

Apply

for

VOCA

Funding

**A Toolkit for
Organizations
Working
with Crime
Survivors in
Communities of
Color and Other
Underserved
Communities**

**JUSTICE
HAS AN
ORGANIZER.
YOU.**

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Introduction

About This Toolkit

So you're thinking about applying for a VOCA grant. Congratulations! This toolkit will give you the information you need to understand VOCA funding, eligibility, and whether your organization is ready to apply for and sustain a VOCA grant.

Who should use this toolkit?

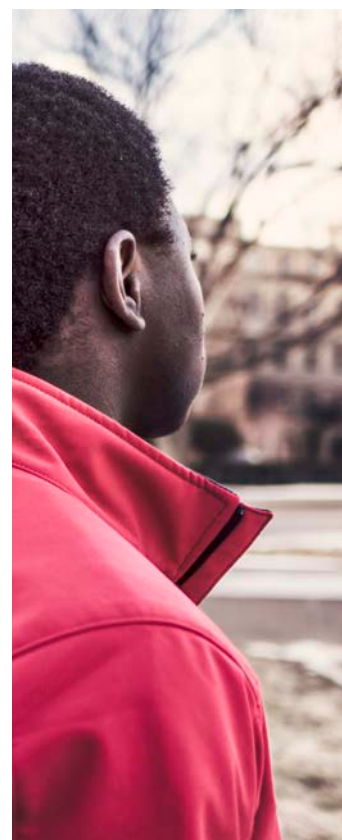
This toolkit will be useful for any organization seeking its first VOCA grant. But we wrote the toolkit with communities of color and other underserved communities in mind.

Why? In 2015, the federal government more than tripled funding for victim services. This infusion of funds presents a unique opportunity to advance racial equity and extend the reach of victim services to include the full range of survivors, all without having to draw a penny away from the essential and life-saving services that are already funded.

This provides a great opportunity for communities and organizations tirelessly supporting crime survivors who have been marginalized or face barriers to accessing traditional victim services – often resulting in no support at all. Communities like yours.

Changes to the guidelines:

On August 8, 2016, a new rule issued by the federal Office of Victims of Crime (OVC) for VOCA assistance programs took effect. The new rule is the result of public feedback and developments within victim services. This toolkit reflects those changes.



Check the state guidelines:

Although VOCA funds are federal funds, this toolkit addresses the funds as they come through the states. Each state sets its own deadlines, processes, and rules for applicants. This toolkit covers most of what you need to know based on the national guidelines. But always refer to your own state’s rules for the most up-to-date and accurate information.

If you’re looking to quickly assess whether or not you may be eligible, start with the self-assessment worksheet on p. 33.

Skimmer’s tip:
Start with the Self-Assessment Worksheet on p. 33 to get a quick snapshot of what it will take for your group to apply for VOCA funding.

About EJUSA

Equal Justice USA (EJUSA) is a national organization that works to transform the justice system from one that harms to one that heals. We imagine a justice system that prevents violence, heals trauma, helps people harmed by crime to rebuild their lives, creates genuine accountability instead of mass incarceration, and treats everyone fairly in the process.

EJUSA is best known for our work to end the death penalty, but we have also increased funding for victims’ services, advocated for city investments in trauma intervention, and provided capacity building support to organizations serving crime survivors. Strengthening grassroots organizations to deepen their impact is a core part of EJUSA’s work, and we’re excited to help you to expand your reach and serve more people – especially those who have been previously underserved.

EJUSA’s Latrina Kelly-James speaks at the National Center for Victims of Crime about the needs of crime survivors in communities of color.



What is VOCA?

VOCA stands for “Victims of Crime Act.”

The Victims of Crime Act (VOCA) was passed by Congress and signed into law by President Ronald Reagan on October 12, 1984, establishing the Crime Victims’ Fund. Millions of dollars are deposited annually into the fund from criminal fines, penalties, forfeited bail bonds, and special assessments collected by the federal government. Crime Victims Fund dollars don’t come from taxpayers. They come from people or corporations convicted of federal crimes.

The Crime Victims’ Fund releases a set amount each year based on a cap set by the federal appropriations bill. States apply each year for these funds via the VOCA Formula Grant Program. States then re-grant VOCA Victim Assistance funds to eligible public and nonprofit organizations/ victim service providers within their state. These are the available funds discussed in this toolkit.



My Organization Is Not a “Victim Service Provider,” Is It?

Historically, VOCA funding has been vital in its support of traditional victim service providers, particularly within domestic violence, sexual assault, and child abuse cases, and justice system-based Victim/Witness Assistance Programs. That is what we mean by “traditional victim service providers.”

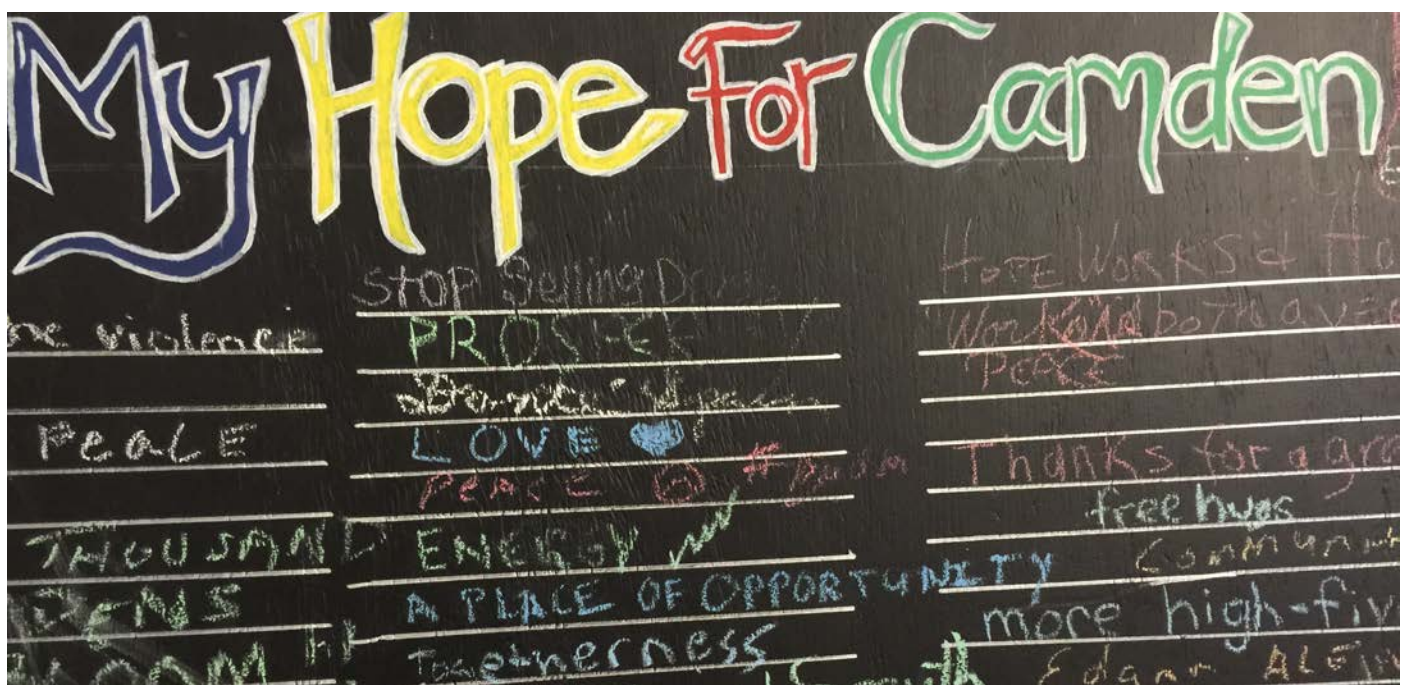
However, as you may know, many people who have been victimized do not access services through traditional victim service providers. This is especially true in communities of color, where people are at greater risk of victimization, but may be less likely to have access to victim services or to identify themselves as crime victims.

Organizations working with people of color across many areas typically have the social and cultural competence to address the various immediate and ongoing needs in the community, including victimization.

If you are supporting an underserved community, there’s a good chance many of your clients are crime survivors. While VOCA will not fund services to people who are *not* crime survivors, they can certainly fund the subset of your work that provides direct services to those clients who *are* crime survivors. If you can identify them, and you are serving them, you should consider applying for VOCA funding.

If you are supporting an underserved community, there’s a good chance many of your clients are crime survivors.

Hopeworks ‘N Camden (NJ) works with youth 14-23 to build their skills and find a safe pathway to their future.



Why Now?

In December 2014, the federal government increased VOCA funds. That means there are additional funds that can support groups like yours. There is a growing awareness that VOCA funds need to address underserved crime survivors and families of victims. This is a perfect opportunity for groups like yours to enhance your impact by funding your services to crime survivors, expand your reach to more survivors, hire new staff, and better address the challenges you and the community may face.

In addition, the new VOCA rule may impact many underserved populations, including people of color, tribal/indigenous populations, incarcerated survivors, and LGBTQ survivors.

Categories of Funding

By law, VOCA funds are very explicit in how they can be distributed. A minimum of 10% of each state’s annual VOCA assistance grant must go to victim services in three priority areas: domestic violence, child abuse, and sexual assault. Another 10% or more must go to “previously underserved” survivors of violent crimes other than domestic violence, child abuse, and sexual assault. This category of “previously underserved” is defined by each state. It includes certain types of crimes, like attempted homicide, homicide, or robbery, and could potentially also include demographic characteristics of communities that may be marginalized due to ethnicity, race, age, sexual orientation, gender identification, geography, etc.

Your organization may be serving a community that you consider underserved, but it may not fit the description of “underserved” as *defined by your state*. That’s ok. There are funds that aren’t restricted to priority areas that may cover other types of crime or demographics. Talk with your VOCA Administrator about how your community fits your state’s definition.

At least 10% of all VOCA assistance funds must go towards services for “previously underserved” violent crime survivors.



How Do You Apply?

General Requirements

Applying for VOCA funds is a process. At a minimum, you need to know the application deadline in your state, the requirements, and your eligibility. Here is a quick cheat sheet of the general eligibility requirements for *all* organizations interested in applying:

1. **Be a public or non-profit organization** (such as a 501(c)(3)) that provides direct services to crime survivors and/or victims' families. (Again, this does not need to be the only thing you do, but it is the only part of your work that can be funded with VOCA funds.)
2. **Have a record of providing effective direct services to crime victims** for a minimum of one year*, have the support and approval of your services in the community, and have a history of providing services in a cost-effective manner.

**If you have not provided victim services for more than one year (for example, your victims services project is new), talk to your state's VOCA office. There may be other ways to demonstrate that you are viable, sustainable, and have community support.*

If the VOCA office determines that you cannot meet this requirement, you must instead show at least 25% of your budget comes from non-VOCA sources. It is important that organizations demonstrate a variety of funding sources in order to ensure their financial stability.

