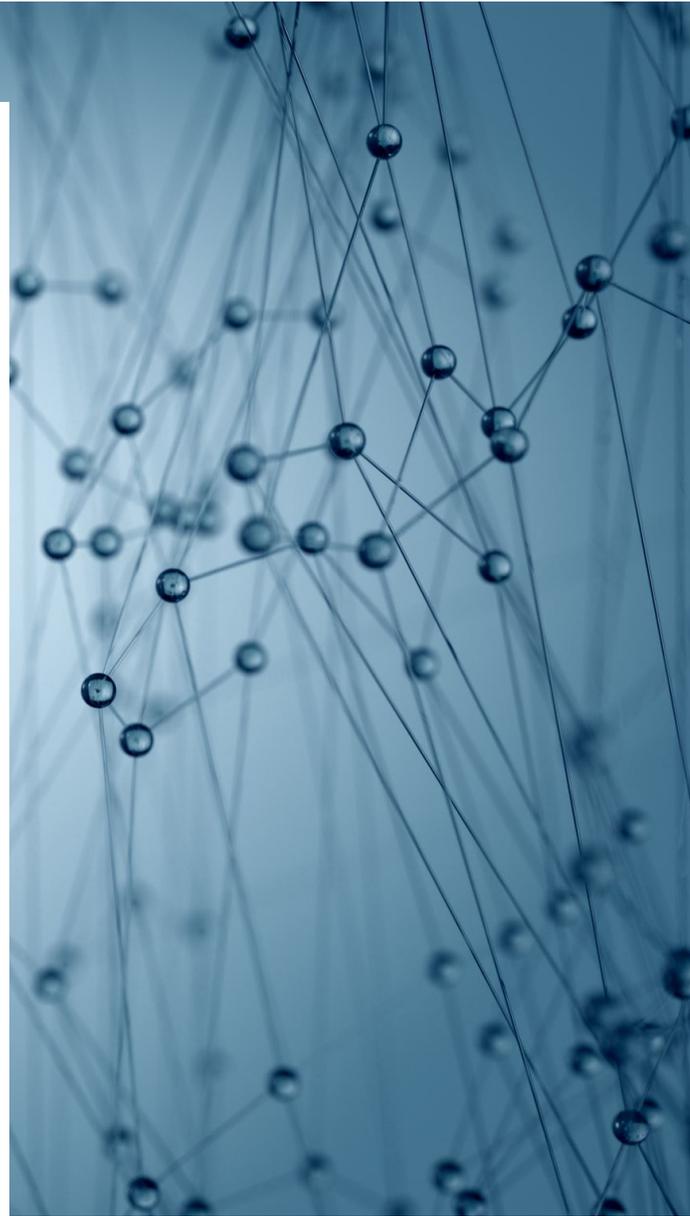


STRATEGIC PLAN 2021-24



MARCH 5, 2021

Brad Little, Governor

Heather A. Cunningham, Executive Director



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Overview

Our Mission

To ensure victims of domestic violence, sexual assault, child abuse and other violent crimes in Idaho have access to quality victim services which adequately address their needs and help them heal from trauma.

Our Vision

Victims of violent crime should have easy & reliable access to necessary help, shelter, and support, wherever they are located.

Necessary services include temporary shelter, needs assessments & referrals, counseling, forensic exams for sexual assault, & victim advocacy in the judicial system

Agency Structure & Governance

The Idaho Council on Domestic Violence & Victim Assistance (ICDVVA) was created by the Legislature in 1982 to address the disruptive influence of domestic violence on society, provide protection and refuge for victims, and provide funding for victim service programs throughout the State. [I.C. § 39-5201](#). For budgetary purposes and for administrative support purposes, the Council is assigned by the governor to a department or office within the State per I.C. § 39-5203(2). Currently ICDVVA is assigned to the Department of Health & Welfare for those purposes but is otherwise an independent agency.

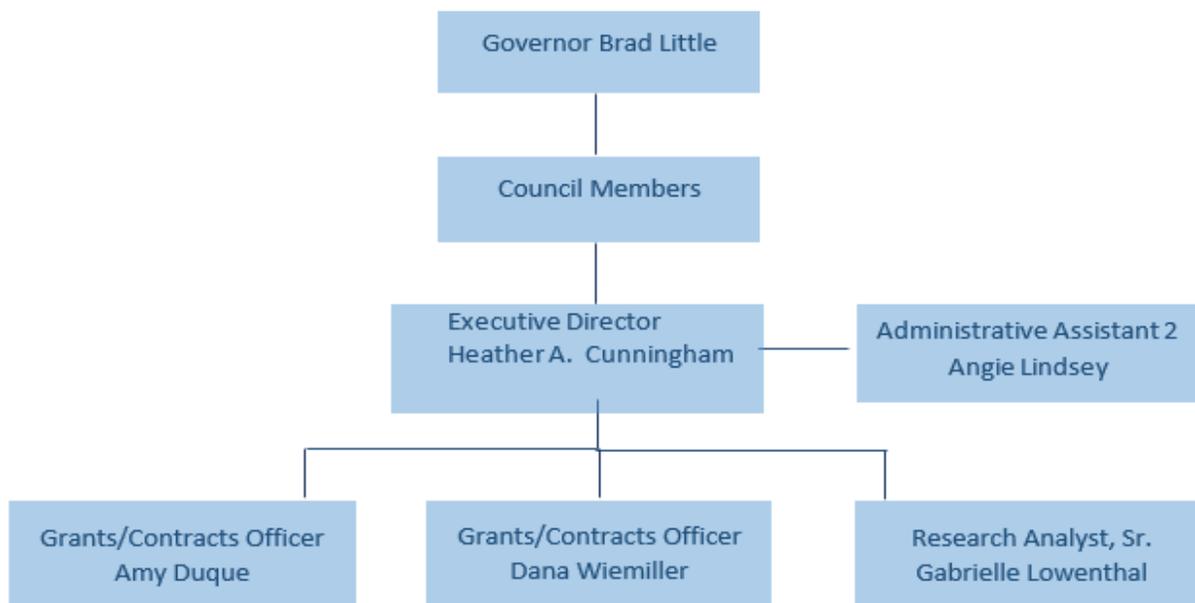
The Council is composed of seven Council members, one from each of the seven public health district regions of Idaho. Council members shall be representative of persons who have been victims of domestic violence, care providers, law enforcement officials, medical and mental health professionals, counselors, and interested & concerned members of the public. [I.C. § 39-5204](#). Members serve 3-year terms per [I.C. § 39-5205](#) and receive an honorarium of \$35/day (plus travel expenses) per [I.C. § 39-5206](#). The Council is governed by Bylaws, last amended July 28, 2003.

