

# *Annual Report*

**2003-2004**

*Moving Forward In Victim Services*



OFFICE OF VICTIM SERVICES

OFFICE OF THE DEPUTY MAYOR FOR PUBLIC SAFETY AND JUSTICE

EXECUTIVE OFFICE OF THE MAYOR

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THIS REPORT WAS A COLLABORATIVE EFFORT BETWEEN THE OFFICE OF VICTIM SERVICES AND THE MANY TALENTED AND DEDICATED ADVOCATES AND VICTIM SERVICES PROVIDERS IN THE DISTRICT. THEIR EXPERTISE CONTRIBUTED SIGNIFICANTLY TO THE CONTENT OF THIS REPORT. SPECIFIC GUIDANCE WAS PROVIDED BY THE MEMBERS OF THE VICTIM SERVICES PLANNING GROUP. WE WOULD LIKE TO THANK EVERYONE WHO PROVIDED SUPPORT AND COMMITMENT TO THIS PROJECT.

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## EXECUTIVE SUMMARY

As the Nation's capitol, the District of Columbia is often in the forefront of progress. The District is a unique and proud city. Its citizens are concerned and involved at all levels of building a safer, stronger community for themselves and their families. Public safety has been and continues to be a priority for the District of Columbia.

The District, like any large city, has crime. Residents experience the devastation of crimes such as murder, sexual assault, domestic violence, child abuse and robbery every day- every hour. However, there is too little emphasis on the impact that these crimes have had on the lives of the individuals who are victimized. Too often, the victim is thought of as a separate or less critical element of the crime and is left to deal with the long-lasting impacts without proper assistance. The response to those who suffer the aftermath of crime is a critical issue that remains a challenge. There have long been insufficient resources available to the victims of crime, inadequate support for programs working to serve these victims, and a lack of a comprehensive, coordinated response to victims of crime. While there are no quick or easy answers to these systemic issues, there are immediate solutions for improving how victims of crime are served.

Because of the creation of the Crime Victims Assistance Funds, the District has a unique opportunity to meet the goal of building an effective system of care for victims, and to continue to make immediate investment in some of the most critical areas. This opportunity will allow for the development of services that assist victims regardless of language, age, disability, residence, economic status or any other barrier to service. It is an opportunity to bring the District victim services

community into alignment with the national standards of care. It is an opportunity to ensure that anyone who becomes a victim of crime in the District will be treated fairly, competently and sensitively. It is an opportunity to change the face of victim services in the District and it is the intent of the Administration to realize these opportunities.

Significant accomplishments have been made toward the implementation of such a system. Contained in this report you will find an overview of these accomplishments. They include:

- Establishment of a Victim Services Planning Group
- Distribution of \$3 million of funding for non-profit victim services programs
- Start-up funding for the Metropolitan Police Department for the implementation of the Family Liaison Specialist Unit
- Start-up funding to the Office of Corporation Counsel for the development of a Victim Liaison Unit
- Funding for the Children's Advocacy Center operations

This report outlines the primary objectives that must be accomplished for the District to meet its goal in the next two to three years. While many of these tasks are large in scope, they are critical to the foundation of building effective victim services.

In developing the District's "action steps" for implementing a system of care, review of the nationally recognized report, *New Direction From the Field: Victim Rights and Services for the 21st Century* was consulted. This manual is a blueprint for recommendations developed by national experts from the victim services field. There are recommendations specific to advocacy, law enforcement, courts and other community programs involved in the overall response to victims of violent

### NATIONAL STATISTICS:

- EVERY 45 SECONDS  
A WOMAN IS RAPED
- EVERY 9 SECONDS  
A WOMAN IS BATTERED
- EVERY 60 SECONDS  
THERE ARE TWO  
CHILDREN ABUSED
- EVERY 30 MINUTES  
ANOTHER PERSON IS  
MURDERED

crime. Specifically, these five global challenges outlined in this report set standards for the District.

- To enact and enforce consistent, fundamental rights for crime victims in federal, state, juvenile, military and tribal justice systems, and administrative proceedings
- To provide crime victims with access to comprehensive quality services regardless of the nature of their victimization, age, race, religion, gender, ethnicity, sexual orientation, capability or geographic location
- To integrate crime victims' issues into all levels of the nation's educational system to ensure that justice and allied professionals and other service providers receive comprehensive training on victims' issues as part of their academic education and continuing education in the field
- To support, improve and replicate promising practices in victims' rights and services built upon sound research, advanced technology and multidisciplinary partnerships
- To ensure that voices of crime victims play a central role in the nation's response to violence and those victimized by crime

These challenges are consistent with the local reports and recommendations that were utilized in the development of this report. The Mayor's Commission on Violence Against Women and other local committees have identified recommendations for the improvement of victim services, which were considered in the development of the new action steps. These include:

- Increased emergency and transitional bed space for victims of violent crime
- Expanded and increased services to victims
- Establishment of an interpreter's line
- Community outreach and education

It is essential that this window of opportunity be used to look beyond the allocation of funds and secure tangible solutions to many of the long-standing problems within the District. The development of a victim services infrastructure is the only solution that will remain well after these funds have been depleted. To be successful, a system of care must not merely rely of the commitment of individuals or the support of existing leadership, but must depend upon a strong structure that supersede all variables and provides a long lasting, sustainable model of care. Regardless of our role in the community, we all have a responsibility to support the citizens of our city that have been affected by crime. There must be an accessible, supportive, unified response to serving victims of crime. This report provides a roadmap for brining forth these much-needed changes.

*1. U.S. Department of Justice, Office of Victim's of Crime. New Directions from the Field: Victim Rights and Services for the 21st Century (NCJ170600). (Washington, DC: U.S. Government Printing Office, 1998)*



## THE IMPACT OF CRIME

Anyone can be a victim of crime. Victims are women, children, men, Latino, Asian American, Caucasian, African-American, Christian, Buddhist, Muslim, conservative, liberal, young, old, rich or poor. Crime reaches across all economic personal and physical characteristics such as culture, language and disability.

When a violent crime occurs, every aspect of a victim's life seems to crumble apart. Victims are humiliated, terrorized, violated, confused and ashamed. Victims are often in fear of death and always in fear of judgment and blame from others, including those meant to protect and assist them. They experience fear, anxiety, insomnia, nightmares, nausea, chronic physical pain and emotional pain and depression years after the crime occurred.

Their losses are far-reaching; it affects family members, friends, co-workers and even future relationships. Victims often lose their jobs, their homes, their friends, their families, their health and their sense of safety in the world. The impact of crime ripples throughout their lives. In all aspects, victims are forever changed. From the moment the crime occurs and for years to come, acceptance, support and understanding are critical to the recovery process. Whether we recognize them or not, we all have known a victim who has been affected by crime's devastating aftermath.

The impact of crime cannot be erased, and the painful aftermath of victimization cannot be avoided, however, a response that does not further traumatize a victim is possible and, in fact, is expected. While the impact of the crime will never be "forgotten", providing a response that is well coordinated, effective and supportive will alleviate the additional trauma that so many victim experience. In building comprehensive services, it is

important to consider the "formal" system of response which includes law enforcement, prosecution, courts and medical services; the community-based programs which include shelters, advocacy and counseling; and the "informal" system responders such as the churches, schools, media and even elected officials. All are critical to the development of a response that is comprehensive and responsive to each victim's individual needs.

To create a response to victims of violent crime that is truly accessible to all, differences must be taken into consideration. There must be a system of care that is ready to respond in a coordinated and unified manner. For example, if a victim contacts the police, there must be standardized response protocols for the crime that not only include effective law enforcement and criminal investigation but also ensure that the intervention is provided in a victim centered and sensitive manner. If a victim reaches out of a community-based program, it is important that advocates are able to provide information on law enforcement and legal procedures to ensure that the victim understands the full range of options available. This "cross system: referral and coordination builds a safety net for victims as they move through any component of the system.

