This report discusses background information on the program and contains recommendations concerning:

- Policies and procedures for program operation
- Law enforcement training on victim assistance

Direct comments/inquiries to:
Office of the Legislative Auditor
Room 135, State Capitol
Helena, Montana 59620
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Members of the performance audit staff hold degrees in disciplines appropriate to the audit process. Areas of expertise include business and public administration, statistics, economics, computer science, and engineering.

Performance audits are performed at the request of the Legislative Audit Committee which is a bicameral and bipartisan standing committee of the Montana Legislature. The committee consists of four members of the Senate and four members of the House of Representatives.

MEMBERS OF THE LEGISLATIVE AUDIT COMMITTEE

<table>
<thead>
<tr>
<th>Senator Greg Jergeson</th>
<th>Representative John Cobb, Vice Chairman</th>
</tr>
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<tr>
<td>Senator Tom Keating</td>
<td>Representative Dorothy Bradley</td>
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<tr>
<td>Senator Tom Rasmussen</td>
<td>Representative Bruce Simon</td>
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<td>Senator Mike Walker</td>
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</table>
The Legislative Audit Committee
of the Montana State Legislature:

This is our performance audit of Montana's Crime Victims' Compensation program administered by the Department of Justice, Crime Control Division.

This report discusses background information on the program and contains recommendations concerning policies, procedures, and law enforcement training. Department responses are contained at the end of the report.

We wish to express our appreciation to the staff of the department for their cooperation and assistance.

Respectfully submitted,

Scott A. Seacat
Legislative Auditor
Office of the Legislative Auditor

PERFORMANCE AUDIT REPORT

CRIME VICTIMS' COMPENSATION PROGRAM

DEPARTMENT OF JUSTICE
CRIME CONTROL DIVISION

April 1989

Report Number 89P-34

Members of the audit staff involved in this audit were: Jim Nelson, manager; and Maureen Lassey, auditor-in-charge.
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ADMINISTRATIVE OFFICIALS

DEPARTMENT OF JUSTICE

Marc Racicot, Attorney General
(Effective January 1989)

Mike Greely, Attorney General
(1976-1988)

CRIME CONTROL DIVISION

Marvin Dye, Acting Administrator
(Effective January 1989)

Michael A. Lavin, Administrator
(1974-1988)

Cheryl Bryant, Crime Victims' Program Supervisor
CHAPTER I

INTRODUCTION

A performance audit of the Crime Victims' Compensation (CVC) program, a unit of the Crime Control Division, Department of Justice, was requested by the Legislative Audit Committee.

The objectives of our performance audit were:

1. To determine the effectiveness of the program.
2. To obtain data on the program's impact on the population it serves.
3. To review compliance with applicable laws, rules, and regulations.
4. To review documentation of recipient eligibility and resulting payments to crime victims.
5. To review management controls over the program.
6. To analyze the adequacy of funding for the program.
7. To determine if the program is meeting the intent of the legislature.

This report provides background information on the CVC program including statistics and year to year comparisons. The report also addresses areas where the program could be improved and issues which the Legislature may want to consider.

SCOPE OF AUDIT

The audit was conducted in accordance with government auditing standards for performance audits. Formal audit work was directed at CVC program operations for fiscal years 1986-87 and 1987-88.

During the initial stages of our review of the program we determined management controls over the program were strong, and documentation of decisions and payments was adequate. As a result, we performed a limited review of program files; which included reviewing compliance with state laws, management controls, eligibility testing and overall efficiency of program operation. We concentrated our efforts on determining if the program is effective for the population it serves. We surveyed a random sample of victims. They included: victims who just requested information, victims who applied for benefits and were denied, and victims who applied for and were awarded benefits. We also surveyed local government law enforcement agencies in the state.
COMPLIANCE

As part of our audit we reviewed compliance with state laws, administrative rules, and state policies related to the CVC program. We found the program to be in compliance with state laws relating to eligibility and compensation. Some law enforcement agencies indicated they have not informed victims about the program as required by state law. This issue is discussed later in the report.

