Office for Victims of Crime Victim Compensation Formula Grant Program Annual Performance Measures Report October 01, 2020 - September 30, 2021

GRANTEE INFORMATION

ORGANIZATION NAME: Labor And Industries

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POPULATION DEMOGRAPHICS

1.	Number of people for whom application was made for vi compensation benefits duri reporting period.	ictim
	Q1: Oct-Dec 2020:	930
	Q2: Jan-Mar 2021:	1,113
	Q3: Apr-Jun 2021:	1,051
	Q4: Jul-Sep 2021:	1,251
	Annual:	4,345

2. Number of victims who the basis for the applic	
Q1: Oct-Dec 2020:	930
Q2: Jan-Mar 2021:	1,113
Q3: Apr-Jun 2021:	1,051
Q4: Jul-Sep 2021:	1,251

4,345

Annual:

3. Victim Demographics					
	Q1	Nu Q2	mber of Q3	f Victim Q4	s Annual
	20	24	20	20	445
American Indian or Alaska Native	26	31	30	28	115
Asian	37	31	44	37	149
Black or African American	80	111	111	135	437
Hispanic or Latino	156	184	140	214	694
Native Hawaiian or Other Pacific Islander	5	8	12	9	34
White Non-Latino or Caucasian	400	516	440	506	1862
Some Other Race	97	86	86	134	403
Multiple Races	0	0	0	0	0
Not Reported	129	146	188	188	651
Not Tracked	0	0	0	0	0
Race/Ethnicity Total	930	1113	1051	1251	4345
B. GENDER					
Male	384	408	415	522	1729
Female	534	687	619	714	2554
Not Reported	12	18	17	15	62
Not Tracked	0	0	0	0	0
Gender Total	930	1113	1051	1251	4345
C. AGE					
Age 0- 12	167	168	157	174	666
Age 13- 17	64	85	82	98	329
Age 18- 24	130	154	171	186	641
Age 25- 59	488	586	511	648	2233
Age 60 and Older	47	67	62	73	249
Not Reported	34	53	68	72	227
Not Tracked	0	0	0	0	0
Age Total	930	1113	1051	1251	4345

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PERFORMANCE MEASURES

4. Based on your program's general procedure, indicate if

Q1: Oct-Dec 2020:

Only one application is usually counted per crime

Q2: Jan-Mar 2021:

Only one application is usually counted per crime

Q3: Apr-Jun 2021:

Only one application is usually counted per crime

Q4: Jul-Sep 2021:

Only one application is usually counted per crime

Number of new applications received during the reporting period

line reporting period	
Q1: Oct-Dec 2020:	930
Q2: Jan-Mar 2021:	1,113
Q3: Apr-Jun 2021:	1,051
Q4: Jul-Sep 2021:	1,251
Annual:	4,345

6. Number of applications approved during the

reporting period.	
Q1: Oct-Dec 2020:	850
Q2: Jan-Mar 2021:	764
Q3: Apr-Jun 2021:	730
Q4: Jul-Sep 2021:	827
Annual:	3,171

7. Number of applications **denied/closed**. (i.e., applications that were not approved) during the reporting period.

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Q1: Oct	-Dec	2020:		355
Q2: Jan	-Mar	2021:		331
Q3: Apr	-Jun 2	2021:		321
Q4: Jul-	Sep 2	2021:		401
Annual:				1,408

Reason(s) for denial or close status applicable for the reporting period:

Population	I	Numb			
·	Q1	Q2	Q3	Q4	Annual
A. Application not filed within time limit	3	8	8	8	27
B. Failure to report to police	84	109	93	113	399
C. Failure to cooperate with law enforcement, victim/witness coordinator, and/or other official required by program	9	8	8	11	36
D. Incomplete information	0	0	0	0	0
E. Contributory misconduct	38	45	23	29	135
F. Ineligible crime	166	136	146	196	644
G. Ineligible application	55	25	43	44	167
Other	0	0	0	0	0
Denial explanation:					

Number of applications received for Sexual Assault Forensic Examinations during the reporting period

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Q1: Oct-Dec 2020:	848
Q2: Jan-Mar 2021:	806
Q3: Apr-Jun 2021:	870
Q4: Jul-Sep 2021:	1,008
Annual:	3,532

Victim Compensation Formula Grant Program - October 01, 2020 - September 30, 2021

