



Maryland State Board of Victim Services Annual Report

*Criminal Procedure Article § 11-914(1), Chapter 205 of
2014 (Senate Bill 922)*

Larry Hogan
Governor

Boyd K. Rutherford
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Acknowledgements

This *Maryland State Board of Victim Services Annual Report* is the result of hard work, valuable input, and dedication from numerous stakeholders. Government officials, law enforcement, state's attorneys, community advocates, victims' rights representatives, state and local government representatives, and public members. Everyone was generous with their time and supportive feedback. Their participation in the Maryland State Board of Victim Services, as well as their feedback, suggestions, and recommendations were invaluable for the final report. The completion, timeliness, and comprehensiveness of this report would not have been possible without their active participation and support.

Roster of Members

Pursuant to § 11-912 of the Criminal Procedure Article, the Maryland State Board of Victim Services is composed of various members, and a Chair and Vice-Chair appointed by Governor Hogan. The roster of members is current as of July 1, 2018.

Steven J. Kelly, Esq., Chair
Sanford Heisler Sharp, LLP

Barbara Bond, Vice-Chair
Attorney General's Office

V. Glenn Fueston, Jr.
Executive Director, Governor's Office of Crime Control and Prevention

Wes Adams, Esq.
Anne Arundel County State's Attorney's Office

Bonnie Ariano
Department of Human Services

Anne T. Bean
Service Provider, Cecil County Department of Social Services

Lynn Davis
Public Member, Child Advocacy Center of Frederick County

Jessica Dickerson
Department of Juvenile Services

Lou Gieszl
Administrative Office of the Courts

R. Gary Hofmann, III.
Maryland Sheriffs' Association

Molly Knipe
Service Provider, YWCA of Annapolis and Anne Arundel County

Steve Levin
Chair, Criminal Injuries Compensation Board

Adam Lippe, Esq.
Public Member, Baltimore County State's Attorney's Office

The Honorable Joe Riley, Esq.
Caroline County State's Attorney

Jill Ritter
Public Member, Washington County State's Attorney's Office

Alonzo Robertson, Esq.
Public Member, Maryland Crime Victims' Resource Center, Inc.

Lisa Smith, Esq.
Service Provider, Office of the State's Attorney for Baltimore City

Lisa Spicknall-Horner
Public Member, Mothers Against Drunk Driving (MADD)

Jeanne Yeager
Public Member, Mid-Shore Council on Family Violence

As of December 2018, the Maryland State Board of Victim Services has one vacancy.

Executive Summary

In accordance with § 11-914(1) of the Criminal Procedure Article, the Maryland State Board of Victim Services (Board) is charged to continue its mission to ensure victims of crime receive justice and are treated with dignity, respect, and compassion through comprehensive victim services. Through its charge, and under the leadership of Chairman Steven Kelly, Esq., Sanford Heisler Sharp, LLC, Vice-Chairwoman Barbara Bond, Attorney General's Office, and staff from the Governor's Office of Crime Control and Prevention (Office), the Board continued to partner with victim service providers; local communities; executive, legislative, and judicial branches of state government; and the federal government to better serve Maryland's victims of crime.

To address its charge, the Board continued to improve the treatment for victims of crime by working with criminal justice agencies and private non-profit organizations, creating and expanding innovative initiatives, and welcoming feedback and suggestions from individuals and communities across the State.

Pursuant to § 11-914(1) of the Criminal Procedure Article, this *Maryland State Board of Victim Services Annual Report* includes information on the activities of the Board, the administration of funds to victims of crime, and specific recommendations to improve the treatment and services for Maryland's victims of crime, to include:

- Examine existing statewide resource and referral portals for victims.
- Increase the number of victim advocates in law enforcement agencies.
- Expand training resources and its availability to victim advocates and victim assistants.
- Promote the expanded use of technology for a seamless flow of resource coordination.
- Develop long-term strategies to meet the financial needs of victims.

