

ANNUAL REPORT 2020-21





OUR MISSION

CalVCB is a trusted partner in providing restorative financial assistance to victims of crime.



OUR VISION

CalVCB helps victims of crime restore their lives.



OUR VALUES

INTEGRITY We are honest and ethical.

RESPECT We treat everyone with courtesy and decency.

COMPASSION We care about victims and their well-being.

DEDICATION We serve with devotion and professionalism.

COLLABORATION We create an atmosphere of teamwork.

INNOVATION We find creative ways to solve problems and provide support.



STRATEGIC FRAMEWORK 2021-2024

CalVCB executive staff assessed the strengths and weaknesses of the organization and conducted an in-depth survey of employees. With the information they collected, they developed a strategic plan for 2021-24 with three overarching goals:

- Promote access to CalVCB services
- Improve the CalVCB experience
- Develop and engage staff to best serve victims

Titled “Strategic Framework 2021-2024,” the document provides a road map for how to pursue our values and goals and fulfill our mission. “California’s victims of violent crime are counting on us to support them,” said Executive Officer Lynda Gledhill. “It’s imperative that as an organization we strive for excellence, hold ourselves accountable to our goals and constantly work to best meet the needs of victims.”



TABLE OF CONTENTS

Introduction

- 01** Letter from the Executive Officer
- 02** Board Members
- 03** Executive Staff
- 04** Overview

How We Help Victims

- 06** Victims Come First
- 08** Creating a Supportive Network

About Us

- 09** Strengthening Our Foundation



From the Executive Officer

My first full year at CalVCB is reflected in the 2020-21 annual report, and I'm proud that it includes progress on my initial priorities, which are incorporated into our new strategic plan.

During this year, we improved how we process applications, increased communications with stakeholders and engaged our employees, all with the end goal of helping victims of violent crime restore their lives.

One of my first steps was to fill leadership vacancies, including the critical positions over our program and legal areas. Our new executive team looked at the organization from top to bottom, determining ways we could better help victims.

In the most critical area of processing victim applications, we resolved more than 13,000 unassigned applications and reduced processing times by more than 40 percent. This was done by implementing a workload tracker, allowing us to better understand where work was slowing down and create new processes to move applications effectively.

We also ramped up our efforts to collect restitution fees that fund our programs, renewed our commitment to auditing internal operations for quality assurance and created an executive committee to speed up the development of important Information Technology projects.

This year unfortunately also revolved around the Covid pandemic. Keeping employees safe was my top priority, and a majority of our employees have been teleworking nearly full-time. With staff mostly at home, I worked hard to keep employees engaged. We held regular all-staff meetings, invited prominent guest speakers to address staff and created an employee recognition program.

To improve outreach, I revived the CalVCB Advisory Committee, made up of key partners across the state. This is an opportunity to connect with those who use our services and have a dialogue about how we can work together to help victims.

One of the most significant activities of the year was a complete overhaul of the CalVCB website. The new, fully accessible site puts the needs of victims first and makes it easy for them to quickly find help.

I'm proud of these efforts, and the hard work of our employees during what was a difficult year. CalVCB will continue to focus on fulfilling our mission of providing restorative financial assistance to victims of crime.

Lynda Gledhill

Lynda Gledhill
Executive Officer





Board Members



Yolanda Richardson

Secretary of the Government Operations Agency

Yolanda Richardson, who is the Board chairperson, was appointed Secretary of the Government Operations Agency by Governor Newsom in January 2020. In her role, she oversees 12 state departments and programs essential to the effective administration of California state government. They include the Department of General Services, California Department of Technology, California Department of Human Resources (CalHR), Franchise Tax Board, California Victim Compensation Board (CalVCB), California Department of Tax and Fee Administration, FI\$Cal, California Public Employees' Retirement System (CalPERS), California State Teachers' Retirement System (CalSTRS), Office of Administrative Law, State Personnel Board and the Office of Digital Innovation.



Betty T. Yee

California State Controller

Betty T. Yee, who is a standing member of the Board, was elected State Controller in November 2014, following two terms on the California Board of Equalization. Now serving as the state's chief fiscal officer, Yee also chairs the Franchise Tax Board and serves as a member of the CalPERS and CalSTRS governing boards.