PAYMENT STATISTICS BY CRIME TYPE Qt	:1																	
					EXPE	ENSE TYPES P	AID (in dollar	s)							TYPES OF VIO RELATED TO	TIMIZATIONS		
TYPES OF CRIME	Total Number of Applications Paid During the Reporting Period	Crime Scene Clean Up	Dependent Care	Economic Support	Funeral Burial	Medical/Dental (except mental health)	Mental Health	Relocation	Replacement Services	Sexual Assault Forensic Exams	Travel	Other (please explain)	Total Paid for this Crime Type	Number of Applications Related to Bullying that were Paid During the Reporting Period	Number of Applications Related to Domestic and Family Violence that were Paid During the Reporting Period	Number of Applications Related to Elder Abuse/Neglect that were Paid During the Remortion Pariod	Number of Applications Related to Hate Crimes that were Paid During the Reporting Period	Number of Applications Related to Mass Violence that were Paid During the Reporting Period
Arson																		
Assault	459	NA	NA	\$ 335,210	\$ 0	\$ 741,971	\$ 21,393	NA	NA		\$ 570	\$ 0	\$ 1,099,144	NT	137	NT	NT	NT
Burglary																		
Child Physical Abuse/Neglect	28	NA	NA	\$ 1,826	\$ 0	\$ 17,022	\$ 1,517	NA	NA		\$ 0	\$ 0	\$ 20,365	NT	2		NT	NT
Child Pornography																		
Child Sexual Abuse	459	NA	NA	\$ 0	\$ 0	\$ 9,361	\$ 7,698	NA	NA	\$ 572,078	\$ 0	\$ 0	\$ 589,137	NT	9		NT	NT
DUI/DWI	73	NA	NA	\$ 74,362	\$ 14,089	\$ 72,192	\$ 5,906	NA	NA		\$ 0	\$ 0	\$ 166,549	NT	0	NT	NT	NT
Fraud/Financial Crimes																		
Homicide	120	NA	NA	\$ 287,262	\$ 337,975	\$ 13,448	\$ 5,906	NA	NA		\$ 0	\$0	\$ 644,591	NT	27	NT	NT	NT
Human Trafficking																		
Kidnapping																		
Other Vehicular Crimes	125	NA	NA	\$ 185,208	\$ 90,555	\$ 69,881	\$ 2,132	NA	NA		\$ 0	\$ 0	\$ 347,776	NT	0	NT	NT	NT
Robbery	12	NA	NA	\$ 20,191	\$ 0	\$ 8,997	\$ 2,283	NA	NA		\$ 0	\$ 0	\$ 31,471	NT	0	NT	NT	NT
Sexual Assault	688	NA	NA	\$ 19,027	\$ 0	\$ 18,853	\$ 11,113	NA	NA	\$ 1,064,775	\$ 0	\$ 0	\$ 1,113,768	NT	4	NT	NT	NT
Stalking																		
Terrorism																		
Total	1,964	NA	NA	\$ 923,086	\$ 442,619	\$ 951,725	\$ 57,948	NA	NA	\$ 1,636,853	\$ 570	\$0	\$ 4,012,801	NT	179	NT	NT	NT