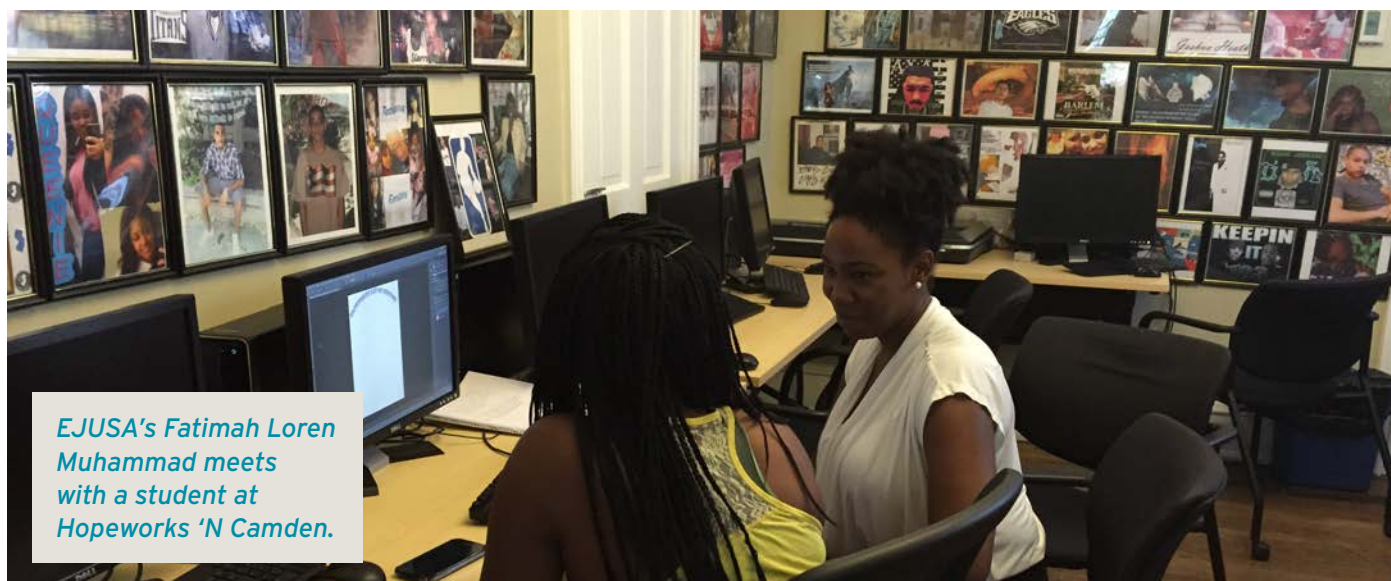
See the section on budgeting below.

3. **Contribute a minimum match (cash or in-kind) of 20%** of the total project cost. In other words, if the total project costs \$100,000, you can ask VOCA to fund \$80,000 of it, and you must find \$20,000 in cash or donated goods and services to cover the rest. (Tribal/Native American serving groups are not required to fulfill the match requirement.) Match requirements may be reduced or waived, in whole or in part.
4. **Use volunteers** as a component of the work you do, unless the state VOCA office determines there is a compelling reason to waive this requirement. It is best to just go ahead and establish or enhance your volunteer base.

Find out how your organization stacks up against the requirements with our Self-Assessment Worksheet on p. 33.



5. **Promote a collaborative, coordinated approach** for serving crime victims within the community. You can demonstrate this in a number of ways, for example through being part of a coalition with other victims service providers, or otherwise working together with other service providers. Essentially, they are looking to see that you aren't duplicating efforts and to ensure that you are demonstrating strong working relationships with other community programs.
6. **Assist crime survivors in applying for crime victim compensation benefits.** This includes informing survivors about compensation, distributing materials, and/or helping them fill out forms.
7. **Offer services to victims of federal crimes on the same basis as victims of state crimes.**
8. **Register** to obtain a Duns & Bradstreet (DUNS) number and with the federal grants system, www.sam.gov.
9. **If you are awarded a grant, you will need to track** several items in order to report during the grant period. These include:
 - ◆ **Financial information:** system in place to exclusively track VOCA funds, matching funds, and any other non-VOCA funds.
 - ◆ **Staff and/or volunteer time:** system in place to track the time and attendance of any staff and volunteers including actual hours worked on the VOCA project, and maintain accurate job descriptions and duties for each staff and/or volunteer position.
 - ◆ **Clients/Constituents:** system in place to track the number of clients receiving victim services, their demographics, and the actual activities and attendance for each client. Keeping this information consistent across personnel and across multiple service types can be challenging and might need ongoing training for your staff and volunteers.
10. **State-specific requirements:** Your state may have additional eligibility guidelines in order to apply for a VOCA grant. Check with your state's VOCA office for additional guidelines.



EJUSA's Fatimah Loren Muhammad meets with a student at Hopeworks 'N Camden.

Making Your Case For VOCA Funds

One of the most important factors in obtaining a VOCA grant involves justifying the need for your work with crime survivors. You need to show what the needs are in your community and how you're meeting them. This is often called the "Needs Justification."

Begin thinking about how you will demonstrate this.

Get a snapshot of your community. When creating your case for receiving VOCA funds, gather as much data as possible about the community in which you do your work.

This data may involve the number of specific crimes committed, accessible services (or lack thereof), the proximity of those services, the demographics of the community you serve, and any trends prevalent in your community. Document how the need for these services is not being met (perhaps organizations to provide these services don't exist at all or they are too far away, not extensive enough, etc.). If you can, specify the number of crime survivors who are unserved or underserved.

For example, if you work with survivors of gun violence, find out how many shootings there were in the last few years. Is the number increasing? How have you addressed the increasing number of shooting victims through your work? What has prevented you from serving these survivors?

In short, you must show that the services you provide fulfill one or more unmet needs in your community:

- ◆ Start with description of the problem that your project will address.
- ◆ Back up that description with data and facts about the community.
- ◆ Describe any past attempts that have been made to address the problem or any roadblocks that exist.
- ◆ Describe other programs in the community that address victimization and what the relationship is to your project. Or describe the lack of such similar programs.

You can keep it simple, but be as specific as possible. As a potential new grantee, you will need to show that your services and activities fill one or more gaps in services and resources in your community. The better you can show the need and the urgency for your program, the better the chance of getting funding.

Include some trends or statistics in your proposal to show that you understand the population of crime survivors you're serving, and that you're filling a gap in services for survivors.

What Types Of Services Will VOCA Fund?

VOCA funds direct services to crime victims (referred to as “crime survivors” in this guide).

Within the VOCA rule, a crime victim or victim of crime means a person who has suffered physical, sexual, financial, or emotional harm as a result of the commission of a crime.

VOCA defines direct services as those that:

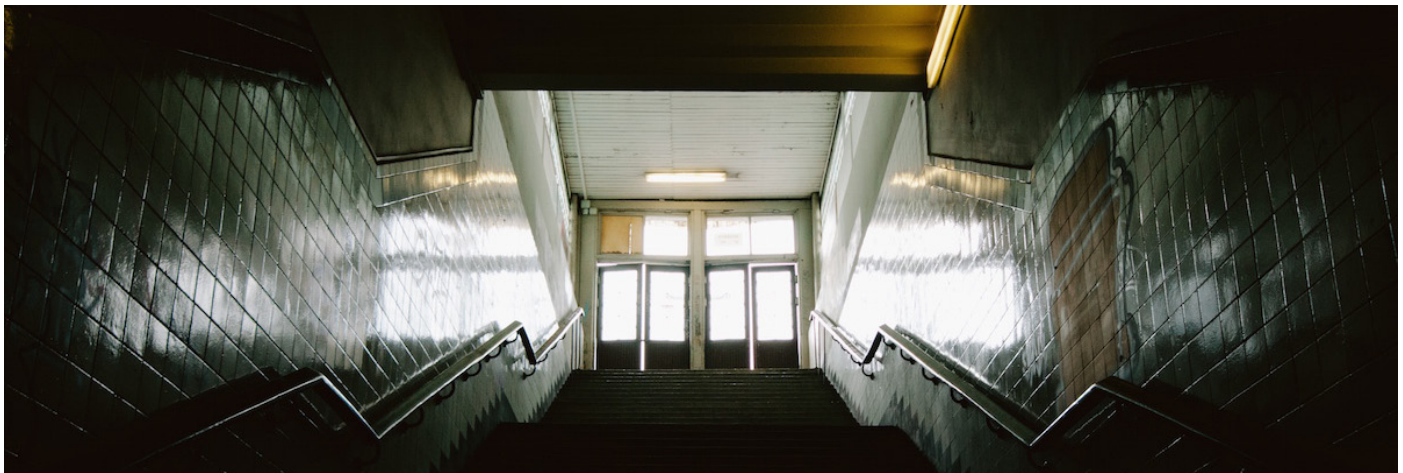
1. respond to the emotional, psychological, and physical needs of crime victims;
2. assist crime survivors to stabilize their lives after a victimization;
3. assist crime survivors to understand and participate in the criminal justice system; and
4. restore a measure of safety and security to crime survivors, such as boarding-up broken windows/doors and replacing or repairing locks.

You might not define your services as “victim services,” but if some or all of the people you serve are crime survivors, and you are helping them with any of these items, then your services can probably fit in VOCA’s categories.

You might not define your services as “victim services,” but if some or all of the people you serve are crime survivors, and you are doing the work as defined above to address their victimization, then your services can probably fit within VOCA’s categories. The key is understanding how your work corresponds to VOCA’s eligible services and then translating your program narrative to ensure they align with VOCA’s priorities.

Think about the services and support you provide.

Then look at the list on the next page to find the link between VOCA services language and how you currently label your services. Remember that you must convey your services as victim-centered.



VOCA's Eligible Services

Crisis Counseling: individual, in-person intervention, emotional support and guidance, or counseling, usually provided by counselors, advocates, mental health professionals, and/or peers.

Some examples of crisis counseling:

- ◆ Consoling and talking with the victim at the scene of a crime, immediately after the crime, or at the first in-person contact
- ◆ Meeting the crime survivor in the emergency room, police station, prosecuting attorney's office, etc.
- ◆ Later in the process at moments when a survivor is experiencing extra distress, such as the anniversary of the event, the first time the survivor or family members see the person who harmed them in court, etc.

Consider the kinds of interactions you have with crime survivors in crisis. Do you help to de-escalate the situation? Problem-solve? Come up with a plan so they can stay safe? Those are all elements of crisis counseling.

Follow-up contact: in-person contacts, telephone contact, and written communication with crime survivors to offer emotional support, provide empathic listening, check in on a survivor's progress, and offer guidance for other-than-crisis reactions after victimization. This category is very broad, so you can use it to cover a variety of ways that you provide services to crime survivors.

Therapy: professional psychological and/or psychiatric treatment for individuals, couples, and family members related to counseling to provide emotional support in crisis arising from the occurrence of the crime. This may include evaluation of mental health needs and actual delivery of psychotherapy. The professional must be currently licensed in your state.



Group Treatment/Support: coordination and provision of supportive group treatment activities. Examples of this include self-help, peer and social support groups, drop-in groups, and community crisis intervention in a group setting.

Crisis Hotline Counseling: operation of a 24-hour telephone service, available 7 days a week that offers guidance, counseling, emotional support, information and referral, etc. for crime survivors.

Information and Referral: in-person contact with the crime survivor during which time you identify available services and support.

Emergency Legal Advocacy: attorneys or paraprofessionals assisting survivors of domestic violence, child abuse, or stalking in filing personal protection orders, or obtaining emergency custody/visitation rights when such actions are directly connected to family violence cases and are taken to ensure the health and safety of the crime survivor.

Emergency Safety Measures: emergency food, clothing, transportation, and other emergency services that are intended to restore the crime survivor's sense of security. This includes services that offer an immediate measure of safety to crime survivors such as boarding-up broken windows and replacing or repairing locks. Depending on the state, you may also be able to provide financial assistance to help with these emergency items. Some states set time limits. Check with your state.

Assistance in filing compensation claims: making crime survivors aware that crime victims' compensation is available, and, with the survivor's request, assisting them in completing the required forms and in gathering the needed documentation to file a claim. It may also include follow-up contact with the Victim Compensation Office on behalf of the crime survivor.

Personal advocacy and emotional support: assisting crime survivors with securing rights, remedies, and services from other agencies, locating emergency financial assistance, intervening with employers, creditors, and others on behalf of a crime survivor, assistance with filing for losses covered by public and private insurance programs including workman's compensation, helping survivors to apply for public assistance such as unemployment benefits, welfare, Medicare, etc., assisting the crime survivor to recover property that is retained as evidence, and accompanying them to a hospital.

This service is a grant eligibility requirement. You must help with victim compensation claims to receive VOCA funding.

Justice Support/Advocacy: support, assistance, and advocacy provided to crime survivors to help them participate in any stage of the criminal justice process, including post-sentencing services and support, as well as juvenile and civil proceedings that may arise as the result of a crime.

Some examples of justice support:

- ◆ Accompaniment to criminal justice offices and court.
- ◆ Transportation to court.
- ◆ Child care or respite care to enable a crime survivor to attend court.
- ◆ Notification to crime survivors regarding trial dates, case disposition information, and parole consideration procedures.
- ◆ Assistance with victim impact statements.

Telephone contacts: contact with crime survivors during which time you identify available services and support.