Background

Recognizing the unique and distinctive needs of crime victims, the Maryland General Assembly created the Maryland State Board of Victim Services and the position of the State Coordinator in 1987. This was done for the purpose of monitoring, assessing, coordinating, and making recommendations concerning state and local efforts to assist victims of crime. The Maryland State Board of Victim Services' mission is to ensure that all crime victims in Maryland are treated with dignity, respect, and compassion during all phases of the criminal justice process.

In 1991, under the authority of the Governor's Office of Crime Control and Prevention, the Maryland General Assembly created the Maryland Victims of Crime fund to provide funding support for victim services. In 2007, the Legal Services for Crime Victims fund was created by the Maryland General Assembly to provide Maryland crime victims the opportunity to have legal representation in the criminal court system. The Maryland State Board of Victim Services makes funding recommendations to the Governor's Office of Crime Control and Prevention, which administers and manages the Maryland Victims of Crime and Legal Services for Crime Victims grant projects.

Under the authority of the Executive Director of the Office, the Board shall:

- Submit to the Governor an annual written report of its activities, including its administration of the Fund;
- Monitor the service needs of victims;
- Advise the Governor on the needs of victims;
- Recommend the appointment of the Victim Services Coordinator to the Executive Director;
- Review and approve the Victim Services Coordinator's plans and annual reports, and the Victim Services Coordinator's implementation, operation, and revision of programs;
- Approve or disapprove each grant application submitted by the Office;
- Advise the State's Attorney's Coordination Council on the adoption of regulations governing the administration of the Victim and Witness Protection and Relocation Program established under § 11-902 of the Maryland Criminal Procedure Article;
- Advise the State's Attorney's Coordinator on the administration of the Victim and Witness Protection and Relocation Program;
- Develop pamphlets to notify victims and victim's representatives of the rights, services, and procedures provided under Article 47 of the Maryland Declaration of Rights or State law, including:

- One pamphlet relating to the Maryland Electronic Courts (MDEC) system protocol registration process and the time before and after the filing of a charging document other than an indictment or information in circuit court; and
 - A second pamphlet relating to the time after the filing of an indictment or information in circuit court; and
- Develop a notification request form and an MDEC system protocol in consultation with the Administrative Office of the Courts, through which a victim or victim's representative may request to be notified under § 11-104 of the Maryland Criminal Procedure Article.

Accomplishments

Annual Statewide Memorial Services

In partnership with the Victim and Witness Divisions of the State's Attorneys' offices, the Office and the Board sponsor four regional memorial services each year during the National Crime Victims' Rights Week. The memorial services feature inspirational speakers, musical performances, and quiet reflection which honor over 4,000 crime victims of homicide, vehicular manslaughter, and missing crime victims and their families. These memorial services provide a safe, supportive, and trustworthy space for families of crime victims to congregate and share their stories. Many advocates, who strive to serve victims of crime, help to coordinate the memorial services because they understand the importance of a positive outlet for families to cope with their grief and honor their lost and loved ones. The regional memorial services are geographically divided throughout the State (*as illustrated below*).

Eastern Region	Western Region	Southern Region	Northern Region
Caroline	Allegany	Calvert	Anne Arundel
Dorchester	Carroll	Charles	Baltimore City
Kent	Frederick	Prince George's	Baltimore
Queen Anne's	Garrett	St. Mary's	Cecil
Somerset	Montgomery		Harford
Talbot	Washington		Howard
Wicomico			
Worcester			

On April 8, 2018, Calvert County, Howard County, Montgomery County, and Queen Anne's County's State's Attorney's Offices hosted the *29th Annual Statewide Memorial Services*.

Maryland Crime Victims' Rights Conference

The Office and the Board held the *2018 Maryland Crime Victims' Rights Conference* on April 12, 2018, during the National Crime Victims' Rights Week. The free one-day conference offered over 400 crime victim service professionals the opportunity to listen, learn, and network with speakers and peers as it relates to emerging victim issues and innovative approaches to empower victims.