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					EXP	ENSE TYPES PA	D (in dollars)								TYPES OF VIO	A CRIME TYPE		
TYPES OF CRIME	Total Number of Applications Paid During the Reporting Period	Crime Scene Clean Up	Dependent Care	Economic Support	Funeral Burial	Medical/Dental (except mental health)	Mental Health	Relocation	Replacement Services	Sexual Assault Forensic Exams	Travel	Other (please explain)	Total Paid for this Crime Type	Number of Applications Related to Bullying that were Paid During the Reporting Period	Number of Applications Related to Domestic and Family Violence that were Paid During the Reporting Period	Number of Applications Related to Elder Abuse/Neglect that were Paid During the Renoming Pariod	Number of Applications Related to Hate Crimes that were Paid During the Reporting Period	Number of Applications Related to Mass Violence that were Paid During the Reporting Period
Arson																		
Assault	425	NA	NA	\$ 322,037	\$ 11,767	\$ 660,719	\$ 13,917	NA	NA		\$ 89	\$ 0	\$ 1,008,529	NT	137	NT	NT	NT
Burglary																		
Child Physical Abuse/Neglect	12	NA	NA	\$ 1,775	\$ 0	\$ 6,954	\$ 1,701	NA	NA		\$ 0	\$ 0	\$ 10,430	NT	5		NT	NT
Child Pornography																		
Child Sexual Abuse	452	NA	NA	\$ 786	\$ 0	\$ 48,731	\$ 3,485	NA	NA	\$ 480,251	\$ 0	\$ 0	\$ 533,253	NT	6		NT	NT
DUI/DWI	85	NA	NA	\$ 87,363	\$ 19,262	\$ 251,725	\$ 621	NA	NA		\$ 0	\$ 0	\$ 358,971	NT	0	NT	NT	NT
Fraud/Financial Crimes																		
Homicide	117	NA	NA	\$ 354,185	\$ 272,748	\$ 74,772	\$ 2,794	NA	NA		\$0	\$ 0	\$ 704,499	NT	28	NT	NT	NT
Human Trafficking																		
Kidnapping																		
Other Vehicular Crimes	123	NA	NA	\$ 127,778	\$ 63,347	\$ 180,888	\$ 2,765	NA	NA		\$ 0	\$ 0	\$ 374,778	NT	0	NT	NT	NT
Robbery	19	NA	NA	\$ 22,077	\$ 0	\$ 8,297	\$ 1,712	NA	NA		\$0	\$ 0	\$ 32,086	NT	1	NT	NT	NT
Sexual Assault	574	NA	NA	\$ 20,930	\$ 0	\$ 12,431	\$ 10,030	NA	NA	\$ 765,205	\$ 0	\$ 0	\$ 808,596	NT	3	NT	NT	NT
Stalking	1	NA	NA	\$ 2,724	\$ 0	\$ 0	\$ 0	NA	NA		\$ 0	\$ 0	\$ 2,724	NT	1	NT	NT	NT
Terrorism																		
Total	1,808	NA	NA	\$ 939.655	\$ 367,124	\$ 1,244,517	\$ 37,025	NA	NA	\$ 1,245,456	\$ 89	\$0	\$ 3,833,866	NT	181	NT	NT	NT

															TYPES OF VIC			
					EXP	ENSE TYPES PAI	D (in dollars)									A CRIME TYPE		
TYPES OF CRIME	Total Number of Applications Paid During the Reporting Period	Crime Scene Clean Up	Dependent Care	Economic Support	Funeral Burial	Medica/Dental (except mental health)	Mental Health	Relocation	Replacement Services	Sexual Assault Forensic Exams	Travel	Other (please explain)	Total Paid for this Crime Type	Number of Applications Related to Bullying that were Paid During the Reporting Period	Number of Applications Related to Domestic and Family Violence that were Paid During the Reporting Period	Number of Applications Related to Elder Abuse/Neglect that were Paid During the Renoming Pariod	Number of Applications Related to Hate Crimes that were Paid During the Reporting Period	Number of Applications Related to Mass Violence that were Paid During the Reporting Period
Arson																		
Assault	434	NA	NA	\$ 308,331	\$ 11,266	\$ 838,244	\$ 27,422	NA	NA		\$ 51	\$0	\$ 1,185,314	NT	133	NT	NT	NT
Burglary																		
Child Physical Abuse/Neglect	25	NA	NA	\$ 1,699	\$ 0	\$ 12,663	\$ 3,822	NA	NA		\$ 0	\$ 0	\$ 18,184	NT	4		NT	NT
Child Pornography																		
Child Sexual Abuse	486	NA	NA	\$ 753	\$ 0	\$ 0	\$ 12,876	NA	NA	\$ 477,381	\$ 0	\$ 0	\$ 491,010	NT	17		NT	NT
DUI/DWI	80	NA	NA	\$ 83,645	\$ 18,442	\$ 99,006	\$ 1,021	NA	NA		\$ 0	\$ 0	\$ 202,114	NT	0	NT	NT	NT
Fraud/Financial Crimes																		
Homicide	116	NA	NA	\$ 339,111	\$ 261,140	\$ 235,788	\$ 1,993	NA	NA		\$ 0	\$ 0	\$ 838,032	NT	27	NT	NT	NT
Human Trafficking																		
Kidnapping																		
Other Vehicular Crimes	109	NA	NA	\$ 118,870	\$ 60,651	\$ 376,778	\$ 3,371	NA	NA		\$ 0	\$ 0	\$ 559,670	NT	0	NT	NT	NT
Robbery	19	NA	NA	\$ 21,137	\$ 0	\$ 4,683	\$ 3,038	NA	NA		\$0	\$ 0	\$ 28,858	NT	1	NT	NT	NT
Sexual Assault	530	NA	NA	\$ 20,039	\$ 0	\$ 17,121	\$ 10,113	NA	NA	\$ 584,756	\$0	\$ 0	\$ 632,029	NT	1	NT	NT	NT
Stalking	1	NA	NA	\$ 2,608	\$ 0	\$ 0	\$ 0	NA	NA		\$ 0	\$ 0	\$ 2,608	NT	0	NT	NT	NT
Terrorism																		
Total	1,800	NA	NA	\$ 896,193	\$ 351,499	\$ 1,584,283	\$ 63,656	NA	NA	\$ 1,062,137	\$ 51	\$0	\$ 3,957,819	NT	183	NT	NT	NT

