Audit of the Office of Justice Programs Victim Assistance Funds Subawarded by the Connecticut Judicial Branch to Family Centered Services of Connecticut, New Haven, Connecticut

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AUDIT DIVISION

26-102

SEPTEMBER 2026

EXECUTIVE SUMMARY

Audit of the Office of Justice Programs Victim Assistance Funds Subawarded by the Connecticut Judicial Branch to Family Centered Services of Connecticut, New Haven, Connecticut

Background

The U.S. Department of Justice (DOJ), Office of Justice Programs (OJP) provided funds to the Connecticut Judicial Branch (Connecticut) to make subawards to support victim assistance programs in Connecticut. Connecticut awarded $797,082 in crime victim assistance funds to Family Centered Services of Connecticut (Family CT) under three subawards between July 2022 and July 2024. The purpose of Family CT's subawards was to provide victim advocacy services to crime victims in New Haven, Connecticut. Connecticut reimbursed Family CT for a cumulative amount of $797,082 for the subawards we reviewed.

Audit Objective

The objective of this DOJ Office of the Inspector General audit was to review how Family CT used Victims of Crime Act funds to assist crime victims and assess whether it accounted for these funds in compliance with select award requirements, terms, and conditions.

Recommendations

Our report contains four recommendations for OJP to work with Connecticut to assist Family CT in improving its award management and administration. We requested a response to our draft audit report from Family CT, Connecticut, and OJP officials. These responses can be found in Appendices 2, 3, and 4, respectively. Our analysis of those responses can be found in Appendix 5.

Audit Results

Program Performance Accomplishments

The audit concluded that Family CT provided neighborhood-based victim advocacy services to assist victims in the New Haven area. However, Family CT lacked written program policies and procedures for intake, providing services, and closing of case files. In addition, Family CT lacked written policies and procedures for preparing and prorating its performance data.

Financial Management

The audit concluded that Family CT subaward expenditures were generally allowable and supported. However, we identified concerns with Family CT's financial management, including inadequate accounting system utilization and a lack of documented procedures for reimbursement requests.

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Introduction

The U.S. Department of Justice (DOJ) Office of the Inspector General (OIG) completed an audit of victim assistance funds received by Family Centered Services of Connecticut (Family CT), which is located in New Haven, Connecticut.[1] The Office of Justice Programs (OJP) Office for Victims of Crime (OVC) provided this funding to the Connecticut Judicial Branch (Connecticut), which serves as the state administering agency (SAA) for the state of Connecticut and makes subawards to direct service providers. As a direct service provider, Family CT received three subawards from Connecticut totaling $797,082 between July 2022 and July 2024. These funds originated from Connecticut's 2020, 2022, and 2023 federal grants, as shown in Table 1.

Table 1

Audited Subawards to Family CT from Connecticut

SAA Subaward Identifier[b]	State Fiscal Year	OJP Prime Award Numbers	Project Start Date	Project End Date	Subaward Amount[a]
02-2202-21	2023	2020-V2-GX-0023	07/01/2022	06/30/2023	$202,032
02-2202-21	2024	15POVC-22-GG-00715-ASSI	07/01/2023	06/30/2024	$196,732
02-2202-21	2025	15POVC-23-GG-00433-ASSI	07/01/2024	06/30/2025	$398,318
Total:					**$797,082**

Source: JustGrants and Connecticut

[a] Family CT also received American Rescue Plan Act (ARPA) funds under the fiscal year 2023 and 2024 subawards. These amounts are not included in Table 1.

[b] The same subaward identifier number was used for all three subawards and distinguished by the fiscal year.

Established by the Victims of Crime Act (VOCA) of 1984, the Crime Victims Fund (CVF) is used to support crime victims through DOJ programs and state and local victim assistance and compensation initiatives.[2] According to OJP's program guidelines, victim assistance services eligible to receive VOCA support must: (1) respond to the emotional, psychological, or physical needs of crime victims, (2) assist victims of crime to stabilize their lives after a victimization, (3) assist victims to understand and participate in the criminal justice system, or (4) restore a measure of safety and security for the victim. Direct service providers receiving VOCA victim assistance subawards thus may provide a variety of support to victims of crime, to include offering help filing restraining orders, counseling in crises arising from the occurrence of crime, crisis intervention, and emergency shelter.

[1] Family CT was acquired by Bridges Healthcare on August 1, 2026.

[2] The CVF is funded under 34 U.S.C. § 20101 through federal criminal fines, penalties, forfeited bail bonds, gifts, donations, deferred prosecution agreements, and non-prosecution agreements, and special assessments. The total amount of funds that the OVC may distribute each year depends upon the amount of CVF deposits made during the preceding years and limits set by Congress.

Family Centered Services of Connecticut

Family CT is a private, non-profit community-based organization whose mission is to work with families to ensure that they are safe and nurturing places where children can succeed in New Haven, Connecticut.