INTERIM MEMORANDUMS

During the audit we asked officials at the Crime Control Division for written responses to selected audit issues. These areas related to potential report issues and recommendations. In addition, we issued a management memorandum to division officials suggesting ways to improve case file documentation.
CHAPTER II

BACKGROUND

PROGRAM HISTORY

The Legislature created the Crime Victims' Compensation Program (CVC) in 1977. The intent of the legislation was to provide a method of compensation for innocent victims of criminal acts who suffer bodily injury or death. The program was placed under the Workers' Compensation Division because Workers' Compensation pays benefits to injured workers. The 1987 Legislature amended the Crime Victims' Compensation Act and placed the program under the Department of Justice, Crime Control Division.

The CVC program is authorized two FTE: a program supervisor and a secretary. The program supervisor reports to the Administrator of the Crime Control Division.

PROGRAM DESCRIPTION AND ELIGIBILITY

The CVC program pays benefits to innocent victims of crimes, or to family members of victims. Benefits may cover medical expenses, funeral expenses, mental health counseling, and lost wages. The CVC program does not pay benefits for property loss or pain and suffering. CVC personnel work with law enforcement agencies, medical providers and social services providers to obtain information on the circumstances of each case and the extent of damages. CVC personnel may also require statements from witnesses to determine the circumstances of the crime.

When an application is received, CVC personnel review the case and determine whether the claimant is eligible for benefits. CVC personnel then notify the victim or claimant of the determination by letter. If the application is denied, the determination letter details the process which the victim/claimant may take to appeal the decision. A claimant may appeal to the CVC program in writing within 30 days of the decision. The CVC program supervisor will review the case and determine whether to change the determination or schedule a hearing. The Administrator of the Crime Control Division acts as hearings examiner. If the application is approved, the CVC program will begin paying benefits. According to program statistics, a decision is generally made in 47 to 55 days.
Eligibility

In order to receive benefits, a claimant must show evidence of a condition which is a result of the crime and requires medical or psychological treatment, or causes a loss in wages. A parent or family member may apply for benefits for a child or homicide victim. The crime must have been reported to law enforcement within 72 hours of its occurrence, or in the case of a child, within 72 hours after the child informs someone of the incident. The claimant must file a claim for benefits within one year of the incident. The claimant must also cooperate fully with law enforcement during the investigation of the crime.

The CVC program will not award benefits to the offender, an accomplice, or a person living in the same house as the offender, unless extenuating circumstances exist (such as a spouse abuse case). The CVC program will reduce or deny benefits if the victim contributed to the crime in any manner, or if the victim was engaged in illegal activities when the crime occurred. The CVC program will deny claims for various other reasons, such as non-cooperation with law enforcement, no report or a late report to law enforcement, or inadequate evidence a crime occurred.

Compensation Benefits

The CVC program pays for medical and mental health treatments for injuries resulting from a crime and not covered by a collateral source, such as health insurance. The program also pays up to $1,500 per family for mental health treatment for family members of victims in homicide and child sexual abuse cases. The program will pay an aggregate maximum of $25,000 for all benefits for each victim. Funeral expenses are restricted to $2,000. The program will pay mental health expenses for the victim up to the $25,000 maximum.

The CVC program pays weekly benefits for lost wages based on 66 2/3 percent of wages received, and subject to a maximum of 50 percent of the state's average weekly wage (as computed by the Workers' Compensation Division). In order to receive these benefits, the victim must have been employed at the time of the incident, and must have missed at least a week of work. If the victim was unemployed but employable at the time of the incident, benefits may be paid but may not exceed $100 per week. Benefits are reduced by other wage loss benefits such as social security or disability insurance. The CVC program also pays wage loss benefits to dependents of a victim killed as a result of a crime.
**REVENUES**

Prior to fiscal year 1987-88, revenues for the CVC fund came from 18 percent of Highway Patrol fines. The legislature passed Chapter 557, Laws of 1987, which changed revenue distribution methods for Justice Courts. One half of Justice Court revenue from fines and forfeitures now goes to the State Treasurer who distributes the funds to various programs. The CVC fund receives 16.9 percent of Justice Court fines and forfeitures remitted to the state.

The CVC fund also receives limited revenue from payments received by a victim through civil court and restitution paid by criminals. The CVC may seek reimbursement from the victim for money awarded the victim in a civil lawsuit, up to the amount of benefits paid. The CVC fund may also receive restitution from the offender equal to the amount paid out in benefits, if the offender is ordered to pay restitution. Presently only the court has the authority to order restitution, and the judge must order a review of the defendant’s ability to pay restitution prior to ordering restitution in any case.

