

OKLAHOMA DEPARTMENT OF CORRECTIONS

# *Victim Services Organizational Review*

## ORGANIZATIONAL REVIEW PANEL

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## ACKNOWLEDGMENTS

The Oklahoma Department of Corrections expresses sincere thanks and great appreciation to the following individuals for their commitment and dedication to the review of the Victim Services operation.

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### ***Oklahoma Department of Corrections Vision***

The Oklahoma Department of Corrections will create a culture that:

- Empowers individuals
- Encourages teamwork
- Employs best practices
- Embraces diversity

#### **Mission**

To Protect the Public, the Employees and the Offenders

#### **Values**

Professionalism  
Rehabilitation  
Integrity  
Diversity  
Excellence

#### **Slogan**

Standing Proud

## TABLE OF CONTENTS

ACKNOWLEDGMENTS .....	i
INTRODUCTION .....	1
OVERVIEW OF THE AREA UNDER REVIEW .....	2
Victim Services Organizational Structure .....	2
INFORMATION GATHERING AND FINDINGS .....	3
Site Representative .....	3
Additional Information Requested from Site Representative .....	5
Victim Services Employee .....	9
Additional Information Requested from Victim Services Employee .....	16
Upper Management .....	17
Victims .....	19
Environmental Scan .....	22
MAPPING THE PROCESSES .....	28
Victim Services Opening Cases Process .....	29
Victim Services Opening Cases - Adding Registrants Process .....	30
Victim Services Release from Confinement/Closing Cases Process .....	31
Victim Services Victim Notification - Transfers Process .....	32
Victim Services Victim Notification - Apprehension from Escape Process .....	33
Victim Services Victim Notification - Death While Incarcerated Process .....	34
Victim Services Victim Notification - Returned Mail/Changes of Address Process .....	35
Victim Services Victim Notification - Withdrawal of Request Process .....	36
Victim Services Victim Advocacy and Support - Response to Harassment Process .....	37
Victim Services Victim Advocacy and Support - Pardon and Parole Board/Clemency Hearings Process .....	38
Victim Services Victim Advocacy and Support - Executions Process .....	39
Victim Services Victim Advocacy and Support - Planning Committees Networking Process .....	40
Victim Services Victim Advocacy and Support - Resource Directory Process .....	41
Victim Services Education and Awareness - Public Awareness/Presentations Process .....	42
Victim Services Education and Awareness - Newsletter Process .....	43
Victim Services Training Process .....	44
Victim Services Reporting Process .....	45
Victim Services Other - Department Policy Revision Process .....	46
Victim Services Other - Emergencies Process .....	47
Victim Services Other - Face-to-Face Meetings Process .....	48
Victim Services Other - Funerals/Body Viewings Process .....	49
Victim Services Other - Notification of Inmate Movements Process .....	50
Victim Services Other - Notification Inquiries Process .....	51
Victim Services Other - Progress Report Process .....	52
PANEL CONCLUSIONS FROM INFORMATION GATHERED .....	53
Site Representative - Victim Services Employee .....	53
Upper Management .....	54
Victims .....	54
Environmental Scan .....	55
IDENTIFYING THE "DESIRED" STATE - INTERVIEWING KEY DECISION MAKERS .....	56
IDENTIFYING POTENTIAL "QUICK WINS" .....	57
APPENDIX A: PANEL BIOGRAPHIES .....	
APPENDIX B: ORGANIZATIONAL REVIEW PROCESS .....	
APPENDIX C: COMPARISON OF VICTIM SERVICES NATIONWIDE .....	
APPENDIX D: REFERENCES .....	

## EXECUTIVE SUMMARY

The Oklahoma Department of Corrections Quality Assurance System ensures the continuous review and evaluation of operational, programmatic, and functional areas operated by the department or by a provider under contract with the department. The Organizational Review Process is the primary component of this system. This report contains the findings and recommendations of an Organizational Review Panel convened to review and evaluate the agency's Victim Services Unit.

The Organizational Review Panel, composed of internal and external subject matter experts, completed a comprehensive review of the agency's Victim Services Unit. The cornerstone of this review process was a series of customized surveys that sought input from the Victim Services unit employee; a random sampling of Oklahoma state agencies; Federal Bureau of Prisons; corrections departments from contiguous states, private companies, and various other criminal justice entities; and Department of Corrections upper management. Additionally, the panel interviewed Corrections Director Justin Jones, and Deputy Director Debbie Mahaffey to obtain information regarding unit operations, as well as input on the role, purpose, and value of the Victim Services Unit and expectations for unit operations.

### *Summary of Panel Findings and Recommendations*

The "Desired" state resulting from this review is, "Victim Services within the Department of Corrections will act as the initial point of contact in assisting victims of crimes by: (1) providing resources or referrals to meet immediate needs; (2) ensuring the opportunity for victim notification through VINE; (3) providing the opportunity for victim/offender dialogue; and (4) educating staff and offenders regarding victim issues. Victim Services within the Department of Corrections will also collaborate with other county, state, and federal agencies to develop training, education, awareness, and information sharing initiatives."

Victim Services process measures include: (1) satisfaction with the victims' receipt of information about statutory rights, and their perception of the overall implementation of their rights; (2) delivery and quality of services provided by Victim Services; and (3) victims' perceptions of their treatment by agency staff.

Approved "Quick Win" recommendations were as follows:

- ★ Quick Win 1. Implement the Victim Information Notification Everyday (VINE) system immediately with consideration of time frames for the development of the offender COMIT system.
- ★ Quick Win # 2. Once VINE has been implemented, dispose of offender files maintained by Victim Services in a appropriate manner consistent with Department of Libraries guidelines.
- ★ Quick Win #3. Reallocate the existing classified Administrative Programs Officer Level II position to an unclassified position titled Victim Services Coordinator by working with Personnel to develop a job description and factor the position.
- ★ Quick Win # 4. Reallocate an existing vacant classified position within the Division of Treatment and Rehabilitative Services to assist with all activities associated with expansion of the Victim Services program. Adding a second position to the Victim Services Unit will also provide an opportunity for succession planning/replacement training. *Note: This recommendation was identified as "Needs Further Discussion." A determination regarding the need for additional full-time employees will be made following (1) the reallocation and factoring of the Administrative Programs Officer Level II position and (2) implementation of VINE.*
- ★ Quick Win # 5. Establish a Victims Advisory Council, composed of internal and external stakeholders, to (1) serve as a resource in developing a strategic plan for the expansion of Victim Services and (2) provide ongoing guidance regarding program development.
- ★ Quick Win # 6. Conduct a comprehensive review of the Victims Compensation Fund. The review will include an audit conducted by the agency's internal auditors as well as a review by the general counsel's office and Finance and Accounting.
- ★ Quick Win #7. Develop a strategic plan for the expansion of Victim Services to include: (1) community corrections/probation and parole victim advocacy; (2) executions; (3) offender education, awareness, and training; (4) victim/offender dialogue/mediation; (5) protecting victims from intimidation, harassment, or harm; (6) restitution advocacy; (7) staff education, awareness, and training (pre-service and in-service); and (8) community outreach and education. The strategic plan should be developed with input from internal and external stakeholders (Victims Advisory Council) and modeled after the New Hampshire Department of Corrections plan to include specific goals, objectives, time frames for completion, and performance measures for each. Additionally, the plan should incorporate specific plans for automating associated processes, data collection, and record keeping, etc.
- ★ Quick Win #8. Work through the Deputy Director of Treatment and Rehabilitative Services to ensure compliance with OP-090215 entitled "Victim Services," by requiring each facility and district to identify a staff member to serve as a victim services liaison for each facility and district and ensuring these field liaisons fulfill their responsibilities as outlined in policy. Provide an education/awareness segment for upper management to reinforce compliance with policy and to ensure a consistent approach to addressing victim

issues. Develop and deliver an orientation/training program for field victim services liaisons which must be completed once identified to serve in that capacity.

- ★ Quick Win #9. Work in partnership with the agency's Executive Communications Administrator to develop a victim services public education/awareness "tool kit" to include printed publications (brochures, handbooks, etc.), PowerPoint presentations, video, etc. Content must be approved by the Deputy Director of Treatment and Rehabilitative Services. Utilize this information in community outreach and staff/offender education/awareness efforts. Additionally, provide this "tool kit" to field victim services liaisons for their use in local education and awareness and training activities.
- ★ Quick Win # 10. Work in partnership with the agency's Executive Communications Administrator, as well as internal and external stakeholders, to review the existing web-site for opportunities for improvement to ensure it provides information sufficient to meet the needs of victims.
- ★ Quick Win # 11. Revise existing employee performance appraisals for Victim Services coordinator to include "meets standards" measurements.

Approved recommendations were as follows:

- ★ Recommendation #1: Implement an Impact of Crime on Victims Program.
- ★ Recommendation #2: Using the Deschutes County Juvenile Justice Client Evaluation Form as a model, develop and implement a Victim Satisfaction Survey as a means of measuring victim satisfaction and gathering data for the continuous improvement of Victim Services. The survey will be made available in several formats to enhance participation. Formats should include written format, availability on the agency's web page via a link, and e-mail distribution via SurveyMonkey.com. Survey results will be reviewed by the Victim Services Coordinator and may be reviewed by the Advisory Board and field liaisons in making ongoing improvements to Victim Services.
- ★ Recommendation #3 (modified version of Quick Win #8): Work through the Deputy Director of Treatment and Rehabilitative Services to ensure compliance with OP-090215 entitled "Victim Services," by partnering with each facility and district to recruit a staff member who is willing (voluntarily and based on expressed interest) to serve as a victim services liaison for each facility and district and coordinating with these field liaisons in the fulfillment of their responsibilities as outlined in policy. Provide an education/awareness segment for upper management to seek recruits, reinforce compliance with policy, and seek assistance in ensuring a consistent approach to addressing victim issues. Develop and deliver an orientation/training program for field victim services liaisons, once identified, which must be completed prior to serving in that capacity. Meet with field liaisons quarterly or biannually to provide training, presentations from outside speakers, etc., and to work on activities associated with Victim Services program development and delivery.
- ★ Recommendation #4: Establish a toll free line for out-of-state callers.
- ★ Recommendation #5: As part of the program expansion effort previously recommended in Quick Win #7, employ a "wrap around service" philosophy by partnering with the agency's transition coordinators to ensure victims interests are represented in the reentry process.
- ★ Recommendation #6: Revise Standard Operating Procedures once VINE has been implemented and as needed thereafter. Ensure these procedures are reviewed and approved by the appropriate chain of command prior to publication or utilization of their names on the procedures.
- ★ Recommendation #7: Review publications and training curriculum on an annual basis to ensure information is up-to-date and accurate.

## INTRODUCTION

The Oklahoma Department of Corrections Quality Assurance System will ensure the continuous review and evaluation of operational, programmatic, and functional areas operated by the department or by a provider under contract with the department.

The Organizational Review Process is a primary component of the agency's overall continuous improvement effort and is designed to achieve the following goals:

- ★ Ensure accurate and timely information and recommendations are provided to stakeholders so that organizational resources may be better allocated to meet organizational performance outcomes;
- ★ Ensure accurate and timely information and recommendations are provided to stakeholders about the efficiency and effectiveness of operations, programs, and functions in meeting established performance outcomes so that the quality of such efforts may be compared and proactive improvements made on a continuous basis; training needs identified and addressed; and so that efforts not found to be efficient and effective may be modified, streamlined, or eliminated.
- ★ Ensure a system of accountability is provided so that quality (best-practice) results-driven programs and services are created and delivered to meet the needs of the public, the employees, and the offenders.

The Organizational Review Panel listed below has been convened to review Oklahoma Department of Corrections Victim Services. The panel followed the process shown in Appendix B in conducting this review.

### *Panel Members*

**Cindy Baker, Victim Coordinator Assistant**  
Canadian County District Attorney's Office

**Debbie Boyer, SPHR, Administrator**  
Oklahoma Department of Corrections - Quality Assurance and Operational Services

**Allyson Carson, Victim Services Coordinator**  
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## OVERVIEW OF THE AREA UNDER REVIEW

Victim Services reported 24 primary processes. Process maps for each of these processes are located in the section entitled "Mapping the Processes," found later in this report on page 28.

Victim Services is staffed with one classified Administrative Programs Officer Level II, which currently reports to the Deputy Director of Treatment and Rehabilitative Services. Primary duties include victim notification, advocacy, support, training and education, and public awareness.

### *Victim Services Organizational Structure*



## INFORMATION GATHERING AND FINDINGS

Organizational Review Panel members were provided an orientation to the agency's Organizational Review Process at their first meeting on July 10, 2006. Additionally, panel members were provided an informational manual about the Victim Services Unit which included information gathered from the following sources: (1) Victim Services site representative/employee; (2) Department of Corrections upper management (executive and senior staff, wardens, district supervisors, and administrative unit heads); (3) environmental scan agencies; and (4) victims. Panel members were free to request additional information or interview other staff as needed throughout the duration of the review.

### *Site Representative*

The Organizational Review Process actually began on May 4, 2006, when a meeting was held with Robbie Fullerton, Administrative Programs Officer Level II, Victim Services Unit. Ms. Fullerton was the designated site representative for this review.

During this meeting, Quality Assurance staff explained the Organizational Review Process, the role of the Organizational Review Panel, the tentative timetable for completion of the review, and the information gathering requirements.

The site representative was asked to provide key documents including a Position Budgeting Report, Organizational Chart, breakdown of personnel and operating budgets, performance appraisal, and management reports.

The site representative was asked to respond to the following questions:

- ★ What is the value of this operation to the agency?
- ★ What is the value of this operation to the public?
- ★ What internal and external requirements exist?
- ★ What are the inputs to the operation?
- ★ What resources are required?
- ★ Who are the internal and external stakeholders?
- ★ What are the expected outcomes for performing the function or providing the service?
- ★ Are there any immediate and long-term concerns anticipated?
- ★ Are there any specific recommendations to maintain, modify, or eliminate the operation?
- ★ What are the outputs to the operation?
- ★ What are the steps of the primary processes?
- ★ Are the activities consistent from site to site or do they vary?
- ★ What measurement information currently exists?
- ★ Who collects the information?
- ★ How is it collected?
- ★ How is it reported?
- ★ Is the information adequate for performance evaluation?
- ★ What are the desired outcomes/program goals?
- ★ Are current performance measures linked to desired outcomes/program goals and objectives?
- ★ How does the operation currently determine and report achievement of desired outcomes/goals?
- ★ Are new measures and standards needed to more effectively evaluate efficiencies and effectiveness of operations?

- ★ What types of performance measures are needed?
- ★ Are there any specific process improvements you would recommend in an effort to better allocate human and/or fiscal resources, improve the efficiency and effectiveness of operations, and ensure quality best-practice results-driven programs and services are created and delivered to better fulfill the agency's vision and mission?
- ★ Any additional information?

## *Findings*

- ◆ When asked to identify the value of Victim Services to the Oklahoma Department of Corrections, the site representative indicated that the services provided to victims and survivors of crime are invaluable.
- ◆ With regard to the value to the public, the site representative indicated the services are invaluable, noting "sometimes it's a matter of life and death."
- ◆ With regard to internal and external requirements, the site representative listed Department of Corrections Operations Memorandum No. OP-090215 entitled, "Victim Services," and Standard Operating Procedure SOP-09-215.1.
- ◆ With regard to the inputs, outputs, and resources, the site representative indicated there are periodic suggestions from the public and victims as well as periodic feedback and suggestions from other agencies such as the District Attorney's Council, the Attorney General's Office, district attorneys, and victim witness coordinators.

Outputs were identified as successful and timely notifications of releases, transfers, escapes, apprehensions, or deaths of flagged inmates; assistance to participants in the system--whenever and wherever necessary; satisfaction of victims with responses to their needs; and services and products including ceremonies, training seminars, booklets, and directories.

Resources identified included state funding that pays for all resources including salary, office furniture and equipment, postage, etc.

- ◆ Internal and external stakeholders were identified as "every Department of Corrections employee, every victim, and every survivor in the public, no matter where they live."
- ◆ Expected outcomes included information; victim participation in the system; advocacy and support; and successful networking with other victim services providers.
- ◆ When asked about any immediate or long-term concerns, the site representative indicated, "Victim Services needs to expand, and a proposal is being considered. This is a long-term goal. The short-term goal is additional FTE (full-time employees) to provide services per the constitutional amendment and the Caitlin Wooten Act."
- ◆ With regard to recommendations to maintain, modify, or eliminate the operations, the site representative recommended "more FTE to expand and enhance services."
- ◆ With regard to measurement information, the site representative indicated measurement information does not currently exist; and there are currently no linkages between measurements and program goals and objectives.
- ◆ Desired outcomes include "the best DOC victim services provided in the country. Do no further harm to victims by anyone in the Department of Corrections."

- ◆ When asked how the operation currently determines and reports achievement of desired outcomes and goals, the site representative indicated, "I don't know."
- ◆ The site representative indicated that new measures are needed. When asked what types of measures are needed, the site representative indicated, "I don't know."
- ◆ When asked to recommend specific process improvements, the site representative indicated, "I'm sure there are. That's what I'm waiting for you to tell me, keeping in mind it's just one FTE trying to meet the needs of every person who has been harmed by the acts of an inmate."

### *Additional Information Requested from the Site Representative*

After reviewing the information initially provided by the site representative, the Organizational Review Panel subsequently requested further information as indicated below.

It should be noted that questions shown in bold text below are primarily related to manual notification processes that were found to be in great need of automation. However, it is anticipated these manual processes will no longer be required once the Victim Information and Notification Everyday (VINE) system has been implemented.

- ★ The flow chart entitled "Opening Cases," indicates the Flash Notice is mailed to the inmate's location. Is this a timely method of notification? Is it mailed to a specific contact person at the facility?
- ★ The "Opening Cases" flow chart indicates that a copy of the request and the attachments are mailed to the Attorney General's Office. Is this for all offenses?
- ★ The "Opening Cases" flow chart indicates that a "contact form" will be completed in Word and sent to the Pardon and Parole Board. What is this contact form? Can you provide a copy? Why is it sent to the Pardon and Parole Board? What is the purpose of the "Inmate Information Verification Form"? Is the information available on the Offender Management System? Do you have access to it?
- ★ Is the confirmation letter dependent upon receipt of the Inmate Information Verification Form back from the facility? Is there lag time?
- ★ Currently, the chronological entries are handwritten. Is there a reason why the chronological entries cannot be automated? Would automation of entries be more time efficient? Why?
- ★ Who notifies Victim Services of an inmate's pending release? In what format is the notification received (e-mail, phone, etc.)?
- ★ Is the closed file log different from the monthly report log/statistical log? Are these logs automated?
- ★ The flow chart entitled "Apprehension from Escape" indicates that you confirm the inmate's location after apprehension. How is this done?
- ★ Can returned mail/changes of address information be e-mailed or scanned and e-mailed to the Attorney General's Office, District Attorney, and Pardon and Parole rather than sent via hard copy?
- ★ What happens to the index card (traveling card file) upon the victim's withdrawal of the notification request?
- ★ The flow chart entitled "Response to Harassment" references a binder file. What is the purpose of the binder file and what does it contain?
- ★ With regard to the flow chart entitled "Notification of Inmate Movements," what is the difference between these movements versus regular daily inmate movements?
- ★ What are the specific concerns regarding maintaining a confidential web-based database?
- ★ In specific terms, what are your concerns/hesitancy related to use of technology/automation?
- ★ What is an Inmate Progress and Conduct report? Who completes it? Please provide a copy.

- ★ Do you provide a victim services awareness segment during pre-service training at the Gene Stipe Correctional Training Academy and the Employee Training and Development Center? If so, at what frequency? If so, please provide a copy of the training materials utilized.
- ★ Do you offer victim services awareness training as part of the in-service training schedule? If so, at what frequency? If so, please provide a copy of the training materials utilized.
- ★ Are you involved in curriculum design and revision?
- ★ If more staff were assigned to the Victim Services area, would there be a role for Victim Services related to restitution?
- ★ The Victim Notification Request asks the victim, survivor, or representative for the victim to provide his/her version of the crime. Is the Victim Notification Request Form protected under the Open Records Act?
- ★ Does the Agency's Records Disposition Schedule address the records being maintained by Victim Services? Are records being maintained in accordance with the schedule? Are records being disposed of in accordance with the schedule and Department of Libraries guidelines?
- ★ What is the definition of "registrant"?
- ★ What is the disposition of the file after the death of the inmate?
- ★ Why do you keep the offender's file upon closure? Can you send the file to be placed with the inmate's field file in Closed Records?
- ★ Do you provide victim awareness training for offenders? If so, what is the frequency? Please provide a copy of the curriculum.
- ★ Can the employee mediation program be used for victim mediation provided mediators have training specific to conducting victim/offender mediations?
- ★ What type of public awareness activities are being conducted? Please provide copies of awareness materials.
- ★ Is there a victim awareness training segment available online?
- ★ Is there a Victim Assistance Fund? Who administers it? Are there bylaws governing its administration? What type of reporting is done? Please provide a copy of any reports. Who is the approving authority for disbursement?
- ★ Policy indicates each facility will designate at least one staff member as a victim services representative. Who are these representatives? Please provide a list with e-mail addresses for survey purposes.
- ★ Do facilities comply with their responsibilities as outlined in the operations memorandum? If not, what actions have you taken to ensure compliance?
- ★ Who reviews and approves the content of publications being distributed inside and outside the unit?
- ★ In specific terms, what are the victim liaison commitments outside the agency (i.e., committees, etc.)?
- ★ Please provide a copy of the Resource Directory that is maintained.

## Findings

- ◆ The Victim Services site representative advised that training is not currently provided at either Department of Corrections training academy. The site representative will be teaching CLEET segments on Victimology and Victim Protective Orders and is working with a CLEET co-trainer to review the curriculum for those courses.
- ◆ Victim Services awareness training is not currently offered as part of the agency's employee in-service training program.
- ◆ When asked if more staff were assigned to Victim Services, would there be a role related to restitution, the site representative indicated she has noted a need for an increased emphasis on restitution collections. The site representative identified the California Department of Corrections as a benchmark in this area. The California Department of Corrections has staff dedicated to tracking and collecting restitution. According to the California Prison Restitution Project (March 2006), collections exceeded \$1.2 million monthly, and the rate of restitution garnishments from inmates in prisons increased from 33% to 44% in January 2005.

- ◆ The panel noted that the Victim Notification Request form asks the victim, survivor, or representative to provide his/her version of the crime, and there was some concern that this version could potentially conflict with the Official Version of the Crime and be subject to litigation. When asked whether the Victim Notification Request Form was protected under the Open Records Act, the site representative indicated that Title 57, Chapter 7, Section 332.2 protects all victim information as confidential and not subject to release.
- ◆ When asked about records retention and disposition, the site representative was unaware of the existence of Department of Libraries requirements and the agency's Records Disposition Schedule and indicated that she maintains files indefinitely in the Victim Services office--regardless of the status of the offender and including files for offenders who are deceased. The site representative was adamant that the files could not be sent to Closed Records once the offender discharges. There is a concern regarding the disposition of these records once the VINE system has been implemented.
- ◆ It was noted during the discussion with the site representative that the Department of Corrections currently provides victim notification services to anyone who registers in writing requesting notification. This could include anyone who has concerns about the inmate--judges, district attorneys, old neighbors, ex-in-laws, etc. This is similar to VINE in that anyone who is interested may register to be notified.
- ◆ There was an initial concern regarding timely notification when an offender escapes once VINE has been implemented. It was learned during panel discussions about VINE, the VINE system does provide for an emergency override so that immediate notification can be made regarding offender escapes. (Notification is not postponed until the next daily data transfer occurs.)
- ◆ When asked if victim awareness training is provided for offenders, the site representative indicated it is not currently provided; however, it was noted that it had been previously pursued through the agency's Programs (Education) Unit and received no support.
- ◆ When asked if the employee mediation program could be used for victim mediation purposes, provided mediators received training specific to conducting victim/offender mediations, the site representative indicated that the employee mediation program could potentially be utilized; however, it was noted that the anticipated volume of victim/offender dialogues could create difficulties.
- ◆ The site representative indicated that she makes public awareness presentations when invited to do so, and she customizes the handout materials to the audience.
- ◆ The site representative indicated there is a victim assistance fund, and she administers it. A person "in the position to know" (advocate, victim/witness coordinators, counselor, etc.) contacts the Victim Services site representative and makes a request. There are no criteria for disbursement. Together, the requester and the Victim Services site representative, decide and agree how much money to provide; the site representative writes a check; and the check is sent to the victim. There is no reporting regarding funds. In addition to providing checks directly to victims, the funds are also used to help defray the costs of victim events such as Victims Day at the Capitol. No audits are conducted. Donations are solicited and raised through fund-raising activities.
- ◆ The Victim Services site representative expressed concerns regarding a web-based victim database. Due to the implementation of VINE, it appears there will be no need for the Victim Services Unit to maintain a database of victim information.

