resources can be incorporated into standardized staff training manuals.

Interagency Agreements

Often, victims' rights and services are not properly implemented because different agencies believe another entity has responsibility for their delivery. The best way to overcome this obstacle, which often re-victimizes victims who *need* and *expect* their rights to be enforced and services to be provided, is to develop interagency agreements that detail the following issues:

- Authority of specific rights and services, i.e., by law, agency policy, etc.
- Who is responsible for implementation, i.e., individual(s) and/or agencies.
- Time frame for implementation.
- The chronological order of implementation.
- Any rights or remedies a victim has when his/her rights are not enforced, or mandated services are not provided.

Interagency agreements fill gaps in service delivery, and provide a "safety net" for victims who need assistance.

Victim Notification

At the very core of most corrections-based victim services programs are notification services that inform victims (and sometimes witnesses) about the status of offenders under the supervision of the agency. Three-fourths of adult correctional agencies, over half of juvenile correctional agencies, and 8 out of 10 paroling authorities have requirements to notify at least some types of victims about changes in the status of their offenders. As of 1997, 23 States provide victims with the *constitutional* right to notification of an offender's status in the postconviction release and/or release proceeding—a public policy approach that is rapidly gaining widespread application.

While the "Victim and Community Notification" section of the *Promising Practices and Strategies for Victim Services*

in Corrections notebook contains detailed information about initiating and enhancing corrections-based victim notification programs, there are ten core elements for consideration in notification program development:

1. Policies and procedures to guide program implementation.
2. Program staffing—including central office staff and/or work site staff.
3. How victims and/or witnesses are qualified for notification services.
4. Who is eligible for notification, i.e., all or some victims/lawful representatives and/or all or some witnesses.
5. Program enrollment process and requirements for enrollees.
6. Specific types of notification for which victims/witnesses are eligible.
7. When does notification occur (e.g., how far in advance of an offender's movement?).
8. Victim confidentiality of notification requests and related information.
9. Use of paper-based versus electronic notification tracking systems.
10. Handling victims' reactions to notification or handling needs that arise from notification (e.g., accompaniment to court for hearing or released offender to work too close to victim's home).

In addition, correctional agencies must have comprehensive victim outreach resources—including brochures, enrollment cards, public service posters, etc.—that publicize the availability of victim notification services and how victims and witnesses can access such services.

Victim Impact Statements

The right to be heard at key stages of the justice and corrections processes has, historically, been one of the key tenets of the victims' rights discipline. Most States provide victims with varied rights relevant to victim impact as stated in the National Center for Victims of Crime's *1996 Legislative Sourcebook*:

- Forty-four States provide victims with the right to be heard as part of a presentence report.
- All 50 States provide for the right to be heard at sentencing.
- Forty-three States provide for the right to be heard at parole hearings.
- Sixteen States provide for the right to be heard at pardon, commutation, and/or clemency proceedings.

Types of Victim Impact Statements

There are currently eight types of victim impact statements (VIS) that are utilized by courts and correctional agencies in the United States:

1. Written VIS, accepted either in a written statement/letter from the victim, or on a designated VIS form.
2. Oral VIS (also known as "allocution"), where the victim personally addresses the sentencing court or paroling, commutation, or clemency authority.
3. Audiotaped VIS.
4. Videotaped VIS.

5. Closed-circuit televised VIS (which are especially applicable with cases involving victim/witness intimidation).
6. Child VIS offered in measures that are commensurate with the child victim's age and cognitive development.
7. Teleconferenced VIS (which are especially applicable for out-of-town victims, and/or victims with disabilities).
8. Community impact statements, utilized in Federal cases involving drugs and/or gang activities in which representatives from affected neighborhoods are invited to submit written VIS or oral testimony, at community meetings about how crime, drugs, and gangs affect the quality of life in their homes and neighborhoods.

The Value of Victim Impact Statements

In general, VIS provide victims with the opportunity to discuss the physical, financial and emotional effects the crime has had on their families, as well as themselves. Such input is vital to helping courts and correctional authorities make informed decisions about sentencing and release.

In addition, VIS provide useful information about the following issues:

- Restitution.
- Other financial obligations (such as child support, rent/mortgage payments, costs for medical bills and counseling, insurance, living expenses, etc.)
- Financial losses (including repairs for crime-scene cleanup and replacement value of lost or stolen property).
- Measures to promote victim safety and security (including protective orders, noncontact orders, supervised child visitation, and special conditions of probation or parole).
- Victims' wishes relevant to their participation in victim/offender programs (such as mediation/dialogue, family group conferencing, community reparation boards, etc.).
- Victims' recommendations for offender treatment and supervision (including attendance at victim impact panels, alcohol, or other substance abuse treatment, sex offender treatment, anger management, job skills development, etc.).

Barriers to Effective Victim Impact Statements

There are eight barriers identified by victims and service providers that may inhibit effective, comprehensive usage of VIS:

1. Indifferent forms.
2. Multiple forms that must by completed more than once by victims and that are not shared among criminal/juvenile justice and correctional authorities.
3. Using VIS as a restitution document only.
4. The format of some VIS forms that do not ask appropriate questions to garner the most useful information nor provide ample space for answers.
5. Limited explanation of instructions for completing the VIS.
6. Language barriers.
7. Confidentiality concerns, i.e., whether or not the convicted offender and/or his/her counsel have access to the VIS information.
8. Lack of consideration of VIS by judicial and correctional authorities.

Special Considerations for Victim Impact Statements

Courts and correctional authorities should be aware of and, to the degree possible, provide the following special services for victims in completing their VIS:

- Interpreters for oral VIS when victims speak languages other than English, including sign language.
- Assistance for illiterate victims to complete written VIS.
- Child victim impact statements.

Measures to Increase and Improve the Use of Victim Impact Statements

The most significant measure to expand and improve the use of VIS is training and crosstraining of prosecutors, judges, probation and paroling authorities, and victim service providers. In addition, victims should be informed of their statutory or constitutional right to submit VIS at every juncture of the criminal and juvenile justice systems.

Agencies should practice due diligence in locating victims to secure VIS information, for example, by contacting the prosecuting attorney or sending a certified letter to the last known address. They should take care to guarantee the confidentiality of such information. Plea bargain, sentencing, and parole hearings should be postponed until victims who choose to submit VIS are allowed to do so. Finally, VIS provided at the time of presentencing or sentencing should be included in a confidential section of offenders' case files, and should be reviewed by paroling, commutation, and/or clemency authorities at the time of the offender's consideration for release.

Samples of VIS, derived from the *Victim Impact Statement: A Victim's Right to Speak, A Nation's Responsibility to Listen* manual published by the NCVC and MADD with support from the U.S. Department of Justice, Office for Victims of Crime, are included in Appendix I.

The Importance of Restitution

The importance of victim restitution is demonstrated by the following factors:

- Victims suffer considerable monetary losses as a result of crime, many of which are *not* recoverable through insurance, victim compensation funds, or other forms of financial recovery.
- Offender accountability must incorporate measures to directly reimburse victims for their financial losses related to the criminal or delinquent act.
- Victim compensation programs cannot begin to fulfill the demands for financial recovery from victims, and compensation programs can be augmented by restitution payments to their funds.
- When restitution orders are *not* enforced and collected, ultimately America's victims *and* taxpayers bear the burden of financial responsibility that *should* belong to offenders.
- The fulfillment of restitution obligations comprises a tenet of restorative justice that encompasses efforts among offenders, victims, and communities to attempt to repair the harm caused by crime.
- Restitution payments are a necessary and important reminder to offenders

about the direct harm they have caused to victims and to their community.

- While restitution cannot begin to fully compensate for the harm victims endure, it is a "good faith" effort by offenders to "right their wrongs."

Furthermore, restitution is a strong measure of the effectiveness of America's criminal and juvenile justice systems. When citizens assess whether or not the justice systems are accomplishing their mission, restitution is an important evaluation criterion. As such, not only should *offenders* be accountable for victim restitution, but our *justice systems* should be held equally accountable for the enforcement of restitution orders.

Restitution Procedures

While all 50 States, the District of Columbia and the Federal government have statutory provisions for victim restitution, it is one of the most under-enforced of all victims' rights. There are a myriad of barriers to the enforcement of restitution including the following:

- Judicial orders of restitution that are not carried through to paroling authorities to incorporate as conditions of community supervision.
- Other financial obligations such as court costs, fees, fines, costs of incarceration, and even payments to the Crime Victims Compensation Fund often take precedence over restitution to the individual crime victim.
- The often misguided belief that "you can't squeeze blood from a turnip," referring to offenders who appear to be indigent.
- Lack of coordination among agencies regarding who collects and disburses restitution to victims.
- Lack of automated systems to manage and expedite restitution collection and disbursement.

Correctional agencies must acknowledge, through policies and practice, that restitution is a basic right that holds offenders financially accountable for their criminal actions, and provides victims with some monetary compensation to cover their losses resulting from crime. These include property loss, medical expenses, costs of counseling, funeral and burial expenses, lost wages, and many other considerations. Restitution should be ordered from adjudicated persons in every case, regardless of the sentence or disposition imposed, in which a crime victim suffers a loss, unless compelling and extraordinary reasons exist to the contrary.

The basic principles of a corrections-based victim restitution program should include the following:

- Understanding of and adherence to State laws that govern the ordering, collection, and disbursement of victim restitution.
- Policies and procedures that clearly state who within the agency is responsible for restitution collection and disbursement.
- Interagency agreements among courts, community corrections, institutional corrections and relevant victim agencies (such as victim compensation) regarding the management of restitution collection and disbursement.

- Cross-training programs among agencies having any responsibility for victim restitution that identify and fill gaps in program implementation.
- Written information made available to victims that clarifies their rights to restitution as well as the specific roles and responsibilities of individuals and agencies to implement these rights.

Helping Victims Document Their Losses

To ensure accurate and complete restitution orders, victims are required to document their losses in writing for the court or paroling authority. It is important to provide victims with guidelines about the types of documentation that are needed to depict their out-of-pocket and projected expenses for the future.

Some considerations for guidelines that should be provided *in writing* to victims include the following:

- Employer statements (letters or affidavits) that document unpaid time off from work the victim took as a result of injuries from the crime or involvement in justice processes.
- Documentation of any workers' compensation claims submitted and/or claims payments received by the victim.
- Copies of bills for services directly related to victims' financial recovery from the crime.
- Any receipts for items or services.
- Documentation that estimates the value of stolen property.
- Photos of valuables that were stolen.
- Copies of any documentation, often provided by local law enforcement agencies (e.g., records of serial numbers, photos, etc.), that is intended to aid victims in the recovery of stolen property.
- Any law enforcement records that indicate the status of stolen property (e.g., property recovered, recovered but damaged, etc.).
- Copies of victims' applications to and/or copies of checks received from the State victim compensation fund.
- Copies of insurance claims and related correspondence between the victim and his/her insurance company, as well as copies of checks the victim may have received to cover losses.

Immediate Losses

During the presentence investigation, victims should be asked to report information about their losses by completing or updating a financial worksheet and providing documentation as described above. A sample financial worksheet is included in Appendix J.

The range of these losses can include the following:

Medical Care

- Emergency transportation to the hospital.
- Rape kit examinations that are not immediately paid by a third party.
- All expenses related to the hospital stay, including the room, laboratory

tests, medications, x-rays, and medical supplies.

- HIV testing expenses, if applicable.
- Expenses for care provided by physicians (both inpatient and outpatient), medication, and medical supplies.
- Fees for physical or occupational therapy.
- Replacement of eyeglasses, hearing aids, or other sensory aid items damaged, destroyed, or stolen from the victim.
- Rental and related costs for equipment used for victims' physical restoration, i.e., wheelchairs, wheelchair ramps, special beds, crutches, etc.

Mental Health Services

- Fees for counseling or therapy for the victim and his/her family members.
- Any costs incurred as a result of the victim's participation in support or therapy groups.
- Expenses for medications that doctors may prescribe for victims to help ease their trauma following a crime.

Funeral Expenses

- Costs associated with burials, i.e., caskets, cemetery plots, memorial services, etc.
- Expenses for travel to plan and/or attend funerals.

Time Off From Work

- To repair damage following property crimes.
- To attend or participate in court or parole proceedings.
- To attend doctors' appointments for injuries or mental health needs directly resulting from the crime.

Other Expenses

- Crime scene cleanup.
- Costs of replacing locks, changing security devices, etc.
- Expenses related to child or elder care when victims have to testify in court.
- Relocation expenses.
- Fees incurred in changing banking or credit card accounts.

Projected Expenses

Victimization often results in injuries or losses that are long-term in nature. While it is not possible to accurately document such projected expenses, it is possible to document expert opinions as to future financial obligations the victim might incur as a direct result of the crime.

Victims should be advised to seek documentation (a letter or affidavit) from professionals who are providing them with medical or mental health services that offers an estimate of the victims' future treatment needs, as well as related expenses. Such costs can include the following:

- Long-term medical treatment.
- Physical or occupational rehabilitation or therapy.
- Mental health counseling or therapy.
- Time that must be taken off from work to receive any of the above services.

The justice professional responsible for assessing victims' restitution needs should provide this documentation to the court or paroling authority.

Assessing the Offender's Ability to Pay

The "other side of the coin" of victim documentation of financial losses is conducting an assessment of the offender's ability to pay in order to recommend an appropriate restitution payment plan. The responsible justice agency should evaluate the offender's current and future financial status in making recommendations about both the amount of restitution as well as the payment schedule.

The following are issues for consideration:

- Current employment status, including salary, benefits, and pension plans.
- Projections on future employability (that assess the type of job and the remuneration offenders might secure).
- Assets not essential to the offender's quality of life (excluding home or automobile ownership) that include such assets as savings accounts, investments such as stocks, bonds and mutual funds, income from investment properties, etc.
- Potential contingency funds, such as State and Federal income tax returns, winnings from lotteries, or inheritances.

In Summit County, Colorado, the Fifth Judicial District Probation Department trains its officers to examine the entire financial situation of offenders when looking at issues concerning their ability to pay restitution. For example, if an offender owes restitution and owns expensive, nonnecessity items (e.g., television or compact disc player), then the probation officer can ask the judge to order the offender to sell their possessions to pay restitution to the victim(s).

Alternative Methods of Restitution Collection

At times, it becomes necessary to employ innovative and more controlled methods for collecting restitution when offenders fail to pay as scheduled. Efforts implemented by a variety of agencies and jurisdictions include the following:

- Civil remedies.
- Forfeiture of bond money for restitution obligations.
- Collection of restitution while offenders are institutionalized as well as when they are placed on parole.
- Providing incentives for incarcerated offenders to pay restitution.
- Acceptance of credit card payments.
- Converting restitution orders to community service.
- Extending the term of community supervision until offenders fulfill their restitution obligations.
- Use of private collection agencies.

Additional resources relevant to victim restitution are included in the "Restitution" section of the *Promising Practices and Strategies for Victim Services in Corrections* notebook.

Victim Protection

One of the most effective ways to encourage victim participation in the entire criminal justice process is to ensure their safety from intimidation or harm by offenders, or those associated with offenders. Whether "participation" denotes serving as a witness for the prosecution, providing victim impact statements, or offering testimony relevant to parole revocation hearings, victims and witnesses are more likely to be involved if efforts are made to promote their personal safety.

Correctional agencies have an important obligation to protect victims from intimidation, harassment and/or harm by offenders under their supervision. A combination of sound policies and modern technology offer many innovative approaches to increasing and enforcing victim protection measures such as follows:

- Protective orders, restraining orders, or "no contact" orders issued upon the victim's request at no cost (with the most effective orders having no time constraints, but rather issued as "permanent" orders by judges or paroling authorities).
- Protection for victims of domestic violence and/or stalking through JurisMonitor—a unit in the victim's home that signals the victim, local law enforcement, and a centralized operations center when an offender, who is wearing an electronic monitoring device, comes within a 150–500 foot perimeter of the victim's home.
- Cell phones automatically programmed to dial "911" when a victim feels threatened or at any risk from an offender.
- Panic buttons on necklaces that are linked to "911."
- Inmate phone systems that only allow pre-approved telephone contacts that can preclude the victim.
- Institutional correctional agencies' policies and practices that monitor inmates' outgoing correspondence and phone calls.

Paramount to victim protection are clearly written policies and procedures that require the following:

- Conform with and enforce provisions of all State laws relevant to victim protection, including protective orders, anti-stalking statutes, etc.
- Define intimidation, harassment, and/or harm.
- Clarify what victims must do to seek protective measures and which individual(s), agency(s), or unit(s) are responsible for enforcement.
- Provide guidelines to victims for documenting instances of intimidation or harassment.
- Provide for interagency agreements that clarify respective roles and responsibilities for victim protection and security.

Additional information about protecting victims is included in the "Protecting Victims from Intimidation, Harassment or Harm" section of the *Promising Practices and Strategies for Victim Services in Corrections* notebook.

Handling Complaints from Victims and Witnesses

The majority of correctional agencies have received complaints from victims and witnesses about harassment, intimidation, or retaliation by offenders and their families, and/or about issues related to offenders' release and location. Yet only 40 percent of adult correctional agencies, 48 percent of juvenile correctional agencies, and 50 percent of paroling authorities have formal procedures for handling victims' complaints.

The following policies and procedures for handling victims' complaints must be developed:

- Designate to whom a victim should address his/her complaints and concerns.
- Establish guidelines for investigating the validity of complaints.
- Identify the range of responses an agency can take when complaints are found to be valid.
- Notify the victim of the agency's response to his/her complaint.

The agency should educate victim service providers about its process for handling victim complaints so they can explain procedures and provide appropriate contact information for victims, upon request.

Parole Processes

For many victims, the parole process can be an intimidating and frightening experience. Any feelings of safety or security they have had due to the offender's incarceration are jeopardized by even considering the inmate for parole. The need for information about the parole process becomes vital; similarly, the importance of victim input into parole proceedings cannot be underestimated.

There are 12 basic rights and services that paroling authorities should provide to crime victims before, during, and after the parole process:

1. Information about the parole process (including parole hearings), available in written, audio, and/or video formats in languages commensurate with victim populations in the agency's State.
2. Notification (upon request and in writing) of upcoming parole proceedings at least 60 days in advance of any hearing.
3. Designation of professionals or volunteers to accompany victims to parole hearings.
4. Procedures to keep victims and offenders separate by sight and sound at parole hearings, if victims so desire, (i.e., in States where victim presence at the parole hearing does not require offender presence at the same time).
5. Waiting areas for victims that are separate by sight and sound from the offender and his/her family and friends.
6. Acceptance of victim impact statements before or during parole hearings in person by the victim (allocution), written, audiotaped, and/or videotaped, and in measures that are commensurate with the victim's age, cognitive development, and culture (multilingual).
7. Confidentiality of victim information and victim impact statements from the

offender and his/her counsel before, during, and after parole hearings.

8. Timely notification of the outcome of any decisions resulting from parole hearings.
9. Notification of parole violations and relevant hearings to both the victim of the original offense that resulted in incarceration as well as the victim of the offense for which the revocation hearing is being conducted.
10. Information for victims about parole supervision, conditions of parole, the name of the parole agent, and who to contact within the paroling authority for additional information or resources.
11. Training for all staff involved in parole proceedings about basic victimology theory, along with an overview of State law, policies and victim services relevant to the agency.
12. Training for all State and local victim service providers about the parole process and related victims' rights.

These rights and services should be described in detail in policies, procedures and staff duty statements.

Additional information is included in the "Victim Services in Parole" section of the *Promising Practices and Strategies for Victim Services in Corrections* notebook.

Staff-Related Issues

There are four key issues relevant to all staff in the correctional agency, as well as its victim services program team:

1. Internal training.
2. Informational bulletins.
3. Internal advisory committee.
4. Departmental forums.

Internal Training

All correctional agencies should incorporate a 4-hour training program for new employees, and at least a 2-hour training program for veteran employees as a component of their annual training. The following issues should be addressed:

- Agency policies and procedures related to victims' rights and services.
- An overview of State victims' rights laws, especially those that mandate corrections-based victims' rights and services.
- A system-wide perspective of victims' rights and services from law enforcement through corrections, focusing on interagency collaboration.
- Victimology theory, victim trauma, the range of victim reactions to crime and the criminal justice system and victims' needs specific to the crimes that were committed against them.
- National, State, and local resources for victim information and referrals.

When possible, victims and local service providers should be asked to copresent at any internal training sessions sponsored by the agency.

Agencies should also establish internal training goals that focus on how the training will translate to improved programs and services for victims of crime. The Texas Department of Criminal Justice (TDCJ) incorporates divisions responsible for community justice assistance, institutions, State jails, and parole and established 10 program goals that can be obtained through comprehensive training:

1. To ensure that victims are treated with respect and dignity by all TDCJ personnel.
2. To ensure that victims are provided with accurate information in the most expedient manner possible.
3. To ensure victims are aware of their rights in the criminal justice process regarding notification and parole protest procedures.
4. To ensure that TDCJ personnel are trained in victim sensitivity issues.
5. To develop and assist a statewide professional victim liaison network in each Community Supervision and Corrections Department, District Parole Office, and Institutional Division prison unit.
6. To create a Crime Stoppers program "behind the walls" of the Texas Department of Criminal Justice Institutional Division facilities.
7. To provide victims of violent crime the opportunity to have a structured, face-to-face meeting with their offender(s) in a secure, safe environment, in order to facilitate a healing recovery process.
8. To develop a staff victimization and crisis response program for the TDCJ.
9. To provide for the creation of a library for victims, victim advocates, and TDCJ staff on a statewide-access basis.
10. To provide opportunities for the greatest possible access and use of volunteers within TDCJ Victim Services.

Informational Bulletins

The concept of informational bulletins, developed by the California Department of Corrections Victim Services Program, provides information to internal staff, as well as to agencies throughout the State and nation that are interested in corrections-based victims' rights and services. The bulletins (published quarterly) contain information about the Victim Services Program's policies, services, current activities and programs, and future plans. In addition, issues that are most important to victim clientele, such as restitution, notification, allocution, protection, etc., are summarized with innovative solutions to meeting victims' needs offered whenever possible.

