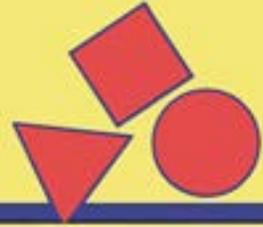


National Sexual Assault Coalition
Resource Sharing Project



Sexual Assault Coalition
Organizational Survey:
Membership, Infrastructure & Budget
for the National Sexual Assault Coalition Resource Sharing Project

by Kendra Malone
& Jessica Staskal

2012

What is the National Sexual Assault Coalition Resource Sharing Project?

The Resource Sharing Project (RSP) was created to help state sexual assault coalitions across the country access the resources they need in order to develop and thrive. The project is designed to provide technical assistance, support, and the dissemination of peer-driven resources for all state and territorial sexual assault coalitions. The RSP recognizes the needs of all coalitions, especially those designated as new or emerging, regarding issues of organizational growth, professional development, and policy/protocol development. We believe in the importance of peer-to-peer technical assistance and the voices of survivors as guiding principles.

Who is the RSP?

The RSP is led by the Iowa Coalition Against Sexual Assault with project partners, the North Carolina Coalition Against Sexual Assault and the Washington Coalition of Sexual Assault Programs. The RSP is made possible by a grant from the Office on Violence Against Women, United States Department of Justice.

The RSP provides:

- Individual technical assistance to state and territorial sexual assault coalitions, both proactive and reactive, through phone, email, fax and mail.
- Site visits and intensive technical assistance visits to provide coalitions with face to face mentoring and assistance, which allows for technical assistance to an entire coalition staff and board.
- Skill-building conference calls with presenters on a given topic allowing for distribution of information regarding policies/protocols, capacity building or collaborative efforts that affect coalitions as well as new skill development.
- Skill-building meetings and Train-the-Trainers that allow coalitions the chance to meet, provide peer-to-peer assistance, exchange best practice information, and receive capacity building skills on topics the field has identified.
- National conferences and roundtables that allow staff of statewide sexual assault coalitions to exchange information nationally, receive ongoing capacity building training, and identify and address emerging issues.
- Newsletter, website and publications which offer means of peer exchange of information, discussion of emerging issues and ongoing discussions of collaborative efforts to serve survivors and end sexual assault.

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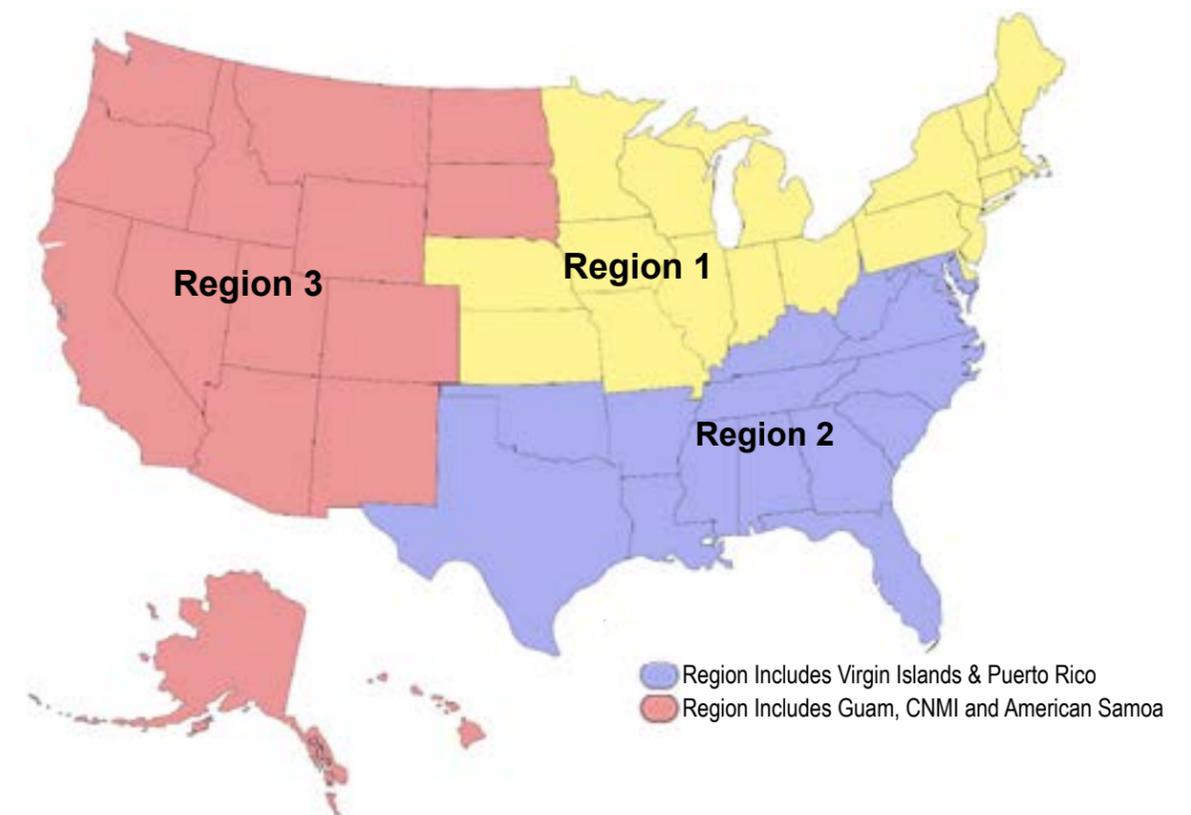


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Introduction

The Resource Sharing Project (RSP) launched a survey in 2011 to collect detailed organizational information from sexual assault coalitions in the United States and territories about various aspects of coalition work. Ultimately, this analysis may provide coalitions with a useful resource to support their ongoing infrastructure building and understand trends in the field. This organizational survey consists of four shorter surveys, the first of which provides data on Membership, Infrastructure and Budgets, completed in 2012. This report also compares data collected in the last Organization Survey in 2005-2006 and data collected by the National Sexual Violence Resource Center (NSVRC) in 1999. Future reports from this data collection effort will comprise: Sexual Assault Service Provision (SASP), standards, certification and advocate privilege; board governance, staff benefits, coalition funding & prevention initiatives; and technology, media and communications.

This document offers a report on and analysis of the data collected through the survey on membership structures, coalition budgets, coalition transitions, and member center budget estimates as of 2012. The 2012 survey builds upon the 2006 survey and 1999 NSVRC survey, allowing for comparison of data with the 2006 survey, and more comprehensive information in several areas. RSP reviewed the information collected in the previous survey and updated several of the questions to more accurately reflect the current and emerging needs and trends seen in the last several years.

- **Membership**

Information on coalition membership includes a comprehensive overview of membership structures related to membership levels, number of rape crisis centers in membership, and membership dues. Since the 2006 Organizational Assessment Survey coalitions have experienced a significant transition in membership structures. Increasingly, coalitions are diversifying their membership to include rape crisis centers, various organizations and businesses and individuals.