- ◆ Department of Corrections policy indicates that each facility will designate at least one staff member as a victim services representative. When the Victim Services site representative was asked to provide a list of these facility victim services representatives, she indicated that she does not have a list and that facilities may or may not have designated victim services representatives.
- ◆ When asked if facilities comply with their responsibilities as outlined in agency policy, the site representative indicated that most are “meets standards,” while others are not. When the site representative receives complaints, she directs the complainant to the facility head for resolution. This could be perceived by victims as being “given the runaround.” When asked what actions had been taken to ensure compliance, the site representative indicated that she has previously spoken to facility heads and records officers, attended meetings and upper management meetings, and “designated the good and the bad facilities in an executive staff newsletter, as well as asked her supervisor at that time to address the issues with the regional director.”
- ◆ When asked who reviews and approves the content of information and publications distributed internally and externally, the site representative indicated that no one is reviewing these publications. Correspondence is issued through the site representative’s chain of command; however, the site representative typically creates her own handouts, flyers, brochures, etc. It was noted that the agency now has an executive communications administrator, and contact has been made and agreement reached for the executive communications office to prepare professional publications, etc.
- ◆ In terms of external commitments, the site representative reported that she is the Committee Chair of the Trees of Honor and Remembrance, the National Crime Victims Rights Week activities, and serves as a committee member of the Super Domestic/Sexual Violence Conference and an advisory board member of the OSU-OKC Crime Victim Survivor Services Degree Program.
- ◆ It should be noted that a proposal was submitted by the site representative during the conduct of this review. The proposal included four additional full-time positions to accomplish the following objectives:
  - ▶ **Child Victim Visitation Restrictions:** Address restrictions on visitation to facilities by child victims (under age 18) including development of policy restrictions and monitoring for compliance; coordinating protective measures with the Department of Human Services or the court; and children visitations when sex offenders are present;
  - ▶ **Community Corrections Victim Advocacy:** Offer crime victims whose offenders are on supervised probation or parole an opportunity to become involved and exercise their rights in the criminal justice system including victim notification of the defendant’s regular conditions of probation or parole supervision requirements and changes, dates of hearings to determine revocation, continuation, modification, or termination of defendants’ supervision; disposition or results of the hearing; restitution modifications; absconding of the defendants; dates of termination or discharge of defendants; defendants’ deaths; ensuring victims with restitution orders receive restitution in full prior to the offenders’ discharge or termination; and providing victims with information, input, and opportunities for direct participation in crime resolution.
  - ▶ **Executions:** Assist victims, the facility, and the Attorney General’s Office during executions.
  - ▶ **Impact of Crime on Victims:** Provide training and educational programs for offenders.
  - ▶ **Mediation/Victim Offender Dialogue:** Offer a victim-initiated mediation program.

- ▶ **Protect Victims from Intimidation, Harassment, or Harm:** Initiate policy changes related to offenders intimidating, harassing, or harming victims.
- ▶ **Restitution:** Amend policies and procedures to ensure restitution payments to victims is a high priority.
- ▶ **Staff Training:** Develop orientation and in-service training for department staff.
- ▶ **Victim Advisory Council:** Establish a council of crime victims and staff to provide support in developing policies, procedures, and protocols relevant to victim assistance.
- ▶ **VINE:** Implement and provide ongoing support of VINE.

### *Victim Services Employee*

The Victim Services site representative/employee was asked to respond to a series of workforce related questions as follows:

- ★ What are your duties and responsibilities including the percentage of time spent and frequency?
- ★ What linkages exist between your duties and responsibilities and those performed by others in the unit or agency?
- ★ List the names and titles of any positions you supervise.
- ★ Are there any specific process improvements you would recommend in an effort to better allocate human and/or fiscal resources, improve the efficiency and effectiveness of your operations, and ensure quality (best practice) results-driven programs and services are created and delivered to better fulfill the agency's vision and mission?

### *Findings*

- ◆ When asked to describe primary duties and responsibilities, the employee indicated, "I am on call 24 hours a day, 365 days a year. Primary duties are notification, advocacy, support, education, and public awareness."
- ◆ When asked to describe linkages that exist between the duties and responsibilities performed and those performed by others in the unit or agency, the employee indicated, "I take the information the facilities give me and pass it on to the registered party."
- ◆ The responding employee is the only employee in the unit and does not supervise any other positions.
- ◆ With regard to recommendations for specific improvements, the employee again responded, "I'm sure there are. That's what I'm waiting for you to tell me, keeping in mind it's just one FTE trying to meet the needs of every person who has been harmed by the actions of an inmate."
- ◆ Additionally, the Victim Services employee was asked to respond to a series of workforce related questions. The following chart summarizes those responses. Areas identified as potential areas of concern are indicated in *green italicized text*.

## CORRECTIONS QUALITY ASSURANCE FINAL REPORT

*Victim Services*

December 18, 2006

Statement	Total Responses Indicating Tend to Agree and Strongly Agree	Total Responses Indicating Neither Agree Nor Disagree	Total Responses Indicating Tend to Disagree and Strongly Disagree
I would suggest to my relatives and friends that they consider applying for a position with the Department of Corrections.	100% (N=1)		
I like my job.	100% (N=1)		
My job makes good use of my skills and abilities.	100% (N=1)		
<i>The people I work with cooperate to get the job done.</i>		100% (N=1)	
Sufficient effort is made to get the opinions and ideas of people who work in this area.	100% (N=1)		
I am given a real opportunity to improve my skills while working for the Department of Corrections.	100% (N=1)		
My work gives me a feeling of personal accomplishment.	100% (N=1)		
I have enough information and training to do my job properly.	100% (N=1)		
People at the top of this organization are aware of the problems at my level of the organization.	100% (N=1)		
<i>Policies and procedures are well enforced.</i>		100% (N=1)	
<i>I like to be identified in the community as an employee of the Department of Corrections.</i>			100% (N=1)
This facility/district/unit/area runs smoothly.	100% (N=1)		
The administration at this facility/district/unit/area likes to hear the staff's ideas or concerns.	100% (N=1)		
<i>Compared to other jobs in the facility/district/unit/area, my job pays about what it should.</i>		100% (N=1)	
<i>Some employees at this facility/district/unit/area do not carry their load.</i>	100% (N=1)		
Most staff in my facility/district/unit/area get along well.	100% (N=1)		
My supervisor is easily accessible if I have questions or a problem.	100% (N=1)		

Statement	Total Responses Indicating Tend to Agree and Strongly Agree	Total Responses Indicating Neither Agree Nor Disagree	Total Responses Indicating Tend to Disagree and Strongly Disagree
<i>The promotional process is fair, and the best-qualified person usually gets the job.</i>		100% (N=1)	
My supervisor gives credit when credit is due.	100% (N=1)		
<i>The facility/district/unit/area administration tries to build team spirit.</i>		100% (N=1)	
<i>The in-service training program is well developed.</i>		100% (N=1)	
The staff here generally all work together as one.	100% (N=1)		
I feel secure in my position at this facility/district/unit/area.	100% (N=1)		
<i>I am told beforehand of changes that affect my work.</i>		100% (N=1)	
When I have a problem, I feel free to discuss it with my supervisor.	100% (N=1)		
I am satisfied with the amount of information I get about policies and decisions that affect staff.	100% (N=1)		
Staff members who work in other facilities/districts/units/areas are cooperative.	100% (N=1)		
<i>I may not always like what the department administration does, but I feel they are trying to be fair.</i>		100% (N=1)	
I am told honestly how well I perform my job.	100% (N=1)		
Overall, the safety and security at this facility/district/unit/area is good.	100% (N=1)		
Staff meetings are generally a good source of information.	100% (N=1)		
If I see another staff member breaking policy, I feel comfortable in talking to my supervisor.	100% (N=1)		
If I see another staff member abusing policy, I feel comfortable in talking to my supervisor.	100% (N=1)		
I enjoy working at this facility/district/unit/area .	100% (N=1)		

Statement	Total Responses Indicating Tend to Agree and Strongly Agree	Total Responses Indicating Neither Agree Nor Disagree	Total Responses Indicating Tend to Disagree and Strongly Disagree
I am treated as an individual rather than just an employee.	100% (N=1)		
My immediate supervisor gives clear instructions and explanations.	100% (N=1)		
My duties and responsibilities are clearly defined.	100% (N=1)		
<i>There is no favoritism shown in such things as promotions or delegating authority.</i>		100% (N=1)	
<i>As a new employee, I was introduced to my job rather than being "thrown into" my job.</i>			100% (N=1)
My supervisor follows through on problems I report.	100% (N=1)		
<i>Staff are consistent in following established policies and procedures when making decision.</i>		100% (N=1)	
My supervisor has trouble making decisions.			100% (N=1)
My work is satisfying because I am connected to a successful operation.	100% (N=1)		
<i>I am satisfied with my chances of being promoted in the future.</i>		100% (N=1)	
My supervisor provides helpful feedback to me regarding my job performance.	100% (N=1)		
There is a good team spirit among staff.	100% (N=1)		
All staff are treated fairly regardless of race.	100% (N=1)		
All staff are treated fairly regardless of ethnicity.	100% (N=1)		
All staff are treated fairly regardless of gender.	100% (N=1)		
All staff are treated fairly regardless of age.	100% (N=1)		
The morale at this facility/district/unit/area is good.	100% (N=1)		
<i>The system for promotions is more for "show."</i>	100% (N=1)		

## CORRECTIONS QUALITY ASSURANCE FINAL REPORT

*Victim Services*

December 18, 2006

Statement	Total Responses Indicating Tend to Agree and Strongly Agree	Total Responses Indicating Neither Agree Nor Disagree	Total Responses Indicating Tend to Disagree and Strongly Disagree
<i>My current workload is greater than other employees in my job classification.</i>	100% (N=1)		
<i>Scheduled overtime is inconsistent and difficult to plan for.</i>		100% (N=1)	
I understand the mission of the Department of Corrections.	100% (N=1)		
Rules covering tardiness and absence are inconsistently applied.	100% (N=1)		
In the next three to five years, the care of one or both of my parents will become my responsibility.			100% (N=1)
It is common to hear jokes about women at this facility/district/unit/area.			100% (N=1)
It is common to hear jokes about minorities at this facility/district/unit/area.			100% (N=1)
This facility/district/unit/area consistently has a large number of vacant positions.			100% (N=1)
<i>There is very little staff turnover at this facility/district/unit/area.</i>		100% (N=1)	
Hiring techniques should be improved so that fewer errors are made in selecting employees.	100% (N=1)		
My supervisor is a good example of positive employee performance.	100% (N=1)		
When changes are made in work schedules that affect my job, they are fully explained to me.	100% (N=1)		
<i>When changes are made in policies and procedures that affect my job, they are fully explained to me.</i>		100% (N=1)	
When changes are made in practices that affect my job, they are fully explained to me.		100% (N=1)	
Uniform and nonuniform staff work well together.	100% (N=1)		

## CORRECTIONS QUALITY ASSURANCE FINAL REPORT

*Victim Services*

December 18, 2006

Statement	Multiple Choice Response Selected
Do you work another job in addition to working for the Department of Corrections?	100% (N=1) Yes
<i>Do you work another job because . . .</i>	<i>100% (N=1) The department's salary is not enough to cover your financial responsibilities.</i>
What will the greatest challenge facing the Department of Corrections in the next five years be?	100% (N=1) Staff Turnover
Why did you come to work for the Department of Corrections?	100% (N=1) I wanted a career where I could make a difference.
<i>For my job to be more satisfying to me, there needs to be . . .</i>	<i>100% (N=1) Higher Salary</i>
<i>Communication between staff members is . . .</i>	<i>100% (N=1) Inconsistent</i>
<i>The facility/district/unit/area is run . . .</i>	<i>100% (N=1) Inmates/offenders have too much say</i>
<i>The reason most employees leave the facility/district/unit/area is . . .</i>	<i>100% (N=1) Problems with their supervisor</i>
<i>In your opinion, morale is . . .</i>	<i>100% (N=1) Average</i>
The administration at this facility/district/unit/area treat the staff . . .	100% (N=1) With respect and support most of the time
When managing staff at this facility/district/unit/area, the administration is . . .	100% (N=1) Fair
<i>Different facilities/districts/units/areas . . .</i>	<i>100% (N=1) Need to work together as a team</i>
<i>My major concern on the job is . . .</i>	<i>100% (N=1) Job duties when VINE is implemented</i>
The primary reason why most employees leave their jobs at the Department of Corrections is . . .	100% (N=1) For better paying jobs
During the past 12 months, my feelings toward the department have . . .	100% (N=1) Stayed the same
<i>To recruit and hire more qualified employees, the department will need . . .</i>	<i>100% (N=1) Better salaries</i>
<i>The system for promotions . . .</i>	<i>100% (N=1) Is not consistent</i>
<i>My current workload is . . .</i>	<i>100% (N=1) Too heavy</i>
Scheduled overtime is . . .	100% (N=1) About right

CORRECTIONS QUALITY ASSURANCE FINAL REPORT

*Victim Services*

December 18, 2006

Statement	Multiple Choice Response Selected
I have seen the mission statement for the Department of Corrections.	100% (N=1) Yes
Rules covering tardiness and absence are . . .	100% (N=1) Too lax
When an employee breaks rule, the discipline imposed is usually . . .	100% (N=1) Varies depending upon which supervisor is disciplining an employee
How much likelihood is there you will leave the Department of Corrections for another job in 12 months?	100% (N=1) Hardly any chance
Training of employees for their jobs at the Department of Corrections . . .	100% (N=1) Provides basic information for my job
The staff who conduct training at this facility/district/unit area . . .	100% (N=1) Are well prepared and provide good instruction
The sanitary conditions at this facility/district/unit/area are . . .	100% (N=1) Average compared to other department facilities/districts/units/areas

Question	Always	Most of the Time	Seldom	Never
My supervisor encourages and supports me.	100% (N=1)			
My supervisor is cooperative and easy to work for.	100% (N=1)			
<i>My job duties and responsibilities are clearly defined in writing</i>		100% (N=1)		
<i>Staff in my facility/district/unit/area work well together.</i>		100% (N=1)		
I feel I have received sufficient training for my job responsibilities.	100% (N=1)			
<i>Staff are held accountable for their actions.</i>			100% (N=1)	
<i>In-service training is well developed with excellent instructional design/curriculum.</i>		100% (N=1)		
My supervisor is available when I need to talk to him/her.	100% (N=1)			
My supervisor does a good job trying to address my concerns.	100% (N=1)			

Question	Always	Most of the Time	Seldom	Never
<i>There is open communication between managers and staff.</i>		100% (N=1)		
<i>I feel safe in this facility/district/unit/area.</i>		100% (N=1)		
<i>I have enough tools/equipment (i.e., paper, forms, pens, etc.) to do my properly.</i>		100% (N=1)		
If I have a problem or conflict with my schedule, my supervisor works with me.	100% (N=1)			
<i>I feel training is a waste of time.</i>		100% (N=1)		
If the facility/district/unit/area provided a daycare service, I would use it . . .				100% (N=1)

### *Additional Information Requested from Victim Services Employee*

Upon reviewing responses to the workforce related questions, the panel asked the site representative to respond to additional questions:

- ★ Your response on the workforce survey indicated that you “Tend to Disagree” with the statement, “I like to be identified in the community as an employee of the Department of Corrections.” Could you provide further information regarding this response?
- ★ Your responses on the workforce survey appeared to indicate that you like your job but may have concerns regarding department administration (i.e., your neutral response to statements such as “Staff are consistent in following established policies and procedures when making decisions,” and “Policies and procedures are well enforced.”). Is this perception accurate?
- ★ Your responses on the workforce survey indicated that you neither agreed nor disagreed that you are told beforehand of changes affecting your work. At what point do you believe your input is appropriate and/or effective with regard to decision making?
- ★ When you are told how you are performing your job, is it done in a constructive manner?
- ★ Your responses on the workforce survey indicated that you neither agreed nor disagreed that scheduled overtime is inconsistent and difficult to plan for. Can you provide further clarification about your response?
- ★ Your responses to the workforce survey indicated that you think the facility/district/unit/area is run with inmates/offenders having too much say. Can you provide further clarification about your response and specifically how this impacts your ability to provide services?
- ★ Your responses to the workforce survey indicated that you feel safe in the facility/district/unit/area “most of the time”? Can you provide further clarification about your response? Do you have any specific safety concerns? If so, how can the agency address those concerns?
- ★ Your responses to the workforce survey indicated that you neither agreed nor disagreed with the statement, “I have enough tools/equipment to do my job properly”? What specific resources do you need? What steps have you taken to obtain those resources?

## Findings

- ◆ The site representative responded to the above workforce questions in an honest and forthright manner. Specific responses are not included in this report but have been provided as feedback to the Deputy Director of Treatment and Rehabilitative Services.

## Upper Management

In an effort to seek feedback from a primary internal stakeholder, a customized survey was developed and distributed to the agency's upper managers (i.e., executive and senior staff, wardens, district supervisors, and administrative unit heads).

Each upper manager was asked to respond to key questions as follows:

- ★ Are you familiar with Victim Services?
- ★ What do you consider to be the value of Victim Services to the department?
- ★ What do you consider to be the value of Victim Services to the public?
- ★ What are your expected performance outcomes for this program?
- ★ What performance measures currently exist?
- ★ With regard to Victim Services, are there any specific process improvements you would recommend in an effort to better allocate human and/or fiscal resources to improve the efficiency and effectiveness of the operation, and ensure quality (best-practice) results-driven programs and services are created and delivered to better fulfill the agency's vision and mission?

Additionally, in an effort to determine the overall level of satisfaction with Victim Services, upper managers were also asked to respond to the following statements by indicating a ranking based on a scale of 1=Strongly Disagree to 4=Strongly Agree:

- ★ Victim Services fills a much-needed role in the organization.
- ★ Overall, I am satisfied with the services provided.

## Findings

- ◆ 61 percent (N=44) of the agency's 72 upper managers responded to the survey.
- ◆ When asked if they were familiar with Victim Services, 90.9 percent (N=40) indicated they were, while 9.1% (N=4) indicated they were not.
- ◆ When upper managers were asked what they consider to be the value of Victim Services to the department, responses included: enhancing the agency's image with the public; providing a resource that may aid in coping with short- and long-term trauma; meeting statutory requirements; serving as a resource and clearinghouse for victim information; providing a humane approach to a very difficult process; demonstrating care and concern for victims; helping address the needs of victims and fielding requests for assistance and information from victims and their families; helping to gauge inmates rehabilitation in terms of remorse and empathy towards victims of crime; and enhancing the agency's standing with the district attorneys, etc.

- ◆ When asked what they consider to be the value of Victim Services to the public, responses included: communicating the complexity of our role as correctional professionals and sending a good message to the public and others in the criminal justice system about our support of victim services; providing a single source for the public seeking assistance; keeping victims informed; providing a dedicated resource for victims; and giving victims a voice; etc.
- ◆ Expected performance outcomes included: providing accurate and timely notification of offender movements; providing advocacy for victims issues; ensuring the needs of victims are met; serving as a resource for victims; helping victims move beyond their status as victims and reclaim their lives; providing 100 percent of victims the opportunity of timely notification of location, relocation, and release of offenders; reducing retaliatory acts against victims; and community education; etc.
- ◆ When asked what performance measures currently exist, most managers responded “unknown.” Other responses included: maintenance of confidential records and accuracy of “flags”; statistics on contacts; talk to victims and see how they were treated; number of contacts, updates, and referrals; number of victims notified of inmate status changes in a month; victim satisfaction surveys; notification time frames; victims rights conference with training credit; testimonials; and web site traffic; etc.
- ◆ Overall satisfaction ratings are shown below.

	Total Responses Indicating Tend to Agree and Strongly Agree	Total Responses Indicating Neither Agree Nor Disagree	Total Responses Indicating Tend to Disagree and Strongly Disagree
Victim Services fills a much-needed role in the organization.	81% (N=34)*	9.5% (N=4)	9.6% (N=4)
Overall, I am satisfied with the services provided.	66.7% (N=28)*	28.6% (N=12)	4.8% (N=2)

Note: Two of the 44 responding managers skipped this question.

- ◆ When asked to recommend areas for improvement, managers indicated the following:
  - Continue to help victims reduce the confusion and frustration;
  - Automate processes;
  - Increase visibility to targeted audiences;
  - Involve mental health;
  - Pay attention to adjustments to the program related to the new VINE program;
  - Consider combining Employee Assistance and Victim Services to combine resources;
  - Benchmark best practices;
  - Ensure that COMIT can accomplish notification;
  - Increase staff and services toward participation in agency task forces to represent victim interests;
  - Educate the public about victims;
  - Provide additional resources to better educate the public; a promotional plan to include quality materials such as an updated video and printed materials, along with a budget to make it happen;

Consider combining all victim advocacy groups from the Department of Corrections, Attorney General's office, juvenile, probation and parole, into one state agency to stop duplication of efforts (i.e., Florida, Missouri);

Coordinate with district attorneys victim services coordinators; office near restitution or have access to the data they keep on payments to victims; continue to maintain a multitude of links on web page to provide information and assistance to victims;

Computerize victim notification files; conduct training with staff regarding victim issues, especially probation and parole staff who have contact with victims regarding pre-sentence investigations and restitution;

Establish performance measures;

Ensure better understanding of victim needs, content and frequency of victim questions and concerns;

Consider getting the Board of Corrections involved in victim advocacy objectives;

Better publicize the program;

Get computerized;

Create greater public visibility;

Place an emphasis on victims; training for new employees should be mandatory; case manager training should also include information on victims; include in programs such as *Thinking for a Change*; and

Ensure that when a victim notification is filed, the inmate is required to take some classes i.e., victim's impact, MADD classes, etc.

- ◆ Additional comments included that the web site is user friendly; concern that without this unit of specifically trained staff, the department would lose consistency when addressing victim needs; Robbie Fullerton is well-known and well-respected by her peers; agency needs to remain committed to this service but the Quality Assurance review is needed to see if we can expand our involvement for maximum exposure and impact; it is a service that is needed; and Victim Services is a vital component of our current business; etc.

Several responses indicated they did not know much about Victim Services. In fact, one response said, "While I am a twenty year employee, I know little about this unit. To be exact, I am aware of the victim notification process and that Robbie Fullerton was over the unit, nothing else."

One responder noted that he or she "could not imagine an agency not having an outlet serving the needs of victims. However, in order to be of service, you have to make yourself known to the various communities. An annual report of services or similar document would let internal as well as external stakeholders know what is currently going on in the area and what needs have not been met. This is definitely a collaboration of community and government agencies. I would ask for input from the community whom we serve. Is the unit supported by our agency? Does it have enough resources to do an adequate job for victims?"

## Victims

In an effort to seek feedback from a primary external stakeholder--victims, a customized survey was developed and distributed to a list of victims provided by the site representative.

Victims were asked to respond to the following questions:

- ★ Are you familiar with Department of Corrections Victim Services?
- ★ What has been the extent of your contact with Department of Corrections Victim Services? Please provide an explanation of any items marked in the area listed as "Other."
- ★ What do you consider to be the value of Department of Corrections Victim Services to the public?
- ★ What are your expected performance outcomes for this program?

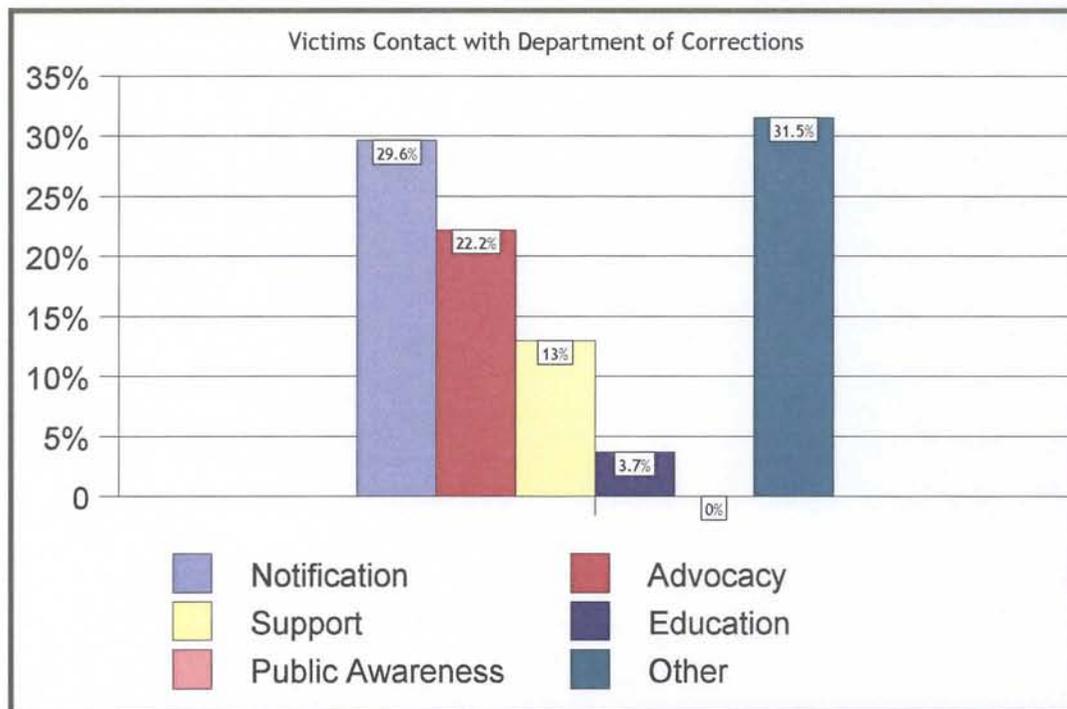
- ★ With regard to Department of Corrections Victim Services, are there any specific process improvements you would recommend in an effort to better allocate human and/or fiscal resources, improve the efficiency and effectiveness of the operation, and ensure quality (best-practice) results-driven programs and services are created and delivered to better fulfill the agency's vision and mission?
- ★ Any further comments?

