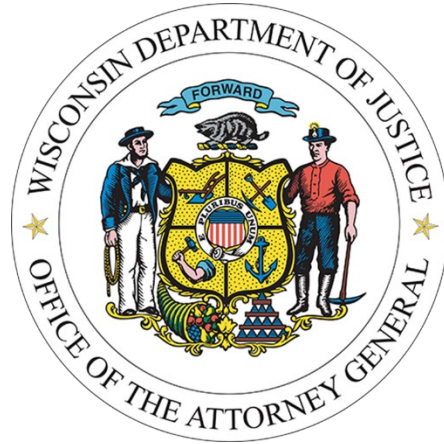


*Justice isn't served until crime victims are.*



State of Wisconsin  
Department of Justice  
Office of Crime Victim Services  
Grants & Training Team  
2021–2024 Strategic Plan

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## Introduction & Background

The Office of Crime Victim Services (OCVS) is part of the Wisconsin Department of Justice and is home to several programs that provide or support services to victims and survivors of crime. Services include Crime Victim Compensation, Safe at Home, Victim Resource Center, and the Grants and Training Team. OCVS Unit staff include the Director of Grants Programs & Operations, Justice Program Supervisor, Grants Specialists, Financial Grants Specialists, a Statewide Sexual Assault Nurse Examiner (SANE) Coordinator, Support Specialists, a Research Analyst, and a Victim Services Training Coordinator.

An OCVS Advisory Committee assists OCVS in project planning and provides an opportunity for the OCVS staff to receive input from stakeholders and allied professionals.

The Grants and Training Team is responsible for administering several grant programs, including the Victims of Crime Act (VOCA), Violence Against Women Act (VAWA), Sexual Assault Victim Services Program (SAVS), Children's Justice Act (CJA), and the State Child Advocacy Center Grants. This team is also responsible for administering the SANE training programs and the Sexual Assault Forensic Examiner (SAFE) Fund. The SANE program trains registered nurses through specialized education and clinical preparation in the medical forensic care of a patient who has experienced sexual assault or abuse. The SAFE Fund reimburses health care providers for the cost of a forensic medical exam for victims of sexual assault.

Each grant program administered through OCVS has a unique funding cycle. VOCA grants typically have a competitive application process every 3 years, but in 2019, the grant cycle was increased to 5 years. Currently, VOCA grants are in year 2 of the funding cycle. Generally, VAWA and SAVS have a competitive application process every 2–3 years. Subrecipient monitoring for all grant programs is completed by the Grants Specialists and Financial Grants Specialists.

All competitive application processes include external reviewers who score and rate the grant applications. The Attorney General (or their designee) has the final approval authority for grant awards. During the Fiscal Year (FY) 2019 VOCA competitive funding cycle, approximately \$40 million was available for grant awards, and approximately \$100 million in grant applications were received. Following the allocation of grant funds in 2019, grantees were notified that a decrease in funding would occur before the next competitive application process due to a reduction in federal VOCA funds. As a result, grant awards will be decreased by 15 percent in the fourth year of funding and an additional 15 percent in the fifth year of funding.

Following a Statewide Crime Victim Services Needs Assessment (needs assessment) in 2020,<sup>1</sup> the OCVS Grants and Training Team decided to update the strategic plan completed in 2018. The OCVS staff, in collaboration with a consultant from the Office for Victims of Crime Training and Technical Assistance Center (OVC TTAC), began the process of developing a new strategic plan using a variety of documents and activities to guide the conversation. Those activities included—