As of March 2021, Council Members are as follows:

| Region | Council Member | Profession/Representing | Appointment Expires |
|--------|----------------------------|-------------------------|---------------------|
| 1 | Wes Somerton | City Attorney | 7-1-2023 |
| 2 | Sarah Swanson | Probation | 7-1-2021 |
| 3 | Doug Graves (Chair) | Retired ISP | 7-1-2021 |
| 4 | Jodi Nafzger | Law Instructor | 7-1-2023 |
| 5 | Rachel Kaschmitter | Social Worker | 7-1-2022 |
| 6 | Alan Boehme | County Prosecutor | 7-1-2023 |
| 7 | Len Humphries (Vice-Chair) | Fremont Co. Sheriff | 7-1-2021 |

The Council employs staff, including an Executive Director, and fixes compensation for the same per [I.C. § 39-5207](#). ICDVVA has 5 FTE and has requested approval of an additional Grants Supervisor FTE position from the 2021 Legislature. The additional position would be focused on federal grant compliance issues. All staff are paid with federal funds except the Executive Director, a portion of one Grants Manager for offender intervention related work, a small portion of the other Grants Manager for non-federal grant related work, and roughly one third of the Administrative Assistant II. (The Research Analyst indicated below is temporary; the position is currently re-listed for permanent hire).

Council Organizational Chart



The Council meets quarterly and holds special meetings as needed. A standing Committee for Oversight of Domestic Violence Offender Intervention Programs and Standards (CODVOIPS) also meets quarterly.

Core Functions, Duties, & Responsibilities

Legislative policy in creating the Council is set forth in [I.C. § 39-5201](#). ICDVVA assists victims of intimate partner violence but also other violent crimes, including for example, child abuse and neglect, rape and sexual assault, human trafficking, victims of assaults and batteries, and victims of drunk drivers.

[Idaho Code § 39-5208](#), Responsibilities & Duties, provides the Council shall:

- (1) Establish standards for projects applying for grants from the council under this chapter;
- (2) Disseminate information on availability of funds and the application process;
- (3) Receive grant applications for the development and establishment of projects for victims of domestic violence and certain other crimes;
- (4) Distribute funds after approval of projects meeting council standards;
- (5) Assess, review, and monitor the services and programs being provided for victims of domestic violence and other crimes under this chapter;
- (6) Monitor programs and services for victims of domestic violence and other crimes to assure nonduplication of services and to encourage efficient and coordinated use of resources in the provision of services;
- (7) Compile data on the services and programs provided to victims of domestic violence and other crimes and the geographic incidence of domestic violence and other crimes in this state; and
- (8) Submit annual reports to the governor and the legislature.

The Council is also responsible for establishing minimum standards for offender intervention treatment programs and determining which providers are approved to offer such programs. [I.C. § 18-918\(7\)\(d\)](#) requires that “Counseling or treatment ordered pursuant to this section [domestic violence crimes] shall be conducted according to standards established or approved by the Idaho council on domestic violence and victim assistance.”

Administrative Rules, specifically [IDAPA 16.05.04](#), define the application process, eligibility determination, and other requirements for the grants administered by the ICDVVA per [I.C. § 39-5209](#).

Historical Revenue & Expenditures

Revenue

The vast majority (96.32% for FY21) of Council funding is from federal grants; the Council is operating with just \$16,300 in General Funds. The bulk of funds comes from the Department of Justice Victims of Crime Act Assistance Grant (VOCA). The VOCA Crime Victims Fund is a non-taxpayer funded source; funds come from monetary penalties associated with federal criminal convictions. The VOCA grant amounts vary and are declining, with the expectation of the 2021 VOCA grant being roughly 35% less than the 2020 grant. Historical amounts of VOCA Grant Awards to ICDVVA are as follows:

| | |
|---------------------------------------|--------------|
| 2020 VOCA Award (10/1/2019 – 9/30/23) | \$9,337,836 |
| 2019 VOCA Award (10/1/2018 – 9/30/22) | \$12,304,131 |
| 2018 VOCA Award (10/1/2017 – 9/30/21) | \$17,703,118 |
| 2017 VOCA Award (10/1/2016 – 9/30/20) | \$9,867,400 |
| 2016 VOCA Award (10/1/2015 – 9/30/19) | \$11,652,588 |
| 2015 VOCA Award (10/1/2014 – 9/30/18) | \$10,281,844 |

ICDVVA also receives funds from Health and Human Services Family Violence and Presentation Services Act (FVPSA). FVPSA funds to States are a baseline of \$600,000 annually plus an adjustment for population. Since Idaho’s population is growing, our FVPSA grant will likely continue to increase. In 2020, FVPSA also made available some CARES act funds to deal with Covid related costs.

| | |
|--|-------------|
| 2020 FVPSA (10/1/2019 – 9/30/21) | \$1,020,523 |
| 2020 FVPSA CARES (3/27/2020 – 9/30/21) | \$184,258 |
| 2019 FVPSA (10/1/2018 – 9/30/20) | \$983,800 |

ICDVVA receives dedicated funds for grants for domestic violence projects and to meet the costs of maintaining the operation of the Council, per [I.C. § 39-5212](#), from three sources:

- a. \$15 per marriage license issued per [I.C. § 39-5213\(1\)](#)
- b. \$20 per divorce filing per [I.C. § 39-5213\(2\)](#)
- c. \$10 per violation of protection order fines per [I.C. § 39-6312\(1\)](#)

| | Marriage/Divorce Revenue | Protection Order Violation Revenue | Total Dedicated Fund Revenue |
|--------|---------------------------------|---|-------------------------------------|
| FY21** | \$348,314.12 | \$6,844.19 | \$355,158.31 |
| FY20 | \$304,224.00 | \$13,361.00 | \$317,585.00 |
| FY19 | \$332,340.51 | \$16,117.90 | \$348,458.41 |
| FY18 | \$317,051.98 | \$38,243.00 | \$355,294.98 |
| FY17 | \$305,512.58 | \$60,336.41 | \$365,848.99 |
| FY16 | \$293,117.40 | \$113,982.68 | \$407,100.08 |
| FY15 | \$273,052.51 | \$101,953.47 | \$375,005.98 |
| FY14 | \$284,332.00 | \$284,332.00 | \$568,664.00 |
| FY13 | \$274,754.00 | \$116,482.16 | \$391,236.16 |
| FY12 | \$277,381.52 | \$122,530.92 | \$399,912.44 |

**FY21 Projections, not actuals

The decline in revenue from protection order violations does not appear to come from a decline in convictions, which are listed below. The Council needs to explore with the Courts the decline.

