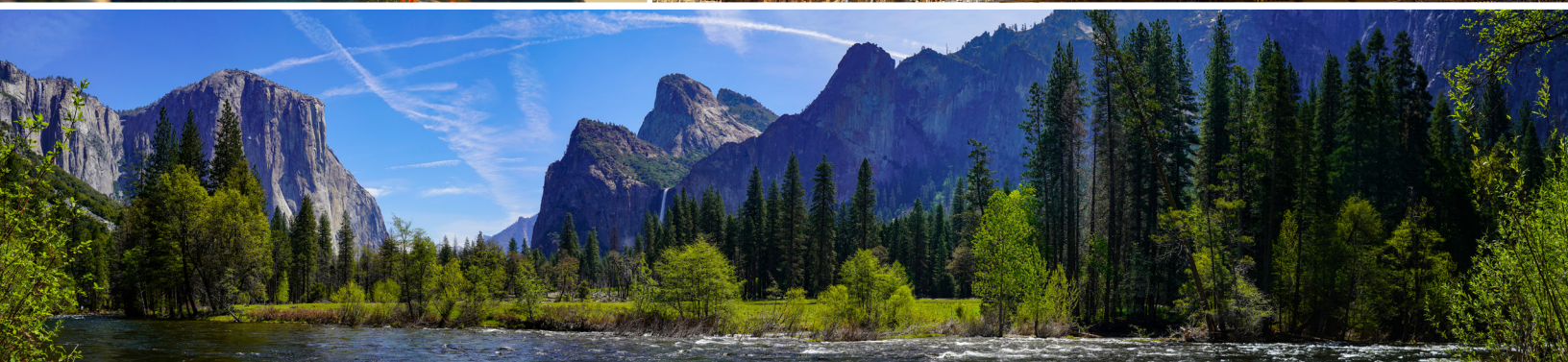
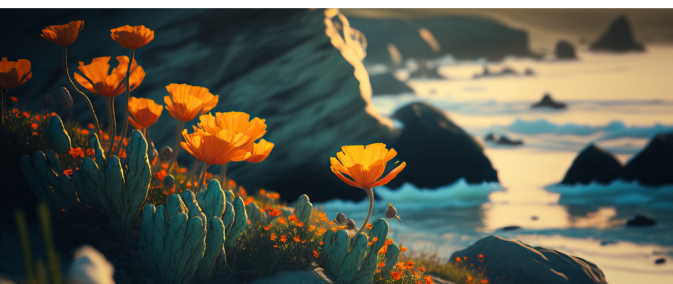




ANNUAL REPORT 2022-2023



MISSION • VISION • VALUES

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.

At CalVCB, we are committed to fostering a culture of Diversity, Equity, Inclusion, and Accessibility (DEIA) in every aspect of our operations. We recognize that our strength lies in the unique perspectives, backgrounds, and experiences of our team members, stakeholders, and partners. Our dedication to DEIA is a fundamental value that guides our decision-making and shapes our organizational identity.

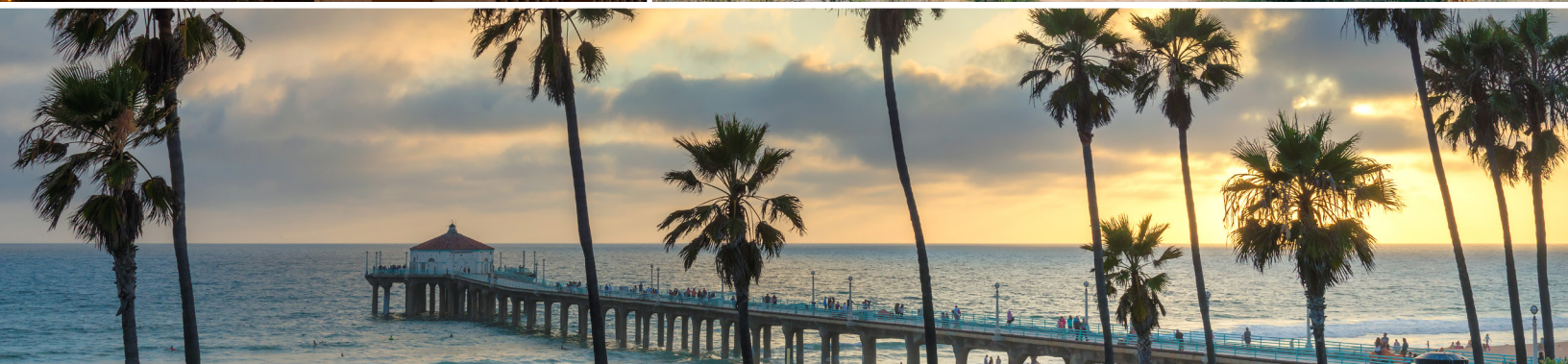
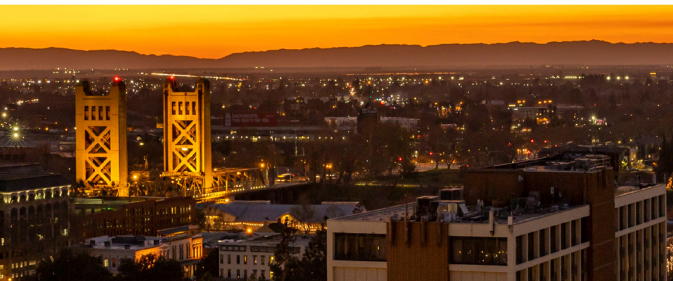
STRATEGIC FRAMEWORK 2021-2024