- In 2018, the OCVS Grants and Training Program staff participated in the development of a strategic plan. As part of this project, the staff created a Vision Statement, Mission Statement, Core Values, and Guiding Principles. This 2018 strategic plan was used in developing the 2021 strategic plan.
- In 2019, the OCVS Grants Programs contracted with ICF Incorporated to conduct a Statewide Crime Victim Services Needs Assessment. The purpose of the assessment was to determine the current needs of victims and survivors as well as the needs of the programs that provide services to them. The needs assessment highlighted the strengths of the current services in the state and opportunities for improvement. The needs assessment featured two core components: a survey of service providers and allied professionals and focus groups with crime victims.
- A SOAR (Strength, Opportunities Aspirations, Results) analysis was completed to help assess the current strengths and capacity of the unit and staff and to identify opportunities for program growth and improvement.
- From February through August 2021, a consultant from OVC TTAC met with leadership, facilitated a number of virtual discussions with the entire team and subsequently with smaller sub-groups to guide the strategic planning process.

This strategic plan presents an opportunity for the OCVS Grants and Training Team to share its goals for the upcoming 3 years with partners throughout the state.

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<sup>1</sup> [Statewide Crime Victim Services Needs Assessment, March, 2021](#)

The members of the OCVS Grants and Training planning group developed the overall goals for victim services throughout the state.

- Provide the best services to the most victims/survivors possible in a trauma-informed, victim-centered, and culturally respectful manner.
- All survivors get the services and support needed from the service providers funded by OCVS funds with federal and state dollars.
- Agencies have the capacity to provide services to any victim who needs services, and no victim/survivor is denied services due to the lack of funding.
- Maintain a cohesive network of service providers in the face of reduced funding.
- Be creative with resources that were not available in the past (e.g., use of technology).
- Training that promotes services to all victims of crime is provided to OCVS subgrantees and allied partners.
- Statewide data are collected in a consistent manner to promote research that supports the advancement of victim services.
- Data collected on a statewide basis are used in a manner that helps to inform subgrantees and allied professionals of the state of victim services in Wisconsin.
- Incorporate SANE priorities and strengthen SANE services throughout the state.
- Enhance the SAFE program.

## Executive Summary

The 2021 OCVS strategic plan is designed to direct the work of the unit over the next 3 years. The plan is victim-centered, with a special focus on working in partnership with allied professionals. The strategic plan was developed with a commitment to provide funding that addresses the needs of underserved crime victims, survivors, and communities.

The plan focuses on seven areas—

- Outreach Efforts, Communication Opportunities, and Collaboration Within Victim Services
- Quality Services to Victims and Survivors
- Services for Underserved and Marginalized Communities
- Training and Technical Assistance
- Grants Management
- Reporting Process and Collection of Data
- SANE Program and SAFE Fund

## Focus Areas

### **Outreach Efforts, Communication Opportunities, and Collaboration Within Victim Services**

Outreach and communication are key to ensuring victims and survivors know about available services. Through collaborative efforts across programs, OCVS can provide a comprehensive array of seamless services that best meet the needs of victims. The team is already using many tools in this effort, such as the OCVS listserv and the OCVS Bulletin, which keep partners informed of OCVS changes and training opportunities. OCVS will host in-person and virtual forums throughout the state for service providers to share information about their programs, spotlight programs that provide innovative services, and increase the opportunity for cross-agency collaboration at local and state levels.

### **Quality Services to Victims and Survivors**

This strategic plan focuses on implementing recommendations made in the needs assessment to help address future needs throughout the state. The needs assessment identified many quality victim services that are currently available in the state. Highlighting innovative victim service programs both in Wisconsin and throughout the country is an opportunity for OCVS to promote best practices and provide an opportunity to address current gaps in services. The strategic plan promotes the importance of dialogue with OCVS partners, including subgrantees, statewide coalitions, and allied professionals, about their vision for the future of victim services in Wisconsin.

### **Services for Marginalized and Underserved Communities**

A cornerstone of the plan is to use funding to support the most marginalized survivors. Understanding what constitutes a marginalized and underserved community and the specific needs of those communities are key to addressing gaps in services. The plan focuses on ways to expand services to marginalized and underserved victims and survivors of crime by assessing current services, looking at innovative programs throughout the country that have good results working with underserved communities, and most importantly, obtaining input from victims and survivors in underserved communities about their needs. The plan also supports better coordination among agencies on referral and intake processes that avoid re-traumatizing victims and survivors.