Diana Becton

Contra Costa County District Attorney

Diana Becton, who was appointed to the Board by Governor Newsom in January 2021, was sworn in as the 25th District Attorney for Contra Costa County in 2017. Following her appointment from the Board of Supervisors, she was elected to the position in June 2018. Becton served for 22 years as a judge in Contra Costa County. She is the past president of the National Association of Women Judges, the nation's leading voice for women in the judiciary, and past chair of the State Bar Council on Access and Fairness.



Executive Staff

Lynda Gledhill | **Executive Officer**

The Victim Compensation Board named Lynda Gledhill the Executive Officer in May 2020. Prior to her appointment, Gledhill served as the Deputy Secretary of Communications at the Government Operations Agency. She has also served as the press secretary at the California Attorney General's Office, the Director of Communications at the Office of California Senator Ellen Corbett and a communications consultant at the Office of California Senate President pro Tempore Don Perata. Gledhill was a political reporter at the San Francisco Chronicle from 1998 to 2007.

Natalie Mack | **Chief Deputy Executive Officer**

Natalie Mack joined the California Victim Compensation Board as Deputy Executive Officer of the Victim Compensation Program in May 2020 and became Chief Deputy Executive Officer in July 2021. Before coming to CalVCB, Mack spent eight years at the Employment Development Department. Mack began her state service in November 2001. She has held positions with the State Controller's Office, Department of Corrections and Rehabilitation, Department of Health Care Services, Department of Social Services and Department of Justice.

John Cramer | **Deputy Executive Officer, Information Technology Division**

John Cramer joined the California Victim Compensation Board as Deputy Executive Officer of the Information Technology Division in December 2020. Before coming to CalVCB, Cramer served as the Chief Information Officer for the California Department of Community Services. Prior to that, he worked at the California Department of Technology, California State Lottery and California Department of Child Support Services.

Kim Gauthier | **Chief Counsel**

Kim Gauthier became Chief Counsel at the California Victim Compensation Board in June 2020. She previously served as Special Counsel/Assistant Chief Counsel for the Secretary of State, where she had also held the position of Deputy Secretary of State for Operations. Gauthier served as Chief Counsel at First 5 California, Senior Corporations Counsel for the Department of Corporations and Staff Counsel at the Department of Health Services.

Andrew LaMar | **Deputy Executive Officer Policy, Outreach and Grants Division**

Andrew LaMar joined the California Victim Compensation Board as Deputy Executive Officer of the Policy, Outreach and Grants Division in October 2020. He previously served as the Deputy Director of Communications at the California Department of Human Resources. He has held numerous communication roles at the Capitol, including in the offices of California Senator Bob Hertzberg, Superintendent of Public Instruction Tom Torlakson, the Senate Office of Research, Senate Majority Leader Ellen Corbett and Senate President pro Tempore Don Perata. He started his career as a journalist, working for several different newspapers in Oregon and California.

Vincent Walker | **Deputy Executive Officer, Victim Compensation Program**

Vincent Walker joined the California Victim Compensation Board as Deputy Executive Officer of the Victim Compensation Program in August 2021. Before coming to CalVCB, Walker spent 16 years providing oversight of a variety of statewide programs and direction regarding claim management, quality assurance, policy and procedure development, and customer relations at the Employment Development Department.



Overview

CalVCB provides compensation and support to people who are recovering from the pain and injuries caused by violent crime.

We reimburse crime-related expenses, connect victims with services and support, and do all we can to inform and empower victims.

Claims cover a number of violent crimes, including child abuse, domestic violence, human trafficking, assault, homicide, elder abuse, sexual assault, vehicular manslaughter and stalking. Financial compensation helps victims and eligible family members pay for certain crime-related costs, including medical and mental health treatment, income loss and funeral or burial expenses.

Those who may qualify for assistance include survivors of crime victims who have died, persons who are legally dependent upon the victim for financial support, and members of a victim's family. Parents, grandparents, siblings, spouses, children or grandchildren of the victim are all eligible.

The first program of its kind in the nation, CalVCB was created in 1965 and has served as a model for victim service providers ever since. Over the years, its mission has grown as social awareness about the impact of violent crime and injustices has grown. CalVCB now compensates for more types of crimes and injustices than ever before.