Family CT was founded in 1977 to prevent abuse, neglect, and victimization and, according to a Family CT official, has been a subrecipient of VOCA grants since 2016. Family CT's services include child abuse and intimate partner violence prevention and treatment, evidence-based parenting education and support, care coordination, specialized psychoeducational and clinical services, and positive youth development to residents of South-Central Connecticut.

OIG Audit Approach

The objective of this audit was to review how Family CT used the VOCA funds received through a subaward from Connecticut to assist crime victims and assess whether Family CT accounted for VOCA funds in compliance with select award requirements, terms, and conditions. To accomplish this objective, we assessed program performance and accomplishments and financial management.

To gain further understanding of victim assistance subaward oversight, as well as to evaluate subrecipient performance and administration of VOCA-funded programs, we solicited feedback from Connecticut officials regarding Family CT's records of delivering crime victim services, accomplishments, and compliance with Connecticut award requirements.[3]

We tested compliance with what we considered to be the most important conditions of the subawards. The DOJ Grants Financial Guide; VOCA Guidelines and Final Rule; 2 C.F.R. § 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards; Connecticut guidance; and the OVC and SAA award documents contain the primary criteria we applied during this audit.

The results of our analysis are discussed in detail in the following section of this report. Appendix 1 contains additional information on this audit's objective, scope, and methodology.

[3] As an SAA, Connecticut is responsible for ensuring that Family CT's subawards are used for authorized purposes, in compliance with federal statutes, regulations, and the terms and conditions of the subaward; and that subaward performance goals are achieved. As such, we considered the results of our audit of victim assistance grants awarded to Connecticut in performing this separate review. See U.S. Department of Justice Office of the Inspector General *Audit of the Office of Justice Programs Office for Victims of Crime Victim Assistance Formula Grants Awarded to the Connecticut Judicial Branch, Hartford, Connecticut*, Audit Report GR-70-18-009 (August 2018), oig.justice.gov/reports/audit-office-justice-programs-office-victims-crime-victim-assistance-formula-grants-awarded.

Audit Results

Program Performance and Accomplishments

As established by the VOCA legislation, VOCA subawards are available to subrecipients for the purpose of providing direct services to victims. Family CT received its VOCA funding from Connecticut to fund the Neighborhood Victim Advocacy Program (NVA Program), which provides neighborhood-based victim advocacy to crime victims including domestic violence, child abuse, sexual abuse, elder abuse, robbery, assault, bullying, stalking/threatening, teen dating victimization, and hate and bias crimes in New Haven, Connecticut. We obtained an understanding of Family CT's standard operating procedures in relation to the subaward-funded services. We also reviewed evidence of accomplishments to determine whether Family CT demonstrated progress towards providing the services for which it was funded. Overall, we concluded that Family CT met its goals aimed at improving victim services funded by the audited subawards. However, Family CT did not have written policies for providing services for victims from intake through treatment to closure. In addition, Family CT lacked comprehensive written program policies and procedures for preparing and prorating performance data to ensure performance reports were supported and accurate.

Program Implementation

According to the DOJ Grants Financial Guide, recipients of federal awards should maintain a well-designed and tested system of internal controls. The DOJ Grants Financial Guide further defines internal controls as a process designed to provide reasonable assurance regarding the achievement of objectives in: (1) the effectiveness and efficiency of operations, (2) reliability of reporting for internal and external use, and (3) compliance with applicable laws and regulations. In addition, the DOJ Grants Financial Guide states internal controls should, at a minimum, include documented written procedures of the direct recipient or subrecipient.

To obtain an understanding of its standard operating procedures in relation to audited victim services, we conducted interviews with the Director of Community Programs and the Program Director for the NVA Program. We also interviewed personnel who provided direct services to victims of crime. In addition, we tested and reviewed victim documentation in Family CT's provider system and requested Family CT's written policies and procedures that govern the VOCA-funded program. We determined that procedures were adequate to ensure victim services were being provided. However, Family CT did not have written policies for how it provides victim services, such as policies governing client intake, the provision of services to eligible victims, and the closure of cases following service delivery. We believe that to ensure continuity of operations and to promote effective and efficient operations, reliable reporting, and compliance with federal grant requirements, Family CT must have written policies outlining standard operating procedures for officials and staff.

Therefore, we recommend that OJP work with Connecticut to ensure Family CT develops centralized written policies and procedures that define the intake process, the process of servicing victims, and case closing procedures.

Performance Reporting

VOCA award recipients and subrecipients provide relevant data quarterly to track performance metrics through OVC's Performance Measurement Tool (PMT). The OVC uses PMT data in reports and publications and to respond to inquiries from Congress and other governmental and non-governmental agencies; therefore, it is imperative that grantees and subrecipients make reasonable efforts to report performance data accurately. Connecticut required Family CT to submit Quarterly Statistics Reports, which include a summary of services provided, demographics, and victim classification type. Connecticut used the information from the Quarterly Statistics Reports to submit PMT data to the OVC on behalf of Family CT.