CalVCB executive staff prioritizes assessing the strengths and weaknesses of the organization. In early 2023, CalVCB contracted with an external vendor to conduct an in-depth staff opinion survey. The results allowed the executive team to refine and revise the 2021-24 strategic plan and better achieve the three overarching goals:

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

The organization will continue to use the Strategic Framework 2021-2024 as a roadmap for how to pursue its values and goals and fulfill our mission. “We take seriously our responsibility to assist violent crime victims with financial support and access to resources,” said Executive Officer Lynda Gledhill. “Our employees don’t just come to work – they come to make a difference. We will always look for ways to improve and better meet the needs of victims and their families.”

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Message from the Executive Officer

CalVCB is united to serve victims of crime by helping them pay for the expenses necessary to restore their lives. We help victims pay for medical and mental health care, income loss, funeral and burial expenses, home security, and more.

In Fiscal Year 2022-23, CalVCB took significant strides to better assist victims, their families, service providers, victim advocates, and stakeholders as presented in this report.

In January, California was the site of back-to-back mass shootings in Monterey Park and Half Moon Bay. These tragedies amplified the need for financial assistance especially for people living paycheck to paycheck. Governor Gavin Newsom met with a victim in the hospital concerned about how he would pay for his medical bills. The Governor, as well as several members of the Legislature, and various government agencies, later shared information about CalVCB's program and services online. This example illustrates how the compensation we provide can be life changing because it can give victims the resources they need to focus on recovery.

Working with the Governor, Legislature, and stakeholders CalVCB also:

- Successfully increased benefit limits for funeral and burial assistance, relocation expenses, and crime scene clean-up costs. The higher rates, which took effect on July 1, 2022, allowed CalVCB to provide \$6 million more in compensation than the previous year, even though application numbers remained the same.
- Used \$23 million from the Fiscal Year 2022-23 state budget to continue expanding Trauma Recovery Centers (TRCs) statewide. Of note, we awarded \$2.5 million in grants to two existing TRCs to establish satellite offices in San Joaquin, Kern, Sonoma, and Napa counties that will focus on treating underserved populations.
- Engaged in conversations with providers that resulted in CalVCB increasing its mental health provider rates and simplifying the billing process. These changes, which took effect in December 2022, help incentivize providers to treat victims of crime which expands access to care.
- Adopted new and amended regulations to clarify the process for compensating those who are erroneously convicted of a crime and significantly reduced the amount of time it takes to pay these claims.
- Worked diligently to identify living survivors who may qualify for California's Forced or Involuntary Sterilization Compensation Program and make them aware of how to apply for the reparations due to them.



***Our
dedicated
staff are
committed to
continuously
improving
how we do
our work so
we can better
serve victims
of crime.***

Message from the Executive Officer

CalVCB also dedicated significant efforts to improving communication and outreach. This year we partnered with the Office of Data and Innovation (ODI) on two important initiatives. First, we worked with ODI to uncover gaps and identify opportunities to better connect victims of crime with compensation and resources. This project, which was completed in April 2023, is being used to inform a \$3 million, three-year outreach campaign which will target underserved populations. CalVCB also partnered with ODI to improve the navigability and content on our public website. Because of this effort, the website is now easier to navigate and understand.

CalVCB leaders and outreach specialists also attended more in-person conferences and trainings as the state phased out COVID restrictions. I met with compensation program leaders from around the country, and spearheaded California's Victim Services State Coordination Council, to identify opportunities for CalVCB to grow and evolve.