At the *2018 Maryland Crime Victims' Rights Conference*, Governor Hogan presented three Victim Assistance Awards to three "Maryland citizens who went above and beyond the call of duty to assist crime victims."¹

- Dierdre Gardner of Roberta's House received the Vincent Roper Memorial Award in recognition of the outstanding work to secure crime victim justice for all in a quiet and selfless manner.
- Theresa Hiegel of the Frederick County Sheriff's Office received the Henry Gleim Memorial Award in recognition of outstanding services to crime victims and those who work to serve them.
- D. Scott Beard, who served as the Executive Director of the Criminal Injuries Compensation Board from 2012-2017, received the Virginia Mahoney Award in recognition of a prominent state leader or high-ranking official who has epitomized true leadership in support of victims' rights.

The *2018 Maryland Crime Victims' Rights Conference* also held nine workshops which consisted of various topics, such as victims' rights, human trafficking, adverse childhood experiences, abuse intervention programs, and the intersection of domestic violence, mental health, and substance abuse.

Roper Victim Assistance Academy of Maryland

The Office also supports the *Roper Victim Assistance Academy* (Academy) which offers two levels of training, basic and advanced, to victim service professionals in Maryland. The basic training consists of a 40-hour standardized multidisciplinary academic curriculum designed for newer professionals, and is conducted as a one-week residential program. In 2018, the one-week basic training program (June 4, 2018, - June 8, 2018) served as the **15th Academy** and resulted in 44 professional graduates of its program. The Academy also offered two advanced training sessions in which 78 participants completed the training.

All trainings provided by the Academy are nationally approved and certified for professional certification units and university credits. Continuing Education Units (CEUs) and university credits for both the basic and advanced training programs are also offered by the Academy.

The Maryland Victim Assistance Certification Program is also offered by the Academy, and is available in three certification levels to coincide with the years of experience and training. In FY 2018, 67 individuals received a certification of which 31 consisted of a Level I certification, 17 consisted of a Level II certification, and 19 consisted of a Level III certification.

¹ Governor's Coordinating Offices. (2018). [Governor Larry Hogan Opens 2018 Maryland Crime Victims' Rights Conference, Presents Governor's Victim Assistance Awards](#).

Recommendations to the Governor

Pursuant to § 11-914 of the Criminal Procedure Article, and under the authority of the Executive Director of the Office, the Board shall submit a report to the Governor as it relates to its activities, the administration of victims of crime Funds, and specific recommendations to improve treatment and services available for Maryland's victims of crime (*as illustrated below*).

Examine existing statewide resource and referral portals for victims.

In 2018, the Board examined existing statewide resource and referral portals to identify the number of available victim service agencies in the State. Based on its findings, the Board recommends expanding the resource directory of 211 Maryland to include more victim service agencies. This resource directory, 211 Maryland, is a statewide resource available by telephone and internet to connect Maryland citizens to health and human services. In 2018, the Board provided a list of the comprehensive domestic violence and rape crisis centers, child advocacy centers, and certified abuse intervention programs to 211 Maryland to be included in their resource directory to increase the number of available victim service programs.

The Board also recommends developing a specific "victim" user group on 211 Maryland's homepage to serve as an online portal for victims to access information for services. Recently, 211 Maryland experienced management changes which hindered their ability to update some of the victim services within its resource directory.

The Board believes these recommendations will improve the dissemination of accurate information, and will increase victims' knowledge of services. Moving forward, the Board will continue to partner with 211 Maryland to increase their database of victim service providers.

Increase the number of victim advocates in law enforcement agencies.

In September 2017, the Office announced a *Specialized Services Notice of Funding Availability (NOFA)* under the *Victims of Crime Assistance (VOCA) Program* which included a priority area for law enforcement agencies to hire victim advocates. In December 2017, the Board disseminated a survey to identify victim advocates and services within the State. The survey gathered 84 responses from victim service providers, state's attorneys' offices, law enforcement, and child advocacy centers. Of those who responded to the survey, 73% indicated that a victim advocate worked at their agency, and 35% indicated that a bilingual advocate worked at their agency. Survey respondents also indicated that funding is a primary barrier to employing a bilingual advocate.