Shelter/Safe House: offering short- and long-term housing and related support services to crime survivors and non-offending members of their family following victimization.

Transitional Housing: generally for those who have a particular need for such housing, and who cannot safely return to their previous housing, due to the circumstances of their victimization. This includes, but is not limited to, travel, rental assistance, security deposits, utilities, and other costs incidental to the relocation to such housing, as well as voluntary support services such as childcare and counseling.

Mental Health Assistance: including substance use treatment directly related to the victimization.

Legal assistance: services in both emergency and non-emergency situations where the need for those services arises as a direct result of victimization.

Record Expunging: help for victims to expunge their records as part of victim services provided.



A note on restorative justice:

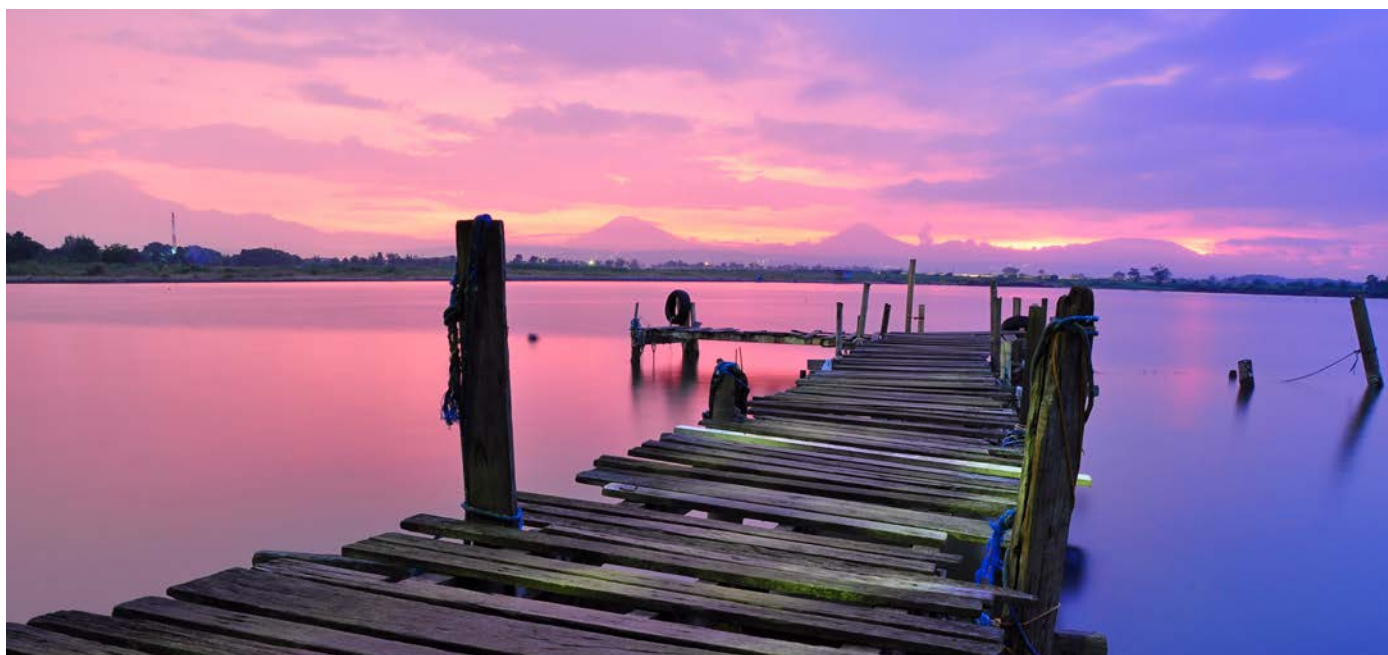
Restorative justice is an allowable service under VOCA, but they are very particular about how this service is defined and rendered.

VOCA defines restorative justice as opportunities for crime survivors to meet with the people who harmed them, if those meetings are requested and voluntarily agreed to by the crime survivor and have reasonably anticipated beneficial or therapeutic value. As important, VOCA does *not* fund restorative justice processes that replace other criminal justice proceedings. If you plan to request funding for restorative justice programs, discuss your procedures with your state administrator prior to submitting an application.

They will look at the following criteria at a minimum when reviewing your process for conducting these meetings:

1. the safety and security of the crime survivor;
2. the cost versus the reasonably anticipated benefit or therapeutic value to the crime survivor;
3. the procedures for ensuring that participation of the crime survivor and the person who harmed them are voluntary and that everyone understands the nature of the meeting;
4. the provision of appropriate support and accompaniment for the crime survivor;
5. appropriate “debriefing” opportunities for the crime survivor after the meeting or panel;
6. the credentials of the facilitators; and
7. opportunity for a crime survivor to withdraw from the process at any time.

Examples of allowable restorative justice activities: Tribal community-led meetings, peace-keeping activities.



Non-allowable services: A note on crime prevention and services to people who committed a crime.

VOCA has some categories of services that are **not allowed**.

Two non-allowed services that may be most relevant to non-traditional providers are:

- ◆ **Crime prevention:** VOCA is explicit that it will not fund activities “exclusively related to crime prevention.” If this describes a large portion of your work, think about the different components involved in what you call prevention. Some of them may actually be victim services, and allowable under VOCA! You just need to describe them the right way.

For example: A street team that reaches out to affected families in the immediate aftermath of a shooting or homicide. Perhaps their goal is to prevent retaliation. But what does the immediate interaction with the victim or victim’s family look like? Are you helping them to de-escalate the situation? Problem solve? Come up with a plan for their immediate safety? That sounds a lot like what VOCA calls crisis counseling. Are you providing support groups, mental health counseling, referring them to social services, acting as a liaison to law enforcement? These are all victim services. You may have to describe them differently than you may be used to, and be careful that you are only using VOCA funds to provide such services to the victims of these crimes and their families.

- ◆ **Services to people who committed the crime:** VOCA doesn’t allow what they call “Perpetrator Rehabilitation and Counseling.” That means in any given crime, the services you provide with VOCA funds can only go to the crime survivor in that instance. However, many people who commit a crime may also be a crime survivor from a past crime, or may become a crime survivor in a future crime. VOCA funds can be used to provide victim services to any crime survivor, including one who has also committed a *different crime in a different instance*.

VOCA *does* allow victim services to anyone who is currently incarcerated, when the service pertains to the victimization of that individual (separate from the crime for which they have been charged or convicted).



Mothers in Charge rally in DC. MIC provides services to families of homicide victims, people incarcerated, and others.

What Types of Crime Survivors Are Eligible?

A large portion of VOCA funds go towards services for survivors of domestic violence, sexual assault, and child abuse. These three areas are considered priority areas. Another 10% of funds are allocated to “previously underserved” survivors of violent crimes. Additional funds may also go to services outside of the priority or underserved areas.

So what is a “previously underserved” crime survivor?

This category can include certain crime types (other than domestic violence, sexual assault or child abuse), such as survivors of homicide victims, victims of assault, robbery, or other violent crime in high crime areas that have been previously underserved. States may also identify certain demographics as underserved, for example tribal, boys and men of color, LGBTQ, non-English speaking residents, persons with disabilities, members of one or more racial or ethnic groups, or residents of rural or remote areas or “inner cities.” However, a victim population, such as LGBTQ sexual assault victims, cannot be counted as both a “priority” crime type category and a “previously underserved” demographic category.

Each state has flexibility to define “previously underserved” priorities. Check with your particular state to learn how they define this category.

Special note for those working with immigrants:

Victims assistance programs CANNOT deny services to undocumented immigrants. If you are serving undocumented populations, you can provide VOCA-funded assistance.



The Importance of Relationship-Building With Your State's VOCA Office

Relationship building plays a key part in seeking any kind of funding. This helps make sure funders know your organization, what you do, and how you benefit the community.

Get to know your state's VOCA Administrator. Your first contact with the VOCA office should NOT be your grant application. When the office opens your application, their reaction should be "Oh yes, that's (your organization) in (your city). I had a good conversation with them last month."

Many VOCA Administrators are open to talking with organizations about their programs and how they fit into VOCA's guidelines. Here are some outreach tips to get you started:

- ◆ **Set up a meeting or phone call** with a VOCA Administrator to talk about your program. The National Association of VOCA Assistance Administrators maintains a list of each VOCA contact by state. You can get more details in the Appendix.
- ◆ **If you already have a good relationship with another victim service provider** that receives VOCA funding, ask if they are willing to make an introduction to the VOCA office for you.
- ◆ **Prepare for the call.** Jot down a few talking points about your organization's mission, work in the community, the population you serve, and the direct services you provide. Remember to highlight the services you provide to crime survivors specifically, even if you serve many other types of people as well.
- ◆ **Conduct a mock call.** Practice your talking points with a colleague, family member, or friend.
- ◆ **When you're ready to call, relax.** If you feel nervous talking about funding, remember: you're calling a regular person who cares about helping crime survivors. You're on the same side.

What do I say when I call my VOCA Administrator?

- ◆ **Introduce yourself and your organization.** Create a short synopsis (a few sentences) of your organization's mission and work with crime survivors.
- ◆ **Know the goal of your call.** Explain that you want to discuss your work supporting crime survivors and how your work fits into VOCA's guidelines.
- ◆ **Stand out.** Talk about how your services with crime survivors fill unmet needs in your community.
- ◆ **Share how VOCA funding will enhance the great work you already do.**
- ◆ **Listen at least as much as you talk.** This is your chance to seek help and information from your state. Explicitly ask for advice and feedback on how your program fits. VOCA Administrators are open to new ideas and talking through challenges. **Don't be afraid to ask any and every question.** This may be your best shot to show them that you're serious and thoughtful about your work.
- ◆ **End the call with an action.** Ask for their email address, if you can contact them with further questions, and if they can provide guidance during the VOCA application process.

Follow up, follow up: at the end of call, make sure you have all of their contact information. A quick thank you email goes a long way. Make sure you're on their contact list for updates, RFPs, trainings, etc. They may even reach out to you with more questions or curiosity about your program.

Getting Your Budget in Order

One of the major factors in getting and maintaining VOCA funding involves how well you manage your finances.

In addition to a proposal narrative, you will need to submit a budget for your program. The budget must show both the income and expenses for your VOCA project.

- ◆ The **income** includes the amount you are requesting from VOCA and any other sources of funds you will use to pay for the project. (VOCA requires you to raise 20% of the budget from other sources, called a “match,” but these can be donated goods and services as well as actual cash. More on that later.)
- ◆ The **expenses** include all of the costs of carrying out the project, but you must identify all of the expenses that will be attributed specifically to VOCA.

Sound finances are a key thing that funders look for. Don't skimp on this part. If you're not familiar with budgeting, find someone who can help you.



EJUSA board member Lisa Good shares her experience as a victim advocate in urban communities of color.

What Costs Can You Include in Your Budget?

Navigating the allowable costs can feel overwhelming at first. VOCA is very specific about what they will and will not fund. If you have questions about a specific expense not listed below, we encourage you to call your state's VOCA office and ask about it.

Here's what VOCA will allow:

- ◆ Salaries and fringe benefits for staff positions that provide direct services to crime survivors.
 - ◇ This can include the salaries and benefits that cover *supervision* of direct service providers (such as a volunteer coordinator), as long as you can show that it is necessary and essential to providing direct services to crime survivors.
 - ◇ This can also include administrative staff time to complete VOCA-required time and attendance sheets and documentation, reports, and statistics and to maintain crime survivors records.

Tip: If you have a staff person who provides services to crime survivors and to others, you can include a pro-rated portion of his or her time in the budget. For example, let's say you have a counselor who spends half of her time leading support group for families of murder victims and half of her time working with students who are not crime survivors. You can include half of her salary and benefits (50%) in your budget.

Remember, you'll need to maintain adequate records to document that the staff costs you request are for the exclusive use of the program supported with the VOCA grant.

- ◆ Operating expenses essential to providing direct victim services, such as pro-rated costs of supplies, rent, copying, printing, postage, brochures, equipment, travel, etc.

Tip: If you rent space at a community center and 25% of the time that you rent the space it's used to hold intake meetings with crime survivors in order to refer them to external services, then you can include that 25% of the rent as an operating expense needed to provide direct services.