Informational bulletins are helpful tools to keep agency staff apprised of program activities and changes in policies or procedures relevant to victim services, especially changes that may involve or affect them. For other correctional agencies and allied professional justice agencies, such as prosecutors and the courts, the bulletins share innovations and ideas that can be easily replicated at the local, State, and national level in other jurisdictions.

Internal Advisory Committee

Members of the internal departmental advisory committee serve in an advisory and review capacity to staff of the victim services program and assist in the development of program policies, procedures, and resources.

Departmental Forums

Departmental training forums provide staff with an understanding of various victim issues and concerns as well as ongoing activities and programs within the agency. Activities include the identification of topics (which are often tied to current trends affecting victims and/or the agency in the State), resources needed, research of current activities and issues, and the presentation of information to departmental staff.

The best place to host departmental forums is on institution or department

grounds. Considering the possibility that victim service providers may be involved in the forums, this is a good way to introduce them to the department as well.

Departmental forums should be conducted as "trainings-for-trainers" so that participants can return to their work sites and educate other staff. Forums should be held at least quarterly throughout the year. Presenters can include the following:

- Victim services program staff.
- Community-based victim service providers.
- System-based victim service providers, e.g., law enforcement, prosecutors, public defenders, courts, etc.
- Crime victims and witnesses.

Responding to Workplace Violence in Correctional Settings

Physical assaults. Sexual harassment. Hostage-taking incidents. Spitting and throwing feces and urine. Rape. And the ultimate violation: murder.

What to some people appears to simply be a litany of our worst violent crime fears is, for many correctional professionals, a daily threat in their workplace. While much attention has been focused on increasing incidents of workplace violence in America, little attention has been paid to the violent acts committed against those who dedicate their lives to public safety and protection: corrections, probation, and parole professionals.

There is a flawed assumption that people who choose corrections as their profession must accept risks to their personal safety, and that being victimized is "just part of the job." Certainly, corrections is a tough job that is made even more difficult by the threat and carrying out of violent acts. Additionally, such difficulties are enhanced when correctional agencies fail to adopt strong policies and procedures that promote worker safety and victim assistance when an employee is victimized on- or off-the-job.

Stress, Trauma, and the Corrections Professional

Stress theory, developed by Dr. Hans Selye and others, notes that individuals exist in normal states of equilibrium where they establish their own personal boundaries, usually based on a certain order and understanding of the world. *Occasional stressors* will move the individual out of the state of equilibrium, but the majority of people most of the time stay within a familiar emotional range. *Trauma* throws people so far out of their range of equilibrium that it is difficult for them to restore a sense of balance in life. When they do establish a new sense of balance, it will often be different than prior to the trauma, with new boundaries and new definitions.

Like most people, corrections professionals face *developmental stressors* that come from transitions in life, such as marriage and divorce, parenthood, and retirement. However, the level of *chronic stressors* that occur over and over again is extraordinarily high for corrections professionals: supervising heinous criminals; job tensions; and feeling unsafe on an ongoing basis due to the clientele with whom they interact. When corrections professionals

are faced with the sudden, arbitrary *acute stressor* of a violent act perpetrated against them, which compounds the many other stressors they endure, the resulting trauma can be overwhelming.

Responding to Workplace Violence: Ten Suggestions for Correctional Agencies and Administrators

Every correctional agency has an important obligation to its employees to promote their safety and well-being. In order to shape the issues that must be addressed, California Youth Authority, Office of Prevention and Victims Services, Assistant Director Sharon English and public safety consultant Anne Seymour developed 10 suggestions for agencies and administrators to respond to workplace violence:

1. All corrections, probation, and parole agencies should have clear policies and procedures for responding to workplace violence that encourage reporting of criminal incidents and provide support for the victimized staff, witnesses, and entire unit or office in which the critical incident occurred. The victim services provided for staff and the rights staff have as victims should be clearly described.
2. All agencies should have emergency response teams available around the clock with members trained in victimology theory, responses, and interventions.
3. Staff safety training programs should incorporate victim assistance in addition to worker safety and critical incident prevention.
4. Management and administrative staff should be professionally trained in death notification procedures that include in-person sensitive notifications, crisis intervention, and onsite and continuing support for murdered employees' family members.
5. Supervisors and managers must receive training on how victimization affects their employees' career choices, how victimized employees might treat inmates, parolees, or probationers, and how victimized staff are viewed by their co-workers.
6. Procedures on staff reintegration must be established and practiced, focusing not only on the victimized staff member but also on his/her professional peers as well.
7. Corrections professionals should be involved in any disciplinary hearings or criminal proceedings resulting from their victimization, including notification of case status; the right to be present at key proceedings; submission of a victim impact statement; and protection from intimidation, harassment or harm.
8. Corrections has an ongoing responsibility to the family of victimized staff members. Efforts should be made to provide them with information, input and support, not only at the crisis stage of the victimization but also in the months that follow.
9. Agencies should establish policies and procedures for rumor control following a staff victimization or critical incident, which includes a brief statement of facts for agency employees, as well as for the news media.
10. Corrections, probation, and parole agencies should establish strong affiliations with local victim service organizations. Over 9,000 local agencies can provide crisis intervention, support groups for victimized staff, and training on victim trauma and reactions following a crime.

Appropriate Treatment for Victims and Survivors of Workplace Violence/ Victimization

Agencies can lay a strong foundation upon which to implement workplace violence strategies by clarifying employees' rights when they are victimized in the line-of-duty. Just as crime victims in all 50 States and at the Federal level have a "Victims' Bill of Rights" that guides how the criminal justice system should treat them and how their cases will be handled so should correctional agencies articulate similar rights for the fair treatment of correctional staff who are victimized by violence in the line-of-duty.

Guidelines for Correctional Employees Who Are Victimized in the Line-of-Duty

The following guidelines, modeled after "Victims' Bills of Rights" adopted in most States, provide correctional agencies with ideas for appropriate treatment of victimized staff, and offers employees a "checklist" of supportive services that can be provided by the agency:

"As a victim of a serious crime committed while you were performing your duties, you will:

1. Be treated with dignity and respect by the Department and all of its employees.
2. Be provided with direct assistance and support from the Department's Office of Victim Services for both you and your family.
3. Be informed of these guidelines, as stated here, by your immediate supervisor within 48 hours following the critical incident.
4. Receive timely information about the status of the administrative and/or criminal proceedings related to the critical incident.
5. Have a timely disposition of your case.
6. Be allowed to be present, upon request, at any administrative proceedings related to the critical incident—or to have a representative of your choice present at such proceedings—and to be present at any criminal proceedings related to the critical incident, pursuant to [S]tate law.
7. Have the opportunity to submit a victim impact statement—either written, oral, audiotaped or videotaped—prior to the administrative disposition of the case, and to have a record of your victim impact statement maintained in a confidential section of the offender's case file, and to be afforded this right in the event of a criminal prosecution, pursuant to [S]tate law.
8. Be notified about the final disposition of the case in a timely manner.
9. Be encouraged to enroll in the Department's Victim Notification Program—regardless of whether your case is pursued as an administrative or criminal matter—in order to be kept informed of the offender's status and location, pursuant to state law and agency policy, and to have your notification request and related information kept confidential from the offender.
10. Be provided with reasonable protection from the accused.
11. Receive restitution from the offender, either monetarily or as an appropriate form of community service within the corrections community, based upon a recommendation from you.
12. Receive workers' compensation and/or victim compensation, and to receive assistance with completing the associated requirements.
13. Receive referrals for mental health counseling, upon request, for both you and members of your immediate family

from a competent professional who is qualified in providing crisis intervention and sensitive trauma response.

14. Receive information about and a referral to supportive victim services and assistance in your community."

* *The rights in criminal proceedings must be defined by individual correctional agencies in accordance with [S]tate (or [F]ederal) law.*

Additional information about policies, protocols, and programs relevant to violence in the corrections workplace is included in the "Responding to Workplace Violence and Staff Victimization" section of the *Promising Practices and Strategies for Victim Services in Corrections* notebook.

Monitoring Legislation

Many corrections-based victim services are mandated by law. Of the 27,000 Federal and State statutes that currently guide the implementation of crime victims' rights, many apply to correctional agencies. In addition, 29 States have passed state-level crime victim constitutional amendments, the majority of which address victims' rights to participate throughout the correctional process. The proposed Federal constitutional amendment for victims' rights introduced in the 104th Congress in 1996 (see Appendix K) also provides for victims to participate and be heard in the corrections and parole processes in adult, juvenile, and military justice systems.

Corrections-based victim services programs, along with agency legislative divisions, should work closely with state-level victim service coalitions to determine victims' needs and concerns that can be addressed by new laws. These important partnerships help develop mutual understanding of roles and responsibilities relevant to victims. It also enhances the increasingly popular approach of offering "team testimony" to legislative committees relative to corrections-based victims' rights. Representatives of correctional agencies testify *with* victims and service providers about not only proposed mandated rights and services but also fiscal notes that determine the money necessary to enforce new mandates.

The National Center for Victims of Crime in Arlington, Virginia has a legislative database with 27,000 victims' rights statutes. Its *1996 Victims' Rights Sourcebook* offers a compilation and comparison of victims' rights laws, many of which are pertinent to corrections. Correctional agencies can tap these valuable resources to compare their States' corrections-based victims' rights, and secure samples of other States' statutes, which affect victim notification, protection, restitution, victim input, and other topics, to use as models for replication.

Program Evaluation

This overview of program evaluation is derived from the "Program Design, Development and Evaluation" chapter of ***A Guide to Enhancing Victim Services within Probation and Parole****, published by APPA with support from the U.S. Department of Justice, Office for Victims of Crime in 1994.*

Program design, development and staffing are the critical first phases of a victim

services program. These steps lay the foundation for program implementation that includes a specification of program features, identification of a target population, articulation of program policies and procedures, and a scheme for selecting, hiring and training program staff. Programs are never instituted in a vacuum, i.e., they often can have significant repercussions or effects on other areas of department operations and functions. They are also rarely installed without a variety of problems or complications. Moreover, programs are obliged to demonstrate that they are fulfilling claimed objectives, and they are servicing an identifiable, needy population. Programs should not be inaugurated without a method to learn about their planning, structure, methodology, and impact. Hence, there is a need for program evaluation.

What is Program Evaluation?

Program evaluation is a set of tools for gathering information to examine program formulation, implementation, and outcomes. It is a means to document the establishment of the program and to show whether the program is achieving its purported goals and serving its targeted clients. Program evaluation is actually a multidisciplinary field of applied social science that draws on concepts and research protocols from psychology, sociology, education, economics, administration and statistics. Program evaluation ultimately seeks to improve the quality of program services through the application of skills and methods for determining whether the program achieves its intended goals.

Purposes of Program Evaluation

Program evaluation can accomplish a variety of purposes, which includes the following:

- Determines whether a particular program or programs are needed in a specific area of service.
- Assists in the planning, staffing, and budgeting of programs.
- Ascertains whether a program has been implemented according to its original design and intent.
- Helps to determine whether a program should be continued as implemented, expanded, modified, or altogether eliminated.
- Gathers information to improve ongoing program practices and services and to monitor the effectiveness of programs.
- Measures the intended and unintended impact of programs and establishes if a program is achieving its goals and objectives.
- Yields information to satisfy internal recordkeeping requirements, as well as requests for information from funding bodies, the public, and outside agencies.
- Provides a systematic, running record of program expenditures.
- Helps make a choice between different programs or approaches being offered in the same area of services.
- Aids in ensuring that a program is performing according to set standards. (E. Posavac and R. Carey, ***Program Evaluation: Methods and Case Studies***. Englewood Cliffs, NJ: Simon and Schuster, 1989.)

Types of Program Evaluations

Evaluations of programs may be conducted from a number of different viewpoints and can be differentiated by the kinds of

questions asked and the kinds of answers needed to make informed decisions about programs. Therefore, the scope of an evaluation depends on the specific purposes for which it is being considered. (Peter Rossi and Howard Freeman. ***Evaluation: A Systematic Approach***. Beverly Hills, CA: Sage, 1982.)

The four general categories of evaluations are need, process, outcome, and expenditures.

Need Evaluation

An assessment of need is designed to answer questions about the target populations such as their background characteristics, problem areas, and the kinds of services they perceive to be important and helpful. Need evaluations occur during the program planning stages and provide data to shape program structure and services. They may also suggest that a program is unnecessary because the proposed services can be found elsewhere; because a target population cannot be identified clearly; or because the identified population does not express a strong desire for services or assistance. A need evaluation of a victim services program would attempt to answer these questions:

- What types of victim services are currently offered through local criminal justice agencies?
- Will the prospective services supplement, replace, overlap, or complement existing victim services?
- Based on a survey (written, telephone, or in-person), what are the most pressing needs of local crime victims as expressed by the victims themselves, and by probation, parole, and corrections staff?
- What are the present procedures for collecting victim restitution (or notifying victims, seeking impact statements, providing protection from intimidation, etc.)? How would the future program coincide with current operations?
- Are victims' reported needs serious and broad enough to warrant a special victim service program?
- Are there alternative mechanisms in the department to meet victims' needs other than the proposed program?
- Approximately how many potential clients can be served by the proposed program?
- Given the program's initial conceptualization, what victims should be targeted for services? Which of these victims would be easiest to access and most likely to be helped by the program? Why?

Process Evaluation

An assessment of process is designed to answer questions about program implementation. Once a program has been administered, evaluators can document the extent to which the program was implemented as designed and is serving the target population. Process evaluation is an examination of the effort invested in a program and does not seek to establish program effectiveness. Rather, it provides a systematic exploration of whether a program is being administered in conformity with its original conceptualization (Rossi & Freeman, 1982). A process evaluation of a victim services program would attempt to answer these questions:

- How many victims are being assessed and contacted by program staff (daily, weekly, monthly, yearly)?
- How many times, on average, is each victim contacted? What is the nature of these contacts (i.e., mail, phone,

in-person, at home, or within the agency)?

- How closely do written procedures correspond to the actual delivery of services? What are the specific disparities between plans and practice, and how seriously do they affect operations?
- How does the victim services program interface with other department programs? Are program policies and procedures consistent with those of the host agency?
- How often do other department staff interact with program personnel? What is the purpose of those interactions (i.e., referral, advice, or complaint)?
- Are program services being delivered within a reasonable period of time? Are there ways to expedite service delivery?

Outcome Evaluation

An assessment of outcome traditionally has been the major focus for program evaluators and is designed to answer questions about program effects. Outcome evaluations are conducted after the program has been running long enough to register an impact on its clients. An outcome evaluation gauges the degree to which a program has influenced changes in the desired directions. To conduct an outcome evaluation, a researcher must show persuasively that impact was a function of program interventions and cannot be accounted for in other ways (Rossi & Freeman, 1982). An outcome evaluation of a victim services program would attempt to answer these questions about program success:

- How satisfied are victims with the following program services?
  - Types and range of services offered.
  - Correspondence between their particular needs and program services.
  - Number and nature of contacts they have had with program caseworkers.
  - Their caseworker's responsiveness and sensitivity to their problems and needs.
  - Outcome of their case.
  - Amount of restitution and compensation they have received.
  - Timeliness of their case notifications.
  - Information they were given about victim services and crime prevention.
  - Services they received through referrals.
  - Comfort and safety of the program office environment.
- Are crime victims served through the program better off physically, emotionally, and economically when compared to nonparticipating crime victims?
- Do program services correspond with mandated victims' rights?
- How do other department staff and allied justice professionals rate the performance of the program with respect to professionalism, staffing, dedication, and service?

Expenditure Evaluation

An assessment of expenditures is designed to answer questions about program economics. Specifically, expenditure

evaluations address the cost-effectiveness of programs (i.e., do the benefits of the program justify the investment needed to provide the services?) and the cost efficiency of programs (i.e., is the program the most economical way to provide services or can other programs provide the same services at a lower cost?). A comprehensive evaluation of expenditures requires estimates of the tangible and intangible benefits of the program(s), as well as the direct and indirect costs of undertaking the program(s). Cost analysis techniques have been well developed in business and industry and can be adapted to study human service programs. An evaluation of expenditures for a victim services program would attempt to answer these questions:

- What is the per capita cost of handling a case through the program? How does this cost compare with the costs reported by other programs in probation, parole, and corrections?
- What are the total overhead (including such costs as office space, telephones, copy/fax machine use, and e-mail) and personnel costs of the program (salaries and benefits)?
- Is the program exceeding its original budgetary allocation? Why are there cost overruns? Can any services be cut back or eliminated to save expenditures? Will these reductions jeopardize program operations?

Client Needs Assessments

This section is taken from the "Program/Service Outcome Evaluation" chapter of the training and resource manual ***Focus on the Future: A Systems Approach to Prosecution and Victim Assistance*** *published by the National Center for Victims of Crime with support from the U.S. Department of Justice, Office for Victims of Crime in 1994. It was written by* ***Promising Practices and Strategies*** *Project Director Trudy Gregorie.*

One of the most valuable tools for a victim services program is regular assessment of its clients concerning the effectiveness, sufficiency, and quality of its services, and the effectiveness and professionalism of its staff. All programs receive some informal feedback from their clients, in the form of letters, commendations, complaints, or telephone calls, etc. But most programs survey their clients more systematically at one time or another in order to find out how they feel about the program's services, and to receive input on improving program services. Victim assessments can be conducted through written surveys that are given to clients as they exit the program or are mailed to them after the conclusion of their case. One disadvantage of mail surveys is that many people do not respond, and it is difficult to be sure whether those who do respond are truly representative. Assessments can also be conducted by telephone or in person. These evaluations can be either random or routine.

Victim assessment surveys can help program personnel examine their current policies, protocols and procedures to ensure that the program and service providers exemplify the needed sensitivity and effectiveness when dealing with crime victims. The useful data collected should indicate needed changes, enhancements, or revisions to improve the program's delivery of services and enforcement of victims' rights.

Two examples of victim assessment surveys that can be easily modified for correctional agencies—developed by the Delaware County Juvenile Court Victim Services Unit (Pennsylvania) and the Marion County District Attorney's Victim Assistance Program (Oregon)"—are included in Appendix L.

Technology to Enhance Corrections-Based Victim Services

This section is adapted from the 1996 National Victim Assistance Academy curriculum sponsored by the Victim Assistance Legal Organization with support from the U.S. Department of Justice, Office for Victims of Crime. It was written by ***Promising Practices and Strategies*** *Project Manager Anne Seymour.*

Information is power. With the explosion of the information age and the expansion of the "information superhighway," victims, service providers and criminal justice professionals have myriad opportunities to augment their individual and collective power by accessing and sharing information electronically. Information comprises the very foundation upon which many victims' rights and services are based, including the following:

- Victims' rights mandated by statute and case law.
- Victim services available locally, at the State level, or nationally.
- Case status.
- Offender status.
- Research that documents trends in crime and victimization.
- Personal support and resources available to help victims reconstruct their lives following a crime. In 1997, virtually *all* of this type of information is available on-line to anybody who has a personal computer, telephone line, and modem.

The growth in technological applications to manage the expansion and development of victim service organizations, to enhance case management and tracking information for both victims and offenders, and to simplify and expand communications through the worldwide "information superhighway," holds great promise for the discipline of corrections-based victim services. Knowledge about and use of existing and emerging technologies can save greatly needed time, money and human resources for victim advocates as well as crime victims.

The primary purpose of the victim service discipline is to help crime victims obtain three basic objectives: rights, recovery, and respect. Yet victims are often barred from securing these objectives by ignorance, mis-impressions, and lack of information. In a very real sense, *information is the key that allows access to victims' rights, recovery and respect.* Unless victims are made aware of their rights as well as how and when to exercise them, such rights have no meaning or usefulness. Simply put, *information is the means to victim service providers' ends.* Indeed, it is the stock and trade of the victim service discipline and the driving force behind most services for victims of crime. How victim advocates are able to gather, synthesize, analyze, expand, distribute, and dispense this precious commodity has a direct impact on the success of the victims' rights movement.

Barriers to the Use of Technology to Benefit Victims

There are five common barriers to the implementation of technologies that could benefit victims of crime:

1. "Technophobia."
2. Cost.
3. Security of victim information.
4. The need for change management.
5. Government and judicial policies relevant to technology.

"Technophobia"

"Technophobia" is the fear of utilizing new technologies. Victim services and, indeed, the entire criminal justice system have traditionally operated on a paper basis. The volumes of information relevant to crime victims, in both criminal cases and in the provision of quality services, can generally be found in paper format and files. While some agencies are equipped with personal computers, are able to communicate via facsimile machines, and have access to the "information superhighway" through the Internet, many others utilize no technology applications in their day-to-day activities.

Undoubtedly, the victims' rights discipline and, to some degree, the field of criminal justice have been slow to harness the powers of technology. Very real fears exist about technology applications: Will computer files be lost? What if the electricity shuts off and our systems go down? Can we protect the confidentiality of victim information? How can we become "computer literate"?

However, all these and other fears can be overcome with careful planning, training, technical assistance, and implementation of technology applications that benefit victims. While initial efforts to become technologically savvy are challenging, and at times difficult, service providers must view "the big picture" in terms of the time, money, and human resources that can be saved through advances in technology, keeping in mind that the ultimate beneficiaries are victims of crime.

Cost

For many agencies, the cost of technology appears to be prohibitive to implementation. However, the cost of *not* harnessing the effective powers of technology will soon outweigh the initial investment.

Both corporate America and the technology industry are reaching out to social service organizations to augment their use of technology as well as their expertise relevant to computerization and management information systems. For example, clearinghouses exist that provide used computers to nonprofit organizations for free. More and more victim service agencies are securing the volunteer support of technology professionals on their Boards of Directors or in advisory capacities to initiate and enhance the use of computers. As the competition among technology firms grows more fierce, victim service providers benefit from the marketing of software packages that are inexpensive and adaptable to most personal computer systems. Furthermore, public policy developments are beginning to support the implementation of technologies that improve the provision of victim services (such as the *Violence Against Women Act* passed by Congress in 1994 that authorizes the use of technologies that benefit victims as a fundable outcome).

