Putting the Pieces Together

Grantee Orientation

Office for Victims of Crime
November 27, 2018
Team of Presenters

Joel Hall  Bethany Case  Matt Kenyon  Doresa Payton

Jasmine D'Addario-Fobian  Brian Sass-Hurst  Shelby Jones Crawford
Today’s Goal

To inform participants and provide the knowledge and resources to successfully manage new Office for Victims of Crime (OVC) grant awards.
Learning Objectives

• Gain a greater understanding of OVC’s mission
• Identify your key grant documents
• Understand the terms and conditions of your award, including reporting responsibilities
• Recognize your obligation to comply with federal requirements
• Become familiar with available resources
Outline of Webinar Presentation

1. Overview of OVC
2. Breakdown of the award package
3. Reporting mechanisms
4. Monitoring tools
5. Tools for success
OVC Mission Statement

OVC is committed to enhancing the nation’s capacity to assist crime victims and to providing leadership in changing attitudes, policies, and practices to promote justice and healing for all victims of crime.
Message From OVC

Darlene Hutchinson, OVC Director
What is the Office for Victims of Crime?
Polling Questions

Have you managed a federal award before?
1. Yes
2. No

Are you new to a federal award from either the Office of Justice Programs (OJP) and/or OVC?
1. Yes
2. No
Section 1

Overview of OVC

Presented by

Joel Hall

Victim Justice Program Specialist
OVC Programs Support

• Victims in tribal communities
• Victims of international terrorism and mass violence (at home and abroad)
• Victims of human trafficking
• State victim compensation and assistance programs
• National-scope demonstration and service projects
• Training and technical assistance and information resources
# Funding Caps for the Crime Victims Fund

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>$2.361 billion</td>
</tr>
<tr>
<td>2016</td>
<td>$3.042 billion</td>
</tr>
<tr>
<td>2017</td>
<td>$2.573 billion</td>
</tr>
<tr>
<td>2018</td>
<td>$4.436 billion</td>
</tr>
</tbody>
</table>
### VOCA-Authorized Activities

<table>
<thead>
<tr>
<th><strong>Crime Victim Compensation (formula)</strong></th>
<th><strong>Victim Assistance Services (formula)</strong></th>
<th><strong>OVC Discretionary Activities</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Direct payments for crime victims</td>
<td>• Community-based victim service programs</td>
<td>• National-scope training and technical assistance</td>
</tr>
<tr>
<td>• Reimbursement for crime-related expenses (e.g., medical, mental health counseling, funeral and burial, lost wages, loss of support)</td>
<td>• Supports the delivery of direct services (e.g., counseling, shelter, advocacy, some legal services)</td>
<td>• Demonstration and services programs</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Victim legal assistance</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Program evaluations</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Fellowships</td>
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<tr>
<td></td>
<td></td>
<td>• Services for victims of federal crimes (e.g., tribal victim assistance)</td>
</tr>
</tbody>
</table>
Polling Question

What is the maximum project period allowed by statute for all VOCA funded grants?

A. 2 Years  
B. 3 Years  
C. 4 Years
Section 2

Understanding Your Award

Special Conditions

Presented by
Bethany Case
Victim Justice Program Specialist
4. Required training for Point of Contact and all Financial Points of Contact

Both the Point of Contact (POC) and all Financial Points of Contact (FPOCs) for this award must have successfully completed an "OJP financial management and grant administration training" by 120 days after the date of the recipient's acceptance of the award. Successful completion of such a training on or after January 1, 2015, will satisfy this condition.

In the event that either the POC or an FPOC for this award changes during the period of performance, the new POC or FPOC must have successfully completed an "OJP financial management and grant administration training" by 120 calendar days after--(1) the date of OJP's approval of the "Change Grantee Contact" GAN (in the case of a new POC), or (2) the date the POC enters information on the new FPOC in GMS (in the case of a new FPOC). Successful completion of such a training on or after January 1, 2015, will satisfy this condition.

A list of OJP trainings that OJP will consider "OJP financial management and grant administration training" for purposes of this condition is available at https://www.ojp.gov/training/ftms.htm. All trainings that satisfy this condition include a session on grant fraud prevention and detection.