Additionally, in an effort to determine the overall level of satisfaction with Victim Services, victims were also asked to respond to the following statements by indicating a ranking based on a scale of 1=Strongly Disagree to 4=Strongly Agree:

- ★ Victim Services fills a much-needed role in the organization.
- ★ Overall, I am satisfied with the services provided.

### Findings

- ◆ 76 percent (N=57) of the 75 victims identified for survey responded.
- ◆ Of the 57 responses received, 96.5 percent (N=55) indicated they are familiar with the Department of Corrections Victim Services; 3.5 percent (N=2) indicated they were not.
- ◆ The following chart provides a breakdown of the types of contacts victims indicated they have with the Department of Corrections. "Other" responses included: participating with victim services advocate on various committees; working together on all of the items listed above; a victim of crime--my son was murdered, my parents and sister were murdered, etc.



- ◆ When asked what they consider to be the value of Victim Services to the public, responses included: public awareness, identification and assessment of victim and family needs; providing information, notification, and referrals; safety and well-being of the public; important tool for the victim; etc.
- ◆ When asked what their expected performance outcomes were, responses included: providing support and information; timely notification of significant events; giving the victim the opportunity to speak out and have a hand in keeping the offender in prison; increasing registered victims for notification by 25 percent; 95 percent accuracy; accurate and timely information; etc.
- ◆ When asked about to recommend areas for improvement, victims indicated the following:

Victim Services providers should be given sufficient freedom to meet with victims/families and community liaison resources as needed;

Allowing for additional outside training would add to existing resources;

Allocating vehicles for providers;

Work to become more victim-oriented than inmate-oriented;

More funding for the victims fund; more awareness brought to the need for volunteers;

Direct training for District Attorney Victim Services and updates as to their role in the process even after conviction;

Hire some support staff for the victim liaison;

Have the Victim Services Unit notified of the movement of flagged offenders via the Offender Management System; and

Have a section on the DOC web site which pulls together all the information victims need in order to attend and protest Pardon and Parole Board meetings.

- ◆ Overall satisfaction ratings are shown below.

	Total Responses Indicating Tend to Agree and Strongly Agree	Total Responses Indicating Neither Agree Nor Disagree	Total Responses Indicating Tend to Disagree and Strongly Disagree
Victim Services fills a much-needed role in the organization.	94.5% (N=51)*	3.7% (N=2)	1.9% (N=1)
Overall, I am satisfied with the services provided.	92.6% (N=50)	5.6% (N=3)	1.9% (N=1)

*Note: Three of the 54 responding victims skipped this question.*

- ◆ Comments included many positive comments about Robbie Fullerton and the outstanding job she has done; the need to expand the role of the unit; etc.

## *Environmental Scan*

A customized Environmental Scan Survey was developed and distributed to a random sampling of Oklahoma state agencies, corrections departments in contiguous states, the Federal Bureau of Prisons, private companies in Oklahoma, and various other members of associations/committees/groups. The purpose of the Environmental Scan was to look outward to find outstanding practices with the potential for helping the Oklahoma Department of Corrections improve its performance. Agencies surveyed included:

Alameda County, California, Juvenile Probation and Parole  
American Correctional Association  
Arkansas Department of Corrections  
Collier County Sheriff's Office, Naples, Florida  
Colorado Department of Corrections  
Cornerstone Programs Corporation, Englewood, Colorado  
Corrections Corporation of America  
Federal Bureau of Prisons  
Florida Department of Corrections  
Gomez Counseling and Consulting, Grants, New Mexico  
ICF Consulting Group, Inc., McLean, Virginia  
Idaho Department of Corrections  
Kansas Department of Corrections  
Louisiana Department of Public Safety and Corrections  
Management Training Corporation, Centerville, Utah  
Maryland Department of Corrections  
Missouri Department of Corrections  
Nebraska Department of Corrections  
New Mexico Department of Corrections  
Oklahoma County Juvenile Detention Facility  
Oklahoma Department of Health  
Oklahoma Department of Human Services  
Oklahoma Department of Mental Health and Substance Abuse Services  
Oklahoma Department of Public Safety  
Oklahoma Department of Transportation  
Oklahoma Office of Juvenile Affairs  
Oklahoma Office of Veterans Affairs  
Oklahoma State Bureau of Investigation  
Oklahoma Turnpike Authority  
Tennessee Department of Correction  
Texas Department of Criminal Justice  
The GEO Group, Inc., Boca Raton, Florida  
Virginia Department of Corrections  
Virginia Employment Commission

Each agency was asked to respond to several key questions as follows:

- ★ Does your organization have a Victim Services Unit or advocate?
- ★ If so, what is the job title of the Victim Services unit head or advocate?
- ★ Do you utilize volunteers in the Victim Services area?

- ★ If you use volunteers in the Victim Services Unit, what type of screening process do you utilize before granting access to victim information?
- ★ What specific services are provided by your Victim Services or advocate?
- ★ Who oversees the Victim Services Unit or advocate in your organization (title and reporting structure)?
- ★ What do you consider to be the value of the Victim Services Unit or advocate to your organization?
- ★ What resources are required to operate the Victim Services Unit or operation (i.e., number of full-time employees and annual budget)?
- ★ What are the expected performance outcomes for the Victim Services Unit or operation?
- ★ What performance measurements are currently utilized?
- ★ What are your expected performance outcomes for this program?

Additionally, organizations were asked about the overall level of satisfaction with Victim Services by indicating a ranking based on a scale of 1=Strongly Disagree to 4=Strongly Agree to the following statements:

- ★ Victim Services fills a much-needed role in the organization.
- ★ Overall, I am satisfied with the services provided.

### *Findings*

- ◆ Responses were initially received from 6 agencies. A follow-up survey was requested by the panel. As a result, an additional 9 agencies responded, for a total of 15 agencies responding. Responses were received from: Kansas Department of Corrections; Office of the Victim Advocate, Pennsylvania Department of Corrections; Oregon Department of Corrections; New Hampshire Department of Corrections; Federal Bureau of Prisons; Tennessee Department of Correction; Minnesota Department of Corrections; Missouri Department of Corrections; Mississippi Department of Corrections; Oklahoma Coalition Against Domestic Violence and Sexual Assault; Texas Department of Criminal Justice; Collier County Florida Sheriff's Office; Celebrate Recovery; and Oklahoma County Juvenile Bureau. (The Tennessee Department of Corrections responded twice.)
- When asked if their organization has a Victim Services unit or advocate, 87 percent (N=13) indicated they did, and 13 percent (N=2) indicated they did not.
- When asked about the job title of the Victim Services unit head or advocate, responses included: Director of Victim Services; Program Analyst I; and Victim Services Coordinator.
- When asked what specific services were provided by Victim Services in their organization, responses included:
  - Public comment advocacy program;
  - Tours for crime victims;
  - Assistance with family reintegration;
  - Specialized training for parole on the subject of domestic violence;
  - Notification for releases, deaths, work release, public comment sessions, applications for early discharge, clemency and functional incapacitation; sexually violent predatory program; interstate compact; offender media involvement;
  - Notifications of hearings, decisions, releases, movements, escapes, etc.;

Provision of victim impact classes as part of pre-release programs;  
Victims awareness activities;  
Victim sensitivity;  
Victim offender dialogue/mediation;  
Crime Victim Clearinghouse (and conference);  
Victim Impact Panel Program;  
Post-Trauma Training;  
Execution Witness Program;  
Celebrate Recovery groups in churches;  
Restitution advocacy;  
Assistance with victim compensation claims;  
Victim participation with the IMPACT program;  
Implementation of a CISM program for when our employees become victims;  
Staff victimization support;  
Website development; and  
Crime victims rights enforcement.

- When asked who oversees the Victim Services Unit or advocate, responses included: the assistant commissioner of the Rehabilitative Services Department; Secretary of Corrections; Victim Advocate appointed by the Governor; Executive Deputy Secretary for Department of Corrections; Administrator of Religious Services/Victim Services; Operations Director; Assistant Commissioner of Rehabilitative Services; Assistant Commissioner of Facility Services Division; Deputy Director; Director of Victim Services, Office of Criminal Investigation; and Program Services Supervisor.
- When asked what they consider to be the value of Victim Services to their organization, responses indicated: increasing public safety and offender success; representing the rights of victims in the post-sentencing process; providing access to the Department of Corrections when victims need it; keeping interested crime victims and survivors informed, involved, and safe; improving corrections staff sensitivity and responsiveness to needs and rights of victims; providing direct services to victims of crime and helping them through a complicated and frustrating criminal justice system; giving victims a voice in the correctional system; conveying a message of caring; providing good community relationships and the ability to implement new best practice programs; getting victims involved as an integral part of the criminal justice system; providing support after a traumatic experience has occurred; helping victims recover and heal; and enhancing credibility with the public.
- With regard to resources needed to operate the program, responses ranged from "None" (utilizing volunteers) to 40 full-time employees with a \$2 million annual budget (Texas Department of Criminal Justice). The Oklahoma County Juvenile Bureau reported one full-time employee, one part-time employee, and a \$40,000 annual budget.
- With regard to expected outcomes for the Victim Services Unit or operation, responses included: number served; increased information to crime victims; increased satisfaction with victim/offender dialogue program; increased sense of safety for crime victims; increased offender success in the community; increase in correctional staff awareness of victim issues; decreased recidivism; increased empathy for victims; health and recovery; community service to the public; timely and accurate response to victims; professional and productive relationships with criminal justice agencies and the community; integration of victim impact into offender programming; and restitution to crime victims.

It is noted that the Texas Department of Criminal Justice maintains a database of over 100,000 victims with statistics on correspondence, direct service, etc. Additionally, Collier County Florida Sheriff's Office reported they monitor their efficiency by the number of call-outs in a ratio to the time spent at the crime scene and/or with the victims. They send a follow-up survey after the investigation.

- With regard to performance measurements utilized, responses indicated: number of crime victims served; satisfaction surveys with victim/offender dialogue program participants; training; number of offenders who successfully complete batterers intervention; number of offenders who are revoked due to misconducts related to current victim being tracked; pre- and post-tests regarding empathy with victims (Victim Offender Dialogue Program); statistical data on notifications; and written evaluations for specialized programs.

The Collier County Florida Sheriff's Office advised their performance measurements include: call out logs; time with victims; coordination of additional support elements besides law enforcement; and victim survey results. Additionally, the Oklahoma County Juvenile Bureau reported the number of community service hours and the amount of restitution paid to victims.

Of note was the New Hampshire Department of Corrections response. The New Hampshire Department of Corrections provided specific goals, objectives, activities, and performance measures for each (please refer to example below).

**Example of New Hampshire Department of Corrections  
Victim Services Goals, Objectives, Activities, and Measures**

**GOAL: Minimize further trauma to crime victims and their families through enhanced advocacy and responsiveness by department staff**

- **OBJECTIVE:** Provide timely notification to crime victims about inmate custody changes  
**ACTIVITIES:** Collaborate with victim advocates to inform victims of notification rights; collaborate with prison classification staff to assure timely notice of changes; Process notifications to victims and survivors; Provide follow-up information and support  
**MEASURE:** Notification and follow-up contacts with victims and survivors
- **OBJECTIVE:** Publish and make available information to victims about NHDOC prisons, probation, parole and victim services  
**ACTIVITIES:** Publish and distribute brochures and handbooks about NHDOC; Toll-free telephone access to NHDOC Victim Services for victims and survivors; Promote victims' issues on NHDOC world-wide-web site; Promote the work of Victim Services in the media; Maintain a Victim Services national and state resource library; Public speaking engagements and working relationships with POMC, MADD, etc.  
**MEASURE:** Informed and satisfied victims, survivors and other citizens
- **OBJECTIVE:** Offer reasonable safety measures for crime victims who may be intimidated or harassed by offenders  
**ACTIVITIES:** Adherence to policy restricting visiting room contacts between inmates and victims; Adherence to policy responding to victims' complaints of intimidation or harassment by inmates; Responding to harassment or intimidation of victims to include situations involving probationers and parolees  
**MEASURE:** Number of inmates restricted with "no contact" orders by court or parole board and

number of victims complaining of intimidation or harassment by offenders;

- **OBJECTIVE:** Enhance collection and disbursement of restitution to victims of inmates housed in all NHDOC facilities  
**ACTIVITIES:** Advocating for crime victims/survivors whose offenders are ordered to pay restitution  
**MEASURE:** Restitution collected from inmates and disbursed to victims

**GOAL:** Support and encourage victim involvement in the post-conviction phase of New Hampshire's justice system;

- **OBJECTIVE:** Continuous improvements in advocacy and support for victims/ survivors during reduced custody decisions and Adult Parole Board hearings  
**ACTIVITIES:** Collaboration with prison Classification and Community Corrections staff; Collaboration with Parole Board members and staff; Inform victims/survivors about support available at hearings; Assure an advocate is present at all hearings attended by victims and survivors  
**MEASURE:** Victims/survivors supported by Victim Services staff during reduced custody and parole processes
- **OBJECTIVE:** Victim-sensitive Victim-Offender Dialogue (VOD) between victims/survivors and offenders who choose to participate  
**ACTIVITIES:** Implement policy and Protocols of the VOD service; Provide annual in-service victim-sensitive training for VOD facilitators; Process victim-initiated requests, conduct dialogues and follow-up sessions  
**MEASURE:** Victims/ survivors empowered to meet with their offender with support and guidance of trained facilitators; victim satisfaction data

**GOAL:** Integrated victim-sensitive principles and practices within NHDOC facilities and districts;

- **OBJECTIVE:** Enhance NHDOC staff development regarding victim awareness and sensitivity, including issues of domestic and family violence  
**ACTIVITIES:** Provide victim services training sessions at NH Corrections Academy; Provide victim services training during Probation-Parole Officer Certification; Provide in-service training opportunities for PPO and other staff  
**MEASURE:** Corrections staff trained in understanding and appropriately responding to the impacts of crime upon victims, families and communities
- **OBJECTIVE:** Appoint victim services liaisons in each district office and correctional facility  
**ACTIVITIES:** Skills training for assigned staff to support quality services to crime victims/survivors  
**MEASURE:** Correctional staff sensitivity, responsiveness and communication about the needs of victims and survivors

- ◆ When agencies were asked what their expected performance outcomes were for the Victim Services program, the Tennessee Department of Corrections indicated a 60% increase in empathy for 2007; began tracking recidivism in 2006; and implementation of program/benchmark. The Texas Department of Criminal Justice indicated 60,000 phone calls; 40,000 correspondence; 400 face-to-face victim contacts; 1,000 trained in post-trauma; 20 to 30 executions; and 30 to 40 mediations. The Collier County Florida Sheriff's Office responded, "Numbers are meaningless; delivering a quality product to each and every victim is the key to effectiveness."

- ◆ Overall satisfaction ratings are shown below:

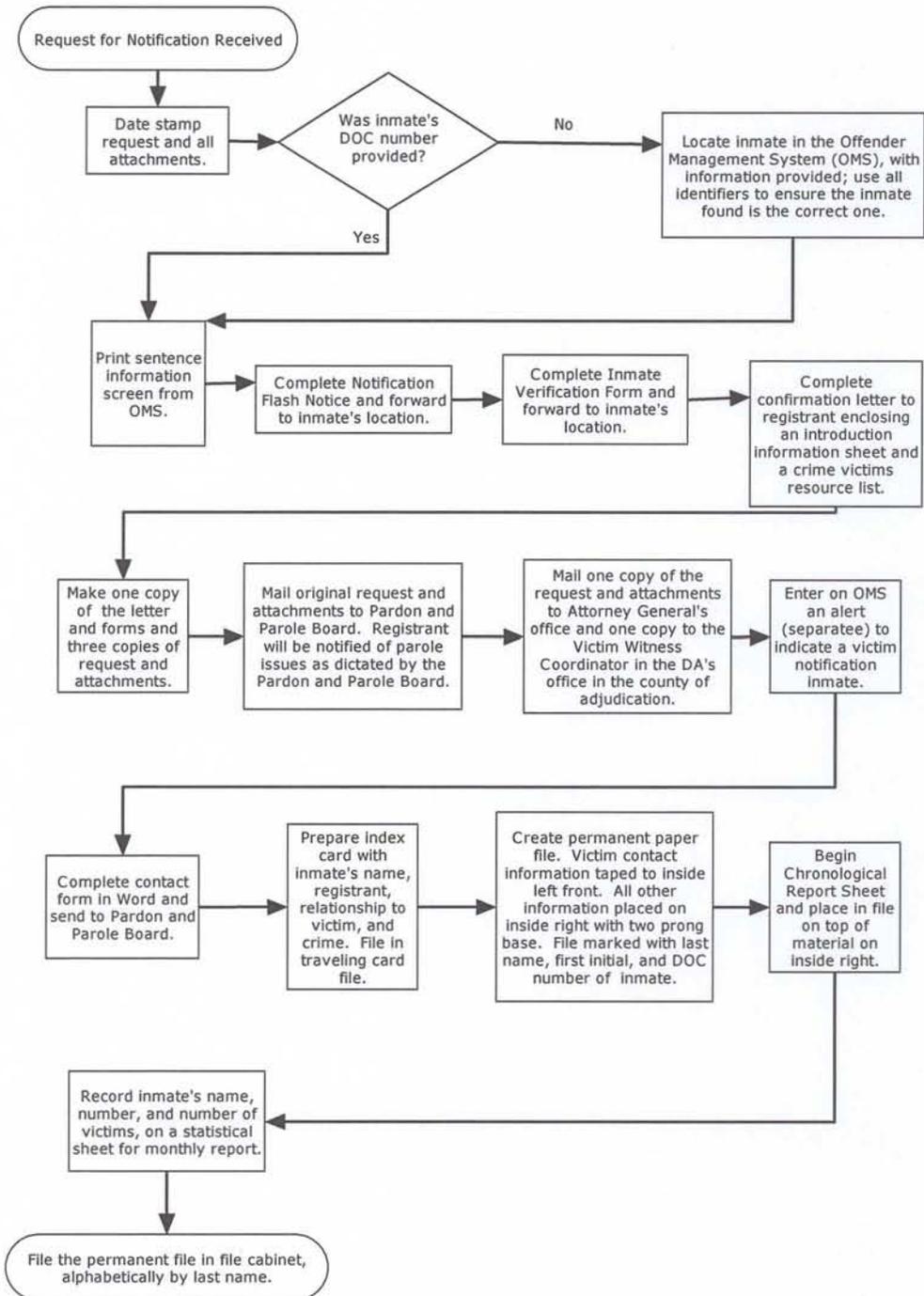
	Total Responses Indicating Tend to Agree and Strongly Agree	Total Responses Indicating Neither Agree Nor Disagree	Total Responses Indicating Tend to Disagree and Strongly Disagree
Victim Services fills a much-needed role.	80% (N=12)	11.1% (1)	13% (N=2)
Overall, I am satisfied with the services provided.	60% (N=9)	27% (N=4)	33.3% (N=2)

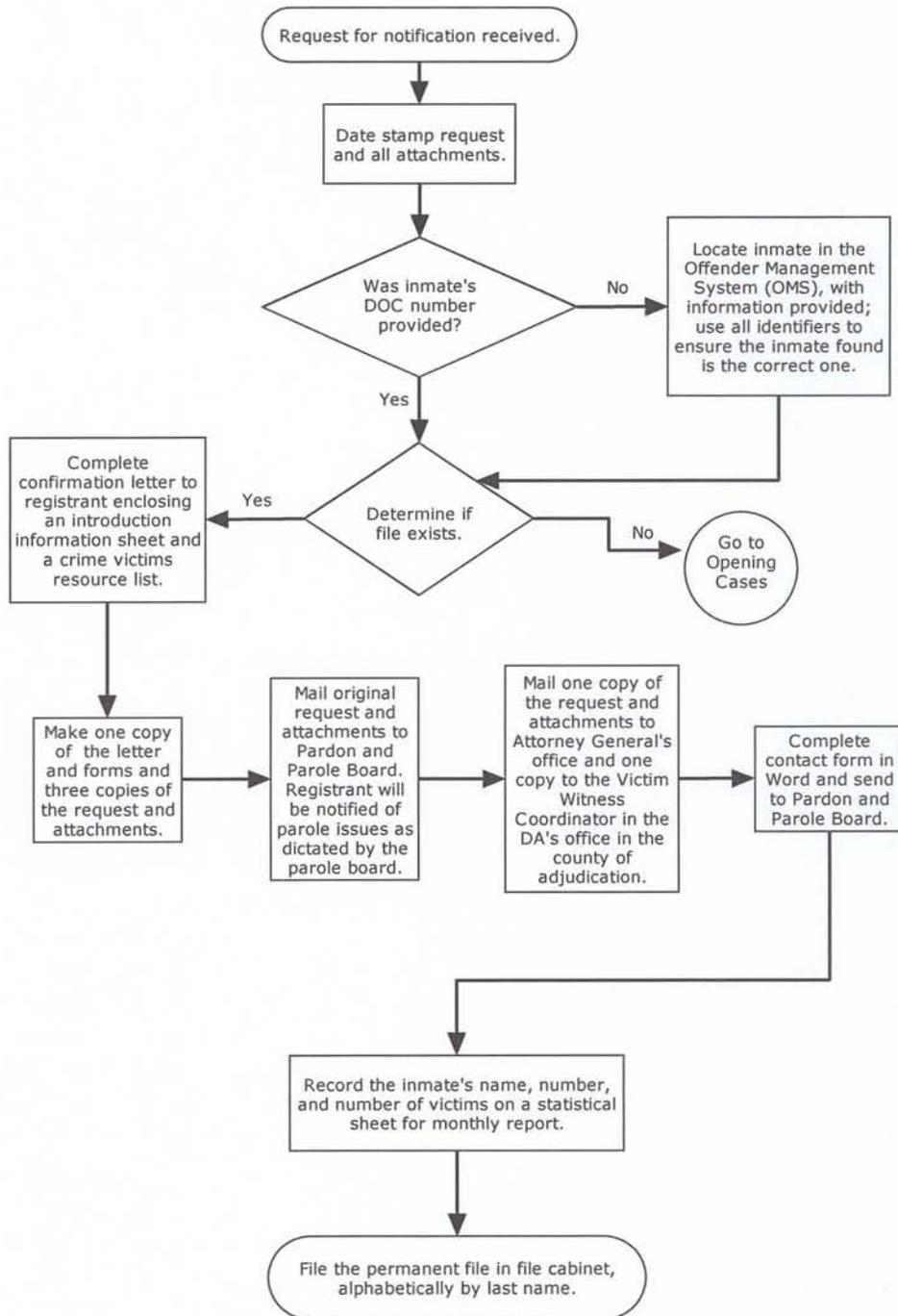
- ◆ Other comments included: "The Collier County Florida Sheriff's's Office has implemented and continuously used the Victim Assistance Program for several years. The benefits to the public, which we serve, and to the deputies on the street, is very beneficial for the entire community." The Oklahoma County Juvenile Bureau indicated they could provide more services if the budget were increased.