To assess Family CT's performance reporting activities, we selected a sample of four reported performance metrics from the FY 2025 first quarter, FY 2025 third quarter, and FY 2025 fourth quarter reporting periods. We also requested that Family CT identify the source documentation used, and the Director of Community Services was able to demonstrate how Family CT prepared its Quarterly Statistics Report data using its case management system. We found that the FY 2025 third and fourth quarter data tested were supported by data in the case management system. However, for the FY 2025 first quarter, the case management system data indicated that Family CT's reported number of services was overstated in three of the four reporting measures we tested. Family CT officials stated that the first quarter of FY 2025 was the first time it used the case management system for reporting, and they have worked with system programmers to ensure accurate reporting going forward.

Additionally, the OVC recommends grantees and subrecipients collect data on victims served and services supported through their victim assistance subawards separately from victims served and services provided via other funding sources, such as grants from other federal agencies, foundations, or donations. However, the OVC recognizes that in some situations, tracking VOCA-funded activities separately from other activities may not be possible. In these circumstances, the SAA should work with its subrecipients to apply an appropriate strategy for prorating subrecipient activity so that a reasonable portion is allocated to the victim assistance subaward and reported in PMT. Regardless of the process or prorating method used, the OVC encourages both SAAs and subrecipients to establish a written procedure outlining how both organizations will handle prorating performance data.

We found that Family CT's reported performance statistics included both VOCA- and ARPA-funded services in its performance reports, which therefore overstated VOCA-funded accomplishments. Because Family CT received multiple funding sources for subaward 02-2202-21 for FYs 2023 and 2024, we asked whether it used a prorating method. Family CT officials stated that they did not have written policies and procedures for the performance reporting process and that they were unaware of prorating methods.[4] We then asked Connecticut officials if they provided guidance to Family CT and they informed us that they had added a VOCA assistance award condition that specifies the data collected and managed must measure work performed under the VOCA assistance award. Additionally, Connecticut officials stated that they updated policies and procedures manual to more specifically address the issue of prorating to help prevent any reoccurrence of this issue in the future.

Without accurate performance reports, Connecticut and OJP cannot adequately assess the impact VOCA funds have on serving victims of crime. Therefore, we recommend that OJP work with Connecticut to ensure

[4] The FY 2025 subrecipient agreement contained only VOCA funding.

Family CT develops and implements written programmatic policies and procedures to ensure VOCA-funded program performance reports are supported and accurate, including procedures for prorating performance data, as appropriate.

Program Services

According to subaward documents, the purpose of the subawards was to provide neighborhood-based victim advocacy to victims of crime in the New Haven area. Services included risk assessment, safety planning, crisis counseling, criminal and civil justice support and advocacy, transportation, assistance with compensation claims, individual and group counseling/therapy, and referrals to other needed services. Based on interviews with programmatic staff, our visual inspection of the case management system, and our review of performance reports, we determined that Family CT provided these services to victims of crime in the New Haven area.

Financial Management

According to the DOJ Grants Financial Guide, all grant recipients and subrecipients are required to establish and maintain adequate accounting systems and financial records to accurately account for awarded funds. Written policies and procedures are essential for the establishment of internal controls and to ensure that those controls are understood and consistently implemented. Management is responsible for the design and implementation of these policies and procedures.

As part of our audit work, we examined fiscal policies and procedures, conducted an interview of Family CT's fiscal staff, reviewed subaward documents, performed a walkthrough of the financial management system, reviewed single audits, and performed expenditure testing to determine whether Family CT adequately accounted for the subaward funds we audited.[5] Overall, our audit concluded that the tested Family CT subaward expenditures were allowable and supported; however, we identified concerns with Family CT's financial management, including inadequate accounting system utilization and a lack of documented procedures for reimbursement requests.

Financial Management System

According to Uniform Guidance, the financial management system of each non-federal entity must provide identification in its accounts of all federal awards received and expended and the federal programs under which they were received. Furthermore, records must identify the amount, source, and expenditure of federal funds for federal awards and contain information necessary to identify federal awards, authorizations, financial obligations, unobligated balances, assets, expenditures, income, and interest. The

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[5] Non-federal entities that receive federal financial assistance are required to comply with the Single Audit Act of 1984, as amended. The Single Audit Act requires recipients of federal funding above a certain threshold to receive an annual audit of their financial statements and federal expenditures. The audit is referred to as "single" because it includes all federal financial assistance that the entity has received and expended. Under the Uniform Guidance, such entities that expend $1,000,000 or more in federal funds within the entity's fiscal year must have a single audit performed annually covering all federal funds expended that year. Prior to October 1, 2024, the threshold for single audit requirements was $750,000.

DOJ Grants Financial Guide also states that the accounting system should be able to account for award funds separately.