The recipient should anticipate that OJP will immediately withhold ("freeze") award funds if the recipient fails to comply with this condition. The recipient's failure to comply also may lead OJP to impose additional appropriate conditions on this award.
Special Conditions Highlights

- Compliance and 2 C.F.R. Part 200 Uniform Requirements
- Required financial training for Financial Points of Contact (FPOC) and POC (distinction to be explained later)
- Grants vs. cooperative agreement
- Conferences and training
- Reporting responsibilities
- Confidentiality and privacy certificate
- VOCA statutory requirements “year of award plus three years”
Special Conditions: Compliance and Requirements

• DOJ Grants Financial Guide was **UPDATED**!

• 2 C.F.R. Part 200—“Uniform Administrative Requirements”

• Failure to comply = penalties!
Special Conditions: Required Financial Management Training

**Who:**
Grants Management System (GMS) Points of Contact (POC)—**BOTH** Program and all Financial

**When:**
Training must be completed by 120 days after the date of award acceptance AND within 120 days of POC and FPOC changes.

**How Often:**
Must complete **every 3 years!**

*Successful completion of the training on or after January 1, 2016, will satisfy this condition.*
Special Conditions: Cooperative Agreements

• Higher level of involvement. *We are in this together!*

• **Joint** coordination between OVC and the grant recipient

• Day-to-day conduct—that’s you!

• General oversight and redirection by OVC, if necessary:
  - Reviews and approves all documents, deliverables, project-generated documents, and major plans
  - Provides guidance on significant project plans
  - Participates in project-related trainings or meetings
  - Provides technical assistance

• Keep grant managers in the loop—CC us, reach out!
Special Conditions: Publication Deliverables

• Production of training or training curricula by the grantee or any of its sub-grantees, requires consultation with OVC Training and Technical Assistance Center (TTAC) within 30 days of the award.

• The recipient agrees to work closely with OVC in the development of any OVC publication deliverables and will meet for a planning meeting with OVC within 30 days of the award.
Special Conditions: Conferences and Training

Follow the DOJ Grants Financial Guide regarding allowable expenses.

If you are providing training, meetings, or conferences with your grant funds, be prepared for the pre-approval process! (10-question checklist!)

(Reminder—Please plan ahead as this process is not pro forma approval and may be extensive.)
Special Conditions: GMS Reporting Responsibilities

**Progress Report**
- **Semiannual reporting** (discretionary awards)
- Due January 30 and July 30

**Financial Status Report**
- **Quarterly reporting**
- Due within 30 days of each quarter

**Final Report**
- Due no later than 90 days after the award end date

Funds will be automatically frozen if you fail to submit your report by the deadline.
Special Condition: Confidentiality Requirements, Privacy Certificate

• **Confidentiality requirements**—Applicable to collection, use, and revelation of data or information

• **Privacy Certificates*** must fully describe the procedures for the following:
  • Ensuring data confidentiality
  • Ensuring the physical and administrative security of data
  • Subject notification or justification for waiver
  • Final disposition of data

*OVC has a template and approval process for the Privacy Certificate.
Special Condition: VOCA Statutory Requirement

VOCA funds are available during the federal fiscal year of the award, plus the following 3 fiscal years.

Example: VOCA funds awarded in fiscal year 2018 are available for use through the end of fiscal year 2021**.

**OVC cannot approve any project extensions once the federal appropriation has expired.
Special Condition: Single Audit

The Federal Audit Clearinghouse requires all grant recipients (of awards over $750K) to submit form SF-SAC and the Single Audit Report package online using the Internet Data Entry System (IDES):
https://harvester.census.gov/facides/account/login.aspx

For questions about submissions, call 800–253–0696 or email govs.fac@census.gov
Section 3

Grant Management 101

Presented by
Jasmine D’Addario-Fobian
Victim Justice Program Specialist
and
Matthew Kenyon
Performance Management Manager
Award Acceptance

1. Complete Financial Point of Contact registration
2. Review award and special conditions
3. Authorized representative signs award document
4. Email acceptance documents to Acceptance@usdoj.gov

OJP/OVC no longer accepts faxed award documents!
Grants Payment Request System (GPRS)

• Online system for requesting payment of award funds
• View active award balances and history of drawdowns
• Benefits:
  – View and print award transaction history
  – Summary of award information
  – Hold amount
  – Cancel pending payment
  – Secure individual login

Access at https://grants.ojp.usdoj.gov/gprs
Accessing Award Funds

Complete and return the Automated Clearing House Form (ACH) at
https://ojp.gov/funding/Apply/Resources/ACHVendor.pdf

- New grantees who have never submitted an ACH form for an OJP grant
- Changes to banking information
- Must be mailed by certified mail or FedEx
Grants Management System (GMS)
When To Use GMS