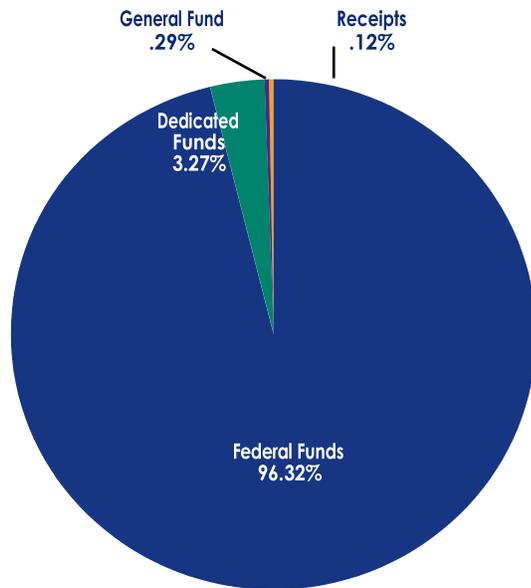
| Year | Charges- Convicted as 39-6312 |
|-------------|--------------------------------------|
| 2015 | 176 |
| 2016 | 190 |
| 2017 | 233 |
| 2018 | 297 |
| 2019 | 284 |
| 2020 | 231 |

ICDVVA hosts an annual educational conference for professionals in the field, such as social workers, prosecutors and other attorneys, offender intervention providers, law enforcement officers, and victim service providers. The conference is the only source of income which applies towards the ICDVVA receipt authority set by the Legislature at \$20,000 annually. The registration fee for the conference has been \$55.00 per attendee for some time; annual receipts are around \$20,000 (shown in expenditure table on the following page). Attendance at the conference has reached 500+. Conference registration fees are expected to exceed \$20,000 annually, so the receipt authority may need to be addressed in a future legislative budget request. The 2020 conference was cancelled due to Covid. The 2021 Conference will be held virtually June 1, 2, and 3.

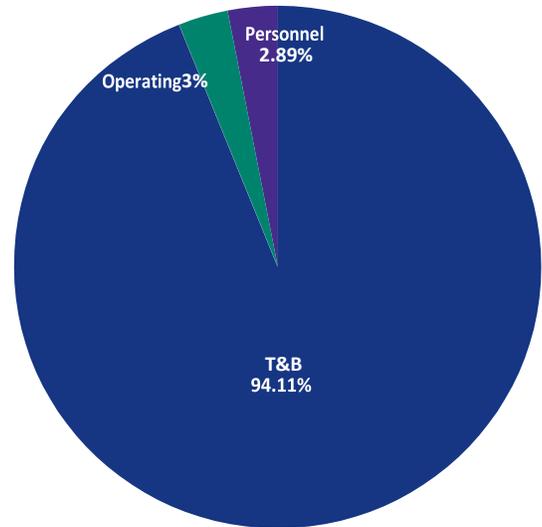
In FY21, ICDVAA also administered \$250,000 of CARES funding allocated by the Governor. These funds were awarded to programs throughout Idaho to deal with Covid-related additional costs.

Also in FY21, the Legislature made a one-time \$30,000 appropriation to the Council to fund a study on Missing and Murdered Indigenous Peoples (MMIP). The study report is due September 30, 2021.

SFY 2021 Funding Sources



SFY 2021 Expenditure Categories



Expenditures

The Council’s FY21 total appropriation is \$16,244,200. Over 94% of the ICDVVA budget expenditures are to fund programs around the state providing victim services.

The following table breaks down the ICDVVA expenditures by personnel, operating, and Trustee & Benefit (payments to programs receiving ICDVVA grants, regardless of whether VOCA, FVPSA or State DV funds are used) and annual conference receipts.

| SFY | PERSONNEL | OPERATING | T&B | TOTAL | RECEIPTS |
|-------------------------------|------------|------------|---------------|---------------|-----------|
| SFY17 | \$ 279,100 | \$ 143,400 | \$ 6,728,300 | \$ 7,150,800 | \$ 19,500 |
| SFY18 | \$ 286,500 | \$ 132,500 | \$ 7,637,700 | \$ 8,056,700 | \$ 18,300 |
| SFY19 | \$ 330,700 | \$ 182,800 | \$ 9,533,500 | \$ 10,047,000 | \$ 23,900 |
| SFY20 | \$ 271,300 | \$ 241,300 | \$ 11,806,100 | \$ 12,318,700 | \$ 1,000 |
| SFY21 est | \$ 376,000 | \$ 280,400 | \$ 15,026,400 | \$ 15,682,800 | \$ 20,000 |
| *Data source SFY17-20 DU 2.00 | | | | | |
| **Data source SFY21 est 2QBR | | | | | |

Payments Related to Audit Findings

In 2019, the Office of Inspector General conducted a single audit of ICDVVA/DHW relating to the 2016 VOCA Grant Award. The [audit report](#), No. GR-60-19-011, identified 17 findings. Findings 7 & 8 dealt with payments to subrecipients (reimbursed costs related to grants ICDVVA sub-awarded to direct

service programs) which were either unallowable per VOCA guidelines or unsupported, totaling \$56,414. In addition, count 9 found \$3,492 in allowable administrative expenditures. After review of additional documentation, ICDVVA had to pay \$54,819.81¹ back to the Department of Justice in FY21 using dedicated funds.