In response to the Board's successful advocacy for bilingual services, the *FY 2019 VOCA NOFA* included this as a priority. Through bilingual services and victim advocates, non-English speaking victims receive greater knowledge of victims' rights and available services.

Expand training resources and its availability to victim advocates and victim assistants.

In response to a recent review of the Academy's curriculum, the Board recommends collaborating with the Academy on emerging victim services topics to increase victim service professional's knowledge of victim services, victims' rights, trauma-informed care, and more. In addition, the Board recommends the continued support of the Academy's basic and advanced training for victim service providers and first responders. The Office and the Board will continue to regularly monitor the Academy's training to ensure training needs are met. The Board will also take an active role in planning several workshops at the *2019 Maryland Crime Victims' Rights Conference*. Furthermore, the Board will continue to explore additional training needs and develop a plan to address those needs.

Promote the expanded use of technology for a seamless flow for resource coordination.

The Board recommends the expansion of victim services providers' use of technology to provide a seamless flow for resource coordination, and to ultimately benefit victims. For example, victim service providers should utilize case management systems to capture outcome based performance measures.

The Board identified technology as a priority through the strategic planning process with the goal to enhance and expand technology, such as case management systems, to benefit victim services and provide a seamless flow for the purpose of resource coordination. The Board aims to increase communication and coordination between staff, increase programs' ability to track gaps in services and the need for enhancement of services, and increase offender accountability for those court ordered to attend programs. The Office incorporated technology improvements such as upgrading information technology infrastructure and integrating and standardizing data collection systems across victim service providers into NOFAs for several funding sources, including the Edward J. Byrne Memorial Justice Assistance (BJAG) and VOCA, as a direct result of the strategic planning processes.

In October 2017, the Board conducted a survey to gather information on the platforms and case management systems used by victim service providers to determine benefits, barriers, and costs of utilizing various case management systems. Of the 34 survey responses, seven indicated current use of either Apricot or Efforts to Outcomes software by Social Solutions.

Respondents utilizing Social Solutions products showed significant disparity in pricing which is likely due to the size and needs of each individual respondents. Many respondents use software specifically designed for their agency. Many respondents also indicated use of specific systems for Child Advocacy Centers (CAC) and Court Appointed Special Advocates (CASA). Although case management software can be costly, the Board plans to look into this further to identify options for victim service providers. In addition, the Board plans to continue to explore options in terms of economies of scale and a standard configuration that aligns with the Office's funding reporting requirements.

Develop long term strategies to meet the financial needs of victims.

Maryland should develop long term strategies to meet the financial needs of crime victims. Provisions should occur to increase the collection of costs imposed on convicted defendants in district and circuit courts that are distributed into the Fund, and to the Criminal Injuries Compensation Fund. Increased revenue would address the mounting need that is necessary to continue to support crime victims through services and compensation, statewide trainings, federal and state policies, technology, and public awareness and community outreach.

The State recommends the increase of available funds to victims of crime, the increase in payment timeliness of approved funds to victims, and the increase in awareness as it relates to available funds. In 2018, the Board provided a letter of support for House Bill 247/Ch. 422 (2018) *Victim Services Unit - Victims' Compensation* that passed with an effective date of July 1, 2018. The bill expanded the Victim Services Unit within the Office to include the Criminal Injuries Compensation Board (CICB) (previously under the Department of Public Safety and Correctional Services), and the Sexual Assault Reimbursement Unit (SARU) (previously under the Maryland Department of Health). SARU will join CICB and will bring approximately \$860,000 through the federal VOCA funds for victim services. The Victim Services Unit will also focus on restitution collection.

All recommendations support the overall goal of enhancing victims' ability to be aware of services, safe, and self-sufficient. The Board will continue to utilize the FY 2018 strategic plan to promote victim services in Maryland.

Key Initiatives

Victims' Rights Compliance Initiative

The Board and the Office established the *Victims' Rights Compliance Initiative* (Initiative) in April 1999 in an effort to remedy crime victims' rights violations. The goal and objectives of the Initiative is to improve the criminal justice system's response to victims of crime through systematic improvements of services provided to victims; and to give victims the option to voice their concerns and seek system response when they feel that their statutory rights have been violated at any point in the criminal justice system.