Tracking Federal Expenditures Separately

Connecticut funded Family CT's FY 2023 and FY 2024 subawards from two different sources, VOCA and ARPA funds. Of the total $797,082 VOCA funds we audited, $398,764 were from the FY 2023 and FY 2024 subawards. The funding source information was communicated appropriately to Family CT in the subaward documents. The NVA Program was funded exclusively by the subawards we audited. However, Family CT did not record expenditures separately by funding source in its accounting system or other supplemental records. Specifically, Family CT recorded all NVA Program expenditures under one accounting code for the audited subawards and did not create unique account codes to distinguish between VOCA and ARPA funds for FYs 2023 and 2024. Based on our review of Family CT's accounting system records and reimbursements, we determined that Family CT's procedures were adequate to ensure that expenditures reimbursed were not duplicated under other programs.[6] However, the accounting system, as implemented, was not adequate to track expenditures separately by funding source in accordance with Uniform Guidance. Therefore, we recommend that OJP work with Connecticut to ensure Family CT enhances its financial management system and establishes necessary controls and processes to separately account for federal award funds.

Fiscal Policies and Procedures

Family CT had general fiscal policies and procedures. However, Family CT lacked written policies and procedures for preparing reimbursement requests for VOCA subaward activity.

Family CT requested reimbursement from Connecticut on a quarterly basis. The expenditure reports included summary-level detail of expenditures for each subaward budget category. Family CT generated program expenditure reports monthly and tabulated expenditure category totals for the quarterly expenditure reports. Family CT maintained supporting documentation for its quarterly expenditure reports.

Although Family CT's reimbursements were not complex and we could verify the reimbursed amounts to source documentation, we determined that Family CT's process should be documented in written policies and procedures to ensure that its reimbursement requests are accurate and supported in accordance with the Uniform Guidance and the DOJ Grants Financial Guide. Therefore, we recommend that OJP work with Connecticut to ensure Family CT enhances and implements written policies and procedures to document its reimbursement request process.

Subaward Expenditures and Matching Costs

For the subawards we audited, Family CT's approved budgets included personnel, fringe benefits, travel, supplies, contracted services, facilities, other, and indirect expenditures. As of April 2026, we found that Connecticut paid a total of $797,082 to Family CT with VOCA funds for costs incurred in these areas.

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[6] Due to Family CT not separately tracking expenditures from different funding sources, we do not have full assurance that the expenditures tested were reimbursed only with VOCA funds. Nonetheless, because the expenditures tested had the NVA Program classification code and no other definitive evidence was provided to support a different funding source, our report and associated findings and recommendations treat all expenditures tested as VOCA expenditures.

We reviewed a sample of Family CT's transactions to determine whether the costs charged to the projects and paid with VOCA funds were accurate, allowable, supported, and in accordance with the VOCA program requirements. We tested a judgmental sample of $152,850 in costs charged to the subawards and $16,221 in matching costs.

The largest cost area for which Family CT received reimbursement was personnel costs. We determined Connecticut reimbursed Family CT $536,374 of the total $797,082 (approximately 67 percent of total reimbursements) for personnel costs. We selected a judgmental sample of two pay periods from each subaward, which included six individual bi-weekly employee payments, totaling $71,416. We also selected a sample of 47 non-personnel transactions from Family CT's accounting records for the subawards, totaling $81,434. To perform verification testing of these expenditures, we reviewed accounting records and available supporting documentation. The tested transactions were allowable and adequately supported. We did not identify any issues related to the tested expenditures.

Matching Requirement

VOCA Guidelines generally require that subrecipients match 20 percent of each subaward unless the OVC waives this requirement. The purpose of this requirement is to increase the amount of resources available to VOCA projects, prompting subrecipients to obtain independent resources to leverage federal funding and encourage investment and engagement in VOCA-funded projects. Match contributions must come from non-federal sources and can be either cash or in-kind match.[7] The SAA has primary responsibility for ensuring subrecipient compliance with the matching requirements.

On September 20, 2021, the OVC issued an Updated Match Waiver Approval Process bulletin. The bulletin stated that from the declaration of a national emergency under the National Emergencies Act (50 U.S.C. § 1601 et seq.) due to a pandemic, until 1 year after the date of the emergency ends, SAAs shall issue waivers for any matching requirement, in its entirety, for all eligible crime victim assistance programs providing services at that time. In accordance with OVC guidance, Connecticut did not require match contributions for the FY 2023 and FY 2024 subawards.

To review the provision of matching funds required under the FY 2025 subaward, we tested a judgmental sample of match transactions. We reviewed supporting documentation and reconciled match transactions to the financial records and found that the reported match amounts were accurate and that Family CT met the required match.

[7] In-kind match contributions may include donations of expendable equipment, office supplies, workshop or classroom materials, workplace, or the value of time contributed by those providing integral services to the funded project.

Conclusion and Recommendations

As a result of our audit testing, we concluded that Family CT provided neighborhood-based victim advocacy services in the New Haven area. However, we found that Family CT should enhance its accounting system utilization and subaward programmatic and financial policies and procedures to help ensure compliance with the VOCA Guidelines and DOJ Grants Financial Guide. We provide four recommendations for OJP to work with Connecticut to address these deficiencies.

We recommend that OJP work with Connecticut to:

1. Ensure Family CT develops centralized written policies and procedures that define the intake process, the process of servicing victims, and case closing procedures.