- **Infrastructure**

Information on coalition infrastructures includes: changes in membership since 2005, identification of coalitions as single or dual/multi-issue, significant coalition transitions (i.e. new Executive Director, change in membership levels), and information regarding coalitions who have incorporated since 2005.

- **Budgets**

Coalitions provided both their operating and annual budgets. Since 2005, coalitions' budgets have increased, particularly given the availability of Sexual Assault Service Provision (SASP) Funds through the Office of Violence Against Women. Additional information on these topics can be found in the appendices.

Methodology

In June 2011, the RSP sent an e-mail requesting state and territorial sexual assault coalitions to complete Survey #1: Membership, Infrastructure & Budgets via the online tool SurveyMonkey. This email was distributed via the three RSP Regional Listservs and provided a link to access the online survey. Several emails were sent to coalition executive directors over the course of the year who had not yet responded to the initial request to complete the survey. In May 2012 the survey was closed. RSP staff conducted quantitative and qualitative data analysis, and then synthesized the data into this report. When a percentage is given, the associated number of coalitions that answered a particular way is given in comparison to the total number of coalitions that answered that specific question [i.e. (52 of 54)]. Note that when an average is provided, it refers to the “mathematical mean or figure intermediate between two extremes, determined by adding the series of numbers and dividing the sum by the number of cases.”¹ Also note that when a percentage is provided, that it was calculated for each specific question with the percentage being determined by the number of respondents to each individual question.

Survey Limitations

There were survey limitations that may affect the validity of results obtained:

- Four coalitions (Puerto Rico, Georgia, Arizona & Guam) did not complete the survey.
- Some coalitions did not complete the entire survey, particularly data related to member program services and budgets.
- Some coalitions completed the survey more than once, duplicating data. Survey results were compared, raw data edited and/or combined, and duplicate material deleted to create a more accurate data set.
- Some questions appeared to be misunderstood by respondents (e.g., annual versus operational budgets). All efforts were made to clarify responses.
- This report combines quantitative and qualitative data analysis. With any data analysis, there is always the possibility of human error. All possible care has been taken to correct or avoid errors in this report.

¹ Goldstein, Norm (Editor). *The Associated Press stylebook and Libel Manual*. Reading, MA: Addison-Wesley, 1998, p. 20.

Membership

Number of Rape Crisis Centers in Membership

92% of coalitions reported they had member rape crisis centers (48 of 52).¹ 20% had rape crisis centers, but no other type of members (13 of 51).² 75% also had members other than rape crisis centers (40 of 52). Types of membership beyond rape crisis centers, often labeled “affiliate” or “associate” membership, included affiliate/allied organizations and individuals, dual and multi-issue programs, advocates, individuals, students, corporations, nonprofit organizations, government agencies, survivors, culturally and/or linguistically specific programs, campus programs, and SANE programs. Some coalitions also opened membership (as reported in responses to “other”) to tribal programs, domestic violence programs, criminal justice system professionals, and comprehensive social change entities to end sexual assault and domestic violence. Others indicated that membership is open to anyone who supports the mission of the coalition, though they may or may not have the same decision-making privileges as rape crisis centers.

When describing their membership options and structure, 80% of coalitions reported that rape crisis center members hold voting privileges (41 of 51) and 42% of coalitions reported that individual members hold voting privileges (21 of 50). 89% of coalitions indicated that they have initiatives in place that support culturally and/or linguistically specific service programs in their membership (50 of 52).³

Across the coalitions (including the four coalitions who are also direct service providers), there is great variance in the number of member centers. Forty-eight⁴ coalitions provided the number of rape crisis centers in their membership. The ranges⁵ are as follows:

Number of Rape Crisis Centers in Membership

Number of RCCs in Membership	Number of Coalitions (49 reporting)
1-10	9
11-20	12
21-40	13
41-60	7
61+	4

1 American Samoa, Washington D.C., Rhode Island, and Utah indicated that they had no member rape crisis centers.
 2 Alabama, Connecticut, Washington, D.C., Illinois, Iowa, Kentucky, Maine, New Jersey, North Dakota, Pennsylvania, Rhode Island, Utah, West Virginia.
 3 See “Appendix 1 – Culturally Specific Organizations” for detailed list of culturally and/or linguistically specific initiatives.
 4 American Samoa, Utah, DC Rape Crisis Center and Rhode Island indicated that they did not have any rape crisis centers in membership.
 5 The numbers provided here also include dual domestic violence and sexual assault programs.

Number of Rape Crisis Centers in Membership

Ranges	Coalitions
1-10	Connecticut (9) Contact Lifeline, Inc/Sexual Assault Network of Delaware (direct service provider) Hawaii (4) Maine (9) Mississippi (9) Missouri (3) Nevada (5) Northern Marianas (1) Ohio (10) South Dakota (2 SA, others dual) Virgin Islands (2) West Virginia (9)
11-20	Alabama (16) Alaska (18) Arkansas (11) Jane Doe, Inc/Massachusetts (19) Kentucky (13) Louisiana (14) Maryland (17) Nebraska (19) New Hampshire (13) South Carolina (15) Tennessee (16) Vermont (13)
21-40	Colorado (30) Florida (30) Idaho (25) Illinois (32) Indiana (30) Iowa (28) Kansas (23) New Jersey (22) North Dakota (21) Oklahoma (30) Oregon (36) Virginia (40) Wyoming (24)
41-60	California (43) Michigan (46) Montana (45) New Mexico (46) Pennsylvania (51) Washington (43) Wisconsin (43)
61+	Minnesota (78) New York (76) North Carolina (93) Texas (80)