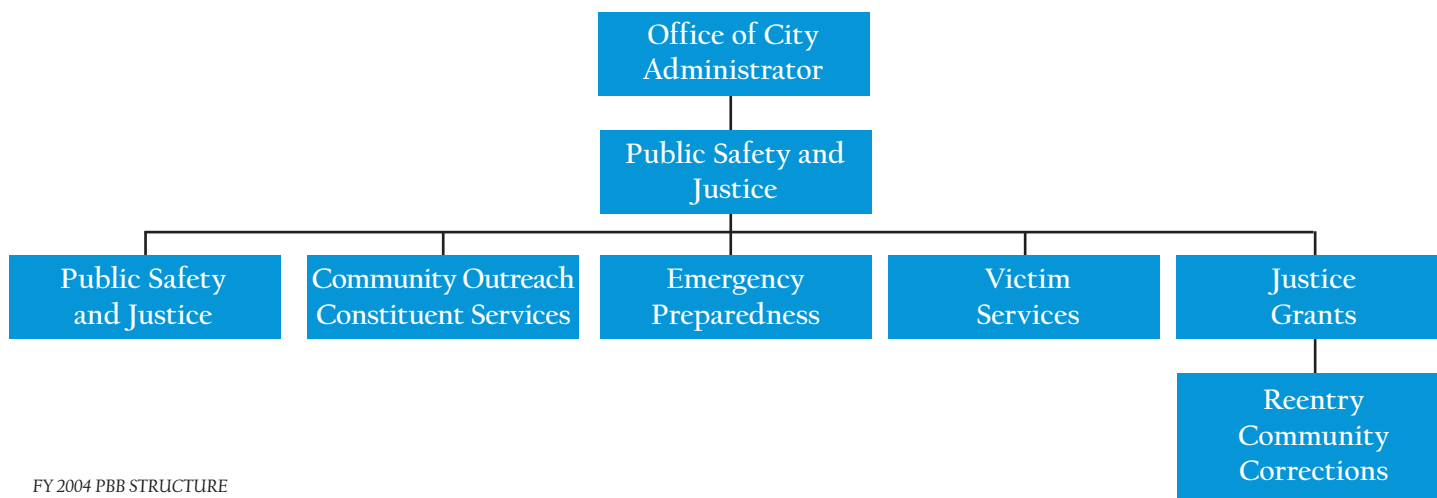
One of the most important and basic rights of victims during any response or assistance with crime is the right to participate fully. Victims should be included in each step of the process and provided the opportunity to participate in the types of services they receive. The decisions made regarding the crime and the opportunity to present statements at sentencing and other critical stages are crucial. In most cases, victims state that they want to be asked what they need; to be given information about the status of the investigation; to know what decisions have

been made and most importantly, to be reassured that they have not simply been forgotten.

No person, regardless of life choices or situations, should be met with harmful or limited services. Each victim should be provided with the opportunity to access services based on their individual needs and not be further traumatized by a system that is neither prepared nor open to their needs. There is seldom dialogue about the impact these crime have had on the lives of the victim impacted by the crime. Too often, the victims are thought of as a separate and less critical element of the crime and the judicial process and are left to deal with the long-lasting impact without proper assistance.

## SECTION 1: HISTORICAL OVERVIEW

### A. OVERVIEW OF INFRASTRUCTURE AND ROLES



FY 2004 PBB STRUCTURE

The Office of the Deputy Mayor for Public Safety and Justice, a Program area under the Office of the City Administrator in the performance based budget, has six Activities in the performance based budget: (1) agency oversight and support; (2) emergency preparedness and homeland security; (3) grants administration; (4) victim services; (5) reentry; and (6) geographic information systems.

This office provides agency oversight and support to the five District public safety and justice agencies: the Metropolitan Police Department (MPD), Fire and Emergency Medical Services (FEMS), Department of Corrections (DOC), Emergency Management Agency (EMA), and Office of the Chief Medical Examiner (OCME); and serves as the executive branch liaison to the federal justice agencies that provide services in the District. This office also oversees the homeland security and emergency preparedness program for the city, including program coordination and grant management services, among others.

The third activity area in the performance-based budget is grant management for those grants received from the U.S. Department of Justice. Currently, that includes criminal justice, juvenile justice, and victim services grants. This report contains a plan to separate out the victim services grants from the others and put them together with policy and coordination responsibilities in a separate function, similar to the structure used to manage homeland security activities.

While this is a net-zero movement from a budget perspective, the Administration believes that it is necessary and appropriate to functionally align the funding and the program coordination activities in one unit. This structure will emphasize that victim service planning and support is not just a matter of distributing funds but is an operational and programmatic responsibility. The Office of Victim Services will be responsible for supporting and coordinating the development and implementation of a comprehensive system of care for victims within the District. This Office will also focus on the planning, administering and monitoring of all federal funds directed to victim services including:

- ◆ Office for Victims of Crime, Victim of Crime Act (VOCA) funding used to provide direct services to crime victims including, crisis intervention, emergency shelter, emergency transportation, counseling, and criminal justice advocacy.
- ◆ Office on Violence Against Women, STOP Violence Against Women Program Grants used to develop and strengthen the criminal justice system's response to violence against women and to support and enhance services for domestic violence, sexual assault, and stalking victims.
- ◆ Office on Violence Against Women, Grants to Encourage Arrest and Enforcement of Protective Orders (GTEA) grants used to coordinate the entire criminal justice system in devising solutions to end the problem of domestic violence.



- ◆ Crime Victims Assistance Fund that is resourced from the annual surplus of the Crime Victims Compensation Fund and which can be used for a broad range of capacity building, training, outreach, service delivery and infrastructure.

In support of programmatic coordination city-wide, this Office of Victim Services will participate in or support the many government and community-based planning bodies including the Mayor's Commission on Violence Against Women, the Department of Health's Violence Against Women Project, the Victim Services Planning Group, the Office on Aging Adult Prevention Committee, the Victim Assistance Network and other planning groups that address the needs of families and friends of homicide victims, child abuse victims, and community level responses to domestic violence, sexual assault, homicide and other violent crimes. The goal will be to unify these groups into a coordinated effort that recognizes and promotes the talent and diverse skills of those already working in the area of victim services, and synthesizes their activities into a seamless system of care that assists with recovery from the devastating financial, physical, social and emotional losses incurred as the result of crime.

## **B. CRIME VICTIMS ASSISTANCE FUND**

### **HISTORY OF THE FUND**

Despite the steadfast commitment of many community-based and system responders, District victims of violent crime have not, historically, been well served. In the past, there has been a lack of resources for victim services programs, a lack of support for an adequate system response and a lack of effective management over the Crime Victim Compensation Fund. Although compensation funds were available for reimbursing eligible victims, few victims were aware of it and those that did access the system were often inadequately served.

Due to this ineffective system of distribution, a surplus of compensation funds accumulated. In 1996, a local task force crafted new legislation to transfer responsibility for the victim's compensation program to the District of Columbia Superior Court. This program has been operating under the new structure for approximately seven (7) years and has become

responsive and effective in compensating eligible victims of crime. Nevertheless, a sizable surplus developed. In 2000, Congress was prepared to revert that surplus to the General Treasury of the United States. The District asked Congress to reconsider and to return those funds to the District government so that they could be used for victims' service needs. Congress responded by deferring the reversion for a year while the District developed a more comprehensive plan for the use of the funds.

The funds were made available to the District in September of 2002. Once funds were received, work began to move forward on the expansion of services to victims. Initial grants for non-profit community-based programs were released through an RFA process, operating funds were provided to the Child Advocacy Center and a start-up grant for the Homicide Liaison Project was provided to MPD. This funding allocation was continued for fiscal year 2004 and programs are currently receiving funds.

The Congressional proposal contemplated a number of systematic reforms and an annual review and update of the needs, service gaps, and priorities. In the past year, efforts have been underway to more fully assess the city's needs and plan for a system of care. The following sections outline the planning efforts undertaken, the status of the proposed activities contained in the Congressional proposal, and an outline of next steps.

## **C. PLANNING FOR THE USE OF FUNDS**

### **VICTIM SERVICES PLANNING GROUP**

The Victim Service Planning Group was developed as a forum for re-evaluating and expanding the existing strategies for the Crime Victim Assistance Fund. This group represents government and community-based victim service providers with a broad base of expertise and has a representative membership small enough to be an effective planning body. A representative from each component of the criminal justice system and one representative from specific crime victim populations were invited to participate. Representatives included: Metropolitan Police Department, Superior Court, Violent Crimes Compensation, along with providers from the following crime categories: domestic violence, homicide,

sexual assault, child abuse, special populations, immigrants, and the allied medical community.

The planning group will expand membership and participation through the development of task specific subcommittees, focus groups and other types of communication pathways. This will provide an opportunity for greater community participation in areas of interest and will utilize additional expertise at the implementation level.