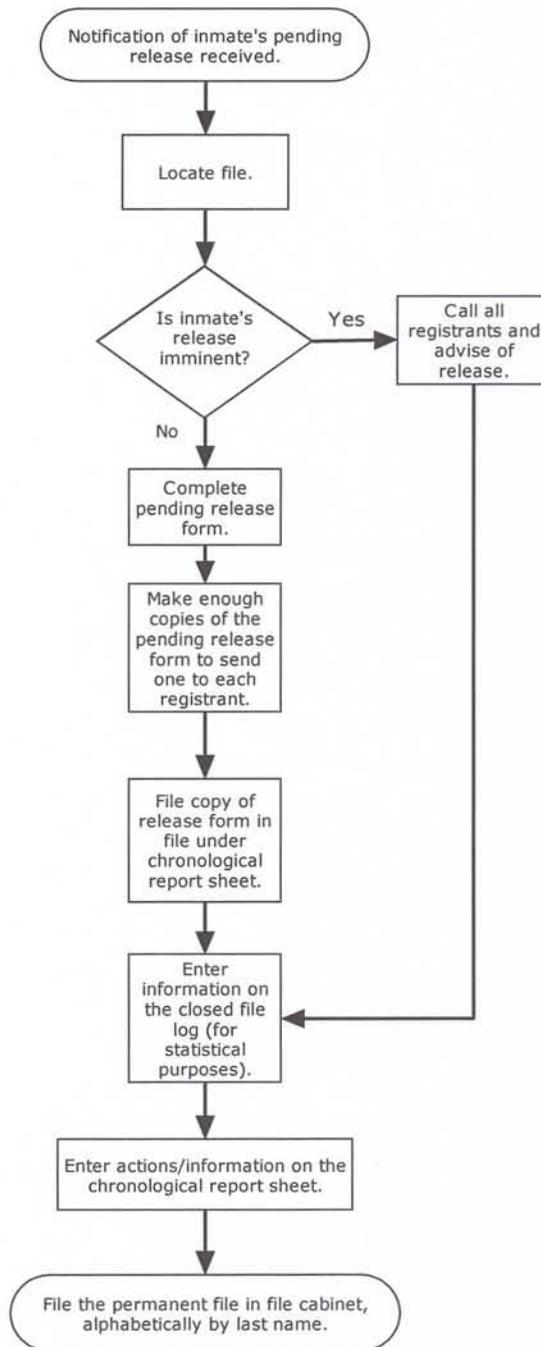
## MAPPING THE PROCESSES

The Victim Services primary functions are: (1) Opening Cases; (2) Adding Registrants; (3) Closing Cases-Release from Confinement; (4) Victim Notification-Transfers; (5) Victim Notification-Escape from Confinement; (6) Victim Notification-Apprehension from Escape; (7) Victim Notification-Death While Incarcerated; (8) Victim Notification-Returned Mail/Change of Address; (9) Victim Notification-Withdrawal of Request; (10) Victim Advocacy and Support-Response to Harassment; (11) Victim Advocacy and Support-Pardon and Parole Board Hearings and Clemency Hearings; (12) Victim Advocacy and Support-Executions; Victim Advocacy and Support-Planning Committees and Networking; (13) Victim Advocacy and Support-Resource Directory; (14) Victim Education and Awareness-Public Awareness and Presentations; (15) Victim Education and Awareness-Newsletter; (16) Training; (17) Reporting; (18) Other-Department Policy Revision; (19) Other-Emergencies; (20) Other-Face to Face Meeting; (21) Other-Funerals/Body Viewings; (22) Other-Notification of Inmate Movements; (23) Other-Notification Inquiries; and (24) Other-Progress Reports.

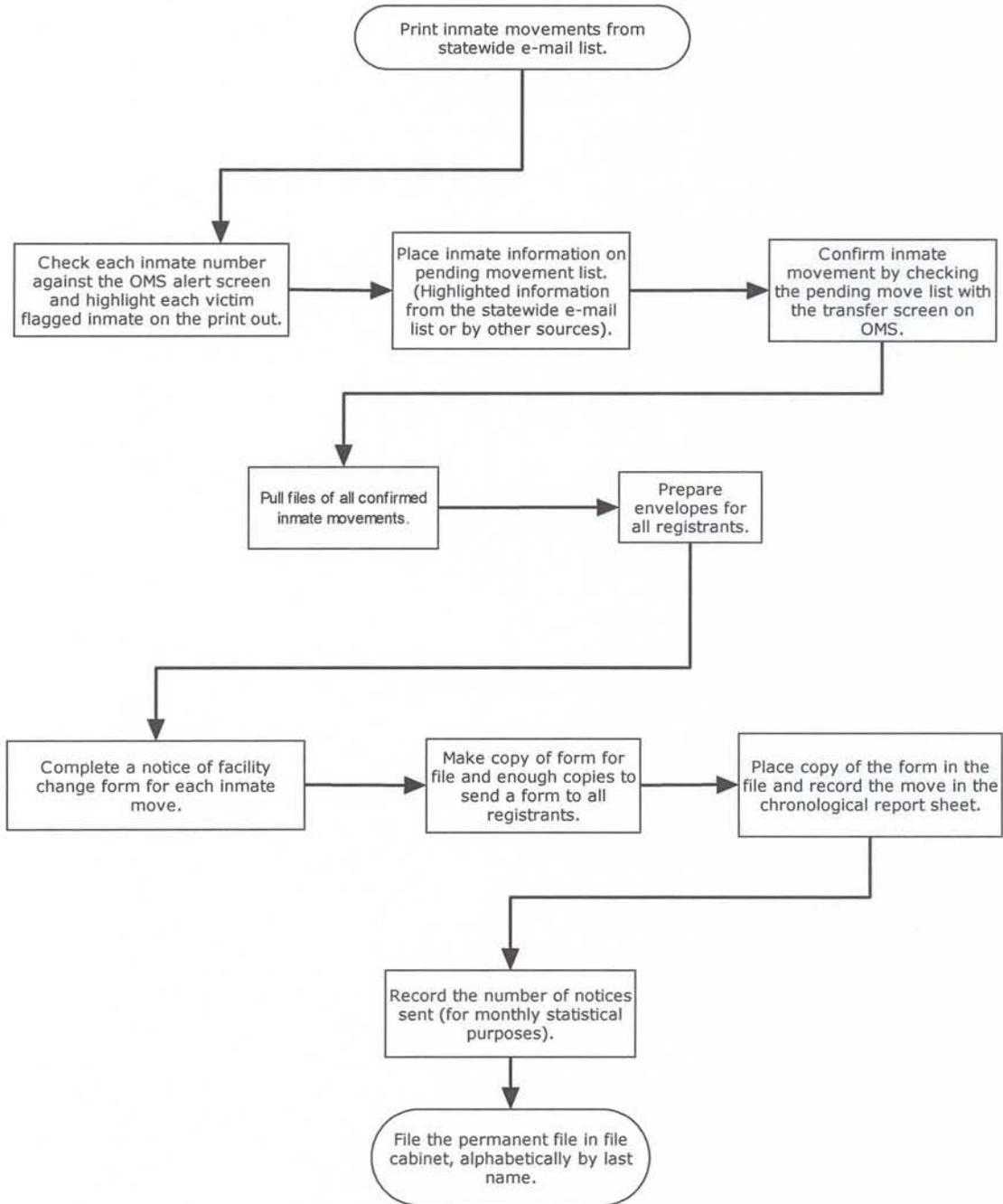
*Victim Services Opening Cases Process*



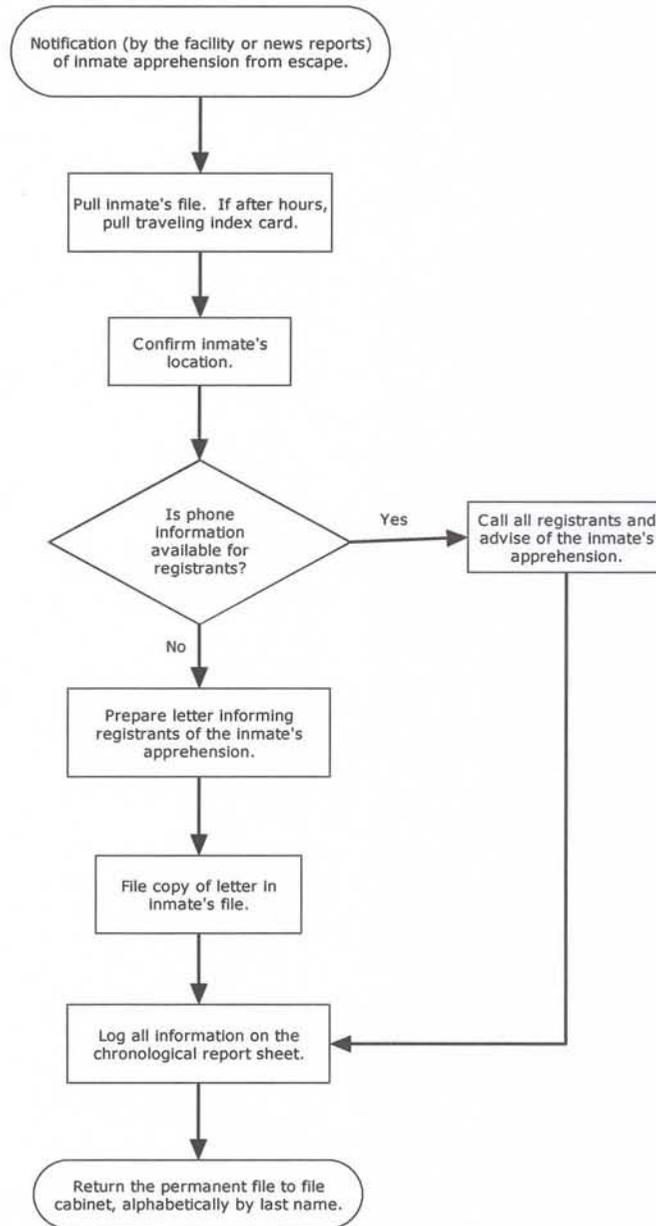
*Victim Services Opening Cases - Adding Registrants Process*

*Victim Services Release from Confinement/Closing Cases Process*

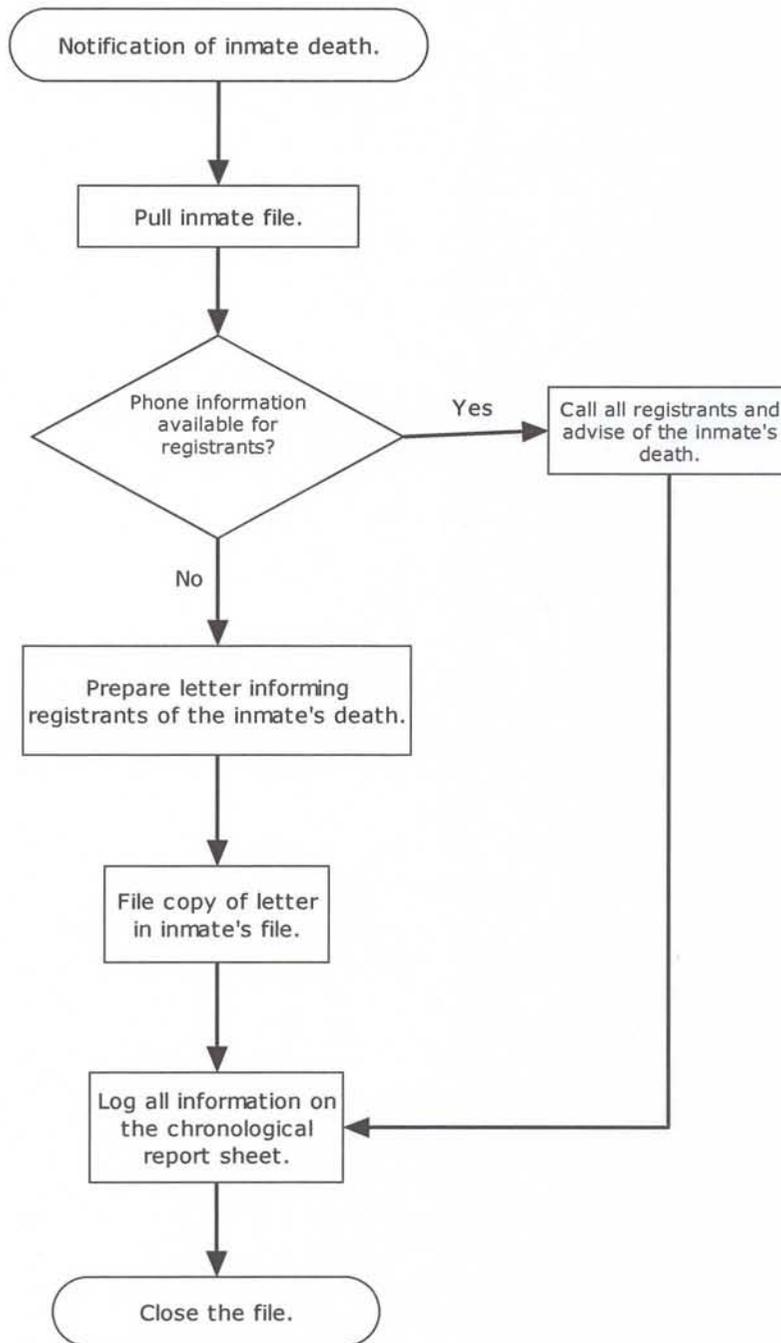
*Victim Services Victim Notification - Transfers Process*

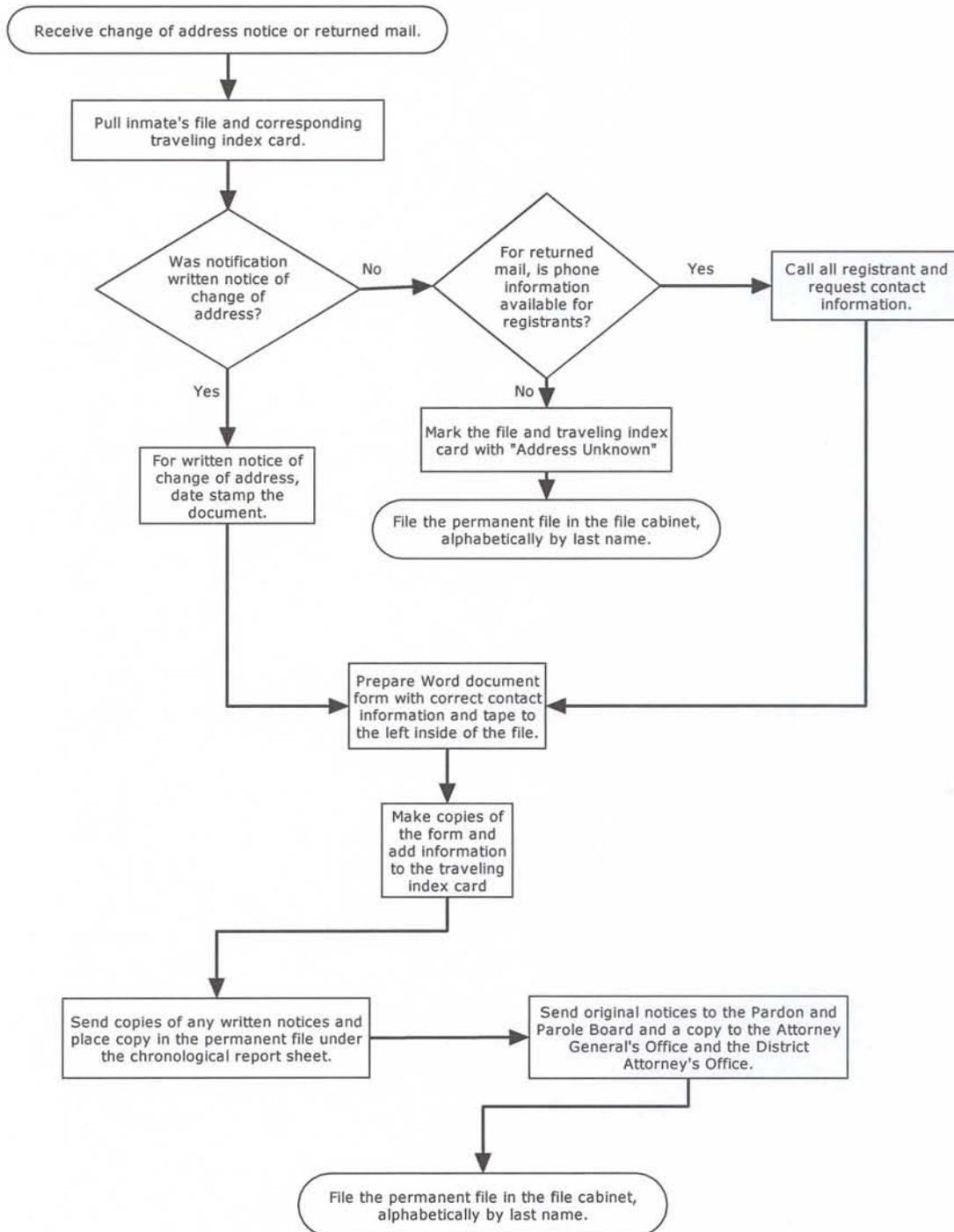


*Victim Services Victim Notification ~ Apprehension from Escape Process*

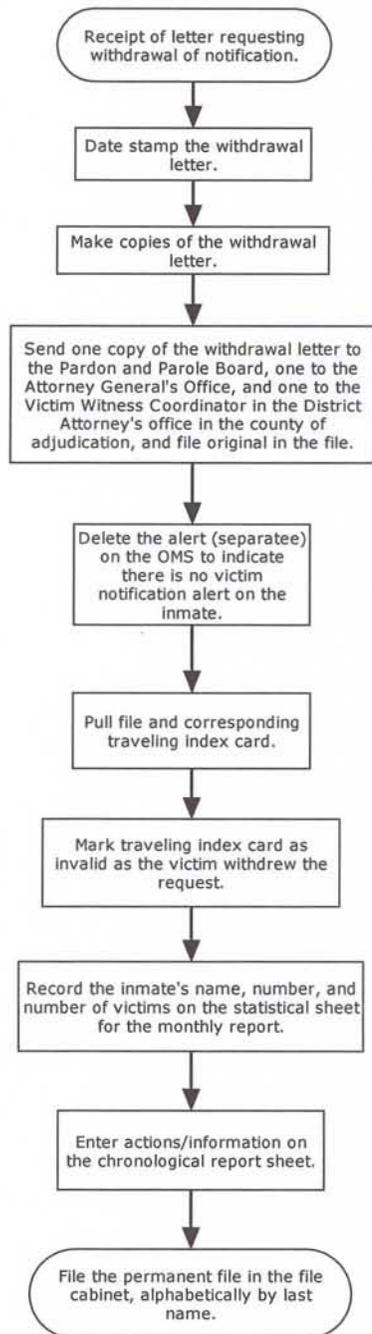


*Victim Services Victim Notification - Death While Incarcerated Process*

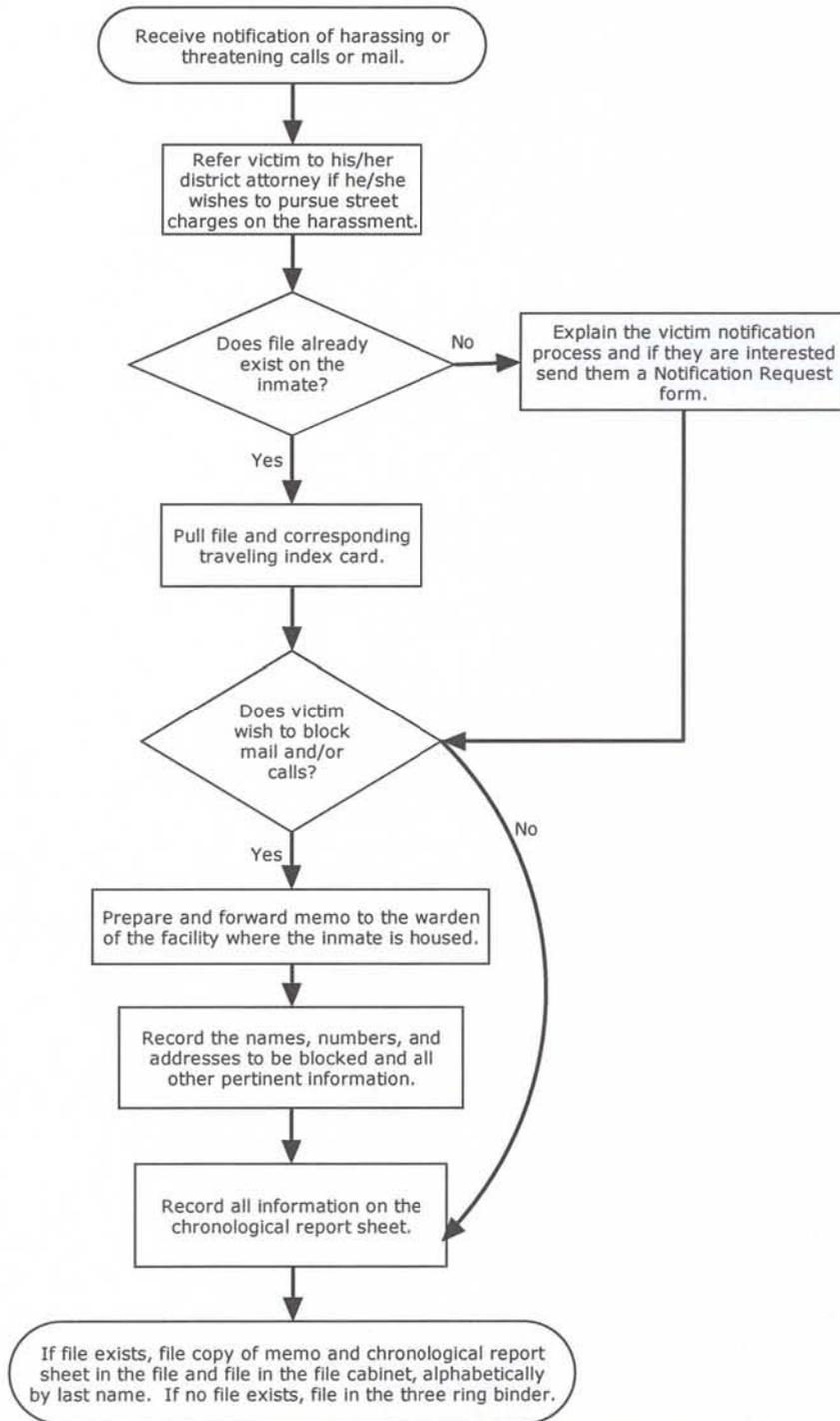


**Victim Services Victim Notification - Returned Mail/Changes of Address Process**

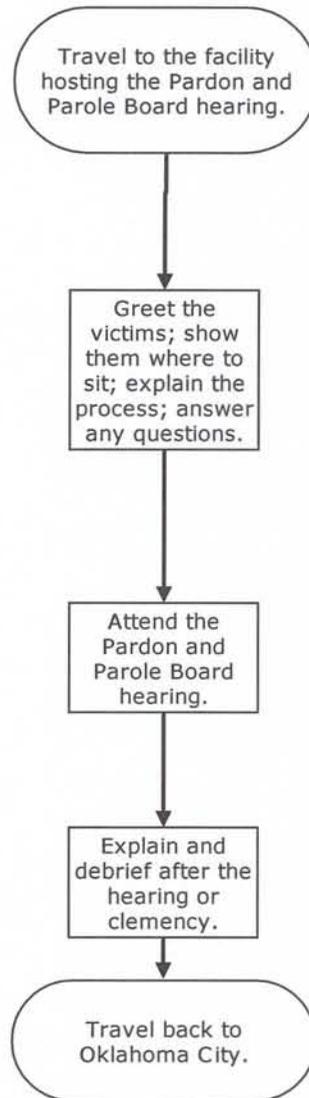
*Victim Services Victim Notification ~ Withdrawal of Request Process*



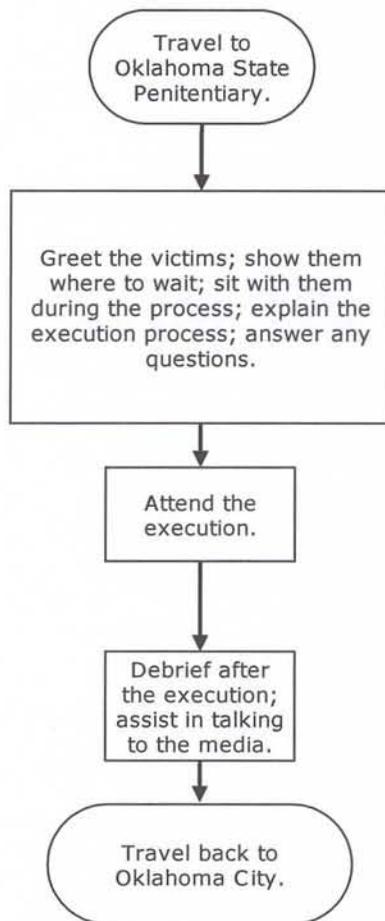
*Victim Services Victim Advocacy and Support ~ Response to Harassment Process*