Use GMS to—

• Submit progress reports and financial reports
• Submit a Grant Adjustment Notice
• Respond to site visit findings and recommendations
• Close out grants
• Complete GMS online training

Access at https://grants.ojp.usdoj.gov/
GMS Overview

<table>
<thead>
<tr>
<th>Point of Contact (POC) vs. Financial Point of Contact (FPOC)</th>
</tr>
</thead>
<tbody>
<tr>
<td>- POC completes grant activities in GMS for the applicant</td>
</tr>
<tr>
<td>- POC submits GANs, progress reports, closeout package, etc.</td>
</tr>
<tr>
<td>- POC account is created at the time of the application</td>
</tr>
<tr>
<td>- POC should communicate regularly with the grant manager, both within GMS and outside of GMS</td>
</tr>
<tr>
<td>- FPOC is responsible for financial administration of the grant funds</td>
</tr>
<tr>
<td>- FPOC submits financial status reports</td>
</tr>
<tr>
<td>- FPOC must be designated for the recipient to qualify for the grant award</td>
</tr>
<tr>
<td>- FPOC should communicate regularly with the POC to receive any relevant updates for the grant manager</td>
</tr>
</tbody>
</table>
Grant Adjustment Notice (GAN)

What type of GAN can I initiate?

- Change in scope
- Sole source approval
- Project period
- Signing authority
- Key personnel

- Budget modification
- Organization address/name change
- Other prior approvals
GAN Lifecycle

Example of a budget modification GAN lifecycle:

- **Grantee Submission** → **OVС Grant Manager** → **1st Line OVC Supervisor**

  - **Office of the Comptroller, Financial Management Division**
    - **Financial Analyst** → **GAN Approval**

GANs are not officially approved until the grantee receives final notice in GMS.
Mandatory Reporting Requirements

• Progress reports—semiannual
• Subaward Award Reports (SAR)
• Federal Funding Accountability and Transparency Act (FFATA)
• Federal Financial Reports (FFR)—quarterly
• Performance Measurement Tool (PMT)—quarterly
Progress Reports

• Formula award recipients must submit an **annual progress report** in GMS by December 29

• Discretionary award recipients must submit a **semiannual progress report** in GMS by July 30 for the period covering January–June, and by January 30 for the period covering July–December
Subgrantee Reporting

Grantee agrees to submit a Subgrant Award Report (SAR) for each subgrantee of the VOCA victim assistance funds within 90 days of awarding funds to subgrantees.

Check with your OVC grant manager to determine if you are to report in the PMT or GMS.
Federal Funding Accountability and Transparency Act (FFATA)

The FFATA Subaward Reporting System (FSRS) is the reporting tool that federal prime awardees (i.e., prime contractors and prime grants recipients) use to capture and report subaward and executive compensation data regarding their first-tier subawards to meet the FFATA reporting requirements.
Quarterly Federal Financial Report (FFR)

The quarterly SF-425 FFR must be submitted online no later than 30 days after the last day of each quarter, as shown in the table below.

<table>
<thead>
<tr>
<th>Reporting Period</th>
<th>Due Date</th>
<th>Delinquent After</th>
</tr>
</thead>
<tbody>
<tr>
<td>October 1–December 31</td>
<td>January 30</td>
<td>January 30</td>
</tr>
<tr>
<td>January 1–March 31</td>
<td>April 30</td>
<td>April 30</td>
</tr>
<tr>
<td>April 1–June 30</td>
<td>July 30</td>
<td>July 30</td>
</tr>
<tr>
<td>July 1–September 30</td>
<td>October 30</td>
<td>October 30</td>
</tr>
</tbody>
</table>

*Financial reporting questions should be directed to the OCFO*
GMS Award Closeout

Closeout is a process in which the awarding agency determines that all applicable administrative actions and all required work of the award have been completed by the recipient and the awarding agency.