PAYMENT STATISTICS BY CRIME TYPE Qt	r:4																	
					EXP	ENSE TYPES PA	ID (in dollars)								CTIMIZATIONS A CRIME TYPE		
TYPES OF CRIME	Total Number of Applications Paid During the Reporting Period	Crime Scene Clean Up	Dependent Care	Economic Support	Funeral Burial	Medica/IDental (except mental health)	Mental Health	Relocation	Replacement Services	Sexual Assault Forensic Exams	Travel	Other (please explain)	Total Paid for this Crime Type	Number of Applications Related to Bullying that were Paid During the Reporting Period	Number of Applications Related to Domestic and Family Violence that were Paid During the Reporting Period	Number of Applications Related to Elder Abuse/Neglect that were Paid During the Renoming Pariod	Number of Applications Related to Hate Crimes that were Paid During the Reporting Period	Number of Applications Related to Mass Violence that were Paid During the Reporting Period
Arson																		
Assault	411	NA	NA	\$ 298,074	\$ 0	\$ 884,779	\$ 14,684	NA	NA		\$ 537	\$ 0	\$ 1,198,074	NT	140	NT	NT	NT
Burglary																		
Child Physical Abuse/Neglect	24	NA	NA	\$ 8,063	\$ 0	\$ 12,638	\$ 1,108	NA	NA		\$ 0	\$0	\$ 21,809	NT	3		NT	NT
Child Pornography																		
Child Sexual Abuse	517	NA	NA	\$ 0	\$ 0	\$ 3,209	\$ 6,425	NA	NA	\$ 566,603	\$ 0	\$ 0	\$ 576,237	NT	7		NT	NT
DUI/DWI	84	NA	NA	\$ 41,177	\$ 12,633	\$ 109,275	\$ 6,177	NA	NA		\$ 0	\$ 0	\$ 169,262	NT	0	NT	NT	NT
Fraud/Financial Crimes																		
Homicide	142	NA	NA	\$ 312,115	\$ 367,295	\$ 22,085	\$ 1,107	NA	NA		\$0	\$ 0	\$ 702,602	NT	30	NT	NT	NT
Human Trafficking																		
Kidnapping																		
Other Vehicular Crimes	98	NA	NA	\$ 101,651	\$ 57,385	\$ 0	\$ 3,241	NA	NA		\$ 68	\$ 0	\$ 162,345	NT	0	NT	NT	NT
Robbery	13	NA	NA	\$ 16,078	\$ 0	\$ 7,588	\$ 471	NA	NA		\$0	\$ 0	\$ 24,137	NT	0	NT	NT	NT
Sexual Assault	679	NA	NA	\$ 9,198	\$ 0	\$ 8,252	\$ 14,597	NA	NA	\$ 862,745	\$0	\$ 0	\$ 894,792	NT	5	NT	NT	NT
Stalking																		
Terrorism																		
Total	1,968	NA	NA	\$ 786,356	\$ 437,313	\$ 1,047,826	\$ 47,810	NA	NA	\$ 1,429,348	\$ 605	\$0	\$ 3,749,258	NT	185	NT	NT	NT