The Idaho Legislative Services Office (LSO) independently conducted an audit of the 2016 VOCA Grant Award and ICDVVA in FY 19, and the [audit report](#) contained 6 findings. Finding 4 of the March 4, 2020 Audit Update was that \$35,902 of expenditures sampled were for unallowable or unsupported expenditures to subrecipients. As a direct result of the FY19 LSO audit, the Department of Justice Office of Audit, Assessment & Management, created federal Audit Report No. TO-50-20-025 with identical findings to the LSO FY19 audit. To address the \$35,902 in questioned costs, ICDVVA has provided supporting documentation for the questioned costs and is awaiting determination by the DOJ regarding what amount must be returned.

Many of the audit items related to lack of policies and procedures at ICDVVA, which were subsequently drafted and adopted to close audit findings. The audits also exposed several issues between ICDVVA and DHW regarding communication, collaboration and lack of defined responsibilities for various items. ICDVVA's Executive Director and Brad McDonald, Division Administrator, Management Services, at the Department of Health & Welfare have been meeting regularly every three weeks since November of 2020 to try and address issues and chart a path forward for both agencies that will ensure no future audit findings for either agency related to funds ICDVVA administers and a good working relationship between the agencies.

Key Services Provided FY17-FY20

Funding Direct Victim Service Providers

The top categories of victimization for which services were funded in FY20 were family and domestic violence, child physical abuse or neglect, child sexual abuse, stalking, and sexual assaults. Many funded programs report that the pandemic has caused increased demand for their services.

Currently ICDVAA funds 46 programs, which are public and nonprofit organizations that provide essential emergency shelter, legal services, counseling, and other critical services to Idahoans that have experienced severe trauma. A list of grantees and amounts awarded to programs in FY21 can be found [here](#) on the ICDVVA website. ICDVVA processes roughly \$1 million in reimbursement requests to subrecipients monthly.

¹ The Council had to return \$18,095.81 relating to Finding No. 7, \$36,508 relating to #8, and \$216 relating to #9.

In FY20, the agency funded 45 programs, up from 35 programs in FY19. 40 Programs were funded in FY18 and FY17, up from 32 in FY16. Grant allocation programs and amounts by year are available on the ICDVVA website under “Grantees” and [grant allocations](#).

Each year, the Council announces in January the availability of grant funds and advertises and promotes the funding opportunity to eligible applicants (nonprofit and government agencies providing victim services, and tribes). Applications are reviewed and scored, and eligibility verified (eligibility [criteria for VOCA](#) are established by the DOJ²; eligibility [criteria for FVPSA](#) are established by HHS³, and eligibility for State Project Grants is determined by [I.C. § 39-5210](#)⁴. Grant funds are distributed throughout the state according to the funding formulas specified in [IDAPA § 16.05.04](#), taking into account population, square miles per region, and marriage licenses issued. The Council determines the awards to eligible applicants. Subaward agreements are prepared and final budgets set, and then throughout the fiscal year the Grants Managers review requests for reimbursement submitted by awardees for allowability and appropriate support.

Data Collection on Victimization Types and Needed Victim Services

The Council conducts regional roundtables, surveys funded agencies, collaborates with the Idaho Coalition on Sexual and Domestic Violence, and reviews data on demographics, services provided, and victimization types collected by agencies receiving federal grants. The goal of data collection is to determine what barriers to services exist, what services are needed, what populations and geographic regions are underserved, and identify and target gaps in needed services.

Major issues that hinder victim assistance include lack of affordable housing, lack of mental health providers, lack of cultural and language accessible services, access (i.e. public transportation) to victim services agencies, lack of economic opportunities, and continuing stigma regarding reporting crime victimization. Programs report that access to affordable, subsidized, or temporary housing is limited. This prevents victims from finding safety, or the ability to break the cycle of violence by permanently leaving their situation. Programs, especially in the most rural areas of the state, struggle to find qualified mental health providers in the state; this leaves victims without the assistance needed to heal from trauma. In some of the most rural communities, lack of public transportation or a vehicle makes it difficult to drive to a program, or keep medical, legal, or advocacy appointments.

² 42 U.S.C. 10601 governs the Office for Victims of Crime (OVC) VOCA grant awards and [Part 200](#) – Uniform Administrative Requirements, Cost Principles and Audit Requirements for Federal Awards governs VOCA.

³ 42 U.S.C. 10404(a)(4), [45 CFR Part 1370 final rule](#) covers administration of FVPSA awards, and [5 U.S.C. 301; 2 CFR part 200, Part 75](#): Uniform Administrative Requirements, Cost Principles, and Audit Requirements for HHS Awards governs FVPSA awards.

⁴ Projects must provide a safe house or refuge and a crisis line, and other services provided may include (but are not limited to) counseling, educational services for community awareness, presentation, treatment and rehabilitation, support groups, and assistance in obtaining medical, legal, psychological, or vocational services.

Finally, there is stigma associated with victimization, especially in rural communities where everyone knows everyone, and sometimes victims do not feel safe reporting crimes to law enforcement, because they do not believe the justice system will treat them fairly.

With the pandemic, many service providers have introduced virtual assistance programs, which has assisted in making victim services more accessible in rural areas than it has been in the past. Many funded programs outreach extensively in their communities, partnering with law enforcement, healthcare, and other nonprofit agencies to ensure victims are referred to their program if others encounter a victim first. Law enforcement has some police chiefs who are heavily invested in sexual assault kit initiatives that has resulted in our state being a leader in tracking sexual assault kits. The state does not require a victim report sexual assault if they are tested, but all kits are tested, unless a victim chooses to remain anonymous.

The Council collects required performance data from funded programs and completes required federal performance reports. To fulfill its statutory duty to compile data on the services and programs provided to victims of domestic violence and other crimes and the geographic incidence of domestic violence and other crimes in this state, the Council contracted in 2019 with Boise State University to provide a [series of reports](#) on victim needs in Idaho on a biennial basis. The 2020 Biennial Report on Victimization & Victim Services in Idaho, Vol. 1 contains four volumes:

[Issue 1](#): Emerging Issues in Victimization: The Impact of the *Clarke* Decision on Policing’s Response to Victimization

[Issue 2](#): Idaho Crime Victim Service Provider Survey Results 2020

[Issue 3](#): Idaho’s Sexual Assault Kit Initiative: The Effect of HB528 on Sexual Assault Clearance Rates

[Issue 4](#): Idaho Crime Victim Survey

The *Idaho Crime Victim Service Provider Survey Results* summarized findings of the most impactful barriers to assistance: “Participants reported a number of barriers to service provision with the most frequent being restrictions on funding, community awareness and support, staffing shortages, rurality and geographic isolation, and referrals from other providers” (p. 19).