- ◆ Direct costs of implementing the core eligible services (for example, transportation costs for victims to receive services, local travel expenses to accompany a crime survivor to a hearing, food or clothing to provide immediate health and safety services, etc.).

Understanding Direct Costs

- ◆ Direct costs are those that are directly used and charged to the program. For example, if you need to buy four pencils for a victim support group, those four pencils are a direct cost.
- ◆ If you have a reasonable way to allocate an expense, then it is a direct cost.
- ◆ There is a new federal rule that allows for indirect costs. Speak to your VOCA Administrator about how to calculate this for your group.
- ◆ When in doubt, it's safest to try and justify the expense as a **direct** cost instead of an indirect one.

- ◆ Training for staff and volunteers who provide victim services, *if* you show that it is necessary to provide victim services and there is no other source of support for them. These costs can include training fees, costs of training materials, and costs of travel to trainings. This is a great opportunity to adequately train new and existing staff so they can do an even better job serving crime survivors. An example of a relevant training is one focused on how to respond to a victim in crisis. Staff that participate in VOCA-funded training do **not** need to be funded under VOCA as long as they provide direct services to crime survivors.
- ◆ Furniture and equipment *if* it is used to facilitate the delivery of direct services to crime victims, for example computers, video cameras for interviewing children; or furniture for shelters, work spaces, victim waiting rooms, or children’s play areas.
- ◆ Public awareness and presentation costs *only if* those presentations are designed to identify crime survivors and provide or refer them to needed services. These costs can include printing presentation materials or advertising the event.
- ◆ Transportation costs for victims to access services and to participate in criminal justice proceedings.

Remember, if an item is not used exclusively for the VOCA project, the grant funds can only cover the pro-rated portion of that item (say, 50% of a shared computer that is used half and half by a VOCA staff member and another program).



Tamika Darden-Thomas, a member of EJUSA’s crime survivor network, with a photo of her father, Greg. He was killed when she was just five years old. “No one talked about my father,” she says. “His name wasn’t mentioned. It was too painful. If we had a chance to talk about the issues, it would have helped us so much.” As an adult, Tamika has become a powerful advocate for young people and those who are incarcerated. “There are so many young people who need to hear from other survivors who have actually experienced the kind of victimization they are going through.”

- ◆ Prescription and non-prescription medicine, prophylactic or other treatment to prevent HIV/AIDS infection or other infectious disease, durable medical equipment and other healthcare items needed on an emergency basis, when a state's compensation program, the victim's (or in the case of a minor child, the victim's parent's or guardian's) health insurance plan, Medicaid, or other health care funding source, is not reasonably expected to be available quickly enough (typically within 48 hours of the crime) to meet the emergency needs of a victim.
- ◆ Technology-related costs, including such things as grant management systems, social media platforms, victim notification systems, and other automated systems, as well as hardware such as computers, copy machines, cell phones, etc. For technology purchases, you must describe how the equipment will enhance services to crime victims.
- ◆ The costs of evaluating specific project in order to determine their effectiveness, subject to any state limitations.
- ◆ Leasing or purchasing vehicles essential to providing direct services. Maintenance, repair or replacement of essential items that contribute to the maintenance of a healthy or safe environment for victim services.

Here's what VOCA will NOT allow:

- ◆ Supplantation: VOCA funds may not be used to replace state, local or other public funds that would otherwise be available for the same purpose. Instead, grant funds must be used to increase the total amount of public funds used to support services to crime victims. That means that any public funds you currently use to provide services to crime survivors may not be reallocated to other purposes so you can use a VOCA grant to pay for those same services. In other words, if you are currently providing services to crime victims that are paid for by another funding source, you cannot use VOCA funds to pay for these same services UNLESS the current funding source is being reduced or ending.
- ◆ Crime prevention activities (Some prevention activities may be allowable because they are *also* victim services. See p. 14 for more information.)
- ◆ Lobbying and administrative advocacy for legislation
- ◆ Fundraising activities
- ◆ Activities directed at investigating or prosecuting someone accused of a crime
- ◆ Supplementing of crime victim compensation awards
- ◆ Development of training manuals or extensive training materials (VOCA will, however, pay the costs to print training materials.)
- ◆ Any activities involving systems/policy improvement (VOCA is explicitly for direct services to victims.)
- ◆ Services to people who committed the crime

Again, if you are unsure of a cost, talk with your VOCA Administrator.

Putting Everything into a Budget Document

Once you know what costs you can include and not include, you need to calculate these costs and put them into a budget template. Most states will include a budget template in the application process, so make sure to use the template that they give you.

If you're not experienced with budgeting, take each cost one at a time and write it down in a list. Use Excel if you have it and are comfortable using it. It will make some of the calculations easier.

Here's an example:

1. Start with the staff costs. Let's say your project will have one full-time counselor and half the time of a full-time volunteer coordinator. In addition, 10% of your office manager's time will be spent directly managing crime survivor records and other reporting requirements.

Your staff costs might look like this:

Counselor \$_____ {fill in the full cost of that person's salary for one year}
(100% time)

Vol coordinator \$ _____ {fill in half the cost of that person's full-time salary for one year}
(50% time)

Office Manager \$_____ {fill in 10% of that person's salary for one year}
(10% time)

2. Next, think about the specific services and their cost. Will there be meetings with crime survivors and where will they take place? Does that location have a cost? Write that down as a new line item in your list. Do you have chairs for the meeting space or will you need to buy new ones? The chairs are a cost.



- Walk through all the activities you will carry out and write down the costs of each for a full year. When you're done, group them together under major headings provided by the VOCA budget form (such as travel, supplies, facilities, etc.) and then fill them in on the form.

A sample budget document is included in the Appendix.

Budget narratives:

VOCA grants will also ask for what's called a budget justification or budget narrative. This may be separate from the actual budget. It is a written document that describes each of the budget lines and how you arrived at those costs. For example, for the travel line, you would explain which trips are included in the project. For the furniture and equipment line, you can explain what items you are buying and how much each of them will cost.

Meeting Match Requirements

VOCA requires you to include a 20% non-federal match of the total project cost in your project budget. That means if you need \$100,000 from VOCA, this must be 80% or less of your total project budget (\$125,000). The other \$25,000 can come from other funding or the in-kind value of donated time and goods.

The important thing is to keep documentation of each matching item. In your budget narrative, you will need to explain each matching item. See the sample VOCA Application Budget in the Appendix for a detailed explanation.

Remember, there is no match requirement for federally recognized American Indian or Alaskan Native Tribes, or projects that operate on tribal lands and U.S. Territories (except for Puerto Rico).



Examples of in-kind matching items:

If your VOCA project includes any of the items below, but you are getting them donated instead of buying them with VOCA funds, the donated value can be counted towards the match. For clarity, a donated item can be an item donated from another program within your organization, or paid for with non-federal funds instead of VOCA funds.

Quick tips on determining the value of donated items:

- ◆ If the items are donated during the grant period, count the full value of the donated item.
- ◆ If the items were purchased or donated *prior* to the grant period, count their current value, not the original price paid.

Donated equipment: telephones, printers, computers used for the program.

Example: If you purchased a laser printer three years ago for \$600 (with non-federal funds), but a new VOCA-funded staff person will use it 50% of the time, you can estimate the current value of the printer (\$300 for example) and count 50% of that (or \$150) as a VOCA in-kind match.

Donated office supplies and furniture: Paper, staplers, notepads, chairs, tables, desks etc. Anything directly needed and used for the program.

Example: If you have a staff person that handles victim compensation claims, and another staff person that assists with emergency food services, and both share a donated desk (50% each), then 50% of the value of the desk and chair can be used as a VOCA in-kind match.

Donated printing and materials: classroom or workshop materials, information guides, pamphlets etc., and the costs to print those materials, if you are not using VOCA funds to pay for them.

Donated space: If you use a free room in a church or community center to hold a group therapy or counseling session, for example, then the value of that room can count towards the match as many times as you use it. The value of the space may not exceed the fair rental value of comparable space as established by an independent appraisal of comparable space and facilities in privately-owned buildings in the same area. For more info on determining fair rental value, go to www.huduser.gov.

Tips:

Think outside of the box. Many of the materials, supplies, space, and volunteers you use in other programs may directly serve clients within your victim services program, too. If they are already paid for with other sources, they count to the match.

The requirements vary by state. Due to the increase in VOCA funds and the need to provide resources to underserved crime survivors, some states are offering funding to new initiatives and programs without the match requirements. Check with your state VOCA Administrator.

Volunteers: Since volunteers are an eligibility requirement for VOCA, the time spent by volunteers who are providing direct victim services as part of the VOCA project can be used as a matching item.

There are two ways you can determine volunteer time:

1. Using the Independent Sector Rate (http://www.independentsector.org/volunteer_time): The 2015 estimated value of volunteer time is \$23.56 per hour according to Independent Sector, a coalition of charities, foundations, corporations and individuals that publishes research on the nonprofit sector. If you have “non-professional” volunteers, you can use this rate to calculate volunteer time.

Example: Your organization has two volunteers who each contribute 20 hours per month to assist victims of crime. You can include an in-kind match of \$11,308.80.

2 volunteers x 240 hours each =480 annual volunteer hours @\$23.56/hour= \$11,308.80

2. Professional Volunteer Time: The “salary” rate you use to calculate volunteer time must be consistent with rates paid for similar professional work in the labor market in which the project operates (within victim services) or the current minimum wage.

Example: A volunteer licensed clinical therapist volunteers 10 hours per week every week for a year to counsel crime survivors within your VOCA project. If you would normally pay a therapist \$40/hour to do that job, then the value of that volunteer’s time is \$20,800 (\$40/hour x 10 hours x 52 weeks). That full \$20,800 counts towards your in-kind match.

Contributed services: Monetary value of time contributed by professionals and technical personnel and other skilled and unskilled labor, if the services they provide are an integral and necessary part of the funded victim services program.

Example: You have partnered with another non-profit organization that has a licensed therapist on staff. This therapist provides group therapy to crime survivors within your program as part of their community-based work. They are paid by the organization to do this work. Because they are contributing their services at no cost to your organization, this is can be calculated as a match.



Examples of purchased matching items:

In addition to in-kind donations, if you pay for any of the above items with non-VOCA funds, those costs can count toward the match. Let's see how this works using a few examples from above:

Example 1 - Rent: *If you have other sources of income to pay your rent, then the portion of your rent that is used to provide new VOCA-funded services can be considered part of the match. Let's say you pay \$100/month for rent or \$1,200 for the year. But you already pay that rent with other funds, so you don't need VOCA funds to pay for any of your rent. Now let's say that your new VOCA-funded staff positions will use 50% of your space, so 50% of your rent is allowable under VOCA. That means \$600 counts towards your match.*

Example 2 - Furniture: *Remember that desk that was shared 50/50 between the VOCA-funded staff person and the emergency food services staffer? Let's say instead of getting the desk donated, you need to buy it. The funds for your emergency food services program can pay for the whole desk instead of just half of it. The half of the desk's cost that was allowable under VOCA becomes part of your in-kind match.*

Examples of income matches:

In addition to donated or purchased items, you can try to raise cash for your victim services program. Some examples include:

Grants: Any non-federal awarded grants (such as a United Way or private foundation grant) that will be used to fund a part of the victim services described in your application, no matter the amount. A combination of small grants can potentially add up to that 20%. Special exception: Federal Community Development Block Grants can be used as a source of matching funds.

Individual Donations: Do community members make donations to support your work? Make sure you are tracking who gave, the amount, when, and for what purpose. If you can use any of those donations to cover part of your victim services project, then they count for the match.

Earned income: Do you sell t-shirts or any other items or materials to generate income? Do you have a fee-for-service for some programs (*not* victim services) where a portion of proceeds can go towards funding the victim services program? Any income generated by the VOCA funded project needs to be approved in advance by the State VOCA agency and is subject to special requirements.

All of these can be counted as a match.

Check with your state before you prepare your budget. Some states may request OVC to waive some or the entire match requirement.



How to show the match in the budget:

Each state's budget form is a little different, but most of them will be a variation of this basic idea. Here is a simplified version with just a few line items to show what it looks like.