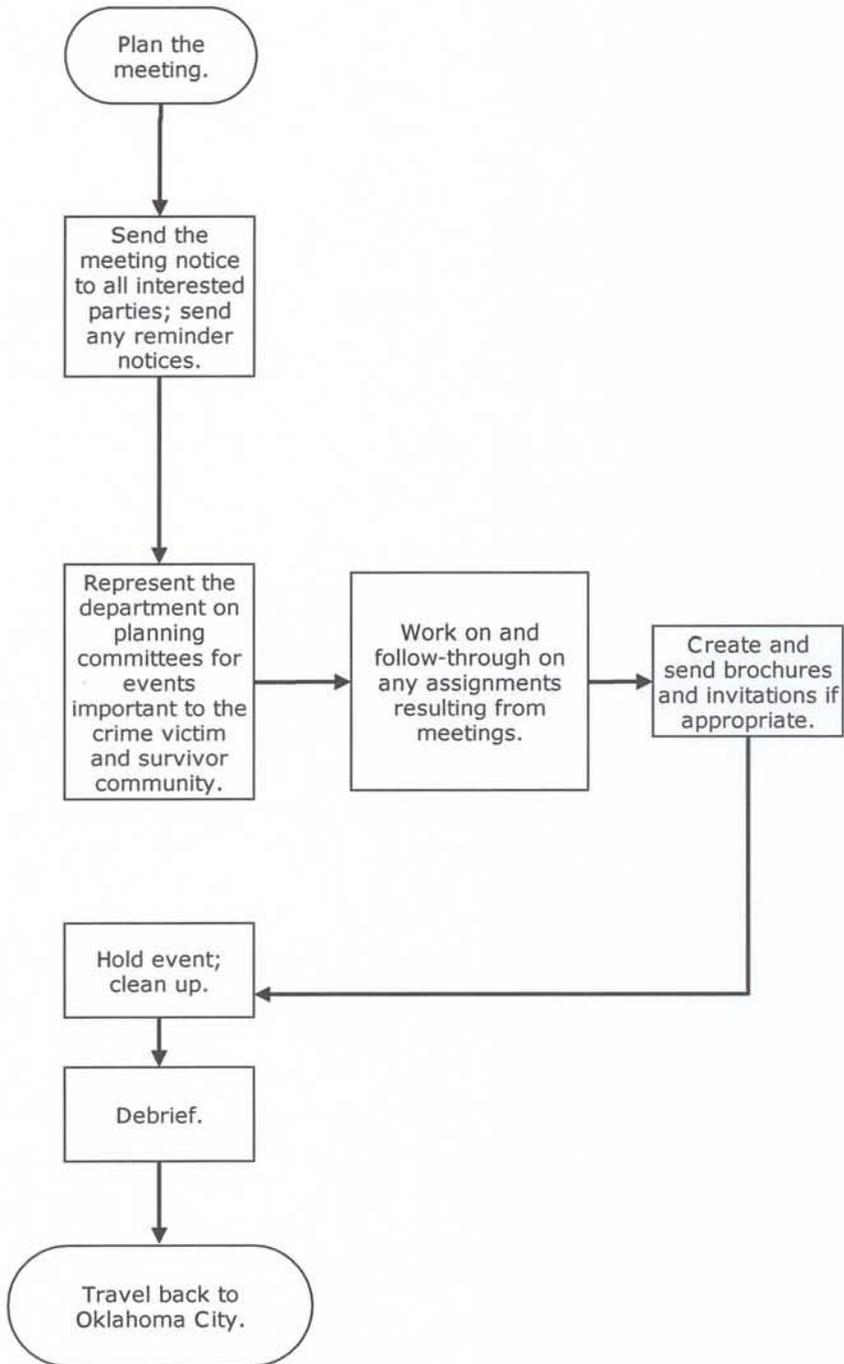
*Victim Services Victim Advocacy and Support - Pardon and Parole Hearings/  
Clemency Hearings Process*



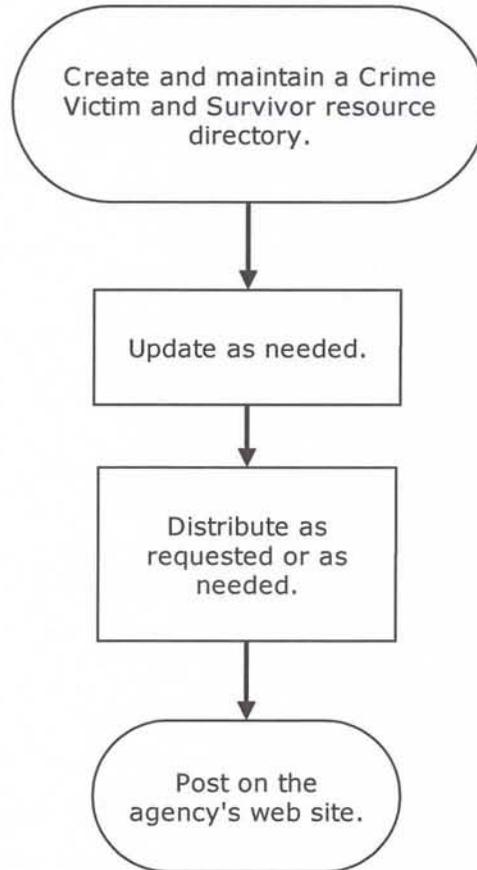
*Victim Services Victim Advocacy and Support - Executions Process*



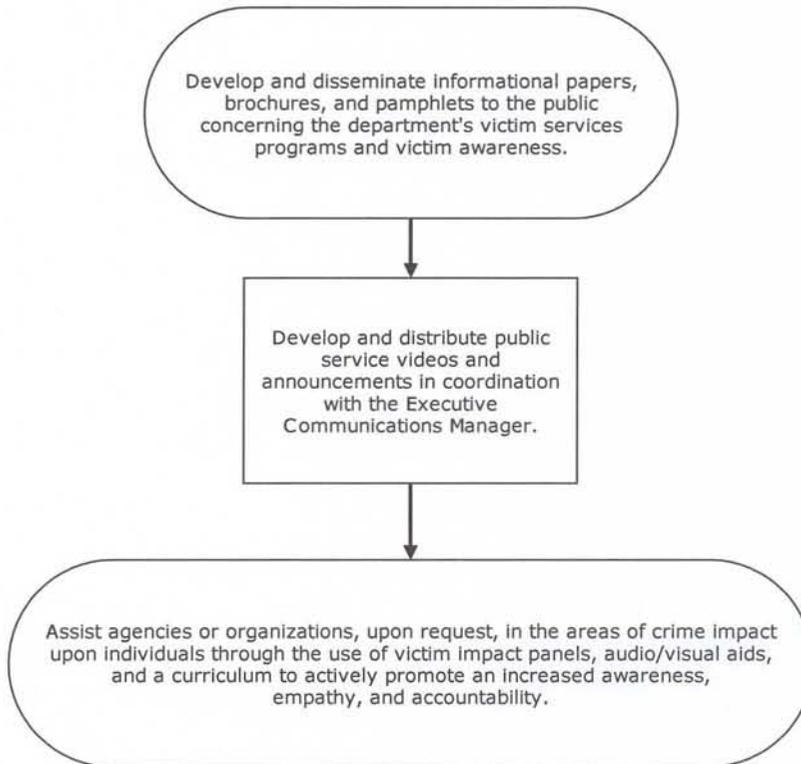
*Victim Services Victim Advocacy and Support - Planning Committees Networking Process*



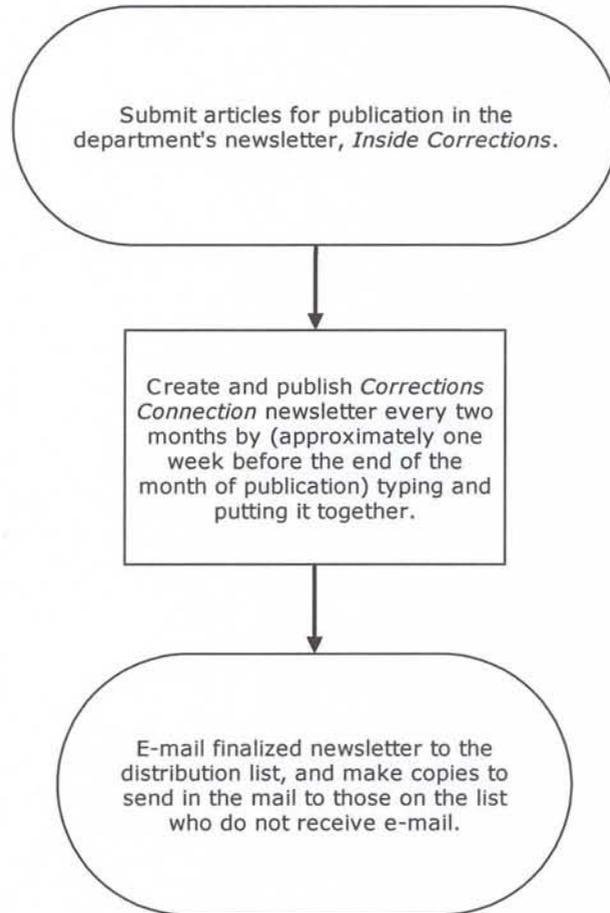
*Victim Services Victim Advocacy and Support ~ Resource Directory Process*



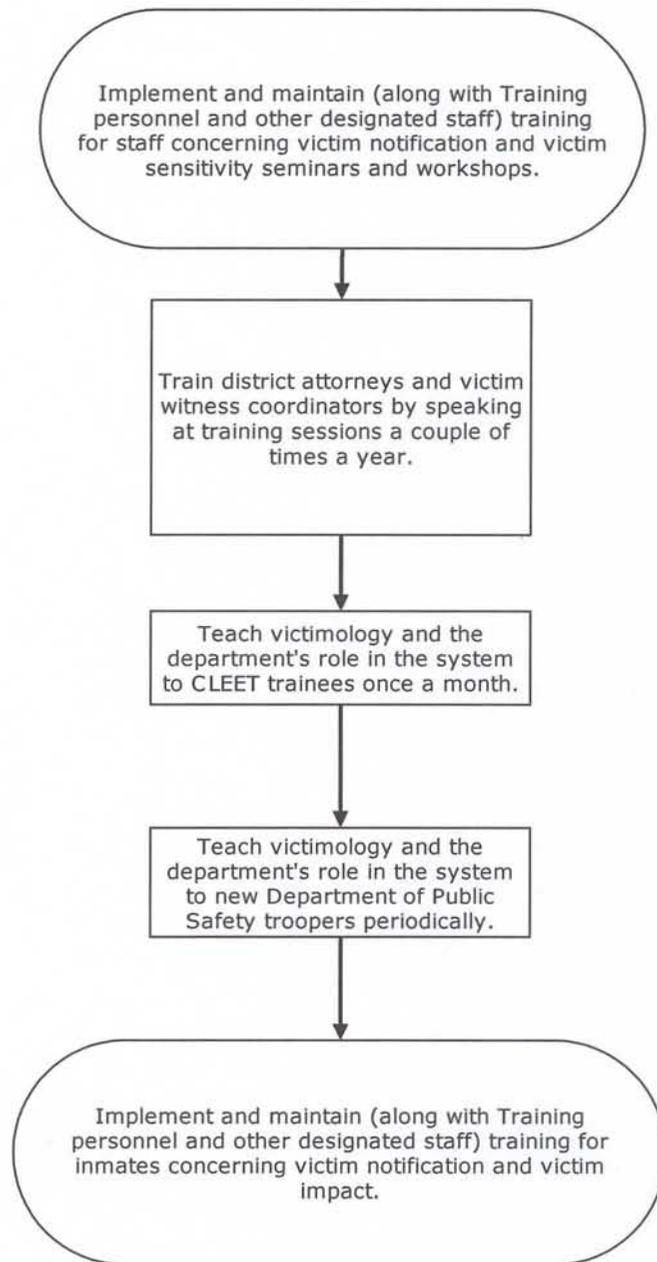
*Victim Education and Awareness ~ Public Awareness/Presentations Process*



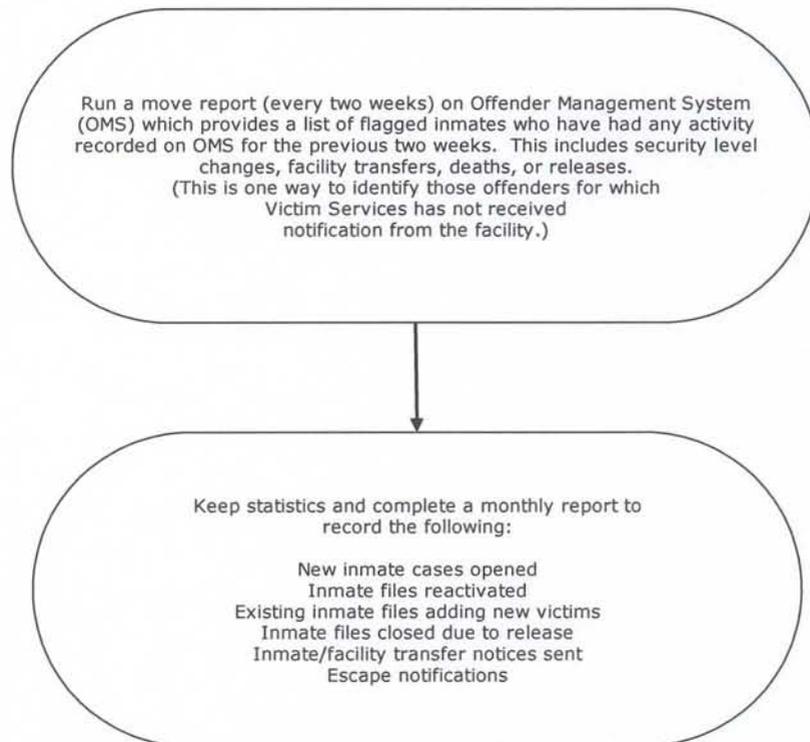
*Victim Services Victim Education and Awareness - Newsletter Process*



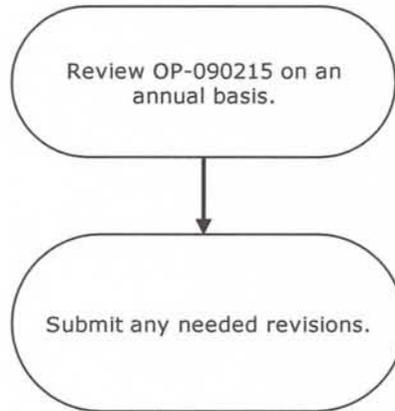
*Victim Services Training Process*



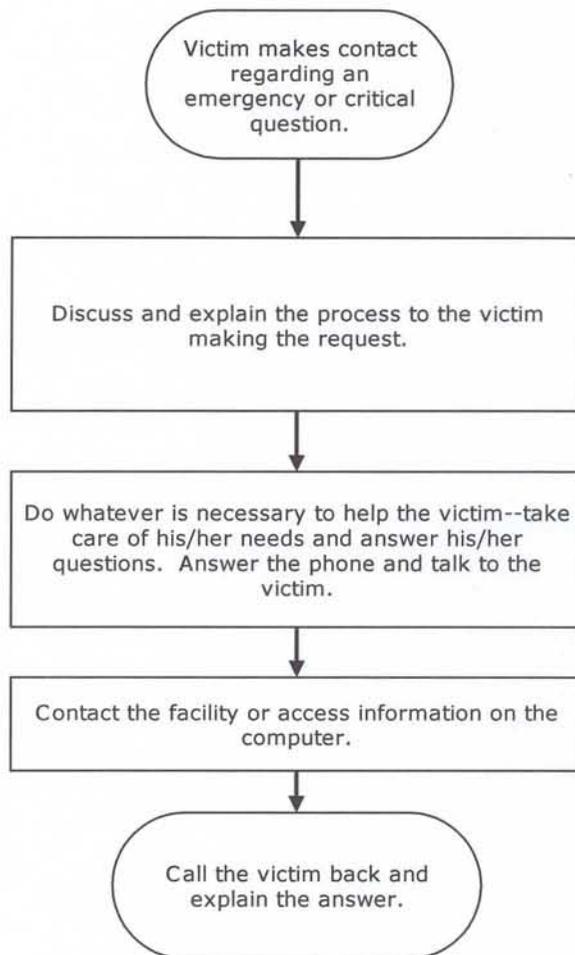
*Victim Services Reporting Process*



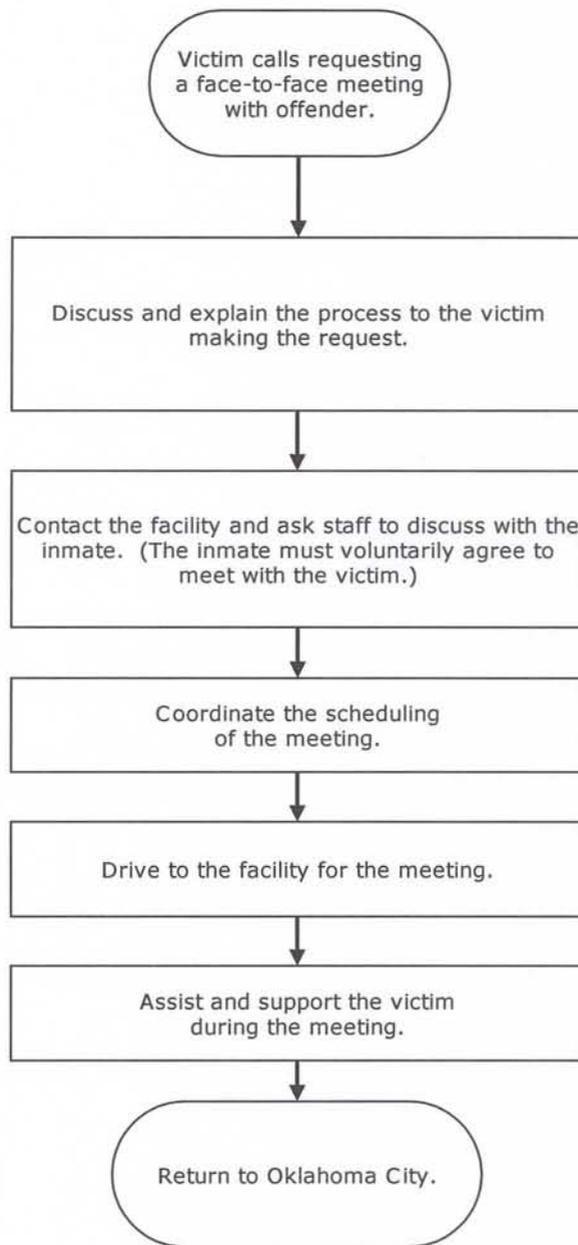
*Victim Services Other ~ Department Policy Revision Process*



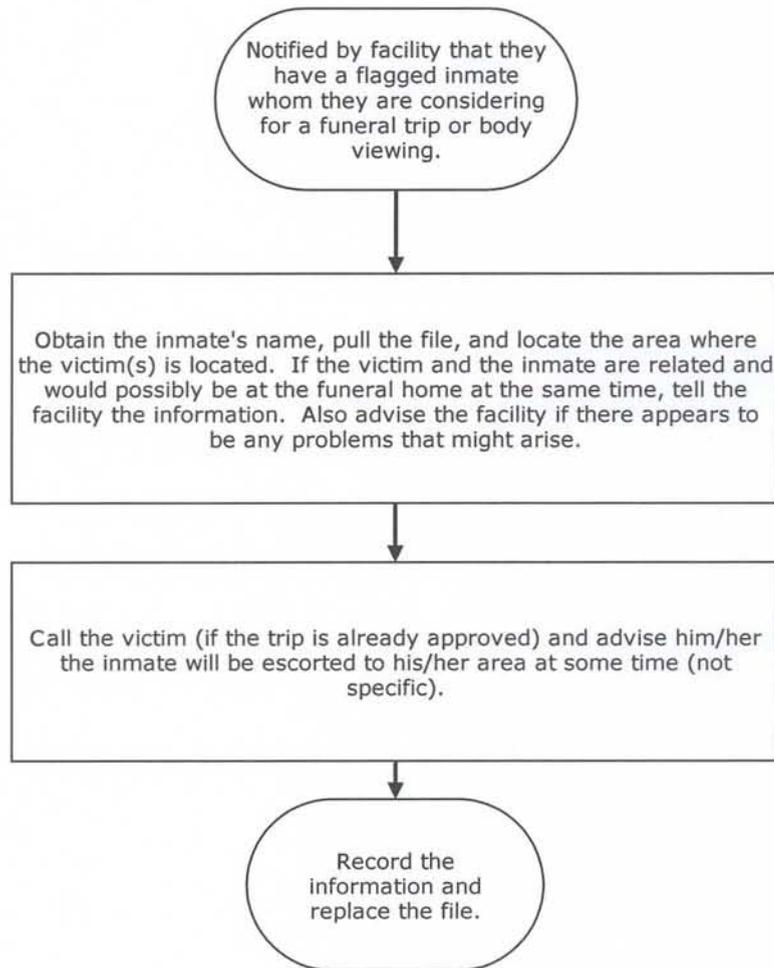
*Victim Services Other ~ Emergencies Process*



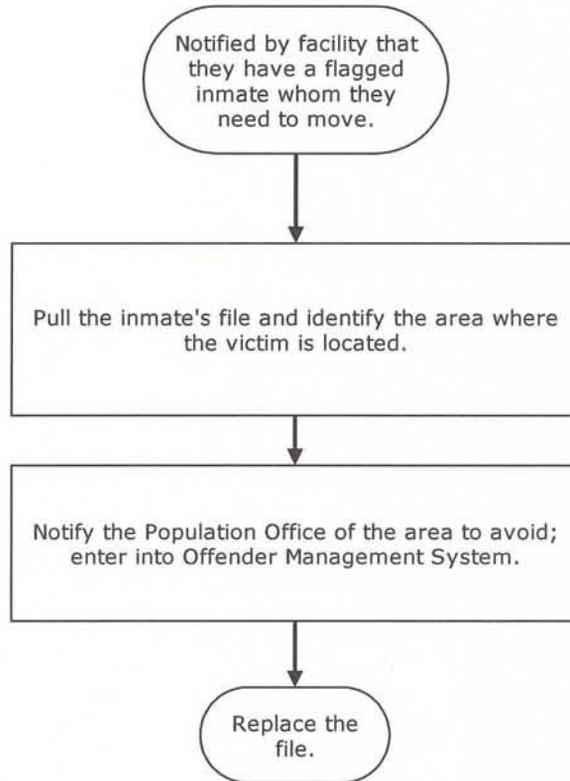
*Victim Services Other - Face-to-Face Meetings Process*



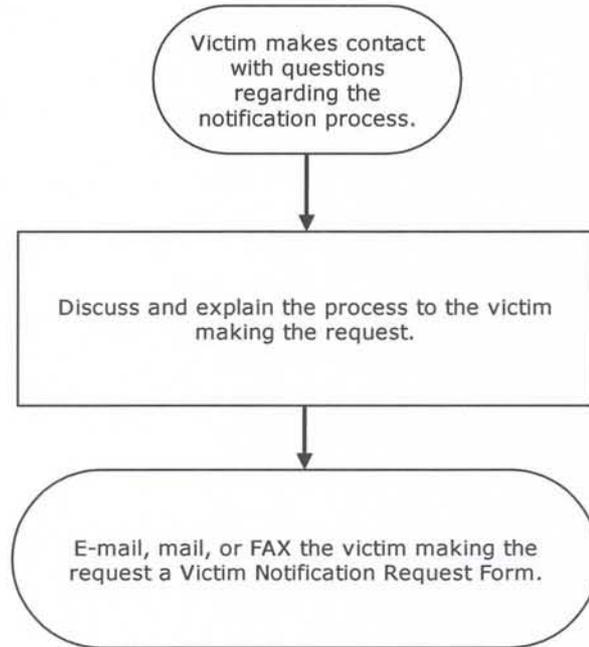
*Victim Services Other - Funerals/Body Viewings Process*



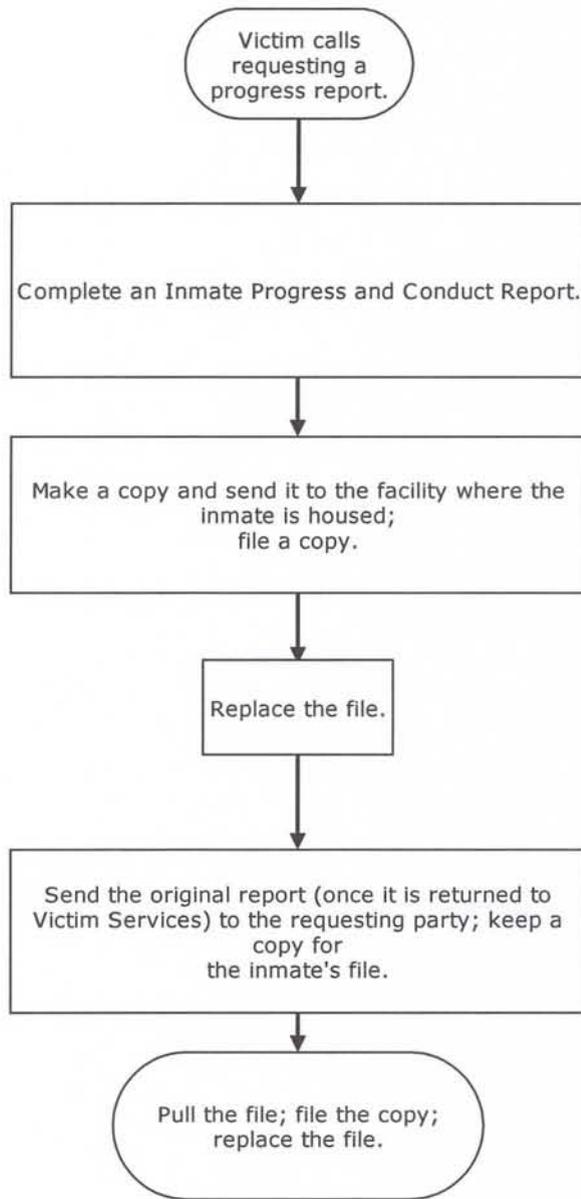
*Victim Services Other ~ Notification of Inmate Movements Process*



*Victim Services Other ~ Notification Inquiries Process*



*Victim Services Other - Progress Report Process*



## PANEL CONCLUSIONS FROM INFORMATION GATHERED

### *Site Representative ~ Victim Services Employee*

- ◆ The site representative is extremely dedicated to victims and believes that services provided to victims are invaluable and may be a matter of life and death.
- ◆ The site representative has a vision for expanding victim services and has submitted a proposal outlining this expansion. It appears additional FTE will be needed to implement these expanded services.
- ◆ There are currently no performance measurements utilized; although the site representative does currently report the number of new inmate cases opened, inmate files reactivated, existing inmate files adding new victims, inmate files closed due to release, and inmate facility transfer notices sent.
- ◆ The site representative recognizes that new measures are needed but offered no recommendations regarding those measures.
- ◆ Based on a review of the process flow charts provided, it was noted that the site representative currently uses numerous manual notification processes that were found to be in great need of automation. However, the panel will not make any recommendations regarding improvements to these processes as it is anticipated they will be eliminated upon the agency's implementation of the VINE system.
- ◆ Victim Services is not currently providing any type of formalized pre-service or in-service training for Department of Corrections employees.
- ◆ Victim Services records are not a part of the Agency Records Disposition Schedule; the Victim Services site representative is not familiar with Department of Libraries records retention/disposition guidelines and currently maintains all files indefinitely (regardless of the status of the offender and including those offenders who are deceased). Disposition of these records is a concern once VINE has been implemented.
- ◆ Victim Services is not currently providing any type of awareness education for offenders.
- ◆ The site representative prepares her own publications/awareness/educational materials, and there is no approval authority of content prior to release of information.
- ◆ There appears to be a lack of fiscal controls and accountability regarding the victim assistance fund administered by the agency's Victim Services site representative.
- ◆ Compliance with OP-090215 entitled "Victim Services," appears to be inconsistent agency-wide, particularly with respect to the designation of at least one staff member to serve as a victim services representative.
- ◆ The Victim Services Unit currently has one full-time employee filling a classified Administrative Programs Officer Level II position.
- ◆ This classified job description is typically utilized for general administrative positions involving coordination or direction of a major phase of a comprehensive or specialized operating program. This job description does not specifically address victim notification, advocacy, support, education, and public awareness-related duties and responsibilities, and it does not require any special knowledge or expertise related to these areas.