In support of this Initiative, the Office advises criminal justice agencies on victims' rights. The Office promotes and facilitates voluntary, efficient, and effective compliance with laws; analyzes agency implementation practices, policies, procedures, and tools; and recommends and resolves complicated questions and problems between victims and service providers in a non-adversarial manner. More specifically, the Office responds to calls, letters, and emails received from crime victims across the State alleging violations of various crime victims' rights, seeking referrals for direct services, and looking for information and explanations about the criminal justice process. Some of these examples include:

- Frustration with the lack of (or limited) criminal justice agency responses to the crime;
- Confusion about and/or failure to be informed of filing of nolle prosequi by prosecutors;
- Lack of information regarding case status;
- Delay in processing and/or denial of claims by the Criminal Injuries Compensation Board;
- Nonpayment of restitution by offenders granted probationary sentences or parole; and
- Lack of notification of offender's parole, violation of probation, and release from incarceration.

In FY 2018, the Director of Victim Services, who serves as the Victim Services Coordinator, responded to 45 calls, letters, and emails from crime victims in the State regarding complaints or request for services (*as illustrated below*).

Jurisdiction	Number of Complaints/Request for Services
Anne Arundel County	3
Baltimore County	5
Baltimore City	5
Carroll County	1
Charles County	1
Dorchester County	1
Frederick County	1
Harford County	4
Howard County	1
Montgomery County	6
Prince George's County	4
St. Mary's County	2
Washington County	1
Wicomico County	1
Unknown	9
TOTAL	45

The Office seeks to refer victims with active cases to appropriate advocacy groups or responsible agencies, and to examine what occurred in cases which have been completed. As a result of these efforts, the Office received and addressed numerous victim contacts (*as illustrated below*).

	Referrals	Number of Referrals
Closed Matters	Referred to Criminal Injuries Compensation Board or other financial assistance	5
	Referred to Department of Human Services	2
	Referred to Department of Public Safety and Correctional Services	4
	Referred to Law Enforcement Agency	12
	Referred to Maryland Department of Health	1
	Referred to State's Attorney's Office or other legal assistance	16
	Referred to Substance Abuse & Mental Health Services Administration's Disaster Distress Helpline	1
	Referred to Transitional Housing Services	2
	Referred to Victim Assistance Organization	14
	TOTAL*	57

*The total number of referrals is greater than the number of complaints/request for services because several victim(s) received referrals to multiple organizations and agencies.

Crime Victim Mandated Pamphlets and Forms

Pursuant to Article 47 of the Maryland Declaration of Rights, § 11-914 of the Criminal Procedure Article, and other statutory provisions, the Board developed two pamphlets to ensure that a victim's right to be informed is upheld by law enforcement personnel, commissioners or juvenile justice intake workers, and state's attorneys.

With the enactment of "Amber's Law" (Ch. 643, 2017), individuals have received the opportunity to request reasonable protections for the safety of an alleged victim or victim's family. The Board developed the brochure, *Maryland Crime Victims: Requesting Protections for Safety*, to inform victims on how to request that an offender be placed on electronic monitoring or electronic monitoring with victim stay-away alert technology.

In addition, and since October 1, 2017, the Maryland Parole Commission is required to notify a victim of an eligible inmate's administrative release eligibility date, the victim's right to request an open hearing, and the victim's right to submit written testimony concerning the crime and the impact of the crime on the victim. The *Crime Victims and Witnesses: Your Rights and Services* and the *Your Rights and as a Victim in the Criminal and Juvenile Justice Process* brochures have been updated to reflect this right of victims.

As illustrated below, **313,350** crime victim mandated materials have been distributed throughout the State, between July 1, 2017, and June 30, 2018.