### **Enhance Training and Technical Assistance**

The plan promotes enhancing the training and technical assistance the OCVS Grants and Training Team provides now. The plan addressed areas that include identifying new opportunities for training and developing partnerships with subject matter experts across the state. OCVS will also partner with state coalitions to provide and coordinate additional training and technical assistance.

### **Grants Management**

The goal of any grant management process is to be as effective and efficient as possible. The plan addresses several aspects for improving the current OCVS grants management process. This includes providing easily accessible information about the grant process and grant requirements for subgrantees, streamlining reporting requirements as much as possible, a resource library, updating the website, and providing training opportunities on grant management. The grant process from the

funding announcement through the monitoring process will be reviewed to identify areas for improvement.

### **Reporting Process and Collection of Data**

Improving the statewide collection of data and sharing and disseminating the data are important to ensure that the findings are collected efficiently, provide timely information, and offer transparency about the use of funds. The plan is an opportunity to review and improve the data collection system. A statewide database of victim service providers will be established to provide both victims and victim service providers with accurate information about the range of services available throughout the state so they can make appropriate referrals.

### **SANE Program and SAFE Fund**

The strategic plan includes assessing SANE Program priorities and determining how to strengthen SANE services through data collection and increased training opportunities. The SANE Program staff plan to increase support to the current SANE programs by assessing both the financial and nonfinancial impacts of SANE programs on health care systems and providing additional technical assistance.

The SAFE Fund is used extensively every year. The plan focuses on increasing communication about the SAFE Fund to ensure that everyone who needs information about the program can get it. The plan includes a component to identify ways to improve the program.

## **Guiding Principles**

This strategic plan was an opportunity for the OCVS Grants and Training Team to be proactive as they plan to address anticipated future challenges, including a significant reduction in VOCA funds. The plan was developed with the primary purpose of ensuring that victims and survivors can continue to access and receive quality services and support.

The strategic plan includes a vision statement, a mission statement, the core values of the team, and the guiding principles, all of which will be used to implement the goals, objectives, and strategies the team developed.

### **Vision**

The Wisconsin Department of Justice OCVS Grants and Training Team is committed to supporting quality services for all victims of crime through a collaborative approach to victim services and by integrating economic and social justice to promote access, equity, respect, and dignity.

### **Mission**

The Wisconsin Department of Justice OCVS Grants and Training Team administers federal and state victim service grants and provides resources, support, and training to agencies and other professionals that serve and assist victims of crime in Wisconsin.



### **Core Values**

- Have a collaborative approach to victim services
- Integrate economic, racial, accessibility, and social justice issues into our work by focusing on how these issues affect victims and survivors of crime
- Promote access, equity, respect, and dignity in all aspects of victim services
- Provide all victim service agencies equitable access to funding opportunities during a competitive process
- Assist and strengthen agencies, through a collaborative working relationship, to be able to provide the best services possible through available resources

### **Guiding Principles**

- Provide support, guidance, and information to victim service agencies to strengthen their grant-funded programs
- Be a resource for victim service agencies for collaboration, training, and best practices in the victim services field
- Partner with other criminal justice programs, community organizations and victim services funders including the Department of Children and Families (DCF) and the Department of Health Services (DHS) to encourage victim-centered approaches

## **Strategic Plan Goals and Objectives**

### **Increase Outreach Efforts, Improve Communication Opportunities, and Enhance Collaboration Within the Victim Services Field**

**Goal 1:** Encourage partnerships between OCVS and the coalitions through communication-sharing opportunities and collaboration efforts.

Objective 1.1: Establish regular communication with victim service coalitions<sup>2</sup> about expectations and responsibilities.

**Goal 2:** Improve Outreach and Communication Efforts to Subgrantees, DCF and DHS.

Objective 2.1: Increase communication efforts with victim service agencies, DCF, and DHS to keep them informed about OCVS activities and communicate about training opportunities and resources for victim service providers throughout the state.