Further, the Victim Services site representative is the agency's single subject matter expert; one full-time employee does not provide for any type of succession planning/replacement training activities.

- ◆ The accountabilities listed on the performance appraisal appear to be consistent with those described by the Victim Services site representative; however, the performance appraisal does not currently include performance measurements.
- ◆ When asked to respond to a series of workforce related questions, areas identified as needing improvement included: teamwork; enforcement of policies and procedures; compensation; workload; promotional process; training; communication; fairness; safety; tools/equipment to do the job; and offenders having too much say.
- ◆ Based on responses to the workforce related questions as well as follow-up questions from the panel, it appears the site representative struggles with being able to strike an appropriate balance between victim advocacy and representation of the Department of Corrections, particularly with respect to the agency's responsibilities to the offenders.

### *Upper Management*

- ◆ Upper managers are familiar with Victim Services (90.9 percent; N=40 of the 44 responding).
- ◆ In addition to providing much needed assistance to victims, upper managers consider Victim Services to be valuable to the department in the areas of public relations and enhanced standing with district attorneys, etc.
- ◆ With regard to potential performance measures, upper managers suggested number of contacts, updates, and referrals; number of victims notified (currently reported); victim satisfaction surveys notification time frames; web site traffic; testimonials, etc.
- ◆ Upper management responses appear to be somewhat contradictory in the area of overall satisfaction as 81 percent (N=34) indicated they tend to agree or strongly agreed, that Victim Services fills a much-needed role in the organization while 66.7 percent (N=28) indicated they tend to agree or strongly agree that they are satisfied with the services provided.
- ◆ When asked to recommend improvements, responses included: Automation; education and awareness; training; performance measures; and collaboration with others such as the District Attorneys Victim Services Coordinators; Board of Corrections, etc.

### *Victims*

- ◆ Victims are familiar with Victim Services (76%; N=57 of the 75 responding).
- ◆ Victims rank services utilized as: (1) Other (31.5%); (2) Notification (29.6%); (3) Advocacy (22.2%); (4) Support (13%); (5) Education (3.7%); and Public Awareness (0%).
- ◆ Victims suggestions for improvement include enhanced training and education and increased funding and resources.

- ◆ Victims are highly satisfied (94.5%; N=51) that Victim Services fills a much needed role in the organization, and they are highly satisfied (92.6%; N=50) with the services provided.

### *Environmental Scan*

- ◆ Based on a review of responses received from environmental scan agencies, it appears that the services provided by the Department of Corrections Victim Services Unit are comparable to those of most responding agencies.

However, it is noted that several of the responding agencies are delivering services in the areas proposed for expansion in the Oklahoma Department of Corrections (i.e., victim impact education; victim/offender dialogue/mediation; restitution advocacy; etc.).

- ◆ The job title utilized by most agencies is Victim Services Coordinator or Victim Services Director; it is not clear whether this is a working title or the actual title of the position.
- ◆ When asked the value of Victim Services, responses from environmental scan agencies were similar to responses from other groups surveyed.
- ◆ Performance measurements identified included: satisfaction surveys; number of victims served; number of offenders/employees trained; and offender dialogues conducted with pre- and post-testing.

## IDENTIFYING THE DESIRED STATE - INTERVIEWING KEY DECISION MAKERS

In an effort to obtain information from key decision makers within the Oklahoma Department of Corrections, the Organizational Review Panel met with Corrections Director Justin Jones and Debbie G. Mahaffey, Deputy Director of Treatment and Rehabilitative Services on October 17, 2006.

The following questions provided the framework for the discussion:

- ★ What do you see as the value of Victim Services to the agency?
- ★ What do you see as the value of Victim Services to the public?
- ★ What do you believe is the specific role and purpose of Victim Services?
- ★ What is your "DESIRED" state for Victim Services including specific outcomes/expectations?
- ★ Are you interested in any particular benchmark trends already identified in this report or any others?
- ★ Do you have any questions, concerns, or feedback on this review process and the information presented thus far?

### *Desired State*

Based on input from key decision makers, the panel formulated the following DESIRED state. The DESIRED state was subsequently approved by Director Jones on October 22, 2006.

*Victim Services within the Department of Corrections will act as the initial point of contact in assisting victims of crimes by: (1) providing resources or referrals to meet immediate needs; (2) ensuring the opportunity for victim notification through VINE; (3) providing the opportunity for victim/offender dialogue; and (4) educating staff and offenders regarding victim issues. Victim Services within the Department of Corrections will also collaborate with other county, state, and federal agencies to develop training, education, awareness, and information sharing initiatives.*

### *Outcome Measures*

- ★ Satisfaction with the victims' receipt of information about statutory rights, and their perception of the overall implementation of their rights
- ★ Delivery and quality of services provided by Victim Services
- ★ Victims' perceptions of their treatment by agency staff

*Note: These outcome measurements were finalized following a discussion with Dr. Mike Connelly, administrator, Evaluation and Analysis Unit. Measurement information may be gathered via customized survey or focus groups, and Dr. Connelly will assist the Victim Services Site Representative with development to ensure a clear distinction is made between the satisfaction level of victims with components beyond the control of the Department of Corrections (i.e., prosecutor, district attorney, judge, etc.) and those components within the control of the Department of Corrections (i.e., notification, etc.).*

## IDENTIFYING POTENTIAL "QUICK WINS"

"Quick Wins" are defined as areas with the potential for immediate improvement upon implementation.

Based on all available information reviewed thus far in the process, the Organizational Review Panel identified the following as potential "Quick Wins":

**Quick Win 1.** Implement the Victim Information Notification Everyday (VINE) system immediately with consideration of time frames for the development of the offender COMIT system. Improvement will be measured by implementation of VINE and notification data available through VINE reporting.

It is anticipated implementation of VINE will eliminate the following manual processes: (1) Opening cases; (2) Adding Registrants; (3) Closing Cases-Release from Confinement; (4) Victim Notification-Transfers; (5) Victim Notification-Escape from Confinement; (6) Victim Notification-Apprehension from Escape; (7) Victim Notification-Death While Incarcerated; (8) Victim Notification-Returned Mail/Change of Address; (9) Victim Notification-Withdrawal of Request; (10) Other-Funerals/Body Viewings; (11) Other-Notification of Inmate Movements; (12) Other-Notification Inquiries; and (13) Other-Progress Reports.

Approved                       Disapproved                       Needs Further Discussion

**Quick Win # 2.** Once VINE has been implemented, dispose of offender files maintained by Victim Services in a appropriate manner consistent with Department of Libraries guidelines. Improvement will be measured by the appropriate disposition of offender files.

Approved                       Disapproved                       Needs Further Discussion

**Quick Win #3.** Reallocate the existing classified Administrative Programs Officer Level II position to an unclassified position titled Victim Services Coordinator by working with Personnel to develop a job description and factor the position. Improvement will be measured by a reallocation of the existing Administrative Programs Officer Level II position.

Approved                       Disapproved                       Needs Further Discussion

**Quick Win # 4.** Reallocate an existing vacant classified position within the Division of Treatment and Rehabilitative Services to assist with all activities associated with expansion of the Victim Services program. Adding a second position to the Victim Services Unit will also provide an opportunity for succession planning/replacement training. Improvement will be measured by an additional FTE assigned to the Victim Services Unit and program expansion beyond current level of program activities.

Approved                       Disapproved                       Needs Further Discussion

*Note: This recommendation needs further discussion. A determination regarding the need for additional full-time employees (FTE) will be made following: (1) the reallocation and factoring of the Administrative Programs Officer Level II and (2) implementation of VINE.*

**Quick Win # 5.** Establish a Victims Advisory Council, composed of internal and external stakeholders, to (1) serve as a resource in developing a strategic plan for the expansion of Victim Services and (2) provide ongoing guidance regarding program development. Improvement will be measured by establishment of a Victims Advisory Council actively involved in development of the strategic plan and establishment of fiscal accountability for the Victims Assistance Fund.

Approved                       Disapproved                       Needs Further Discussion

Quick Win # 6. Conduct a comprehensive review of the Victims Compensation Fund. The review will include an audit conducted by the agency's internal auditors as well as a review by the general counsel's office and Finance and Accounting.

Approved

Disapproved

Needs Further Discussion

*Note: This fund has subsequently been discontinued.*

Quick Win #7. Develop a strategic plan for the expansion of Victim Services to include: (1) community corrections/probation and parole victim advocacy; (2) executions; (3) offender education, awareness, and training; (4) victim/offender dialogue/mediation; (5) protecting victims from intimidation, harassment, or harm; (6) restitution advocacy; (7) staff education, awareness, and training (pre-service and in-service); and (8) community outreach and education. Improvement will be measured by establishment of a strategic plan that includes the elements described.

The Organizational Review Panel does not currently support program expansion into the area of child victim visitation restriction. Further information will be requested from the Victim Services site representative, and a recommendation will be provided in the panel's final report.

The strategic plan should be developed with input from internal and external stakeholders (Victims Advisory Council) and modeled after the New Hampshire Department of Corrections plan to include specific goals, objectives, time frames for completion, and performance measures for each.

Additionally, the plan should incorporate specific plans for automating associated processes, data collection, and record keeping, etc.

Approved

Disapproved

Needs Further Discussion

*Note: As program expansion progresses, there may be a need for additional resources. Victim Services is encouraged to submit a request for additional resources through the chain of command should the need to do so arise.*

Quick Win #8. Work through the Deputy Director of Treatment and Rehabilitative Services to ensure compliance with OP-090215 entitled "Victim Services," by requiring each facility and district to identify a staff member to serve as a victim services liaison for each facility and district and ensuring these field liaisons fulfill their responsibilities as outlined in policy.

Provide an education/awareness segment for upper management to reinforce compliance with policy and to ensure a consistent approach to addressing victim issues.

Develop and deliver an orientation/training program for field victim services liaisons which must be completed once identified to serve in that capacity. Improvement will be measured when facilities and districts are in compliance with agency policy and upon development and delivery of an orientation/training program for field victim services liaisons.

Approved

Disapproved

Needs Further Discussion

*Note: This "Quick Win" was revised and later approved as Recommendation 3.*

Quick Win #9. Work in partnership with the agency's Executive Communications Administrator to develop a victim services public education/awareness "tool kit" to include printed publications (brochures, handbooks,

etc.), PowerPoint presentations, video, etc. Content must be approved by the Deputy Director of Treatment and Rehabilitative Services.

Utilize this information in community outreach and staff/offender education/awareness efforts.

Additionally, provide this "tool kit" to field victim services liaisons for their use in local education and awareness and training activities. Improvement will be measured by development and implementation of an education/awareness "tool kit" and an increase in the awareness level regarding victim services.

Approved                       Disapproved                       Needs Further Discussion

*Note: This recommendation is approved contingent upon Recommendation #8 above.*

Quick Win # 10. Work in partnership with the agency's Executive Communications Administrator, as well as internal and external stakeholders, to review the existing web-site for opportunities for improvement to ensure it provides information sufficient to meet the needs of victims. Improvement will be measured by increased web site traffic.

Approved                       Disapproved                       Needs Further Discussion

*Note: It was noted during the October 17, 2006, discussion that the goal of the web site is to provide user-friendly access from the home page and "one stop" link access to a multitude of resource information.*

Quick Win # 11. Revise existing employee performance appraisals for Victim Services coordinator to include "meets standards" measurements. Improvement will be measured by compliance with Performance Management Process guidelines.

Approved                       Disapproved                       Needs Further Discussion

It is recognized that implementation of the Quick Wins may require additional resources. These resource issues may be addressed through chartering process action teams to address specific recommendations. Quality Assurance will assist Victim Services with chartering process action teams as appropriate to address any Quick Wins listed above.

## MEETING WITH THE SITE REPRESENTATIVE ON IMPLEMENTATION OF "QUICK WINS"

Quality Assurance staff met with Deputy Director Debbie Mahaffey and Site Representative Robbie Fullerton on November 14, 2006, to provide a briefing on the panel's interim report, discuss the DESIRED state, and discuss plans for implementation of "Quick Wins."

The site representative was asked to develop an implementation plan for each approved "Quick Win." The implementation plan is to include specific action steps and time frames for completion. The implementation plan will also include a method of collecting measurement information as identified for each "Quick Win." This information will assist Victim Services with self-assessing progress and will also be provided to Quality Assurance during the annual review scheduled to begin November 2008.

The site representative is to submit completed implementation plans to Quality Assurance by February 1, 2007. (This does not mean implementation must be achieved by February 1, 2007, just that implementation plans with action steps and time frames must be submitted.)

## ADDRESSING THE GAPS BETWEEN THE "AS IS" AND THE "DESIRED" STATE-FINAL RECOMMENDATIONS

The Organizational Review Panel met on November 16, 2006, to review the approved "DESIRED" state as compared to the current "AS IS" state. The panel reviewed information gathered following the October 17, 2006, meeting with key decision makers as well as all information previously gathered to familiarize themselves with the gaps that had been identified through prior discussions.

Appendix C, entitled "Department of Corrections Comparison of Victim Services Nationwide," prepared following the October 17, 2006, meeting served as a primary focus for the discussion as did a document by Anne Seymour, Member, Board of Directors, American Probation and Parole Association, entitled "American Probation and Parole Association Evidence-Based Practices in Victim Services in Community Corrections."

The following recommendations resulted from the November 16, 2006, discussion and follow-up data collection efforts.

These recommendations were submitted to Corrections Director Justin Jones on December 7, 2006, and approved by Director Jones on December 11, 2006.

Recommendation #1: Implement an Impact of Crime on Victims Program. Improvement will be measured by an increase in offender knowledge based on pre- and post-test results.

Approved

Disapproved

Needs Further Discussion

### Findings:

- ▶ This recommendation is based on the attached document entitled, "Department of Corrections Comparison of Victim Services Nationwide," that indicated several states offer Victim Impact Programs:
  - ▶ Louisiana's web site indicates, "Victim impact/awareness programming for inmates is implemented in the institutions."
  - ▶ Maryland indicates, "Victim Services within the Division of Probation and Parole include helping victims complete victim impact statements . . ."
  - ▶ Missouri offers "impact of crime classes at each correctional center."
  - ▶ Montana utilizes "Victim Impact Panels."
  - ▶ New Hampshire offers an "Impact" program.
  - ▶ New Jersey provides a Victim Impact Program entitled, "Focus on the Victim."
  - ▶ South Carolina offers an "Impact of Crime Program."
  - ▶ Texas utilizes Victim Impact Panels.
  - ▶ Wisconsin indicates, "Victim Impact Statements allow victims to provide a statement to the Parole Commissioner for review prior to parole consideration," and "Victim/survivors speaking at Impact Panels/classes allow victims to share information with correctional staff and/or offenders about the impact of crime. Victims and victims' families who have chosen to participate in this way have found this to be a healing experience."
- ▶ Additionally, in a document by Anne Seymour, Member, Board of Directors, American Probation and Parole Association entitled, "American Probation and Parole Association Evidence-Based Practices in Victim Services in Community Corrections," it was noted that, "The growth of IOC (Impact of Crime on Victims) programs in adult and juvenile correctional agencies is phenomenal, from the first national survey in 1989 that identified IOC programs in less than 10 percent of the states. Today it is estimated that nearly 30 states sponsor some

form of IOC programming in criminal, juvenile justice and school venues, including teen courts, diversion, probation and parole, and institutional corrections.”

**Recommendation #2:** Using the Deschutes County Juvenile Justice Client Evaluation Form as a model, develop and implement a Victim Satisfaction Survey as a means of measuring victim satisfaction and gathering data for the continuous improvement of Victim Services.

The survey will be made available in several formats to enhance participation. Formats should include written format, availability on the agency’s web page via a link, and e-mail distribution via SurveyMonkey.com.

Survey results will be reviewed by the Victim Services Coordinator and may be reviewed by the Advisory Board and field liaisons in making ongoing improvements to Victim Services.

Improvement will be measured by comparing base line satisfaction to satisfaction ratings on an annual basis.

Approved                       Disapproved                       Needs Further Discussion

#### Findings:

- ▶ The New Hampshire Department of Correction, previously identified as a benchmark agency utilizes a customer satisfaction survey to measure victim satisfaction.
- ▶ Additionally, in a document by Anne Seymour, Member, Board of Directors, American Probation and Parole Association entitled, “American Probation and Parole Association Evidence-Based Practices in Victim Services in Community Corrections,” it was noted, “There are significant data over the past two decades that link the willingness of crime victims and survivors to participate in and cooperate with the justice system with their level of satisfaction in how they perceive their treatment by the system.” The document goes on to indicate, “A series of focus groups were held in Deschutes County, Oregon, to determine the best approach to assessing victim satisfaction. Crime victims and survivors, victim service providers and justice officials provided input into the core elements of a needs assessment survey process.”

“Findings indicated that victim satisfaction surveys should measure: (1) Satisfaction with the victims’ receipt of information about statutory rights and their perception of the overall implementation of their rights; (2) delivery and quality of services provided by victim assistance and justice agencies; and (3) victims’ perceptions of their treatment by agency staff.”

“Findings also indicated an interest in providing victims with the opportunity to volunteer for victim assistance and justice agencies, as a component of the actual survey instrument. The findings from the focus groups were utilized to develop a standardized victim evaluation form that incorporates the key issues noted above.”

“The ‘Deschutes County Juvenile Justice Client Evaluation Form’ has become a standard for the field, as it can be easily adapted to any jurisdiction or agency.”

**Recommendation #3 (modified version of Quick Win #8):** Work through the Deputy Director of Treatment and Rehabilitative Services to ensure compliance with OP-090215 entitled “Victim Services,” by partnering with each facility and district to recruit a staff member who is willing (voluntarily and based on expressed interest) to serve as a victim services liaison for each facility and district and coordinating with these field liaisons in the fulfillment of their responsibilities as outlined in policy.

Provide an education/awareness segment for upper management to seek recruits, reinforce compliance with policy, and seek assistance in ensuring a consistent approach to addressing victim issues.

Develop and deliver an orientation/training program for field victim services liaisons, once identified, which must be completed prior to serving in that capacity.

Meet with field liaisons quarterly or biannually to provide training, presentations from outside speakers, etc., and to work on activities associated with Victim Services program development and delivery.

Improvement will be measured when facilities and districts are in compliance with agency policy and upon development and delivery of an orientation/training program for field victim services liaisons.

Approved

Disapproved

Needs Further Discussion

#### Findings:

- ▶ Recommendation #3 was previously submitted as Quick Win #8 and identified as "Needs Further Discussion," during the October 17, 2006, meeting with key decision makers.
- ▶ Further research as noted in the "Department of Corrections Comparison of Victim Services Nationwide," document indicates that at least four states, including the benchmark state of New Hampshire, utilize field liaisons.
  - ▶ Nebraska indicates, "Victim assistance representatives at each institution promote communication, responsiveness, and victim sensitive principles and practices. Representatives meet quarterly to discuss critical incidents and improvements to victims' services provided by the department. Representatives are actively involved in training all employees on victims' issues and policies and procedures and assist in developing and updating protocols for responding to inmate-on-staff assaults."
  - ▶ Washington utilizes regional community victim liaisons employed by the department that facilitate safety planning meetings through the victim wrap around process.
  - ▶ West Virginia utilizes representatives at each facility to assist victims attending parole hearings.
- ▶ The panel recognizes that oftentimes a staff member is designated to perform the duties and responsibilities for "functional liaison" groups based on workload rather than an expressed interest.

Quick Win #8 has been subsequently modified and submitted for further consideration by adding language to specify that staff member will be "recruited" for these additional duties, and acceptance will be voluntary based on an expressed interest in serving as the victim services liaison.

- ▶ The recommendation now also includes meeting with these field liaisons to provide education and developmental opportunities for them and to seek their input and assistance on program delivery and development.

Recommendation #4: Establish a toll free line for out-of-state callers. Improvement will be measured by establishment of this new service.

Approved

Disapproved

Needs Further Discussion

## Findings:

- ▶ Currently, service is toll free only for in-state callers.
- ▶ Further research as noted in the "Department of Corrections Comparison of Victim Services Nationwide," document indicates that several states (Alaska, Mississippi, New Mexico, South Carolina, and Texas) offer toll free service for callers.

Recommendation #5: As part of the program expansion effort previously recommended in Quick Win #7, employ a "wrap around service" philosophy by partnering with the agency's transition coordinators to ensure victims interests are represented in the reentry process. Improvement will be measured when victim interests are represented in the reentry process.

 Approved

 Disapproved

 Needs Further Discussion

## Findings:

- ▶ Further research as noted in the "Comparison of Victim Services Nationwide," document indicates that several states (Indiana, Louisiana, Mississippi, Montana, Nebraska, New Hampshire, Texas, Washington, and Wisconsin) offer victim/offender dialogue/letter writing and exchange .
- ▶ Advisory Boards are utilized by Iowa, Maryland, Montana, Texas, and Washington.
- ▶ Several states report a role for Victim Services in the probation and parole/community corrections setting including Colorado, Maryland, Montana, Virginia, and West Virginia.
- ▶ Several states report a role for Victim Services in the execution process including Mississippi, Nevada, South Carolina, and Texas.
- ▶ Alaska provides training for offenders on victim awareness and sensitivity issues.
- ▶ Alaska, Arizona, California, Florida, Maine, Montana, New Hampshire, New Jersey, and New Mexico report a role for Victim Services in the restitution process.
- ▶ Alaska, Louisiana, Nebraska, New Mexico, Texas, Wisconsin, and West Virginia indicated they providing staff education and training related to Victim Services.
- ▶ Iowa, North Dakota, Ohio, Rhode Island, Vermont, Virginia, Wisconsin, and West Virginia report community education and awareness activities related to Victim Services.
- ▶ Indiana provides "wrap around services."

Recommendation #6: Revise Standard Operating Procedures once VINE has been implemented and as needed thereafter. Ensure these procedures are reviewed and approved by the appropriate chain of command prior to publication or utilization of their names on the procedures. Improvement will be measured when procedures are currently approved prior to publication.

 Approved

 Disapproved

 Needs Further Discussion

Findings:

- ▶ During the course of the review, the panel learned that at least one Standard Operating Procedure provided to the panel with the Director and Deputy Director signature blocks shown on it had not been previously approved.

Recommendation #7: Review publications and training curriculum on an annual basis to ensure information is up-to-date and accurate. Improvement will be measured when publications and training materials are updated on an annual basis.

Approved

Disapproved

Needs Further Discussion

- ▶ Findings: The Victimology/Victims Rights curriculum includes Oklahoma Department of Corrections specific information that is out-of-date.

## MEETING WITH THE SITE REPRESENTATIVE ON IMPLEMENTATION OF FINAL RECOMMENDATIONS

Quality Assurance staff are scheduled to meet with Deputy Director Debbie Mahaffey and Site Representative Robbie Fullerton on January 17, 2007, to provide a briefing on the panel's final report, discuss plans for implementation of the final recommendations, and outcome measures.