Primary Agency Responsible for Distribution Crime Victim Mandated Pamphlets/Form	Language	Quantity Distributed
Law Enforcement (<i>Crime Victims and Witnesses: Your Rights and Services</i>)	English	179,700
Law Enforcement (<i>Crime Victims and Witnesses: Your Rights and Services</i>)	Spanish	6,650
Law Enforcement (<i>Maryland Crime Victims: Requesting Protections for Safety</i>)	English	68,200
State's Attorney's Office (<i>Your Rights as a Victim in the Criminal and Juvenile Justice Process</i>)	English	7,000
State's Attorney's Office (<i>Your Rights as a Victim in the Criminal and Juvenile Justice Process</i>)	Spanish	1,300
State's Attorney's Office (<i>Crime Victim Notification and Demand for Rights Form</i>)	English	42,600
State's Attorney's Office (<i>Crime Victim Notification and Demand for Rights Form</i>)	Spanish	7,900
TOTAL Quantity Distributed		313,350

Grant Programs

Maryland Victims of Crime Fund

Chapter 561 of 1991 created the Fund as a source of revenue to allow the Board to ensure implementation of the Declaration of Crime Victims' Rights Amendment to the Maryland Constitution, as well as the Guidelines for Treatment of and Assistance to Crime Victims and Witnesses, and other laws adopted to benefit victims and witnesses of crime.²

The primary purpose of this Fund is to provide advocacy and support services to victims of crime to develop and enhance existing programs that serve victims of crime in Maryland. In 2017, the Office released the *FY 2018 Maryland Victims of Crime (MVO) Fund NOFA* which identified the following priorities:

- Direct services for victims of crime;
- Victim service providers in law enforcement;
- Victim/witness service providers in state's attorney's offices;
- Enhanced services and support for child advocacy centers; and
- Enhanced services to crime victims that aid and promote the distribution of mandated brochures and educate them on their rights according to Maryland law.

The *FY 2018 MVO* (also known as the Fund) awarded \$615,000.00. Grant funding will be provided for FY 2019 in the same amount provided that programs are in good standing.

Legal Services for Crime Victims Fund

Chapters 125 and 126 of 2007 created the Legal Services for Crime Victims grant program under § 11-919 of the Criminal Procedure Article to provide victims of crime the opportunity to have legal representation in the criminal court system. Through this grant program, funds are received from unclaimed restitution to protect victims' rights as provided by law. The Division of Parole and Probation, and the Department of Juvenile Services collect court-ordered restitution from adult defendants and juvenile respondents for subsequent distribution to crime victims.

The primary purpose of this grant program is to ensure that the money obtained from unclaimed restitution is used for annual grants to provide legal counsel to victims of crime and delinquent acts, and to protect the victims' rights as provided by law. This supports the Office's objective to

² Governor's Office of Crime Control and Prevention. (2012). *Maryland State Board of Victim Services Manual (Rev. 2012)*.

improve victim services for Maryland residents. In 2017, the Office released the *FY 2018 Legal Services for Crime Victims Grant (LSCV) NOFA* which identified the following priorities:

- Develop or improve the delivery of crime victim services to underserved populations;
- Increase the accessibility to services for crime victims to include transportation needs;
- Increase the accessibility to services for non-English speaking victims through the use of bilingual counselors, case managers, social workers, and victim-witness advocates; and
- Enhance legal services for victims by distributing additional resources to provide legal and witness victim advocate.

The *FY 2018 LSCV* (also known as the Grant Program) awarded \$75,000.