- All award recipients must submit, no later than 90 calendar days after the end date of the period of performance, all financial, performance, and other reports as required by the terms and conditions of the award.
- If the award recipient does not submit all required reports within 90 calendar days of the project period end date, OJP/OVW will begin the closeout process.
- Closeout is initiated.
Performance Measure Reporting

Upload to GMS

Report Data in PMT
- VOCA Formula
- Transforming Victim Services

Report Data in Trafficking Information Management System
- Human Trafficking

Report Data Using Templates
- Being phased out – very few programs
Performance Measurement Tool (PMT)

- Report data quarterly to PMT; upload reports to GMS semiannually Transforming Victim Services (TVS) or annually (VOCA)

- Access questionnaires, FAQs, and user guides on the “Need Help?” page

- Access recorded training webinars

- For PMT questions, contact:
  - 1–844–884–2503
  - ovcpmt@usdoj.gov
  - https://ovcpmt.ojp.gov
Trafficking Information Management System (TIMS)

- Report data regularly to TIMS; upload report to GMS semiannually
- Access data collections sheets and training materials
- For TIMS questions, contact:
  - 1–866–682–8822
  - humantrafficking@ovcttac.org
  - https://tims.ovcttac.gov
Template Reports

- Report data regularly in template documents (Word, Excel, or fillable PDF); upload documents to GMS semiannually
- For any questions, contact your OVC grant manager
Polling Question

Do you know which system you are required to use to report performance data?

1. PMT
2. TIMS
3. Other template
4. Still not sure
Section 4

Monitoring

Presented by
Brian Sass-Hurst
Grants Management Specialist
Programmatic Monitoring

• Assess and ensure compliance with the regulations, terms, and conditions
• Examine programmatic progress
• Validate information that has been reported through progress reports, performance measurement tools, and financial reports
• Provide technical assistance as necessary
How OVC Monitors

Monitoring may include:

• Phone discussions
• Emails
• Participating in meetings and events
• Reviewing progress and financial reports
• Site visits
• Desk reviews

*For cooperative agreements, grant managers may provide additional direction and oversight
Monitoring

**Desk reviews** include a comprehensive review of materials available in the grant file to determine administrative, financial, and programmatic compliance, as well as grant performance.

**Enhanced programmatic desk reviews (EPDR)** allow grant managers to follow up on any issues identified during the desk review, verify grantee activities, validate reported information, and assess the status of project implementation.

**Onsite monitoring visits** allow grant managers to go onsite to meet with the grantee to discuss specific issues related to implementing the program, observe grant activities, review relevant materials/documents, and assess planned versus actual progress.
Typical Procedures

- Review policies and procedures
- Sample financial transactions
- Subaward processes and procedures
- Conference cost regulations
- Validation of programmatic data
- Procurement and equipment inventory
- Compliance with special conditions
Purpose of Site Visits

- Compliance
- Learning
- Technical Assistance
- Monitoring Process
High-Risk Status

• Applied to organizations (often those with a history of unsatisfactory performance, financial instability, inadequate financial management system, nonconformance to terms and conditions of previous awards, or otherwise non-responsible grantees)

• Audit reports with recommendations open for more than 1 year
High-Risk Status (cont.)

- Corrective action plan required by audit but not submitted within 105 days
- Questioned costs in excess of $500,000
- Collection referral to the U.S. Department of the Treasury
- Government-wide suspension or debarment recommendation
High-Risk Special Conditions

• Documentation upon request
• Additional financial and programmatic onsite monitoring
• Withholding of funds
• Reimbursement with source documentation
• More detailed or more frequent financial or programmatic reporting
Getting Off High-Risk Status

• Contact your program manager to determine why your agency is high risk and what special conditions have been initiated
• Turn in outstanding reports or audit findings
• Complete any corrective action plans
Subgrantee Monitoring

• Subawards are used when the intent is to have another organization help carry out a portion of the scope of work described in your award application.

• As part of your organization’s subrecipient monitoring process, you need to develop systems, policies, and procedures to ensure that subrecipient activities are conducted in accordance with federal program and grant requirements, laws, and regulations.
Subgrantee Monitoring (cont.)

• Grantees must—
  – Evaluate each subrecipient’s risk of noncompliance for the purpose of determining appropriate monitoring
  – Consider imposing specific conditions, if appropriate (see 2 C.F.R. § 200.207)
  – Verify subrecipients receive required audits, as described in 2 C.F.R. § 200.501
Subgrantee Monitoring (cont.)

• Monitoring must include:
  – Review of financial and performance reports
  – Follow up to ensure timely and appropriate action is taken on detected deficiencies
  – Issuance of management decisions for audit findings as required by 2 C.F.R. § 200.521
Subaward or Contract?

• Determination made by the grantee based on the **substance of the activity**, NOT the legal document executed

• **Delegating program activities** to another entity is generally indicative of a subaward

• **Purchasing or procuring goods or services** is generally indicative of a contract

• See 2 C.F.R. § 200.22, § 200.92, and § 200.330
Additional Monitoring

• Financial monitoring from the Office of the Chief Financial Officer (OCFO)

• Audits and reviews by the Office of the Inspector General (OIG)
Polling Question

Which of the following is the theme of last year’s National Crime Victims’ Rights Week (NCVRW)?