Site Representative Robbie Fullerton will be asked to develop implementation plans for approved recommendations. The implementation plans will include specific action steps and time frames for completion. The implementation plan will also include a method of collecting measurement information as identified for each recommendation. This information will assist with self-assessing progress and will also be provided to Quality Assurance during the annual review scheduled to begin in November 2007.

Site Representative Robbie Fullerton will be asked to submit completed implementation plans to Quality Assurance by April 1, 2007. (This does not mean implementation must be achieved by April 1, 2007, just that implementation plans with action steps and time frames must be submitted.)

Additionally, Site Representative Robbie Fullerton will be asked to develop a reporting mechanism for approved process measures and have information available for Quality Assurance follow-up in November 2007.

## EVALUATING THE ORGANIZATIONAL REVIEW PROCESS

In an effort to evaluate the Organizational Review Process, input was sought from panel members, the site representative, and key decision makers. Each was asked to respond to questions including:

### ***Questions Common to All Respondents***

- ★ What did you like about the process?
- ★ What did you dislike about the process?
- ★ What specific process improvements would you recommend in an effort to better allocate resources, improve the efficiency and effectiveness of the process, and ensure quality results are delivered to decision makers as a result of the process?
- ★ Any other comments?

### ***Questions Regarding Overall Satisfaction of Panel Members***

Additionally, panel members were asked to respond to a series of statements by indicating a ranking based on a scale of 1=Strongly Disagree to 4=Strongly Agree:

- ★ The Organizational Review Process was an effective method of completing a comprehensive review of the Victim Services Unit.
- ★ Your ideas and knowledge about the area were respected and valued, and there was an open flow of ideas.
- ★ Quality Assurance staff effectively supported and assisted the panel in its review.
- ★ Overall, you believe your experience as a panel member was a worthwhile experience.
- ★ You are proud of the panel's work product.

### ***Findings:***

#### ***Feedback from Panel Members:***

Panel members listed the following as things they liked about the process:

- ▶ The process as a whole was very informative! The organization of the QA staff was wonderful. Their knowledge kept the panel focused and moving forward.
- ▶ The process was well organized. Discussions were goal-oriented, and the materials were relevant.

Panel Members listed the following as things they disliked about the process:

- ▶ The materials were helpful, but the flow charts, combined with the text description of each process, seemed duplicative. While formulating the mission statement, the process seemed a little rushed. Although the group had the initial brainstorming process of essential elements, once those elements were written, the next step seemed to be to force them (as written on the chart) into a cohesive sentence rather than re-organize them into a more logical statement that flowed with the victim services process. I think this was just an eagerness to reach the end result, but there was a sense of being locked into whatever may have been said at this point as the final product. This was corrected during the meeting, and I'm happy with the finalized statement.

Panel members did not indicate any recommended process improvements.

Panel members listed the following as additional comments:

- ▶ The process was well organized which made it easier for all participants.

### ***Overall Satisfaction of Panel Members***

<i>Initial Rating Scale</i> 1=Strongly Disagree 2=Tend to Disagree 3=Tend to Agree 4=Strongly Agree	<i>Total Responses Indicating Tend to Agree and Strongly Agree</i>	<i>Responses Indicating Tend to Disagree and Strongly Disagree</i>
The Organizational Review Process was an effective method of completing a comprehensive review of the Victim Services Unit.	100% (N=3)	
Your ideas and knowledge about the area under review were respected and valued.	100% (N=3)	
There was an open flow of ideas.	100% (N=3)	
Quality Assurance staff effectively supported and assisted the panel in conducting the review.	100% (N=3)	
Overall, you believe your experience as a panel member was worthwhile.	100% (N=3)	
You are proud of the panel's work product.	100% (N=3)	

### ***Feedback from Decision Makers***

Decision makers listed the following as things they liked about the process:

- ▶ Thorough review and identification and clarification of actual processes.
- ▶ Subject matter experts involved in the process.

Decision makers listed the following as things the disliked about the process:

- ▶ Nothing disliked. The panel was very understanding and accommodating in working through concerns with the site representative and decision makers.

Decision makers listed the following as recommended process improvements:

- ▶ At first meeting with panel, if possible, the executive staff members should be brought in for a few minutes to meet the panel and thank them for their participation; answer any questions. This gives both the panel and the executive staff a "starting point."
- ▶ None at this time.

Decision makers offered the following as additional comments:

- ▶ No. Great process.

**Feedback from Site Representative:**

Site representative listed the following as things she liked about the process:

- ▶ A new set of several sets of eyes and ears looking at what I try to accomplish and hopefully help me do better.

Site representative listed the following as things she disliked about the process:

- ▶ Writing up the minute details of what I do and how I do it.

Site representative listed the following as recommended process improvements:

- ▶ I don't know what improvements need to be made. It was fairly painless. All I could suggest for consideration is some sort of report/gauge of what the panel was thinking or concentrating on at any point along the way. Seemed like it was all top secret and covert and I would of liked to know if anything was tipping the scales one way or the other; if that makes any sense. I was told they are meeting and discussing everything several times, but a "they think your policy sucks" or "we're really concentrating on the volume of info you disseminate and how, right at this point"; just a little more information to settle the nerves would be a plus... Maybe.

Site representative listed no additional comments.

**Overall Satisfaction of Decision Makers and Site Representative**

<i>Initial Rating Scale</i> 1=Strongly Disagree 2=Tend to Disagree 3=Tend to Agree 4=Strongly Agree	<i>Total Responses Indicating Tend to Agree and Strongly Agree</i>	<i>Responses Indicating Tend to Disagree and Strongly Disagree</i>
The Organizational Review Process was an effective method of completing a comprehensive review of the Victim Services Unit.	75% (N=3)	25% (N=1)*
Communication was maintained throughout the review process.	100% (N=4)	
The Organizational Review Panel was knowledgeable about the subject area.	100% (N=4)	
Overall, Quick Wins (if applicable) and final recommendations were well thought, comprehensive, and valuable to improving operations.	100% (N=4)	
Quality Assurance staff effectively supported and assisted during the review.	100% (N=4)	

*Note: It is unclear if the responder intended to choose "Strongly Disagree" or chose it in error as all other responses from this responder were "Strongly Agree" or "Tend to Agree," and comments were positive.*

## CLOSING

Following are "Lessons Learned" as a result of this organizational review process. These process revisions will be immediately implemented:

- ★ Once the panel's work has been completed, provide implementation progress reports to panel members upon request.
- ★ Include Dr. Mike Connelly, administrator, Evaluation and Analysis, in the meeting with decision makers to discuss the "DESIRED" state, performance outcomes and expectations, and performance measurements.
- ★ Invite the appropriate executive staff member to join the site representative in attending the first meeting with the organizational review panel.
- ★ Revise future site representative surveys to seek information regarding established goals, how those goals will be achieved, and how achievement will be measured.
- ★ In light of the agency's new vision, mission, values, and slogan, Quality Assurance staff will examine the workforce survey currently utilized to determine if the questions can be categorized and linked to the vision and values of the agency.

Special thanks and great appreciation is expressed to Director Justin Jones, Deputy Director Debbie Mahaffey, and Site Representative Robbie Fullerton for their cooperation and responsiveness during this review process.

**APPENDIX A ~ PANEL BIOGRAPHIES**

**CINDY BAKER . . .** Cindy Baker has served as the Victim Coordinator Assistant for the Canadian County District Attorney's Office for over ten years. She has been married to husband, Ted, for 33 years, and they have two sons and one daughter, four granddaughters, and twin grandsons. Cindy is active in First Baptist Church where she serves as the "Women's Enrichment Ministry Coordinator." Cindy also volunteers for the hotline for domestic abuse and sexual assault for Women's Service's in Canadian County as well as at the local hospice. Cindy's hobbies include reading, playing with her grandchildren, and attending their various school and sports activities.

**DEBORAH K. BOYER . . .** Debbie Boyer began employment with the Oklahoma Department of Corrections in November 1981 as a Typist Clerk in the Division of Probation and Parole. She promoted through the ranks, serving as Secretary I, Secretary II, classified Administrative Assistant, Correctional Training Officer, Administrative Programs Officer I, unclassified administrative assistant, unclassified executive assistant, and interim deputy director of Administration. Most recently she held the position of administrator of Human Resources for nearly nine years until accepting the position of Corrections Quality Assurance Administrator in January 2006. Ms. Boyer graduated magna cum laude from Southern Nazarene University with a bachelor's degree in human resources management and later obtained her Senior Professional in Human Resources (SPHR) certification through the Society for Human Resource Management.

**ALLISON LANDRITH CARSON . . .** Allyson Landrith Carson, an Ada, Oklahoma, native, is a 1989 graduate of Ada High School and a 1994 graduate of Oklahoma State University. After receiving a bachelor of science degree in Family and Child Relations and Child Development from OSU, Allyson completed her practicum as a Child Life Specialist at St. John's Hospital and Children's Medical Center in Tulsa. In 1994, she began working at the Office of the Attorney General, where she has now served as the office's Victim/Witness Coordinator for more than 10 years. During that time, Allyson has almost single-handedly developed a system to comprehensively notify family members and survivors of developments in the many death penalty cases assigned to the attorney general's appellate lawyers. It is her mission to ease the frustration and provide current, accurate information to those affected by Oklahoma's death penalty appeals process. To fulfill that goal, Allyson works tirelessly to disseminate fact sheets and step-by-step check lists of significant events within the appeals process. She has accompanied hundreds of family members to clemency hearings and executions. Always a source of support and compassion, Allyson often maintains contact with the families she works with long after their cases are closed. A true advocate for crime victims, Allyson is also a member of numerous state and community organizations including the planning committees for National Crime Victims Rights Week, Victims Day at the Capitol, Domestic Violence Awareness Week and the Tree of Honor and Remembrance. She has been a Victim's of Crime Act (VOCA) board member since 1997. In 2004, she was honored to receive the Governor's Commendation in recognition of her consideration, dedication, sensitivity and service to victims of crime. She was successful in obtaining more than \$1.1 million in Bureau of Justice Assistance grant monies to implement a statewide program that will provide timely notification to interested parties on the status of an offender in county detention centers and Department of Corrections facilities. Allyson is married to Steve Carson, an Oklahoma City police officer. Together they have a son, Blaine, 4.

**KAY DAVIS . . .** Kay L. Davis began her career with the Department of Corrections as a college intern working full time until she obtained a job with the Department of Human Services, in Child Welfare in Enid, Oklahoma. In May of 1994, Kay became a full-time employee with the Department of Corrections. She started her career in the El Reno Probation Office. After about a year, Kay transferred to the Kingfisher Probation/Parole Office where she has been working for the last 12 years. Over the years Kay has served several district committees and has recently served on the COMIT development committee for Department of Corrections Probation and Parole. Kay is married to Richard Davis and they have 3 grown sons. She is a member of the First Methodist Church in Cashion. Kay enjoys staying active with their children and grandchildren, and she enjoys gardening. Kay graduated from the University of Central Oklahoma in the school of criminal justice in May of 1992. Kay likes her job and loves working for probation and parole. She especially enjoys having the opportunity to make a difference in the workplace in wanting to make things better for other employees and in being a team player in the department.



CORRECTIONS QUALITY ASSURANCE FINAL REPORT

*Victim Services*

December 18, 2006

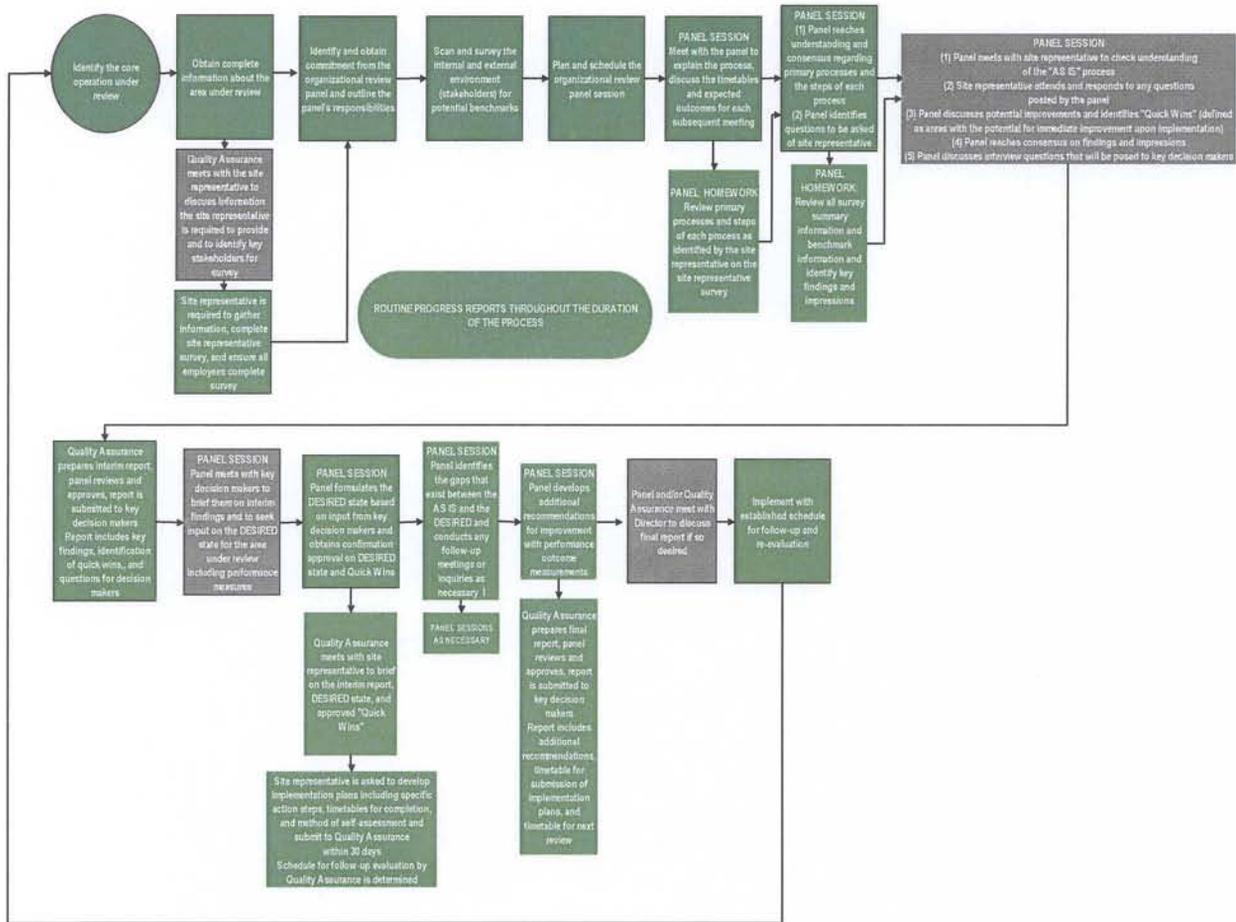
**KIM WEEMS** . . . Kim Weems is a Victim Specialist for the Federal Bureau of Investigation, Oklahoma City Division, providing assistance to victims of federal crime throughout Oklahoma. She is an active member of several child abuse prevention teams and victim services committees throughout the state. Prior to joining the FBI in 2002, she worked as an attorney for the Small Business Administration's Disaster Assistance Office in Fort Worth, Texas. Ms. Weems graduated from Oklahoma State University with a bachelor of arts in communications and earned her juris doctorate from the University of Oklahoma in 2000.

# CORRECTIONS QUALITY ASSURANCE FINAL REPORT

## Victim Services

December 18, 2006

### APPENDIX B ~ ORGANIZATIONAL REVIEW PROCESS





CORRECTIONS QUALITY ASSURANCE FINAL REPORT

*Victim Services*

December 18, 2006

**APPENDIX C - COMPARISON OF VICTIM SERVICES NATIONWIDE**

*Comparison of Victim Services Nationwide*

State Department of Corrections	Agency Mission	Victim Services Mission	Victim Services Offered
Alabama	The mission of the Alabama Department of Corrections is to confine, manage and provide rehabilitative programs for convicted felons in a safe, secure and humane environment, utilizing professionals who are committed to public safety and to the positive re-entry of offenders into society.		
Alaska	<p><i>"To Protect the Public by Incarcerating and Supervising Offenders"</i></p> <p>To accomplish its mission the department will: Respect the rights of victims of crime; Hold offenders accountable; Provide offenders with opportunities for reform in an environment that is safe, fair and secure; and Provide training to staff so they may serve as positive role models to offenders, while ensuring officer safety.</p>	To provide information, assistance, and support to victims of crime and other concerned parties whose offenders are in the custody of the Alaska Department of Correction. These services will be administered with respect and compassion.	<p>Toll-Free Number for Victim/Witness Assistance;            DOC Victim Notification Program;            Automated Victim Notification System (VINE);            Assistance with Victim Impact Statements, protest letters, and other information submitted by victims;            Referral for restitution inquiries;            Training of criminal justice professionals and offenders on victim awareness and sensitivity issues;            Biannual statewide conferences;</p>

\*All the information in this document was taken from the agencies' web sites. If the table cell does not contain any information, the information could not be located on the agency's web site.

### *Comparison of Victim Services Nationwide*

Arizona	The Arizona Department of Correction recruits and recognizes a well-trained, professional work force to serve and protect our communities and its crime victims by effectively employing the field's best security practices and proven pre-release programming to prepare for the release and reintegration ex-offenders as civil, productive citizens.	The Office of Victim Services is a change agent that empowers crime victims and survivors, holds offenders accountable through Restorative Justice programming, and generates public awareness through outreach about crime victims' rights and needs. Outreach is accomplished through victim-focused education, training and services; offender involvement in resource development and restorative community service; and integrating victim sensitivity in all aspects of the department's operation by partnering with crime victims and survivors, department staff, allied professionals, elected and public officials, and the community.	<p>Notification of an offender's release date, escape, or death;</p> <p>Process victim's requests--to not receive inmate mail, deny a release, etc.;</p> <p>Explanation of victims' post-conviction rights;</p> <p>Provide information regarding the status of an offender;</p> <p>Assistance serving an inmate with an Order of Protection or Injunction Against Harassment;</p> <p>Information and community referrals;</p> <p>Crisis intervention;</p> <p>Advocacy for victims during incarceration/community supervision;</p> <p>Assistance with restitution process;</p> <p>Accompaniment to parole/commutation hearings;</p> <p>Assistance with concerns related to ADC inmates/offenders;</p>
Arkansas	The mission of the Arkansas Department of Correction is to: Provide public safety by carrying out the mandates of the courts; Provide a safe humane environment for staff and inmates; Provide programs to strengthen the work ethic; and Provide opportunities for spiritual, mental, and physical growth.		VINE Notification;
California	To improve public safety through evidence-based crime prevention and recidivism reduction strategies.		Restitution Collection Efforts; Notification;

\*All the information in this document was taken from the agencies' web sites. If the table cell does not contain any information, the information could not be located on the agency's web site.

### *Comparison of Victim Services Nationwide*

Colorado	Our mission is to protect the public through effective management of offenders in controlled environments which are efficient, safe, humane and appropriately secure, while also providing meaningful work and self-improvement opportunities to assist offenders with community reintegration.	Victim Services is here to build mutual understanding and open communications with victims and their families by providing opportunities to have a voice during critical stages of confinement. We honor our mission by: Supporting victims in their recovery by providing information and opportunities to participate in the correctional system; Being responsive and respecting victims, their families and a diverse community; Promoting relationships, credibility and understanding with the community; Assisting the public with understanding the often complex processes of the Colorado Department of Corrections.	Advocacy throughout the incarceration and supervision process; Assisting victims with concerns about inmates and parolees under our jurisdiction Information regarding the status of inmates and parolees under our jurisdiction through written and verbal notifications; Attend Parole Board hearings to provide support and assistance; Attend Community Corrections Board Reviews to provide support and assistance; Referrals to other state and community resources;
Connecticut	The Department of Correction shall protect the public, protect staff, and provide safe, secure and humane supervision of offenders with opportunities that support successful community reintegration.		Notification;
Delaware	The Department of Correction is committed to: The provision of programs, policies and services that at all times place public safety as our top priority whether the offender is in prison or supervised in the community; The provision of safe and humane services, programs, and facilities; The enhancement of long-term public safety through holding offenders accountable for their behavior after release; Encouraging an environment that supports the full recognition of victims' right; and Recognizing the value of human resources as represented by volunteers, offenders, their families, and community members.	<i>Informed &amp; Involved in the Corrections Process</i>	Referral services; Responding to information inquiries;
Florida	The Department of Corrections protects the public by operating a safe, secure, humane, and efficient corrections system.		Victim assistance; VINE Notification; Referral services; Assistance when victim or family is receiving unwanted, threatening telephone calls, or correspondence from offenders; Restitution assistance;
Georgia	The Georgia Department of Corrections protects and serves the public as a professional organization by effectively managing offenders while helping to provide a safe and secure environment for the citizens of Georgia.		

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### *Comparison of Victim Services Nationwide*

Hawaii	<p><b>OPERATING PRINCIPLES</b></p> <p><b>Safety</b> We are committed to providing a safe and healthy environment for staff and offenders.</p> <p><b>Efficiency</b> We are committed to providing quality services that are cost effective through effective communication, proper alignment of functions, creativity, and a genuine understanding of our mission to serve the public.</p> <p><b>Professionalism</b> We demonstrate our commitment to our jobs through the pride that we take in our work and by upholding the integrity of our profession.</p> <p><b>Empowerment and Accountability</b> We are committed to self-development for our staff as well as our offenders, while at the same time accepting responsibility for our own decisions and actions and recognizing our relative responsibility for others.</p> <p><b>PEOPLE PRINCIPLES</b></p> <p><b>Loyalty</b> We are committed to supporting each other and what we stand for.</p> <p><b>Respect and Humane Treatment</b> We recognize the diversity of individuals and their contributions and we strive to treat all people—offenders, staff, and the public—with utmost dignity and understanding.</p> <p><b>Cooperation</b> While we encourage individualism, we promote unity and teamwork as we all move in the same direction and strive toward the same goals.</p>	The mission of the Crime Victim Compensation Commission is to equitably and efficiently provide crime victims the services due to them under Hawaii law. In doing so, the Commission treats every victim and survivor with dignity and respect, acknowledging the tremendous impact that violent crime has upon our society.	Crime Victim Compensation Commission listed on organizational chart as an “administratively attached agency.”
Idaho	Our mission is to protect the public. We safely manager offenders, provide opportunities for offenders to change, and successful return offenders to communities.		VINE notification;
Illinois	The mission of the Department of Corrections is to protect the public from criminal offenders through a system of incarceration and supervision which securely segregates offenders from society, assures offenders of their constitutional rights and maintains programs to enhance the success of offenders' reentry into society.	The Victims Services Unit will provide information, assistance and support to victims of crime whose victimizers are remanded to the custody or control of IDOC, and to victimized employees. These services will be administered with respect, compassion and confidentiality.	Attorney General's Illinois Automated Victim Notification System;

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### *Comparison of Victim Services Nationwide*

Indiana	The mission of the Indiana Department of Corrections is to maintain public safety and provide offenders with self improvement programs, job skills, and family values in an efficient and cost effective manner for a successful return to the community as law-abiding citizens.		Victim Notification; Information and referrals; Wrap-around services (works with Victim Advocates, Victim Assistance Units, Crisis Centers, etc.) in order to achieve victim safety prior to the release of an offender; Victim-offender letter writing (The department offers a program to allow offenders to receive victim correspondence while protecting the victim's personal information. The offender may also write to the victim if the victim has specifically acknowledged an interest in receiving such correspondence.); Assistance and support before, during, and after hearings; Crisis/harassment intervention;
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### *Comparison of Victim Services Nationwide*

Iowa	The mission of the Iowa Department of Corrections is to: Protect the Public, the Employees, and the Offenders.	The Department of Corrections strives to preserve, maintain, and protect the rights of victims and at the same time hold offenders accountable for their criminal and institutional behavior. The Department will treat victims with dignity and respect.	<p>Provide victims/victim families with information, encourage them to register, and explain what information the registration would provide to them, such as notice of parole hearings and/or release of their offenders(s);</p> <p>Explain to victims/victim families the justice/parole process, sentence structure, inmate programming, release conditions, etc.;</p> <p>Encourage victims/victim families to provide input to the Parole Board to assist the parole decision-making process, while assuring confidentiality;</p> <p>Provide victims/victim families with information and assistance in the areas of victim compensation, restitution and referrals to support groups, shelters and other resources available in the various counties and communities;</p> <p>Respond to requests from victims/victim families inquiring about meeting with their offender. This requires sensitivity to the victim needs, possible trauma experiences, further victimization and the expectation of closure;</p> <p>Provide follow-up to victims/victim families for possible further concerns, etc.;</p> <p>Promote awareness of victim services available from the Iowa Department of Corrections through meeting with and/or speaking to community groups, support groups, employee training, offender groups, etc.;</p> <p>Encourage and promote victim/victim family participation in Advisory Committees to ensure awareness and collaborative effort in addressing victim issues and concerns;</p> <p>Improve and expand the direct services provided to all victims/victim families, enhance the awareness of victim services available in order to reach out to more victims/victim families thus addressing their needs, concerns and issues;</p>
Kansas	The Department of Corrections, as part of the criminal justice system, contributes to the public safety and supports victims of crime by exercising safe and effective containment and supervision of inmates, by managing offenders in the community, and by actively encouraging and assisting offenders to become law-abiding citizens.		Notification;