Security of Victim Information

Victim confidentiality is a priority for correctional agencies, crime victims, and service providers. Much victim information related to corrections is confidential by law or by agency policy. However, technology today easily accommodates the security of any information that is deemed confidential by the courts, including victim information.

Access to computer screens with confidential information can be limited only to authorized users with passwords when software packages are developed. The use of encryption or "scrambling" of documents that are electronically transferred further prevents unauthorized access. In developing technologies that benefit victims, careful consideration and planning relevant to the security of specific information must be a priority. This can be accomplished by partnerships

among criminal justice and victim service professionals as well as technology experts who develop software packages and offender management information systems.

The Need for Change Management

Change management is the means by which organizations successfully integrate technology with operations and people. While possessing the most advanced technology to benefit victims is important, it is *not* enough to ensure success. The best system can fail if it is not accepted by the people whose job it is to use it.

There are four key components to change management:

1. *Leadership*: Setting and articulating a compelling vision, mission, and agenda for change, then making this commitment visible, constant, and contagious.
2. *Ownership*: Creating an environment for the attitude, motivation, and commitment of individuals and groups within and allied to our nation's victim service discipline, resulting in "buy-in" and ownership of change from early involvement through the total change process.
3. *Enablement*: Providing professionals with the knowledge, skills, processes, technologies, structures, tools, and advice to perform new roles in a changing workplace and discipline.
4. *Navigation*: Creating the environment to manage, integrate, and coordinate multiple change initiatives.

(The preceding section is an excerpt from Andersen Consulting, ***Change Management*** *workshop, International Integrated Justice Symposium, June 1995, New Brunswick, Canada.)*

For corrections-based victim services programs, change management means that they must do the following:

- Understand the benefits to victims that technology has to offer.
- Be actively involved in planning activities that relate to applying technology to victim services, criminal justice, and corrections.
- Be flexible in their willingness to adapt to new ways of doing age-old tasks.

Government and Judicial Policies Relevant to Technology

Often State legislatures and/or judicial authorities must pass new laws and regulations that guide the implementation of technology. The acceptance of electronic data, imaging, and signatures has been accompanied by legal mandates that authorize their acceptance as official documents within the criminal justice system. The National Center for State Courts in Williamsburg, Virginia has shown great leadership in seeking changes in rules and laws that allow for technological advances that streamline justice and benefit crime victims.

Offender Management Information Systems

In the United States today, there is an important and welcome move toward incorporating vital victim information into offender management information systems. Instead of having multiple databases that relate to an offender's case, and hence the victim's case, many jurisdictions are centralizing databases that include victim information with substantial security protections to ensure confidentiality.

One example is the statewide automated juvenile justice tracking system utilized in Oklahoma. A variety of data about juvenile offenders is included in the system such as demographic, social, and family information; case status and disposition; gang affiliations; juvenile profiles; and supervision and placement tracking. Two other key elements are victim notification and victim restitution. Juvenile justice and allied professionals who are authorized to access

this information (from anywhere in the State utilizing a personal computer that taps into the centralized database repository) can quickly surmise if the victim has been notified of the juvenile offender's status or release, and if restitution has been ordered, collected, and/or paid.

The incorporation of these and other vital data, such as victim impact information and protective orders, into centralized offender management information systems, with appropriate security precautions built in to ensure victim confidentiality, should be a goal of corrections-based victim services programs.

Case Tracking Technology

An important and recent phenomenon utilizes the power of current technology to track offenders and their victims throughout the criminal justice process. Case tracking serves five important purposes:

1. Maintains up-to-date information on an offender's status and release.
2. Provides substantial information about access to victim services and whether or not victims' rights as mandated by law are being upheld.
3. Holds the criminal justice system accountable by providing useful and timely data on case dispositions, including arrests, plea bargains, judicial sentences and time served on actual sentences.
4. Provides valuable data about victim and offender typologies.
5. Provides law enforcement, criminal justice, corrections and victim service providers with historical data related to victims and offenders that can guide their approach to intervention.

The more America knows about criminal activity, the better our nation can be equipped to prevent and combat crime. Equally as important, the more America knows about *victims*—who they are, what types of services they need and are able to access, and whether or not their rights are implemented—the better our nation can be equipped to serve and assist victims.

The Automation of Victims' Rights and Services

Technological developments have been particularly beneficial to victims and service providers in two areas: victim notification and victim restitution.

Victim Notification

More than half of America's correctional agencies have automated victim notification processes, as depicted in the following data derived from the *1996 National Victim Services Survey of Adult and Juvenile Corrections and Paroling Authorities* (conducted by the National Center for Victims of Crime as part of the *Promising Practices and Strategies for Victim Services in Corrections* project):

Figure 1

VICTIM NOTIFICATION REQUESTS IDENTIFIED/TRACKED BY:	ADULT	JUVENILE	PAROLE
Computerized system	46%	24%	41%
File flags	11%	53%	19%
Both	25%	10%	28%
Other	4%	10%	6%
Not sure/Don't know	4%	5%	13%

Computerized approaches to the implementation of this significant victims' right save time, money, and human resources and ensure that victims are notified of an offender's release or impending parole hearing in a timely manner that is in accordance with law.

The process of automated victim notification generally includes the following:

- Victims who request to be notified of an offender's release (either through a prosecutor, victim service provider, Department of Corrections, or paroling authority) have their name, address, and telephone number entered into a centralized database.
- The victim contact information is on a security screen, which means that only authorized personnel (such as the victim service program manager or case records personnel at institutions) have access to it.
- Computerized notification letters designed to provide details on the offender's status, including release, upcoming release hearing, or death, are keyed into the system, and matched to the relevant victim information file.
- At the appropriate juncture mandated by law (such as 60 days prior to release), the letter is automatically printed out by the computer and disseminated by the victim services program (in centralized systems) or case records personnel (in decentralized systems).

The likelihood of victims "falling through the cracks" of notification processes is significantly decreased with the use of automated systems.

Automating Victim Restitution

The frustration many victims face in receiving restitution that has been ordered by a court or paroling authority can be significantly decreased by automated restitution management software programs utilized by a number of courts, correctional agencies, and paroling authorities. At minimum, a centralized software system tracks restitution orders and compliance with such orders and provides victims with disbursement checks, as well as information about delinquent accounts.

One innovative restitution management program features the following functional specifications:

- Links multiple defendants, victims, cases, and responsible officials in a single case folder.
- Provides complete financial ledgers.
- Provides for pro rata distribution of partial payments.
- Provides 1,000 different levels of distribution priority.
- Provides for joint and several, as well as partitioned, liability.
- Accommodates the assignment of restitution to third parties (such as insurance companies).
- Calculates "ability to pay" worksheets.
- Determines payment schedules.
- Prints receipts for money collected, either individually or in batch mode.
- Provides delinquency tracking.
- Employs three levels of security.
- Prints disbursement checks.
- Tracks unclaimed funds.

- Provides a comprehensive set of reports including collection reports, case histories, ledgers, impact statements, delinquency reports, and payment reports.

The application of this technology simplifies the complex and frustrating process of restitution collection for the criminal justice system, victims, service providers, and offenders, and helps ensure that offenders are held financially accountable to their victims.

U.S. Department of Justice Electronic Information Resources

There are a variety of resources available electronically from the U.S. Department of Justice, Office for Victims of Crime Resource Center and National Criminal Justice Reference Service. An array of on-line services that can be helpful to corrections-based victim services programs includes a World Wide Web page; anonymous file transfer protocol (FTP) site; Justice Information (JUSTINFO) electronic newsletter; and an e-mail information and help line.

A complete compendium of these services, compiled for the 1996 National Victim Assistance Academy text, is included in Appendix M.

Fundraising for Victim Services

In recent years, there has been an evolution of networking among victim service providers and correctional personnel. Correctional agencies realize that if they are going to provide either mandated or voluntary services to victims of crime, they need the input and assistance of experts in the field: crime victims and victim service providers.

Unfortunately, most community-based victim service programs are insufficiently funded. Generally, they are not-for-profit agencies that have been founded and operated by people who have been personally touched by crime. Victim services programs operate on minuscule budgets with limited personnel who work long hours for low pay, or work as volunteers. A growing number of these agencies are interested in helping correctional agencies meet the needs of victims. There are many dedicated victim service providers and victims who will give tirelessly to help correctional agencies develop and operate victim services programs. However, when it comes to weighing where they utilize their limited personnel resources, they also need to examine where their financial support is coming from. Often, this places corrections-based victim service programs at the bottom of their lengthy priority list.

Some correctional agencies are able to reimburse victims and service providers for their mileage expenses to attend meetings or provide educational services such as the "Impact of Crime on Victims" programs or Victim Impact Panels for offenders. Others provide a small stipend in addition to, or in place of, mileage reimbursements.

Increasingly, correctional agencies have found unique ways to raise funds for victim services programs in the communities where their institutions, offices, or work sites are located.

Fundraising Policies

It is important to have clearly delineated policies and procedures for fundraising activities that involve inmates, offenders under community supervision, and/or staff. All donations must be strictly voluntary. A copy of the California Department of Corrections policy on charitable fundraising campaigns is included in Appendix N.

Fundraising Activities Sponsored by Offenders

Offenders under the supervision of the California Department of Corrections are encouraged to participate in fundraisers for victim services programs and to make monetary donations of their own. Often, fundraising events are held in conjunction with National Crime Victims' Rights Week during April of each year. Offenders who choose to organize and participate in these activities do so to show their appreciation of victims and service providers who voluntarily participate in inmate education programs. Some offenders also view their contributions as a way to help make amends for their own crimes. Correctional staff are also encouraged to help plan for and participate in fundraising activities.

In fiscal year 1995, the California Department of Corrections raised hundreds of thousands of dollars in donations that were provided to local victim services programs, many of which were located in the same communities as the work sites/institutions that raised the money.

In addition to special events and monetary contributions, offenders can offer many in-kind contributions to victim service organizations and crime victims.

- In South Carolina, parolees build baby furniture for local domestic violence and homeless shelters.
- In Texas, female inmates make rag dolls that are distributed to needy and abused children.
- In some States, part of the profits of sales of inmate artwork are given to victim services programs.
- The Association of Paroling Authorities, International provided a check to Ellen Levin, Director of Justice for All, which was derived from proceeds from its annual conference.

There are many creative ways that correctional professionals and the offenders they supervise can support victim services such as the following:

- Organizing or participating in walk-a-thons or fun runs.
- Selling buttons, mugs, t-shirts, and other items.
- Food sales (including baked goods and candy).
- Raffles.
- Clothing, toy, and food drives.
- Banquets.
- Portraits/photos (paid for by inmates who like to have pictures to send home to their loved ones).
- Craft sales and art auctions.
- Sporting competitions.
- Recycling of aluminum cans.
- Benefit concerts.

In addition, correctional agencies often support the charitable and public awareness activities of State and local victim services programs. Many of these activities are held in conjunction with annual commemorative weeks such as National Domestic Violence Awareness Month and National Drunk and Drugged Driving

Awareness Week. Correctional personnel should seek opportunities to serve on planning activities for these special events and encourage their professional peers to get involved through either in-kind or direct monetary donations. A calendar of victim-related annual commemorations is included in Appendix O.

The Angola "Break-in Run and Walk," an annual event sponsored by the Louisiana Department of Public Safety and Corrections, has corporate sponsorship from a local casino. Proceeds went to the State's Crime Victims Reparation Fund and the Department's inmate scholarship fund.

Fundraising for victims' programs not only improves the scope and quality of services for victims, it also helps cement the bond between professionals in the disciplines of corrections and victim services—a bond that provides the foundation for increased mutual understanding, respect, and cooperation.

Restorative Justice

As the justice community continually seeks new, innovative approaches to fulfill its mission and goals, the concept of restorative justice has emerged as an approach that incorporates crime prevention, violence reduction, offender accountability, victim assistance, and public safety.

In the restorative model, offenders, crime victims, and the community are *all* considered clients of justice processes, including corrections. As such, the involvement and interests of these three client populations become core to the planning, development, implementation, and evaluation of justice-related programs and services.

At a national teleconference on restorative justice sponsored by the National Institute of Corrections (NIC) in December 1996, a panel of experts identified seven core values of restorative justice:

1. Crime is an offense against human relationships.
2. Victims and the community are central to the justice process.
3. The first priority of justice processes is to assist victims.
4. The second priority of justice processes is to restore the community to some degree if possible.
5. The offender has personal responsibility to victims and to the community for crimes committed.
6. The offender will develop improved competency and understanding as a result of the restorative justice experience.
7. Stakeholders share responsibilities for restorative justice through partnerships for action.

As described by Dr. Gordon Bazemore, Director of the Balanced and Restorative Justice Project at Florida Atlantic University in Fort Lauderdale, the conceptual framework of this approach to justice can best be described as a combined emphasis on three programming priorities (*NOTE*: Bazemore's model was developed specifically for juvenile offenders):

> "*Accountability*: Restitution, community service, and victim/offender mediation create an awareness in offenders of the harmful consequences of their actions for victims; require offenders to take action to make amends to victims and the community; and, whenever possible, involve victims directly in the justice process.
>
> "*Community protection*: Intermediate, community-based surveillance and sanctioning systems channel the

offender's time and energy into productive activities.... A continuum of surveillance and sanctions provides a progression of consequences for noncompliance with supervision requirements and incentives that reinforce the offender's progress in meeting competency development and accountability objectives.

"*Competency development*: Work experience, active learning, and service opportunities provide opportunities for offenders to develop skills, interact positively with conventional adults, earn money, and demonstrate publicly that they are capable of productive, competent behavior."

The shift from what some call "retributive justice" to restorative justice has many implications for victims of crime. Key to these changes is active involvement in the justice process as well as a defined role in achieving offender accountability. This shift is depicted in the chart below and on the following page (which includes definitions of "retributive" and "restorative" justice developed by noted author Howard Zehr, and "implications for victims" developed by public safety consultant Anne Seymour).

Figure 2

RETRIBUTIVE JUSTICE	RESTORATIVE JUSTICE	IMPLICATIONS FOR VICTIMS
The criminal justice system controls crime.	Crime control lies primarily in the community.	The community—including victims and their allies—participates in and directly benefits from deterrence.
Offender accountability defined as taking punishment.	Accountability defined as assuming responsibility and taking action to repair harm.	Offenders are held directly accountable to victims.
Crime is an individual act with individual responsibility.	Crime has both individual and social dimensions of responsibility.	Prevention, intervention, and breaking the cycle of violence are important considerations.
Crime is an act against the State, a violation of the law, an abstract idea.	Crime is an act against another person of the community.	The individualization of the victim and breaking the cycle of violence are important considerations.
Punishment is effective: a. Threat of punishment deters crime. b. Punishment changes behavior.	Punishment alone is not effective in changing behavior and is disruptive to community harmony and good relationships.	The victim is individualized as central to the crime and the criminal justice system process, with the community duly noted as also being affected by crimes.

Figure 2 (continued)

RETRIBUTIVE JUSTICE	RESTORATIVE JUSTICE	IMPLICATIONS FOR VICTIMS
Victims are peripheral to the process.	Victims are central to the process of solving a crime.	Restorative justice principles are "victim-centered."
The offender is defined by deficits.	The offender is defined by his or her capacity to make reparation.	Reparations to the victim and to the community are a priority.
Focus on establishing blame, on guilt, on past (did he/she do it?).	Focus is on problem solving, on liabilities/obligations, and on the future (what should be done?).	A central goal is to deter future criminal action through conflict resolutions, problem solving, and fulfilling obligations to the victim and to the community.
Emphasis on adversarial relationships.	Emphasis is on dialogue and negotiation.	Victims are active participants in determining appropriate reparations.
Imposition of pain to punish and deter/prevent.	Restitution is a means of restoring both parties; goal of conciliation/restoration.	Restitution holds the offender accountable and is meaningful to both him/her and the victim.
Community is on the sideline, represented abstractly by the State.	Community as facilitator in restorative process.	Just as the community is negatively affected by crime, it is positively affected by restorative justice process.
Response is focused on the offender's past behavior.	Response focused on harmful consequences of the offender's behavior; emphasis on the future.	Crime deterrence in the future focuses on victim and public safety.
Dependence on proxy professionals.	Direct involvement by participants.	Victims and their allies are directly involved in the criminal and juvenile justice and restorative justice processes.

Victim/Offender Programs

In the United States, the concept of victim/offender programs is relatively new, spanning just two decades of development and growth. While these programs share many goals, there is usually one important underlying principle: to provide forums that promote greater understanding of the impact that crime has on victims and their families, offenders' families, neighborhoods, and communities and to promote offender accountability and a positive learning experience for all involved participants.

Why would victims who have been harmed by criminal or delinquent activities want to be face-to-face again with the person who hurt them? For many victims, burning questions in the aftermath of a crime need to be answered:

- Why did you choose to victimize me instead of somebody else?
- Does my offender realize the emotional, physical, and financial losses I have endured as a result of his/her action?
- Does my offender feel any remorse?
- Can my offender, through words or actions, be directly accountable to me so I can reconstruct my life in the aftermath of a crime?

For juvenile delinquents and criminal offenders, victim/offender programs can offer substantial value by developing the following:

- An understanding of the impact offenders' crimes have on their victims and communities.
- Incentives for personal accountability in the forms of apologies, financial restitution, and community service.
- Educational opportunities that can provide positive alternatives to criminal and delinquent activities.

Crime and delinquency affect not only the direct and indirect victim. The "domino effect" of any crime, regardless of its severity, increases communities' fears and feelings of vulnerability. Therefore, communities as a whole also stand to benefit from the implementation of victim/offender programs:

- In many victim/offender programs, the active involvement of community representatives sends a strong message that crime will not be tolerated and that investment in individual and public safety is a community priority.
- Victim/offender programs often provide cost-effective alternatives to more retributive forms of justice.
- When victims are provided with positive tools to reconstruct their lives, they are able to function better as contributing members of a community—a universal benefit that cannot be overlooked.

The Implementation of Victim/Offender Programs

Victim/offender programs and services are *not* for everybody. Such programs should *not* operate in a vacuum but rather be an integral component of system- and community-based services for both victims and offenders.

Eleven recommended guidelines for the implementation of victim/offender programs include the following:

1. A clearly stated mission statement that supports goals and objectives, guides program development, focuses on outcomes and possible benefits relevant to victims, offenders, and the community.

2. Leadership from a "change champion" —either an individual or entity who can provide vision and guidance in program implementation.
3. Consistent involvement in program planning and implementation from victims and victim service providers.
4. Structure that clarifies the role of the program within the criminal or juvenile justice system as well its role related to community-based activities.
5. Comprehensive knowledge of research and theory related to victimization, crime, juvenile justice, and offenders to provide a basis for program development.
6. Intensive training and cross-training to establish and clarify program expectations and increase knowledge of professionals and volunteers involved with program planning, development, and evaluation.
7. Written policies, procedures, and protocols to guide planning and implementation.
8. Measures to ensure that victim participation is *strictly voluntary*, with no perceptions of coercion.
9. Policies and plans that address program evaluation.
10. Understanding of existing victim/offender programs to facilitate knowledge exchange so as to avoid repeating what has already been done.
11. Written documentation of key program activities (planning, implementation, and evaluation) to facilitate knowledge expansion by exchanging information among victim/offender program practitioners and allied professionals.

Examples of Victim/Offender Programs

A number of victim/offender programs are being successfully implemented in both institutional and community corrections settings:

1. *Community reparation boards*, consisting of community members appointed by the Department of Corrections, provide a sentencing option for non-violent offenders to make reparation to victims and the community. Reparative activities include restitution, community work service, mediation/dialogue, cognitive skills development sessions, victim empathy programs, and decision-making programs.
2. *Community/neighborhood impact statements* provide an opportunity for citizens whose lives are detrimentally affected by crime such as drug- and gang-related illegal activities to inform the court about how such crimes affect their quality of life.
3. *Family group conferencing* involves the youthful offender and his/her family; the victim and his/her family or designated representative; and a representative of the juvenile justice system. The outcome of family group conferencing is the formulation of a plan that holds offenders accountable, provides victims with input and restitution, and helps offenders learn new skills that will help them to avoid future reoffending.
4. *Victim/offender dialogue* (also called "mediation") is a structured, voluntary meeting between a victim and offender with a trained facilitator to discuss the impact of the crime, and

develop an agreement that attempts to hold the offender accountable and to make amends to the victim, as well as provide the offender with educational opportunities.

5. *Restitution* to crime victims provides monetary compensation for losses they endured as a result of crime. Restitution can also be made to crime victim compensation programs or victim service agencies.

6. *Restorative community service* performed by offenders can improve the quality of life for both the community and victims. Examples include work crews that clean graffiti, direct service to the victim if he/she chooses, and improving safety measures (such as locks) for elderly citizens' homes.

7. *Community work service programs* provide opportunities for offenders to work, develop new skills, and be paid so they can, in turn, fulfill their restitution obligations.

8. *Victim awareness education programs/ panels* provide an educational opportunity for offenders to learn about how their delinquent and criminal activities detrimentally affect their victims, their communities, their own families, and themselves. Such programs range from 2-hour panels to a structured 40-hour educational program.

9. *Victim impact statements* allow the victim to tell the court about the psychological, physical and financial impact a crime had on them. Victim impact statements can be delivered in writing, in person, or by audio/videotape, and in measures that are commensurate with the victim's age, cognitive development, ability, and culture.

10. *Victim notification* of the offender's status keeps the victim apprised of the case status, from arrest through sentence, community corrections, or detention placement.

Additional information and resources relevant to this topic can be found in the "Victim/Offender Programs" section of the *Promising Practices and Strategies for Victim Services in Corrections* notebook.

Conclusion

This compendium was developed to provide a comprehensive overview of corrections-based victim services. A more indepth examination of the topics contained in this compendium, along with a wide range of resources for promising practices, is provided in the *Promising Practices and Strategies for Victim Services in Corrections* notebook.

Four additional manuals are recommended as resources for professionals who seek to initiate or enhance corrections-based victim services:

1. *Promising Practices and Strategies for Victim Services in Probation and Parole* published by the American Probation and Parole Association (APPA).