An all-day planning session resulted in the development of the mission statement, guiding principles, initial success strategies and five priority areas for future focus. At the foundation of the planning and strategy discussion was the reality that this Crime Victim Assistance Fund is a one-time influx of money. Although there is an expectation that some funds will be available for the next couple of years, the amount of surplus would be significantly less.

This inherent loss of funding demands a thoughtful and careful planning and implementation of projects. Simply expanding services and applying funds to known gaps in services would not be prudent. Once these funds were exhausted, the return to lesser services would be harmful to victims and to the community. It is therefore incumbent on us to think strategically in developing this expansion and meeting the needs of victims in a way that provides long-term change and sustainability of service.

## MISSION

The Mission of the Victim Service Planning Group is to create victim-focused recommendations for developing and implementing a comprehensive, accessible, sustainable, seamless system of services for victims of violent crime within in the District of Columbia.

## GUIDING PRINCIPLES

After a thoughtful discussion about the components of a successful network of care for victims, the following overarching principles and philosophical guidelines were created:

- Keep recommendations victim focused;
- Identify gaps and service barriers to be addressed;
- Seek and use survivor/victim input;
- Promote problem solving to address victim/survivors needs;
- Sustain an open-door policy (accessible and comprehensive);

- Build trust within the community to ensure that victims receive accurate and up to date information.

## SUCCESS STRATEGIES

The group determined a few key strategies that must be kept in the forefront if this effort is to be successful. It became clear that those who serve victims of violent crime have initiated, participated in and accomplished countless assessments, gap analysis, and recommendations for improved services over the past few years. Regrettably, few of these efforts were ever implemented. For this initiative to be successful, there are some significant issues that should be committed to. These are:

1. Ensure that the process results in concrete improvements in victim services within a reasonable time frame to avoid losing the trust and investment of the victim's community.
2. Clearly identify a point of contact within the Administration regarding victim's issues.
3. Develop a Victim Advisory Committee/Survivor Council to ensure the victim's perspective is incorporated into all levels of work;
4. Demonstrated commitment of the Mayor;
5. Demonstrated commitment of local leadership.

## ASSESSMENT ISSUES

Understanding that extensive gathering, gap analysis and information assessment has been on going for the past few years, the group determined that there was a wealth of information available for understanding the needs of victims within the District. A number of existing reports and assessments were reviewed and consolidated from past efforts. For example: The District's Blue Print for the Millennium written by the Mayor's Commission on Violence Against Women, The Domestic Violence Plan, The City-wide Planning Group, and numerous reports completed by the Urban Institute addressing issues within the District.

As the non-profit victim service programs are often the closest link to victims of crime and are a critical component to the success and delivery of effective services, the Office of Victim Services has taken steps to dialogue with these agencies and to create a process that ensured that their voices were heard. This has been accomplished by meeting individually with programs, having programs as members of the

planning group and by bringing in outside support from the National Victims of Crime (NVC) and the Training and Technical Assistance Center (TTAC) groups. This involvement has provided the opportunity to set common goals, visions and methods for sustainability for the development of victim services within the District.

Additionally, victim survey tools have been developed to provide an avenue for receiving direct feedback from those who have experienced a crime. Community based programs are assisting the Office of Victim Services staff in setting up focus groups to administer this survey by implementing the survey with their existing groups. This survey will be continued each year in an attempt to gauge the success of up-coming changes.

## FIVE PRIORITY AREAS

The planning group worked to identify key areas of focus for developing a system of care. These priority areas are defined below and are used as the infrastructure for creating specific action steps and budget categories.

### Capacity Building

A comprehensive system of care for crime victims includes immediate trauma and emergency response, counseling, shelter and advocacy throughout the criminal justice system. It addresses the issues facing specific types of victims- including the elderly, disabled, gay/lesbian/bi-sexual/transgender, immigrants and other traditionally underserved populations. All crime victims should have the right to a full range of services and support to help them recover physically, psychologically, and in practical ways from the effects of crime, whether or not they report the crime, or become involved in the criminal prosecution, or access community-based programs.

Core services involved in a comprehensive system include:

- Immediate response and support following a crime;
- Crisis line services for victims, witnesses and family members 24 hours a day;
- Counseling for issues related to the victimization;
- Emergency monetary aid for problems resulting from the crime;

- Emergency shelter and transitional housing;
- Information on and referrals to victim assistance and compensation programs;
- Integration of health care initiatives as part of the initial treatment for victims;
- Assistance with victim compensation;
- Public education;
- Intercession on behalf of victims and witnesses with employers and creditors;
- Transportation services;
- Interpreter services;
- Linguistically accessible services;
- Supportive counseling or accompaniment throughout the investigative and judicial process.

Many community-based programs also provide information about victims' rights, child care, support groups, security information, case management, prevention or risk reduction activities, and assistance to victims who want to become activists in this field.

Programs provide education and training for victims about the justice process and community resources. Programs provide leadership in creating collaborative multi-disciplinary approaches with other responders to more fully meet the needs of crime victims.

### Training

The need for standardized, multi-disciplinary, victim-sensitive training is paramount to effective service delivery. There are a variety of roles and responsibilities placed on those who respond to crime and on the victims of crime. Each segment of the response fulfills a key function in the successful response to crime. Turnover in personnel is an inherent issue for organizations and agencies in this field and must be considered when working to maintain a high quality of services to victims.

A coordinated response requires basic and advanced training for responders across the board, increasing a victim centered approach throughout all systems, and ensuring front line staff remain current on response protocols.

### Outreach and Education

Although not always identified as core services, outreach and education are critical components to the development of a system of care that is effective for all victims of crime. Providing victims with the

knowledge that they are not alone and that help is available can literally mean the difference between life and death. Unfortunately, many of our citizens are victimized each year and often, less than half report to the police. In some types of victimization, the report rate is even lower. In fact, many victims never contact the police, access a community-based program, reach out to their church, or even talk to a friend about what happened. These are the victims who would most benefit from knowing that it is safe to come forward and receive the support they deserve.

In addition, education and outreach programs should be specifically designed to reach vulnerable and isolated populations, such as non-English speakers, immigrants, disabled, and the elderly. It is essential that such outreach be done in a wide variety of forums and formats to be accessible to and absorbed by the diversity of victims in our city.

### *Policies and procedures*

To provide a truly comprehensive and seamless system of care, each and every component of the system must be ready to respond by providing a consistent message and service to victims. It is critical that all personnel from law enforcement, medical, advocate, legal and court services work toward the same goal in a unified and coordinated manner. Clearly defined policies and procedures create a system of care that functions in an effective and responsive manner from each component addressing to crime, regardless of what individual may respond. Effective procedures ensure consistent response to interactions with victims and provide a yardstick of accountability for all responders.

This type of infrastructure creates an environment where each component is understood, appreciated and valued and where everyone pulls together for the mutual goal of providing the best possible care for the victims. In systems that work together in this multidisciplinary manner, trust increases, accountability increases and collaboration increases, ultimately benefiting the victims.

### *Legislation*

Providing a legislative framework that supports victims is also a major component of an effective system of care. Gaps in existing laws leave victims vulnerable and responders unable to fully intervene on behalf of victims. Effective and comprehensive legislation must be passed to ensure that the responders are able to best meet the needs of victims and that victim rights are being protected at all levels.

To ensure that the responders are able to best meet the needs of victims and victims' rights are being protected at all levels, effective and comprehensive legislation must be considered.



## STATUS OF 2001 PLAN

As noted above, in 2001, the Office of the Deputy Mayor for Public Safety and Justice, submitted a proposal to Congress on the planned utilization of the surplus funds. Although a year lapsed between the submission of the plan and the actual receipt of the funds, the Administration continued to move forward

in its commitment to the outlined goals. The 2001 proposal submitted to Congress served as a basis for the Administration's efforts, and after the funds were received, progress increased. Below are the original goals outlined in the 2001 plan and the current status of each:

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### 1. APPOINT A VICTIM SERVICE COORDINATOR TO ADMINISTER THE FUND.

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#### *Status:*

The Deputy Mayor has remained steadfastly committed to increasing victim services and has continued in efforts to ensure a victim-centered approach to these issues. In 2001, the Deputy Mayor hired a Director for Justice Grants who was skilled, not only in grant management, but had twenty two (22) years of experience in the field of victim services. This person was hired to create an infrastructure for victim services as well as develop policies and procedures to solidify the capacity of the Justice Grants Administration.