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### *Comparison of Victim Services Nationwide*

Kentucky	To protect the citizens of the Commonwealth and to provide a safe, secure and humane environment for staff and offenders in carrying out the mandates of the legislative and judicial processes; and, to provide opportunities for offenders to acquire skills which facilitate non-criminal behavior.		VINE Notification;
Louisiana	The mission of Corrections Services is to provide for custody, control, care, and treatment of adjudicated offenders through enforcement of laws and management of programs designed to insure the safety of the public, staff, and inmates and reintegrate offenders into society.	The mission of the Crime Victims Services Bureau and agency staff who interact directly with victims of crime and their families is to mitigate the negative experience of victimization. Toward this end, we pledge the following: To provide accurate and timely information and clear explanations; To handle inquiries and requests with courtesy, kindness, and respect; To offer victims and victim support organizations the opportunity to suggest programs and activities of importance to them	Victim registration and notification--Louisiana Automated Victim Notification System; Information; Help in halting unsolicited communications from inmates Names and phone numbers of institutional contacts who can answer victims questions about a particular institution; Referrals to other agencies and organizations; Victim-Offender Dialogue program; Opportunity to suggest actions to make the agency more "victim friendly"; Speakers; Restorative justice concepts included in new employee orientation and in-service training; Victim impact/awareness programming for inmates is implemented in the institutions; Institutions are encouraged to review their community service activities with restorative justice values and principles in mind;
Maine	The mission of the Department of Corrections is to reduce the likelihood that juvenile and adult offenders will re-offend, by providing practices, programs and services which are evidence-based and which hold the offenders accountable.		Information about the court process; Information about victims rights; Assistance in applying for victim compensation; Notification of court hearings and sentencing; Support during preparation of testimony for pre-trial hearings and trials; Support within the court system on behalf of victims of crime; Referral and information about state and local resources that provide additional services; Assistance in the return of property and restitution; Filing notification of release requests with the Department of Corrections;

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### *Comparison of Victim Services Nationwide*

Maryland	The Department of Public Safety and Correctional Services protects the public, its employees, and detainees and offenders under its supervision.		Notification; Assistance with formulating safety plans; Victim Services within the Division of Probation and Parole to include helping victims complete victim impact statements; providing case status information; providing restitution assistance; registering victims for notification; accompanying victims to violation of probation court proceedings; assisting with protective orders; making referrals for counseling and other advocacy organizations Victims Advisory Board to provide guidance in the development of services for victims and training for staff;
Massachusetts	The Massachusetts Department of Correction's mission is to promote public safety by incarcerating offenders while providing opportunities for participation in effective programming designed to reduce recidivism.	The mission of the Victim Service Unit (VSU) is to provide information and notification to victims of crime and other concerned individuals whose offenders are in the custody of the Massachusetts Department of Correction. These services will be administered with respect, compassion, and confidentiality.	Victim notification;
Michigan	Our mission is keeping Michigan's citizens and our staff safe by providing effective supervision in our prison facilities and communities.		Michigan Crime Victim Notification Network;
Minnesota	To hold offenders accountable and offer opportunities for change while restoring justice for victims and contributing to a safer Minnesota.		Web page with links to organizations or sites the provide services and/or information to victims of crime; Best Practices/Restorative Justice Unit; Develop and promote victim-sensitive policy and practices;
Mississippi	The mission of the Mississippi Department of Corrections is to provide and promote public safety through efficient and effective offender custody, care, control and treatment consistent with sound correctional principles and constitutional standards.		Notification; Victim/Offender Dialogue; Toll-free line for victims use to answer questions regarding offenders and all other information deemed public information; Viewing executions; Prison tours;

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### *Comparison of Victim Services Nationwide*

Missouri	The Department of Corrections with victims, communities and state and local government improves public safety through secure confinement and effective community interventions. Through our cooperative efforts to provide effective correctional services, we hold offenders accountable for their behavior and prepare them to be productive citizens.		<p>Victim notification; Impact of crime classes at each correctional center;</p> <p>*Missouri Victim Assistance Network is a non-profit organization whose mission is to promote the fair treatment of victims of crime.</p> <p>MoVA began in 1983 when the National Organization for Victim Assistance targeted Missouri as one of 20 states to develop a statewide coalition of victim service providers.</p> <p>MoVA's accomplishments include a Missouri Victims Bill of Rights; new revenue for state assistance to victims of crime and crime victim compensation; increased federal funds for victim assistance; Adult Abuse Act; victims rights in juvenile court; Missouri Crime Victims constitutional Amendment; passage of enabling legislation for the constitutional Amendment; changes in the Crime Victims Compensation Fund; establishing working guidelines with the Board of Probation and Parole; establishing a rural outreach to crime victims of Missouri;</p>
Montana	The Montana Department of Corrections enhances public safety, promotes positive change in offender behavior, reintegrates offenders into the community and supports victims of crime.		<p>VINE notification; Crime Victims Advisory Council; Victim Impact Panel; Victim/Offender Dialogue; Offender apology letters; Restitution;</p>
Nebraska	The mission of the Department of Correctional Services is to serve and protect the public by providing control, humane care, and program opportunities for those individuals placed in its custody and supervision, thereby facilitating their return to society as responsible persons.	We must make every effort possible to support our staff who are victimized. We must be attentive to the impact of crime in our community by soliciting the advice of victims concerning our policies and decisions."	<p>Victim assistance representatives at each institution to promote communication, responsiveness, and victim sensitive principles and practices at each location; Representatives meet quarterly to discuss critical incidents and improvements to victims services provided by the department; Representatives are actively involved in training all employees on victims issues and policies and procedures and assist in developing and updating protocols for responding to inmate-on-staff assaults; VINE notification; Victim/Offender Dialogue;</p>

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### *Comparison of Victim Services Nationwide*

Nevada	<p>It is the mission of the Department to: Provide professional staff to protect the community through safe, humane, and efficient confinement of offenders; Provide opportunities for offenders to successfully reenter the community through: Education, Training, Treatment , Work , Spiritual Development; and Be sensitive to the rights and needs of victims.</p>		<p>Registration of all crime victims for the notification of release of their offender from the custody of NDOC;          Notification of an inmates escape from the custody of NDOC;          Advocacy on behalf of victims concerning their particular needs in the correctional process, including but not limited to: situations involving harassment by inmates, compliance with court mandated conditions, unwanted contact, etc. ;          General information regarding the status of offenders in the custody of or under the supervision of NDOC, including parole eligibility date, projected expiration date and sentence structure;          Referrals for crime victims to other state, federal, and community based services;          Notification of execution dates along with preparation and orientation for victims who choose to be present at an execution;          Attendance with victim to Parole Board hearings, Psychological Review Panel hearings, and executions;</p>
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## Comparison of Victim Services Nationwide

New Hampshire	<p>It is the mission of the New Hampshire Department of Corrections: To enhance public safety for the citizens of the State of New Hampshire and To provide effective custody and control, correctional treatment, and rehabilitation of offenders throughout the correctional system including probation, incarceration, and parole. To provide a safe and rewarding work environment for all employees including the opportunity for personal and professional growth and development.</p>	<p>The New Hampshire Department of Corrections strives to continuously improve assistance and support for crime victims and survivors. Collaboration with community and statewide stakeholders assures we are responsive to the interests of victims as we fulfill our public safety responsibilities. With respect for the rights and experiences of crime victims and survivors, we are committed to keeping interested citizens informed and involved. Victim advocacy through the NH Department of Corrections is promoted in a manner consistent with our agency mission and values. The Victim Services Office maintains the following principles:</p> <p>New Hampshire supports a seamless system of advocating for crime victims throughout the justice system; Further trauma for victims and families is minimized through: Non-judgmental, compassionate and timely interactions by trained staff; Information about correctional processes and case-specific progress; Information about available resources; Victim input into relevant correctional decision-making processes is encouraged;</p> <p>The principles and practices of community justice are supported by: Acknowledging the harm caused by crime; Listening to victims and survivors of crime; Addressing the relationship between victims, offenders and communities; Providing opportunities to promote victim empowerment and offender change; Supporting the role and interest of communities in achieving justice;</p> <p>Collaborative partnerships are essential with victim advocates, national and state coalitions, community organizations, and other public and private agencies.</p>	<p>Victim Services Action Plan includes multiple strategies developing following research of model correctional programs and collaboration with many stakeholders; Notification of inmate custody changes; Advocacy and support during reduced custody decisions; Accompaniment at parole hearings; Reasonable protection from intimidation and harassment; Information, referral, and support; Prison tours; Restitution; Victim/Offender dialogue; Impact; Customer satisfaction; Liaisons at field sites;</p>
New Jersey	<p>The mission of the New Jersey Department of Corrections is to ensure that all persons committed to the state correctional institutions are confined with the level of custody necessary to protect the public and that they are provided with the care, discipline, training, and treatment needed to prepare them for reintegration into the community.</p>	<p>The Office of Victim Services is devoted to protecting the rights of victims of crime and assisting them in obtaining meaningful services and locating appropriate resources throughout the community while being sensitive to the needs of victims. The Office of Victim Services further provides timely information and services aimed at enhancing and improving the victim's knowledge of New Jersey's correctional system.</p>	<p>Assist with questions regarding the status and collection process of restitution; Community resources and referrals; Victim Notification Classification Committee that meets to address concerns expressed by victims regarding the potential release of an inmate into a community program; Victim Impact Program entitled <i>Focus on the Victim</i>;</p>
New Mexico	<p>We provide a balanced system approach to corrections from incarceration to community- based supervision with training, education, programs and services that provide opportunities for offenders to transition to communities.</p>	<p>The mission of the Victim Services Program is to provide information, assistance and support to crime victims and their families with concerns related to offenders who are in the custody or supervision of the New Mexico Corrections Department. The Victim Services Program is committed to administering these services with respect, compassion and confidentiality.</p>	<p>Victim assistance toll free number; Information and advocacy; Referral services; Restitution; Education to department staff; Information regarding the rights of victims;</p>

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### *Comparison of Victim Services Nationwide*

New York	To provide for public protection by administering a network of correctional facilities that: Retain inmates in safe custody until released by law; Offer inmates an opportunity to improve their employment potential and their ability to function in a non-criminal fashion; Offer staff a variety of opportunities for career enrichment and advancement; and, Offer stable and humane "community" environments in which all participants, staff and inmates, can perform their required tasks with a sense of satisfaction.		VINE Notification;
North Carolina	The mission of the North Carolina Department of Correction is to promote public safety by the administration of a fair and humane system which provides reasonable opportunities for adjudicated offenders to develop progressively responsible behavior.	The NC Department of Correction's Office of Victim Services was created to assist victims of crime, to meet the obligations of the Department under the NC Crime Victims' Rights Act and provide expertise and education inside and outside the Department to support current and expanding services to victims of crime.	Notification;
North Dakota	To protect the public while providing a safe and humane environment for both adults and juveniles placed in the Department's care and custody. The Department will carry out the judgments of the North Dakota courts to both incarcerate inmates for the protection of society and to provide rehabilitative programs in an effort to successfully reintegrate offenders back into society.		Crisis intervention and advocacy throughout the corrections process; Information regarding status of inmates in prison or under the supervision of the Department of Corrections and Rehabilitation (DOCR); Notification of inmate release and explanation of victim notification process; Community education about policies and procedures of the DOCR; Referrals to other state and community services;
Ohio	The Ohio Department of Rehabilitation and Correction protects and supports Ohioans by ensuring that adult felony offenders are effectively supervised in environments that are safe, humane, and appropriately secure. In partnerships with communities, we will promote citizen safety and victim reparation. Through rehabilitative and restorative programming, we seek to instill in offenders an improved sense of responsibility and the capacity to become law-abiding members of society.		Crisis intervention and advocacy throughout the corrections process, including assisting victims with concerns related to inmates and parolees under our jurisdiction; Information regarding status of inmates in prison or under supervision of the Department's Adult Parole Authority; Community education about policies and procedures of the Department of Rehabilitation and Correction; Referrals to other state and community services;
Oregon	The mission of the Oregon Department of Corrections is to promote public safety by holding offenders accountable for their actions and reducing the risk of future criminal behavior.		VINE Notification;

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### *Comparison of Victim Services Nationwide*

<p>Pennsylvania</p>	<p>Our mission is to protect the public by confining persons committed to our custody in safe, secure facilities, and to provide opportunities for inmates to acquire the skills and values necessary to become productive law-abiding citizens; while respecting the rights of crime victims.</p>		<p>Registration of all crime victims involved in cases where the court has rendered jurisdiction of the offender to the Department of Corrections and/or the Pennsylvania Board of Probation and Parole (including sentenced offenders who are housed in a state correctional institution and offenders who receive a state sentence and by judicial order are serving their sentence in the county correctional facility or county inmates that are housed in a state correctional facility);          Notifications of inmate release and opportunity for victim comment as outlined in Act 155 - 1992, Pennsylvania's Crime Victims' Bill of Rights and Act 8 - 1995, The Victim Advocate Law;          Notifications of other inmate release and movement as outlined in the Department of Corrections, Board of Probation and Parole, and Office of the Victim Advocate internal policies;          Coordination and assistance in the submission of victim comments in both the pre-release and parole decision-making process;          Petitioning the Board of Probation and Parole, at the request of the victims, to deny parole or set conditions of parole;          Advocacy on behalf of individual victims, at their request, concerning their particular needs in the correctional process. Including, but not limited to, situations involving harassment by inmates, conditions of release, etc.;          Referrals for crime victims to local programs, as needed.          Basic crisis intervention and support;          General information on the status and location of the inmate, as allowed by law;          Notification of execution dates and preparation of victims who choose to witness an execution;</p>
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### *Comparison of Victim Services Nationwide*

Rhode Island	<p>The mission of the Rhode Island Department of Corrections (RIDOC) is to contribute to public safety by maintaining a balanced correctional system of institutional and community programs that provide a range of control and rehabilitative options for criminal offenders.</p>		<p>Day One (formerly the Sexual Assault and Trauma Resource Center) is a contracted vendor with the RIDOC and provides staffing to the Office of Victim Services. Two crime victim advocates staff the OVS.</p> <p>One advocate assists victims of crime whose offenders are currently in custody at the ACI and runs the Victim Information and Notification Everyday system;</p> <p>The second advocate assists victims of sex offenders who are currently under the supervision of the Intensive Sex Offender Unit of Probation and Parole at the RIDOC;</p> <p>Registration assistance for victims who want notifications from the RI-VINE system;</p> <p>Answer questions about the RI-VINE system;</p> <p>Provide training for professional and community groups about the RI-VINE system;</p> <p>Answer victims' questions relating to incarcerated and community-based offenders;</p> <p>Offer connections to community victim support agencies and judicial resources;</p> <p>Provide crisis intervention and support to victims of crime;</p> <p>Provide encouragement with victim empowerment and contributions to restorative justice;</p> <p>Advocate for legislation to improve victim rights;</p>
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*Comparison of Victim Services Nationwide*

South Carolina	The mission of the South Carolina Department of Corrections is Safety -- We will protect the public, our employees, and our inmates; Service --We will provide rehabilitation and self-improvement opportunities for inmates.; Stewardship-We will promote professional excellence, fiscal responsibility, and self-sufficiency.		South Carolina Automated Victim Notification System; Impact of Crime Program; Toll free number for victims and their families; Inmate organizations are required to give 15 percent of their fund raising proceeds to victim service organizations or to a charity; Work release inmates are assessed 20 percent of their gross wages to go toward funding the Agency's Division of Victim Services and toward the Victim Assistance Program that awards grants to victim-service organizations; Prison industries inmates are assessed 20 percent of their gross wages for the Victim compensation Fund that awards financial assistance to crime victims; Services are provided to employees assaulted on the job (institution based peer response with outside counseling services provided as needed); Assistance during executions; Institutional tour program; Victim Speakers Bureau;
South Dakota	To protect the citizens of South Dakota by providing safe and secure facilities for juvenile and adult offenders committed to our custody by the courts, to provide opportunities for their rehabilitation, and to provide effective community supervision upon their release.		Notification;
Tennessee	To enhance public safety in Tennessee through incarceration and rehabilitation of felony offenders.		Felony Offender Information Lookup (FOIL); Victim Offender Information Caller Emissary (VOICE); system (toll free phone service that is updated regularly with an offender's current status);

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### *Comparison of Victim Services Nationwide*

Texas	The mission of the Texas Department of Criminal Justice is to provide public safety, promote positive change in offender behavior, reintegrate offenders into society, and assist victims of crime.	The mission of Victim Services Division is to provide a central mechanism for crime victims to participate in the Criminal Justice System.	Toll-Free Number for victims and their families; Texas Crime Victim Clearinghouse (central source of information about services and issues involving crime victims in Texas); Offender Mediation/Dialogue; 75-Point Written Victim Notification System; Automated Victim Notification System; Victim Impact Panels; Prison tours; Viewing executions; Victim Advisory Council (30 representatives from victim advocate groups, state agencies, and local victim service providers) meets quarterly to assess victim needs that are not being addressed comment on various TDCJ Victim Service programs, and relay information back to statewide organizations represented; Training and Education Conferences;
Utah	We are corrections professionals, dedicated to protecting our community by enforcing the orders of the court and Board of Pardons. We are also dedicated to guiding offenders to become law abiding citizens through the use of professional and community resources.	The Victim Services Unit will provide information, assistance and support to victims of crime whose victimizers are remanded to the custody of the UDC, and to employees who are victims of work place violence. These services will be administered with respect, compassion and confidentiality. Educational information will also be provided upon request to allied agencies, community based groups or any other entity with a specific interest in the justice system.	Upon request from the victim, can notify the victim of probation or parole hearings; Provide information concerning the offender's supervision requirements; Resource and referrals to community programs and agencies; Information about the criminal justice process; Notification of termination, discharge, absconding, death, escape and capture of the offenders (upon written request); Information regarding the rights of victims;
Vermont	In partnership with the community, we support safe communities by providing leadership in crime prevention, repairing the harm done, addressing the needs of crime victims, ensuring offender accountability for criminal acts, and managing the risk posed by offenders. This is accomplished through a commitment to quality services and continuous improvement while respecting diversity, legal rights, human dignity and productivity.		Crisis intervention, community referrals and assistance with concerns related to offender under the department's jurisdiction Information regarding the status of an offender under Department of Corrections supervision; Community education regarding policies and procedures of the Vermont Department of Corrections; Referrals to appropriate federal, state, or local community resources, including victim service agencies;

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### *Comparison of Victim Services Nationwide*

Virginia	The Department of Corrections enhances public safety by providing effective programming and supervising sentenced offenders in a humane, cost-efficient manner, consistent with sound correctional principles and constitutional standards.	The Victim Services Unit of the Virginia Department of Corrections serves victims of crime. Our staff provides information and referrals concerning the post sentence phase of the criminal justice system and answers questions related to an inmate incarcerated in a Virginia prison.	Advocacy on behalf of crime victims; Notification of changes in inmate transfers, release date, name change, escape, and capture; Explanation of parole and probation supervision process; Accompaniment to parole board appointments when requested by the victim; Provide victims with ongoing support crisis intervention information and referrals; Training, education, and public awareness initiatives on behalf of victims of crime;
Washington	The Department of Corrections, in collaboration with its criminal justice partners, will contribute to staff and community safety and hold offenders accountable through administration of criminal sanctions and effective re-entry programs.	The Victim Services Program: Provides timely information and high-quality assistance to victims and witnesses and other concerned citizens; develops collaborative partnerships with victims, victim advocates, criminal justice agencies, community-based organizations and other community members to promote victim and community safety; advocates for policies that give victims an influential voice and that hold offenders accountable for their acts.	Notification; Input into release planning; Advocacy for victims being harassed or threatened; Safety planning when offenders possessing high risk are ready to release to the community; Face to face victim/offender meetings; Regional community victim liaisons employed by the department that facilitate safety planning meetings through the victim wrap around process; Victims Council (advisory capacity to ensure that crime victims are represented as department policies are developed, procedures are implemented, and legislative initiatives are formulated);
West Virginia	The mission of the West Virginia Division of Corrections is to enhance public safety by providing a safe, secure, humane correctional system, including an effective community supervision program, opportunities to prepare offenders for successful re-entry, and sensitivity and responsiveness to victims of crime.	The West Virginia Division of Corrections is committed to the promise that crime victims are to be treated with respect, dignity, and sensitivity. We are committed to building a mutual understanding among victims, their families, community victim groups, and correctional staff while providing balance to the criminal justice system for victims of crime	Provide direct services and responses to concerns from crime victims and staff victims; Provide support and linkages to victim advocates; Information on parole hearings; VINE Notification; Victim Services Representatives at each facility to assist victims attending parole hearings; Victim Safety Plans; Working with local, state, and national victim groups, prosecutors, and the WV Supervising Board to met the needs of victims and to hold offenders accountable for his/her behavior; Provide community education to increase awareness of victim issues; Provide education to WV Division of Corrections staff to increase awareness of victim issues; Linkage between parole officers and victims; Coordinate the development of standardized curriculum for staff victimization protocols and other victim programs Assist victims at parole revocation hearing;

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### *Comparison of Victim Services Nationwide*

<p>Wisconsin</p>	<p>The Department of Corrections will protect the public through the constructive management of offenders placed in its charge.</p> <p>This mission will be accomplished in the following ways: Providing levels of supervision and control consistent with the risk posed by the offender; Assuring that staff and offenders are safe; Assuring that staff function professionally, honestly and with integrity; Being responsive and sensitive to victims, victims' families and a diverse community; Providing for the humane and respectful treatment of offenders; Providing opportunities for the development of constructive offender skills and the modification of thought processes related to criminal behavior and victimization; Treating a diverse workforce as valued partners by fostering staff development and effectiveness; Providing and managing resources to promote successful offender integration within the community; Holding offenders accountable for their actions through sanctions, restitution, and restoration; Developing individualized correctional strategies based on the uniqueness of each offender; Being accountable to taxpayers through efficient, effective and innovative management of resources; Actively responding to staff victimization and promoting wellness; Educating the public on what we do and how we do it.</p>	<p>The Office of Victim Services and Programs is committed to mitigating the effects of crime and advancing the principles and philosophy of restorative justice. It is our mission to address the needs of crime victims, their families and the community through a variety of available services. The Office of Victim Services and Programs will assist in the reparation of the harm created by crime through: Supporting the recovery of victims of crime by providing information and opportunities to participate in the correctional system; Being responsive and sensitive to victims, victims' families and a diverse community; Educating the public on what we do and how we do it; Promoting relationships, credibility, understanding and involvement with the community; and Encouraging that offenders be held accountable for their actions through sanctions, restitution and restoration.</p>	<p>Information, advocacy, and referral includes providing information to crime victims on the correctional system or a specific offender, working closely with Parole Commissioners, Probation/Parole Agents, etc. on the victims behalf, and/or referrals for other services/assistance;</p> <p>Notification includes communication regarding changes in the offender's status. For example, this can include notification of parole interviews and decisions, release, escape and apprehension, discharge to supervision, etc. Restitution includes assistance with questions and concerns related to restitution;</p> <p>Victim Impact Statements allow victims to provide a statement to the Parole Commissioner for review prior to parole consideration;</p> <p>Input in the Parole Process provides victims with the opportunity to provide information to the Parole Commission at the time the offender is considered for parole;</p> <p>Victim/Offender Conferencing allows victims, if they choose, to speak to the offender in a safe setting with a neutral third party and discuss the impact and circumstances of the crime; Victims have the opportunity at this time to ask questions and to directly express to the offender how the crime has affected them and/or their family;</p> <p>Victim/Survivor Speaking at Impact Panels/Classes allows victims to share information with correctional staff and/or offenders about the impact of crime. Victims and victims' families who have chosen to participate in this way have found this to be a healing experience;</p> <p>Education and training on such issues as victims' rights, restorative justice, and the impact of crime for corrections staff, communities, and others;</p> <p>Restorative Justice/Victim Services Resource Library includes reference materials that are available for review or loan;</p> <p>VOICE stands for "Visual Offender Information Center"; VOICE offers enrolled victims access to offender information via the Internet and allows electronic communication. VOICE also offers routine notification to enrolled victims regarding certain changes in the offender's status;</p>
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### *Comparison of Victim Services Nationwide*

			VINE Notification;
Wyoming	The Wyoming Department of Corrections contributes to public safety by exercising reasonable, safe, secure, and humane management, while actively providing offenders opportunities to become law-abiding citizens.	The <i>Victim Notification Program</i> has set its mission to keep victims, key-witnesses, prosecutors, victim/witness coordinators and advocates informed and involved while the offender is in the custody of the department.	Notification;

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## APPENDIX D ~ REFERENCES

Seymore, Anne, (September 2006). *American Probation and Parole Association Evidence-Based Practices in Victim Services in Community Corrections*, (DRAFT). American Probation and Parole Association

Departments of Corrections Web Sites Nationally