2. *National Victim Assistance Academy Curriculum Notebook* published by the Victim Assistance Legal Organization (VALOR).

3. *Focus on the Future: A Systems Approach to Prosecution and Victim Assistance* published by the National Center for Victims of Crime.

4. *Helping Victims and Witnesses in the Juvenile Justice System: A Program Handbook* published by the U.S.

Department of Justice, Office of Juvenile Justice and Delinquency Prevention.

In addition, a variety of projects sponsored by OVC, NIC, the Corrections Office, and ASCA are currently in development and address topics including the following:

- Responding to workplace violence in correctional settings (training-for-trainers series).
- Restorative justice.
- Victims of juvenile offenders.
- Promising practices and strategies in technology to benefit victims.
- Victims of gang violence.

Information about these and other valuable resources is available from the U.S. Department of Justice, Office for Victims of Crime Resource Center by calling (800) 627-6872.

Appendix A

Position Statement on Crime Victims' Issues (Texas Corrections Association)

Advocacy for victims' rights, staff training urged

TCA adopts position concerning crime victims' issues

During the Annual Conference in Galveston, the TCA Board of Directors unanimously endorsed a position on crime victims' issues within Texas' correctional systems. The association's stance should serve as a practical blueprint for action, as well as an ideal toward which individual correctional agencies and professionals may strive. By adopting the position presented below, the Texas Corrections Association demonstrates its firm commitment to justice for all Texans, including those harmed by crime.

—Jim Sinclair, Chair, Victims' Issues Committee

TEXAS CORRECTIONS ASSOCIATION'S POSITION ON VICTIMS' ISSUES

Definitions:

- victim of crime — a person who has been harmed physically, financially, or emotionally by the illegal actions of another
- restorative justice—a model which, among other tenets, recognizes crime's impact on the victim and community, promotes offender accountability, involves the victim in solutions, and seeks to repair the harm done by crime

Historically, the attention of corrections, both in the adult and juvenile criminal justice systems, has been almost exclusively focused on the criminal offender. A narrow, legalistic view of corrections, its mission and functions, has too often built a wall between corrections professionals and those harmed by crime, namely the individual victims of crime and the public as a whole. Adult and juvenile criminal matters and subsequent dispositions tend to be seen as matters between the offender and the state, with the result that victims of crime and citizens of the community get lost in the shuffle. Billions of dollars flow endlessly from public coffers to feed, house, educate, counsel, detoxify and train thousands of offenders toward a better life, while victims of crime are, for the most part, left to their own devices.

Fortunately in recent years, a change in attitude has been taking place. As a result of legislative activism by victims and advocacy groups, criminal justice systems are slowly beginning to realize how unbalanced the scales of justice have been. While police and prosecutorial agencies have had dialogue with victims for several years, corrections is now beginning to educate itself on victims' issues, and starting to deliver services to victims of crime.

The Texas Corrections Association has long been an advocate of progressive correctional practice. Drawing its strength from a membership representative of both institutional and community corrections, TCA has consistently sought to balance the needs of offenders with protection of and advocacy for the community affected by crime. The association's current involvement on behalf of victims of crime reinforces its stature as a body always seeking to make our communities safer and better places in which to live.

TCA's position on victims' issues, although featuring many specific points and proposals, is both simple and straightforward. The association believes that victims of crime deserve no less than always to be treated with respect and dignity by corrections professionals. In recognition of the historical exclusion of crime victims from criminal justice systems, TCA also advocates aggressive initiatives, to secure and further the legal rights of victims and survivors on both legislative and policy levels. Furthermore, TCA is committed to advancing knowledge of victims' issues among its membership and helping to foster an attitude always cognizant of the fact that crime victims have not freely chosen their participation in criminal justice systems. Finally, TCA embraces the ethic of restorative justice, which seeks fully to involve crime victims as allies and partners in systems expecting offenders to assume responsibility and accountability for their actions. In this effort, TCA believes that when all is said and done, the healing of crime-inflicted wounds on individuals and the community comes not from "systems" but from people reaching out to one another as individuals and concerned groups.

Listed below are specific initiatives which TCA believes will make our corrections practices more equitable to victims of crime and the entire community. Some can be done without delay. Others will need funding and enabling legislation. All will require dedication and commitment from corrections professionals who have come to realize that, in order for there to be any hope of lasting and positive change in our fields of endeavor, no one in the community, least of all crime victims, can be excluded from the quest for justice.

Corrections agencies should:

I. Listen to victims of crime
   - A. Seek input from victims for the presentence and predisposition reports, including victim impact statements
   - B. Encourage victims to contact agencies for information and assistance
   - C. Involve victims and victims' groups in designing victim service programs
   - D. Encourage victims to participate in the adult and juvenile parole hearing processes

II. Provide information to victims of crime
   - A. Share data among agencies so that consistent information is obtained by the victim
   - B. Provide material to victims which explain the criminal/community justice system
   - C. Contact victims to provide

Victims' issues

specific information such as the following:
1. Furlough of an inmate or juvenile
2. Release from custody, or release from probation or parole supervision
3. Escape from custody
4. Death of an offender

D. Provide at request of victims:
1. Offender's legal status
2. Community where offender resides
3. Identity of offender's supervising agency/officer
4. Changes in supervision status
5. Court and/or administrative board hearings, including revocation

III. Provide services to victims of crime
A. Recognize services to crime victims in agency/organization mission statements
B. Have formal, written policies and procedures related to crime victim services
C. Appoint staff to serve as victim contact and liaison
D. Assist victims with referrals to other helping agencies
E. Contact and coordinate with the Victims' Compensation System when necessary at the predisposition stage
F. Develop programs to respond to issues of staff victimization

IV. Assist victims of crime through offender programming and accountability
A. Protect victims from further harm or harassment through vigorous enforcement of "no contact" conditions of supervision
B. Set collection and disbursement of crime victim restitution as first priority in offender fee payment
C. Utilize community service restitution programs
D. Utilize victim impact panels
E. Provide victim empathy training to offenders
F. Conduct staff training related to victimization, the economic and social goals of crime victim services, and the practical aspects of administration and successful implementation of these programs
G. Conduct victim sensitivity training for corrections professionals
H. Provide training on staff victimization

V. Advocate legislation and practices throughout the criminal justice systems which will provide justice for victims of crime
A. Seek funding for development and implementation of crime victim services
B. Promote accountability among agencies for delivery of those victim services mandated by law
C. Include victims in the plea-bargaining process
D. Establish truth in sentencing
E. Support and expand victims' rights to be present and heard at court and parole process appearances
F. Include correctional agencies' responsibilities in the Crime Victims' Bill of Rights
G. Facilitate crime victims' access to a single point of service in each criminal justice agency (e.g., case manager position)
H. Develop safeguards for the confidentiality of victims' personal information
I. Advise crime victims of their rights at the earliest stages of criminal justice system involvement
J. Examine existing law and policy to provide victims with more information concerning offender
K. Mandate offender payment for victim counseling
L. If necessary, garnish offenders' wages for payment of victim restitution
M. Allow restitution to become a civil judgment
N. Enforce mandatory and timely testing of new sex offenders for HIV/STD and communication of results to victims
O. Allow for testing of HIV/STD on juveniles alleged to have committed sexual assault
P. Transport the victim(s) to court or parole board appearances, in cases of hardship
Q. Allow victim compensation for damages caused by persons younger than ten years of age

The Texas Corrections Association should endeavor to:
- Provide a minimum of one victims' issues workshop at each regional conference
- Provide a victims' issues training track at each annual conference
- Sponsor or co-sponsor other victims' issues training events
- Utilize the *TCA Journal* as a medium for exploration of crime victims' issues
- Distribute the *TCA Journal* to victims' groups
- Use other media (e.g., public access TV) for educating the public on victims' issues
- Provide training on offenders dealing with victims' issues

Appendix B

Strategic Planning Form (U.S. Bureau of Prisons)

STRATEGIC PLANNING FOR VICTIM SERVICES

ACTIVITY #: _____ ACTIVITY: _____

CATEGORY: _____ VICTIMS _____ OFFENDERS _____ COMMUNITY ____ OTHER: _____

GOAL # 1: _____

_____

OBJECTIVES: (1) _____

(2) _____

(3) _____

GOAL # 2: _____

_____

OBJECTIVES: (1) _____

(2) _____

(3) _____

GOAL # 3: _____

_____

OBJECTIVES: (1) _____

(2) _____

(3) _____

GOAL - OBJECTIVE - TASK WORKSHEET

GOAL ____: _____

OBJECTIVE ____: _____

TASK #	TASK	STAFF RESPONS.	RESOURCES NEEDED	BUDGET	DUE DATE	STATUS?
.1						
.2						
.3						
.4						
.5						
.6						
.7						
.8						
.9						
.0						

Appendix C

Victim Services Program Policies and Procedures

(California Department of Corrections)

California Department of Corrections ADMINISTRATIVE BULLETIN Subject: Victims Programs	Number: 88/59
	Date: July 12, 1988
	Cancellation Date: October 11, 1988

This Administrative Bulletin communicates the Department's commitment to program development and delivery in the area of victim awareness and victim services. Managers and Administrators are encouraged to develop victim-oriented policies, procedures, and programs. Coordination of the victim services program is a function of the Special Projects Branch, Evaluation and Compliance Division. The Director has designated Sandi Menefee as the Victims of Crime Services Coordinator for the Department. She is available for technical assistance and can provide information and resources available in this area. Please keep Sandi informed of victims activities for the purpose of compiling departmental resources.

Several efforts to date by line staff, Wardens and Superintendents have already resulted in the development of victims programs. These efforts are very much appreciated.

Historically, the entire criminal justice system and correctional system have emphasized the punishment and treatment of the offender. In recent years the various components of the criminal justice system have placed greater emphasis on the needs of the victim. Currently, the victim can receive local support services, has input into the sentencing process, can receive financial support through the state's victims' Restitution Fund, or can receive restitution from the offender as ordered by the court.

It is now increasingly important that the correctional system begin to examine the needs of the victim and the system response to those needs. At present, the victim has little input into or involvement in the correctional system.

Victims frequently have questions regarding the length of sentences, the location of prisoners and actual parole dates. Increasingly, others are interested in testifying at parole hearings. To date, Corrections has yet to open the lines of communication with victims and community victim services providers.

It is not uncommon for inmates to serve an entire sentence without being provided with information regarding the impact of crime upon victims. In addition, it is important that staff continue to recognize and understand the impact of crime on victims. The Department must also examine ways to include victim representatives within every community in the development of restitution programs, parole services and the development of training programs.

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The rights and concerns of crime victims merit our attention. Through the establishment of Victims of Crime Services Coordinator, the Department is expected to become increasingly committed to the implementation of victims services dealing with tracking, program development, citizen involvement, restitution, and victims rights.

The victim's right to be served, to be informed, to be heard and to be involved are major areas of concern which must be addressed by this Department.

The Department has already begun to initiate activities in the area of enhancing victims rights. In April 1988, the Department co-sponsored the Fifth Annual Governor's Training Conference on Crime Victims. The conference was held in Costa Mesa, California. The purpose was to create an awareness of victims rights and services throughout the state and nation. The Department will continue to provide an active leadership role in this conference.

In May 1988, the Department participated in a "Victims and Corrections" presentation in conjunction with the California Youth Authority and the National Organization for Victim Assistance. A victims task force meeting with representatives from the criminal justice system and community-based organizations followed the presentation and was held at CDC headquarters. The purpose of the meeting was to discuss the types of victim services that should be provided within the adult correctional setting. The task force will meet one more time to assist in further refinement of the direction for the victims program.

Through the Management By Objectives process for FY 1988-89, a victims advisory committee will be established by September 1, 1988. The committee will advise the Director in the development of departmental victims policy.

Departmental issues to be reviewed by the victims advisory committee will include, but not be limited to: (a) departmental training; (b) restitution programs; (c) notification of victims; (d) treatment of victims by the Department; (e) development and dissemination of victim information: (f) involvement of victim service agencies; and (g) program development and training of inmates and staff.

As policy and direction of the victims program are further defined and established, general program guidelines will be available and policy statements will be issued to allow for the effective delivery of a comprehensive

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departmental victim services program. The scope of future activities and involvement within the Department will include, but are not limited to:

1. Exploring the benefit of departmental training at all levels on the impact of crime on victims.

2. Considering the establishment of restitution programs in institutions and parole, including financial restitution and public service work.

3. Considering the potential of notification of victims, including intake and time of scheduled release of an inmate.

4. Improving treatment of victims who testify at parole hearings.

5. Developing and disseminating victim services information.

6. Exploring the possibility of involving victim service agencies in CDC's activities.

7. Program development and training of inmates and staff in collaboration with local victim services agencies.

8. Program development and training on staff victimization.

9. Placing victims on the Advisory Committee on Correctional Services.

10. Placing victims on prison Citizen Advisory Committees.

Please see that all personnel concerned are informed of the contents of this bulletin.

If you have any questions, contact Sandi Menefee, Victims of Crime Services Coordinator, Special Projects Branch, at (916) 324-6737 or ATSS 454-6737.

JAMES ROWLAND
Director of Corrections

Department of Corrections OPERATIONS MANUAL REVISION for VOLUME VII	Transmittal Letter Number: VII - 12 Date Issued: October 6, 1993

The purpose of this revision is to clarify and modify policy in the Department Operations Manual (DOM), Volume VII, Section 72060. Holders of this volume should insert the revisions as indicated below:

Section	Page	Subject Material
72060	1 - 9	Replace entire section including all exhibits.
	2	DOM subsection 72060.4 is being revised to clarify when requests for notification shall be accepted by the Department and from whom.
	3 - 5	DOM subsection 72060.7 is revised to add the requirement that staff answer all requests for notification in writing using either a letter or a California Department of Corrections (CDC) Form 1707.
	5	DOM subsection 72060.7 is being revised to correct the reference to CDC Form 1796 which was incorrectly listed as CDC Form 863-A in the original text.
	5	DOM subsection 72060.7 is also being modified to transfer the responsibility for notifying the requester of the death, release, or escape of parole violators who are serving revocation time in county jails to the Regional Correctional Case Records Manager (CCRM) from Parole and Community Services Division staff.
	7	DOM subsection 72060.9.1 is being modified to add the requirement that staff notify law enforcement officials of an inmate's escape by the most expedient means possible, either by telephone or via telegram. It also provides a sample of a telegram as an exhibit to the Section.
	7	DOM subsection 72060.9.2 is modified to transfer responsibility for sending a written notice within 60 days before placement of an inmate in a Community Correctional Center (CCC) Work Furlough (WF) Program from CCC/WF staff to the CCRM. It also provides as an exhibit a sample of a written notice sent to the Chief of Police, Sheriff, and a victim/witness/next of kin/immediate family member.

CDC 1188 (6/89)

Department of Corrections OPERATIONS MANUAL REVISION for VOLUME VII	Transmittal Letter Number: VII - 12 Date Issued:

Section	Page	Subject Material
	7 - 8	DOM subsection 72060.9.3 is deleted and DOM subsection 72060.9.4 is redesignated as DOM subsection 72060.9.3. New DOM subsection 72060.9.3 is modified to add a sample of CDC Form 863 as an exhibit to this Section. This revision also contains nonsubstantive style changes.

If there are any questions concerning this policy change, you may contact Judith L. Metz, Chief, Correctional Case Records Services, at (916) 323-4062 or CALNET 467-4062.

R. H. DENNINGER
Chief Deputy Director

Attachments

CDC 1188 (6/89)

California Department of Corrections OPERATIONS MANUAL	Chapter: 70000 Case Records Information
	Subchapter: 72000 Records System
	Section: 72060 Notices

72060.1	Policy.
72060.2	Purpose.
72060.3	Mandatory Notification.
72060.4	Requests for Notification.
72060.5	Types of Release Notices.
72060.6	Public or Law Enforcement Agencies' Requests for Notification.
72060.7	Victim/Witness/Next of Kin/Immediate Family Member Notification.
72060.8	Requests for Notification From Individuals.
72060.9	Responsibility for Giving Requested Notice.
72060.9.1	Notice Announcing Escape.
72060.9.2	Notice Announcing Release to Community Correctional Center or Work Furlough.
72060.9.3	Notice Announcing Release of Inmates Convicted of Violent Felonies.
72060.10	Revisions.
72060.11	References.

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	Subchapter: 72000 Records System
	Section: 72060 Notices

72060.1 POLICY

Notification of the release of an inmate may be provided upon written request and shall be provided as mandated by law.

Notification of Release

Notification shall be provided pursuant to Penal Code (PC) Sections 3058.6 and 3058.8 on any person convicted of a violent felony listed in PC Section 667.5(c), and pursuant to PC Section 11155(b) upon the escape of an inmate.

72060.2 PURPOSE

The purpose of this procedure is to provide guidelines for acceptance and processing of requests for notification of an inmate's release.

72060.3 MANDATORY NOTIFICATION

Notification shall be provided to the sheriff, chief of police, and district attorney pursuant to PC Section 3058.6 (Exhibit A).

72060.4 REQUESTS FOR NOTIFICATION

Written requests for notification shall be accepted from:

- Public or law enforcement agencies.
- Paroling authority of another jurisdiction.
- District attorneys (pursuant to PC Section 270).
- Victim/witness/next-of-kin/immediate family member.
- Individuals, when the inmate's release or escape presents a potential for harm to the person.

72060.5 TYPES OF RELEASE NOTICES

When a request for notification has been made a matter of record, the requester shall be notified of the inmate's:

- Escape.
- Authorized release from departmental custody.
  - Release to a Community Correctional Center (CCC). For the purposes of this Section, a CCC means a Work Furlough (WF) facility, a facility which houses a Community Prisoner Mother Program, and the Restitution Community Correctional Center.
  - Release to parole.
  - Discharge.

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- Release from custody for any other reason (e. g., bail).
- Transfer of custody to another agency.
- Death.

The notice of transfer of custody is required to inform the requester that the California Department of Corrections (CDC) shall no longer assume responsibility to notify them of the inmate's release or escape from custody.

72060.6 PUBLIC OR LAW ENFORCEMENT AGENCIES' REQUESTS FOR NOTIFICATION

The inmate's counselor shall process requests from public or law enforcement agencies and those pursuant to PC Sections 270 and 11155.

Counselor

The counselor shall prepare a letter acknowledging receipt of the request for notice (Exhibit B), and forward it and a copy of the letter to the requestor and to the central file via case records staff.

Case Records Staff

Case records staff shall:

- Send the letter to the requestor acknowledging the receipt of the request.
- Post the CDC Form 112, Chronological Inmate History.
- Post the CDC Form 144, Control Card.
- File the request and a copy of the letter of acknowledgment in the Holds/Warrants/Detainers (HWD) section of the central file.
- File CDC Form 128-R, Requested Notice of Escape or Transfer of Custody (Exhibit C), in the central file.

72060.7 VICTIM/WITNESS NEXT-OF-KIN/ IMMEDIATE FAMILY MEMBER NOTIFICATION

Victims/witnesses/next-of-kin/immediate family members who request notification shall be notified of the inmate's/parole violator's death, escape, scheduled release to parole, discharge, release from custody for any other reason, or transfer of custody to another agency including a CCC. Requests shall be made in writing via letter or CDC Form 1707, Request for Victim Notification/Special Conditions of Parole (Exhibit D).

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Written requests from victims/witnesses/next-of-kin/immediate family members shall be processed in the following manner:

Correctional Counselor III/ Classification and Parole Representative (C&PR)/Parole Region Correctional Case Records Manager

The Correctional Counselor (CC) III (Reception Center), Classification and Parole Representative (C&PR), or Parole Region Correctional Case Records Manager (CCRM) shall send an acknowledgement letter (Exhibit B) to each victim/witness/next of kin/ immediate family member, upon receipt of the initial correspondence. **This letter will serve only as an acknowledgement letter, not the official notification letter.**

The acknowledgement letter shall include the offender's most current scheduled release date or Board of Prison Terms hearing date and shall include a brief qualified statement that release dates are an estimate and subject to change. The letter shall state that the requestor shall AGAIN be notified 45 days prior to release of any type.

The letter shall also include:

- Request for additional information if needed.
- Inform the requestor of the responsibility to provide the Department with a current address and telephone number which will remain confidential.
- Confirmation of the confidential status of the request.

Notices to a victim/witness/next of kin/immediate family member shall be done by return-receipt mail. In the event that the requestor does not reside at the last known address provided to the Department, the CC III/C&PR/CCRM shall make a diligent, good faith effort to learn the whereabouts of the requestor.

If notification of an inmate's release, death, escape, placement in a CCC/WF, or transfer of custody to another agency is returned undelivered, staff shall attempt to locate the person requesting notification using the following means:

- A telephone call to person requesting the notification.
- Directory assistance.
- CDC Victim Services.
- Local law enforcement.

Staff shall complete CDC Form 1722, Notice of Release Returned Undelivered (Exhibit E), and staple it to the undelivered notice, and insert the materials in the confidential section of the inmate's central file. If the current address is discovered, staff shall send a new notice to the person requesting notification.

Notification Procedures

Those persons requesting information regarding offenders convicted of felonies shall be notified by the CC III/Reception Center, C&PR, or CCRM in writing, at least 45 days prior to the inmate's/parole violator's scheduled release to parole, discharge, release from custody for any other reason, or transfer of custody to another agency. The notification will be done via a completed CDC Form 863-A, Confidential Notice of Release to Parole (Exhibit F), per PC Section 3058. If there is any change in the release date after the 45 day notice has been sent, the victim/witness/next of kin/immediate family member shall be notified immediately by the most expeditious means. A copy of the completed CDC Form 863-A shall be filed in the inmate's/parole violator's confidential folder with the request and response.

Parole agents can determine if the proper victim/witness notification has been sent from the releasing facility by reviewing the confidential section of the field-file for request and response documentation. If not completed, the parole agent shall send immediate notification to the victim/witness via information provided in the confidential section.

Death

The CDC Form 1796, Notice of Inmate/Parole Violator's Death (Exhibit G), shall be utilized for notification in the event of the inmate's/parole violator's death.