Objective 2.2: Ensure that 211 Wisconsin has accurate and current information to provide to victims/survivors/people in need of victim services.

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<sup>2</sup> Coalitions include, but are not limited to, American Indians Against Abuse, Black and Brown Womyn Power Coalition, Child Advocacy Centers of Wisconsin, End Abuse Wisconsin, Wisconsin Coalition Against Sexual Assault, Wisconsin CASAs, and Wisconsin Victim Witness Professionals Association.

## **Provide Quality Services to Victims and Survivors**

**Goal 3:** Provide exceptional and consistent services for all victims and survivors of crime throughout the State of Wisconsin by coordinating with DCF (State Domestic Violence Program and Family Violence Prevention & Services Act (FVPSA) administrator) to distribute funds in the most effective way possible while navigating decreases in funding.

Objective 3.1: Utilize the Statewide Crime Victim Services Needs Assessment to address identified needs, promote best practices, and determine future needs.

Objective 3.2: Determine how to provide victim services more effectively with decreased funding in the future.

**Goal 4:** Define and identify what factors constitute quality victim services.

Objective 4.1: Research best practices to determine what factors are needed for the provision of quality services.

## **Improve Services for Marginalized and Underserved Communities**

**Goal 5:** Establish OCVS definitions for *marginalized and underserved communities and culturally specific services* for the purposes of funding and outreach.

Objective 5.1: OCVS will have a “working definition” of marginalized and underserved communities and culturally specific services for the purpose of grant funding.

**Goal 6:** Expand services to marginalized and underserved victims and survivors of crime.

Objective 6.1: Listen and learn from, by and for organizations to determine how to best connect with culturally specific agencies.

**Goal 7:** Along with other state victim service funders, create and implement victim-centered best practices and expectations that focus on referral and intake processes among organizations to eliminate re-traumatization and promote access for the most marginalized survivors.

Objective 7.1: Create and implement best practices/expectations that result in referrals that support seamless service delivery to victims and survivors.

Objective 7.2: Monitor subgrantees to determine if they are utilizing best practices regarding referral and intakes.

**Goal 8:** Collaborate with other statewide funders and utilize OCVS funds to support the most marginalized survivors and work with agencies to ensure they are providing services that are considered best practices in the field.

Objective 8.1: Determine how to develop a focus on providing specific funds for marginalized and underserved communities before the 2024 VOCA competitive cycle.

### **Enhance Training & Technical Assistance**

**Goal 9:** Enhance technical assistance to improve the accuracy of subgrantees' grant reports and provide overall grant support to subgrantees.

Objective 9.1: Use the available resources to provide technical assistance to subgrantees.

### **Support Efficient and Accessible Grant Management**

**Goal 10:** Ensure that the grant management process is efficient and effective.

Objective 10.1: Update the OCVS grant process document, policies, and procedures to reflect priorities established during the strategic planning process and recommendations from the audits.

Objective 10.2: Provide accessible information to subgrantees about the grant process and grant requirements.

### **Improve Grant Application Process**

**Goal 11:** Develop an application process that establishes OCVS priorities for delivering victim services.

Objective 11.1: OCVS staff will develop priorities for baseline services, including culturally specific services, to prepare for decreased funding.

**Goal 12:** Improve the quality of grant applications submitted to OCVS.

Objective 12.1: Increase training and technical assistance opportunities to support applicants' capacity to produce high quality grant applications.

Objective 12.2: Improve the grant application/funding announcement to better incorporate needed information.

### **Ensure an Equitable Grant Application Scoring Process**

**Goal 13:** The competitive grant application scoring process will assess the full range of application factors, including the provision of services.

Objective 13.1: Update the internal scoring mechanism for the competitive grant application process to ensure that all relevant information is considered during the scoring process.