During these opportunities to connect with advocates and stakeholders, we shared the importance of victim compensation as a lifelong benefit. Even if victims of crime do not need help right now, they may need it later, and CalVCB will be here to assist them by paying for crime related expenses.

Our dedicated staff are committed to continuously improving how we do our work so we can better serve victims of crime. I'm proud of what our organization has accomplished this year and know our efforts in the upcoming year will further improve the support we provide to victims across California.



Lynda Gledhill
Executive Officer

Board Members



Amy Tong | *Secretary of the Government Operations Agency*

In March 2022, Amy Tong was appointed Secretary of Government Operations by Governor Gavin Newsom. She was named to the position after having previously served as the State's Chief Information Officer and California Department of Technology Director, and the Director of the California Office of Digital Innovation.



Malia M. Cohen | *California State Controller*

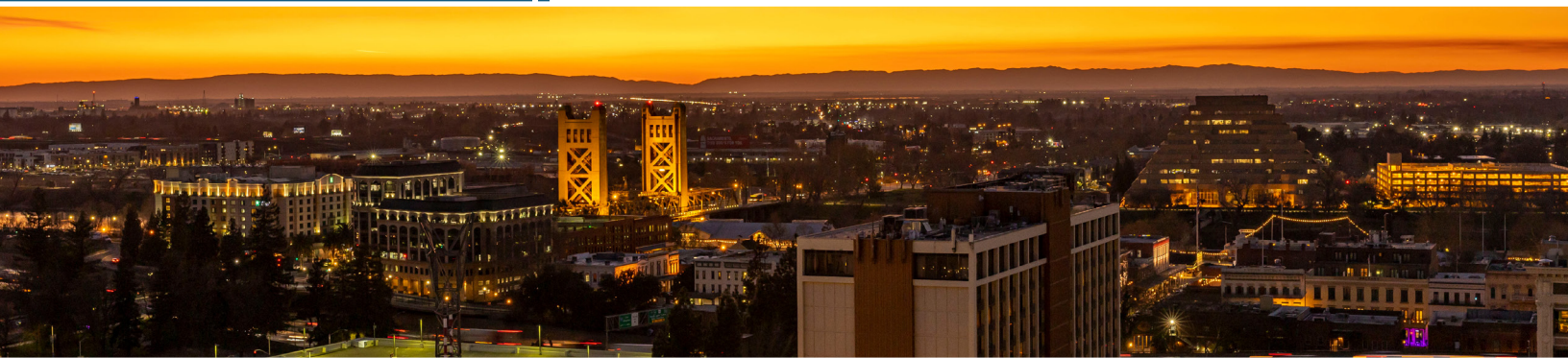
State Controller Malia M. Cohen was elected in November 2022, following her service on the California State Board of Equalization (BOE), the nation's only elected tax commission responsible for administering California's \$100 billion property tax system. She was elected to the BOE in November 2018 and was Chair in 2019 and 2022.



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 and re-elected in 2022. 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*

Lynda Gledhill has served as Executive Officer of CalVCB since December 2019. In that time, she has led a transformation of the organization that included hiring a new executive team, reorganizing staff, and implementing measures to improve efficiency. Previously, Gledhill served for seven years as the Deputy Secretary of Communications at the Government Operations Agency, where she worked on projects to modernize the California DMV, establish the California Tax and Fee Administration, and make all state government websites accessible. She also held executive level communications positions in the California Attorney General's Office and the California State Senate, after starting her career as a journalist.

Natalie Mack | *Chief Deputy Executive Officer*

Natalie Mack joined CalVCB 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.

Katie Cardenas | *Deputy Executive Officer, External Affairs and Compliance Division*

Katie Cardenas joined the California Victim Compensation Board in June 2023 as the Deputy Executive Officer of External Affairs. Prior to coming to CalVCB, Cardenas spent 10 years at the California State Auditor's Office, where she held positions in the administrative division, and as both senior auditor and auditor evaluator.

Kim Gauthier | *Chief Counsel*

Kim Gauthier became Chief Counsel at CalVCB in June 2020. She previously served as Special Counsel/Assistant Chief Counsel for the Secretary of State, where she also held the position of Deputy Secretary of State for Operations during her 10 years with that office. 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.

Executive Staff

Shawn Ramirez | *Deputy Executive Officer, Administration Division*

Shawn Ramirez became the Deputy Executive Officer of the Administration Division in May 2023. Ramirez has most recently served as the Assistant Chief of Human Resources and the Departmental Labor Relations Officer for the Department of Motor Vehicles. She has held roles with the California Corrections Health Care Services, California Department of Human Resources, Franchise Tax Board, Department of Developmental Services, Department of Fish and Wildlife, Department of State Hospitals, and California Public Employees' Retirement System.