Escape

In the event of an inmate's/parole violator's escape, the victim/witness/next of kin/immediate family member shall be notified by the most expedient means possible. Either by telephone, through the local law enforcement agency of record, or via telegram (Exhibit H).

C&PR

The C&PR shall have the responsibility for notifying the requestor within 30 days of the return to custody of an escapee. A CDC Form 1716, Notice of Return to Custody of Escapee (Exhibit I), shall be used to notify the requestor of the escapee's return.

Parole Staff

The regional CCRM shall have the responsibility for notifying requesters of the death, release, or escape of parole violators who are serving revocation time in county jails.

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72060.8 REQUESTS FOR NOTIFICATION FROM INDIVIDUALS

Requests from individuals shall be processed as follows:

The Warden or designated staff member at not less than the level of Correctional Lieutenant or CC I shall:

Warden

- Evaluate the request in terms of the potential harm the inmate's release or escape shall present to the requestor.
- Evaluate the need to maintain the confidentiality of the requestor's identity and information contained in the request.
- Write a letter to the requestor informing them of:
  - Action taken by the Department.
  - Additional information required before any further action can be taken.
  - Their responsibility to inform the Department of any change in address or phone number.
  - To what degree the request is confidential and the amount of information which is disclosed to the inmate concerned.
- If the request warrants confidentiality, staff shall send the letter requesting the notice, copies of all staff correspondence, and the CDC Form 128-R to the staff person designated (California Code of Regulations [CCR] Title 15, Division 3, Section 3321[d][2]) to review confidential material. The reason given for confidentiality shall be: "Material relates to a person's fear of subject's escape or release/transfer from departmental custody." This person shall:
  - Review the material and, if appropriate, stamp as "Confidential."
  - Forward the material to the case records office.

Case Records Staff

Case records staff shall:

- Make an appropriate entry on the CDC Form 112 and CDC Form 144, in view of status as confidential or nonconfidential.

- File the request, letter of acknowledgment, and CDC Form 128-R in the central file.

72060.9
RESPONSIBILITY FOR GIVING REQUESTED NOTICE

A promise or implied promise to give notice of an inmate's release from custody or escape imposes that responsibility upon the staff of the facility from which the inmate is released or escapes.

Counselor

The counselor shall periodically review the inmate's file to evaluate the need or requestor's desire for notice. If necessary, the counselor shall contact the person(s) requesting the notice.

72060.9.1
NOTICE ANNOUNCING ESCAPE

The staff person who reviews the central file for information required in notifying law enforcement officials of an inmate's escape (pursuant to PC Section 11155 and the Department Operations Manual [DOM] Section 55040) shall also notify persons requesting notice by the most expedient means. If possible, by telephone or via telegram.

C&PR

The C&PR staff shall send written notice to the person requesting notification within 30 days after regaining custody of an escapee.

Case Records Staff

Case records staff shall file a copy of any written notice with the original request for notice in the central file.

72060.9.2
NOTICE ANNOUNCING RELEASE TO COMMUNITY CORRECTIONAL CENTER OR WORK FURLOUGH

When notification is requested, CCC/WF staff shall send written notice at least 60 days before placement of an inmate in a CCC/WF program to the:

- Chief of police of the city in which the inmate shall reside or in which placement shall be made (Exhibit J).
- Sheriff of the county in which the inmate shall reside or in which placement shall be made (Exhibit J).
- Victim/witness/next-of-kin/immediate family member (Exhibit K).

This notice shall identify the inmate, the name, and the address of the facility, the county of release, and the address of the controlling parole region.

Case records staff shall file a copy of the written notice with the original request for notice in the central file.

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72060.9.3 NOTICE ANNOUNCING RELEASE OF INMATES CONVICTED OF VIOLENT FELONIES

Any inmate serving a term of imprisonment after conviction for an offense listed in PC Section 667.5(c) or who is serving a period of parole revocation following release from such imprisonment is subject to the provisions of PC Sections 3058.6 and 3058.8, and notification of release must be made.

The CDC Form 863 shall be completed and mailed no later than 45 days prior to release to the:

- Sheriff of the county to which paroled.
- Chief of police of the city in which the inmate shall reside (if known).
- District attorney of the county to which paroled.

A copy of the completed CDC Form 863 shall be routed to the:

- HWD section of the inmate's central file.
- Board of Prison Terms (BPT) executive officer if the inmate/parolee was sentenced pursuant to PC Section 1168(b).
- Inmate/parolee.

If residency plans are unresolved at the time of notification, staff shall enter "Community Unknown" on the CDC Form 863 and shall ensure that the parole unit address and telephone number are included.

When the community of residence is learned, the releasing facility records staff shall inform the above-listed agency(s) as soon as possible.

Comments From Law Enforcement Agencies

Comments received from law enforcement agencies regarding the release of an inmate to parole are reviewed by the Regional Parole Administrator. After consideration of the comments, the original decision of placement may be changed.

A copy of comments received shall be forwarded to the BPT's executive officer for review in all cases of inmates being sentenced under PC Section 1168(b).

The law enforcement agency submitting the comments shall be notified of the BPT or Department's decision.

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Notifications required by PC Sections 3058.6 and 3058.8 shall be posted to the CDC Form 112 and CDC Form 144 by records office personnel.

After consideration of the comments, the original decision regarding the community in which the person is scheduled to be released may be modified pursuant to PC Section 3003.

72060.10 REVISIONS

The Deputy Director, Institutions Division, or designee shall be responsible for ensuring that the contents of this section are kept current and accurate.

72060.11 REFERENCES

PC Sections 270, 667.5(c), 679.02, 679.03, 1168(b), 3003, 3058.5, 3058.6, 3058.8, 11155, and 12021.1(b).

CCR, Title 15, Division 3, Section 3321(d)(2).

DOM Section 55040.

EXHIBITS

(A) Notice to Law Enforcement of Inmate's Release to Parole.

(B) Sample letter of acknowledgement.

(C) Requested Notice of Escape or Transfer of Custody.

(D) Request for Victim Notification/Special Conditions of Parole.

(E) Notice of Release Returned Undelivered.

(F) Notice to Victim of Inmate's Release.

(G) Notice of Inmate/Parole Violator's Death.

(H) Sample Telegram Notification of Inmate's Escape.

(I) Notice of Return to Custody of Escapee.

(J) Notice to Sheriff/Chief of Police of Inmates Approved for Placement in Community Correctional Center/Work Furlough Program.

(K) Confidential Notice to Victim/Witness/Next of Kin/Immediate Family Member of Inmate's Placement in a Community Correctional Center/Work Furlough Program.

EXHIBIT A

DEPARTMENT OF CORRE

STATE OF CALIFORNIA
NOTICE TO SHERIFF/CHIEF OF POLICE/DISTRICT ATTORNEY
OF INMATE'S/PAROLE VIOLATOR'S SCHEDULED RELEASE TO PAROLE
CDC 363 (6/93)

TO:

FROM:

DEPARTMENT OF CORRECTIONS

The below identified inmate/parole violator is scheduled for release to parole. This notification is provided pursuant to Pe Code Section 3058.6.

If you have any questions regarding this notification or wish to make written comments regarding this release, please cont the Regional Parole Administrator:

PAROLE ADMINISTRATOR
PAROLE OFFICE
ADDRESS
CITY
TELEPHONE NUMBER

Comments will be reviewed and if necessary, appropriate action will be taken. You shall be advised of any decision.

INMATE/PAROLE VIOLATOR'S NAME		CDC NUMBER
DATE OF RELEASE	DATE OF BIRTH	CII NUMBER
STREET ADDRESS AND CITY IF PROPOSED RESIDENCE IS KNOWN		TELEPHONE NUMBER IF KNOWN
PAROLE UNIT OFFICE STREET ADDRESS AND CITY (IF PROPOSED RESIDENCE IS UNKNOWN)		
REGISTRATION REQUIREMENT (APPLICABLE PENAL CODE OR HEALTH AND SAFETY CODE OR NONE):		

NOTICE COMPLETED BY	TITLE	DATE
FACILITY / REGION		TELEPHONE NUMBER

DISTRIBUTION:
COPY TO CENTRAL FILE
COPY TO INMATE/PAROLE VIOLATOR

EXHIBIT B

STATE OF CALIFORNIA—YOUTH AND ADULT CORRECTIONAL AGENCY PETE WILSON, GOVERN

DEPARTMENT OF CORRECTIONS

(Date)

(Name and Address)

Dear (Salutation)

Regarding: (Inmate's CDC Number and Name)

Thank you for your letter requesting notification of the release of the above identified inmate. The purpose of this letter is to confirm receipt of your request and to advise you that you will be notified 45 days prior to release of any type or immediately in the event of the inmate's death or escape.

Please note that requests made for special conditions of parole will be considered by the Parole Division at the time of the inmate's release.

Use this paragraph if offender has EPRD Determinate Sentence

This inmate currently has an Earliest Possible Release Date (EPRD) of (EPR Date). Please note that there are many contributing factors which determine a release date, and that the release date is subject to change. If the release date changes after the 45-day notice has been sent, you will be notified immediately.

Use this paragraph if offender has MEPD indeterminate Sentence.

This inmate currently has a Minimum Eligible Parole Date (MEPD) of (MEP Date). Approximately 13 months prior to the MEPD, a life prisoner parole consideration hearing will be held by the Board of Prison Terms to determine suitability for parole.

Although you will not be notified in the event of inter-departmental transfers, your original request will be placed in the confidential portion of the offender's file which is forwarded to the receiving facility should a transfer occur. Your request, along with any other personal information, will remain confidential from the inmate.

It is your responsibility to inform the California Department of Corrections in writing of any change in your address or telephone number.

Enclosed is a copy of our "Helping Crime Victims" brochure. Information in the brochure explains victim rights and what services are available to victims within the California Department of Corrections. If you need further assistance, please contact the undersigned at the address or telephone number provided or the Department's Victim Services Program staff at (916) 324-6737.

Sincerely,

(Name, Title)
(Address)
(Telephone Number)

Enclosure

cc: Inmate Confidential File
Victim Services Program
(Board of Prison Terms - ISL (MEPD) cases only)

EXHIBIT C

Name and Number _____

In case of death, escape, parole, discharge, release from custody for any other reason or transfer of custody to another agency, the below-named person is to be notified immediately.

Name_____Relationship_____

Address_____

Telephone Number_____

Ref: (Refer to date and letter of request, and authority, for notice.)

Requested Notice of Escape or Transfer of Custody.

CDC 128 R (8/78) CONFIDENTIAL Facility_____

EXHIBIT D

CONFIDENTIAL

STATE OF CALIFORNIA DEPARTMENT OF CORRECTIO:

REQUEST FOR VICTIM NOTIFICATION / SPECIAL CONDITIONS OF PAROLE

CDC 1707 (11/91)

If you are a victim of crime, next to kin, parent / or guardian of the minor victim, or witness, and the offender was sentenced to the California Department of Corrections (CDC), you have the right to be notified when the inmate is scheduled to be released from prison (Penal Code Section 3058.8). You also have the right to be notified if the inmate escapes from an institution or re-entry facility, or if the inmate dies while under the supervision of CDC. You also have the right to request that special conditions of parole be placed upon the offender. The Department's Victim Services Program staff will forward your request to the appropriate institution for processing. Your request will be marked "confidential" and will be filed in the Confidential Folder of the inmate's Central File. Requests must be made in writing to:

California Department of Corrections
Victim Services Program
P.O. Box 942883
Sacramento, CA 94283-0001
(916) 324-6737

PLEASE DO NOT SUBMIT THIS FORM UNTIL THE OFFENDER HAS BEEN SENTENCED TO STATE PRISON.

Please Print or Type all Entries

Inmate's Full Name:_____

Date of Birth:_____ CDC #:_____ Date Sentenced to State Prison:_____

Court Case #:_____ County of Commitment:_____

As the:
- ☐ Victim
- ☐ Parent or Guardian of the minor victim
- ☐ Next of Kin
- ☐ Witness
- ☐ Other:_____

I request to be advised of this inmate's status as it relates to his/her release, escape, death, or if he/she is scheduled for a life parole hearing. *I would also like to request input into special conditions of parole (e.g., no contact with victim, community of residence, etc.) listed below. I understand that it is my responsibility to keep you informed as to my current address so that such notification can be made.

Name of Victim:_____

Name of person requesting information:_____

Mailing Address:_____

City/State/Zip Code:_____

Telephone Number (Daytime):( ) _____ Message #:( ) _____

SIGNATURE | DATE

* Special Conditions of Parole:_____

PLEASE FOLD AND STAPLE OR ENCLOSE IN AN ENVELOPE

EXHIBIT E

STATE OF CALIFORNIA
NOTICE OF RELEASE
RETURNED UNDELIVERED
CDC 1722 (6/93)

DEPARTMENT OF CORRECTIONS

CONFIDENTIAL

If notification of inmate's release, death, escape, placement in a community correctional program, or transfer of custody to another agency is returned undelivered, Department staff shall attempt to locate the person requesting notification using the means listed below. Staff shall complete this form (CDC 1722), staple it to the undelivered notice, and insert the materials in the CONFIDENTIAL SECTION of the central file. If a current address is discovered, Department staff shall send a new notice.

CDC NUMBER	INMATE'S NAME

NAME OF PERSON REQUESTING NOTIFICATION	TELEPHONE NUMBER (ENTER N/A IF NOT AVAILABLE)
DATE OF FIRST NOTICE	**DATE NOTICE RETURNED UNDELIVERED**

DATE	INITIALS	THE FOLLOWING CONTACTS WERE MADE IN EFFORT TO OBTAIN REQUESTER'S CURRENT ADDRESS:
		TELEPHONECALL TO PERSON REQUESTING NOTIFICATION
		DIRECTORY ASSISTANCE
		CDC VICTIM SERVICES - CDC HEADQUARTERS (916) 324-6737
		LOCAL LAW ENFORCEMENT

☐ No forwarding address discovered.

☐ Address discovered and new notice mailed on

(date)_____

STREET OR MAILING ADDRESS

CITY, STATE, ZIP

COMMENTS:

SIGNATURE	TITLE	DATE

FACILITY

DISTRIBUTION:
COPY TO CENTRAL FILE - CONFIDENTIAL SECTION
COPY TO CDC VICTIM SERVICES PROGRAM - HEADQUARTERS

EXHIBIT F

STATE OF CALIFORNIA — DEPARTMENT OF CORRECTIONS

NOTICE OF RELEASE
CDC 863-A (6/93)

CONFIDENTIAL

TO:

FROM:
DEPARTMENT OF CORRECTIONS

The below identified inmate/parole violator is scheduled for release to parole. This notice is provided at your request.

CDC NUMBER	INMATE/PAROLE VIOLATOR'S NAME
SCHEDULED DATE OF RELEASE	INMATE/PAROLE VIOLATOR'S PROPOSED COMMUNITY OF RELEASE (IF APPLICABLE)

Please note that there are many contributing factors which determine a release date and scheduled release dates are subje to change. If the release date changes after this notice has been sent, you will be notified immediately. Please rememb to inform the California Department of Corrections in writing of any change in your address or telephone number to ensu notifications.

REGIONAL PAROLE OFFICE
ADDRESS
CITY
TELEPHONE NUMBER

If you have any question regarding this notification, please contact the institution or regional parole office or the Califor Department of Corrections Victim Services Program staff at (916) 324-6737.

NOTICE COMPLETED BY	TITLE	DATE
FACILITY / REGION		TELEPHONE NUMBER

DISTRIBUTION:
COPY TO CONFIDENTIAL SECTION OF CENTRAL FILE
COPY TO CDC VICTIM SERVICES PROGRAM

EXHIBIT G

STATE OF CALIFORNIA

DEPARTMENT OF CORRECTIC

NOTICE OF INMATE/PAROLE VIOLATOR'S DEATH
CDC 1796 (6/93)

TO:

FROM:

DEPARTMENT OF CORRECTIONS

This is to notifify you that inmate/parole violator_____

CDC number_____died _____, 19_____

Additional information can be obtained by contacting the undersigned at the address and telephone number provided or th

Department of Corrections' Victim Services staff at (916) 324-6737 between 8:00 am and 5:00 pm Monday through Frida

SIGNATURE	TITLE	DATE
ADDRESS		TELEPHONE NUMBER

DISTRIBUTION:
COPY TO CENTRAL FILE
COPY TO VICTIM SERVICES PROGRAM - CDC HEADQUARTERS

EXHIBIT H

TELEGRAM NOTIFICATION OF INMATE'S ESCAPE

SAMPLE TELEGRAM FORMAT

Date:_____

To:_____

_____

_____

This is to advise you that inmate: _____ CDC #_____

escaped from_____

on_____. If you have any question or need additional information, please fe

free to contact the undersigned at (telephone #): _____or the Californi

Department of Corrections' Victim Services Program staff at (916) 324-6737 between 8:00 am to 5:00 pm Monday throug

Friday.

From:_____

Title:_____

Facility:_____

EXHIBIT I

STATE OF CALIFORNIA
NOTICE OF RETURN TO CUSTODY OF ESCAPEE
CDC 1716 (6/93)

DEPARTMENT OF CORRECTIONS

CONFIDENTIAL

TO:

FROM:

DEPARTMENT OF CORRECTIONS

This is to advise you that inmate:_____,CDC number:_____

who escaped from _____

on_____, 19_____ was returned to custody on _____, 19_____

Additional information can be obtained by contacting the undersigned at the address and telephone number noted below. the Department of Corrections' Victim Services Program staff at (916) 324-6737 between 8:00 am and 5:00 pm Monday through Friday.

SIGNATURE	TITLE	DATE
FACILITY / REGION		TELEPHONE NUMBER

DISTRIBUTION:
COPY TO CENTRAL FILE - CONFIDENTIAL SECTION
COPY TO CDC VICTIM SERVICES - HEADQUARTERS

EXHIBIT J

STATE OF CALIFORNIA — DEPARTMENT OF CORRECTIONS

**NOTICE TO SHERIFF/CHIEF OF POLICE
OF INMATES APPROVED FOR PLACEMENT IN
COMMUNITY CORRECTIONAL CENTER/WORK FURLOUGH PROGRAM**

CDC 1717 (4/93)

TO:

FROM:

DEPARTMENT OF CORRECTIONS

COUNTY

In compliance with Section 11155 of the California Penal Code, the following is a list of inmates who have been approved for participation in community correctional programs in the county noted above. Those listed may be transferred to a community correctional facility at any time within the next few months. Included for each individual listed is a photograph and fingerprint card. For additional information, please contact the person signed below.

CDC NUMBER	NAME	TO BE PAROLED ON OR AFTER

☐ ADDITIONAL NAMES ON CONTINUATION PAGE

SIGNATURE	TITLE	DATE
OFFICE		TELEPHONE NUMBER

DISTRIBUTION: COPY TO REGIONAL SCREENING AGENT

EXHIBIT K

STATE OF CALIFORNIA — DEPARTMENT OF CORRECTIO

CONFIDENTIAL NOTICE TO VICTIM / WITNESS / NEXT OF KIN / IMMEDIATE FAMILY MEMBER OF INMATE'S PLACEMENT IN A COMMUNITY CORRECTIONAL CENTER/WORK FURLOUGH PROGRAM

CDC 1715 (4/93)

TO:

FROM:

DEPARTMENT OF CORRECTIONS

This is the notification you requested regarding the placement/parole of inmate_____

CDC number_____. Please be advised that this inmate has been approvec

and will be transferred to_____

in_____County within the next few months. Residents of the ab

named facility may be allowed to leave for employment, training, or family visiting. This inmate is scheduled to be paroled

or after_____, 19_____. Please note there are many contributing factors w

determine a release date and a release date is subject to change.

Additional information regarding the placement/arrival of this inmate at the above named facility can be obtained by conta

the assigned Parole Specialist:

PAROLE SPECIALIST
OFFICE
ADDRESS
CITY
TELEPHONE NUMBER

SIGNATURE	TITLE	DATE
FACILITY / REGION		TELEPHONE NUMBER

DISTRIBUTION:
COPY TO CENTRAL FILE - CONFIDENTIAL SECTION
COPY TO PAROLE SPECIALIST
COPY TO VICTIM SERVICES PROGRAM - CDC HEADQUARTERS

Appendix D

Victim Services Advisory Committee Policy Statement (Pennsylvania Department of Corrections)

Executive Order for Council on Victims Justice (Ohio Department of Rehabilitation and Correction)

POLICY STATEMENT

Commonwealth of Pennsylvania • Department of Corrections

Policy Subject:		Policy Number:
VICTIM SERVICES ADVISORY COMMITTEE		17.2.4
Date of Issue:	**Authority:**	**Effective Date:**
June 13, 1995		July 3, 1995

I. AUTHORITY

The authority of the Commissioner of Corrections to direct the operation of the Department of Corrections is established by sections 201, 206, 506, and 901-b of the Administrative Code of 1929, Act of April 9, 1929, P.L. 177 No. 175, as amended.

II. PURPOSE

It is the purpose of this policy to establish an Advisory Committee on Victim Services. This Committee shall consist of crime victims and representatives of victim service programs and statewide victim service coalitions. The Committee shall advise and make recommendations to the Department of Corrections (DOC) and the Board of Probation and Parole (PBPP) and educate the public to a better understanding of policy matters and issues which impact on the development of the DOC and the PBPP victim service programs.

III. APPLICABILITY

This policy is applicable to all facilities within the Department of Corrections and members of the Victim Services Advisory Committee.

IV. DEFINITIONS

A. Office of the Victim Advocate - Established by the legislature in Act 8, 1995 which authorizes the Victim Advocate to represent the rights and interest of crime victims before the DOC and the PBPP.

B. Office of Victim Services - Represents the rights and interest of crime victims within the DOC. Serves as the primary contact between the DOC, PBPP, District Attorneys Offices, Department of Public Welfare (DPW) and victims on matters of information, registration, notification and the receipt of victims' comments, both oral and written to the DOC.

C. Victim Service Program - A public or private not for profit agency whose primary purpose is to provide direct services to victims of crime. These services should include crisis intervention, counseling and supportive advocacy.

D. Statewide Victim Service Coalition - Private not for profit organizations whose primary functions are to advocate for the rights and interest of crime victims.