Shortly after the hire, it became clear that the District's victim assistance and justice-related grant process was seriously flawed; consequently, it had to be repaired prior to the launching of initiatives for crime victims. Community-based programs were waiting nine months to a year to be reimbursed for their important work and little planning for the optimal use of federal funds was occurring. Meanwhile, millions of federal dollars lapsed. Additionally, audits from the three previous years reflected several hundred thousand dollars in undocumented or questioned costs. This impaired structure caused strain to the delivery of services as non-profit organizations do not have the resources to go without payment for long periods of time and government agencies were experiencing drains on their local budgets due to unpaid federal obligations.

The priority for the past two (2) years has been to correct these chronic issues, develop an infrastructure for a successful grant process, and progress toward a more consolidated planning effort on all federal justice grants. The management of the Congressional appropriation for victim services was also an on-going priority.

In the past two (2) years, JGA has become solid in structure and is effectively managing the federal grants and subgrantees. The recent audit of JGA grants resulted in no questioned costs and there is expected to be zero lapsed funds for this fiscal year. It is now possible to turn the focus onto the Office of Victim Services and begin building the infrastructure for planning, participation and management of victim services issues in the District.

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### 2. CREATE A 6-10 MEMBER VICTIM SERVICES ADVISORY BOARD

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#### *Status:*

The Planning body has been implemented and is described in detail in Section II of this report. The Administration's intent is to solidify their existence and responsibilities by Mayor's Order in fiscal year 2004.

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### 3. CREATE A VICTIM SERVICES CENTER

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#### *Status:*

For several years, victim service providers, social service providers, citizens and the government representatives have discussed the creation of a victim service center. Service center models were studied, initial discussions regarding possible structures and costs have occurred, and a local taskforce made up of residents from communities each of the Anacostia River was established. The District received one year of funding from the Department of Justice Office for Victims of Crime to explore the concept of a one-stop service center for victims.

The District needs to determine the most effective victim service center model for its residents. While there are numerous model programs throughout the country to learn from, it is important to take the time necessary to develop a structure that best meets the needs of victims in the District. Important questions such as location, accessibility, what service providers will be co-located, and whether there should be one location or several smaller satellite locations throughout the city must be addressed. There is also a need to ensure that local agencies are prepared to meet the increased requests for services that will result from the implementation of this type of program. Setting up expectations that cannot be met in the long run is damaging to victims and to those who serve victims. We will continue through fiscal year 2004 to determine the best possible plan for implementing a victim services center. Obtaining and incorporating community and victims input into the process and to access the support and expertise of states with similar projects will be important. This is one of the most critical components of creating expanded and accessible services to victims within the District and its impact will be long lasting.

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### 4. CREATE A CHILD VICTIM ASSESSMENT CENTER

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#### *Status:*

The Mayor remained committed to the construction of the Gale School as identified in the original plan. During the two years that lapsed between the initial plan and the receipt of the funds, the Gale School was provided with \$6,733,000 in capital funds for this purpose. Once the Crime Victim Assistance Funds were received by the District, additional support was provided to this project by funding to the Child Advocacy Center for operational costs. In fiscal year 2002, CAC received \$200,000 and in fiscal year 2003, that amount was increased to \$600,000. This level of funding is scheduled to continue for 2004 and 2005.

While this amount of funding is much higher than that provided to any of the other agencies serving victims, it was determined that these funds would provide a solid foundation for this important expansion of services to children. It would also allow adequate time for the center to explore more long-term sustainable funding sources.

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### 5. BUILD AN INFORMATION TECHNOLOGY SYSTEM-LINKING VICTIM ADVOCATES WITH VICTIM SERVICE PROVIDERS.

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#### *Status:*

This technology will provide an opportunity for improved and increased case management between service providers. This component will be implemented once the Victim Services Center and related services become part of the electronic network. Funding for this project will be sought from other sources when the system of care is ready for implementation.



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## 6. DEVELOP A VICTIM ADVOCATE PROGRAM FOR THE METROPOLITAN POLICE DEPARTMENT (MPD)

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### *Status:*

Funding has been provided for MPD's Family Liaison Specialist Unit to provide services to family members of Homicide victims. MPD was awarded \$222,038 for this project in fiscal year 2002. In 2003, MPD was able to hire staff and has implemented the project. Based on the continued growth of this project, MPD is scheduled to receive an additional \$250,000 for fiscal year 2005.

MPD has also been provided \$50,000 from the Violence Against Women grant for the creation of a domestic violence and sexual assault liaison unit. This start-up grant will allow MPD to develop the necessary infrastructure for the unit and begin to staff the unit. Once these components are in place, MPD will be provided an additional grant to support liaison positions that focus on the Asian, Latino, gay/lesbian/bi-sexual/trans-gendered and elderly populations. The total amount being provided to MPD for the purpose of implementing victim services is approximately \$602,038.

The only amount of funding from the original plan that has not been provided to MPD is \$120,000 per year that was allocated to purchase desks, chairs, car rental, travel and training. The necessary components of training and expanded services will be addressed for MPD and all other agencies within the context of the training and pilot project sections of the new action steps.

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## 7. DEVELOP A VICTIM ADVOCATE PROGRAM FOR THE OFFICE OF THE CORPORATION COUNSEL. (OCC)

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### *Status:*

There was also a proposed allocation amount for personnel costs at OCC in the amount of \$322,000. This funding was earmarked to develop a unit of victim liaisons. Although not funded by the Crime Victims Assistance Fund, a grant for \$350,000 was provided to OCC from another federal grant to support this unit. The decision to utilize existing funds in JGA was made based on a long-term strategy of support for these services. BYRNE funds can be allocated for the same project for a period of four (4) years. This consistency in funding will provide adequate time for OCC to incorporate the positions into their operating budget and it is expected that they will be provided with approximately \$1,400,000 for victim services.

The portion of the grant that remains un-funded is the purchase of desks, chairs, travel and training. According to this plan's recommendations, training and continued expansion of services could be provided through the training and pilot projects action steps.

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## 8. PROVIDE FUNDING FOR A DOMESTIC VIOLENCE FATALITY REVIEW COMMITTEE

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### *Status:*

An amount of \$90,000 has been set-aside for this Committee and will remain earmarked for this purpose. Legislation was passed in 2002 that outlines the membership, responsibilities and scope of this project. Members for this committee are currently being interviewed and appointment is expected to be completed within the next few months.

## 9. CREATE A GRANT PROGRAM FOR COMMUNITY-BASED VICTIM SERVICE PROVIDERS.

### Status:

Consistent funding has been provided to community-based programs for the past two years. JGA has three (3) million dollars to community-based victim service programs and will continue funding additional programs as planning moves forward. In keeping with the identified percentages in the 2001 plan, the Request for Application (RFA) released for these funds provided for the following breakdown of victim service populations.

#### WOMEN, CHILDREN AND JUVENILES

65%

This area was focused on programs and services that benefit women and children who are victims of violent crimes. Types of fundable services include but were not limited to counseling to adult and child victims of sexual assault, and domestic violence; shelter services, group counseling and support, emergency transportation, emergency food, and salary for victim advocates and other program staff.

#### VICTIMS OF ROBBERY AND ASSAULT

5%

This area was for programs and services that target neighborhood crime prevention initiatives and direct services to victims. Activities and programs appropriate for funding under this category include but are not limited to: crime prevention awareness campaigns, and programs or projects that work to reduce crime, outreach and counseling, legal and court advocacy, information and referrals.

#### SURVIVORS AND CO-VICTIMS OF HOMICIDE

15%

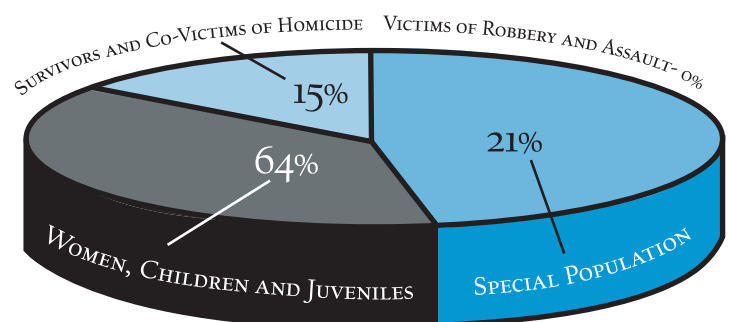
This area was for programs and services that focus on surviving family member of murder victims in the District. Types of fundable services include but aren't limited to: family counseling, individual and group counseling, case management, and court and legal advocacy.