Appendix: FY 2018 Strategic Plan

Maryland State Board of Victim Services - FY 2018 Strategic Plan				
Overall Goal: Individuals are safe, self sufficient and individuals/community is aware. Accountability of offenders/justice. (Rev. 5.7.2018)				
GOALS				
Infrastructure	Staff	Training	Technology	Victim Compensation
1. Work collaboratively to develop a resource/referral portal and a social media presence for victims statewide.	1. Identify what resources exist in each jurisdiction and how to access the information. 2. Identify funding for county/State bilingual victim advocates.	1. Expand training resources and availability for victim advocates and victim assistants throughout the State.	1. Enhance and/or expand [develop/utilize] technology to benefit victims' services and provide seamless flow for the purpose of resource coordination.	1. Develop long term strategies to meet the financial needs of crime victims in the State to include immediate/emergency needs.
	3. Increase the number of victim advocates/case managers in areas where there is a high demand for such services.			
OBJECTIVES				
1(a). Design and develop a statewide referral and information portal for victim services in Maryland.	1(a). Contact each jurisdiction and obtain demographic information.	1(a). Conduct a survey of victim service providers throughout the State and determine training and technical assistance needs.	1(a). Identify opportunity for high-level (scalable) data collection system.	1(a). Develop a statewide emergency financial assistance program for crime victims.
1(b). Develop a statewide social media program for crime victims and crime victim services.	1(b). Determine underserved populations by jurisdiction.	1(b). Create a list of training resources that incorporate and represent the community.	1(b). Implement a system that relates/addresses required reporting/metrics for all providers. [NOTE: Look at economies of scale and ability to auto-populated fields as to ease reporting requirements.]	1(b). Comply with the recommendations in the Justice Reinvestment Act with regard to restitution.
	1(c). Identify staffing needs/gaps for culturally competent service provision.	1(c). Review Roper Victim Assistance Academy curriculum.	1(c). Determine a "one-stop" point of entry and database system as to connect clients seamlessly to a continuum of care and assist in the collaboration between providers/resources.	1(c). Work with the State courts and other State agencies to ensure viability of court collections to support the Criminal Injuries Compensation Board (CICB) and other victim programs.
	2(a). Identify available funding, and publicize funding options by jurisdiction.			
	2(b). Develop and produce educational materials for various audiences.			
	3(a). Utilize cross-county collaboration for use of advocates and provide/publicize training opportunities.			
TACTICS				
1(a)(1). Identify content and projected outcomes.	1(a)(1). Design survey.	1(a)(1). Design survey.	1(a)(1). Research electronic data collection systems.	1(a)(1). Organize legislative priorities group to advocate for bill.
1(a)(2). Identify model website to use as a guide.	1(a)(2). Complete survey of providers to assess need and preferences.	1(a)(2). Transmit survey throughout the State.	1(a)(2). Determine cost/pricing and ability to utilize across multiple providers.	1(a)(2). Develop formal outline of impact to victims and summary of types of needs that are typical (and time sensitive).
1(a)(3). Develop sustainable model for maintenance.	2(a)(1). Include priority area for Notice of Funding Availability (NOFA) related to the Victims of Crime Act (VOCA) and the Maryland Victims of Crime Fund (MVOC) and with regards to bilingual advocates.	1(b)(1). Research existing training resources and materials to assess availability and extent of training.	1(a)(3). Provide proposal to the Governor's Office of Crime Control and Prevention and/or coordinate among providers to build into standard service delivery system.	1(a)(3). Identify (and prepare response) and potential opposition to legislation.