2. Expand the Circle: Reach All Victims.
Did You Know?

You can help promote awareness of crime victims issues by using the posters and other media content in our NCVRW gallery. Posters can be personalized with local contact information. Click on the link below to be included on the mailing list:

https://puborder.ncjrs.gov/Listservs/Subscribe_NCVRW.asp
Section 5

Understanding Your Grant

Presented by
Doresa Payton
Grants Management Specialist
When Can Work Begin?

**START** and **END** dates are important!

- Project work **cannot begin** until the grant agreement has been “fully executed” (signed by the grantee and countersigned by the Secretary of the Attorney General or the deputy Secretary).

- Expenses **cannot be incurred** nor matching funds used until the grant has been fully executed.

- Funds spent before the grant has been fully executed **will not count** toward project matching and will not be considered part of the project.

- Exceptions are granted on a case-by-case basis, only with the approval of the grants administrator.

- Expenses cannot be incurred until the final budget is approved.
Expectations for Grantees

• Access the award package in GMS and sign and return the award document
• Review the special conditions on the award document
• Manage the project according to requirements, standards, and guidance contained in the grant terms and conditions
• Submit all required reports
• Complete all deliverables as stated in your application, the solicitation, or in a special condition
• Do not obligate or expend funds until you receive final budget clearance.
Expectations for Grant Managers

- Review the grant terms, objectives, conditions, and grantee organization and key personnel
- Contact the grantee to discuss requirements of the grant
- Monitor grantee compliance with programmatic, administrative, and fiscal requirements of relevant statutes, regulations, policies, guidelines, and with grantee-stated objectives and implementation plan
- Perform desk reviews/enhanced desk reviews or site visits
- Approve progress reports
- Approve modifications to awards

* For cooperative agreements or high-risk status, grant managers may provide additional direction and oversight
Common Misconceptions

• You can change the scope of work or use of funds without the grant manager’s permission
  – Must be good stewards of the funds; they were given for a purpose

• All awards are “grants”
  – Contracts vs. cooperative agreements

• There is a ‘pool of money’ with an award
  – Most cash is received on an expenditure reimbursement basis
  – You may have to reimburse OJP for unallowable expenses
Mechanics of Your Award

Solicitation

Approved Budget

Project Narrative
Start Building Your Grant File

The following documents must be available in an official grant file (electronically or as hard copies) for onsite review:

• Signed award document, including initialed Special Conditions
• Progress reports
• Financial reports
• Approved application (budget, program narratives, other required documentation)
• Correspondence with OJP grant manager
• Copies of approved GANs
Prior Approval

Incurring of Certain Costs for Which Program Office Approval is Required

Some costs require prior written approval (as specified in 2 C.F.R. § 200.407 and discussed in the DOJ Grants Financial Guide, Chapter 3.6: Costs Requiring Prior Approval). Examples of costs that require prior approval include:

- Compensation for consultant services in excess of the current OJP consultant rate maximum limit
- Sole source procurements in excess of $250,000 (limited use)
- Publication plans
- Purchase of Automatic Data Processing equipment and software
- Costs incurred prior to the date of the subaward period
- Foreign travel
Polling Question

OVV provides training and technical assistance (TTA) to grantees. What type of TTA would your program benefit from?

1. Financial
2. Programmatic
3. Expanding knowledge on victim services
4. Program and staff sustainability
5. Grant compliance
Section 6

OVC Training and Technical Assistance Center

Presented by

Shelby Jones Crawford
Program Officer and Contracting Officer Representative
Approach to Training and Technical Assistance

Outreach - Collaboration - Engagement - Relationship Building

Initial Capacity
- Intake Needs Assessment
- TA Design

TA Planning
- Tools
- Capacity Building
- Training
- TA Design

TTA Delivery & Coordination
- Evaluation and Reporting

Evaluation Data for Program Planning and Improvement

Enhanced Performance

Regional Training & Technical Assistance Team

Office for Victims of Crime

Justice for Victims • Justice for All
Curriculum-Based Training

- An array of standardized, face-to-face trainings
- Range of topics relevant to victim service providers and allied professionals
- 1 to 3 days, depending on training selected
- OVC TTAC provides expert instructors, training materials, participant manuals, and CEUs
- Agency provides facility and participants, and covers any audio visual costs