POLICY

It is the policy of the Department of Corrections to seek input from members of Pennsylvania's victim service community on matters relating to victim services within the DOC and PBPP. To accomplish this, the Department shall establish a Victim Services Advisory Committee.

PROCEDURE

A. Responsibilities

1. The responsibility of the Committee is to offer advice and suggestions to the Department of Corrections, through the Commissioner, on matters related to the Office of Victim Services and other victim related issues within the Department of Corrections.

2. The Committee should address the following areas and issues and may address other issues related to victim services:

   a. Development and implementation of the educational program entitled "Impact of Crime Classes" for Inmates.
   b. Victim Input and Notification Program.
   c. DOC and PBPP policies and program initiatives which impact crime victims.
   d. Victimization within the DOC.
   e. Legislative and Public Policy issues affecting crime victims.
   f. Victim Offender Reconciliation and Mediation.

B. Committee Size - The committee shall consist of a maximum of 17 members.

C. Committee Composition and Selection

1. The committee shall be selected and appointed by the Commissioner of Corrections.

2. The Director of the DOC Office of Victim Services shall serve as Chair of the Committee. The Chair shall keep the Commissioner informed of the Committee's concerns and activities and shall keep the Committee informed of Departmental matters of interest to them. The Chair shall also review and process travel expense vouchers of Committee members.

3. An effort shall be made to maintain the composition of the Committee reflective of the victim population and the victim services network state-wide.

The following shall have one voting membership on the committee:

a. Victim Advocate, PBPP
b. Director, DOC's, Office of Victim Services
c. Pennsylvania Coalition Against Domestic Violence (PCADV)
d. Pennsylvania Coalition Against Rape (PCAR)
e. Pennsylvania Mothers Against Drunk Driving (MADD)
f. An effort shall be made to include the following:

1) Prosecution based victim service programs.
2) Community based victim service programs.
3) Geographic and cultural representation.
4) Victims of crime.
5) Any other individuals the Commissioner deems appropriate to serve the function of the Committee.

4. Compensation - Members of the Committee shall receive no compensation for their services but may be reimbursed for their expenses according to Management Directive 230.10 amended, Trainee and Subsistence Allowances.

D. Term of Office

1. The term of Office shall be three years. Beginning on the effective date of this policy, one third of the appointments shall be one year appointments, one third shall be two year appointments and one third shall be for a full three year term. After which, all appointments shall be of a full three year term.

2. Committee members may recommend to the Commissioner the termination of a Committee member who misses two consecutive meetings without notifying the Committee.

3. Committee members may recommend to the Commissioner the termination of a Committee member for just cause.

E. Frequency and Location of Meetings

1. Meetings shall be held at least twice annually with additional meetings scheduled as needed.

2. Meetings shall be held at the Department of Corrections Central Office.

F. Documentation

1. A written agenda shall be prepared by the Chair of the Committee prior to each meeting. Agenda items may be placed on the agenda by individual committee members.

2. The Chairperson or the designee shall provide minutes of committee business which shall be distributed to the Commissioner and Committee members prior to the next regularly scheduled meeting.

Voting Privileges - Only appointed committee members or their designee shall have voting privileges.

SUSPENSION DURING EMERGENCY

There are no provisions in the law to suspend this policy.

RIGHTS UNDER THIS POLICY

This policy does not create rights in any person nor should it be interpreted or applied in such a manner as to abridge the rights of any individual. This policy should be interpreted to have sufficient flexibility so as to be consistent with law and to permit the accomplishment of the purpose of the policies of the Department of Corrections.

SUSPENDED POLICY AND CROSS REFERENCE

This policy is new and there are no previous policies on this subject. Furthermore, all future policy development and revisions will be cross referenced by the Accreditation Manager to other provisions of the Department's Administrative Manual and the American Correctional Association Policies and Procedures for Adult Correctional Institutions and Adult Community Residential Services.

Executive Order 96-03

WHEREAS, I, Reginald Wilkinson, Director of the Department of Rehabilitation and Correction, have the authority pursuant to Section 121.13 of the Ohio Revised Code to appoint advisory boards to aid in the conduct of the work of the department with the approval of the governor; and

WHEREAS, the Director of Rehabilitation and Correction has the authority to confer the duties of the various institutions and divisions of the department, as authorized by Section 5120.01 of the Ohio Revised Code;

NOW THEREFORE, I do hereby establish the Ohio Council on Victims Justice, whose members shall be appointed as outlined in this Executive Order. The Ohio Council on Victims Justice (OCVJ) shall have authority to:

(a) Assist the Department of Rehabilitation and Correction in development of victim services and departmental practices that are victim-sensitive by critiquing relevant policies; reviewing and commenting upon the agency's goals and objectives; and developing recommendations for the implementation of needed services.

(b) Play an active role in the Department's efforts to improve victim services by providing input and making suggestions for operational changes that impact victims and by providing liaison between the Department and the constituents of Council members.

(c) Aid in the victim education process by playing a leadership role in professional associations discussing victim issues; familiarizing itself and the public with avenues to access the Department on victim-related concerns; and being an information source for the public on correctional victim services.

I DO FURTHER ORDER that members of the Ohio Council on Victims Justice shall be appointed from lists of nominees furnished by the following organizations and professional associations: Chiefs of Police; County Sheriffs; Local Judges; Local Prosecutors; Victims and, Victim Coalitions. The Director may also appoint other members as he deems necessary. In nominating members for appointment to the Ohio Council on Victims Justice, the group seeking representation shall choose a demographically representative group of nominees.

I DO FURTHER ORDER that OCVJ members shall be designated "voting" members or "Ex-Officio" members upon appointment. Voting members shall consist of no more than twenty persons, including representatives of the above organizations and associations. Ex-Officio members will include an indefinite number of persons from such offices, organizations or agencies as the Director may determine. Such members will not vote on recommendations to the Department, but may attend meetings and comment on matters under consideration.

I DO FURTHER ORDER that voting members shall be appointed to three-year fixed terms, which shall be staggered to ensure orderly transition. Voting members may be reappointed consecutively only once, at the discretion of the Director or his designee, such that six years

consecutive membership is permitted. Ex-Officio members shall serve indefinite terms at the discretion of the executive officer of the group, agency or office he or she represents. Any OCVJ Member's service shall terminate when.

(a) The Member voluntarily resigns;

(b) The Member's professional status changes and the group he or she represents nominates a replacement;

(c) The Member's first term expires without reappointment;

(d) The Member's second consecutive term expires; or,

(e) The group represented desires and nominates a replacement.

I DO FURTHER ORDER that the Deputy Director of Parole and Community Services or designee shall chair the Ohio Council on Victims Justice. The Council shall meet at least four times per year. Nine voting members, or their designees, shall constitute a quorum for transacting any of the Council's business, with a majority vote of those in attendance being required to make a recommendation.

AND I DO FURTHER ORDER that the Department is not bound to act upon the advice of the Ohio Council on Victims Justice, which is established only for the purpose of considering local and victim input into the decisions of the Department affecting victims. The Council shall exercise no administrative function. Council members shall receive no compensation, but shall be reimbursed for actual and necessary expenses in attending OCVJ meetings and functions.

IN WITNESS WHEREOF, I have hereunto subscribed my name this 3rd day of Sept., 1996.

Reginald A. Wilkinson

Reginald A. Wilkinson
Director

Appendix E

State Director's Announcement of New VOCA-Funded Victim Services Unit (Illinois Department of Corrections)

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Perspectives

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Perspectives encourages responses from its readers. Letters or other submissions should be mailed to: Illinois Department of Corrections, 1301 Concordia Ct., Springfield, IL 62794-9277. The department reserves the right to edit all materials submitted.

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SOY INK

Victim services unit

Odie Washington
Director

Director's message

In the past, Corrections has focused tremendous resources toward the goal of locking up criminals in the public interest. Today, we begin a new mission that will open the doors of this agency to their victims. It is the right thing to do and Dora Larson is the right person to do it. I am very happy to announce her appointment as the new victim services coordinator at this agency.

I have directed administrators in this agency to re-examine our role and responsibility to crime victims. We are embarking on a victim service initiative that compliments existing efforts, enhances services and reaches a broader range of victims in Illinois.

Victim-oriented services will include victim notification, victim input at parole hearings, family support of victims at executions, referrals to victim service agencies and assistance programs and access to information on inmates and programs for offenders, including restorative justice and reconciliation. Larson will also recruit volunteers who may assist with agency programs in victim services.

Two grants will provide initial support for the program. The first grant, already awarded to the agency by the U. S. Department of Justice, Office for Victims of Crime, will provide expertise and training to the agency in forming alliances and complimentary services among eight organizations already working in victim service.

> "Today, we begin a new mission that will open the doors of this agency to their victims. It is the right thing to do and Dora Larson is the right person to do it."
>
> - Director Washington -

The second grant, currently under designation by the Illinois Criminal Justice Information Authority, comes from funds available in the federal Victims of Crime Act. These funds will pay for staff and assist the agency in implementation of victim services identified by the coordinator.

A toll-free telephone number for assistance to victims will be announced in the near future. In addition, the agency Internet homepage at **www.idoc.state.il.us** has been enhanced to include information for citizens with victim service needs.

The homepage has been accessed more than one million times since its creation this year. It will provide access to more information on inmates in the prison system in the near future. Scheduled release dates and other notes on the physical descriptions of the perpetrators of crimes are important to law-abiding citizens in Illinois. At this time, corrections administrators are continuing a review of what inmate information can be added to the database as matters of public record. ▮

Appendix F

Duty Statement for Victim Services Representatives (California Department of Corrections)

Job Description for Supervision Clerk (Courts), Community Supervision and Corrections Department (Tarrant County, Texas)

Duty Statement

Victim Services Representative

The Victim Service Representative will represent the CDC Victims of Crime Services program at the institution/parole region.

Escort at BPT parole consideration hearings. The VSR or designee (institution) will meet the victim at the entrance to the prison. The VSR will accompany the victim and his/her escort, if any, to a waiting area and will remain with him/her until the hearing begins. If the victim has not arranged for someone to accompany him/her during the hearing, the VSR will offer to act in that capacity. The VSR will not speak during the hearing.

Provide counsel to staff (and their families) who have been victimized. The VSR will provide victim services for any incident, on duty or off duty, from which a new charge results. The VSR will be responsible for victimized staff who are employed in the VSR's institution/region, regardless of where the inmate is transferred or sentenced.

Conduct *Impact of Crime on Victims* training. With direction from Central Office Victims Program staff, the VSR will conduct local training using curriculum provided with the *Impact of Crime on Victims Handbook*. Emphasis will be on sensitizing staff and inmates to the needs of victims and educating staff regarding the Victims Program and the services it offers.

Fundraising activity. In cooperation with the Community Resource Manager (CRM) and community-based victim organizations, the VSR will conduct fundraising activities for victims organizations. Generally, the VSR will have ultimate responsibility for fundraisers for which victim organizations have claim to more than half of the proceeds. Otherwise, the VSR will defer to the CRM. The VSR and CRM may come to an alternate arrangement if desired.

Correspond with victims. If a victim writes or calls the VSR directly, the VSR will offer services accordingly.

Attend forums and training as the opportunity arises. The VSR will make an diligent effort to constructively share attained knowledge with other staff.

Conduct liaison with Central Office Victims Program staff and other institution/region VSR's to share experience and to coordinate activities. Attend semi-annual VSR meetings.

Actively network with community organizations to promote the CDC Victim's program and to develop resources for victims and inmates.

TARRANT COUNTY JOB DESCRIPTION

Generic Code
Grade

A. IDENTIFICATION

POSITION: **SUPERVISION CLERK (COURTS)**

DEPARTMENT: COMMUNITY SUPERVISION AND CORRECTIONS DEPARTMENT

REPORTS TO: VICTIM SERVICES COORDINATOR

B. JOB SUMMARY:

To assist the Victim Services Coodinator in providing services to victims of crime.

C. JOB SCOPE:

No supervisory or budgetary responsibilities.

D. ESSENTIAL FUNCTIONS:

- Prepares an individual case file for each victim as defined by Article 56.01,
- Retrieves Community Supervision Log of New Defendants from the Log-In Board,
- Copies information from the DA's jackets pertaining to eligible victims,
- Prepares and mails initial notification letters to victims,
- Calls and notifies the victim of defendants early release or completes written notification to the victim who does not have a telephone,
- Prepares and mails a notification letter to the victim about the motion to terminate Community Supervision,
- Files all copies of victim notification letters and documentation of status updates,
- Researches and updates all victims' addresses as needed,
- Retrieves files for closure and processes them for shredding,
- Performs all other related duties as assigned.

TARRANT COUNTY JOB DESCRIPTION
Supervision Clerk

E. REQUIRED EDUCATION/TRAINING:

- High school diploma or equivalent,
- Minimum of two years related experience,

F. KNOWLEDGE, SKILLS AND ABILITIES:

- Knowledge of principles, practices and methods of office procedures,
- Type 50 wpm, knowledge of office equipment,
- Ability to work independently and efficiently,
- Must be able to maintain confidentiality,
- Ability to communicate effectively with other personnel and general public.
- Valid Texas drivers license and proof of liability insurance.

G. EQUIPMENT, TOOLS & OBJECTS:

Frequent use of personal computer, printers, calculator, and telephone.

H. OBJECT MANIPULATION:

Applicants must be able to manipulate objects that support usage of essential equipment, tools or objects required for the job or work with Tarrant County to find an acceptable alternative.

I. VEHICLE:

Personal vehicle required to travel to other units and attending training or meetings at other locations.

J. PHYSICAL REQUIREMENTS:

Frequent sitting, walking, kneeling, crouching/stooping, or squatting (obtaining supplies, plugging in electrical plugs, filing in lower drawers of file cabinets and opening a secured area), and twisting the upper body (moving between desk and PC, handling file folders to be worked, getting supplies from the file cabinet while sitting at the desk).

Occasional standing and other physical activities (lifting and preparing files and other materials from or to storage).

TARRANT COUNTY JOB DESCRIPTION
Supervision Clerk

K. OTHER REQUIREMENTS:

Regular attendance is essential. Requested accommodations to work hours and schedules are considered on an individual basis. Ability to work well with others.

L. ENVIRONMENTAL/SAFETY CONCERNS:

Applicants must be able to perform the essential functions of the position without posing a direct threat to the health and safety of themselves or others.

Frequent exposure to Electrical Hazards (there are several electrical outlets plugged to one strip, lots of wiring crisscross).

M. SIGNATURE/APPROVAL:

Employee	Date
Immediate Supervisor	Date
Department Director	Date

Appendix G

Telephone Rolodex Card (Ohio Department of Rehabilitation and Correction)

OHIO DEPARTMENT OF
REHABILITATION AND CORRECTION

- Crisis intervention/advocacy throughout the corrections process.
- Victim notification
- Information regarding status of inmates in Ohio prisons or under supervision of the Adult Parole Authority.
- Community education about department policies and procedures.
- Referrals to other state and community services.

Office of
Victim
Services

1050 Freeway Drive North
Columbus, Ohio 43229
Phone: (614) 728-1976 or
1-888-842-8464 (toll free)
Fax: (614) 728-1980

Justice with compassion for victims...
...together we can make a difference

Appendix H

National Toll-Free Information and Referral Telephone Numbers on Victims' Rights, Services, and Criminal Justice Resources (Victims' Assistance Legal Organization)

NATIONAL TOLL-FREE NUMBERS

Information and Referrals on Victims' Rights, Services, and Criminal Justice Resources

★	**Childhelp USA/Forrester National Child Abuse Hotline**	(800) 4A-CHILD
★	**Family Violence Prevention Fund/Health Resource Center**	(800) 313-1310
★	**Justice Statistics Clearinghouse**	(800) 732-3277
★	**Juvenile Justice Clearinghouse**	(800) 638-8736
★	**Mothers Against Drunk Driving**	(800) 438-MADD
★	**National Center for Missing and Exploited Children**	(800) 843-5678
★	**National Clearinghouse for Alcohol and Drug Information**	(800) 729-6686
★	**National Clearinghouse on Child Abuse and Neglect**	(800) 394-3366
★	**National Criminal Justice Reference Service**	(800) 851-3420
★	**National Domestic Violence Hotline**	(800) 799-7233
★	**National Fraud Information Hotline**	(800) 876-7060
★	**National Organization for Victim Assistance**	(800) TRY-NOVA
★	**National Resource Center on Domestic Violence**	(800) 537-2238
★	**National Victim Center**	(800) FYI-CALL
★	**Office for Victims of Crime Resource Center**	(800) 627-6872
★	**Rape, Abuse & Incest National Network**	(800) 656-4673
★	**Resource Center on Domestic Violence, Child Protection and Custody**	(800) 527-3223

Provided as a public service by the Victims' Assistance Legal Organization and

Appendix I

Sample Victim Impact Statements (National Center for Victims of Crime)

Victim Impact Statement

If you need more space to answer any of the following questions, please feel free to use as much paper as you need, and simply attach these sheets of paper to this impact statement. Thank you.

Your Name _____

Defendant's Name(s) _____

1. How has this crime affected you and those close to you? Please feel free to discuss your feelings about what has happened and how it has affected your general well-being. Has this crime affected your relationship with any family members, friends, co-workers, and other people? As a result of this crime, if you or others close to you have sought any type of victim services, such as counseling by either a licensed professional, member of the clergy, or a community-sponsored support group, you may wish to mention this.

Victim Impact Statement

2. What physical injuries or symptoms have you or others close to you suffered as a result of this crime? You may want to write about how long the injuries lasted, or how long they are expected to last, and if you sought medical treatment for these injuries. You may also want to discuss what changes you have made in you life as a result of these injuries.

3. Has this crime affected your ability to perform your work, make a living, run a household, go to school or enjoy any other activities you previously performed or enjoyed? If so, please explain how these activities have been affected by this crime.

Victim Impact Statement

just for little kids

To parents: if your child is too young to read or is just learning to read, you will want to help your child fill out the victim impact statement. when helping your child, you will want to read the directions aloud to your child, talk about what feelings are (happy, sad, mad, scared, or any other feelings you think are appropriate), and what your child may want to think about when they are drawing or writing on the statement. please do not tell your child what to draw or write. This is your child's chance to tell the judge how he or she is feeling about what has happened. if your child would rather draw a picture of a bird, a boat or write a story about bumblebees, this is okay as well. Should your child become uncomfortable in any way while filling out the victim impact statement, reassure your child that he or she does not have to fill out the form unless he or she wants to.

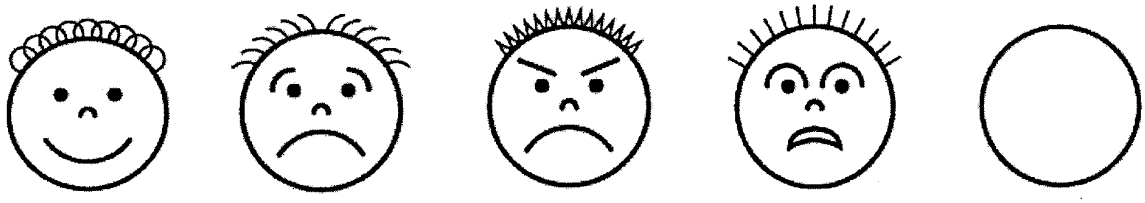
What is your name? _____

(It's okay if your parents help you write your name.)

How old are you? _____

If you go to school, whate grade are you in? _____

How do you feel about what happened to you?
(You can circle as many as you like.)



Happy **Sad** **Mad** **Scared** **Other**

Turn the page over now

Victim Impact Statement

If you were the judge, what would what you do to _____?

(circle as many as you like)

A. send to jail

B. pay some money

C. go to a doctor to get help

D. nothing

E. stay away from kids

F. what else?? Put your own idea here!!

If you want to, you can use this page to draw a picture, write a poem, tell a story, or anything else you wold like to do to tell the judge about how you are feeling about what has happened to you. If you don't want to write or draw anything here, that's okay too!

Appendix J

Sample Financial Worksheet for Victims' Losses (National Center for Victims of Crime)

Financial Impact Statement Worksheet

Please use this portion of the form to list any expenses you have had or paid as a result of this crime. Some of the sections may not apply to you. If possible, please attach copies of bills, receipts, estimates of value, replacement costs, or other evidence of the costs listed below. Please attach additional pages as necessary.

A. CRIME RELATED COSTS

1. List any personal belongings or personal property lost, destroyed or damaged as a result of this crime and the value. This would include damage to your home, business or other real estate. (Examples of losses are: loss or damage to personal belongings such as televisions, clothing, jewelry, and automobiles. You also may wish to include expenses for installing deadbolts, repairing locks, and/or any crime scene cleanup.)

_____ $ _____

_____ $ _____

_____ $ _____

2. List any medical expenses incurred as a result of this crime. (You may wish to include expenses for doctors, medications, hospital stays, physical or occupational therapy, counseling, medical supplies, wheelchair rental, glasses, hearing aids, etc.)

_____ $ _____

_____ $ _____

_____ $ _____

3. Please describe any future medical or counseling expenses your doctor or therapist anticipates and attach an estimate of their costs.

_____ $ _____

_____ $ _____

4. If you had any funeral expenses, please list them.

_____ $ _____

_____ $ _____

5. Please list any other expenses you incurred. (You may wish to list items such as child care during court appearances, transportation costs for medical treatment or court appearances, installing new locks or security devices, fees incurred in changing banking or credit card accounts, moving expenses, etc.)

_____ $ _____

_____ $ _____

6. If you lost wages or income because you were unable to work because of the crime, had doctor or therapy visits, or attended court, please indicate the total amount of money you lost in wages. (Where possible, please attach a letter from your employer verifying the amount of lost wages or income.)

Amount of lost wages or income _____ $ _____

TOTAL OF CRIME RELATED COST _____ $ _____

(please turn worksheet over and continue)

Financial Impact Statement Worksheet

B. MONEY YOU WERE PAID BY INSURANCE, VICTIM COMPENSATION OR OTHER SOURCES (Whenever possible, attach copies of receipts or insurance payments.)