“Crime victim service agencies often provide a wide range of services, many of which would not be available to crime victims anywhere else. The participants in this survey were no exception with most reporting that their agency provides 10 or more different services... However, there were a number of other services which were less frequently provided but are often needed by crime victims. These

include shelter/housing, individual counseling, and childcare. Shelter/housing and childcare are often important needs for crime victims, particularly those affected by domestic/intimate partner violence. Individual counseling can be crucial for recovery from trauma and has been cited as one of the most needed services by Idaho crime victims (Growette Bostaph et al., 2015). In fact, in terms of services that were needed in 2019 but unable to be offered, the most frequently indicated included housing, emergency services, and individual counseling” (pp. 18-19).

The *Idaho Crime Victim Survey Report* also identified barriers victims experienced: “The most commonly reported was fear of the perpetrator, followed by a variety of accessibility issues such as internet/phone access, delays in receiving services (e.g., two years to find appropriate counseling resources, COVID-related issues), restrictions to receiving certain services (e.g., required to determine exact income in order to receive financial assistance), and lack of services (e.g., shelter or temporary housing). Three respondents reported that the cost of services was a barrier and two each noted communication and transportation issues. Childcare, immigration concerns, language/cultural barriers, and religious differences were reported by one participant each” (pp. 9).

In June 2019 the Idaho Supreme Court issued [*State v Clarke*](#), 165 Idaho 393, 446 P.3d 451 (2019) which made it unlawful for police to make an arrest in misdemeanor crimes that happen outside their presence without a warrant. In *Emerging Issues in Victimization: The Impact of the Clarke Decision on Policing’s Response to Victimization*,” the Boise State Research Team looked at the impact this decision has had on domestic violence policies and found mostly negative impacts; recommendations were provided by the study. The police response to the decision varies widely throughout the State, largely resource dependent. In rural areas with a limited number of law enforcement officers, the additional time at the scene to obtain a warrant can be highly problematic, as can the availability of a judge to obtain a warrant. There is substantial concern about the inability of officers at the scene of misdemeanor domestic violence calls to remove perpetrators of violence from the scene given these new barriers to arrest. The Council recognizes the effects of *Clarke* decision are significant and is committed to working on potential solutions and educating policymakers about the issue.

The Council obtained legislative approval to hire a Research Analyst, Sr. in FY21. A temporary Research Analyst joined the staff in February of 2021 part-time and will begin gathering data related to crime victimization and identifying data gaps, as well as working to address known issues in the existing data gathering process while the Council searches for a permanent employee.

ICDVVA will collaborate closely with the Statistical Analysis Center on data projects to target data gaps and avoid duplication of effort. In addition, the Executive Director will initiate an informal collaborative workgroup and host quarterly meetings where the various agencies and groups gathering and utilizing data for various state and federal program dealing with crime victims and/or crime prevention can share available data and collaborate on filling data gaps. For example, ICDVVA

and several other agencies need information on underserved populations and geographic areas, and the prevalence and incidence of various types of crimes. ICDVVA will share the data it collects with other programs and agencies as well as seek to cooperate on data gathering projects, both to reduce the number of surveys and data-collection efforts programs are dealing with, and to avoid duplication of effort among state agencies and employees seeking the same or similar information.

In addition, ICDVVA will actively seek collaboration with other agencies administering grant funds to look for efficiencies and ways to avoid duplication of effort. Currently, for example, a non-profit service provider may seek funding from various state agencies, each requiring its own application and having its own system for grant reporting, data collection, reimbursement processing, etc.

Meanwhile, there may be several State agencies with different employees working with the same non-profit, all unaware of the other agencies *also* working with the non-profit; there are likely not only duplications of effort and inefficiencies, but missed opportunities to look at “the big picture” of how the various crime types, prevention efforts, and victim services fit together. For example, through collaboration and information sharing, it may be possible to track the effectiveness of sexual violence prevention efforts and see if those efforts result in a reduction in victim services provided in a given region, or review the prevalence of child abuse services reported in a region to better inform child abuse prevention efforts. There are numerous ways that good data can benefit the State and the various programs around the State. The Council should take an active role in spearheading an effort to share data and collaborate with other agencies, with the goal of fulfilling ICDVVA’s vision that victims of violent crime should have easy & reliable access to necessary help, shelter, and support, wherever they are located throughout Idaho.

Offender Intervention Oversight

The Council engaged in oversight of 29 [approved offender intervention programs](#) in FY20. Many providers obtained temporary or permanent permission to provide services virtually vs. in-person, and the reports are that this treatment protocol has been successful. The Committee for Oversight Standards is evaluating the existing standards in light of best practices, with the research assistance of a Boise State Criminal Justice Master’s Student intern for the Spring of 2021.

Monitoring Victim Service & Offender Intervention Programs

Council staff must monitor all funded programs. This requires site visits and review of applicable policies and procedures, facilities, management, governance and leadership, financial reports and audits, data collection and reporting systems, personnel and timekeeping records, and a myriad of other things designed to ensure program compliance with grant requirements. Monitoring frequency is determined in part by risk assessments, but programs are to be monitored at least once within a two- year cycle. In 2019, the Council was behind on required monitoring efforts and the OIG and LSO audits both had findings relating to failure to monitor. (This may have been related to staff capacity, as the Council remained at 4 FTE while the annual budget grew from \$4 million to over \$16 million).

In 2020, one program was monitored prior to the Covid-19 pandemic and related lockdown. October 30, 2020 the Council adopted a policy allowing enhanced desk reviews, or remote monitoring, to take place. The Council Grants Managers revamped the monitoring materials to adjust to this new protocol and developed a monitoring schedule which will have all programs monitored in 2021.

In 2019, Council staff completed monitoring of Offender Intervention Programs. These programs are due to be monitored again; however the monitoring process is being reviewed and revised and the minimum standards are also being revised and re-evaluated in 2021.