Item	VOCA request	Match	Total
Victim Advocates - 100% of time	\$50,000	\$5,000	\$55,000
Executive Director - 10% of time	\$7,000		\$7,000
Administrative Victim Services		\$5,850	\$5,850
Phones		\$400	\$400
Rent		\$2,000	\$2,000
TOTAL	\$57,000	\$14,250	\$70,250

In this example, your total VOCA request is \$57,000. That means you also need \$14,250 in matching funds, or 20%. In the example, you have \$5,000 worth of volunteer victim advocates, \$5,850 worth of administrative volunteers who will provide allowable VOCA record keeping services, and you can pay for the VOCA advocate's portion of your phones and rent with non-federal funds. That adds up to \$14,250.

A more detailed example is included in the Appendix.

Special Note for New Programs

While not part of the budgeting, you may remember from the eligibility requirements that you must have provided direct services to crime victims for at least one year, or provide evidence that your organization has strong, sustainable support from the community. If you can't, then you must demonstrate 25-50% financial support from non-VOCA sources. This is different than the 20% match required for all grant applicants, but it can include more than just the VOCA-funded project. The exact percentage between 25% and 50% will be set by your state.



How can I show that I have a strong, sustainable program in my community?

You may be able to avoid demonstrating the non-VOCA source support in your budget if you provide evidence that you have community support. This can include:

- ◆ Letters of support from other community organizations, churches or criminal justice agencies (law enforcement, prosecutor's office, district attorney's office, coalitions, etc.)
- ◆ News clippings documenting your work in the community

Build a relationship with your state's VOCA Administrator. This is critically important especially given the amount of discretion administrators retain at the state level in the absence of more specific guidelines from the federal office on what types of documentation can or should be accepted. The administrator can make case-by-case decisions.

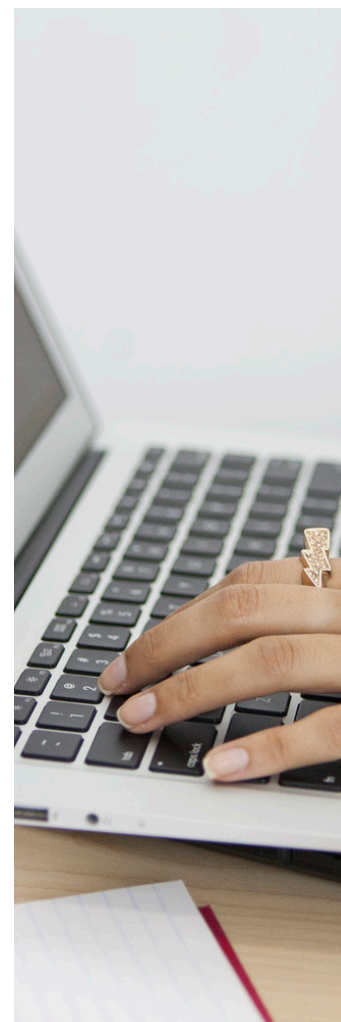
If the administrator is familiar with your organization and track record in the community, he or she can determine that you have a record of providing effective services so you wouldn't be subject to the higher financial threshold.

If you **do** need to show higher financial support:

If you simply cannot do any of the above or the VOCA Administrator does not accept it, you will have to show 25% non-VOCA sources within your agency's victim assistance budget. All of the above cash matching items and income sources can count towards this threshold.

Talk to your VOCA administrator about which parts of your organization can count towards the 25% financial support requirement. If you can include your full organization, the requirement will be easier to meet.

Example: Let's say your organization provides emergency food services to victims and you want to add a grief support component with new VOCA funds. Your organization's total food services program costs \$20,000, and the new grief support portion would cost another \$10,000. Your total budget would be \$30,000 with the new VOCA project (\$20,000 for the food program + \$10,000 for the VOCA program). If food service is already funded with non-VOCA sources, you already meet the requirement! Why? Because that \$20,000 in income for the food program is more than half of your total budget of \$30,000.



So You've Got the VOCA Grant. Yay! Now What?

After all of your hard work, here you are. You've got the grant. Congratulations!

What do you need to do to maintain this wonderful funding that will enhance your work?

There are three key components to successfully managing your VOCA grant: track and measure your progress, manage your finances, and maintain compliance. (These are also great activities for any successful organization, VOCA-funded or not.) Implementing these measures before you get the grant will make the transition much easier, and will also make it easier to raise money from other funders and sustain your program in the future.

1. Track and Measure Your Progress

Client tracking:

VOCA wants to know that the funding they gave you is accomplishing something. You will need to track data to show them “how well” you are doing - whom you are serving, how, how often, and how effectively. To that end, VOCA established performance measures to assess your work. Some states also have free software to help you track the information.

Number of crime survivors/victims' families you are serving: you must keep track of every person and/or family served by date and activity. For example, if you provided victim compensation assistance to a crime survivor, and also enrolled the survivor in a group therapy session, you need to document both services and track the attendance of the crime survivor at each group therapy session.

This can be a bit tricky. You cannot duplicate clients in your count. So if



a client received three separate services, you can only count the client once in your total quarterly client count, but you can separately track how many times you offered a specific service. The actual number of services provided may be significantly higher than the number of crime survivors served, if people are receiving multiple services.

Remember, VOCA only funds victim services. So if some of your clients are not crime survivors, you wouldn't include them in your reporting to VOCA, even if they are receiving the same types of services.

Number of new clients served for the first time during the quarterly reporting period: VOCA wants to know not only the number of clients, but how well your program is accessible to the larger community.

Civil Rights/Demographic statistics: VOCA requires tracking of these demographics for each crime survivor served during the reporting period:

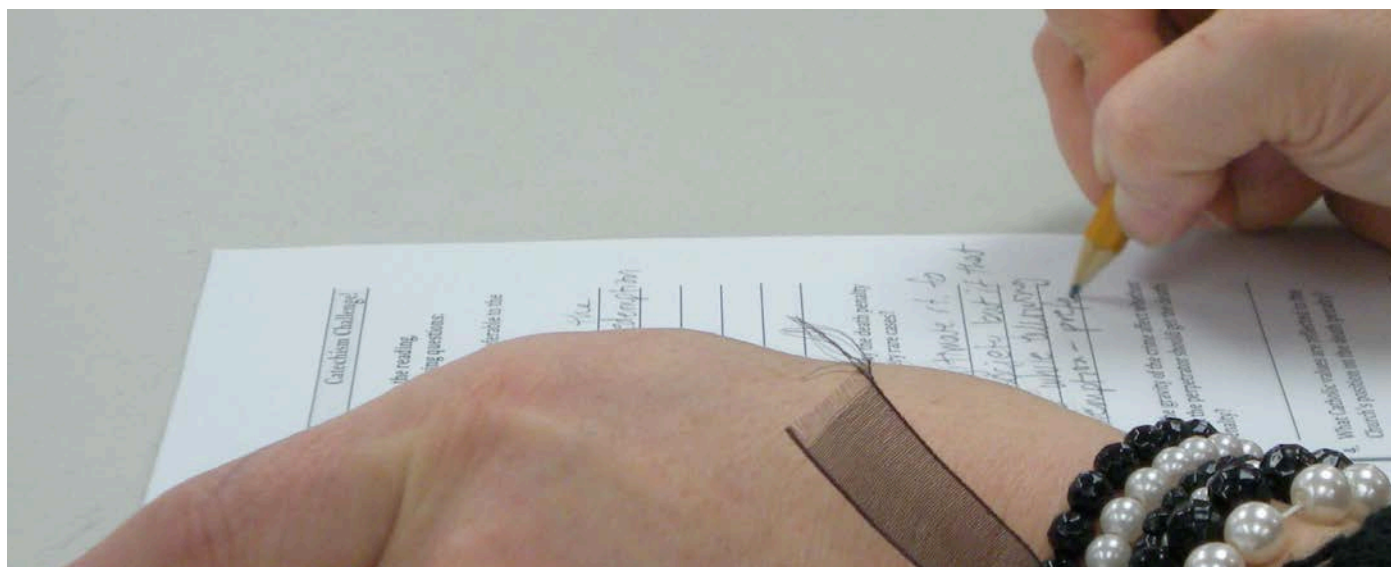
Race, national origin, age, sex, disability

Types of victimization: document each victimization type. If one person has experienced multiple victimizations (sexual assault *and* homicide of a family member for example), include all of the types in your tracking.

Types of services: document each service that you provide to each crime survivor. For example, if you have one client that received crisis counseling, assistance with filing a compensation claim, and they participated in a bi-weekly support group, you must track each service provided.

Other Special Classification: This includes other specific populations in which you work, such as deaf/hard of hearing, homeless, LGBTQ, immigrants, etc.

Keeping this information in a consistent manner across all personnel and across many service types can be challenging. You may need ongoing training of staff and volunteers to make sure it's done right every time.



How to track this?

Create or edit an existing intake form that captures all of the information you will need about each client. Keep each client's form in a different client file and make sure the information is protected (for example in a locked drawer).

Client Database: If you already have a client database for your organization, add custom fields that will reflect the VOCA performance measures listed above.

What if I don't have a database? No worries. There are many low-cost client databases that may help you manage client activities. Look into your options. Two commonly used options are Salesforce and Apricot.

If a database is not affordable right now, you can create an excel spreadsheet that will help you track each item. The spreadsheet could include a tab for each performance measure, with columns that will tally services provided, demographics, types of victimization, etc. You can enter the data from your client intake forms on a regular basis.

A sample client tracking spreadsheet is included in the Appendix.

Volunteer and/or Staff Tracking:

For every volunteer and/or staff position funded under VOCA, you must keep accurate records of all job descriptions, hiring documents, and attendance records. For volunteers, if you are utilizing their mileage as matching funds or incorporating it into the VOCA budget, you must maintain accurate records for that also. Set up a file for each staff member and volunteer so you can house copies of these documents in one place for each person.

A sample attendance sheet is included in the Appendix.



2. Manage Your Finances

You will absolutely need to track every VOCA grant dollar and all matching funds once you are awarded a grant. These records will be used by VOCA Administrators to justify and balance your budget and expenses.

There are many ways to track your expenses.

Quickbooks:

This is the most popular accounting software for easily tracking and streamlining your expenses. If you already have and use this, that's great. If you are using Quickbooks but not tracking expenses against different funding sources, there are many ways to set this up. One common way is to use Customers and Jobs. Create a Customer called "VOCA" and a job with the year of the grant, such as 2016. Every time you enter an expense that VOCA pays for, add the VOCA:2016 job to the expense line (there's a field for this in Quickbooks).

If you don't have Quickbooks, that's ok! There are many ways you can track your expenses.

For example, create a simple Microsoft Excel Spreadsheet:

Create a spreadsheet that shows your VOCA budget, including every line item and amount. Then create another column where you'll enter actual expenses.

Create a second spreadsheet with all of the matching funds you plan to track. The spreadsheet should include the item you are tracking, the date, the calculation for tracking (ex. tracking staff mileage in cents per mile), and actual value.



Tip: You can use the budget worksheet you've already created in your application and add columns that will track actual expenses against your budget.

A sample budget tracking sheet is included in the Appendix.

3. Maintain Compliance

Part of grants management will involve complying with federal laws and regulations. You must keep the following compliance documents on file and up to date:

- ◆ Confidentiality Agreement
- ◆ Conflict of Interest Agreement
- ◆ Document regarding compliance with federal equal employment opportunity guidelines

If you don't have these readily available, see the sample versions in the Appendix. Alter to fit your organization's needs.



Use this self-assessment tool to see if your organization meets the criteria to be eligible for VOCA funding, and if your organization has the systems in place needed to manage a VOCA grant if you receive one. At the end of the chart, you'll find a worksheet to help you create an action plan for any changes needed to be VOCA eligible and VOCA ready.