Abdul Shaik | *Deputy Executive Officer, Information Technology Division*

Abdul Shaik joined CalVCB as Deputy Executive Officer of Information Technology in July 2022. Before joining CalVCB, Shaik worked for FI\$Cal and the Employment Development Department as one of the IT Division Chiefs and provided technical leadership in managing the department's payment systems for the unemployment, disability and paid family leave programs. He also worked for FI\$Cal as the Assistant Deputy Director of Technology. He has also held technology management positions with the Department of Corrections and Rehabilitation, the Department of Health Services, and Intel Corporation.

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

Vincent Walker joined CalVCB as Deputy Executive Officer of the Victim Compensation Program in August 2021. Before coming to CalVCB, Walker spent 16 years providing oversight to 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 is the nation's first victim compensation program. It has provided compensation and support to victims of violent crime since 1965.

Compensation program leaders and victim advocates worldwide look to CalVCB as a model for assisting victims of violent crime. Our department is seen as an innovator in the victims' rights mission, and we routinely field questions and serve on panels to help others.

In California, our leaders constantly advocate on behalf of victims and have successfully increased benefit limits for victims, as well as compensation rates for providers who do the critical work of assisting victims in their recovery.

In Fiscal Year 2022-23, we eliminated barriers to treatment for victims. In December 2022, CalVCB raised mental health provider rates and hourly reimbursement rates. In January 2023, CalVCB implemented Senate Bill 877 to compensate crime victims for mental health treatment obtained outside of California.

As a result of CalVCB's efforts, during this Fiscal Year, CalVCB received 39,003 applications, only 12 fewer than the year before, and paid \$46.7 million in compensation, an increase of more than \$6 million. In 2022-23, CalVCB's average application processing time was 55 days.

Those who benefit from CalVCB are victims of child abuse, domestic violence, human trafficking, assault, homicide, elder abuse, sexual assault, vehicular

manslaughter, and stalking. We do not just serve victims of violent crime, but also those erroneously convicted and survivors of state-sponsored forced or involuntary sterilization.

CalVCB reimburses claimants for crime-related expenses when other sources, such as health insurance, auto insurance or workers' compensation, are not available or are exhausted. Reimbursed expenses can cover medical and mental health treatment, income loss, and funeral or burial expenses, among others.

A total of up to \$70,000 in expenses can be paid to an eligible claimant per crime. The compensation awarded to a claimant is accessible until all available funds are exhausted. Victims are encouraged to apply, even if they are not sure they will need the use of their benefits because once eligible for compensation, benefits are lifelong and can be used immediately or years later as circumstances dictate. We provide ongoing reimbursement for medical, mental health, relocation, income loss or other compensation types as needs arise related to the crime.

Assistance is also available to 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.

Overview

FISCAL YEAR 2022-23 STATISTICS

For the period July 1, 2022 – June 30, 2023

CaIVCB APPLICATION DATA

Applications Received	39,003
Application Processed	37,400
<i>Allowed</i>	30,165
<i>Denied</i>	5,704
<i>Duplicate</i>	1,531

PAYMENTS BY CATEGORY

Crime Scene Cleanup	\$22,319
Dental	\$1,119,627
Funeral and Burial	\$17,201,866
Home Modification	\$51,648
Income Support Loss	\$9,212,772
Medical	\$5,296,349
Mental Health	\$9,541,182
Relocation	\$3,484,843
Residential Security	\$648,686
Vehicle Purchase or Modification	\$153,330
Total	\$46,732,622