Training

The Council endeavors to provide quality and free or affordable training opportunities to victim service providers and those in related fields throughout the State. The Council alerts funded programs to free trainings available through the Office of Victims of Crime, and in 2020 worked with OVC's Training & Technical Assistance Program to provide a 4-part training series on the intersection between victim and substance abuse. Council staff puts on webinars each year to assist funding recipients with the application process, the monitoring process, financial reporting, and data collection and reporting. ICDVVA also sponsors an annual 2-day conference covering a variety of timely issues in the field and provided financial support to the Idaho Coalition for the 2020 virtual Missing & Murdered Indigenous People's conference.

Cybersecurity Plan

ICDVVA is assigned to Information Technology Services (ITS) for IT support and believes that ITS has addressed cybersecurity issues as required. However, because ICDVVA is attached to the Department of Health & Welfare for budget purposes, ICDVVA must also use some DHW IT systems. Council staff must remote into DHW IT systems. The DHW FY2021-2025 Strategic Plan, pgs. 32-33, addresses DHW compliance with Executive Order 2017-02. Compliant with the Governor's order, all ICDVVA staff are required to complete the state's annual cybersecurity training.

Red Tape Reduction Act

In accordance with the Governor's Red Tape Reduction Act (Executive order 2019-02) the ICDVVA Executive Director is designated as the Rules Review Officer (RRO) to undertake a critical and comprehensive review of the agency's administrative rules to identify costly, ineffective, or outdated regulations. The applicable administrative rules are found in [IDAPA § 16.05.04](#), revised in 2000. The Council has only one Chapter of Administrative Code. The rules currently contain 5,035 words, excluding Table of Contents and Index, including 22 instances of "shall," 24 instances of "must," no instances of "may not" or "prohibited" and 4 instances of "required."

Agency Goals, Objectives & Performance Measures

The Council completed its first Strategic Plan in 2019, for 2019-2023, and identified four goals, as well as Objectives, Measures, and Targets as part of a “Strategic Plan Roadmap” related to those goals.

| GOAL | OBJECTIVES | MEASURE(S) | TARGET |
|---|---|---|---|
| Serve as a key funding resource for sub-recipients in Idaho. | <ul style="list-style-type: none"> Explore multi-year funding opportunities with select sub-recipients. | <ul style="list-style-type: none"> % of organizations with two-year funding agreements | <ul style="list-style-type: none"> 10% of sub-recipients |
| | <ul style="list-style-type: none"> Modify the 2021 funding cycle. <ul style="list-style-type: none"> Utilize updates from the Boise State needs assessment. Seek increased and aligned funding opportunities. Help find funding as pass through in addition to funding direct. | <ul style="list-style-type: none"> Completion of BSU needs assessment Survey reporting | <ul style="list-style-type: none"> FY2021 report and survey distribution |
| | <ul style="list-style-type: none"> Ensure drawdowns occur within 45 days. | <ul style="list-style-type: none"> % of 45 day drawdown enforcement # of agencies outside of this window | <ul style="list-style-type: none"> % Baseline established 85% compliance |
| Promote the work of our agency and sub-recipients | <ul style="list-style-type: none"> Create and share ICDVVA's annual report with the legislature. | <ul style="list-style-type: none"> Completion of separate annual report from DHW | <ul style="list-style-type: none"> December annually |
| | <ul style="list-style-type: none"> Host the annual conference in June. | <ul style="list-style-type: none"> Completion of the conference | <ul style="list-style-type: none"> June annually |
| | <ul style="list-style-type: none"> Promote ICDVVA and the Council as a key partner and resource in Idaho. <ul style="list-style-type: none"> Leverage the Idaho Business Review. Executive director 'roadshow of presenting and promotion. Working with DHW communications manager. Attend events and trainings across Idaho. | <ul style="list-style-type: none"> # of published op-eds # of conferences presented at # of regions visited by quarter | <ul style="list-style-type: none"> Four op-eds per year Two conference presentations Visit regions at least once quarterly |
| | <ul style="list-style-type: none"> Highlight the work happening of our sub-recipients. <ul style="list-style-type: none"> Review information included on applications. Share earned media opportunities. | <ul style="list-style-type: none"> # of sub-recipients social media shares # of local news articles # of stories included in annual report | <ul style="list-style-type: none"> Quarterly |

| GOAL | OBJECTIVES | MEASURE(S) | TARGET |
|---|---|---|---|
| <p><i>Support our sub-recipients and partners.</i></p> | <ul style="list-style-type: none"> Improve and track technical assistance to sub-recipients. | <ul style="list-style-type: none"> # of sub-recipients provided technical support | <ul style="list-style-type: none"> 75% of sub-recipients receiving support |
| | <ul style="list-style-type: none"> Streamline application and reporting processes for sub-recipients. | <ul style="list-style-type: none"> Survey administered to sub-recipients | <ul style="list-style-type: none"> 80% satisfaction reported from sub-recipients |
| | <ul style="list-style-type: none"> Administer a survey to sub-recipients to understand their needs. | <ul style="list-style-type: none"> Qualitative feedback from sub-sub-recipients | <ul style="list-style-type: none"> 80% survey completion rate |
| | <ul style="list-style-type: none"> Build intentional relationships with sub-recipients to ensure open communication and trust. | <ul style="list-style-type: none"> Survey administered to sub-sub-recipients | <ul style="list-style-type: none"> 80% satisfaction reported from sub-recipients |
| | <ul style="list-style-type: none"> Ensure the annual conference provides training and learning opportunities for sub-recipients. | <ul style="list-style-type: none"> # of training opportunities provided % of sub-recipients participating in training opportunities | <ul style="list-style-type: none"> 6 training opportunities 80% -sub-recipients |
| | <ul style="list-style-type: none"> Build rural and tribal relationships to foster shared understanding of our work. | <ul style="list-style-type: none"> # of new relationships built | <ul style="list-style-type: none"> 5 new relationships |