In Fiscal Year 2020-21, CalVCB received 40,640 applications and paid \$52.7 million in compensation. We know that every single claim, every single payment, can be life-changing and help a victim overcome the trauma and damages inflicted by a terrible event.

Under the leadership of Executive Officer Lynda Gledhill, CalVCB has renewed its commitment to helping victims and improving the services it provides. CalVCB adopted a new strategic plan to sharpen its focus, amplified outreach to victims and strengthened the organization with greater accountability and efficiency measures.

Every day, CalVCB staff work to assist victims of crime the best they can by following the organization's core values: **integrity, respect, compassion, dedication, collaboration and innovation.**

Fiscal Year 2020-21 Statistics

For the period July 1, 2020–June 30, 2021

CalVCB Application and Payment Data	
Applications Received	40,640
Applications Processed	42,095
Allowed	35,119
Denied	5,792
Duplicate	1,184
Total Payments	\$52,743,202

Payments by Crime Category	
Arson	\$19,475
Assault	\$20,473,337
Child Abuse	\$4,507,289
DWI/DUI	\$1,657,943
Homicide	\$15,435,686
Human Trafficking	\$1,554,973
Kidnapping	\$390,392
Unspecified	\$14,399
Other	\$1,674,086
Other Vehicle	\$1,978,018
Robbery	\$1,995,284
Sexual Assault	\$2,844,061
Stalking	\$198,259
Total Payments	\$52,743,202

Payments by Payment Category	
Crime Scene Cleanup	\$19,719
Dental	\$1,733,056
Funeral Burial	\$13,546,430
Home Modification	\$69,180
Income Support Loss	\$10,092,615
Medical	\$7,471,702
Mental Health	\$15,319,640
Relocation	\$3,452,355
Residential Security	\$858,206
Vehicle Purchase/Modification	\$180,299

Apps Received by Race/Ethnicity	
American Indian/Alaska Native	330
Asian	1,281
Black/African American	6,227
Hispanic or Latino	16,470
Multiple Races	1,547
Native Hawaiian and Other Pacific Islander	217
Not Reported	7,073
Not Yet Determined	92
Some Other Race	355
White Non-Latino/Caucasian	7,048



Victims Come First

CalVCB's principal charge is to process applications from victims and provide payments to those who qualify in a timely manner.

Faster Processing Times

By focusing on improving efficiencies, CalVCB was able to reduce the average amount of time it takes to process an application from 65 days in spring 2020 to 39 days by July 2021. The result is applications are now processed on average 40 percent faster.

In addition, CalVCB eliminated a backlog of 13,000 unassigned applications.

CalVCB worked to drive traffic to its online application system, which allows victims to fill out and submit their applications directly online, instead of mailing in paper forms. That can speed up the application process considerably. Over the course of 2020-21, online applications increased by 34 percent.

Overall, however, the number of applications submitted to CalVCB dropped by 20 percent in 2020-21 from the previous year. This occurred even though violent crime increased slightly in 2020 from the year before, according to the California Department of Justice. There is little doubt that the pandemic played a major role in this trend, as connecting with victims became more difficult.

Reaching All Victims

Victims of violent crime can also visit a Trauma Recovery Center (TRC) for immediate counseling and assistance. CalVCB funds the operation of 19 TRCs across the state. TRCs provide trauma-informed, evidence-based mental health treatment and case management services to crime victims who may not be eligible for victim compensation or may be fearful of reporting a crime to law enforcement.

The TRC model of care was developed by UC San Francisco to address the needs of crime survivors who have “fallen through the cracks” of traditional support services. As defined in statute, TRCs must meet several requirements, including:

- ◆ providing assertive outreach and engagement to underserved populations;
- ◆ serving victims of all types of violent crimes;
- ◆ treating all clients with complex problems, regardless of their emotional or behavioral issues;
- ◆ providing comprehensive mental health and support services such as crisis intervention, individual and group treatment, medication management, and substance abuse treatment; and
- ◆ using a multidisciplinary treatment team that includes psychiatrists, psychologists, social workers and marriage and family therapists.