In fiscal years 1987-88 and 1988-89 the CVC fund also received federal crime victims' compensation funds. The federal government currently reimburses state programs for 35 percent of benefits paid, with a two year delay. For example, the reimbursement for fiscal year 1987-88 was based on benefits paid in fiscal year 1985-86. Our review indicates the current revenue structure should be adequate to cover program costs unless significant changes are made in the program. The following chart illustrates revenues and expenditures for the past three fiscal years.
CRIME VICTIMS' COMPENSATION FUND
REVENUES AND EXPENDITURES - UNAUDITED
(Fiscal Years 1985-86 through 1987-88)

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Revenues</th>
<th>Expenditures</th>
<th>Fund Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td>1985-86</td>
<td>$373,408</td>
<td>$422,940</td>
<td>$251,537</td>
</tr>
<tr>
<td>1986-87</td>
<td>$358,758</td>
<td>$432,306</td>
<td>$131,163</td>
</tr>
<tr>
<td>1987-88</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>State</td>
<td>$422,516</td>
<td>$403,986</td>
<td>$278,090</td>
</tr>
<tr>
<td>Federal</td>
<td>$129,000</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Compiled by the Office of the Legislative Auditor from the Statewide Budgeting and Accounting System

Illustration 1

PROGRAM ACTIVITY AND EXPENDITURES

There were 439 CVC files created (requests) in fiscal year 1986-87 and 399 files created in fiscal year 1987-88 (838 total). The CVC received 390 applications for benefits in fiscal year 1986-87 and 355 in fiscal year 1987-88. Average payments per claimant were $1,058 in fiscal year 1986-87 and $1,186 in fiscal year 1987-88. Approximately 59 percent of claimants are awarded benefits. The majority of CVC expenditures are for medical benefits and mental health expenses. The following chart details expenditures of the program by category.
The following chart illustrates information on victims who applied for benefits from the CVC program and the crimes that occurred. Percentages were calculated based on the total number of applications received in fiscal year 1987-88.
VICTIM AND CRIME PROFILE
Fiscal Year 1987-88 Applicants

<table>
<thead>
<tr>
<th></th>
<th>Female</th>
<th>Male</th>
</tr>
</thead>
<tbody>
<tr>
<td>Victims Applying to the Program</td>
<td>54%</td>
<td>46%</td>
</tr>
<tr>
<td>Average Age of Victim</td>
<td>19</td>
<td>25</td>
</tr>
<tr>
<td>Victim Employment Status</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adult-Employed</td>
<td>12%</td>
<td>19%</td>
</tr>
<tr>
<td>Adult-Unemployed</td>
<td>11%</td>
<td>11%</td>
</tr>
<tr>
<td>Child or Retired</td>
<td>31%</td>
<td>16%</td>
</tr>
<tr>
<td>Location of Crime</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Victims', Offenders', or other home</td>
<td>38%</td>
<td>22%</td>
</tr>
<tr>
<td>Street, lot or bar</td>
<td>7%</td>
<td>17%</td>
</tr>
<tr>
<td>Other</td>
<td>9%</td>
<td>7%</td>
</tr>
<tr>
<td>Common crimes</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Aggravated assault</td>
<td>4%</td>
<td>15%</td>
</tr>
<tr>
<td>Assault</td>
<td>7%</td>
<td>15%</td>
</tr>
<tr>
<td>Sexual assault and Rape</td>
<td>18%</td>
<td>6%</td>
</tr>
<tr>
<td>Incest</td>
<td>13%</td>
<td>4%</td>
</tr>
<tr>
<td>Other</td>
<td>12%</td>
<td>6%</td>
</tr>
</tbody>
</table>

Source: Compiled by the Office of the Legislative Auditor from the CVC program's 1987-88 Annual Report

Illustration 3

OTHER STATES' PROGRAMS

Forty-four states and the District of Columbia have crime victim compensation programs. All of the programs have common characteristics, including payment of costs to innocent victims of crimes and restriction of payments to costs not covered by other sources. Some states have restrictions such as financial hardship and minimum loss requirements, and some states allow awards for pain and suffering and property damage. The majority of crime victim compensation programs are funded by surcharges imposed on fines, or penalty assessments on offenders.
CHAPTER III
VICTIM AND LAW ENFORCEMENT SURVEYS

The purpose of the Crime Victims' Compensation (CVC) program is to provide compensation for innocent victims of criminal acts. In order to determine if the program is effective for victims, we surveyed, through the CVC program office, victims applying to the program during fiscal years 1986-87 and 1987-88. We also surveyed law enforcement agencies in Montana because they ordinarily have first contact with victims and are required to inform victims of the CVC program.