Step 1: VOCA Eligibility (these requirements must be in place for you to apply for VOCA)

REQUIREMENT	Yes	No	Not sure	If yes	If no, what changes need to be made?
ORGANIZATION TYPE					
Are you a public or non-profit organization?				VOCA eligible	You're not currently eligible. Consider collaborating with another applying organization or becoming a nonprofit.
Are you one of the following? a. Victim services organization b. Faith-based organization c. Child advocacy center d. Hospital/emergency medical facility e. Legal assistance organization f. Mental health service organizations (note in-patient treatment facilities are NOT eligible) g. State/local child and adult protective services h. Housing authority with components specifically trained to serve crime victims i. Other community-based organization that provides services to crime victims				VOCA eligible. Note if you are not solely a victim services organization, you can only receive VOCA funds for the parts of your work that deliver direct services to crime victims.	If you are a different kind of organization that provides direct services for crime victims, your program is new, or you are unsure of the type of organization, you may still be eligible for VOCA funds. Contact EJUSA with questions.
COMMUNITY ENGAGEMENT					
Do you do any of the following activities to promote community efforts to aid crime victims? a. Host forums or panels to increase awareness b. Serve on commissions, taskforces, coalitions, or working groups that promote efforts to aid crime victims c. Have written agreements or MOUs with other organizations to more comprehensively aid crime victims				VOCA eligible	Join a local coalition or develop relationship with another victim service provider to demonstrate coordination in your community

REQUIREMENT	Yes	No	Not sure	If yes	If no, what changes need to be made?
FUNDRAISING					
Do you have other non-federal monetary or in-kind sources of income that you can use or raise to cover the required 20% match for your VOCA project?				VOCA eligible	Create a plan to identify/secure these sources. Can include cash and/or donated goods or services. <i>Inability to meet the match may not necessarily exclude you from VOCA. Check with your state.</i>
Are you registered with www.sam.gov, and do you have a DUNS number?				VOCA Eligible	Register at www.sam.gov at least 45 days before submitting a funding application. You'll need a DUNS number, which you can apply for at https://fedgov.dnb.com/webform
VICTIM SERVICES PROGRAM					
Do you provide any of the following victims' services? a. Crisis intervention b. Accompaniment to hospitals for medical examinations c. Hotline counseling d. Emergency food, clothing, transport, and shelter e. Emergency safety measures (boarding up broken windows, repairing/replacing broken locks, etc.) f. Emergency legal assistance such as filing restraining orders or obtaining emergency custody/visitation rights in family violence cases g. Other emergency services intended to restore a victim's sense of security h. Mental health counseling i. Group treatment and/or therapy j. Accompaniment, transportation, or child care so victims can attend court proceedings k. Notification of court dates l. Assistance with victim impact statements m. Forensic exams for sexual assault victims when they can't be covered by other funding sources n. Helping recover property held as evidence o. Acting on behalf of the victim to manage practical problems created by the victimization with service providers, creditors, or employers p. Helping victims apply for public assistance q. Locating external resources to help victims with relocation expenses (but not providing those expenses directly)				VOCA eligible	If you perform other kinds of direct services for crime victims, these may still be eligible for VOCA funds. Call the VOCA office in your state to find out.

REQUIREMENT	Yes	No	Not sure	If yes	If no, what changes need to be made?
Do you have a record / history of providing services to crime victims and their families?				VOCA eligible	Demonstrate a history of providing effective services or show that 25-50% of your funding comes from non-VOCA sources (exact percentage varies by state).
Do you utilize volunteers to assist with victim services?				VOCA eligible	Create opportunities and recruit volunteers
Do you help crime victims apply for compensation benefits (i.e. notifying victims about compensation, helping them with forms and documentation, or checking on claim status)?				VOCA eligible	Learn about the compensation process in your state so you can incorporate this into your program.
Do you provide victim services free of charge?				VOCA eligible	Eliminate fees for services funded by VOCA or discuss the need for program income with your state VOCA Administrator.
Do you, or will you provide services to victims of federal crimes on same basis as local/state victims?				VOCA eligible	Required. Create a written policy that indicates you will provide such services equally to victims of federal, state, and local crimes.
If you are a faith-based organization, do you ensure that services are offered to all victims regardless of religious affiliation and without requiring participation in any religious activity or event?				VOCA eligible (ensure a written policy is in place before applying)	Write and implement a policy that VOCA-funded services will be provided without regard to religious affiliation and are not contingent on participation in religious activities.

Step 2: VOCA Readiness (these systems must be in place for you to successfully track and report on your VOCA grant and to maintain eligibility for future funding)

REQUIREMENT	Yes	No	Not sure	If yes	If no, what changes need to be made?
FINANCES					
Do you have an operating budget?				VOCA Ready	Create budget
Do you audit your financials at the end of the fiscal year?				VOCA Ready	If your revenues are more than a certain amount (varies by state), you will need to hire an auditor.
Do you track your income and expenses through Quickbooks, Excel or any other method?				VOCA Ready	Set up a system for tracking income and expenses.
Do you document all of your expenses?				VOCA Ready	Set up a system for keeping receipts and approvals on file for every expense.
Do you track all of your income and expenses against specific funding sources?				VOCA Ready	Keep documentation of income (grant letters, check copies for large donations, etc.) and set up your financial tracking system to charge each expense to a specific income source.

REQUIREMENT	Yes	No	Not sure	If yes	If no, what changes need to be made?
RECORD KEEPING					
Do you keep files for each of your clients?				VOCA Ready	Develop client files for any crime victims who will participate in the VOCA-funded project.
Do you track statistics/demographics on crime victims served (by race, national origin, sex, age, and disability)?				VOCA Ready	Begin collecting data on victims served, in compliance w/ federal civil rights data requirements
Do you keep copies of all vendor contracts on file?				VOCA Ready	Keep contracts on file for all services providers who will be delivering VOCA-funded services
Do you have job descriptions on file for all your staff and/or volunteer positions?				VOCA Ready	Create job descriptions for all victim services staff and/or volunteers
Do you keep daily time and attendance records and track activities for staff?				VOCA Ready	Create timesheets for staff to document the time spend on VOCA activities
Do you keep daily time and attendance records and track activities for volunteers?				VOCA Ready	Create timesheets for volunteers to document the time spent on VOCA activities. This will also allow you to count your volunteer hours towards your match requirement.
Do you have a confidentiality policy?				VOCA Ready	Create and implement a policy to ensure client-counselor confidentiality, as required by state and federal law.
Do you have a conflict of interest policy?				VOCA Ready	Create a policy.
Do you comply with federal laws regarding equal employment opportunity?				VOCA Ready	Create a policy for equal employment opportunity.

What is my state's VOCA application deadline? _____

(Go to your state's VOCA website to find your deadline. This will help you determine the timeline you need to fill out your action plan on the next page. Find your state's VOCA website at <http://www.ovc.gov/map.html>)

Step 3: Action plan

For every item where you checked “No,” circle the to-do item in the last column and transfer those items to the chart below. On the left hand side, fill in the to-do item from the chart above, and on the right hand side, determine the specifics about who, when, and how you will get it done. Feel free to add as many rows as you need.

SPECIFIC TO DO ITEM	DETAILS OF STEPS WE NEED TO TAKE TO MAKE THIS HAPPEN	WHO WILL DO IT?	BY WHEN?

Connect With EJUSA

We hope this toolkit has been helpful in explaining VOCA, the process of eligibility, how to apply, and how to manage the funds.

Do you have other questions? Do you want to keep in touch or learn more about what EJUSA is up to? We'd love to hear from you and welcome you to the EJUSA community.

Thank you for everything you do to expand resources for crime survivors in your community.

Send your VOCA-related questions to:

Latrina Kelly-James
Grassroots Capacity Building Specialist



latrinakj@ejusa.org



718 801 8940

Or sign up, spread the word, and learn more about how you can join EJUSA to transform our justice system.



ejusa.org



You can download this toolkit and sample worksheets at ejusa.org/voca/toolkit



ejusa.org/signup



facebook.com/EqualJusticeUSA



twitter.com/EJUSA



Appendix: Sample Materials and Resources

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Sample VOCA RFP Announcement

Here is an example of the VOCA Request for Proposals from New Jersey. Every state's RFP will be different, but this will give you an idea of what they look like.

a) Name of the Program: New Jersey Victim Assistance Grant (VAG) Program. This program is supported by the Federal Victims of Crime Act (VOCA) Victim Assistance Grant Program.

b) Purpose: The purpose of the NJ VAG program is to support the delivery of services to crime victims. Services are defined as those efforts that: respond to the emotional and physical needs of crime victims; assist crime victims stabilize their lives; assist crime victims understand and participate in the criminal justice system; provide crime victims with a measure of safety and security; and provide specialized services to domestic violence and/or sexual assault victims. Types of projects that may be considered for funding include, but are not limited to:

1. Crisis intervention, 24-hour hotlines, emergency shelter, transportation, food and clothing, or other services that respond to the immediate emotional and physical needs of crime victims.
2. Emergency legal assistance, such as filing restraining orders and obtaining emergency custody/visitation rights, when such actions are directly connected to family violence cases and would help in maintaining the health and safety of crime victims.
3. Information, referral, and community education programs.
4. Services and activities that assist crime victims stabilize their lives and understand the dynamics of their victimization through the use of support groups, individual and group counseling session, and therapy by a qualified professional mental health provider.
5. Criminal justice system assistance, including accompaniment to court, transportation to court dates, and child care during a crime victim's court attendance.
6. Planning, development, and implementation of new projects or initiatives for underserved populations.
7. Special consideration will be given to the following underserved victims and service areas:
 - a. Underserved Victims: developmentally disabled victims, elderly victims, urban and rural youth, military service members and PTSD sufferers, non-English speaking victims, minority victims, and LGBT victims.
 - b. Service Areas: housing, transportation, legal services, long term counseling and mental health services, bilingual/multicultural services, and child-victims' services.

i. ADA Compliance: Complying with the requirements of the Americans with Disabilities Act of 1990, Pub. L. No. 101-336, 104 Stat. 328 (1990) and the ADA Amendments Act of 2008 (“ADAAA”) Pub. L. No. 101-325, 122 Stat. 3553 (2008) to ensure victims with developmental disabilities have equal access to critical services.

c) Available Funding: Pending the official Federal VOCA award to the Division of Criminal Justice, it is anticipated that approximately \$54 million will be available to support this program, a significant increase from last year’s allocation of approximately \$12 million. Funds will be awarded on a competitive basis. Awards will be made based on the quality of the application submitted and the pending availability of Federal funding. Funding decisions will be made to ensure the broadest and deepest level of service coverage practicable, taking into account the type of services to be delivered, the types of victims to be served, and the geographic distribution of the project.

Applicants may apply for a maximum of \$150,000 per project for a 12-month grant period. The project period will be from January 1, 2016 until December 31, 2016. Only one application per project will be accepted. Continuation funding may be available for one (1) additional year, contingent upon the availability of Federal funding and the subgrantee’s compliance with grant conditions and performance of its goals and objectives. A 20 percent match, cash or in-kind, is required by all applicants. For example, a \$150,000 award requires a \$37,500 match for a total grant award of \$187,500.

Please note that if you are unable to fulfill the match requirement, the Federal Office for Victims of Crime (OVC) may grant a full or partial waiver on a case-by- case basis. A match waiver form will be included in the application package.

Please also note that your inability to meet the full match amount will not negatively bear upon the strength of your grant application.

d) Organizations which may apply for funding under this program: Private, nonprofit organizations and public agencies that provide crime victim services are eligible to apply. Public agencies must provide services to crime victims and cannot be part of a law enforcement agency or a prosecutor’s office. Private, nonprofit organizations must be organized under Title 15A of the New Jersey Revised Statutes or be qualified for a nonprofit tax exemption under the Internal Revenue Code 26 U.S.C. Section 501(c)(3).

Preference will be given to victim assistance agencies that have longstanding and proven track records of service to their communities. Additionally, agencies that pursue projects tailored to serve underserved populations and/or promote innovative projects new in the state of New Jersey will be given preference.

e) Qualifications needed by an applicant to be considered for funding: Applicants must be in good standing with all State and Federal agencies with which they have had an existing grant or contractual relationship. Where appropriate, all applicants must hold current professional and State licenses and certifications.

Charitable organizations and professional fund raisers based, operating, or soliciting within New Jersey must

register with the Division of Consumer Affairs Charities Registration Section, unless specifically exempted under the provisions of the Charitable Registration and Investigation Act, N.J.S.A. 45:17A-18 et seq. Proof of charity registration compliance or proof of exemption shall be submitted to the State Office of Victim Witness Advocacy with the organization's application.