Every year, CalVCB awards TRC grants in a competitive application process and oversees contracts with the grantees, ensuring they meet statutory requirements. In Spring 2021, CalVCB selected 12 TRCs for grants totaling \$13,003,850 starting in Fiscal Year 2021-22.

TRC funding comes from the state Restitution Fund and the Safe Neighborhoods and Schools Act Fund. The grants fund TRCs for two years.



Victims Come First

Responding to Mass Violence

Mass violence events, such as the May 26, 2021, San Jose shooting that killed nine people, present major challenges for first responders and those assisting victims.

In those instances, CalVCB facilitates short-term and long-term financial recovery for crime victims and supports the local efforts of victim advocates and victim assistance networks.

Immediately after the May shooting occurred, four members of the CalVCB Mass Violence Response team deployed to San Jose.

Once there, the team met with victims who witnessed the attack and family members of those killed and helped them complete compensation applications. The CalVCB team also provided support to the Santa Clara County District Attorney's Victim Services Unit. Victims have seven years from the date of the crime, until May 25, 2028, to apply for compensation.

CalVCB continues to offer support for survivors of the July 28, 2019, shooting at the Gilroy Garlic Festival, where four people (including the gunman) were killed and 17 were wounded. As of the end of July 2021, CalVCB had issued a total of \$245,521 to 123 claimants, an average of \$1,996 per claimant. Victims and their families can apply for compensation through July 28, 2026.

On October 1, 2017, more than 600 people were injured in a shooting at the Route 91 Harvest Festival shooting in Las Vegas. Thirty-five of the 58 people killed were from California. As of the end of July 2021, CalVCB had issued a total of \$6,245,842 to 1,717 claimants, an average of \$3,638 per claimant. Victims and their families can apply for compensation through October 1, 2024.

Victims of Injustice and Human Trafficking

Victims of violent crime and mass violence are not the only victims that CalVCB helps.

Under California state law, a person erroneously convicted of a felony and incarcerated in a California state prison may file a claim with CalVCB. If the claim is approved, the Board will make a recommendation for a legislative appropriation, controlled by statute, of \$140 for each day of incarceration served.

During Fiscal Year 2020-21, the Board approved five erroneous conviction claims, awarding \$5,675,800.

CalVCB has recently begun compensating victims of human trafficking, too.

Beginning January 1, 2020, AB 629 authorized CalVCB to provide compensation for income loss to victims of human trafficking. CalVCB can provide compensation equal to the loss of income or support that victims incur as a direct result of their deprivation of liberty, providing up to \$10,000 a year for up to two years per victim.

As of the end of July 2021, CalVCB had received 231 claims and issued \$1,554,973 to 164 claimants under the new law.



Creating a Supportive Network

To effectively reach victims and assist them, it's crucial to build a wide and supportive network and to share resources and information.

Even as the COVID-19 pandemic limited the ability to meet traditionally with victims and advocates, CalVCB successfully expanded its outreach and networking efforts during Fiscal Year 2020-21.

CalVCB Advisory Committee

Executive Officer Lynda Gledhill re-established the CalVCB Advisory Committee to connect more directly with stakeholders, including district attorneys, victim service providers and victim advocates. The quarterly meetings, conducted online, provide a forum for stakeholders to address common problems and allow CalVCB to communicate about emerging victim issues.

The committee has, for instance, explored the drop-off in victim applications submitted during the pandemic and what to do about it, and how local, state and federal agencies mobilized to assist victims of the mass shooting at the Santa Clara Valley Transit Authority in San Jose.

With funding from a \$2 million outreach grant from Cal OES, CalVCB hired five limited-term advocates who worked with stakeholders and assisted victims statewide. CalVCB also utilized the grant to print thousands of copies of publications providing information about CalVCB and its services, translated several publications into 14 different languages, and mailed many of the publications to people and agencies helping victims across the state. All CalVCB publications can be found on its website.

New Website

In addition, CalVCB used Cal OES grant money to overhaul its outdated and cumbersome website. CalVCB worked with vendor 10up to modernize the site, make it victim-centered and make it as easy and direct as possible to navigate. The new site launched in May 2021.