#### SPECIAL POPULATIONS

15%

This area was focused on programs and services that target un-served or under-served populations. Examples of eligible programs include but are not limited to: services for deaf, blind, gay/lesbian/bisexual/transgender, and elder victims of crime and populations who face language and cultural barriers that make accessing services more difficult.

ALTHOUGH ACTUAL FUNDING ALLOCATIONS WERE VERY CLOSELY ALIGNED WITH THE PREDETERMINED PERCENTAGE BREAKDOWN, IT IS CLEAR THAT THERE ARE CRITICAL AREAS OF SERVICES THAT ARE LACKING. FOR FY 04, THE FOLLOWING PERCENTAGE BREAKDOWN OF SERVICES FOR FUNDED:



These changes in percentages indicate the actual proposals received and underscore the known gaps in service. For example, no agencies solely focused on the victims of robbery and assault applied for funds, which demonstrates a lack of available services for these issues. Additionally, the special population groups represent a higher percentage than originally thought. Adjustments to these priorities will be made in the action steps reflected in this report.

## MOVING FORWARD

Now that the majority of the original plan of action has been satisfied, it is important to review the existing assessments, recommendations and gap analysis that have been accomplished in the past few years and set forth the next steps of implementation for victim services.

Again, considering that these funds are one-time only funds and that all efforts must be long-term and sustainable, it is critical to look at the remaining priorities for the victim services community. The Victim Services Administration is committed to continuing the work that experts within the community have begun over the years and are committed to ensuring that all future steps taken are in alignment with the recommendations and thoughts of this community.

Recommendations from the Mayor's Violence Against Women Committee, the 1995 Domestic Violence Plan,

the Victim Advocacy Network and the information obtained from individual meetings with community-based victim services programs have been used as direction for the development of these next steps. These local recommendations were then compared to and placed in the context of the Department of Justice, New Directions and Violence Against Women Tool Kit that provide the priorities of the victim services field on a national level. When comparing all of these documents, it was clear that the steps outlined in this report are in alignment with the creation of effective victim services. In most cases, the recommendations are literally word for word both at a committee level, community program level and the national level. For the purposes of comparison, recommendations from local groups and national groups follow the new action step set forth.

## Capacity Building

### ACTION STEP #1

INCREASE THE AMOUNT OF EMERGENCY SHELTER AND TRANSITIONAL BED SPACE FOR VICTIMS OF VIOLENT CRIME.

#### Mayor's Commission on Violence Against Women:

- The District should provide more domestic violence shelter space, either by increasing funding to the existing shelters or by creating additional shelters.
- Section 8 and other statutory funding sources, as well as partnerships with private corporations, long-term and transitional housing projects should be developed to accommodate women and children after they leave the emergency shelter.

#### Community Program:

- Nine (9) out of thirteen (13) programs prioritize shelter as the most critical need for the District,
- Programs stated that transitional housing is equally critical as there are no placements available once the initial crisis is over.
- Approximately 2.5 million dollars is being paid out to hotels for emergency housing when that money could be used to buy more shelter beds or transitional housing.

#### National Recommendations:

- Ensure that all victims have a safe place to turn. Develop strategies to increase the availability of core crisis services where none exists.

## ACTION STEP #2

PROVIDE A CORE LEVEL OF FUNDING FOR THE EXPANSION OF SERVICES TO VICTIMS. THIS WILL INCLUDE THE DEVELOPMENT OF SERVICES FOR VICTIMS OF ROBBERY/ASSAULT; INCREASED SERVICES FOR VICTIMS OF HOMICIDE AND RE-ENERGIZING THE SEXUAL ASSAULT NURSE EXAMINER PROGRAM FOR ADULT VICTIMS OF SEXUAL ASSAULT.

### Mayor's Commission on Violence Against Women:

- Shelters should devote serious attention to addressing the diverse needs of all victims, including special populations such as non-English speaking, immigrants, lesbians, disabled, elderly, and children who have experienced violence.
- Counseling and support programs should be provided to women and children who require assistance to ensure their safety. These services should be provided both independently or in partnership with existing programs.

### Community Program:

- 24-hour access to support, shelter placement, protective orders, and culturally/language accessible services are critical
- No current services available for robbery/assault victims
- There are not enough services for homicide survivors.
- The victim needs to have a direct connection to a person who will advocate for them.

### National:

- Expand the availability of culturally competent and culturally specific services. Target strategies and services developed by and for underserved and marginalized communities and populations
- Increase organizational capacity. Adequately fund programs to ensure their stability and effectiveness
- Develop and implement seamless, comprehensive, coordinated, interdisciplinary systems of services for victims of crime. It is hoped that the projects will result in model environments for crime victims in which culturally and linguistically appropriate services are available to every victim.

## ACTION STEP #3

RESEARCH, DEVELOP AND IMPLEMENT A SYSTEM THAT PROVIDES 24-HOUR LANGUAGE ACCESS FOR VICTIMS OF VIOLENT CRIME.

### Mayor's Commission on Violence Against Women:

- All services and programs in the District should be designed to eliminate barriers to access, such as language, age, disabilities, alienage, sexual orientation, religion, mental health status and cultural diversity
- Shelters should devote serious attention to addressing the diverse needs of all victims, including special populations such as non-English speaking, immigrants, lesbians, disabled, elderly and children who have experienced violence.

### Community Program:

- A crisis line and 24-hour services that are language assessable are needed.
- Families need advocates that can translate for them and know their cultural background that work outside the system.

#### National:

- Provide effective and sensitive services to victims that recognize and respect individuals' cultural differences and ensuring that services and information are available in languages other than English
- Developing a diverse cultural response to victims' needs involves a multi-faceted effort. First, services and information must be provided in appropriate languages. Second, there must be an acknowledgment of the different and valid cultural definitions of personal well being and recovery from traumatic events. Third, there must be support of the sophisticated and varied cultural pathways to mental health and incorporation of these practices into appropriate victim services and referrals. Fourth, extensive cultural awareness training must be undertaken to enable victim assistance staff to understand persons whose thinking, behavior, and expressive modes are culturally different.

### ACTION STEP #4

CREATE MODEL AND/OR PILOT PROJECTS THAT BEST SERVE VICTIMS OF VIOLENT CRIME.

#### Mayor's Commission on Violence Against Women:

- Continue to fund and expand collaborative programs like the Domestic Violence Intake Center
- Victims should be provided with referrals to shelters, social service agencies, legal services, and other agencies and organizations servicing victims' need.

#### Community Program:

- People coming in for services and not being identified as a victim.
- There needs to be a real push for social service providers to recognize that there are victims of crime that are not receiving services they need.
- Case management is an issue when a victim enters the system through Crime Victims Compensation.

#### National:

- Build partnerships with community groups. Collaborate with community groups that are interested in integrating response to violence against women into their work. Ensure that informal neighborhood networks that women may turn to for support are adequately informed about violence against women and available community resources

### ACTION STEP #5

DEVELOP AND IMPLEMENT A VICTIM SERVICE CENTER AND/OR CONSOLIDATED SERVICES MODEL THAT BEST SERVES THE VICTIMS OF THE DISTRICT.

#### Mayor's Commission on Violence Against Women:

- The advocacy center would provide victims with referrals to shelters, social services agencies, legal services and other agencies and organizations serving victims needs
- To better meet and understand population in the District, comprehensive. Victim services need to be made accessible in a number of targeted neighborhoods. These neighborhoods could be identified through a needs assessment.
- All services and programs in the District should be designed to eliminate barriers to access, such as language, age, disabilities, alienage, sexual orientation, religion, mental health status and cultural diversity.

- A "one-stop" center should be established in a central location near the domestic violence intake center at Superior Court. The "one-stop" center should work in cooperation with the DVIC to provide not only legal services but also comprehensive services in the areas of mental health assessment, case management, medical advice and safety and financial planning.