2. Ensure Family CT develops and implements written programmatic policies and procedures to ensure VOCA-funded program performance reports are supported and accurate, including procedures for prorating performance data, as appropriate.

3. Ensure Family CT enhances its financial management system and establishes necessary controls and processes to separately account for federal award funds.

4. Ensure Family CT enhances and implements written policies and procedures to document its reimbursement request process.

APPENDIX 1: Objective, Scope, and Methodology

Objective

The objective of this audit was to review how Family Centered Services of Connecticut (Family CT) used the Victims of Crime Act (VOCA) funds received through a subaward from the Connecticut Judicial Branch (Connecticut) to assist crime victims and assess whether it accounted for VOCA funds in compliance with select award requirements, terms, and conditions. To accomplish this objective, we assessed program performance and accomplishments and financial management.

Scope and Methodology

We conducted this performance audit in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objective. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objective.

This was an audit of three subawards to Family CT. These subawards, totaling $797,082 in VOCA funds, were funded by Connecticut from primary VOCA grants 2020-V2-GX-0023, 15POVC-22-GG-00715-ASSI, and 15POVC-23-GG-00433-ASSI awarded by the Office of Justice Programs (OJP) Office for Victims of Crime (OVC). As of April 2026, Connecticut had reimbursed Family CT $797,082 in subaward funds.

Our audit concentrated on, but was not limited to, the period of July 2022 through June 2026. The Department of Justice (DOJ) Grants Financial Guide; the VOCA Guidelines and Final Rule; 2 C.F.R. § 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards; Connecticut guidance; and the Connecticut subaward documents contain the primary criteria we applied during the audit.

To accomplish our objective, we tested compliance with what we considered to be the most important conditions of Family CT's activities related to the audited subawards. Our work included conducting interviews with Family CT personnel, examining policies and procedures, and reviewing subaward documentation, financial, and performance records. We performed sample-based audit testing for subaward expenditures for personnel and fringe benefits. In this effort, we employed a judgmental sampling design to obtain broad exposure to numerous facets of the subawards reviewed. This non-statistical sample design did not allow projection of the test results to the universe from which the samples were selected.

During our audit, we obtained information from DOJ's JustGrants System, as well as Family CT's accounting and case management systems specific to the management of DOJ funds during the audit period. We did not test the reliability of those systems as a whole, therefore any findings identified involving information from those systems were verified with documentation from other sources.

Internal Controls

In this audit, we performed testing of internal controls significant within the context of our audit objective. We did not evaluate the internal controls of Family CT to provide assurance on its internal control structure as a whole. Family CT management is responsible for the establishment and maintenance of internal controls in accordance with 2 C.F.R. § 200. Because we do not express an opinion on Family CT's internal control structure as a whole, we offer this statement solely for the information and use of Family CT, Connecticut, and DOJ.[8]

In planning and performing our audit, we identified internal control components and underlying internal control principles as significant to the audit objective. Specifically, we assessed the design and implementation of Family CT's policies and procedures. We also tested the implementation and operating effectiveness of specific controls over award execution and compliance with laws and regulations in our audit scope. The internal control deficiencies we found are discussed in the Audit Results section of this report. However, because our review was limited to those internal control components and underlying principles that we found significant to the objective of this audit, it may not have disclosed all internal control deficiencies that may have existed at the time of this audit.

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[8] This restriction is not intended to limit the distribution of this report, which is a matter of public record.

APPENDIX 2: Bridges Healthcare Response to the Draft Audit Report[9]

BRIDGES Healthcare

941-949 Bridgeport Avenue | Milford, CT 06460
203.878.6365 | www.BridgesCT.org

August 24, 2026

Thomas O. Puerzer
Regional Audit Manager
Department of Justice/Office of the Inspector General

Dear Mr. Peurzer:

Family CT is in receipt of the recommendations issued in the Office of Justice draft audit report dated August 7, 2026. We are in agreement with the recommendations made and have begun to execute a plan to address areas raised in the report in compliance with VOCA and DOJ grant guidelines.

Please note that as of August 1, 2026, Bridges Healthcare acquired Family CT. Corrective action for one of these recommendations will involve the replacement of Family CT's fiscal policies with Bridges policies. These policies are attached herewith for your reference.

We are happy to answer any questions you may have about our corrective action plan and policies. I may be reached at (203) 878-6365 Ext. 313.

Thank you,

Jennifer Fiorillo, MBA, MPH
President & CEO
Bridges Healthcare, Inc

Providing behavioral health services to Milford, Orange and West Haven.
Federal funding from the Substance Abuse and Mental Health Services Administration; State funding from the Department of Mental Health and Addiction Services, the Department of Childrew and Families, the Department of Education, the Department of Social Services; Local funding from the City of Milford, Town of Orange and City of West Haven and the Milford United Way, Licensed by the State of Connecticut Department of Public Health and Department of Children and Families. Member of CommuniCare, Inc.