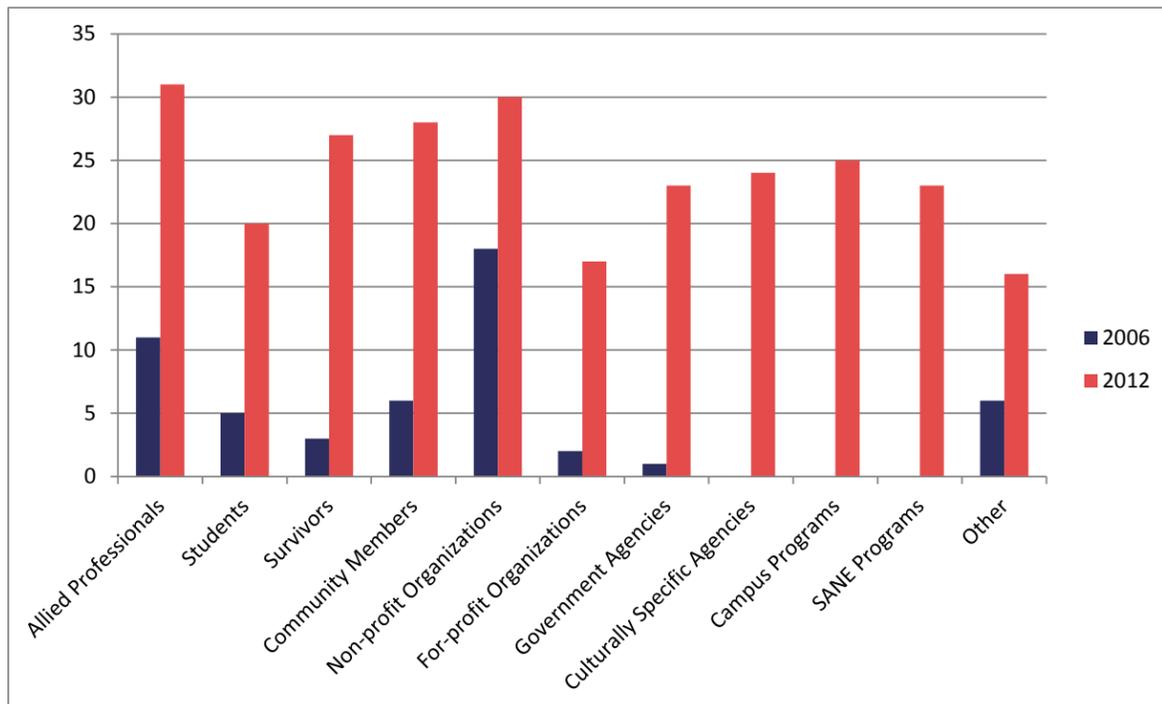
Other Types of Membership

Historically, rape crisis centers have been the most common type of coalition member, but many coalitions allow others to become members, such as advocates, individuals, shelters, families and other organizations and businesses. Below is a chart that shows the number of coalitions that allow individuals and organizations other than rape crisis centers to join as members.

Other responses about membership options include:

- Law Enforcement & Judiciary
- Dual Programs
- DV Programs
- Tribal programs

Membership Options	Number of Coalitions - 2006 (51 Respondents)	Number of Coalitions - 2012 (33 Respondents)
Allied Professionals	11	31
Campus Programs	---	25
Community Members	6	28
Culturally and/or Linguistically Specific Agencies	---	24
For-profit Organizations	2	17
Government Agencies	1	23
Non-profit Organizations	18	30
Other	6	16
SANE Programs	---	23
Students	5	20
Survivors	3	27



Regions

43% of coalitions reported that voting member centers are divided regionally for the purposes of representation (21 of 49) while 57% of coalitions reported not having a regionalized model (28 of 49).

The question of how a state was divided by regions was an open-ended question.

Some responses include:

- “We have five geographic regions -- Northwest, Northeast, Southwest, Southeast, and Central/Metro.”
- “We are comprised of 120 counties which are divided into area development districts (ADDs). The rape crisis centers are funded by ADDs and provide services regionally.”
- “We are a fairly small state with only 17 rape crisis and recovery centers. Two of them are located in highly urban settings (Prince George’s County and Baltimore City), many of them are in highly populated suburban settings and we have a number that are in more rural settings. In fact, on the Eastern Shore, we have two rape crisis and recovery centers that cover multiple counties.”
- “We are divided in 9 highway patrol districts serving a certain number of counties. These districts are the guide for sexual assault programs and their service areas.”
- “We have 5 regions. One board member slot is designated for each region. We hold regional meetings each year.”
- “Frontier (Ranching), US/Mexican Border, Native, Urban.”
- “We have four regions that were put in place when we moved to a diversified board (51% members, 49% outside agencies/individuals) primarily so they could network and stay connected since they wouldn’t be meeting as often. Each of the 21 programs have a service area (some programs serve 1-2 counties, others serve up to 7).”

Dues

For member rape crisis centers:

- 88% of coalitions (44 of 50) assess dues on member centers
- 47% (20)¹ have fixed dues for member rape crisis centers, ranging from \$25 to \$1,000 with an average² of \$400.25
- 53% (23) had sliding fee scale dues based on member programs' agency budget, a percentage of a specific funding source, size of staff or indicated that the coalition has a sliding fee scale but did not indicate specific due amounts
- Six coalitions reported having no member dues at all³ and six did not respond to the question

Other types of members:

- If the coalition allows members besides centers (such as individuals corporations or community organizations that are not rape crisis centers) those member dues range from \$15 to \$5000.

Forty-seven coalitions provided information regarding how membership dues are determined. 23% (11) of coalitions had membership dues determined by the coalition's Board of Directors, 23% (11) are determined by a member program's budget, less than 6% (3) had their membership dues determined by their Bylaws. 11% (5) of coalitions have their dues determined by membership, 17% (8) are determined by a flat or fixed rate based on the type of membership (i.e. rape crisis center, individual, community organization, etc.), and 19% (9) of coalitions did not have the information available or did not specify how membership dues were determined.

The question of how dues are determined was an open-ended question. Some responses include:

- "Development and Communications Group (made up of Governing Body members and general Members)"
- "Determined by the by-laws approved by membership"
- "All who want to participate in the membership organization are required to pay"
- "Set at affordable levels; not percentage"
- "Based upon the need for lobbying wages"
- "Dues were established many years ago at levels intended to be affordable and to reflect, in part, the benefits associated with membership. Rape crisis programs pay the most and receive the most benefits, while individuals pay the least and would receive fewer benefits"

Membership Dues Determination	Number of Coalitions (47)
Board of Directors	11
Program Budget	11
Flat/fixed Rate	8
Membership	5
Not Available	3
Bylaws	2
Process in Progress	1
Other/Not Specified	6

Range for Annual Member Dues¹

This chart shows the figures for dues based on the category of organizations eligible for coalition membership.

Category of Membership	2006 (48 Respondents)	2012 (50 Respondents)
Rape Crisis Center	48 \$0-\$5,000	44 \$15 - \$2,000
Active	--	1 \$300
Advocate	3 \$5 - \$25	1 \$35
Affiliate/Associate	6 \$50 - \$125	5 \$25-\$250
Corporate	7 \$100 - \$1000	2 \$300 - \$5,000
Family	1 \$50	1 \$60
Individual	23 \$20-\$350	12 \$15 - \$50
Seniors	2 \$15 - \$20	2 \$0 - \$18
Shelter	--	1 \$1,000
Student	8 \$15 - \$25	5 \$10-\$18
Supporting Program	11 \$25 - \$350	6 \$75 - \$750
Survivor	2 \$5 - \$15	2 \$0 - \$15
Tribal Program	--	1 \$500

¹ Forty-four coalitions indicated they have membership dues, while only forty-three coalitions provided membership due fees.

² When a range of dues was provided by the coalition instead of an exact number, the author calculated the average based on the range given to determine an overall coalition dues average.

³ American Samoa, Delaware, DC Rape Crisis Center, Hawaii, New Mexico, Northern Marianas, Rhode Island, Utah, Virgin Islands

¹ This range does not include coalitions who assess dues by a percentage of members budget.