The Federal Funding Accountability and Transparency Act (FFATA) of 2006 requires a Data Universal Numbering System (DUNS) number and registration with the System for Award Management (SAM), formerly the Central Contractor Registration (CCR), as unique identifiers for each entity receiving a Federal award or subaward. Applications without a completed FFATA Form, including a current DUNS number(s) and SAM registration, will be considered incomplete.

To be considered for funding, an eligible applicant must file a completed application, in accordance with the requirements of the program, by the submission deadline. The following scored components must be included in the application:

a. Agency Background, Mission, Experience, and Capability. 10 points

Please describe in detail the agency's mission, background and experience as it relates to the purpose and objectives of the proposed project. Explain the agency's knowledge and capability to carry out the project based on demonstrated experience in providing victim services to the target population. Public agencies must cite their statutory and/or local governing authority.

b. Problem Statement/Needs Assessment. 15 points

Please identify the specific problem(s), target population, and geographic area that the proposed project will address. Describe the needs and characteristics of the target population; local needs and conditions; describe existing services and identify gaps and/or barriers in services. Include current statistics and relevant facts to substantiate the need and selection of the proposed project.

c. Project Description, including Goals, Objectives, and Work Plan (Action Strategy). 30 points

Please specify clear, realistic goals for the proposed project. Identify objectives that are concise, measurable and clearly relate to the goals, problem statement/needs assessment, and target population. Measurable objectives shall include, but are not be limited to, the level of service to be provided. Describe in detail the project's approach or strategy for attaining each objective. Include a project work plan that specifies each objective along with the major activities, responsible staff and feasible time frames for each objective and activity.

Please note that OVC and the State Office for Victim Witness Advocacy (SOVWA) will place a strong emphasis on the use of evidence-based programs and practices and the use of data and evidence in policymaking and program development. Agencies that strive to improve the quantity and quality of evidence and integrate that evidence into program, practice, and policy decisions will be looked upon more favorably than those agencies that do not employ evidence-based practices.

d. Partnership, Collaboration, and Coordination of and Linkages to Services. 10 points

Partnerships, collaboration and/or coordination of services are strongly encouraged for all projects. Describe the agency's partnership and/or coalition building strategy and use of volunteers. Applications for projects which require coordination of services among two or more agencies must contain a signed affiliation agreement. An affiliation agreement must define roles, responsibilities, referral mechanisms, collaboration, and coordination efforts necessary for successful implementation of the project and must be signed by all affiliating agencies. At least three letters of support for the specific project are required to be submitted with the application; and applicants are encouraged to have one letter of support from the County Prosecutor's Office of Victim Witness Advocacy.

e. Project Management and Staff. 10 points

Please identify all project management and staff. Describe how personnel are uniquely qualified to manage and implement the project. Provide current resumes along with job descriptions for each position for which grant or matching funds are. The job description should detail the title and job responsibilities, as well as the education and experience necessary for the position.

Additionally, state if the position is full-time or part-time and the number of hours and percentage of time devoted to the project. Indicate if you will use existing staff or if you will recruit new staff for each position requested in the budget. Public agencies cannot use grant funds to supplant State and Federal funds otherwise available for crime victim services.

f. Data Collection, Performance Measures, and Evaluation. 10 points

Please list all data that will be collected. Describe the methods that will be used to measure the progress and impact of the project. (Subgrantees will be required to collect and report specific data relating to their project to DCJ). Client feedback is strongly encouraged, so if your measurements do not include client feedback, an explanation must be provided.

Please note that awarded applicants will be required to enter VOCA-required data via quarterly performance metrics through OVC's online Performance Measurement Tool (PMT) located at <https://www.ovcpmt.org>.

g. Budget and Budget Narrative. 15 points

Please provide a detailed narrative justification for both the requested funds requested and match funds itemized on the Budget Detail Form by Budget Category. Costs must be specific and tied to the project objectives. Applicants should refer to the Program Guidebook for a description of budget categories, allowable expenses and match requirements.

Sample VOCA Application Budget

The budget form in your state's VOCA application may look something like this, although with more lines and more subtotals. The example entries below give you an idea of how you might enter some of your expenses in your budget form.

Personnel	% of time spent on project	% of salary paid with VOCA funds and/or match	Annual salary or hourly rate	VOCA funds	Match	Project total
Victim Advocate	100%	100%	\$40,000	\$40,000		\$40,000
Victim Advocate	100%	100%	\$23.07		\$23,992	\$23,992
etc.						
Benefits				VOCA funds	Match	Project Total
FICA @ 7.6%				\$3,600		\$3,600
Health Insurance @ \$6,000 annually				\$6,000		\$6,000
Workers Comp @ \$500 annually				\$500		\$500
etc.						
Purchase of Services						
Name of Provider	Services provided	Unit Cost/ Hourly Rate	Units/ Project Hours	VOCA funds	Match	Project Total
Verizon	Cell phone	\$75/mo	12		\$900	\$900
etc.						
Travel, Transportation, Subsistence						
Purpose / Location		Item (ex # of miles)	Calc. (ex \$.31 per Mile)	VOCA funds	Match	Project Total
Accompany victims to medical appts		10 miles 3 times per week	\$.31 per mile	\$483.60		\$483.60
etc.						

← Paid staff
← Volunteer

} List each benefit and total. In the budget narrative, list the benefits by each individual staff position.

← In this example, your new victim advocate's cell phone is paid for by another donor, so it counts towards the match.

Sample Organizational Budget

Use a budget document like this to figure out the budget for your full organization, including your VOCA-funded project and all your other programs combined, and then track the actual income and expenses against your projections to see how you're doing.

	Current Year Budget	Current YTD Actual	Previous Year Budget	Previous FY Actuals
REVENUE				
Government grants & contracts				
Foundations				
Corporations				
Religious institutions				
United Way, combined federal & other federated campaigns				
Individual contributions				
Fundraising events & products				
Membership & program income				
TOTAL CASH REVENUE				
Donated goods				
Donated services/volunteers				
TOTAL IN-KIND REVENUE				
TOTAL REVENUE				
EXPENSES				
Personnel				
Salaries				
Director				
Victim Advocate				
Clerical Support				
PERSONNEL TOTALS				
Benefits				
FICA				
Workers Compensation				
Insurance				
Benefits totals				
etc...				
TOTAL EXPENSES				

←
Compare last year's budget & actuals to this year's to see if your numbers are realistic

Download the complete excel file at <http://ejusa.org/voca/toolkit>



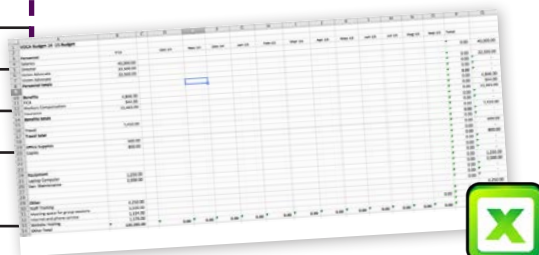
Add and subtract lines as you need to

Budget and Matching Funds Worksheet

This worksheet lets you track how you are doing each month against your budget and your match. Create a separate sheet for your full budget and another one for your match. Fill in the amount you budgeted for each category, and then each month fill in the actual amount for that month. The last column will calculate how much you have left to spend, or how much matching you have left to raise for the year.

One column for each month

	Projected	Actuals										Remain- ing
		Oct- 15	Nov- 15	Dec- 15	Jan- 16	etc...	Jun- 16	Jul- 16	Aug- 16	Sep- 16	TOTAL	
Revenue												
Donations	3,000	100	0								100	2,900
etc.												
Expenses												
Salaries												
Director	7,000	583	583								1,166	5,834
Victim advocate												
Volunteer Victim Advocate	10,000	1000	200								1,200	8,800
etc												
TOTAL	20,000	1,683	783								2,466	17,534



Download the complete excel file at <http://ejusa.org/voca/toolkit>

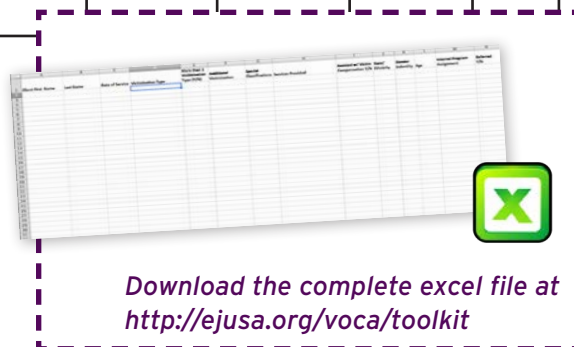
Let's say you need \$20k in match funds. You projected you'd get \$3,000 in regular donations, you're director's supervision time would be donated by your org, and you'd have \$10k worth of volunteer hours

Each month, enter the real amount of donations you got in, and the amount your director and volunteers worked.

This column tells you that after your first two months, you need \$2,900 more in donations and \$8,800 more in volunteer hours.

Sample Client Tracking Spreadsheet

Client Name	Date of Svc	Type of victimization	Speical Classifications	Services Provided	Assisted w/Victim Compensation Y/N	Race/Ethnicity	Gender Identity	Age	Internal Program Assignment	Referred Y/N	Addl Notes
Barbara Smith	10/15/16	Robbery		Therapy	N	Black	F	25			
Juan Thomas	10/15/16	Robbery	Homeless	Shelter/Housing	Y	Black	M	35			
Michael Barnes	10/25/16	Shooting		Crisis Counseling	Y	Black	M	24			
Chris Garcia	10/25/16	Survivor of Homicide Victim(s)		Group therapy	N	Latino	M	27			Brother was murdered
etc											



Download the complete excel file at <http://ejusa.org/voca/toolkit>

Sample Attendance/Timesheet


Agency Name - Timesheet				
Name:				
5/25/14 - 6/5/14				
Date	Day	Description	VOCA Hours	Total Hours
5/25/2015	Monday	assited 4 clients with victim compensation	6	8
5/26/2015	Tuesday	Led group therapy session	5	8
5/27/2015	Wednesday		8	8
5/28/2015	Thursday		8	8
5/29/2015	Friday		8	8
6/1/2015	Monday		8	8
6/2/2015	Tuesday		10	10
6/3/2015	Wednesday		7	7
6/4/2015	Thursday		7	7
6/5/2015	Friday		8	8
Total			75	80
Bi-weekly Earnings		Salaried rate of pay for 5/25/14-6/5/14 @ \$15 per hour	\$1,125	\$1,200

Signature: _____

Date: _____

Approval: _____

Date: _____



Download the complete excel file at <http://ejusa.org/voca/toolkit>

Sample Confidentiality Agreement

Confidentiality Policy for Employees, Volunteers and Board Members of

[Organization Name]

Respecting the privacy of our clients, donors, members, staff, volunteers and of the [Organization Name] itself is a basic value of [Organization Name]. Personal and financial information is confidential and should not be disclosed or discussed with anyone without permission or authorization from the [executive director]. Care shall also be taken to ensure that unauthorized individuals do not overhear any discussion of confidential information and that documents containing confidential information are not left in the open or inadvertently shared.

Employees, volunteers and board members of [Organization Name] may be exposed to information that is confidential and/or privileged and proprietary in nature. It is the policy of [Organization Name] that such information must be kept confidential both during and after employment or volunteer service. Staff and volunteers, including board members, are expected to return materials containing privileged or confidential information at the time of separation from employment or expiration of service.

Unauthorized disclosure of confidential or privileged information is a serious violation of this policy and will subject the person(s) who made the unauthorized disclosure to appropriate discipline, including removal/dismissal.

I hereby certify that I have read, understand and agree to the Organization's policies as described in this statement, with respect to confidential information and conflict of interest, and that the information given in this statement is complete and accurate to the best of my knowledge.