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[9] Bridges Healthcare responded for Family CT stating that it acquired the organization in August 2026. Bridges Healthcare reported that Family CT is now a Division of Bridges Healthcare and will continue its work. Bridges Healthcare, "Bridges Healthcare and Family Centered Services of CT Announce Intent to Unify, Expanding Continuum of Care Across Greater New Haven," May 13, 2026, https://bridgesct.org/bridges-healthcare-and-family-centered-services-of-ct-announce-intent-to-unify/ (accessed September 22, 2026).

Bridges Healthcare's response to the draft audit report included attachments that were not included in this report due to their technical nature.

OIG/DOJ Audit Corrective Action Plan

Recommendation	Corrective Action	Completion Date
Develop centralized written policies that define the intake process, the process for serving victims and case closing procedures	The Director of Community Programs (DOCP) is working with the former NVA Program Director, who currently provides part-time support to the NVA program, to develop comprehensive, centralized written policies and procedures addressing the full victim service process. The policies and procedures will define the intake process, including initial client outreach and program overview; procedures for serving both IPV and non-IPV victims; and case closure requirements and procedures. The completed policies and procedures will provide consistent guidance for staff and establish a standardized process for the NVA program.	November 1, 2026
Develop written policies and procedures to ensure VOCA funded program reports are supported and accurate including prorating performance data	The Director of Community Programs (DOCP) is working with the former NVA Program Director, who currently provides part-time support to the NVA program, to develop and implement written programmatic policies and procedures to ensure that VOCA-funded performance reports are accurate, consistently prepared, and supported by appropriate documentation. The procedures will include guidance on running and validating required reports, documenting the source of reported data, and prorating performance data when appropriate. Prior to the audit, the program had already implemented a video overview and tutorial demonstrating how to run the required reports. This existing resource will be incorporated into written policies and procedures. Since the audit, the program has implemented a practice of capturing screenshots of required data at the time performance reports are prepared. These screenshots are saved and maintained with the corresponding quarterly reports to document the source of the reported data and provide verification of when and how the data was collected from the reporting system.	November 1, 2026 for completion of policies and procedures
Establish necessary controls and processes to account for federal fund awards	Family CT set up a separate account for ARPA and non-Federal funds. The account will be used to separate any amounts awarded in addition to VOCA funding. Expenses/reimbursements will be accounted for in their respective accounts.	Completed
Enhance and implement written policies to document the reimbursement request process	Family CT will follow policies and procedures of Bridges Healthcare related to financial planning, purchasing and the reimbursement request process. Please see attached policies.	Started August 1, 2026-official date of acquisition.

APPENDIX 3: Connecticut Judicial Branch Response to the Draft Audit Report

STATE OF CONNECTICUT
JUDICIAL BRANCH

CHAMBERS OF
JOAN K. ALEXANDER
CHIEF COURT ADMINISTRATOR

231 CAPITOL AVENUE
HARTFORD, CT 06106

August 26, 2026

Thomas O. Puerzer
Regional Audit Manager
Department of Justice
Office of the Inspector General

Dear Mr. Puerzer:

The Connecticut Judicial Branch (the Branch) has reviewed the DOJ Office of Inspector General (OIG) draft audit report of Victim Assistance funds subawarded by the Judicial Branch to Family Centered Services of Connecticut and accepts all findings and recommendations.

The Connecticut Judicial Branch will work with Family Centered Services of Connecticut (as of August 1, 2026 "Bridges Healthcare") and US DOJ Office of Audit, Assessment and Management to develop and implement a corrective action plan that addresses the four (4) recommendations put forward in the OIG audit report and to ensure that policies and procedures that align with these recommendations are developed, adopted, and implemented by Bridges Healthcare in a timely manner.

The Branch will schedule and conduct a series of meetings with Bridges Healthcare leadership and management to examine all polices related to the four (4) OIG recommendations contained in this report and assist in the development, official adoption, and implementation of these policies by the organization as well as with reporting to DOJ Office of Audit, Assessment and Management and DOJ Office of Inspector General in order to successfully close out this audit.

The Branch anticipates that these activities will be completed no later than March 31, 2027.

The Connecticut Judicial Branch wishes to thank the OIG Philadelphia Office and Bridges Healthcare for their professionalism and cooperation while the audit was underway and looks forward to working with US DOJ Office of Audit, Assessment and Management and Bridges

Healthcare in satisfying the recommendations of the OIG and bringing this process to its conclusion.

Please feel free to contact me for any additional information.