VICTIM SURVEY

The reason for our victim survey was to determine if the CVC program is effective for its target population -- innocent victims of crimes. We wanted to obtain the victims' perspective on the program and how it operates, and to determine how victims found out about the program.

The CVC creates a file whenever the name of a victim is submitted to the CVC program, whether the name is submitted by law enforcement, a medical provider, a victim, or any other person. The CVC program contacts each victim by mail and sends an application form and brochure. Not all victims apply for the program and claims are not received on approximately 6 percent of the files created.

We developed three different questionnaires for victims: one for victims for whom a file was created but the victim never applied, one for victims who applied but were denied benefits, and one for victims who applied and were awarded benefits. We sent questionnaires to a random sample of 316 victims. We received 86 responses. One of the reasons the response rate was not higher was we were not able to obtain current addresses for some victims.

The survey was designed so victims would remain anonymous. We presumed victims would be more willing to respond to such a survey. Many of the victims in the sample were children, so we sent the questionnaire to the parent or guardian listed in the file.

General Questions

Several questions were the same for all three groups of victims. Overall, victims were generally satisfied with the program. We asked all groups to rate the program on such areas as timely payment of claims, communication with victims, and overall satisfaction with the program.
Of those responding to the rating, over 50 percent thought the program was good to very good and 20 percent thought the program was poor at paying claims.

Illustration 4

For communication with victims, almost 50 percent rated the program good to very good and 29 percent rated the program poor.

Illustration 5

Seventy-three percent of those responding rated the overall program good to very good. Sixty-five percent of respondents claimed they would have cooperated with law enforcement without the program, while 16 percent said the program made them more willing to cooperate with law enforcement. The majority of victims indicated benefit restrictions such as the $2,000 maximum for funeral benefits and $25,000 maximum for benefits should not be changed. Most victims responding did not support a change in time restrictions such as the one year limit on applying for benefits.

Victims Awarded Benefits

Victims awarded benefits generally had positive comments about the CVC program. The majority of respondents said CVC program application forms were easy to fill out. Over 50 percent of respondents said the CVC program made a decision to award benefits in five weeks or less. One half of the respondents said they had additional sources to help pay expenses. Half of the respondents were
employed at the time of the incident. Sixty five percent of respondents awarded benefits believed they were treated fairly by the CVC program.

**Victims Denied Benefits**

Although victims who were denied benefits were more negative toward the program than those awarded benefits, some commented they believe the program is a good one. All victims who were denied benefits stated CVC personnel explained why benefits were denied. Forty-five percent stated benefits were denied because the crime was not reported to law enforcement within the required 72 hours. During our review we found the CVC extended the limit when the claimant showed good cause for not reporting within the required 72 hours.

Sixty-four percent of victims denied benefits believed they were treated unfairly by the CVC program for reasons such as: unnecessary time restrictions, statements made by the CVC program that the victim contributed to the crime, and "they [the CVC program] did not understand what happened with the crime." We reviewed a sample of cases and found CVC personnel accurately determine eligibility of victims according to the Crime Victims’ Compensation Act. Our review of case files indicated CVC personnel thoroughly review all reports and statements before determining the victim is ineligible for benefits. We had no concerns with eligibility determinations.

**LAW ENFORCEMENT SURVEY**

One purpose of the law enforcement survey was to determine if law enforcement agencies notify victims of the CVC program and if they provide victims with information on how to apply for benefits. In addition, we wanted to determine if law enforcement agencies believe the program increases victim cooperation with law enforcement.