1(b)(1). Identify potential content matched with expected users.	2(b)(1). Research existing educational materials to assess which language/culture is represented in print materials.	1(b)(2). Collaborate with service providers statewide to identify providers who are expert trainers.	1(b)(1). Complete implementation of system at single site and assess. If utilized at multiple sites, convene conference call/satisfaction survey. Compile data.	1(c)(1). Arrange meetings with courts and those that administer grants (Administrative Office of the Courts).
1(b)(2). Research effective use of social media for victims/survivors.	3(a)(1). Use existing advocates to bridge gaps.	1(b)(3). Publicize training opportunities.	1(c)(1). Convene relevant parties to assess feasibility of single database and outline proposed structure of this platform. [NOTE: Include confidentiality concerns/protocols/safeguards.]	1(c)(2). Establish memorandum of understandings (MOUs) where appropriate.
1(b)(3). Develop sustainable platform and staff to maintain.	3(a)(2). Collaborate with statewide entities such as the Maryland Crime Victims Resource Center, the Maryland Network Against Domestic Violence, the Maryland Coalition Against Sexual Assault, and the Maryland Children's Alliance, as it relates to statewide expertise of providers.	1(c)(1). Establish a team of reviewers.		
	3(a)(3). Publicize training opportunities, and connect with the Office for Victims of Crime (OVC) training.	1(c)(2). Meet with Roper Victim Assistance Academy leadership to better understand their program.		
	3(a)(4). Develop conversation guide for use with colleges to engage students in human services disciplines.	1(c)(3). Provide a report on the areas of the curriculum that are sufficiently covered at the Roper Victim Assistance Academy and identify areas where additional focus is necessary.		
METRICS				
1. Information portal will be sustainable through maintenance of a statewide victim organization or State agency by 2018.	1. Develop and distribute statewide resource document containing existing resources and contact information.	1(a). Complete the survey of victim service providers throughout the State and evaluate the results.	1. Identify cost savings as it relates to economies of scale (what are providers paying currently; is there a savings to have a unified platform).	1. Summary of funds available before and after this measure to victims of crime.
2. The Maryland Victim Assistance field will have a social media presence throughout Maryland by 2018 and be maintained by a statewide organization or State agency.	2. Increase the Victims of Crime Act (VOCA) awards to more programs to support bilingual advocates.	1(b). Create a list of training resource documents that identifies training programs representative of the victim services community.	2. What is the pre/post user rate of services contained in the electronic continuum. [NOTE: Take baseline data in Year 1.]	
	3. Increase use of colleges to expand cultural competent victim advocates and case managers.	1c. Provide an evaluation of the Roper Victim Assistance Academy curriculum.		
OUTCOMES				
1. Increase access for victims to resources.	1. Increase in knowledge by victims of victims' rights.	1. Increase victim's advocates knowledge (on victim services, victim rights, trauma, informed care).	1. Increase communication and coordination between staff.	1. Increase available funding for victims of crime.
2. Increase response to gaps in services and types of services requested.	2. Increase in services available for non-English speaking victims.	2. Increase law enforcement's knowledge (on victim services, victim rights, trauma, informed care).	2. Increase program's ability to track gaps in services and the need for enhancement of services.	2. Increase timeliness of payment of approved funds to victims.
3. Decrease duplication of services.		3. Increase victim's knowledge (on victim services, victim rights, trauma, informed care).	3. Increase offender accountability for those court ordered to attend programs.	3. Increase awareness of availability of funding.
TANGIBLE PRODUCTS				
1. Identify/establish a "one-stop-shop" for referral and resource connection accessible by clients.	1. Increased number (requires baseline from the Governor's Office of Crime Control and Prevention and/or survey) of victim advocates, assistants, and legal services professionals.	1. Analysis of priority training needs and review of Roper Victim Assistance Academy curriculum.	1. Electronic records (efforts to outcomes) options summary.	1. Approved legislation (or other method) to secure additional funding for the fund.
2. Create a system specifically for victim-serving organizations.		2. Formal listing of training resources, contact names, and frequency of offerings.	2. Recommendation and cost proposal for electronic records system (that can also be utilized to connect clients seamlessly to multiple resources).	2. Funding to victims of crime.
		1. Create survey to identify the three priority training areas/questions.	3. Baseline data of accessibility and knowledge of services (number of services accessed; self report).	
		2. Review the Roper Victim Assistance Academy curriculum with the Governor's Office of Crime Control and Prevention.	1. There will be an identified cost savings for multiple users/providers if engaged with a single platform.	
		3. Identify training resources available to the State organizations.	2. There will be a greater level of use of continuum of resources of those accessing the database as compared to those who opted out (control group).	
RESOURCES				
IT access/support	The Governor's Office of Crime Control and Prevention (or survey) to provide baseline numbers of staff for all provider agencies of the above listed staff positions.	Listing of groups/providers from the Governor's Office of Crime Control and Prevention.	Governor's Office of Crime Control and Prevention	Legislative support.
Funding		The Governor's Office of Crime Control and Prevention to assist in sending/distributing survey.	Electronic Records Providers	Effort on the part of the Maryland State Board of Victim Services (MSBVS) to advance the legislation.
Management/infrastructure			Non-governmental organizations (NGOs)/service providers (who wish to participate.)	
			Technology support (in house, if implemented)	
			Department of Social Services/Department of Human Resources, etc.	