Sincerely,

J K Alex

Hon. Joan K. Alexander
Chief Court Administrator
State of Connecticut Judicial Branch

APPENDIX 4: Office of Justice Programs Response to the Draft Audit Report

U.S. Department of Justice

Office of Justice Programs

Office of Audit, Assessment, and Management

Washington, DC 20531

September 18, 2026

MEMORANDUM TO: Thomas O. Puerzer
Regional Audit Manager
Philadelphia Regional Audit Office
Office of the Inspector General

Digitally signed by LETOYA JOHNSON
Date: 2026.09.18 12:57:27 -04'00'

FROM: LeToya A. Johnson, CPA
Acting Deputy Director
Audit and Review Division
Office of Audit, Assessment, and Management

SUBJECT: Response to the Draft Audit Report, *Audit of the Office of Justice Programs Victim Assistance Funds Subawarded by the Connecticut Judicial Branch to Family Centered Services of Connecticut, New Haven, Connecticut*

This memorandum is in reference to your correspondence dated August 7, 2026, transmitting the above-referenced draft audit report for the Family Centered Services of Connecticut (Family CT).[1] Family CT received subaward funds from the Connecticut Judicial Branch (Connecticut), under the Office of Justice Programs' (OJP), Office for Victims of Crime, Victims of Crime Act, Victim Assistance Formula Grant Program, Grant Numbers 2020-V2-GX-0023, 15POVC-22-GG-00715-ASSI, and 15POVC-23-GG-00433-ASSI. We consider the subject report resolved and request written acceptance of this action from your office.

The draft audit report contains **four** recommendations and **no** questioned costs. The following is the Office of Justice Programs' (OJP) analysis of the draft audit report recommendations. For ease of review, the recommendations are restated in bold and followed by OJP's response.

1. **We recommend that OJP work with Connecticut to ensure Family CT develops centralized written policies and procedures that define the intake process, the process of servicing victims, and case closing procedures.**

   OJP agrees with this recommendation. We will coordinate with Connecticut to obtain documentation to support that Family CT implemented centralized written policies and

[1] On June 4, 2026, Family CT became a part of Bridges Healthcare. For purposes of this response, we continue to refer to Family CT, as this was the entity name at the time.

procedures that define the intake process, the process of servicing victims, and case closing procedures.

2. **We recommend that OJP work with Connecticut to ensure Family CT develops and implements written programmatic policies and procedures to ensure VOCA-funded program performance reports are supported and accurate, including procedures for prorating performance data, as appropriate.**

   OJP agrees with this recommendation. We will coordinate with Connecticut to obtain documentation to support that Family CT implemented programmatic policies and procedures to ensure that VOCA-funded program performance reports are supported and accurate, including procedures for prorating performance data, as appropriate.

3. **We recommend that OJP work with Connecticut to ensure Family CT enhances its financial management system and establishes necessary controls and processes to separately account for federal award funds.**

   OJP agrees with this recommendation. We will coordinate with Connecticut to obtain documentation to support that Connecticut ensured that Family CT enhanced its financial management system and established necessary controls and processes to separately account for federal award funds.

4. **We recommend that OJP work with Connecticut to ensure Family CT enhances and implements written policies and procedures to document its reimbursement request process.**

   OJP agrees with this recommendation. We will coordinate with Connecticut to obtain documentation to support that Connecticut ensured that Family CT enhanced and implemented written policies and procedures to document its reimbursement request process.

We appreciate the opportunity to review and comment on the draft audit report. If you have any questions or require additional information, please contact me on (202) 353-5744.

cc: Katherine Darke Schmitt
Acting Director
Office for Victims of Crime

Rachel Johnson
Chief Financial Officer

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OJP Executive Secretariat
Control Number OCOM002311

APPENDIX 5: Office of the Inspector General Analysis and Summary of Actions Necessary to Close the Audit Report

The Office of the Inspector General (OIG) provided a draft of this audit report to the Office of Justice Programs (OJP), Connecticut Judicial Branch (Connecticut), and Family Centered Services of Connecticut (Family CT). OJP's response is incorporated in Appendix 4, Connecticut's response is incorporated in Appendix 3, and Bridges Healthcare's response on behalf of Family CT is incorporated in Appendix 2 of this final report.[10] In response to our draft audit report, OJP agreed with our recommendations and, as a result, the status of the audit report is resolved. Connecticut accepted and Bridges Healthcare agreed with the four recommendations. The following provides the OIG analysis of the response and summary of actions necessary to close the report.

Recommendations for OJP to work with Connecticut to:

1. **Ensure Family CT develops centralized written policies and procedures that define the intake process, the process of servicing victims, and case closing procedures.**

   Resolved. OJP agreed with our recommendation. OJP stated that it will coordinate with Connecticut to obtain documentation to support that Family CT implemented centralized written policies and procedures that define the intake process, the process of servicing victims, and case closing procedures. As a result, this recommendation is resolved.

   Connecticut accepted the recommendation. Connecticut stated that it will work with Family CT to respond to the recommendation by conducting a series of meetings with Bridges Healthcare leadership and management to examine the policies and assist in their development, official adoption, and implementation. Connecticut further stated that it anticipates these activities will be completed no later than March 31, 2027.

   Bridges Healthcare agreed with the recommendation and stated that the Director of Community Programs is working with the former Neighborhood Victim Advocacy Program Director to develop comprehensive, centralized written policies and procedures addressing the full victim service process. Bridges Healthcare further stated the policies and procedures will define the intake process, including initial client outreach and program overview, procedures for serving victims, and case closure requirements and procedures. Additionally, Bridges Healthcare stated that the completed policies and procedures will provide consistent guidance for staff and establish a standardized process for the Neighborhood Victim Advocacy Program.