We sent questionnaires to all county sheriffs and police chiefs in the state (a total of 125). We received 74 responses. Law enforcement agencies support the program, and 46 percent indicated the program increases victim cooperation with law enforcement (38 percent of agencies had no opinion on this issue). Law enforcement agencies indicated the program increases cooperation because it lets the victim know someone cares and is willing to help them, and because victims are required to cooperate with law enforcement in order to receive benefits. The majority of law enforcement agencies believe benefit restrictions such as the $2,000 maximum for funeral benefits and $25,000 maximum for benefits should not be changed. In addi-
tion most agencies do not support a change in time restrictions such as the 72 hour limit on reporting to law enforcement.

Most law enforcement agencies indicated decisions made by the CVC program are fair; CVC communication with law enforcement agencies is adequate; and officers' report forms are easy to understand and complete. The majority of law enforcement agencies rated the program good to very good at compensating victims, paying claims in a timely manner, and communicating with law enforcement agencies. Most agencies also rated the overall program good to very good.

Law Enforcement Education

The most common source where victims received information on the CVC program was law enforcement (42 percent), although 23 percent learned of the program through a health care provider, and 21 percent learned of the program through social services. Other sources of information were victim/witness programs, attorneys and friends.

Although law enforcement agencies generally support the program, not all law enforcement agencies are aware of the program or notify victims of the availability of benefits. Twenty-four percent (18/74) of law enforcement agencies responding to our survey indicated they do not inform crime victims of the Crime Victims' Compensation program. Of those 18, only four agencies knew of another person or agency who contacts victims after a crime (social services or victim advocate). Eight of the respondents indicated they did not know the program existed.

Section 46-24-201, MCA, requires law enforcement agencies to inform victims of the availability of crime victim compensation. Section 46-24-103, MCA, gives the Attorney General the responsibility to "assure that victims and witnesses are provided important services and assistance as required under this chapter" [Title 46, chapter 24, MCA]. The Attorney General has the authority and responsibility to ensure law enforcement agencies notify victims of the Crime Victims' Compensation program.

Officials from the Crime Control Division believe personnel turnover in law enforcement agencies is part of the reason some agencies are not aware of the program. When the Crime Victims' program was started, the CVC personnel provided training throughout the state. Since that time, training has been provided at various state meetings and at the Montana Law Enforcement Academy. With the present caseload and with only one program supervisor and one secretary it is difficult for program personnel to provide training throughout the state. As a result, there are law enforcement agencies and officers that are not trained in victim
assistance. In our survey of law enforcement agencies, only 26 percent (19/74) responded they had received training in victim assistance.

In order to ensure all victims are informed of the CVC program, the Department of Justice should increase emphasis on victim assistance training for law enforcement officers. Officials at the CVC program agree, and believe educating law enforcement is a necessary and desirable goal so that victims will be aware of the program and how to apply. CVC officials are willing to go to the Montana Law Enforcement Academy to provide training on the CVC program, and to any other courses in Montana where training would be appropriate. According to CVC officials, this could be done at no cost to the academy.

RECOMMENDATION #1

We recommend the Department of Justice provide training on crime victim assistance as a part of regular law enforcement training.
CHAPTER IV

LEGISLATIVE INTENT AND MANAGEMENT CONTROLS

This chapter discusses our review of legislative intent and management controls for the CVC program. We determined the CVC program is operating efficiently and the program currently meets the intent of the Legislature.

LEGISLATIVE INTENT

We reviewed minutes for legislative hearings regarding the Crime Victims' Compensation Act. We reviewed several issues we believed were significant relating to legislative intent, such as determination of a victims' "contribution" to a crime, determination of eligibility for benefits, and incidents covered by the program. We found the legislature provided clear guidelines within the law for the program. We believe the CVC program meets the general intent of the legislature at this time, and pays benefits in accordance with the restrictions established by the legislature.

Currently the CVC program does not pay benefits for innocent victims of Driving Under the Influence (DUI) accidents. The federal government made coverage of injuries received by innocent victims in DUI accidents mandatory in order for states to receive federal funds after October 1, 1990. Although Montana currently receives a federal reimbursement of 35 percent of benefits paid, this reimbursement will be discontinued because Montana law excludes injuries received in motor vehicle accidents (including injuries received in DUI accidents) from the CVC program. In addition to requiring coverage of DUI injuries, the federal government increased the reimbursement for state programs to 40%.