Benefits of Membership

The benefits of membership have changed drastically since 2006. In 2006, the most prevalent benefits to members were newsletters (25), publications (25), webinars (21), and Technical Assistance (32). In 2012, the most popular benefits were TA (46), training/conference notices (44), public policy advocacy (42), and access to a lending library (41).

The least prevalent benefits in 2006 (of those that were available) were newsletters (25), publications (25), webinars (21), and TA (32); in 2012, they were podcasts (5), online conferences (11), and advocate certification training (18).

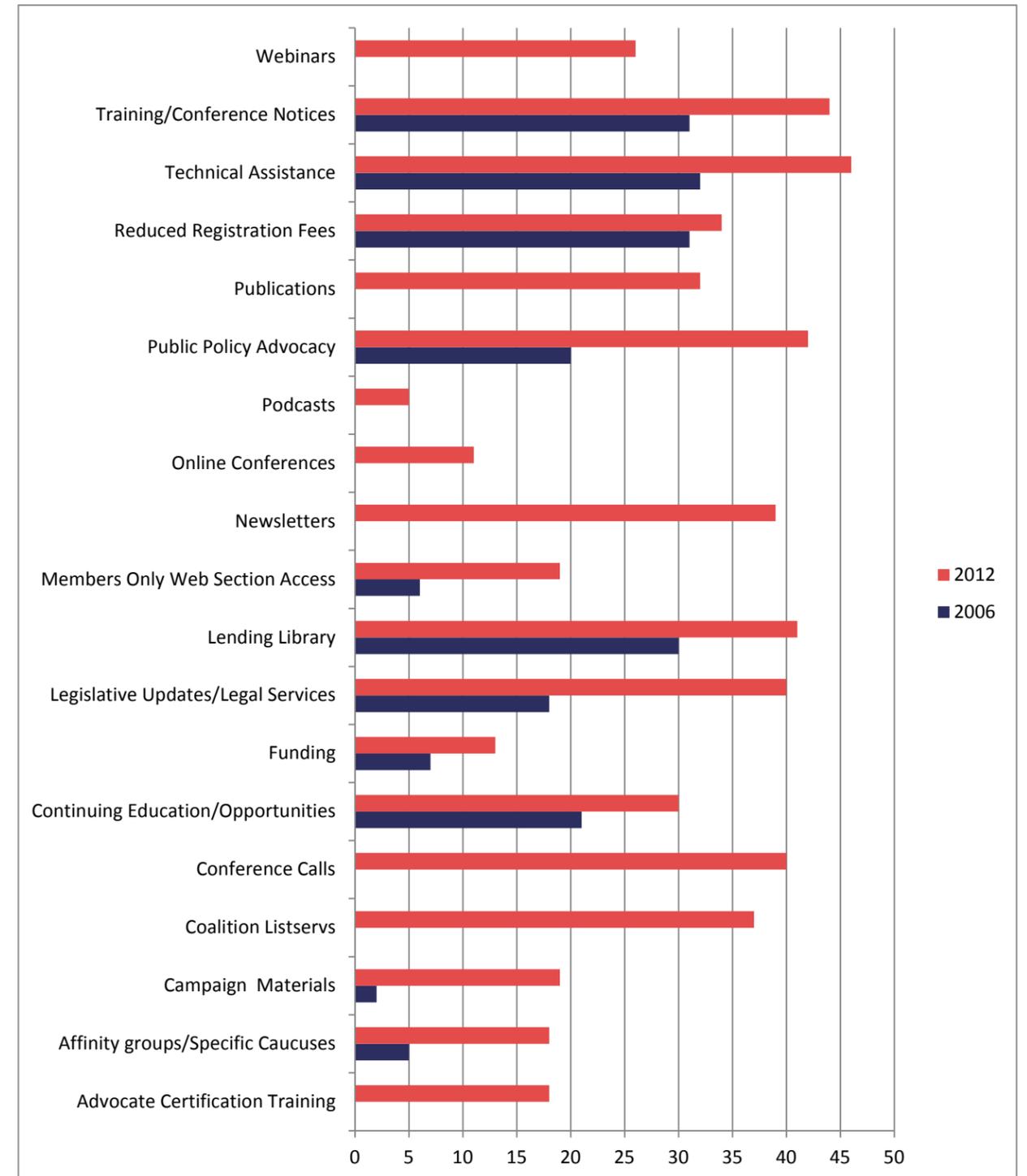
Other reported benefits include:

- Membership meetings
- Treatment certification for youth offenders
- AmeriCorps members placed at programs funded through the coalition
- Reduced rates on coalition merchandise
- Representation on the Board of Directors
- Funding
- Legal services to program's clients

Benefits	2006 (48 Respondents)	2012 (48 Respondents)
Advocate Certification Training	0	18
Affinity groups/Community-Specific Caucuses	5	18
Campaign Materials	2	19
Coalition Listservs	0	37
Conference calls	0	40
Continuing Education/Opportunities	21	30
Funding	7	--
Legislative Updates/Legal Services	18	40
Lending Library	30	41
Members-Only Web Section Access	6	19
Newsletters	25***	39
Online Conferences	0	11
Podcasts	0	5
Public Policy Advocacy	20	42
Publications	25***	32
Reduced Registration Fees	31	34
Technical Assistance	32	46
Training/Conference** Notices	31	44
Webinars	21*	26

* In 2006, the category 'Training & Education' included online training opportunities.
 ** In 2006, the categories 'Training/Conferences' and 'Reduced Registration Fees' were combined. In 2012 these categories were separate.
 *** In 2006, the categories 'Newsletters' and 'Publications' were combined. In 2012 these categories were separate.

Benefits of Membership



Infrastructure

Changes in Membership Structures since 2006¹

Since 2005, 39% of coalitions have changed membership structures (20 of 51). Ten coalitions expanded to include more community members—in some cases, giving voting privileges—and other membership categories. Two coalitions removed membership levels while five coalitions reported a complete re-organization of membership structures. One coalition—American Samoa—transitioned into a new organization.

Sixteen coalitions (33%) reported an increase in coalition membership since 2009, six (13%) reported a decrease in coalition membership, and 27 (53%) coalitions reported membership had stayed the same since 2009.

Gaining and losing membership happened in several different ways and by different orders of magnitude. The fourteen coalitions who provided detailed information on increased or decreased membership reported they

- increased their membership by two, four, five, and eight member programs, respectively. The coalition that added eight programs doubled their member centers
- had a former program return to the coalition
- have one less center
- had individual membership decrease while affiliate and advocacy membership increased
- had an increase of 10-15 allied professionals
- experienced a 2% decrease in paid memberships
- had two centers merge and are in the process of adding other agencies

¹ See "Appendix 2 – Changes in Membership Structure" for detailed information.

Budgets

Operating Budgets

The operating budget comprises what it takes to operate the organization. It does not include pass through funds or subcontracting for services. Coalition annual operating budgets ranged from \$100,000 to \$2,800,000, with an average budget of \$1,059,779.