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[10] The response to our draft report came from Bridges Healthcare and stated that Bridges Healthcare acquired Family CT on August 1, 2026. Bridges Healthcare reported that Family CT is now a Division of Bridges Healthcare and will continue its work. Bridges Healthcare, "Bridges Healthcare and Family Centered Services of CT Announce Intent to Unify, Expanding Continuum of Care Across Greater New Haven," May 13, 2026, https://bridgesct.org/bridges-healthcare-and-family-centered-services-of-ct-announce-intent-to-unify/ (accessed September 22, 2026). The response from Connecticut indicates that the pass-through recipient of the OJP grant was cognizant of this organizational change.

This recommendation can be closed when we receive evidence that OJP has (1) in light of the organizational change, worked with Connecticut to ensure the proper execution of subrecipient responsibilities, including any necessary vetting; and (2) worked with Connecticut to ensure the subrecipient has centralized written policies and procedures that define the intake process, the process of servicing victims, and case closing procedures.

2. **Ensure Family CT develops and implements written programmatic policies and procedures to ensure Victims of Crime Act (VOCA) funded program performance reports are supported and accurate, including procedures for prorating performance data, as appropriate.**

   Resolved. OJP agreed with our recommendation. OJP stated that it will coordinate with Connecticut to obtain documentation to support that Family CT implemented programmatic policies and procedures to ensure VOCA-funded program performance reports are supported and accurate, including procedures for prorating performance data as appropriate. As a result, this recommendation is resolved.

   Connecticut accepted the recommendation. Connecticut stated that it will work with Family CT to respond to the recommendation by conducting a series of meetings with Bridges Healthcare leadership and management to examine the policies and assist in the development, official adoption, and implementation of the policies. Connecticut further stated that it anticipates these activities will be completed no later than March 31, 2027.

   Bridges Healthcare agreed with the recommendation and stated that the Director of Community Programs is working with the former Neighborhood Victim Assistance Program Director to develop and implement written programmatic policies and procedures to ensure that VOCA-funded performance reports are accurate, consistently prepared, and supported by appropriate documentation. Bridges Healthcare further stated that the procedures will include guidance on running and validating required reports, documenting the source of reported data, and prorating performance data when appropriate. Additionally, Bridges Healthcare stated that, since the audit, the program has implemented a practice of capturing screenshots of required data at the time performance reports are prepared; the screenshots are saved and maintained with corresponding quarterly reports to document the source of the reported data and provide verification of when and how the data was collected from the reporting system.

   This recommendation can be closed when we receive documentation demonstrating that the subrecipient has developed and implemented written programmatic policies and procedures to ensure VOCA-funded program performance reports are supported and accurate, including procedures for prorating performance data, as appropriate.

3. **Ensure Family CT enhances its financial management system and establishes necessary controls and processes to separately account for federal award funds.**

   Resolved. OJP agreed with our recommendation. OJP stated that it will coordinate with Connecticut to obtain documentation to support that Connecticut ensured Family CT enhanced its financial management system and established necessary controls and processes to separately account for federal award funds. As a result, this recommendation is resolved.

Connecticut accepted the recommendation. Connecticut stated that it will work with Family CT to respond to the recommendation by conducting a series of meetings with Bridges Healthcare leadership and management to examine the policies and assist in the development, official adoption, and implementation of the policies. Connecticut further stated that it anticipates these activities will be completed no later than March 31, 2027.

Bridges Healthcare agreed with the recommendation and stated that a separate account was set up for ARPA and non-federal funds. Bridges Healthcare stated that the new account will be used to separate any amounts awarded in addition to VOCA funding, and that expenses and reimbursements will be accounted for in their respective accounts. Bridges Healthcare did not provide the OIG documentation of this new account.

This recommendation can be closed when we receive documentation that the subrecipient has enhanced its financial management system and established necessary controls and processes to separately account for federal award funds.

4. **Ensure Family CT enhances and implements written policies and procedures to document its reimbursement request process.**

Resolved. OJP agreed with our recommendation. OJP stated that it will coordinate with Connecticut to obtain documentation to support that Connecticut ensured that Family CT enhanced and implemented written policies and procedures to document its reimbursement request process. As a result, this recommendation is resolved.

Connecticut accepted the recommendation. Connecticut stated that it will work with Family CT to respond to the recommendation by conducting a series of meetings with Bridges Healthcare leadership and management to examine the policies and assist in their development, official adoption, and implementation. Connecticut further stated that it anticipates these activities will be completed no later than March 31, 2027.

Bridges Healthcare agreed with the recommendation and stated that Family CT will follow policies and procedures related to financial planning, accounts receivable, purchasing, and the employee expense reimbursement request process. Although, the response included policies identifying reimbursement criteria, the documents provided did not address the process for preparing reimbursement requests (and the associated processes for compiling the expenditures included in the request for the VOCA program).

This recommendation can be closed when we receive documentation demonstrating that the subrecipient has enhanced and implemented written policies and procedures for its reimbursement request process.