Top 5 Most-Requested Trainings

- Sexual Assault Advocate/Counselor Training
- Compassion Fatigue/Vicarious Trauma
- Building Resiliency in Child Abuse Organizations
- DNA in Sexual Assault Cases: The Role of Law Enforcement, SAFE/SANE Nurses, and Victim Advocates
- Leadership In Victim Services
# Customized Support

<table>
<thead>
<tr>
<th>Customized Training</th>
<th>Customized Technical Assistance</th>
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</thead>
<tbody>
<tr>
<td>• Tailored to address specific needs/interests of an organization, community, or region</td>
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<tr>
<td>• Topic and length vary</td>
<td></td>
</tr>
<tr>
<td>• Delivered by subject matter expert at no cost to agency</td>
<td></td>
</tr>
<tr>
<td>• Recent customized topics:</td>
<td></td>
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<tr>
<td>– Trauma-Informed Response to Survivors of Crime</td>
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<tr>
<td>– Domestic Violence: Systems Change and Collaboration</td>
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<tr>
<td>• Focused on building the capacity of an organization, community, or region</td>
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</tr>
<tr>
<td>• Provided in person, virtually, via phone, or a combination of all three</td>
<td></td>
</tr>
<tr>
<td>• Recent technical assistance:</td>
<td></td>
</tr>
<tr>
<td>- Vicarious Trauma Toolkit: Courthouse VT Response Program Development</td>
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<tr>
<td>- Meeting the Needs of Victims, Survivors and Affected Communities (Mass Violence)</td>
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</tbody>
</table>
Victim Assistance Training Online

- 53 modules, 43 hours of online training
- Provides basic skills and knowledge to victim service providers with 0–3 years of experience
- Key sections:
  - Basics
  - Core Competencies and Skills
  - Crimes
  - Specific Considerations for Providing Victim Services
OVC TTAC Website

- Easily find tools and resources
- Access a variety of self-service materials
- Request specialized and customized training

www.ovcttac.gov
NCJRS, which operates the OVC Resource Center, offers:

- Trained information specialists to answer your questions
- A searchable library of 30,000+ victim-related documents
- A comprehensive Q&A database
- The ability to order OVC publications and videos
- Subscriptions to e-newsletters about new releases and other announcements from OVC and partner agencies

www.ncjrs.gov
OVC Resources to Address Vicarious Trauma

Over 500 Resources:
- Policies, procedures, practices and programs
- Websites, podcasts, and videos
- Research literature
- New Tools

Please visit: www.ovc.gov/vtt
About the Toolkit

- Purpose of the Toolkit
- Who Should Use the Toolkit?
- How To Use the Toolkit
- Acknowledgments

Purpose of the Toolkit

The Office for Victims of Crime (OVC)—in coordination with the Federal Bureau of Investigation's Office for Victim Assistance and the U.S. Department of Justice's Office of Justice for Victims of Overseas Terrorism—developed this toolkit to help communities prepare for and respond to victims of mass violence and terrorism in the most timely, effective, and compassionate manner possible.

Lessons learned from past incidents indicate that through advanced planning (which includes the establishment of victim assistance protocols), and by developing and maintaining multidisciplinary partnerships, communities are better prepared to engage a holistic approach to victim assistance to ensure that each victim’s needs are met. However, this toolkit also contains materials that will aid communities’ responses to victims even if they have not planned for an incident.

Who Should Use the Toolkit?

We developed this toolkit primarily for the following professionals, but it can be used by any individual or organization responsible for planning and responding to incidents of mass violence and terrorism.

- State Victims of Crime Act (VOCA) administrators: compensation and assistance.
- Emergency planning managers.
- Law enforcement officials.
- Prosecutors' offices.
- Victim service providers.
- Health care providers (including mental health).
Important Websites

• Office for Victims of Crime
  www.ovc.gov

• DOJ Grants Financial Guide
  https://ojp.gov/financialguide/DOJ/index.htm

• OVC Training and Technical Assistance Center
  www.ovcttac.gov

• Grants Management System
  https://grants.ojp.usdoj.gov/
Important Websites (cont.)

• Grants Payment Request System  
  https://grants.ojp.usdoj.gov/gprs

• Performance Measurement Tool  
  https://ovcpmt.ojp.gov

• Trafficking Information Management System  
  https://tims.ovcttac.gov

• National Criminal Justice Reference Service  
  www.ncjrs.gov