#### Community Program:

- Need more structure and linkage for victim services, system is fragmented
- There is a duplication of efforts that places burdens on victims.
- A avenue to build trust for victims of crime who have been subjected to a broken system of care

#### National:

- Communities around the country are working toward the goal of integrated victim service delivery systems where quality services to crime victims are available and readily accessible to all victims. In some communities this approach takes the form of making services available to victims in one location. In other communities, this integrated approach takes the form of strong partnerships among victim service providers, criminal justice and emergency response personnel, allied professionals and community leaders

## ACTION STEP #6

### ESTABLISH AN OFFICE FOR VICTIMS OF CRIME WITHIN THE EXECUTIVE OFFICE OF THE MAYOR.

#### Mayor's Commission on Violence Against Women:

- Currently there is no clear line of authority between elected leadership and city agencies. As a result, barriers and constraints exist which are not present in other city and state governments. This structural anomaly makes it all the more important for the District to focus on coordination, collaboration and communication among the various agencies serving victims of violence. The District must adopt a centralized approach to the problems of victims of violent crime
- The District must adopt a centralized approach to the problems of victims of violent crime.
- This office should take the lead role in keeping abreast of national trends in violent crime and should regularly communicate these developments to all relevant agencies and organizations.

#### Community Program:

- Dollars need to go into intervention, qualified staff and consolidation of efforts to sustain services for victim's long term.
- The District lacks leadership and education on victim's issues.
- DC does not have a united front to provide comprehensive services to victims.
- Voices of victims are not being heard.

#### National:

- Seek and use survivor input: Develop a range of mechanisms to ensure survivor involvement in the design, evaluation, and enhancement of outreach strategies and services. Support the leadership role of victim advocates, and survivors in coordinated community responses



## Training

### ACTION STEP #7

DEVELOP TRAINING MATERIALS AND INSTITUTIONALIZE TRAINING EFFORTS TO ENSURE ALL PERSONNEL WHO SERVE VICTIMS ARE ADEQUATELY PREPARED.

#### Mayor's Commission on Violence Against Women:

- Training on issues related to violence against women must be provided in a coordinated, standardized way to all of the major participants in the programs and organizations combating violence against women
- A special violence against women curriculum and corresponding training materials should be developed and implemented. This training should include information about how to meet the needs of especially vulnerable populations.
- As part of the coordinated multi-disciplinary training program, all new employees of the various involved agencies should be required to receive mandatory training on issues related to violence against women

#### Community Program:

- The District needs a Training Institute for victim service providers in an academic setting. Focus needs to be in areas of victim services that have not had a lot of attention.
- Sensitivity training is needed for professionals that work with victims.
- Seminars that address the unique long and short-term needs of victims of crime should be provided.
- Cross training is needed throughout the system.

#### National:

- In order to provide the most effective, coordinated and victim-sensitive response possible, there must be standardized, regular, on-going training for all personnel dealing with victims of violent crime. These trainings need to include the basic information regarding victimization and trauma; internal protocols to be followed in responding to these victimizations; and a clear understanding of the roles and responsibilities of each discipline within the response. This type of training provides avenues to insure and increase the accountability of responders, improve skills, underscore the importance of maintaining victim sensitivity in the completion of their job and works to build respect and understanding between all of the different disciplines that must work together to ensure a comprehensive response to a violent crime.

## Legislative

### ACTION STEP # 8

DEVELOP A COMPREHENSIVE LEGISLATIVE AGENDA FOR BEST MEETING THE NEEDS OF CRIME VICTIMS IN THE DISTRICT

#### Mayor's Commission on Violence Against Women:

- New legislation that addresses the needs of victims of crime must be passed. Legislation must better reflect victims' rights.

#### Community Program:

- Legislative change needs to be made. District laws do not protect victim rights.

#### National:

- Inform policy makers. Expand efforts to educate local and state policymakers about the impact of proposed policies and legislation on women who have been victimized
- Tremendous strides have been made to enact victims' rights laws and deliver services to victims in the United States. Few movements in the history of this nation have achieved such success in igniting the kind of legislative response that victim rights activists have fostered over the past two decades. In the early 1980s, state laws addressing victims' rights, services and financial reparations numbered in the hundreds. Today, there are more than 27,000 crime victim-related state statutes, 29 state victims' rights constitutional amendments, and basic rights and services for victims of federal crimes.

## *Policies and Protocols*

### **ACTION STEP #9**

#### DEVELOP CROSS SYSTEM PROTOCOLS AND POLICIES TO ENSURE EFFECTIVE SERVICES THROUGHOUT THE SYSTEM'S RESPONSE

#### Mayor's Commission on Violence Against Women:

- A written manual of policies and procedures should be made available and updated periodically
- Use model programs to improve system-wide responses to crime.

#### Community Program:

- Need a system to address cross system issues.
- First response sets the tone.
- Development of common language for policies and procedures.

#### National:

- Victim service providers should develop interagency response protocols for assisting all crime victims, including child victims, elder abuse victims, and victims of sexual assault and domestic violence.

## *Outreach and Education*

### **ACTION STEP # 10**

#### EXPAND EDUCATION EFFORTS TO THE COMMUNITY ON ISSUES OF CRIME VICTIMS

#### Mayor's Commission on Violence Against Women:

- The public education campaign to reduce violent crimes should be implemented for the District
- A special effort should be made to include youth in the public awareness campaign as participants and audience. This should be done through schools, clubs, churches, and community-based organizations that serve youth.

#### Community Program:

- Improvements of counseling services that are linguistically appropriate.
- Develop mentoring and peer support programs.

- Victim service providers must build trust within the victims community.

#### National:

- Victim Service Providers should increase public awareness of their programs and services

## ACTION STEP # 11

### COORDINATE AND EXPAND RELATIONSHIPS WITH EXISTING COMMUNITY EFFORTS TO ENHANCE SERVICES TO VICTIMS

#### Mayor's Commission on Violence Against Women:

- Develop a media watch program to monitor media and develop responses

#### Community Program:

- Work closely with schools and universities and to provide training and on the impact of crime and crisis intervention.
- Develop relationships with churches, non-profits, government offices and local businesses to expand a support base for providing services to all victims.
- Provide materials, training and education to existing service providers on issues specific to the needs of crime victims.

#### National:

- Victim service providers should work with allied professional, other victim service providers, and leaders in their community to ensure that a comprehensive network of services and support is available for crime victims

## ACTION STEP # 12

### DEVELOP A DISTRICT-WIDE OUTREACH PLAN

#### Mayor's Commission on Violence Against Women:

- The Victim's office should develop posters, brochures, and pocket cards that address violence against women and the mechanisms to obtain information about community resources. These posters and brochures should be available in languages, which reflect the cultural diversity of the specific neighborhood, as well as English
- These materials should be displayed in safe areas such as health facility waiting and reception areas, department store changing areas, women's restrooms, and workplace restrooms and lunchrooms. Decals emblazoned with the message "domestic violence is a crime and help is available" also could be developed. These decals could be placed in subways, cabs, hospitals, police precincts, courts, metros, etc.
- The campaign should be waged via every access to the public.

#### Community Program:

- Create outreach campaign for all media
- Develop information and campaign that addresses all victims of violent crime.
- Work through the victim's office and with the victim services planning group to develop a consistent, effective message for victims of violent crime.

#### National:

- Increasing public awareness of victimization is critical to ensuring that victims receive the services they need and that victim assistance programs continue to be supported at every level of government. National public awareness campaigns have been undertaken for domestic violence, sexual assault, child abuse, and drunk driving and should be expanded to include other critical populations. Such campaigns would heighten the public's ability to recognize and report victimization by conducting public awareness activities.
- Public awareness campaigns can help reduce the stigma of certain types of victimization, such as sexual assault or domestic violence and encourage victims to seek help, including criminal justice interventions.

