

# STRATEGIC PLAN 2025-2028





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## MESSAGE FROM THE EXECUTIVE OFFICER

I am honored to share CalVCB's 2025-28 Strategic Plan, which builds on the achievements of the past four years. This planning process offered us a valuable opportunity to both reflect on our successes and plot our next steps. In doing so, we elevated key projects, goals and priorities that will help the victims we serve. I am proud to recognize that 2025 marks the 60th anniversary of CalVCB, the country's first victim compensation program. As we reflect on our history of leading the effort to help victims of crime, we have created this new framework for the next four years that focuses on enhancing CalVCB's services, operations, and policies so we can better serve victims.

With invaluable feedback from stakeholders and staff, we now look toward the future with a renewed commitment to promoting equitable access to CalVCB services, improving the CalVCB experience through innovative technology, and fostering a strong workforce dedicated fulfilling our mission-driven work.

Our mission remains steadfast, and our vision is clear. Victims of violent crime in California are counting on us to support them. As an organization, we remain committed to striving for excellence, holding ourselves accountable to our goals, and working to meet the needs of victims as they rebuild their lives. I am excited for all that we will achieve with this updated strategic plan, and I encourage you to continue to share feedback and insights with CalVCB so we can continue to make impactful and positive change.

*Lynda Gledhill*

Executive Officer,  
California Victim Compensation Board



*CalVCB actively promotes diversity, equity, inclusion, and accessibility, and when necessary, responds to identified disparities.*

## 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.



## INTRODUCTION

*The California Victim Compensation Board (CalVCB) is proud to present this strategic plan that builds on the successful efforts of the last four years. CalVCB's completed initiatives have improved services for victims of violent crime as they rebuild their lives. We have made meaningful progress promoting access to CalVCB services, improving the CalVCB experience, and engaging staff so they can better serve victims.*

As part of the strategic planning process, we connected with our external stakeholders and employees to identify what we are doing well and opportunities for improvement. Through these efforts we determined that our vision, mission, and values effectively reflect our commitment to providing victims restorative financial assistance.

In response to the feedback we received, we've updated our goals to guide our organization in prioritizing the changes that will be most impactful for those we serve. In the next four years, we are committed to continuing to expand our reach, improve processes and communication, and develop the future leaders of our organization.

We are collectively inspired and empowered to help tens of thousands of Californians to recover from crime. This strategic plan provides a clear roadmap for CalVCB's future progress.



## STRATEGIC PLAN

*To ensure our strategic plan incorporated the valuable feedback from those we work with, CalVCB conducted extensive outreach to identify what we are doing well and what we could do better. We connected with medical, mental health, and other providers, community organizations, and our government partners to get their perspective.*

Our Executive Officer had meetings with key stakeholders throughout 2024 to hear their feedback firsthand. We also developed a short survey that we featured in our newsletter and shared directly with over 3,400 providers and community organizations statewide. We received almost 100 responses that outline what we are doing well, where we can improve, and how we can ensure our program promotes and implements diversity, equity, inclusion, and accessibility. All this information was critical in the development of the goals for our strategic plan.

### **What are CalVCB's areas of excellence?**

*"A great resource for victims in need and crisis; covering all areas of where they'll need support after such trauma."*

*"The caring and compassionate people."*

*"Website is an excellent resource for victims."*

### **What are CalVCB's areas of opportunity?**

*"Based upon my experience, it would seem that hiring and employment would be an area of opportunity to be able to meet the demand as clearly that is not happening!"*

*"CalVCB providers would benefit from a faster claim processing system and an ETS system to get paid faster (weeks vs. months)."*

*"Possible ways to condense or make application easier."*

### **What opportunities exist for CalVCB to promote and implement diversity, equity, inclusion, and accessibility?**

*"Increase language access and in-language outreach regarding available services to community members."*

*"Collaborate with community based organizations working with diverse communities."*

*"CalVCB can increase more culturally and linguistically outreach and education so more community members can learn about this important resource for identified crime victims because many in the community don't seem to know about victim resources and information that are available."*



## GOALS

### **GOAL I • PROMOTE ACCESS AND EQUITY TO CaIVCB SERVICES**

#### **OBJECTIVES**

1. Increase applications from eligible victims.
2. Support stakeholder engagement.
3. Expand access in identified languages for materials and systems.

### **GOAL II • ENHANCE THE CaIVCB EXPERIENCE**

#### **OBJECTIVES**

1. Use technology to enhance service delivery.
2. Modernize technology to ensure the most efficient service delivery.
3. Use plain language to simplify communication.

### **GOAL III • FOSTER A STRONG WORKFORCE TO BEST SERVE VICTIMS**

#### **OBJECTIVES**

1. Ensure appropriate staffing levels to meet statutory and service level expectations.
2. Promote professional development of staff and management.
3. Encourage a shared vision and strategy through teamwork.