| GOAL | OBJECTIVES | MEASURE(S) | TARGET |
|--|---|--|---|
| <i>Ensure efficient operations and organizational excellence.</i> | <ul style="list-style-type: none"> Conduct site visits to sub-recipient locations. | <ul style="list-style-type: none"> # of site visits conducted | <ul style="list-style-type: none"> 22 site visits |
| | <ul style="list-style-type: none"> Update application rubric to reflect current requirements. | <ul style="list-style-type: none"> Application updates using BSU needs assessment | <ul style="list-style-type: none"> FY 2021 |
| | <ul style="list-style-type: none"> Set up evaluation criteria for programs and sub-recipients to measure how well they provide services. | <ul style="list-style-type: none"> Creation of an evaluation process | <ul style="list-style-type: none"> FY 21 deployment |
| | <ul style="list-style-type: none"> Improve the results of the Department of Justice audit. | <ul style="list-style-type: none"> # of recommendations from DOJ | <ul style="list-style-type: none"> Resolve recommendations from FY20 audit. Receive less than 17 recommendations in future audits |
| | <ul style="list-style-type: none"> Add at least two FTE positions that include necessary subject matter expertise. | <ul style="list-style-type: none"> # of full-time positions filled | <ul style="list-style-type: none"> FY2020 hiring of researcher |
| | <ul style="list-style-type: none"> Redesign the ICDVVA website. | <ul style="list-style-type: none"> Completion of redesign | <ul style="list-style-type: none"> December 2019 |
| | <ul style="list-style-type: none"> Implement a grant management system. | <ul style="list-style-type: none"> Launch of the grant management system | <ul style="list-style-type: none"> July 2020 implementation |

ICDVVA made progress on each goal, though was hindered by the pandemic in many of its 2020 efforts identified in the 2019 Strategic Plan.

1. *Goal: Serve as a key funding resource for victim service programs in Idaho.*

a. ICDVVA moved to a three-year funding cycle for programs, which requires them to reapply each year, but through a streamlined process. This helps programs plan for baseline funding across a three-year period.

b. The application process was significantly revised and a victim needs assessment was completed by Boise State University, which will enable the Council to use that data to inform funding decisions moving forward.

c. The BSU needs assessment reports were completed on time.

d. ICDVVA was able to award \$250,000 in CARES funds to programs around the state to assist them in responding to the pandemic while continuing to provide essential services to victims of crime.

e. Staff began data tracking and follow-up to ensure that funded agencies submit their reimbursements within 45 days of the last expense.

2. *Goal: Promote the work of our agency and grant recipients*

ICDVVA enhanced outreach efforts, as well as initiated and/or participated in collaboration with other agencies and programs which serve victims, to maximize the delivery of services to victims, identify and address gaps in services, and increase efficiency.

3. *Goal: Support the programs we fund and our partners*

a. ICDVVA provided training to funded programs, including trainings provided at no cost through VOCA, webinars done by the staff, and an annual conference in 2019 for those working in this field, including social workers, law enforcement, prosecutors, counselors, and others. The Council has also been working to expand and support tribal relationships, in part with the one-time appropriation last year for a Murdered and Missing Indigenous Persons study. The Nez Perce Tribe was a new grantee in FY21.

b. The Council is funding a pilot Mobile Child Advocacy Center, which should increase the availability of those services to rural areas where they are otherwise unavailable.

c. ICDVVA administered CARES funds to assist programs with pivoting to provide services to victims in new ways; and we hope that some of the remote services will remain in place in our more rural areas after the pandemic.

4. *Ensure efficient operations and organizational excellence*

The Council staff has substantially revised the procedures relating to grant administration and review of reimbursement requests from agencies, to address audit findings, and to increase

accuracy and promote efficiency. The Grants Managers have revolutionized many of our processes. One brief example is that they created an Excel workbook which the agencies use to submit reimbursement requests each month, and the formulas and setup allow for both the program and the ICDVVA staff to easily track budget line items, monitor match requirements and quarterly reports, and see all relevant financial information in one shared file, vs. a piecemeal approach. ICDVVA also became a paperless office in 2020.

Our Redefined Goals

After the 2019 Strategic Plan, the Council underwent a 100% change in staff, including the Executive Director. The membership of the Council also changed, with two members who participated in the 2019 plan no longer on the Council and two new members in place. On February 19, 2021, the Council held a Special Meeting to identify policy goals and objectives for a revised Strategic Plan. The Council sought specifically in setting goals and prioritizing objectives to consider the available data from the 2020 Biennial Report on Victimization & Victim Services in Idaho, Vol. 1 in its updated Strategic Plan, as well as 2018 data on Crime Victim Services in Idaho from the ISP Statistical Analysis Center [Victim Services Data Dashboard](#), the DHW study on [Adverse Childhood Experiences \(ACE's\) Among Idaho Adults, 2018](#) and the [Idaho Criminal Justice Needs Assessment \(May 2020\)](#) and the Idaho Stop Violence Against Women Formula Grant Program [Implementation Plan FY 2017-2020](#).

The Council has revised its four main goals as follows:

#1 Serve as a key resource to victim service providers

#2 Serve as a key resource to the Governor, the Legislature, and other agencies on issues and policies impacting victims of crime

#3 Collaborate and coordinate with other agencies and other stakeholders on issues impacting victims to promote efficiency in delivery of services, effectiveness of programs, and reliable data collection

#4 Evolve systems for agency accountability and a better working relationship with our assigned department for budgetary and administrative purposes

The following charts set forth objectives (proposed performance measures), action items, and targets related to each goal.