<i>Crime Victim Assistance Fund</i>						
BUDGET PROPOSAL						
CAPACITY BUILDING	2003	2004	2005	2006	2007	TOTAL
Increased Bed Space		50,000	1,191,340	500,000	500,000	2,241,340
Victim Services Center		50,000	1,000,000	600,669.50	600,669.50	2,251,339
Increased Victim Services	1,500,000	1,500,000	1,500,000			4,500,000
Pilot Projects			600,000	600,000	600,000	1,800,000
Child Advocacy Center	416,265	600,000	600,000			1,616,265
MPD	222,038		250,000			472,038
DV Fatality Review Comm.	90,000					90,000
TRAINING						
Curriculum/Training Dev.		50,000	50,000			100,000
OUTREACH/EDUCATION						
Development of Materials		50,000				50,000
Media Materials, Printing, Distribution			1,000,000	411,868	411,867	1,823,735
POLICIES						
Development & Implementation of District Wide Procedures		50,000				50,000
ADMINISTRATION	46,388.74	251,111	251,111	251,111		799,721.74
<b>TOTAL</b>	<b>2,274,692</b>	<b>2,601,111</b>	<b>6,442,451</b>	<b>2,363,649</b>	<b>2,112,537</b>	<b>15,794,439</b>

\* 2002 - Child Advocacy Center funded for \$200,000

\* 2006 and 2007 - Increased Victim Services will be funded by future funds

## BUDGET NARRATIVE

### *Overview:*

Due to the stages of development and the magnitude of the projects, there is limited detail available at this time to provide for a line item budget. Research on existing structures, current programs and a cost analysis for some of the projects must be completed before these details can be more precise. There are, however, very specific priority areas for which funds will be utilized. The particular areas of need will surface as protocols are identified, services are expanded and new projects are implemented. All funds will ultimately be used for the sole purpose of improving victim services and are intended to cover all necessary components of building a successful, sustainable infrastructure.

### CAPACITY BUILDING

There are five (5) primary areas of funding that fall under the capacity building priority. They are the:

- Increased number of bed space for victims
- Victim service center
- Continued funding of expansion services for programs
- Development of pilot projects that improve service care delivery
- Domestic violence fatality review board

### *Increased number of beds for victims of crime*

Regardless of what report you review, what program you talk to or what victim you ask, housing is the most needed resource in the District. Specific to victims of crime is the need for immediate emergency housing and long-term transitional housing.

The budget reflects a minimal amount of funding allocated in fiscal year 2004, as this will primarily be a planning and development period. VSA staff will research the existing bed space, as well as the existing buildings and shelter space in the District. This research will serve to identify what types of bed space is most necessary. For example: beds for women, women and children, transgender, disabled, neighborhood based, emergency and/or more long-term transitional housing. A cost analysis plan will be developed that outlines the costs associated with the purchase/lease, maintenance of any potential space

and a plan for sustaining any additional shelter beyond the availability of these funds.

In 2005, it is expected that the actual purchase or lease will be ready for implementation and fiscal year 2006 and fiscal year 2007 will provide sustaining funds for services as the project continues to develop a more diverse funding stream for other sources.

### *One stop victim service center*

The creation of a Victim Services Center was detailed in the 2001 plan and remains a priority for the District. Funds for 2004 are earmarked to fund any planning, analysis or development tasks that are needed. As discussed in the text of this report, there has been continued forward movement on this project over the past year; however, much work is needed prior to implementation. A comprehensive analysis of existing services, gaps and victims' needs will be used as the foundation for determining what the most effective structure should be. The majority of funds have been set aside in fiscal year 2005 for the implementation of a center and fiscal years 2006 and 2007 will provide a foundation of funding that allows time for diversifying funding sources and building sustainability.

### *Expansion and Enhancement of Services*

Funds will continue to be designated for victim service providers. These funds allow for the expansion of core victim services and are provided to the non-profit victim service programs and governmental agencies. The continuation of these funds will allow increased service delivery and will be boosted by the additional service expansions through the other capacity building projects contained in this report. The allocation amounts were designated based on the best estimate of continued surplus funds over the next two (2) to three (3) years. This best ensures that services are not increased without the ability to sustain them in the future. Funds will continue to be targeted in the existing areas of priority.

Additionally, financial earmarks will be allocated to the Metropolitan Police Department to continue the operation of the Family Liaison Unit that provides assistance to victims to surviving members of homicide victims during the arrest and investigation processes.



operational costs and will be provided funds for 2004 and 2005 to maintain this level of operation.

Overall system-wide capacity building efforts are contained in the portion of the budget that is set aside for pilot projects, one-stop victim services center and the outreach and education items.

### *Pilot Projects*

Funds have been set aside for the creation of Pilot Projects in fiscal years 2005, 2006, and 2007. As the District continues to move forward in the development of comprehensive services for victims, new priorities will become clear. Current gaps exist within the systems response to violent crime and some of these gaps will be specifically addressed through the increased bed space, the consolidated service center, and the expansion of core services. However, as these projects are implemented, training is improved and outreach to victims is increased, there will be more clearly identified areas of services that will need to be addressed. These funds have been set aside to address these emerging system-wide needs.

As the victim assistance funds are a one-time appropriation, the pilot project model will allow for both systemic and community-based service providers to develop innovative projects while receiving three years of development funding. This will also allow the programs time to find sustainable funding sources for these necessary services and will provide enhanced services to victims.

All projects funded through this category will reflect direct victim care and must be developed in a coordinated, multi-disciplinary fashion. Specific projects/models will be developed through collaboration with the appropriate victim serving programs including those locating in the criminal and juvenile justice systems, the health care and mental health communities, as well as the legal, faith, and business allied professions.

### **OUTREACH AND EDUCATION**

These funds will provide service providers designated funding for the hire of outreach and education staff and to cover the cost for printing of brochures, pamphlets and other crime related materials that are used

in community outreach activities.

Additionally, programs have requested support in the development of media materials such as decals, posters, cards and public service announcements. Each year programs struggle to provide critical outreach and awareness building on the issues of violent crime but have no dedicated resources to use for this purpose. The creation of a collaborative, consistent message to victims of crime will have long lasting impact for years to come and must be created to reach out to those who are victimized but do not know where to go for services.

**Fiscal year 2004 is a planning and printing year with the bulk of the media and staffing goals being implemented in fiscal year 2005.**

### **DEVELOPMENT OF TRAINING MATERIALS AND CURRICULUMS**

These funds will provide for the concentrated development and research of training materials for all components of the systemic and community-based response to victims of violent crimes. These materials will be utilized in future years to ensure that all appropriate personnel are well trained and prepared to respond to crime. These resources will be utilized in community crime prevention awareness and victim assistance projects.

Funds are designated to provide staffing support for service providers who are developing and adapting curriculums that best meet their needs. Victim service providers have the necessary expertise for this type of development project; however, they do not have the existing resources to take on extra projects of this sort. These funds will allow for staff support to the key programs in the development of materials and curriculums. VSA staff will provide the core work on this project but would utilize the program's expertise in their subject matter.

### **DEVELOPMENT OF A SYSTEM-WIDE POLICIES AND PROCEDURES**

These funds will provide support for the research and creation of system-wide protocol that guarantees an effective and sensitive response to victims of violent crime. These protocols will represent all components of the District's victim serving community. The level of first hand expertise lies with those currently involved in the response to crime,



however, these responders are constantly asked to take on "just one more task" for the betterment of services without any kind of compensation. There is a definite cost to programs and agencies when they are continually providing time and resources to new projects. These funds would allow for some level of compensation for these agencies and would allow for the full commitment of staff time for the task. Having the protocols accurately reflect each component of the response will better ensure that they are successful in the future. Additionally, even the best protocols remain ineffective without strong implementation and accountability. Having responders dedicated to this task will enhance the true implementation of these protocols.

### ADMINISTRATIVE COST

DC Code (DC ST § 4-515.01), JGA has allowed for the allocated five (5) percent to pay for administrative costs across the next three (3) years of the fund. As demonstrated in the budget and in the magnitude of the next steps identified for implementation, the initial costs are expected to be higher than in subsequent years. As there is much work to be done, adequate staff must be provided to ensure that the success of these major citywide, long-term-impact projects. Once the initial infrastructure is developed, the level of maintenance staff should decrease. These funds will cover all aspects of administering the funds, the projects and the maintenance of the office. VSA staff will be responsible for the completion of all action steps and the continued day-to-day implementation of victim services.