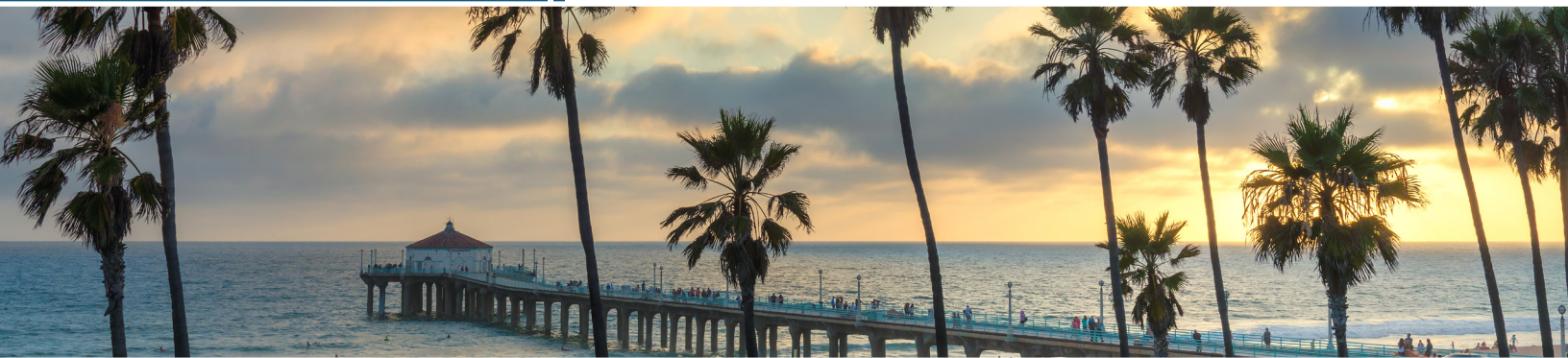
PAYMENTS BY CRIME CATEGORY

Arson	\$69,043
Assault	\$14,234,568
Child Abuse	\$2,960,740
DWI/DUI	\$1,454,934
Homicide	\$17,173,201
Kidnapping	\$5,056,976
<i>Human Trafficking</i>	\$4,727,691
<i>Other</i>	\$329,285
Not Covered or Unspecified	\$19,071
Not Yet Determined	\$7,911
Other	\$1,073,471
Other Vehicular	\$1,598,667
Robbery	\$1,246,110
Sexual Assault	\$1,706,665
Stalking	\$130,745
Terrorism	\$520
Total	\$46,732,622

APPLICATIONS RECEIVED BY RACE/ETHNICITY

American Indian/Alaska Native	330
Asian	1,170
Black/African American	5,649
Hispanic or Latino	15,611
Multiple Races	1,397
Native Hawaiian and Other Pacific Islander	174
Not Reported	7,343
Not Yet Determined	726
Some Other Race	336
White Non-Latino/Caucasian	6,306
Total	39,003

Serving Victims



CalVCB is united to serve victims of violent crime. We do this primarily by compensating victims for crime-related expenses. Our role in helping victims rebuild their lives extends beyond that core charge.

Notably, in Fiscal Year 2022-23, CalVCB increased mental health provider rates to better compensate those who assist victims and their families. Additionally, CalVCB funds nearly two dozen Trauma Recovery Centers in the state, including in underserved communities with the addition of several new satellite offices in rural areas. CalVCB also provides short- and long-term assistance to victims of mass violence events, including the Monterey Park and Half Moon Bay shootings in January 2023. Lastly, CalVCB compensates those who were wrongly convicted of crimes, victims of human trafficking, and victims of state-sponsored forced sterilization.

Improving Mental Health Reimbursements

CalVCB made significant changes to its mental health guidelines and reimbursement rates in December 2022 following extensive research and feedback from providers. The Board voted to increase reimbursement rates by 30 percent to maintain a fair reimbursement rate consistent with industry standards and in an effort to boost the number of providers who are willing to treat

CalVCB claimants. The rate change came as a result of surveys conducted with Medicare, insurance companies, and other state compensation programs, as well as feedback from providers and advocates.

The Board also authorized changes to how mental health providers submit bills and treatment plans. The modifications eliminated some of the steps identified as hurdles to providers, allowing for a more streamlined process that doesn't disrupt a claimant's access to necessary treatment and support.

Expanding Trauma Recovery Centers

CalVCB currently funds 22 Trauma Recovery Centers (TRC) statewide, as well as four satellite offices created to assist rural and underserved communities. The TRC program, which began in 2014, provides trauma-informed mental health treatment and case management to underserved crime victims who may not be eligible for victim compensation. Research indicates that victims who receive TRC services are happier, less likely to suffer symptoms of Post-Traumatic Stress Disorder (PTSD), more likely to cooperate with law enforcement to solve crimes, and more likely to return to work.

Serving Victims

TRCs are funded by annual appropriations from the Restitution Fund and the Safe Neighborhood and Schools Fund. The Fiscal Year 2022-23 state budget also provided \$23 million in additional funding for TRCs. The money boosted grant awards for current TRCs and provides more funding for awards to be made over the next three years. It also allocates \$120,000 to each TRC to provide flexible emergency cash assistance to victims for costs, such as transportation, childcare, food, emergency shelter or other urgent expenses.

Beginning in 2023, CalVCB also funds satellite offices through a Regional Pilot Program, which was created in the 2022-23 state budget. The pilot program was open to existing CalVCB-funded TRCs in Northern and Central California to better help and assist crime victims in rural or underserved communities. CalVCB awarded \$2.5 million grants to two existing TRCs to establish satellite offices in San Joaquin, Kern, Sonoma, and Napa counties.