Signature

Date

Confidentiality Policy for Employees, Volunteers and Board Members of [Organization Name]

Copy and paste this text or download the Word file at:

<http://ejusa.org/voca/toolkit>



Respecting the privacy of our clients, donors, members, staff, volunteers and of the [Organization Name] itself is a basic value of [Organization Name]. Personal and financial information is confidential and should not be disclosed or discussed with anyone without permission or authorization from the [executive director]. Care shall also be taken to ensure that unauthorized individuals do not overhear any discussion of confidential information and that documents containing confidential information are not left in the open or inadvertently shared.

Employees, volunteers and board members of [Organization Name] may be exposed to information that is confidential and/or privileged and proprietary in nature. It is

Sample Release Authorization Form

Release and /or Exchange of Information Authorization

Confidentiality Statement:

[Organization Name] provides confidential crisis intervention, advocacy, and support services to adults, youth, and children who have experienced sexual and/or domestic violence. [Organization Name] will not disclose any personally identifying information or individual information (name, date of birth, social security number, address, phone number, email, etc.) collected in connection with services requested, used, or denied without the client's permission. Exceptions may include:

1. When a person is a danger to self or others;
2. When a person discusses the abuse or suspected abuse of a child, elderly person, or person with a disability;
3. When the agency is court ordered to release information.

If court ordered to release information and/or records, [Organization Name] will use the following guidelines to protect the safety and privacy of individuals receiving services:

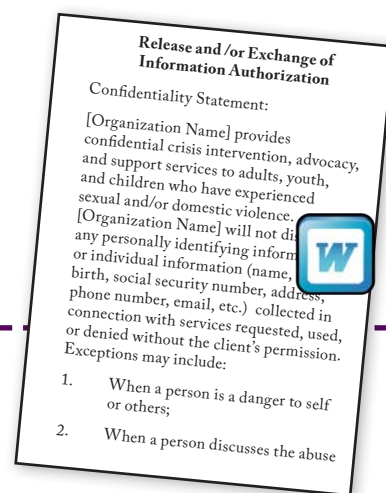
- ◆ Notify the client(s) affected by the disclosure
- ◆ Discuss possible consequences of the release
- ◆ Discuss client's wishes regarding authorizing release
- ◆ Seek legal council regarding legal options, such as quashing the subpoena, limited review of records, etc.)

Important elements for a release form include:

- ◆ Summary of agency confidentiality policy
- ◆ Circumstances when information is released without permission
- ◆ Process for responding to court orders to release information
- ◆ Purpose of the release
- ◆ Name of client/victim/survivor
- ◆ Information to be released
- ◆ Person and/or Agency to whom information is to be released
- ◆ Reasonably time-limited length for the consent to be valid
- ◆ Signature of client/victim/survivor
- ◆ Signature of staff person
- ◆ Date of signature
- ◆ Process for canceling and/or changing the release.

Copy and paste this text or download the Word file at:

<http://ejusa.org/voca/toolkit>



If/when a persons wants to give permission to have information communicated (verbally, in writing, or through other means) with another individual or agency the following information must be completed and signed by the person receiving services and/or the appropriate guardian (if the information is about a child or other person under a legal guardian’s care receiving services).

Person Authorizing the Release of Information: _____

Information to Be Released:

Please be specific—for example: acknowledgement that you’re a client at the program, dates of service, number of children, etc):

Purpose for Release of Information:

Person/Agency To Whom the Information Is to Be Released:

Method of Exchanging Information:

____ Verbal ____ Written ____ Other form of communication

Date this Consent Expires: _____

I understand I have a right to cancel or change this consent at anytime, but must notify _____ [Organization Name] in writing to cancel or change the release.

I have been advised about and understand the following:

1. The specific information that is going to be released;
2. The risks and benefits of releasing the confidential information;
3. That [Organization Name] and I may not be able to control what happens to the information once it has been released to _____, and that the agency to whom the information is released may be required by law or practice to share it with others;
4. That a limited release of information can potentially open up access to others to all of my confidential information held by [Organization Name] ; and
5. The method by which the information will be released (e.g., phone, copied documents sent by mail, e-mail, etc.) and the risks of such a method of communication.

Signature: _____ Date: _____

(Person Authorizing the Release)

Advocate Signature: _____ Date: _____

Revoke/Cancel Consent

I revoke any release of information consent given prior to this date.

Signature: _____ Date: _____

(Person Authorizing the Release)

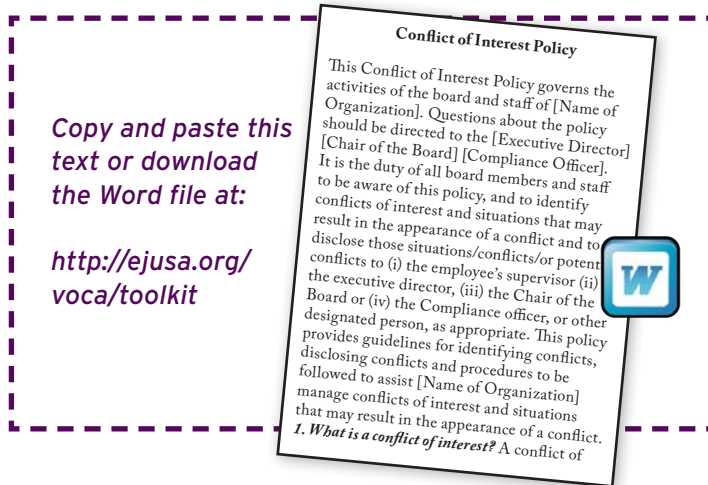
Advocate Signature: _____ Date: _____

Sample Provided by Virginia Sexual and Domestic Violence Action Alliance

Sample Conflict of Interest Policy

This Conflict of Interest Policy governs the activities of the board and staff of [Name of Organization]. Questions about the policy should be directed to the [Executive Director] [Chair of the Board] [Compliance Officer]. It is the duty of all board members and staff to be aware of this policy, and to identify conflicts of interest and situations that may result in the appearance of a conflict and to disclose those situations/conflicts/or potential conflicts to (i) the employee’s supervisor (ii) the executive director, (iii) the Chair of the Board or (iv) the Compliance officer, or other designated person, as appropriate. This policy provides guidelines for identifying conflicts, disclosing conflicts and procedures to be followed to assist [Name of Organization] manage conflicts of interest and situations that may result in the appearance of a conflict.

1. **What is a conflict of interest?** A conflict of interest arises when a board member or staff member has a personal interest that conflicts with the interests of [Name of Organization] or arise in situations where a board/staff member has divided loyalties (also known as a “duality of interest”). The former can result in situations that result in inappropriate financial gain to persons in authority at [Name of Organization] which can lead to financial penalties and violations of IRS regulations. Similarly, situations or transactions arising out of a conflict of interest can result in either inappropriate financial gain or the appearance of a lack of integrity in [Name of Organization’s] decision-making process. Both results are damaging to [Name of Organization] and are to be avoided.



- ◆ **Example #1:** a person in a position of authority over the Organization may benefit financially from a transaction between the Organization and the board/staff member; or others closely associated with the board/staff member may be affected financially. Family members, or their businesses, or other persons or the businesses of persons with whom the board/staff member is closely associated, could benefit from similar transactions.
- ◆ **Example #2:** A conflict of interest could be a direct or indirect financial interest such as those described above, or a personal interest such as the situation where a board member of [Name of Organization] is also a board member of another nonprofit or for-profit entity in the community with which [Name of Organization] collaborates or conducts business.

2. **Who might be affected by this policy?** Typically persons who are affected by a conflict of interest policy are the Organization’s board members, officers, and senior staff. In some cases a major donor could also be in a conflict situation. [Name of Org] takes a broad view of conflicts and board/staff are urged to think of how a situation/transaction would appear to outside parties when identifying conflicts or possible conflicts of interest.
3. **Disclosure of Conflicts.** Board members and senior staff will annually disclose and promptly update any disclosures previously made [Board Chair] on an Annual Conflict Disclosure Questionnaire form provided by the Organization that requests them to identify their interests that could give rise to conflicts of interest, such as a list of family members, substantial business or investment holdings, and other transactions or affiliations with businesses and other organizations or those of family members as well as other nonprofit organizations.

Board and staff are also urged to disclose conflicts as they arise as well as to disclose those situations that are evolving that may result in a conflict of interest. Advance disclosure must occur so that a determination may be made as to the appropriate plan of action to manage the conflict. Staff should disclose to their supervisor/ Executive Director and board members should disclose to the board/Chairperson of the board as soon as they person with the conflict is aware of the conflict/potential conflict or appearance of a conflict exists.

4. **Procedures to manage conflicts.** For each interest disclosed, the full board, or the Executive Director or the Chairperson of the board, as appropriate, will determine whether the organization should: (a) take no action or (b) disclose the situation more broadly and invite discussion/resolution by the full board of what action to take, or (c) refrain from taking action and otherwise avoid the conflict. In most cases the broadest disclosure possible is advisable so that decision-makers can make informed decisions that are in the best interests of the organization.
 - ◆ When the conflict involves a decision-maker, the person with the conflict (“interested party”): (i) must fully disclose the conflict to all other decision-makers; (ii) may not be involved in the decision of what action to take (e.g., may not participate in a vote) but may serve as a resource to provide other decision-makers with needed information.
 - ◆ In some cases the person with the conflict may be asked to recuse him/herself from sensitive discussions so as not to unduly influence the discussion of the conflict.
 - ◆ In all cases, decisions involving a conflict will be made only by disinterested persons.
 - ◆ The fact that a conflict was managed and the outcome will be documented in the minutes of board meetings if the conflict was related to a board member, and reported by the Executive Director to the board/Chair of the board/other appropriate committee of the board (e.g., Audit committee) if the conflict was related to a staff member.
 - ◆ The Chair of the board/Executive Director will monitor proposed or ongoing transactions of the organization (e.g., contracts with vendors and collaborations with third parties) for conflicts of interest and disclose them to the Board and staff, as appropriate, whether discovered before or after the transaction has occurred.

Sample Equal Employment Opportunity Policy

[Name of Organization]

Equal Employment Opportunity Policy

[Name of Organization] provides equal employment opportunities (EEO) to all employees and applicants for employment without regard to race, color, religion, sex, national origin, age, disability or genetics. In addition to federal law requirements, [Name of Organization] complies with applicable state and local laws governing nondiscrimination in employment in every location in which the company has facilities. This policy applies to all terms and conditions of employment, including recruiting, hiring, placement, promotion, termination, layoff, recall, transfer, leaves of absence, compensation and training.

[Name of Organization] expressly prohibits any form of workplace harassment based on race, color, religion, gender, sexual orientation, gender identity or expression, national origin, age, genetic information, disability, or veteran status. Improper interference with the ability of [Name of Organization]’s employees to perform their job duties may result in discipline up to and including discharge.

*Adopted on [insert date] by the Board of Directors of
[Name of Organization]*

**Copy and paste this
text or download
the Word file at:**

**[http://ejusa.org/
voca/toolkit](http://ejusa.org/voca/toolkit)**

Equal Employment Opportunity Policy

[Name of Organization] provides equal employment opportunities (EEO) to all employees and applicants for employment without regard to race, color, religion, sex, national origin, age, disability or genetics. In addition to federal law requirements, [Name of Organization] complies with applicable state and local laws governing nondiscrimination in employment in every location in which the company has facilities. This policy applies to all terms and conditions of employment, including recruiting, hiring, placement, promotion, termination, layoff, recall, transfer, leaves of absence, compensation and training.

[Name of Organization] expressly prohibits any form of workplace harassment based on race, color, religion, gender, sexual orientation, gender identity or expression,



Helpful Links and Acronyms

Additional Resources

- ◆ **Find Your State's VOCA office and contact information:** <http://www.navaa.org/statedirectory.html>
- ◆ **Crime Victimization Glossary:** <http://ojp.gov/ovc/library/glossary.html>
- ◆ **System for Award Management:** <http://www.sam.gov>
- ◆ **Office of Justice Programs (OJP) Financial Guide:** <http://ojp.gov/financialguide/DOJ>
- ◆ **Office of Victims of Crime:** <http://www.ovc.gov>

Useful Federal Acronyms

- ◆ **OVC:** Office for Victims of Crime
- ◆ **OJP:** Office of Justice Programs
- ◆ **OMB:** Office of Management & Budget
- ◆ **VOCA:** Victims of Crime Act

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