1. If you have already received or expect to receive any payments or benefits from the sources below, please indicate any amounts received, name of insurance company and claim number.

Property, Auto or Homeowners Insurance

Amount Received _____

Name of Company _____

Claim Number _____

Address _____

_____

Phone Number _____

Medical Insurance

Amount Received _____

Name of Company _____

Claim Number _____

Address _____

_____

Phone Number _____

Other (list sources and amount and please use additional paper if necessary.)

Amount Received _____

Name of Company _____

Claim Number _____

Address _____

_____

Phone Number _____

2. Have you applied for Crime Victim Compensation benefits?

Yes ❑ No ❑

If you received any compensation as a result of your claim, please list the amount.

$ _____

*If you have not filed for Crime Victim Compensation benefits and would like to receive further information on requirements for filing a claim, please contact:

TOTAL MONEY RECEIVED FROM INSURANCE, CRIME VICTIM COMPENSATION, AND OTHER SOURCES

$ _____

Please write any additional information you would like the judge to know about the money this crime has cost you.

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

I declare under penalty of law that the above information is true and correct to the best of my knowledge.

_____

Signature Date

Appendix K

Proposed Federal Constitutional Amendment for Victims' Rights (Senate Joint Resolution 6)

MR. KYL (for himself and MRS. FEINSTEIN) introduced the following joint resolution; which was read twice and referred to the Committee on the Judiciary

SJR 6

JOINT RESOLUTION

Proposing an amendment to the Constitution of the United States to protect the rights of crime victims.

Resolved by the Senate and House of Representatives of the United States of America in Congress assembled (two-thirds of each House concurring therein), That the following article is proposed as an amendment to the Constitution of the United States, which shall be valid for all intents and purposes as part of the Constitution when ratified by the legislatures of three-fourths of the several States within seven years from the date of its submission by the Congress:

Section 1. Each victim of a crime of violence, and other crimes that Congress may define by law, shall have the rights to notice of, and not to be excluded from, all public proceedings relating to the crime;

To be heard, if present, and to submit a written statement at a public pre-trial or trial proceeding to determine a release from custody, an acceptance of a negotiated plea, or a sentence;

To the rights described in the preceding portions of this section at a public parole proceeding, or at a non-public parole proceeding to the extent they are afforded to the convicted offender;

To notice of a release pursuant to a public or parole proceeding or an escape;

To a final disposition of the proceedings relating to the crime free from unreasonable delay;

To an order of restitution from the convicted offender;

To consideration for the safety of the victim in determining any release from custody; --And

To notice of the rights established by this article; however, the rights to notice under this section are not violated if the proper authorities make a reasonable effort, but are unable to provide the notice, or if the failure of the victim to make a reasonable effort to make those authorities aware of the victim's whereabouts prevents that notice.

SJR 6

Section 2. The victim shall have standing to assert the rights established by this article. However, nothing in this article shall provide grounds for the victim to challenge a charging decision or a conviction; to obtain a stay of trial; or to compel a new trial. Nothing in this article shall give rise to a claim for damages against the United States, a State, a political subdivision, or a public official, nor provide grounds for the accused or convicted offender to obtain any form of relief.

Section 3. The Congress and the States shall have the power to enforce this article within their respective jurisdictions by appropriate legislation, including the power to enact exceptions when required for compelling reasons of public safety or for judicial efficiency in mass victim cases.

Section 4. The rights established by this article shall apply to all proceedings that begin on or after the 180th day after the ratification of this article.

Section 5. The rights established by this article shall apply in all Federal and State proceedings, including military proceedings to the extent that Congress may provide by law, juvenile justice proceedings, and collateral proceedings such as habeas corpus, and including proceedings in any district or territory of the United States not within a State.

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Appendix L

Two Examples of Victim Assessment Surveys

(Delaware County Juvenile Court Victim Services Unit, Pennsylvania)

(Marion County District Attorney's Victim Assistance Program, Oregon)

VICTIM SERVICE UNIT SURVEY

In September of 1981, the Delaware County Juvenile Court began a pilot program to try to offer information, support and counseling services to victims of juvenile crime. This program was designed so that a Victim Service Unit worker would meet with the victim on the day of the first court hearing. According to our records, you, as a victim, received the services of this Unit. We are now trying to determine the effectiveness of this program as we consider whether to continue and/or expand it. Your comments and feedback are important to this study. Would you, therefore, take a few minutes to answer the questions listed below and return the survey to us in the enclosed, stamped envelope? Thank you for your help.

1. Do you remember being spoken to by one of the Victim Service Unit workers? (Kathy Robbins, Cheryl Moser, or Larry DeMooy - if you remember which worker, please underline.)

   Yes _____ No _____

2. Please check the areas on the following list which were covered in your contact with the Victim Services Unit. Also, please circle the check next to the service you found most helpful.

   _____ Supplied information about the Juvenile Court.
   _____ Gave me an understanding of what would happen in court that day.
   _____ Covered concerns about restitution (money) owed to me because of the offense.
   _____ Discussed the actual offense and my feelings about it.
   _____ Offered counseling to me about the offense or other issues in my life.
   _____ Stayed with me during Court hearing.
   _____ Other (please comment) _____

   _____

   _____

3. Please check the statement which best describes your reaction to the contacts you had with the Victim Services Unit; and comment as you see fit:

   _____ Very helpful; appreciated the information and concern.

   _____ Somewhat helpful.

   _____ Didn't make any difference one way or the other.

   _____ Not helpful - unnecessary; a waste of time and taxpayers money.

Comments: _____

_____

_____

_____

_____

4. Would you be in favor of having this service continued for other victims?

   Yes No _____

5. What was the most difficult part of your day in Court? (Please be as specific as possible.)

   _____

   _____

   _____

   _____

   _____

   _____

6. If restitution (money) was ordered to be paid to you:

   a. Have you received all of the amount due? Yes _____ No _____

   b. Have you received part of the money due? Yes _____ No _____

   c. Have you been contacted by the juvenile's Probation Officer about the offense or about the money ordered to be paid to you? Yes _____ No _____

7. What recommendations do you have to improve the Victim Services Unit or to change how the Juvenile Court treats victims?

   _____

   _____

   _____

   _____

   _____

THANK YOU FOR YOUR TIME IN HELPING US ON THIS IMPORTANT SURVEY. IF YOU NEED ANY FURTHER INFORMATION OR HELP, PLEASE CALL KATHY ROBBINS AT 891-4752 OR LARRY DEMOOY AT 891-4737.

Optional:

Your Name: _____
Address: _____
Telephone #: _____

We are very interested in your candid opinions about this program. None of your responses will be associated with your name. Please consider both positive and negative aspects of your experience with the Juvenile Victim Witness Program as you answer these questions.

	(Most negative)				(Most positive)
1. Overall, how satisfied were you with the services you received?	1	2	3	4	5

Why? _____

_____

2. How courteous were the staff members you talked to?	1	2	3	4	5

Why? _____

_____

3. How well was the staff able to answer your questions?	1	2	3	4	5

Please explain: _____

_____

4. Was the staff responsive to your specific needs?	1	2	3	4	5

Please explain? _____

_____

5. Compared to other service programs you may have had contact with, how would you rate this program?	1	2	3	4	5

Please explain: _____

_____

Date: _____ Signature: _____

Marion County District Attorney's Victim Assistance Program

DEFINITION OF SERVICES FOR VICTIm CASE REPORTING FORM

TOP SEGMENT OF FORM

Victim Identifier: self explanatory

Type of Victimization: check only one for each victim.

Services Provided: Check as many of these categories as applicable. Several categories may be checked more than once for any individual victim during a month.

Crisis Counseling: in-person crisis intervention, emotional support, and guidance.

Criminal Justice Support: assistance during investigation, explanation of procedures, courtroom orientation and escort, appearance notification, case status and disposition, victim impact statements, assistance with restitution, assistance with witness fees, assistance with intimidation, child care, transportation, property return, parole and probation status assistance.

Emergency Financial Assistance: locating, referring, and assisting with obtaining emergency financial relief.

Crime Victims' Compensation: advise victims and survivors of the program, provide application, assist in completing application, and follow-up contact regarding the claim.

Follow-Up Contact: emotional support, empathetic listening, and guidance provided for other-than-crisis reactions.

Emergency Legal Advocacy: assistance with filing temporary restraining orders, protective orders, elder abuse petitions, and child abuse petitions.

Personal Advocacy: secure rights and services from other agencies and general information about rights. Includes intercession with creditors, landlords, and employers.

Information and Referral: general information about other services and resources.

****

BOTTOM SEGMENT OF FORM

Check each service that is provided to the victim during the month. Several categories may be checked more than once. Many of these definitions are similar to the services listed above. Every time you provide a service, mark it in each applicable category on both the top and bottom segments. See attached definitions.

Marion County Victim Assistance Program
Definition of Services
Page Two

BOTTOM SEGMENT OF FORM Continued:

1) **Case Status/Notification:** this count should include written or personal contact regarding case status.

2) **Victim Impact/Restitution:** this count should reflect the (a) number of victims actually provided with a victim impact statement form; (b) number of cases where victim impact information was presented to the court at sentencing; (c) only the number of actual contested restitution hearings you attended with, or on behalf of, a victim; (d) number of victims who contacted you after a sentence/restitution order has been entered and requested your assistance in on-going restitution collection.

3) **Property Return Assistance:** this count should reflect number of victims assisted with the release of property (a) from police agency; (b) held as court evidence.

4) **Prepare Victim for Court Hearing:** this count should reflect the number of (a) brochures or other written material introducing the criminal justice system sent or given to victims and witnesses; (b) phone or personal contacts with a victim or witness explaining the court process and general procedures of the criminal justice system.

5) **Accompany Victim to Hearings:** reflect number of victims and witnesses accompanied to a court hearing by a victim advocate.

6) **Involve Victim in Decision Making:** this should reflect the number of victims informed of (not necessarily involved in) plea negotiations.

7) **Victim/Witness Logistical Problems:** each of these should reflect the number of victims/witnesses that you arranged for or provided these services.

8) **Community Resources:** this should reflect the number of victims (a) referred to community resources; (b) that used those referrals.

9) **Crime Victims' Compensation:** this number should reflect the number of victims and survivors (a) advised of CVC benefits; (b) that received a CVC application from our office; (c) assisted with completing the application.

10) **Services to Ensure Safety and Security:** this should reflect the number of victims who assisted with (a) obtaining a "no-contact" condition; (b) reporting violations of a "no-contact" condition, harassment or tampering with a witness.

MC 28-V/W-42
revised 9/91

Marion County District Attorney's Victim Assistance Program
VICTIM CASE REPORTING FORM

Advocate:_____ _____ Month/Year:_____

Victim:_____ Primary _____ Secondary_____

Defendant:_____ Deputy DA:_____

Has a form been completed and submitted on this victim before?_____

Approximate number of hours spent on this case this month: _____

****

Victim Identifier: Check each applicable category. At least one category must be checked.

_____ child (0 - 18)
_____ senior citizen (65+)
_____ disabled/handicapped
_____ Native American
_____ minority
_____ other _____

Type of Victimization: Check only one category. If victim of more than one crime, indicate predominate victimization.

_____ adult sexual assault
_____ child sexual abuse
_____ child physical abuse
_____ adult incest survivor
_____ domestic violence
_____ drunk driving
_____ homicide survivor (inc. DUII)
_____ other (specify): _____

Services Provided: Check every applicable category. Refer to the guide, "Definition of Services," that has been provided.

_____ crisis counseling
_____ criminal justice support
_____ emergency financial assist.
_____ crime victims' compensation
_____ other (specify): _____
_____ follow-up contact
_____ emergency legal advocacy
_____ personal advocacy
_____ information & referral

****

1) CASE STATUS/NOTIFICATION
_____ Grand Jury hearing
_____ arraignment
_____ pre-trial/trial/sentencing
_____ disposition
_____ court cancellations
_____ v. contact prior to charges

2) VICTIM IMPACT/RESTITUTION
_____ form provided to victim
_____ form provided to court
_____ accompany v. to rest. hrg.
_____ assist w/ rest. collection

3) PROPERTY RETURN
_____ return from police agency
_____ return from court

4) PREPARE VICTIM FOR COURT HRG
_____ provide material re: cjs
_____ explain cjs

5) ACCOMPANY VICTIM TO HEARINGS
_____ accompany & provide support

6) INVOLVE VICTIM - DECISION MAKING
_____ advise v. of plea negotiation

7) VICTIM LOGISTICAL PROBLEMS
_____ child care arrangements
_____ transportation arrgments
_____ employer intercession
_____ lodging arrangements

8) COMMUNITY RESOURCES
_____ v. referred to other services
_____ v. served by the referrals

9) CRIME VICTIMS' COMPENSATION
_____ v/survivor informed of program
_____ v/s provided w/ application
_____ assist v/s w/ filling out appl.

10) ENSURE SAFETY & SECURITY
_____ requst no-contact condition
_____ assist in reporting harassment and tampering

MC 28-V/W-44
Rev 9/91

END OF MONTH COMPILATION OF VICTIM SERVICE STATISTICS

INSTRUCTIONS: A "Victim Case Reporting Form" must be completed on each primary and secondary victim with whom you work. At the end of the month, please tally the individual sheets and enter the total number for each category/service on this sheet. Please attach a copy of each of the individual forms to this form. This packet must be turned in to the office by the 5th of the month. If you have any questions, please ask the volunteer coordinator or director.

****

Victim Identifier: Check each applicable category. At least one category must be checked.

_____ child (0 - 18)
_____ senior citizen (65+)
_____ disabled/handicapped
_____ Native American
_____ minority
_____ other _____

Type of Victimization: Check only one category. If victim of more than one crime, indicate predominate victimization.

_____ adult sexual assault
_____ child sexual abuse
_____ child physical abuse
_____ adult incest survivor
_____ domestic violence
_____ drunk driving
_____ homicide survivor (inc. DUII)
_____ other (specify): _____

Services Provided: Check every applicable category. Refer to the guide, "Definition of Services," that has been provided.

_____ crisis counseling
_____ criminal justice support
_____ emergency financial assist.
_____ crime victims' compensation
_____ other (specify): _____
_____ follow-up contact
_____ emergency legal advocacy
_____ personal advocacy
_____ information & referral

****

1) CASE STATUS/NOTIFICATION
_____ Grand Jury hearing
_____ arraignment
_____ pre-trial/trial/sentencing
_____ disposition
_____ court cancellations
_____ v. contact prior to charges

2) VICTIM IMPACT/RESTITUTION
_____ form provided to victim
_____ form provided to court
_____ accompany v. to rest. hrg.
_____ assist w/ rest. collection

3) PROPERTY RETURN
_____ return from police agency
_____ return from court

4) PREPARE VICTIM FOR COURT HRG
_____ provide material re: cjs
_____ explain cjs

5) ACCOMPANY VICTIM TO HEARINGS
_____ accompany & provide support

6) INVOLVE VICTIM - DECISION MAKING
_____ advise v. of plea negotiation

7) VICTIM LOGISTICAL PROBLEMS
_____ child care arrangements
_____ transportation arrgments
_____ employer intercession
_____ lodging arrangements

8) COMMUNITY RESOURCES
_____ v. referred to other services
_____ v. served by the referrals

9) CRIME VICTIMS' COMPENSATION
_____ v/survivor informed of program
_____ v/s provided w/ application
_____ assist v/s w/ filling out appl.

10) ENSURE SAFETY & SECURITY
_____ requst no-contact condition
_____ assist in reporting harassment and tampering

Appendix M

Compendium of Helpful Online Services

Accessing Information: OVC Resource Center And Other Services

VICTIMS' RESOURCES IN THE INFORMATION AGE

The development of new information technologies -- most notably the growth of the Internet -- has dramatically changed the way in which information on crime victims' issues is being made available to researchers, advocates, and practitioners. As recently as a dozen years ago, the availability of this information was greatly limited by the lack of centralized collection and distribution. Moreover, the form of the information was generally limited to paper documents that required considerable effort to locate and obtain. Today, however, victims and victim service providers can instantly access an enormous store of information specific to the entire range of their personal and professional concerns -- information that includes statistics; model programs and protocols; grant funding sources; and local, state and national referrals to professional organizations in the victim-serving community. Importantly, this information is available wherever and whenever it is needed -- in homes, shelters and offices; in the middle of a trial; or in the middle of the night. For victims and victim service providers, this new information access begins with the Office for Victims of Crime Resource Center and the National Criminal Justice Reference Service.

Established in accordance with recommendations of the 1982 President's Task Force on Victims of Crime, the United States Department of Justice's Office for Victims of Crime (OVC) serves as the chief advocate for our nation's crime victims, promoting fundamental rights and comprehensive services for victims of crime throughout the United States. OVC's information clearinghouse, the Office for Victims of Crime Resource Center (OVCRC), a component of the National Criminal Justice Reference Service (NCJRS), is on the forefront of these new information technologies, and is aggressively using them, as well as the NCJRS Catalog of publications and videotapes, to deliver timely and relevant information to the victim-serving community. Since coming "online" in 1994, NCJRS and OVCRC have developed a variety of online services to benefit the victim assistance professional -- World Wide Web page; Justice Information (*JUSTINFO*) Electronic Newsletter; and E-Mail Information and Help Line. Together with other electronic access features -- including telephone and online document ordering, and fax-on-demand -- NCJRS and OVCRC have truly made a "quantum leap" forward in fulfilling their mission of "bringing the right information to the right people . . . right now."

ACCESSING NCJRS AND OVCRC ONLINE

NCJRS Online can be accessed in the following ways:

NCJRS World Wide Web Homepage

The homepage provides NCJRS information, as well as links to other criminal justice resources from around the world. The NCJRS Web page provides information about NCJRS and OJP agencies; grant-funding opportunities; full-text publications; key-word searching of NCJRS publications; access to the NCJRS Abstracts Database; the current *NCJRS Catalog*; and a topical index. The address for the NCJRS Homepage is **<http://www.ncjrs.org>**.

Justice Information (JUSTINFO) Electronic Newsletter
This free, online newsletter is distributed to your Internet e-mail address on the 1st and 15th of each month. JUSTINFO contains information concerning a wide variety of subjects, including news from all Office of Justice Programs (OJP) agencies and the Office of National Drug Control Policy; criminal justice resources on the Internet; criminal justice funding and program information; and announcements about new NCJRS products and services. To subscribe, send an e-mail to <**listproc@ncjrs.org**> with the message *subscribe justinfo your name*.

E-Mail: Information and Help
Users requiring technical assistance or having specific questions on criminal and juvenile justice topics can **send** an e-mail to <**askncjrs@ncjrs.org**>. To place an order for publications, users may send an e-mail to <**puborder@ncjrs.org**>.

Partnerships Against Violence Network (PAVNET)
PAVNET Online is a searchable database containing information about hundreds of promising programs and resources, providing users with key contacts; program types; target populations; location; project startup date; evaluation information; annual budget; sources of funding; and program description. Users may go directly to the site at <**www.pavnet.org**>.

OTHER NCJRS ELECTRONIC INFORMATION SERVICES

Fax-on-demand
NCJRS has established a "fax-on-demand" service which allows the user to obtain copies of selected NCJRS documents directly through their own fax machine, using a toll-free telephone number. To access the fax-on-demand menu, simply call 1-800-851-3420, and follow the prompts.

CD-ROM and Online Access to the Abstracts Database
Users with CD-ROM capability can also obtain the NCJRS Abstracts Database on CD-ROM. This disc features citations and abstracts of more than 140,000 criminal justice books, research reports, journal articles, government documents, program descriptions, program evaluations, and training manuals contained in the NCJRS Research and Information Center library collection. The disc also contains search software that supports retrieval using any combination of words to search individual fields or all fields globally. The disc can be searched using "free text" methods, or in combination with the National Criminal Justice Thesaurus. In addition, the NCJRS Abstracts Database is available on the NCJRS Homepage at <**http://www.ncjrs.org/database.htm**>. Details are available by calling NCJRS at (800) 851-3420.

VICTIM-RELATED INTERNET SITES

Crime victims and victim service providers have witnessed a remarkable growth in the amount of information available to them, through the continued development of the Internet -- especially the World Wide Web. Now, victim-serving agencies and advocacy organizations have the ability to reach around the corner or around the world with information about new issues, services, and promising practices designed to improve the welfare of victims of all types of crime. In an effort to present the most comprehensive and timely information available through this vast medium, the Office for Victims of Crime has substantially revised its World Wide Web homepage. OVC

encourages crime victims and victim service providers alike to visit this comprehensive resource, located at <**http://www.ojp.usdoj.gov/ovc/**>.

Many other agencies and organizations are now providing victim-related information through the World Wide Web. The following is a list of sites on the Web that contain information on selected crime victimization topics. Please note that this list is intended only to provide a sample of available resources, and does not constitute an endorsement of opinions, resources, or statements made therein.