Compensating Those Erroneously Convicted of a Crime

Under California law, a person erroneously convicted of a felony and incarcerated in a California state prison may file a claim with CalVCB under Penal Code section 4900. To prevail, claimants typically must prove by a preponderance of evidence that they did not commit the offense for which they were convicted and imprisoned. But in limited circumstances where the claimant's conviction has been reversed under specified conditions, CalVCB must approve the claim unless the Attorney General timely objects with clear and convincing proof of guilt.

During Fiscal Year 2022-23, CalVCB received 40 claims. During that same time, the Board approved nine claims totaling \$7.7 million.

Compensation for approved claims is calculated at the statutory rate of \$140 per day of incarceration served solely as a result of the erroneous conviction. Effective June 30, 2022, a new process was implemented by Assembly Bill 160 to enable CalVCB's direct payment of approved claims from a designated fund. Previously, an approved claim merely resulted in a recommendation to the Legislature to appropriate funds for payment, a process that often spanned several months. As a result of this new process, CalVCB issued payment to all nine claimants within about 30 days following the Board's approval.

Overseeing Compensation for Victims of State-Sponsored Forced Sterilization

California's Forced or Involuntary Sterilization Compensation Program began in Fiscal Year 2021-22.

CalVCB oversees the reparations program, which compensates victims of state-sponsored forced sterilization that occurred at state-run hospitals, homes, and institutions until 1979, as well as inmates sterilized at California Department of Corrections and Rehabilitation facilities after 1979. Through June 30, 2023, CalVCB has approved about 100 applications and compensated victims \$1.45 million.

When the legislation establishing the program was introduced, experts estimated that approximately 600 survivors of state-sponsored sterilization were still living; however, ensuring they're aware of the program's existence has been challenging due to incomplete records kept by the facilities that performed the procedures and the amount of time that has passed since the procedures occurred.

In Fiscal Year 2022-23, CalVCB collaborated with the Department of State Hospitals and the Department

Serving Victims

of Developmental Services to identify contact information of potential claimants. As workers located records at Patton State Hospital and Napa Hospital, CalVCB sent outreach letters directly to potential victims.

To assist with educating other potential victims, CalVCB contracted with a marketing firm to develop an advertising and outreach campaign for the program. Radio, television, and digital ads in English and Spanish are being disseminated across the state as part of this effort.

CalVCB has also embarked on several campaigns to raise awareness. In October 2022, Public Affairs and Outreach created a social media toolkit for use by external stakeholders, advocates, and partner agencies. CalVCB has also sent posters and fact sheets to thousands of skilled nursing facilities, public libraries statewide, and all state prisons.

Responding to Mass Violence Events

California experienced back-to-back mass shootings in January 2023. In the immediate aftermath, CalVCB embarked on an awareness campaign to inform victims and their families of the compensation and

resources available to them. Connecting with these victims was challenging due to language barriers and community fears of trusting government. CalVCB worked with state and local partners to connect with trusted messengers in the community. Our message was amplified by Governor Gavin Newsom and several lawmakers, all of whom spoke to victims about the program, and posted links and resources to their social media accounts. Executive Officer Lynda Gledhill also participated in several television and radio interviews about compensation available to victims and their families, thus raising awareness in those communities about CalVCB.

By the end of Fiscal Year 2022-23, CalVCB had received 71 applications from the Monterey Park shooting and 44 applications from the Half Moon Bay shooting to cover funeral/burial expenses, medical care, and income and support loss. Victims and their families have seven years from the date of the shootings to apply and are encouraged to do so because CalVCB provides lifelong benefits until all eligible funds are exhausted.

Due to this application timeline, CalVCB continues to accept applications from victims of several mass violence shootings, as noted below.

MASS SHOOTING	VICTIMS CAN APPLY UNTIL
Route 91 Harvest Festival in Las Vegas	October 1, 2024
Borderline Bar and Grill in Thousand Oaks	November 7, 2025
Gilroy Garlic Festival	July 18, 2026
Downtown Sacramento	April 3, 2029
Monterey Park	January 21, 2030
Half Moon Bay	January 23, 2030

Serving Communities and Partners



CalVCB partners with victims and victim advocates to improve services and remove barriers to accessing compensation. Our team partners with leaders at every level of government and with grassroots groups to expand our reach.

CalVCB's outreach in Fiscal Year 2022-23 moved from a digitally focused approach during the pandemic, to an in-person and online hybrid model. Our executive, outreach, and program teams attended national conferences, participated in county events, served as panelists and speakers at forums, and held monthly webinars to help others better understand how compensation and restitution work.