Operating Budget Range	Number of Coalitions - 2012 (51)
>\$100,000	0
\$100,000 - \$300,000	6
\$300,000 - \$500,000	9
\$500,000 - \$800,000	8
\$800,000 - \$1,000,000	5
\$1,000,000 - \$1,500,000	12
\$1,500,000 - \$2,000,000	5
\$2,000,000 - \$2,500,000	5
\$2,500,000 - \$3,000,000	1
Not reported	2

The 2006 Survey

In the 2006 Survey, coalition annual operating budgets ranged from \$74,373 to just under \$4,000,000 (47 of 51 answered question), with an average of \$745,247. Four coalitions had operating budgets of \$100,000 or less, while twelve had \$1,000,000 or more.

Fifteen dual coalitions had budgets ranging from \$172,000 to \$2,500,000 with an average budget of \$996,970.

Thirty-three stand-alone sexual assault coalitions had budget ranges from \$74,373 - \$3,934,140 with an average budget of \$638,454.

Budget Comparisons	2006 (47)	2012 (51)
Operating Budget Ranges	\$74,373 - \$3,934,140	\$100,000 - \$2,800,000
Operating Budget Average	\$745,247	\$1,059,779

Agency Budgets

Annual agency budget is defined as the operating budget plus any pass through funding and subcontracting, including all funds the agency receives in revenue and expends (i.e. pass through funds, subcontracting). The agency budget typically coincides with a calendar or fiscal year. In this survey, some coalitions conflated operating budget and agency budget, particularly if they didn't pass through funds. Annual agency budgets ranged from \$100,000 to \$ 16,000,000 (41), with an average annual budget of \$2,398,864. Eleven coalitions' annual agency budgets were not reported.

Annual Budget Range	Number of Coalitions - 2006 (47)	Number of Coalitions - 2012 (51)
<\$100,000	4	0
\$100,000 - \$300,000		1
\$300,000 - \$500,000		5
\$500,000 - \$800,000		4
\$800,000 - \$1,000,000		4
\$1,000,000 - \$1,500,000	20 coalitions had agency budgets of \$1,000,000 or more	8
\$1,500,000 - \$2,000,000		5
\$2,000,000 - \$2,500,000		5
\$2,500,000 - \$3,000,000		0
\$3,000,000 - \$3,500,000		3
\$3,500,000 - \$4,000,000		3
\$4,000,000 +		3
Not Reported		11

The 2006 Survey

In the 2006 survey, annual agency budgets ranged from \$74,373 to \$15,000,000 (47 respondents), with an average of \$1,676,555. Four coalitions had agency budgets of \$100,000 or less and twenty had agency budgets of \$1,000,000 or more.

Fifteen dual coalitions had budget ranges from \$276,600 to \$12,000,000, with an average annual budget of \$2,277,002. Thirty-two stand-alone sexual assault coalitions had annual budget ranges from \$74,373 to \$15,000,000, with an average annual budget of \$1,746,166.

Dual Coalitions' Sexual Assault Budgets

Sixteen of the twenty-one dual coalitions who completed the survey dedicate, on average, 36% of their annual budget exclusively for sexual assault activities. Dual coalitions' sexual assault service provision budgets range from less than 1% to 75% of the total annual budget (\$3,800 to \$1,000,000).

Sexual Assault Budget	\$330,3372	Sexual Assault Budget	\$450,000
Operating Budget	\$1,183,355	Operating Budget	\$806,420
Percentage	28%	Percentage	56%
Sexual Assault Budget	\$117,620	Sexual Assault Budget	\$525,000
Operating Budget	\$442,952	Operating Budget	\$2,200,000
Percentage	27%	Percentage	24%
Sexual Assault Budget	\$840,000	Sexual Assault Budget	\$550,000
Operating Budget	\$2,800,000	Operating Budget	\$800,000
Percentage	30%	Percentage	69%
Sexual Assault Budget	\$250,000	Sexual Assault Budget	\$271,663
Operating Budget	\$450,000	Operating Budget	\$997,128
Percentage	56%	Percentage	27%
Sexual Assault Budget	\$277,5000	Sexual Assault Budget	\$500,000
Operating Budget	\$750,000	Operating Budget	\$1,100,000
Percentage	37%	Percentage	45%
Sexual Assault Budget	\$350,000	Sexual Assault Budget	\$1,000,000
Operating Budget	\$1,500,000	Operating Budget	\$2,200,000
Percentage	23%	Percentage	45%
Sexual Assault Budget	\$400,000	Sexual Assault Budget	\$1,00,000
Operating Budget	\$1,000,000	Operating Budget	\$2,000,000
Percentage	40%	Percentage	50%

The 2006 Survey

In the 2006 survey, twelve dual coalitions indicated that an average of 33% of their annual budgets was available exclusively to sexual assault activities, with a range of 7% to 50% of the total annual budget (\$85,457 - \$1,410,000).

Budget Data for Member Programs¹

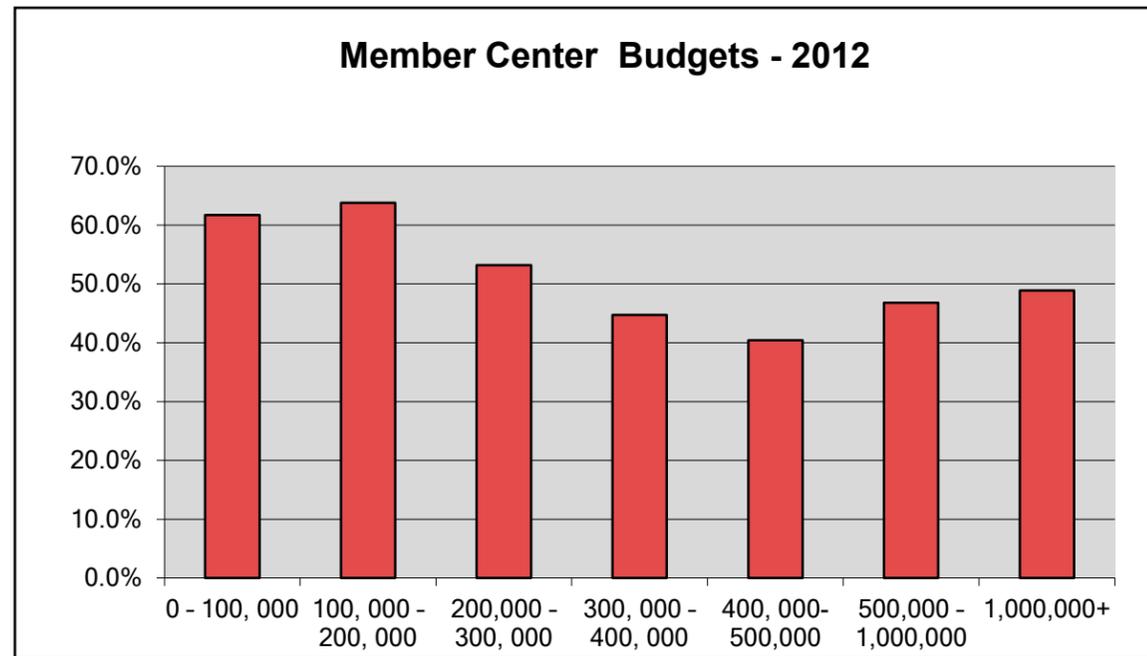
When asked about average budgets of their member sexual assault programs, 47 coalitions responded with the following information:

Budget Ranges of Member Programs - 2012

Budget Ranges	Programs in Range (47)
<\$100,000	142
\$100,000-\$200,000	215
\$200,000-\$300,000	177
\$300,000-\$400,000	126
\$400,000-\$500,000	68
\$500,000-\$1,000,000	80
\$1,000,000+	37
Information Unknown	3
Skipped Question	9

Budget Ranges of Member Programs - 2006

Budget Ranges	Programs in Range (42)
<\$100,000	13
\$100,000-\$250,000	12
\$250,000-\$500,000	13
\$500,000+	4



¹ See "Appendix 5 – Member Center Budgets" for detailed information.

Appendix

- 1 - Culturally Specific Organizations
- 2 - Changes in Membership Structure
- 3 - Coalition Operating Budgets
- 4 - Coalition Agency Budgets
- 5 - Member Program Budget Ranges

Appendix I - Culturally-Specific Organizations

How has your coalition tried to support cultural and linguistic service programs?

Alabama

Collaborating with other agencies that are specifically designed to help particular cultures within our community.

Alaska

Yes, we helped create the Alaska Immigration Justice Project which is now a nonprofit. Most of our work has been to increase access to interpreter services.

American Samoa

By including them in the membership of the Alliance and assisting them in developing services specifically for their communities on our island.

Arkansas

Through a partnership, we were able to furnish resource materials and special devices for hearing impaired to all members several years ago. We provide brochures in Spanish to members. Conducted a special Task Force project involving focus groups, etc. for African-American women. We provide technical assistance to members to help them find ways to reach and provide services to various population groups. Engaged Hispanic trainer to train advocates.

California

We provide TA services to these programs. They are also funded by our state agency as well. These programs include Latina-based, API-based programs, migrant farm worker, and tribal programs across the state. We've also promoted and continue to be a part of collaborative statewide efforts to promote culturally and linguistically appropriate services on a statewide and local level.

Colorado

Providing Spanish printed materials, translating website into Spanish.

Connecticut

Trainings outreach, specific bi-cultural Spanish speaking advocates; statewide Spanish hotline; 1 LGBT advocate; 4 college advocates.

DC

We have bilingual/bicultural staff and volunteers. We work closely with agencies that are from/within various racial/cultural groups,

conducting cross-trainings and cross-referrals. While we do our best to be culturally sensitive, we always want people to be able to get the best possible services from whoever they feel most comfortable with.

Delaware

By partnering with such agencies re: grant applications, providing tech assistance and training.

Florida

Our certification standards, to which funding is tied, allow for the certification of culturally and linguistically specific programs as rape crisis centers even if their mission is broader. Our certification implementation plan notes that we will typically certify only one rape crisis center per county, but culturally and linguistically specific service programs are explicitly named as an exception to that plan. Beyond that, we do not have the funds to support such programs; we work to support them in other ways.

Hawaii

Have been working with the Micronesian community to develop a sexual assault prevention curriculum.

Idaho

We receive SASP dollars through the Idaho State Police and we distribute these to 10 program sites. Several of these programs use the funds to provide culturally and linguistic specific programming.

Illinois

Created service standards that require centers to have cultural competency for local service delivery. 40-hour training has mandated sections on privilege, oppression and cultural competency.

Indiana

Support programs that are specifically oriented to one population - sharing their information and promoting their trainings, providing technical assistance to that organization as well as on serving victims of sex crimes.

Iowa

Culturally specific e-newsletters, culturally specific presentations during basic and advanced certification and continuing education trainings (topics included but not limited to African American, Asian & Pacific Islander, Latin@, deaf, Immigrant & Refugee, rural,

incarcerated, and LGBTQ). Spanish language and deaf services interpreters. Written Spanish language translation of materials.

Kansas

Provided community assistance when culturally specific programs began operation; translation of materials for all member programs.

Kentucky

Statewide interpreters line, recent immigration summit in region where 120 languages are spoken.

Louisiana

We try both on the state level and in local communities via our member SACs to be aware of any such agencies, to invite them to events, make sure they are aware of LaFASA and ways that the coalition and/or our member programs might be able to work with them on issues of mutual concern, recruit representatives to our Board as well as to Task Forces or planning committees.

Maine

We are currently expanding our membership to include other service providers.

Maryland

MCASA sponsors the Maryland Women of Color Network which provides TA, training and conferences and written materials to support culturally specific services. On the linguistic specific services front, we have provided a few of our brochures (given funding) in Spanish.

Massachusetts

We are currently hosting a Refugee/Immigrant & People of Color workgroup and an LGBT workgroup to assist us in helping our members become more culturally supportive. We have established a Refugee/Immigrant working group/affinity group of member programs. We are hoping to set up a leadership institute for refugee/immigrant and people of color advocates to strengthen their agencies by including their voices at decision making level. We assisted some advocates to attend the National WOC Call to Action in New Orleans. We have begun a dialogue on intersectionality of issues (racism, classism, heterosexism, ageism, etc.) with our member programs that are still in process and are helping agencies take a serious look at their own operational biases.

Michigan

MCADSV has strived throughout its history to ensure the voices of culturally and linguistic service programs within the movement

are heard. MCADSV recognizes that multiple barriers exist that deny or limit access to quality sexual assault advocacy and services, especially for survivors from traditionally marginalized populations. Survivors of sexual assault, especially from communities of color, too often face profound challenges in seeking the quality and culturally competent advocacy, services and resources they need to be safe. MCADSV is proud of its demonstrated track record promoting and nurturing leadership in linguistically, culturally, and community-relevant outreach and prevention services. Above all, MCADSV promotes and supports indigenous leadership in communities of underrepresented groups, as they develop their own solutions to sexual violence. MCADSV has a profound understanding of the importance of engaging the community as the cornerstone to successfully building spaces where women are free from the threat of domestic violence. Further, MCADSV understands the importance of supporting leadership in diverse communities as a key element of the agency mission, philosophy, goals and strategic plan. MCADSV has been providing technical assistance for local collaborative efforts in culturally specific communities for many years. MCADSV has worked throughout its history to build bridges of trust between the Coalition and communities of color, tribal entities, traditionally marginalized groups such as the Deaf, disability and LBGTIQ communities. Over the years, MCADSV has refined its skills and capacity to support leaders of culturally and linguistic service programs who are defining the issue within their community and its impact in their community. MCADSV has a working group with a focus on immigrants and refugees. The first year the group expanded their work on language access. The second year has been focused on outreach in their communities.