Thirty six states out of the 44 states in the United States with CVC programs now cover DUI related claims as part of their Crime Victims' programs. Six of these states have restrictions of some kind, such as requiring a conviction before awarding benefits. The following sections discuss coverage of DUI injuries and estimated costs to the state if the CVC program were expanded to include DUI coverage.

Coverage of DUI Accidents

Sixty-eight percent (50/74) of Montana law enforcement agencies responding to our questionnaire support coverage of DUI related claims. The legislature could consider expanding coverage to include innocent victims of DUI accidents because of federal law changes, national trends, and law enforcement support. In order to determine the cost of such a program, we estimated the number of potential victims
affected and the cost to the state to add coverage of DUI injury claims to the current program.

Our figures are based on accident and alcohol statistics from the Montana Highway Patrol, an insurance company estimate of uninsured drivers, the average denial rate for all states, and the average payment for other states' DUI claims (obtained from the U.S. Department of Justice, Victims of Crime Report).

The statistics show Montana has a large number of alcohol related accidents and a large number of uninsured drivers. In 1987 there were 128 alcohol-related fatalities and 2,126 alcohol-related injuries, of which we determined approximately 1,046 persons were innocent victims. A Montana insurance company estimates approximately one-third to one-half of Montana drivers are not adequately insured. Because a large number of drivers are not adequately insured, some innocent victims would not have their injuries covered by insurance. These victims may apply for benefits if the program were expanded to cover DUI injuries. Statistics from other states covering DUI injuries indicated approximately 75 percent of those applying were eligible for benefits, and the average payment was $4,087. In other states, the average payment for DUI injuries is significantly higher than average payments for other claims.

Based on the number of potential victims and eligible applicants, we determined it would cost between $1.1 and $1.6 million to fund coverage of DUI injuries in Montana. This is over and above current program costs. The federal government would increase reimbursement to cover 40 percent of these costs; however, there would be a two year lag in reimbursements. There would also be added administrative costs to process claims (approximately $50,000). The following chart illustrates our estimate of total program costs and subsequent reimbursements from the federal government both with and without DUI coverage. We used the average of our range for the additional costs to cover DUI claims.
If the state of Montana does not cover DUI injuries, present federal funding of approximately $130,000 will be lost. The federal requirement is not effective for current programs until October 1, 1990, therefore the state can receive federal funding without covering DUI related cases until that date.

Because of the two year delay in the receipt of federal funding, the state would not receive any additional federal funds by covering DUI claims until fiscal year 1991-92. If the state begins coverage of DUI claims in fiscal year 1989-90, the program would require additional state funding of approximately $1.35 million for fiscal years 1989-90 and 1990-91. Starting in fiscal year 1991-92, the federal reimbursement for DUI costs would begin, and the additional cost to the state would drop to approximately $650,000 per year.

**MANAGEMENT CONTROLS**

We reviewed a sample of case files to evaluate management controls over the program, and to determine if documentation in the files was adequate to follow the...
history of the claim. We found CVC personnel accurately determine eligibility of victims according to the Crime Victims' Compensation Act, and management controls over eligibility determinations and claim payments are adequate. We also found CVC records are accurate and sufficient to follow the history of the claim.

During our audit we notified CVC personnel and management of the need for formal and measurable goals and objectives. CVC personnel and management responded by developing measurable goals and objectives which included putting historical files onto a computer database and paying medical expenses within 10 days after receipt of the bill.

During our review of the program we found CVC personnel have established formalized procedures for secretarial duties but have not formally developed program policies and procedures. Specific policies and procedures for operation of the program would provide assurance the program can continue to operate efficiently and effectively. Written policies and procedures such as the new secretarial manual would also be useful as a training tool in the event of personnel turnover in program operation.

We believe there could be a significant drop in service level if there were turnover in the CVC program supervisor position. It would be difficult for another person to fill that position without written guidelines to follow for processing claims. CVC personnel indicated some policies were written and subsequently incorporated into the administrative rules, but actual procedures have not been committed to writing.

In response to our preliminary recommendation, CVC officials listed preparation of a policies and procedures manual by early 1989 as a goal for the program. CVC personnel plan to formalize procedures for claims, payments, and hearings.

RECOMMENDATION #2

We recommend the Crime Victims' Compensation program formalize policies and procedures for program operation.