Our efforts all factor into one of our strategic goals to promote access to CalVCB services and improve the CalVCB experience.

Leading the Victim Services State Agency Coordination Council

The Victim Services State Agency Coordination Council, created in January 2022 and led by Executive Officer Lynda Gledhill, collaborated on several victim outreach efforts this year. The council meets throughout the year to work towards improving accessibility to victim services by centralizing information and reducing barriers.

Of note, CalVCB oversaw the creation of a [one-page flyer](#) detailing the resources and services available to victims statewide. More than a dozen departments and agencies are represented on the council

because they provide state-level crime victim services. These organizations now share the digital flyer to victims seeking assistance.

Additionally, CalVCB joined with several other departments on the council to develop a social media campaign during National Crime Victims' Rights Week in April. The social media posts allowed council members to share victim assistance messages to their unique audiences.

Reaching Underserved Populations

CalVCB partnered with California's Office of Data and Innovation (ODI) to uncover gaps and identify opportunities to better connect victims of crime with compensation and resources. The two organizations worked together to analyze crime statistics and application data, as well as geographic and demographic trends. The results of this evaluation identified regions and victims that are underserved.

This project, which was completed in April 2023, is being used to inform a \$3 million, three-year outreach campaign, which will target underserved populations and connect victims with the

Serving Communities and Partners

compensation and services they need. This outreach campaign involves the creation of new branding tools and advertisements that are culturally relevant, professional, and accessible. Information about victim compensation services will be promoted digitally, through traditional media such as radio ads, and through advertising in businesses.

Improving Accessibility for Victims

CalVCB also recognized the opportunity to make our program more accessible to victims. In spring 2023, CalVCB partnered with ODI to improve the CalVCB website. During a six-week sprint, ODI evaluated the website and found content meant to help victims was hard to read and translate. ODI analysts determined that the average user found it difficult to understand how to get compensated or apply for benefits.

CalVCB collaborated with ODI to implement solutions in May 2023. Because of this effort, the website is now easier to navigate and understand. Of significant importance, CalVCB and ODI worked together to lower the reading levels of key webpages to improve accessibility and equity without changing the meaning. The average grade level when the project began was Grade 9 with several pages rated at Grades 10-14. The average grade level is now Grade 6.

Conducting Outreach to Increase Awareness

CalVCB increased its in-person outreach efforts during Fiscal Year 2022-23. The executive team joined outreach specialists to attend and speak at events throughout California. Events included conferences targeted to members of the Indigenous community, law enforcement, victim advocates, and members of the community. These in-person

opportunities allowed members of the CalVCB team to directly interact with those who use our program as well as those who assist victims.



Attending events throughout the state, like this one at California State University Stanislaus, gives CalVCB the opportunity to engage in one-on-one interaction with the community members to spread awareness about how we help victims and their families.

CalVCB staff created publication toolkits containing useful information for victims and distributed them to first responders. For example, CalVCB sent business card-sized fact sheets in English and Spanish to law enforcement agencies in every county in the state. These cards are immediately given to victims after a crime occurs to make them aware of the resources CalVCB can provide.

Connecting with Stakeholders

CalVCB also increased its stakeholder engagement in the past fiscal year. Executive Officer Lynda Gledhill meets with the CalVCB Victim Compensation Advisory Committee quarterly. The committee, which is comprised of district attorneys, victim service providers, and victim advocates from across

Serving Communities and Partners

the state, discusses emerging issues and how to best serve crime victims.

In fall 2022, CalVCB also began sending a semi-monthly Advocate Newsletter to more than 1,400 stakeholders to further connect with those on the front lines of assisting victims. The newsletter includes changes or modifications to CalVCB policy, updates on the Forced or Involuntary Sterilization Compensation Program, invitations to participate in monthly webinars and in-person trainings and events, and reminders about different facets of the program to highlight areas that could benefit underserved communities.

CalVCB staff also holds events to benefit stakeholders and victims. In October 2022, staff collected travel-sized items for victims of domestic violence, and assembled more than 100 bags containing shampoo, soap, toothpaste, deodorant, and other necessities. The bags were donated to the Wellspring Women's Center in Sacramento. In April 2023, CalVCB staff held its annual denim drive

to support victims of sexual assault. Employees donated more than 100 pieces of new and gently used denim clothing to the organization WEAVE (When Everyone Acts Violence Ends).