Mississippi

MCASA provide financial support to women of color to participate in meetings, trainings, serve on committees/tasks force and outreach activities.

Montana

We have several tribal advocacy programs that we provide ongoing training, technical assistance and support. There are no other formalized culturally specific organizations in Montana.

Nebraska

We have regular trainings in this area. For example: trainings on LEP plans, bringing in agencies with a specific focus to share about their services, we have a Spanish statewide crisis line etc.

New Jersey

Used SASP funding to support C&L programs. Created a start-up in Hudson County between local SVP (RCC) and a state-wide

anti-violence women's agency that provides services to SE Asian Women. Local SVP contracted counselor from Manavi (SE Asian Agency) to provide counseling in their offices. Also partnered to do intensive outreach. Program has been very successful so far.

New York

(1) conducts outreach to culturally and linguistically specific organizations; (2) enlists the support of these organizations in providing training (often via webinars) to rape crisis programs and allied professionals; (3) expects each rape crisis program to partner with a group/organization that represents/serves a traditionally underserved population in its planning/implementation of the SASP funds; (4) provides technical assistance to the newly established Haudenosaunee Coalition for Women's Empowerment (a tribal coalition); and (5) has recently partnered with In Our Own Voices (an organization of and for LGBT people of color) on several grant proposals.

New Mexico

OVW Rural Grant - one of our selected communities is an isolated Native Community (Jicarilla Apache, Dulce). All trainings (LE, Prosecution, SANE, Sex Offender Treatment) are all 30% or more attended by Native and Immigrant Victim service providers.

North Carolina

Included in our training (training for rape crisis centers & SA training for CLS programs) and part of our membership.

North Dakota

Convened a Native American Forum of native and non-native service providers, supported the development of a tribal coalition in ND.

Northern Marianas

As a territory, many of our programs are created for and by communities of color - although none of those programs would necessarily consider themselves exclusive to one/more cultures or languages. That said, we worked hard to determine what the areas of need are in terms of serving an incredibly diverse community, like ours. The language barrier is significant and in-depth information about norms/traditions/social structures of the individual communities is lacking. Our approach has been to identify individuals who can work with the Coalition and member programs to provide education and outreach, both to the communities and to programs. This work is ongoing and we hope to continue progress in the months to come.

Ohio

Audio conferences, committee work, training and technical assistance

Oklahoma

Our coalition has hosted Tribal Friends meetings to help us identify how we can help member programs serve Native American victims of DV/SA in Oklahoma.

Oregon

Yes. We have a few who are members. We have created a Communities of Color Task Force and extend some membership benefits, for example conference scholarships - for folks in culturally specific programs.

Pennsylvania

We have an internal diversity workgroup that did a diversity audit and have created a diversity business plan. We have diversity requirements in our contracts; conduct annual trainings such as the recent "language access as a social justice issue", also on misogyny, gender, sexuality. We also review, annually, our policies on recruitment and hiring.

Rhode Island

Yes, we've worked with community organizations to increase knowledge and services.

South Carolina

We provide training and TA to our member programs on culturally appropriate and relevant services and language access; also work closely with the Immigrant Victim Network and other groups working with underserved communities across SC.

South Dakota

Yes. Parallel development - task forces, native co-chair, native co-director.

Tennessee

We operate a legal clinic for immigrant victims of domestic violence, sexual assault, stalking and trafficking. We collaborate with other organizations serving immigrant victims. We have developed cultural competency standards for domestic violence and sexual assault centers. We provide training and technical assistance to domestic violence and sexual assault programs on these issues.

Texas

Yes through sponsorships, contracting, joint projects, donations, advertising, etc.

Utah

Our Coalition coordinated and conducted a 40-Hour Rape Crisis Advocacy Training specifically designed for Advocates who are Deaf and Hard of Hearing and/or are working for programs serving this population. In conjunction with the state DV Coalition, we have created a training unit for translator programs to increase the competence of translators working with victims of domestic and sexual violence. We have also reached out to culturally and linguistically specific service programs to increase their awareness of funding opportunities to increase their ability to serve victims of sexual violence, and have offered support and technical assistance in accessing these funds.

Vermont

Yes - we have provided training, technical assistance and grant funds to culturally and linguistically specific programs. Our Deaf / Hard-of-Hearing Advocacy Program has recently become a program of our coalition, essentially merging with the coalition and receiving admin and \$ support.

Virginia

Changed our membership structure to make Sexual and Domestic Violence Advocacy membership possible; currently assessing funding needs to include in state funding.

Virgin Islands

We hire bilingual personnel.

Washington

Worked to see that there is specific funding for culturally and linguistic services in WA.

West Virginia

There is very little diversity in the state so no programs have emerged. Since the last survey, however, we have partnered with an Interpreter Fund that advocates can access to ensure access for victims with limited English proficiency or who are deaf/hard of hearing. The fund has had very limited use.

Wisconsin

We are in partnership with our three statewide organizations that provide services to SA survivors. Deaf Unity (providing services to deaf and hard of hearing DV and SA clients), UNIDOS (provides

services to DV and SA clients who are Latino), and American Indians Against Abuse (AIAA) - a statewide coalition who supports tribal DV programs who are also working to provide SA services. In addition, we have worked with Hmong organizations that are providing services to survivors. We have a statewide technical assistance provider for developmental disabilities and she supports programs working with survivors who have a developmental disability.

Wyoming

We have reached out to the predominant culturally specific service programs in Wyoming to offer technical assistance and training on DV/SA issues. Yes. We have made numerous attempts to more meaningfully support DV/SA program on the Wind River Indian Reservation. Our efforts have resulted in minor success. We also work with a Latino Resource Center in Jackson Hole to further connect victims to resources.

Appendix 2 - Changes in Membership Structure

How has your membership structure changed?

American Samoa

Transitioned into a new organization.

Arkansas

Added two categories of membership outside of the rape crisis center membership.

Colorado

We no longer have an affiliate organization membership category with reduced dues.

California

We have now allowed for other membership categories to include individual members, non RCC service based members (i.e., allied members), etc.

Idaho

Recruited new members including: program members (sexual assault/dual programs) and organizational members (prosecutors, attorneys, law enforcement, medical professionals). Reorganized membership structure, dues and eliminated paying for members to attend trainings (formerly the coalition would cover travel, per diem). This was cost prohibitive as our membership grew so thus the restructure.

Kansas

Board structure – added independent Board members and program representatives.

Missouri

New categories of probationary, suspended and terminated members were created to respond to programs not in compliance with service standards.

Nebraska

We more clearly defined three areas: Domestic Violence/Sexual Assault agencies, community organizations who are allies, and individuals.