### **Strengthen Subgrantee Monitoring**

**Goal 14:** Provide opportunities for OCVS staff to learn more about the subgrantees during the monitoring process through more effective site visits and better communication between OCVS staff and subgrantees.

Objective 14.1: Obtain information that will provide additional insight into the services an agency provides.

### **Upgrade Egrants & Grant Management Systems**

**Goal 15:** Upgrade the electronic, Web-based grants management database (Egrants).

Objective 15.1: Work with Bureau of Computing Services (BCS) to discuss short-term solutions to obtaining additional Egrants support.

Objective 15.2: Determine if Egrants still meets OCVS's needs.

Objective 15.3: Draft a list of requirements needed for a Grants Management System (Egrants & Osnum)

Objective 15.4: Identify opportunities to support the implementation of a paperless grant process throughout WI DOJ from start to finish, incorporating all components, including the application, contracts, grant payments, reporting, monitoring, requirements (special conditions), and audits.

### **Improve Reporting Processes & Collection of Data**

**Goal 16:** In coordination with DCF, improve the statewide collection of data for quality and consistency to better inform OCVS's decision-making, policies, and programming.

Objective 16.1: Implement a statewide system for victim service data collection.

Objective 16.2: Require subgrantees to collect and report on a baseline set of outcome measures to assist with monitoring.

Objective 16.3: Coordinate program reports across OCVS funding sources.

**Goal 17:** Share and disseminate data to partners and stakeholders to improve services and programming and ensure transparency of DOJ's data collection.

Objective 17.1: Actively share and disseminate data to subgrantees and allied partners.

Objective 17.2: Complete a VOCA database and connect it to Egrants data.

Objective 17.3: Develop and manage (or contract out) a statewide database of victim service providers to increase awareness of services/capacity and strengthen referral networks.

Objective 17.4: Set up databases/data products for other grant programs in addition to VOCA.

### **Strengthen Sustainability of SANE Program and SAFE Fund**

**Goal 18:** Identify and define SANE program priorities through data collection.

Objective 18.1: Assess SANE accessibility for victims/survivors of sexual assault to determine where additional resources are needed.

**Goal 19:** Strengthen SANE services through improvement of SANE competency and readiness.

Objective 19.1: Continually improve training and professional development opportunities for SANEs.

Objective 19.2: Increase support to SANE programs.

Objective 19.3: Improve communication with SANEs so they are better informed and bridge communication with WI DOJ and partners.

**Goal 20:** Continue to support and enhance the SAFE Fund program.

Objective 20.1: Expand the allowable uses of SAFE Fund expenses.

Objective 20.2: Implement outreach efforts to ensure that medical facilities and SANEs are aware of the SAFE Fund program.

Objective 20.3: Improve the SAFE Fund program through better data collection.

## Action Plan

Each of the activities in the goals and objectives is broken down into specific action steps and will be assigned to specific individuals or teams, as appropriate. Following the adoption of the strategic plan, activities can be translated into a more detailed timeline.

### **Evaluation of the Strategic Plan**

After adopting the strategic plan, OCVS should create a plan to review it periodically and conduct an outcome evaluation. The outcome evaluation will look specifically at whether OCVS achieved the goals set forth in the strategic plan and if they had the intended effect.

It should be noted that additional needs and activities were identified during the planning process, but they are not included in the scope of this strategic plan due to the organization's current capacity. These topics will be considered in the future as the strategic plan is reviewed and updated.

Developing a strategic plan provides an opportunity to determine what is most important in delivering services to victims and survivors of crime and using that information to help make decisions in the future. As the level of funding is a key component of providing services, the OCVS strategic plan is intended to be flexible to react to the fluctuations that occur with federal and state funding.

The services that OCVS provides go beyond funding victim service agencies. The agency provides a leadership role in helping to shape the future of victim services in Wisconsin. With its victim service partners and allied stakeholders, OCVS hopes that the provision of victim-centered victim services in Wisconsin will become a model for other states.