PAYMENT STATISTICS BY CRIME TYPE - Aggree	PAYMENT STATISTICS BY CRIME TYPE - Aggregated																		
	EXPENSE TYPES PAID (in dollars)												TYPES OF VICTIMIZATIONS RELATED TO A CRIME TYPE						
TYPES OF CRIME	Total Number of Applications Paid During the Reporting Period	Crime Scene Clean Up	Dependent Care	Economic Support	Funeral Burial	Medica/IDental (except mental health)	Mental Health	Relocation	Replacement Services	Sexual Assault Forensic Exams	Travel	Other (please explain)	Total Paid for this Crime Type	Number of Applications Related to Bullying that were Paid During the Reporting Period	Number of Applications Related to Domestic and Family Violence that were Paid During the Reporting Period	Number of Applications Related to Elder Abuse/Neglect that were Paid During the Remontion Pariod	Number of Applications Related to Hate Crimes that were Paid During the Reporting Period	Number of Applications Related to Mass Violence that were Paid During the Reporting Period	
Arson																			
Assault	1,729	NA	NA	\$ 1,263,652	\$ 23,033	\$ 3,125,713	\$ 77,416	NA	NA		\$ 1,247	\$ 0	\$ 4,491,061	NT	547	NT	NT	NT	
Burglary																			
Child Physical Abuse/Neglect	89	NA	NA	\$ 13,363	\$ 0	\$ 49,277	\$ 8,148	NA	NA		\$ 0	\$ 0	\$ 70,788	NT	14		NT	NT	
Child Pornography																			
Child Sexual Abuse	1,914	NA	NA	\$ 1,539	\$ 0	\$ 61,301	\$ 30,484	NA	NA	\$ 2,096,313	\$ 0	\$ 0	\$ 2,189,637	NT	39		NT	NT	
DUI/DWI	322	NA	NA	\$ 286,547	\$ 64,426	\$ 532,198	\$ 13,725	NA	NA		\$ 0	\$ 0	\$ 896,896	NT	0	NT	NT	NT	
Fraud/Financial Crimes																			
Homicide	495	NA	NA	\$ 1,292,673	\$ 1,239,158	\$ 346,093	\$ 11,800	NA	NA		\$ 0	\$ 0	\$ 2,889,724	NT	112	NT	NT	NT	
Human Trafficking																			
Kidnapping																			
Other Vehicular Crimes	455	NA	NA	\$ 533,507	\$ 271,938	\$ 627,547	\$ 11,509	NA	NA		\$ 68	\$ 0	\$ 1,444,569	NT	0	NT	NT	NT	
Robbery	63	NA	NA	\$ 79,483	\$ 0	\$ 29,565	\$ 7,504	NA	NA		\$ 0	\$ 0	\$ 116,552	NT	2	NT	NT	NT	
Sexual Assault	2,471	NA	NA	\$ 69,194	\$ 0	\$ 56,657	\$ 45,853	NA	NA	\$ 3,277,481	\$ 0	\$ 0	\$ 3,449,185	NT	13	NT	NT	NT	
Stalking	2	NA	NA	\$ 5,332	\$ 0	\$ 0	\$ 0	NA	NA		\$ 0	\$ 0	\$ 5,332	NT	1	NT	NT	NT	
Terrorism																			
Total	7,540	NA	NA	\$ 3,545,290	\$ 1,598,555	\$ 4,828,351	\$ 206,439	NA	NA	\$ 5,373,794	\$ 1,315	\$ 0	\$ 15,553,744	NT	728	NT	NT	NT	

NARRATIVE QUESTIONS

^{1.} Please explain any significant change in the number of applications received during the reporting period.

Covid effects on life became very serious starting in March, 2020. Our claims received the next four quarters (April 2020 thru March 2021) were 24 per cent lower than the prior year, and this lower average continued in the next quarter. However, the most recent quarter was 15 percent higher than the previous five quarters. The decrease was seen in all crime types except homicides, which remained steady the next five quarters then had a huge increase of 50 percent in the last quarter.

^{2.} The average length of time to process an application for claim eligibility for compensation

Count days from time of receipt of application to decision. 23

Please explain your state's procedure for processing an application for claim eligibility, from time of receipt of application to decision. Claims are received either through the online portal, fax or mail, The digital images are entered into the database system and reviewed for completeness and a signature. Staff request missing signatures. If Police report (PR) is not attached, we request one. When PR and signature are both received and are in claim file, then the claim is assigned and referred to the claims unit for adjudication. Claims Manager determines if the claim meets eligibility criteria, and asks for additional information if needed. Claims are allowed or denied based on our eligibility criteria. Treatment may or may not have already taken place. Allowed claims remain open as long a victim is still in need of treatment for the allowed crime. Claim Managers monitor and manage the claims for authorized treatments and wage loss payments, until a medical/MH provider determines treatment is complete.