New Jersey

Sexual Violence Programs (collectively known as the Program Membership) changed their structure in 2006. They were both the membership of the coalition and the board of directors. They decided to have a separate state-wide board of directors that would include at least 5 representatives from the Program Membership. Program Membership did retain the power to change the by-laws, otherwise all other governance and fund-raising is done by the Board of Directors.

New Mexico

From a formal by-law directed membership, to a non-organi-

zationally related membership ('members' never voted, never attended board meetings or annual meetings (invited, chose not to), and by our state contracts are not permitted to serve on our board. Non-profit atty attorney advised us to remove membership from by-laws, and have sa sexual assault programs and allies be programmatic members (direct access to all services and technical assistance)

Ohio

We are currently changing our membership structure to include regional representation with voting members, and membership committees. We will also have membership seats on the Board, so this is literally changing now, with implementation effective January 2012, based on the 2005 RSP survey which helped guide our change, as well as significant organizational transition.

Oregon

We created 3 new member categories: individual, affiliate and community.

Pennsylvania

Our Board of Directors were comprised of any center that we contracted with for services; the Board membership resided with the center who sent a delegate to the Board. We transitioned one year ago to a community based board with six (6) representatives from the centers.

Utah

We have had difficulty sustaining our membership program in the past without having a staff position dedicated to this purpose. In 2009, we applied for and received Recovery Act funds to hire a Membership Coordinator, and are currently in the process of redesigning and re-launching our Membership Program.

Virginia

Eliminated multiple individual categories (formerly included family, student, etc.). Broadened the Advocacy category to include any agency or unit of a larger agency that dedicates 75% effort to sexual and/or intimate partner violence intervention or prevention.

Washington

Broadened our definition for a program membership level to ensure that programs serving marginalized and tribal populations could be program voting members.

Wyoming

Redefined individual and honorary membership - these members can no longer vote. Added a membership category for supporting organizations such as military SARKS.

Appendix 3 - Coalition Operating Budgets

Coalition Operating Budgets

Budget that is required to operate the organization. Does not include pass through funds or subcontracting for services.

\$100,000	\$750,000	\$1.5 million
\$117,500	\$750,000	\$1.5 million
\$117,962	\$800,000	\$ 1.5 million
\$150,000	\$806,420	\$1.5-\$3 million
\$162,200	\$888,000	\$ 1.6 million
\$300,000	\$900,000	\$1.6 million
\$300,000	\$941,803	\$1.6-\$1.8 million
\$350,000	\$1 million	\$2 million
\$380,000	\$1 million+	\$2,200,000
\$405,032	\$1 million	\$2.2 million
\$442,952	\$1 million	\$2.3 million
\$450,000	\$1.2 million	\$2.8 million
\$455,133	\$1.2 million	\$3.2 million
\$628,000	\$1.3 million	\$3.5 million
\$658,390	\$1.3 million	\$14 million
\$700,000	\$1.3 million	\$16 million
\$700,000	\$1.4 million	

Appendix 4 - Coalition Agency Budgets

Coalition Agency Budgets

Agency budget is defined as the operating budget **plus** any pass through funding and subcontracting, including all funds the agency receives in revenue and expends. Generally coincides with a calendar or fiscal year.

\$100,000	\$1 million	\$1.7 million
\$300,000	\$1,189,568	\$1.8 million
\$350,000	\$1,150,000	\$1.9 million
\$350,000	\$1,300,000	\$2.3 million
\$360,000	\$1.3 million	\$2.4 million
\$380,000	\$1.3 million	\$2.4 million
\$442,952	\$1.4 million	\$2.5 million
\$500,000	\$1.4 million	\$2.5 million
\$700,000	\$1.5 million	\$3.1 million
\$750,000	\$1.5 million	\$3.7 million
\$787,000	\$1.5 million	\$4.8 million
\$861,545	\$1.5 million	\$7 million
\$900,000	\$1.6 million	
\$250,000 -1m	\$1.6 million	

Appendix 5 - Member Center Budgets

When asked about average budgets of their member sexual assault programs, 47 coalitions responded with the following information:

Coalition	Budget Ranges							
	\$0 – \$100,000	\$100,000– \$200,000	\$200,000 – \$300,000	\$300,000– \$400,000	\$400,000- \$500,000	\$500,000 – \$1,000,000	\$1,000,000+	Unavailable/ Other
Alabama	--	--	--	--	--	--	--	✓
Alaska	0	3	0	3	2	7	3	--
American Samoa	--	--	--	--	--	--	--	✓
Arkansas	--	--	--	--	--	--	--	✓
California	--	21	20	9	4	8	--	--
Colorado	1	2	10	10	7	0	--	--
Connecticut	--	6	--	2	1	--	--	--
Delaware	---	--	--	--	--	1	--	Provider
DC Rape Crisis Center	---	--	--	--	--	--	--	Provider
Florida	9	6	10	--	2	3	9	--
Hawaii	---	--	--	--	--	--	--	4 RCC's w/ approx. \$2 M total budget
Idaho	1	2	7	7	3	1	0	--
Illinois	1	4	7	9	9	2	1	--
Indiana	4	10	16	--	--	--	--	--
Iowa	1	--	4	3	8	11	1	--
Kansas	---	--	--	--	--	--	--	✓
Louisiana	10	4	--	--	--	--	--	--
Maine	--	1	3	2	2	1	--	--
Massachusetts	1	3	3	5	2	5	--	--
Michigan	--	5	6	10	5	15	5	--
Missouri	--	1	--	--	--	2	--	--
Montana	All in this range	--	--	--	--	--	--	✓
North Carolina	25	40	23	--	--	2	3	--
Nebraska	1	3	4	2	3	6	1	--
Nevada	---	--	--	--	--	--	--	✓
New Hampshire	3-4	3-4	3-4	3-4	--	--	--	--
New Mexico	2	--	--	--	--	1	2	--

New York	--	--	--	--	--	--	--	✓
New Jersey	4 (+2 which we have no data for)	5	7	3	--	--	--	--
North Dakota	11	6	--	--	--	--	4	--
Northern Marianas	1	--	--	--	--	--	--	--
Ohio	2	3	2	2	--	--	1	--
Oklahoma	--	1	--	27	--	--	2	--
Oregon	--	--	--	--	--	--	--	✓
Pennsylvania	19	18	5	5	2	2	--	--
Rhode Island	--	--	--	--	--	--	--	Provider
South Carolina	1	1	--	--	--	--	--	✓
Tennessee	--	--	--	--	--	--	--	✓
Texas	8	22	24	16	6	2	2	--
Utah	--	--	--	--	7	2	2	--
Vermont	--	1	1	--	--	--	--	--
Virgin Islands	--	--	2	--	--	--	--	--
Virginia	--	10	15	7	5	3	0	--
Washington	10	33	--	--	--	--	--	--
West Virginia	--	--	2	--	--	6	1	--
Wisconsin	--	--	--	--	--	--	--	✓
Wyoming	24	--	--	--	--	--	--	--
Totals	142	215	177	126	68	80	37	16

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