Serving as a National Leader

CalVCB is the first and largest compensation program in the nation and continues to serve as a model for other states. To that end, Gledhill continues to serve as an elected board member of the National Association of Crime Victim Compensation Boards.

In June, she and Deputy Executive Officer Vincent Walker attended the 2023 National Association of Crime Victim Compensation Board National Conference. The Association's annual conference included two full days of workshops and discussions on a wide range of the most critical challenges facing crime victim compensation programs. Managers from across the country were invited to join in peer-to-peer exchanges on the best strategies to meet current issues and to engage with expert speakers on a variety of topics.

In addition to widespread outreach through interviews and presentations, Gledhill often participates in meetings with national compensation managers to discuss trends that impact all programs. In January she attended a meeting held by the federal Office of Victims of Crime in Washington, DC, to discuss how federal regulations governing federal funding might change in the future. Her input and expertise on how California navigates issues is invaluable in the growth and development of compensation programs at all levels.



Executive Officer Lynda Gledhill dropped off more than 100 bags of travel-size toiletries to Wellspring Women's Center Development and Communication Associate Jessica Mougharbel.

Excellence in Service



The foundation for effectively serving victims and building a network to support them starts within the organization. CalVCB is dedicated to giving employees the tools and opportunities to grow and challenge themselves. Our team works tirelessly to help victims heal and rebuild, which is not only crucial for the victims themselves, but also for their families and communities.

Engaging Employees

In Fiscal Year 2022-23, the CalVCB executive team focused on staff engagement and organizational improvements. CalVCB contracted with an outside company to conduct an employee engagement survey during winter 2023. The survey results highlighted that the vast majority of CalVCB employees feel connected to their teams, appreciated by their supervisors, believe the organization promotes ethical conduct, and have a clear understanding of how their work contributes to the overall mission of CalVCB.

The survey also identified areas for improvement regarding better communicating organization changes, hiring, and workload. To this end, the CalVCB executive team took steps to make progress in these areas such as establishing division meetings, focusing on recruiting and time to hire, and prioritizing strategic projects.

CalVCB is proud that collectively, employees believe the organization has integrity, exemplifies excellence, and values different points of view.

Remaining Connected in a Digital World

In January 2022, CalVCB established a long-term hybrid working policy, which balances the value of in-person collaboration with the personal, financial, environmental, and social benefits of telework. Teams take advantage of their time together in the office to work through challenging issues, celebrate successes, and build working relationships.

Improving Information Technology

CalVCB further enhanced its cyber security measures with focused phishing campaigns, procuring and implementing new and improved cyber security technologies, as well as information technology devices, and addressing security risks through improved patch management processes and other initiatives.

In addition, CalVCB developed a new web-based system to track and process restitution payments made by offenders to the victims or their designated payees. The new system, which went live in summer 2023, has historical data as far back as February 2006 and contains nearly 4 million records of payments.

Excellence in Service

Committing to Staff Development

CalVCB diligently works to develop staff through both internal and external training opportunities. The organization's Training Unit develops courses and tools specifically for CalVCB employees and employees are directed to other state training programs, when necessary. In Fiscal Year 2022-23, CalVCB's Training Unit offered more than 70 eLearning trainings and 16 internal virtual instructor led trainings for CalVCB staff. Many employees took multiple classes. The internal virtual instructor-led trainings had a total of 196 attendees, and internal eLearning trainings had a total of 2,537 attendees.

Recognizing Excellence

Each quarter, CalVCB holds an all staff meeting and recognizes an employee or team of employees for their outstanding work. Awardees are nominated by a coworker, and a group of their peers across all divisions evaluate and score award submissions. The highly coveted awards come with a letter of commendation for the winner's personnel file, a framed certificate, and a profile in our internal newsletter.

During Fiscal Year 2022-23, awardees from across the organization were recognized for dedication, communication, and teamwork. Those recognized helped to build bridges across divisions, made major contributions to strategic initiatives, and successfully implemented process improvements. Gledhill recognizes staff at every level of the organization, which reinforces that every person's job is critical to the success of the organization.



By the Numbers

CalVCB's Appropriation for FY 2022/23 was \$201,700,000

2022-23 CalVCB BUDGET	
Victim Compensation	\$186,233,900
Fiscal Services	\$15,446,000
Good Samaritan	\$20,000

FUNDING SOURCES	
General Fund	\$32,536,900
Restitution Fund	\$110,637,000
<i>This includes a \$39,500,000 transfer from the General Fund to the Restitution Fund.</i>	
Federal Fund	\$36,000,000
Forced Sterilization Fund	\$6,449,000
Safe Neighborhood Fund	\$16,077,000



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