3. Does your state have a victim satisfaction survey?

No

4. Please describe any emerging/major issues or notable trends that were encountered in your state that had an impact on your program's ability to meet the needs of crime victims during the reporting period.

Covid was a major issue. Almost overnight WA had to make major adjustments to allow people to work from home most or all the time. Only critical tasks that could not be accomplished from home were allowed to be done in the office by limited staff for short periods of time. Over 95% of our staff continue to telework 100% of the time. This slowed things down for a short while, until all staff could get all systems up and running such as skype and outgoing phone call software. The agency moved quickly to get all agency staff up and running.

^{5.} Please describe in detail efforts taken to serve Victims of Federal Crime during the reporting period.

All claims are treated the same and not broken down into State/Federal crimes. In an effort to get crime information as timely as possible, we work with law enforcement, advocates and Victim/Witness Coordinators to obtain this information. We will specifically reach out to federal Victim Witness Coordinators in cases where other jurisdictions are unable to release the information we need. Federal victim coordinators have our phone numbers on speed dial.

^{6.} Please describe any notable activities during the reporting period that improved the process of victim compensation services.

We work with staff and listen to them regarding possible improvement to our technology. They are the users who know best what could be improved. For example, during the pandemic staff worked with each other to find out what days and times they could be in the office so faxes could be sent and urgent office duties completed. This resulted in faster communication with clients. This also improved communication with other areas of Labor and Industries, making us all more efficient using software such as TEAMS and Zoom.

7. Please describe in detail ways in which your state used VOCA Administrative funds and the impact of these funds on the state's ability to improve victim compensation services during the reporting period.

We do not use any VOCA funds for administrative costs. All funds go to benefits.

^{8.} Were there any laws, initiatives, or policy changes in your state regarding victim compensation during the reporting period? If yes, please briefly describe them and their impact.

Legislative changes to 7.68 in 2021 allowed CVCP to cover Domestic Violence Strangulation Exams (7.68.803) in the same manner as we cover sexual assault examinations. Strangulation sometimes occurs during a sexual assault. Medical providers now ask this question and test for it. We also cover strangulation examinations when no sexual assault is involved.

9. Please describe system-coordination efforts with prosecutors, law enforcement, courts, U.S. attorneys' offices, tribal systems, State VOCA Victim Assistance Coordinator, or other key personnel within the criminal justice system in your state to reduce barriers to victims who may apply to receive victim compensation.

During Legislative session (January thru April), we meet weekly with stakeholders to discuss proposed bills and other issues. We also have regular training sessions and work with prosecutors at all levels to obtain police reports on a timely basis. We also work closely with prosecutors to award restitution to CVC for claim cost, thereby holding offenders responsible for the costs.

^{10.} Please explain any public outreach efforts to improve awareness of your program.

Our program participates in several victim service committees, such as the Department of Corrections Victim Counsel. This is a group of system and community based advocates, and state programs, to discuss victim needs and barriers to services. We provide outreach to any advocacy group wanting formal training or informational meetings about our program. We participate in statewide events such as having a stand at the educational pavilion at our state fair, to bring awareness of our program to the public. Since March 2020, we have all been finding different ways to meet the needs of victims while working during the pandemic. Our staff has worked with our stakeholders in order to meet training and education needs in a virtual environment.

^{11.} Please list any other outcome measure(s) that are reported to the governor, legislature, or other state entity that have not been reported in this submission. Provide the actual measure(s). The data may be reported separately in your progress report.

We measure average days to pay bills from the date we receive a bill to when it is paid. For Federal Fiscal Year 2021, the average was 22 days. We dedicated extra effort to reducing the backlog in December 2019, and this has improved the payment process time. As stated above, we continue to have a lot of turnover, and much of this is in the bill payment unit. We continue to train new employees.

^{12.} Please provide any additional comments that are helpful to improving the Victim Compensation state and/or federal program.

We continue to look for ways to meet the challenges of serving victims better.