The goal of the redesign was to simplify the framework and make any information available within three “clicks.” In keeping with modern standards, the new site was designed to work well on any device used to access the internet, whether that is a cell phone, tablet or desktop computer.

The most important consideration of the project was how to best meet the needs of the victim. The site is illustrated with attractive landscape images to provide a calming effect and includes a Quick Escape button so users can instantly jump off the site if they need to. The website employs Google Translate to provide instant translation into more than 100 languages.

Online Portal for Victim Advocates

To help victim advocates with the applications they file on behalf of victims, CalVCB established an online portal in August 2020.

Advocates may create an account, track the applications for which they are the representative, upload documents and bills and complete an application for a victim. The result is a faster and easier way for advocates to submit and manage victim applications they submit to CalVCB.

The portal, first provided for Fresno, San Diego, San Francisco and San Joaquin counties, is being rolled out region by region to other counties over the course of 2021 and 2022.



Strengthening Our Foundation

Improving services and the supportive network for victims starts with building a strong organizational foundation.

In Fiscal Year 2020-21, Executive Officer Lynda Gledhill fortified the organization's leadership by filling all executive positions, implemented accountability and efficiency measures throughout the agency and fostered a culture of excellence.

To improve planning and anticipate the workforce needs of the future, CalVCB developed the Workforce Strategic Plan 2021-2025. The plan capitalizes on CalVCB's biggest asset—its dedicated staff—and provides a blueprint for how the organization can continue to recruit, train and retain talented staff. It identifies upcoming organizational challenges and provides strategies for overcoming them.

Creating a Culture of Excellence

CalVCB also created the Employee Recognition Guide to provide managers with tools and guidance on how to recognize and reward excellence of their staffs. CalVCB launched an employee recognition program in spring 2021 that includes quarterly and annual awards for employees doing outstanding work.

The workforce plan and recognition guide dovetail with the Strategic Framework 2021-2024, which was developed to clearly spell out CalVCB's mission, vision and values.

During the year, Gledhill and the executive team finished implementing a reorganization of CalVCB's divisions, sections and units to better utilize resources and meet the department's mission.

Across the organization, the focus was to strive for excellence, despite the challenges created by a pandemic.

In response to the new remote working environment, CalVCB made changes in how staff is trained. Quickly after Governor Newsom's stay-at-home Executive Order went into effect, CalVCB began developing and implementing eLearning courses and other online trainings, including instructor-led classes. These new approaches have resulted in the ability to offer on-demand training to meet the needs of staff, including onboarding new staff.

Restitution Recovery Unit

To improve the collection and distribution of restitution fees and fines, the CalVCB Restitution Recovery team streamlined procedures, reduced processing times and accelerated payments to victims of crime. To further advance the processing of victim payments, Restitution Recovery is developing a new statewide restitution database.

As part of the effort, CalVCB sent a survey to county restitution partners to better understand how counties track, collect, report and remit restitution fines and orders. The survey highlighted opportunities for CalVCB to collaborate with counties and enhance restitution reporting and remitting.

Advancing IT

CalVCB created the IT Executive Governance Committee to better track technology projects and identify the most important projects to prioritize. The committee allows CalVCB to get the most out of its IT staff by strategically determining which projects to pursue.

This has enabled the department to roll out updated features every two months, including the automation required to support a new program-auditing unit. CalVCB has also released several digital enhancements, further improving the user experience for engaging and interacting with CalVCB.

Strengthening Our Foundation

Looking to the Future

CalVCB continues to explore how to grow support for victims. CalVCB has applied for federal grants to assist victims of the 2019 Gilroy shooting and enhance its online application system, and it is constantly searching for new funding opportunities.

By the Numbers

CalVCB's appropriation for Fiscal Year 2020-21 was \$133.9 million.

2020-21 CalVCB Budget	
Victim Compensation	\$119,736,000
Restitution Program	\$14,146,000
Good Samaritan Program	\$20,000

Funding Sources	
General Fund	\$136,000
Restitution Fund (This includes \$23,500,000 transferred from the General Fund into the Restitution Fund)	\$97,687,000
Federal Trust Fund	\$24,828,000
Reimbursements	\$1,000,000
Safe Neighborhoods and Schools Fund	\$10,251,000





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