Federal Agencies/Resources

Bureau of Justice Assistance (BJA)	http://www.ojp.usdoj.gov/BJA
Bureau of Justice Statistics (BJS)	http://www.ojp.usdoj.gov/bjs/
Community-Oriented Police Office (COPS)	http://www.usdoj.gov/cops/
Dept. of Health and Human Services Grantsnet	http://www.os.dhhs.gov/progorg/grantsnet/index.html
Department of Justice	http://www.usdoj.gov
Department of the Solicitor General	http://www.gov.nb.ca/solgen/index.htm
FBI Uniform Crime Reports - Statistical Data	http://www.lib.virginia.edu/socsci/crime
Federal Bureau of Prisons	http://www.bop.gov
Federal Judicial Center	http://www.fjc.gov/
Government Information Online, GovBot	http://bacchus.fedworld.gov/Search_Online.html
National Archive of Criminal Justice Data	http://www.icpsr.umich.edu/NACJD/home.html
National Domestic Violence Hotline	http://www.usdoj.gov/vawo/newhotline..htm
NCJRS Justice Information Center	http://www.ncjrs.org
National Institute of Corrections (NIC)	http://www.bop.gov/nicpg/niccd.htm/
National Institute of Justice (NIJ)	http://www.ncjrs.org/nijhome.htm
Nonprofit Gateway	http://www.nonprofit.gov
Office of Justice Programs (OJP)	http://www.ojp.usdoj.gov
Office of Juvenile Justice Delinquency and Prevention	http://www.ncjrs.org/ojjdp/
Office for Victims of Crime (OVC)	http://www.ojp.usdoj.gov/ovc/
Office of National Drug Control Policy Information Clearinghouse	http://www.whitehousedrugpolicy.gov
Partnership Against Violence Network (PAVNET)	http://www.pavnet.org
THOMAS: Federal Legislation	http://thomas.loc.gov
U.S. Department of Education - Campus Security and Safety	http://www.ed.gov/offices/OPE/index.html
U.S. Parole Commission	http://www.usdoj.gov/uspc/parole.htm
Violence Against Women's Office (VAWO)	http://www.usdoj.gov/vawo/index.html
Violence Against Women Grant Office (VAWGO)	http://www.ojp.usdoj.gov/vawgo/

National Victim-related Organizations

American Bar Association Center on Children and the Law	http://www.abanet.org/child/
American Professional Society on the Abuse of Children	http://child.cornell.edu/APSAC/apsac.home.html
Child Abuse Prevention Network	http://child.cornell.edu
Childhelp USA	http://www.childhelpusa.org
Childquest International	http://www.childquest.org/
Concerns of Police Survivors (COPS)	http://www.nationalcops.org
Family Violence Prevention Fund	http://www.fvpf.org/fund/index.html
Mothers Against Drunk Driving (MADD)	http://www.madd.org
National Center for Missing and Exploited Children (NCMEC)	http://www.missingkids.org/index.html
National Center for Victims of Crime (formerly National Victim Center)	http://www.ncvc.org
National Center on Elder Abuse	http://www.gwjapan.com/NCEA/

National Children's Alliance	http://www.nncac.org
National Clearinghouse on Child Abuse and Neglect Information	http://www.calib.com/nccanch
National Coalition Against Domestic Violence	http://www.webmerchants.com/ncadv/default.htm
National Coalition Against Sexual Assault (NCASA)	http://www.ncasa.org
National Court Appointed Special Advocates Association	http://www.casanet.org
National Fraud Information Center	http://www.fraud.org
National Insurance Crime Bureau	http://www.nicb.org
National Children's Alliance	http://www.nncac.org/
National Victims Constitutional Amendment Network (NVCAN)	http://www.nvcan.org
National Organization for Victim Assistance (NOVA)	http://www.try-nova.org
National Victim Assistance Academy (OVC)	http:ojp.usdoj.gov/ovc/assist/vaa.html
National Victim Assistance Academy (VALOR)	http://www.nvaa.org
Neighbors Who Care	http://www.neighborswhocare.org
Parents of Murdered Children (POMC)	http://www.pomc.com
Safe Campuses Now	http://www.uga.edu/~safe-campus/
Security on Campus	http://www.soconline.org/
Victims' Assistance Legal Organization (VALOR)	http://www.valor-national.org

National Criminal Justice- and Public Policy-related Associations

American Correctional Association (ACA)	http://www.corrections.com/aca
American Correctional Health Services Association	http://www.corrections.com/achsa/
American Jail Association (AJA)	http://www.corrections.com/aja
American Probation and Parole Association (APPA)	http://www.appa-net.org
Association of State Correctional Administrators (ASCA)	http://www.asca.net
Center for Sex Offender Management	http://www.csg.org/appa/csom.html
Correctional Education Association	http://sunsite.unc.edu/icea
Council of Juvenile Correctional Administrators	http://www.csc-scc.gc.ca/
Council of State Governments (CSG)	http://www.csg.org
Higher Education Center Against Violence and Abuse	http://www.umn.edu/mincava/
National Association of Counties (NACo)	http://www.naco.org
National Center for State Courts (NSSC)	http://www.ncsc.dni.us
National Conference of State Legislatures (NCSL)	http://www.ncsl.org
National Consortium for Justice Information and Statistics	http://www.search.org
National Council on Crime and Delinquency	http://www.nccd.com/
National Council of Juvenile and Family Court Judges	http://www.ncjfcj.unr.edu/
National Criminal Justice Association (NCJA)	http://sso.org/ncja/ncja/htm
National Governors Association	http//www.nga.org/
National Judicial College	http://www.judges.org
National Indian Justice Center	http://www.nijc.indian.com/
National Sheriffs Association	http://www.sheriffs.org/index.html
Office of Correctional Education	http://www.ed.gov/offices.OVAE/OCE/
Southern Poverty Law Center	http://splcenter.org

State-level Victim Assistance Agencies

Arizona Department of Public Safety	http://www.state.az.us/dps/voca/
California Criminal Justice Planning	http://www.ocjp.ca.gov/index.html
Colorado Division of Criminal Justice	http://www.state.co.us/gov_dir/cdps/dcj/ovp.htm

Delaware Criminal Justice Council	http://www.state.de.us/govern/agencies/cjc/victim.htm
Florida Attorney General's Office - Crime Victims Services	http://legal.firn.edu/victims/index.html
Illinois Criminal Justice Information Agency	http://www.icjia.org/about.html
Iowa Department of Justice	http://www.state.ia.us/government/ag/cva.html
Kansas Attorney Generals Office	http://lawlib.wuacc.edu/ag/victims.html
Kentucky Attorney General's Victims' Advocacy Offfice	http://www.law.state.ky.us/victims/Default.htm#Top
Maryland Office of the Attorney General	http://www.oag.state.md.us/Victim/rights.htm
Massachusetts Attorney Generals Office	http://www.state.ma.us/ag/ago7.htm
Minnesota Dept. of Public Safety Crime Victim Services	http://156.98.194.206/cvshome.html
[Program forms]	http://www.state.mn.us/ebranch/corr/vsu/vsuforms.htm
Missouri Department of Public Safety	http://www.dps.state.mo.us/dps/programs/grants.htm
New Hampshire Attorney Generals Office	http://www.state.nh.us/oag/vw.html
New Mexico Crime Victims Reparations Commission	http://www.state.nm.us/cvrc/
New York Attorney Generals Office	http://www.oag.state.ny.us/crimevt.html
Ohio Attorney General's Office Crime Victim Services	http://www.ag.ohio.gov/crimevic/cvassist.htm
Pennsylvania Commission on Crime and Delinquency	http://www.pccd.state.pa.us/PA_Exec/PCCD/victim/victims1.htm
South Carolina Ombudsman	http://www.netside.com/~ae4fa/ombtext.htm
Wisconsin Office of Crime Victim Services	http://ourworld.compuserve.com/homepages/derene
[Resource Directory]	http://ourworld.compuserve.com/homepages/derene/referral.htm

State Crime Victim Compensation Programs

Natl Assoc. of Crime Victim Compensation Program Directory	http://www.ojp.usdoj.gov/ovc/here/compdir
Arizona Department of Public Safety	http://www.state.az.us/dps/voca/compensa.htm
Arkansas Attorney General's Office Outreach Division	http://www.ag.state.ar.us/division.htm#outreach
California Board of Control	http://www.boc.cahwnet.gov/Victims.htm
Colorado Div. of Pubic Safety Office of Victims Programs	http://www.state.co.us/gov_dir/cdps/dcj/ovp.htm
Florida Attorney General's Office - Crime Victims Services	http://legal.firn.edu/victims/compensation.html
[Application]	http://legal.firn.edu/victims/vic_comp.html
Illinois Attorney General's Office	http://www.acsp.uic.edu/~ag/victim/vcva.htm
Idaho Industrial Commission	http://www.state.id.us/iic/crimevic.htm
Iowa Dept. of Justice Crime Victim Assistance Division	http://www.state.ia.us/government/ag/cvcform.htm
Kansas Attorney General's Office	http://lawlib.wuacc.edu/ag/compensation.html
Kentucky Cabinet for Public Protection and Regulation	http://www.state.ky.us/agencies/ppc/agency.htm#claims
Massachusetts Attorney General's Office	http://www.state.ma.us/ag/ago7.htm
Minnesota Crime Victims Reparations	http://156.98.194.206/crimevic/crimevic.html
[Application]	http://156.98.194.206/crimevic/repclaim/repclaim.html
Mississippi Crime Victim Compensation Program	http://www.dfa.state.ms.us/crime/letter/letter1.html
Missouri Department of Labor and Industry Relations	http://www.dolir.state.mo.us/wc/dolir6f.htm
New Hampshire Victim's Assistance Commission	http://www.state.nh.us/oag/nhvac.html
New Jersey Victims of Crime Compensation Board	http://www.state.nj.us/victims/
[Application; PDF format]	http://www.state.nj.us/victims/vccbappl.pdf

New Mexico Crime Victims Reparations Commission [Application; PDF format]	http://www.state.nm.us/cvrc/ http://www.state.nm.us/cvrc/brochure.pdf
New York Crime Victims Board	http://www.nysl.nysed.gov/ils/cvb1.html
North Carolina Victim and Justice Services	http://www.dem.dcc.state.nc.us/vjs/cvcp0.htm
Ohio Attorney General's Office Crime Victim Services	http://www.ag.ohio.gov/crimevic/cvout.htm
Pennsylvania Commission on Crime and Delinquency	http://www.pccd.state.pa.us/PA_Exec/PCCD/victim/victims1.htm
Rhode Island Treasury [Application]	http://www.state.ri.us/treas/vc_info.htm http://www.state.ri.us/treas/vc_appl.htm
South Carolina Office of Victim Assistance	http://www.leginfo.state.sc.us/man97/stategov/state172.html
Tennessee Claims Administration Division	http://www.state.tn.us/other/dag/compfund.htm
Utah Office of Crime Victims Reparations	http://www.justice.state.ut.us/CVRrept.htm
Texas Office of Attorney General [Application]	http://www.oag.state.tx.us/WEBSITE/CRIMINAL/cvc_prog.htm http://www.oag.state.tx.us/WEBSITE/CRIMINAL/cvc_app.txt
Wisconsin Crime Victim Rights (Unofficial) [Application: PDF; MS Word]	http://ourworld.compuserve.com/homepages/derene/cvc.htm http://www.mailbag.com/users/derene/cvcapp.pdf http://www.mailbag.com/users/derene/cvcapp.doc
Washington State Department of Labor and Industries	http://www.wa.gov/lni/workcomp/crime.htm

Federal and State Corrections, Victim Service Units, Sex Offender Registries, Etc.

Alaska Sex Offender Registry	http://www.dps.state.ak.us/Sorcr/Index.asp
California Youth Authority, Prevention and Victim Services	http://www.cya.ca.gov
Florida Department of Law Enforcement [links to Sex Predator Locator and Missing Children]	http://www.fdle.state.fl.us/index.asp
Federal Bureau of Prisons Inmate Information	http://www.bop.gov/inmate.html
Florida Dept. of Corrections Victim Assistance Page	http://www.dos.state.fl.us/corrections/security/admission/victasst.html
Illinois Department of Corrections Victim Services Unit	http://www.idoc.state.il.us/pubs/press/970421.htm
Indiana Sex Offender Registry	http://www.ai.org/cji/index.html
Maine Department of Corrections Victim Services	http://www.state.me.us/corrections/victim.htm
Maryland Department of Corrections Victim Notification Program	http://www.dpscs.state.md.us/doc/victnot.htm
North Carolina Department of Corrections Victim Advocacy Services	http://www.doc.state.nc.us/DAPP/victim.htm
Ohio Department of Rehabilitation and Corrections	http://www.drc.ohio.gov/
Washington State Department of Corrections Division of Community Corrections (victim/witness notification program)	http://www.wa.gov/doc/dcc/dccoverview.htm#Victims
Wisconsin Sex Offender Registry	http://badger.state.wi.us/agencies/doc/html/sexoffender.html

State Coalitions and Related Resources

Idaho: MADD	http://www.lesbois.com/madd/maddid~1.htm
Iowa: Iowa Organization for Victim Assistance (IOVA)	http://www.netins.net/showcase/i_weaver/iova/
Michigan: Victim's Rights (State Sen. Wm. Van Regenmorter)	http://www.gop.senate.state.mi.us/cvr/default.html
New York: Victim Services Agency	http://www.victimservices.org
North Carolina: Citizens Against Violent Crime (CAVE)	http://www.webserve.net/iandi/org/cave

South Carolina: South Carolina Victim Assistance	http://www.netside.com/~ae4fa/
Tennessee: Knowledge is Power (KIP)	http://ourworld.compuserve.com/homepages/Victim
Texas: Texans for Equal Justice	http://www.flex.net/~judge/
Texas: Texas Association Against Sexual Assault	http://www.tsgweb.com/tdcaa/links.htm
Washington State: Wash. Coalition of Crime Victim Advocates	http://ourworld.compuserve.com/homepages/

Other Victim Resources

Action Without Borders - Nonprofit Directory	http://www.idealist.org
APA - American Psychological Association	http://www.apa.org/
Trauma-related Stress	http://www.apa.org/ptsd.html
	http://www.apa.org/kids.html
Cecil Greek's Criminal Justice Page	http://www.fsu.edu/~crimdo/law.html
Communities Against Violence Network (CAVNET)	http://www.asksam.com/cavnet/
Dignity for Victims Everywhere (DOVE)	http://www.eskimo.com/~yaqui
International Society for Traumatic Stress Studies	http://www.istss.com/
Jewish Domestic Abuse	http://users.aol.com/Agunah
Jewish Women International Domestic Violence Page	http://www.jewishwomen.org/awaken.htm
Justice for All	http://www2.jfa.net/jfa/
Microsoft Justice Homepage	http://www.microsoft.com/industry/justice/
MSU Victims and Media Project	http://www.journalism.msu.edu/victmed/
National Crime Victim's Research and Treatment Center	http://www.musc.edu/cvc/
Rape, Abuse and Incest National Network (RAINN)	http://www.soconline.org/ASSISTANCE
Rape Recovery Help and Information	http://www.geocities.com/HotSprings/2402/
Rule of Law Foundation	http://www.rol.org
Search Yahoo for Victims' Rights	http://www.yahoo.com/Society_and_Culture/Crime/Victims__Rights/
Security on Campus, Inc.	http://www.soconline.org/
Sexual Assault Information Page	http://www.cs.utk.edu/~bartley/saInfoPage.html
The Stalking Victim's Sanctuary	http://www.ccon.com/stalkvictim
The Victim Assistance Page	http://www.mnsi.net/~rmccall/homepage.html
Subscribe to the Victim Assistance Mailing	http://www.mnsi.net/~rmccall/vaform.html
The VINE Company	http://www.vineco.com
Violence Policy Center	http://www.vpc.org

Legal Research/Resources

Findlaw	http://www.findlaw.com/
State Law and Legislative Information	http://lawlib.wuacc.edu/washlaw/uslaw/statelaw.html
U.S. Supreme Court Decisions	http://supct.law.cornell.edu/supct/

News Resources

Am. Journalism Review Newslink	http://www.newslink.org/
News Works	http://www.newsworks.com
News Index	http://newsindex.com
Newspapers Online	http://www.newspapers.com

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Appendix N

Policy on Charitable Fundraising Campaigns (California Department of Corrections)

California Department of Corrections OPERATIONS MANUAL	Chapter: 50000 Custody/Security Operations
	Subchapter: 53000 Activities
	Section: 53110 Charitable Fund-raising Campaigns

53110.7 PROCEDURES FOR ACCEPTING A GROUP DONATION FOR A CHARITABLE FUND-RAISING ACTIVITY

Charitable donations shall require not less than two-thirds approval of the active membership of the inmate activity group and approval shall be determined by secret ballot vote under the supervision of the staff sponsor. A group representative shall be selected by the membership to assist the staff sponsor in tabulating and verifying the membership votes.

53110.8 SOLICITING CONTRIBUTIONS FOR A CHARITABLE FUND-RAISING ACTIVITY

Inmate solicitation for contribution to an approved charitable fund-raising campaign shall be confined to the inmate population.

53110.9 INMATE PARTICIPATION IN CHARITABLE FUND-RAISING ACTIVITIES

Inmates are not obligated and shall not be coerced to participate in any charitable fund-raising campaign or to make any donations, other than on a voluntary basis.

53110.10 RESTRICTIONS ON INMATE PARTICIPATION IN CHARITABLE FUND-RAISING ACTIVITIES

All activity relating to a charitable fund-raising campaign shall be conducted during the inmates' off-duty time and the staff sponsor's off-duty time.

53110.11 REVISIONS TO REGULATION ON CHARITABLE FUND-RAISING CAMPAIGNS

The Deputy Director, Institutions Division, or designee, shall be responsible for ensuring that the contents of this section are kept current and accurate.

53110.12 REFERENCES TO REGULATION ON CHARITABLE FUND-RAISING CAMPAIGNS

California Penal Code, Sections 2079, 5054 and 5058

California Code of Regulations, Title 15, Sections 3020, 3240 and 3241

American Correctional Association Standards 2-4028, 2-4048, 2-4053 and 2-4459.

Appendix O

Calendar of Victim-Related Annual Commemorations (National Center for Victims of Crime)

1997 CRIME VICTIMS' RIGHTS AND CRIME PREVENTION

COMMEMORATIVE CALENDAR

JANUARY

FEBRUARY

MARCH

1 Drug Awareness Week
MARCH 2 TO MARCH 8

APRIL

2 Child Abuse Prevention Month

3 National Sexual Assault Awareness Month

4 "Take A Stand Today: Watch Out Help Out" Weeks Teenage Crime and Crime Prevention
APRIL 13 TO MAY 1

5 National Crime Victims' Rights Week
APRIL 13 TO APRIL 19

MAY

6 Law Day
MAY 1

7 National Police Week
MAY 11 TO MAY 17

8 National Missing Children's Day
MAY 25

JUNE

JULY

AUGUST

9 Fourteenth National Night Out
AUGUST 5

SEPTEMBER

OCTOBER

10 Crime Prevention Month

11 Domestic Violence Awareness Month

12 Sixth Annual Speak Out!

13 1997 National Red Ribbon Campaign
Red Ribbon Week
OCTOBER 23 TO OCTOBER 31

NOVEMBER

DECEMBER

14 National Drunk and Drugged Driving Awareness Month

PROVIDED AS A PUBLIC SERVICE BY THE
National Victim Center AND

1997 CRIME VICTIMS' RIGHTS AND CRIME PREVENTION

1 DRUG AWARENESS WEEK
March 2-8, 1997
Contact: National PTA
330 North Wabash Avenue, Suite 2100
Chicago, IL 60611-3690
(312) 670-6782

2 CHILD ABUSE PREVENTION MONTH
April 1997
Contact: National Committee to Prevent Child Abuse
332 South Michigan Avenue, Suite 1600
Chicago, IL 60604
(312) 663-3520

3 NATIONAL SEXUAL ASSAULT AWARENESS MONTH
April 1997
Contact: National Coalition Against Sexual Assault (NCASA)
125 North Enola Drive
Enola, PA 17025
(717) 232-7460

4 "TAKE A STAND TODAY: WATCH OUT HELP OUT" WEEKS
April 13-May 1, 1997
Contact: National Crime Prevention Council, Teens Crime and the Community
1700 K Street, NW, 2nd floor
Washington, DC 20006
(202) 466-6272, ext 161

5 NATIONAL CRIME VICTIMS' RIGHTS WEEK
April 13-19, 1997
Contact: National Victim Center
2111 Wilson Boulevard, Suite 300
Arlington, VA 22201
(703) 276-2880

National Organization for Victim Assistance
1757 Park Road, NW
Washington, DC 20010
(202) 232-6682

6 LAW DAY
May 1, 1997
Contact: American Bar Association
Public Education Division, Attn: Law Day
541 North Fairbanks Court, 15th Floor
Chicago, IL 60611
(312) 988-5735
Lanitathomas@staff.abanet.org

7 NATIONAL POLICE WEEK
May 11-17, 1997
Contact: National Law Enforcement Officers Memorial Fund
605 E Street, NW
Washington, DC 20004
(202) 737-3400

8 NATIONAL MISSING CHILDREN'S DAY
May 25, 1997
Contact: National Center for Missing and Exploited Children
2101 Wilson Boulevard, Suite 550
Arlington, VA 22201
(703) 235-3900

9 FOURTEENTH NATIONAL NIGHT OUT
August 5, 1997
Contact: National Association of Town Watch
P.O. Box 303
Wynnewood, PA 19096
(610) 649-7055

10 CRIME PREVENTION MONTH
October 1997
Contact: National Crime Prevention Council
1700 K Street, NW, 2nd Floor
Washington, DC 20006
(202) 466-6272

National Exchange Club
3050 Central Avenue
Toledo, OH 43606-1700
(419) 535-3232
(800) 924-2643

11 DOMESTIC VIOLENCE AWARENESS MONTH
October 1997
Contact: National Coalition Against Domestic Violence
P.O. Box 18749
Denver, CO 80218-0749
(303) 839-1852

12 SIXTH ANNUAL SPEAK OUT!
October 1997
Contact: To Tell The Truth
Anne-Marie Eriksson
c/o ISRNI
P.O. Box 7375
Las Cruces, NM 88006-7375
(505) 521-4260
ISRNI@zianet.com

13 1997 NATIONAL RED RIBBON CAMPAIGN–RED RIBBON WEEK
October 23-31, 1997
National Family Partnership
11159-B South Towne Square
St. Louis, MO 63123
(314) 845-1933

14 NATIONAL DRUNK AND DRUGGED DRIVING AWARENESS MONTH
December 1997
Contact: Mothers Against Drunk Driving
511 E. John Carpenter Fwy., Suite 700
Irving, TX 75062
(214) 744-6233

National Commission Against Drunk Driving
1900 L Street, NW, Suite 705
Washington, DC 20036
(202) 452-6004

RID-USA
(Remove Intoxicated Drivers)
P.O. Box 520
Schenectady, NY 12301
(518) 393-4357

OVC

Promising Practices and Strategies for Victim Services in Corrections

For copies of this guide and/or additional information, please contact:

Office for Victims of Crime Resource Center (OVCRC)
P.O. Box 6000
Rockville, MD 20849–6000
Telephone: 1–800–627–6872 or 301–519–5500

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