### Capacity Building

**GOAL 1: INCREASE THE AMOUNT OF EMERGENCY SHELTER AND TRANSITIONAL BED SPACE FOR VICTIMS OF VIOLENT CRIME.**

- Research existing bed space in the District
- Identify best options for increasing services
- Coordinate with District shelters and obtain feedback
- Finalize and implement plan

**GOAL 2: PROVIDE A CORE LEVEL OF FUNDING FOR THE EXPANSION OF SERVICES TO VICTIMS, INCLUDING DEVELOPING VICTIM SERVICES FOR ROBBERY/ASSAULT VICTIMS; INCREASED SERVICES FOR SURVIVING FAMILY AND FRIENDS OF HOMICIDE VICTIMS AND REENERGIZING THE SEXUAL ASSAULT NURSE EXAMINER (SANE) PROGRAM FOR ADULT VICTIMS OF SEXUAL ASSAULT.**

- Review results of needs assessment
- Research existing service expansion models
- Focus on development of services for robbery/assault victims
- Focus on development of services for surviving family and friends of homicide victims
- Focus on development of SANE program
- Develop recommendations for increased services
- Send to victim service community for review
- Implement recommendations based on feedback

### Training

**GOAL 1: DEVELOP TRAINING MATERIALS AND INSTITUTIONALIZE TRAINING EFFORTS TO ENSURE ALL CRIME VICTIM RESPONDERS ARE PREPARED.**

- Clearly identify short and long range needs
- Research existing training programs and initiative (ie: credentialing programs, training academies, existing training on local level)
- Complete District needs assessment to identify gaps in training
- Identify consultants to assist with the training materials development and institutionalization of training
- Implement recommendations

## Legislation

**GOAL 1: DEVELOP A COMPREHENSIVE LEGISLATIVE AGENDA TO BEST MEETS THE NEEDS OF DISTRICT CRIME VICTIMS**

- Identify core legislative rights and services and current legal protections provided to crime victims
- Research crime victim case studies to highlight common problems in accessing rights and services and navigating the criminal justice system
- Develop long-range legislative needs to address gaps in services
- Draft and finalize agenda
- Present agenda to Mayor and Council as appropriate for coordination and support

## Protocols

**GOAL 1: DEVELOP CROSS-SYSTEM POLICIES AND PROCEDURES TO ENSURE EFFECTIVE SERVICES THROUGHOUT THE VICTIM SERVICE COMMUNITY.**

- Research existing system procedures
- Identify gaps/needs
- Make recommendations for improved response protocols
- Work with system responders to ensure implementation of these protocols
- Provide training on new and existing protocols

## Outreach/Education

**GOAL 1: DEVELOP AND DISTRIBUTE EFFECTIVE MATERIALS AND EDUCATOR CAPACITY FOR OUT-REACH AND EDUCATION TO ALL AREAS OF THE COMMUNITY**

- Expand crime victims assistance and compensation outreach
- Expand resources to responders for the development/printing of brochures, handouts and other materials used specifically for crime victims
- Expand the number of community presentations on issues of crime and its impact on victims
- Develop consistent, effective message to victims of crime
- Increase the number of education staff who work with schools, churches and other community entities to provide information on crime and resources

## CURRENTLY FUNDED PROGRAMS

### Women and Children

#### CENTER FOR CHILD PROTECTION AND FAMILY SUPPORT

FY 03 Award: \$195,000

FY 04 Award: \$95,814

Project Title: Child Sexual Abuse: Community-Based Intervention and Treatment

*This program works to strengthen the mental health capacity of child victims of sexual abuse and exploitation and cyber-molestation while rehabilitating cognitive, emotional and developmental well-being from the trauma.*

#### DC CHILD ADVOCACY CENTER

FY 03 Award: \$ 600,000

FY 04 Award: \$ 350,000

Project Title: Safe Shores

*This program provides direct services, therapy, forensic services, case monitoring, training, a centralized playroom to provide supervision and support, advocacy, and community outreach on half of child and adolescent victims of abuse and neglect.*

#### DC COALITION ON DOMESTIC VIOLENCE

FY 03 Award: \$ 150,000

FY 04 Award: \$ 40,382.26

Project Title: SOS East of the River

*Provides vital advocacy services to domestic violence victims residing East of the River.*

#### DC COURT APPOINTED SPECIAL ADVOCATES

Project Title: Child Advocacy

FY 04 Award: \$ 54,980

*Funding for this project allows 30 new child abuse advocates to be recruited, screened, and trained.*

#### DC RAPE CRISIS

Project Title: Crime Victims Assistance-SANE/SART Program

FY 03 Award: \$ 125,000

FY 04 Award: \$ 125,000

*The project provides direct services to survivors of sexual assault through the Sexual Assault Nurse Examiners program at Howard University Hospital.*

Project Title: Sexual Assault Services

FY 03 Award: \$ 130,000

FY 04 Award: \$ 111,185

*Funding for the program sustains a confidential, 24hour sexual*

*violence hotline, a substance abuse treatment program, as well as counseling for Hispanic clients who are victims of sexual violence.*

#### HELPING INDIVIDUAL PROSTITUTES SURVIVE (HIPS)

Project Title: Project Safety for Women

FY 03 Award: \$ 42,425

FY 04 Award: \$ 46,424

*Funding provides support for the 24-hour hotline and crisis intervention service for victimized sex workers.*

#### HOUSE OF RUTH

Project Title: Three Sisters Program

FY 03 Award: \$ 170,000

FY 04 Award: \$ 170,000

*House of Ruth is providing safe and confidential housing beds and comprehensive recovery services for battered women and their children.*

#### MY SISTERS PLACE

Project Title: Residential Program for Victims of Domestic Violence

FY 03 Award: \$ 160,000

FY 04 Award: \$ 170,000

*This program equips battered women and children with the skills and resources necessary to live independently.*

#### PERRY SCHOOL COMMUNITY SERVICE CENTER

FY 04 Award: \$ 42,486

Project Title: STOP Violence Against Women

*Perry School is collaborating with three other community-based organizations that will provide assistance to battered women in overcoming barriers to self-sufficiency through group and individual counseling, financial literacy, and advocacy.*

#### WOMEN EMPOWERED AGAINST VIOLENCE, INC. (WEAVE)

FY 03 Award: \$ 32,620

FY 04 Award: \$ 40,328.27

Project Title: Southeast Satellite Emergency Legal Assistance

*This grant funds a staff person, housed at the Domestic Violence Intake Center in Ward 7, which provides domestic violence victims with guidance filing civil protection orders.*

## Homicide Survivors

### METROPOLITAN POLICE DEPARTMENT

Project Title: Family Liaison Unit

FY 03 Award: \$ 222,038

FY 04 Award: same (the FY 03 amount was carried over since no money spent in FY03)

*This project funds the salaries of six family liaison specialists who support the relationship between the homicide detective and serving family of the homicide victim.*

### SURVIVORS OF HOMICIDE

Project Title: Homicide Victims Assistance and Advocacy

FY 03 Award: \$ 100,000

FY 04 Award: \$ 100,000

*This funding supports homicide survivor services including grief counseling, anger management, conflict resolution, and assistance with navigation through the criminal justice system.*

### WENDT CENTER FOR LOSS AND HEALING

Project Title: Services for Crime Victims

FY 03 Award: \$ 139,000

FY 04 Award: \$ 150,000

*The project provides comprehensive grief counseling to support survivors of homicide and vehicular manslaughter in the city morgue. They also assist families through the identification process and provide an array of follow-up services through their ongoing grief process.*

## Special Populations

### ASIAN PACIFIC ISLANDER RESOURCE PROJECT

Project Title: Advocates Program

FY 03 Award: \$ 73,135

FY 04 Award: \$ 97,405

*This program provides assistance to Asian Pacific Islander domestic violence victims based upon their specific needs, regardless of their martial or immigration status, possible language barriers, and income level.*

### AYUDA

Project Title: Ayuda Emergency Assistance to Immigrant Victims of Crimes

FY 03 Award: \$ 95,000

FY 04 Award: \$ 92,053

*This project helps to provide battered immigrant's with the economic resources to prevent them from returning to their batterers and ensures that they have obtain adequate legal resources.*

### LATIN AMERICAN YOUTH CENTER (LAYC)

Project Title: Victim Assistance Transitional Living Program

FY 03 Award: \$ 83,000

FY 04 Award: \$ 100,000

*Funding enhances services for LAYC's transitional living program for runaway, homeless and victimized Latinas.*

### HELPING INDIVIDUAL PROSTITUTES SURVIVE (HIPS)

Project Title: Trans-gendered Outreach

FY 04 Award: \$ 31,580

*This project provides 24hour-counseling services for victimized, trans-gendered sex workers including provisions for emergency food, clothing, and shelter.*

### POLARIS PROJECT

Project Title: The Greater Washington DC Task Force Against Trafficking in Persons

FY 04 Award: \$ 32,362.53

*The Greater Washington DC Task Force Against Trafficking in Persons provides outreach services and support to victims and facilitates identification of trafficking operations and communication between law enforcement, social services, and non-profit partners.*