#1: Serve as a key resource to victim service providers

| Goal 1: Objectives | Action Items | Targets |
|---|---|---|
| <p>Provide education and training to programs, working in collaboration with the Idaho Coalition; Strive to better address underserved victim populations</p> | <p>In addition to the annual Safety and Resilience conference to improve communication among statewide providers and to teach best practices/enhance direct service skills offer webinars and trainings around the state to enhance the accessibility and enable more individuals to become trained in best practices</p> | <p>Increase the number of individuals who have training in trauma-informed practices</p> <p>Increase access to Deaf/hard of hearing victims and victims with disabilities; increase access to counties with insufficient coverage; increase language accessibility to Limited English Proficiency (LEP) victims</p> <p>Work towards demonstrated reduction in barriers to service for underserved populations (Deaf, disabled, indigenous, Black, Latinx and people of color, LGBTQ, and LEP individuals LEP individuals)</p> |
| <p>Provide funding opportunities to programs</p> | <p>Increase awareness of funding opportunities and reduce barriers to funding</p> | <p>Work with the Coalition and other partners to explore ways to reduce barriers to funding</p> |
| <p>Serve as a resource for information</p> | <p>Serve as a clearinghouse for resources and information needed by Idaho victim service agencies (forms, policies, resource lists, etc.)</p> <p>Compile data on services and programs for crime victims and the geographic incidence of DV & other crimes in ID</p> | <p>Establish accessible Resource Library for Idaho service providers</p> <p>Serve as a resource for available training</p> <p>Develop and analyze data</p> |

#2: Serve as a key resource to the Governor, the Legislature, and other agencies on issues and policies impacting victims of crime

| Goal 2: Objectives | Action Items | Targets |
|--|--|---|
| <p>Compile data and fund research on victim needs</p> | <p>Establish Research Analyst position to lead this effort; make use of remaining BSU contract to continue studying Idaho needs</p> <p>Initiate quarterly data sharing and coordination with other agencies dealing with crime prevention and victim services to pool resources, seek efficiencies, target data gaps</p> | <p>Form partnerships with other data gathering agencies; collaborate to avoid "over survey" problem</p> <p>Work towards being part of a statewide solution so all agencies developing plans that need crime and victim data have a reliable, current source for that data</p> |
| <p>Advise on policy impacting victims of crime</p> | <p>Inform the Governor and Legislature on issues impacting victims of crime and recommend solutions</p> <p>Submit annual reports to the Governor and the Legislature</p> | <p>Annual Report, including identification of recommended statute revisions</p> <p>Recommend revision to I.C. § 39-6316</p> |
| <p>Listen to programs and consider available data about the specific needs of each region to identify gaps and potential solutions</p> | <p>Conduct regional roundtables on a regular schedule to provide opportunities to discuss needs/solutions</p> <p>Collaborate with other data collecting agencies to avoid duplication of effort and lessen burdens on programs</p> | <p>Define underserved populations annually based on available data</p> <p>Define areas of greatest geographic need annually based on available data</p> <p>Develop regional needs assessments</p> |

#3: Collaborate and coordinate with other agencies and other stakeholders on issues impacting victims to promote efficiency in delivery of services, effectiveness of programs, and reliable data collection

| Goal 3: Objectives | Action Items | Targets |
|---|---|--|
| Work with other agencies and partners to enhance victim services and data gathering/analysis relating to victims of crime | <p>Meet regularly with ISP and Victims Comp to facilitate collaboration and reduce duplication of effort</p> <p>Initiate collaborations with other agencies serving victims</p> | Reduce barriers victims face in obtaining services |
| Reduce inefficiencies by collaborating with other statewide funders of victim services; Facilitate collaboration and cooperation among victim service providers | <p>Explore elimination of barriers to funding applications</p> <p>Conduct regional roundtables on a regular schedule to increase interagency communication</p> <p>Engage in outreach with other agencies and partners serving victims of crime or engaged in violent crime prevention efforts</p> | <p>Hold Statewide summits on key issues to involve stakeholders in developing collaborative solutions</p> <p>Increase number of applications</p> <p>Seek enhanced collaboration with tribes</p> <p>Share information & resources with other agencies administering federal grants</p> <p>Collaborate with the Idaho Coalition to host a 2nd MMIP Summit to consider MMIP data</p> <p>Regional Roundtables</p> |

#4: Evolve systems for agency accountability and a better working relationship with our assigned department for budgetary and administrative purposes

| Goal 4: Objectives | Action Items | Targets |
|---|---|---|
| <p>Increase and enhance staff capacity to satisfy federal grant requirements</p> | <p>Add one FTE (Grants Supervisor) assess capacity to meet federal grant requirements without overtime</p> <p>Work with ITS and DHW IT to implement effective Fileshare methods, and work to resolve ICDVVA inefficiencies and issues created by DHW firewall</p> | <p>ED to conduct annual assessment of organizational capacity and efficiency with specific metrics identified</p> |
| <p>Clearly delineate and document ICDVVA responsibilities and Health & Welfare (DHW) responsibilities to promote accountability and ensure federal grant compliance</p> | <p>Increased participation by ICDVVA ED in DHW leadership meetings and decisions impacting ICDVVA</p> <p>At least monthly meetings with DHW to resolve issues</p> <p>Revise sub-award process to reduce paperwork and promote efficiency</p> <p>Ensure adoption of invoice number system to identify ICDVVA reimbursement records in DHW systems</p> <p>Revise grant reporting process to ensure ICDVVA reviews FFRs prior to filing and grant workpapers document priority category allocations for VOCA</p> | <p>Memorandum of Understanding between ICDVVA, DHW, and Governor’s Office by December 2021 agreeing on procedures and respective responsibility or consider request to Governor’s Office for assignment to another agency or office</p> |

Proposed Performance Measures & Input Solicitations

As the Council has previously not had established performance measures, for the next revision to the Strategic Plan, ICDVVA will solicit input from various stakeholders and partners involved with victim services or the prevention of domestic violence, sexual assault and/or child abuse, as well as the Governor's Office, the Legislature, the Idaho Coalition on Sexual & Domestic Violence, the Crime Victim's Compensation Fund, The Idaho Criminal Justice Commission, and the Division of Financial Management regarding performance measures to be used moving forward.

In addition, ICDVVA will seek input from Idaho's five tribes, our funded victim service providers and approved Offender Intervention providers, DHW's Sexual Violence Prevention Health Program Director, the Idaho Children's Trust Fund, the Idaho Council on Developmental Disabilities, the Idaho State Police Planning, Grants & Research Department, the Idaho Commission for the Blind & Visually Impaired, DHW's Regional Mobile Crisis teams, the Idaho Police Chiefs of Police Association, the Idaho Prosecuting Attorneys Association, the Idaho Sheriff's Association, the Idaho Association of Counties and Cities and the Governor's Task Force on Children at Risk (CARTF).

It is the goal of the Council to consider all available data and the input of all stakeholders in formulating strategic plans moving forward in order to develop comprehensive and effective plans to address the needs of victims of crime in Idaho. If you have comments on this plan, please forward them to the Council staff at info@icdv.idaho.gov for consideration.