No More
reducing violence against women in the Charlottesville community

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1. EXECUTIVE SUMMARY

Violence against women is a systematic issue globally, but has received increased attention at the national level through President Obama and Vice President Biden's awareness campaigns, "Its on Us," "Not Alone," and "1 is 2 many." Within our immediate Charlottesville community, the publication of "A Rape on Campus" by Rolling Stone magazine startled the community and initiated dialogue about sexual violence and the implication on the community. Violence against women is an incredibly complex issue area, with sexual violence, domestic violence, rape, stalking, sexual battery all having unique definition and influence over the policy space. Our team defines relevant terms as they would affect nonprofit organizations operations in the Commonwealth of Virginia. In order to contextualize violence against women, we also examine the Violence Against Women Act (VAWA) and the implications this act has on the policy space today. Within this policy space, there are organizations both nationally and locally that are working to combat violence against women, and our team summarized best practices in the space according to national experts.

Based on this preliminary research, our team began to define our theory of change and how we could best apply this to the Charlottesville community's specific needs. Our theory of change focuses on the dual necessity for both intervention and prevention strategies to reduce violence against women in a meaningful, lasting way. We found that the majority of federal, state, and local government grants are highly restricted to intervention based programming because it provides substantial metrics to validate future funding. This means that local organizations within Charlottesville provide primarily intervention and post-violence services (i.e. counseling and legal aid) and are forced to leave out prevention education. However, many organizations we interviewed identified prevention as a necessary component because without it systemic change is not possible. Our team chose to focus our grant making efforts at the community level instead of university level because of our assessment of resource distribution in these two areas. We felt the community has all the same inherent issues as the University community, but without the focus and resources to take action to create lasting change.

We developed a set of evaluation criteria to help organize the very complex network of nonprofit organizations interacting with violence against women in the Charlottesville community. Our evaluative criteria is focused on 5 areas: theory of change, people, services provided, financial stability and size. Each area has sub-points to help better assess the specific strengths and weaknesses of that organization. Our team plans to use this preliminary assessment as a launching point for a more detailed organizational analysis over the course of the semester.

Based on our preliminary evaluations, we have identified the Sexual Assault Resource Agency (SARA) and the Shelter for Help in Emergency (SHE) as the highest potential grant candidates. These organizations most closely align with our team's theory of change and appear to have the best organizational structures to take on additional preventative programming. This is a preliminary recommendation and we currently are exploring three options between these organizations: 1) grant money only to SARA to provide outreach trainings to minority communities, 2) grant money only to SHE to provide additional preventative outreach training, or 3) provide a joint grant with a stipulation that the organizations work together to tackle shared issues related to prevention.

2. CONTEXTUALIZING SEXUAL VIOLENCE

2.1 DEFINING SEXUAL VIOLENCE

Before investigating sexual assault within the Charlottesville and University of Virginia communities, our team defined sexual assault and related terms to ensure our dialogue was centered on the same set of definitions. We took legal definitions of related terminology to ensure that our report and analysis complies with legal stipulations nonprofit organizations acting in this space may have to respond to. To note, the team tried to focus on definitions provided by Virginia state law as they are most relevant to organizations in Charlottesville, but as a state Virginia defines limited terms related to sexual violence. For example, there is no legal definition of sexual assault, only sexual abuse or rape. In this circumstance, we broadened our definitions to include those from nationally recognized policy organizations.

Sexual Violence: A sexual act committed against someone without the person's freely given consent. The following are considered type of sexual violence: completed or attempted forced penetration of a victim; completed or attempted alcohol/drug-facilitated penetration of a victim; completed or attempted forced acts in which a victim is made to penetrate a perpetrator or someone else; non-physically forced penetration which occurs after a person is pressured verbally or through intimidation or misuse of authority to consent or acquiesce; unwanted sexual contact; and non-contact unwanted sexual experiences.[1]

Domestic Violence: A pattern of physically, sexually, and/ or emotionally abusive behaviors used by one individual to assert power or maintain control over another in the context of an intimate or family relationship.[2]

Sexual Abuse: An act committed with the intent to sexually molest, arouse, or gratify any person, where: The accused intentionally touches the complaining witness's intimate parts or material directly covering such intimate parts; The accused forces the complaining witness to touch the accused's, the witness's own, or another person's intimate parts or material directly covering such intimate parts; of the complaining witness is under the age of 13, the accused causes or assists the complaining witness to touch the accused's, the witness's own, or another person's intimate parts or material directly covering such intimate parts; or The accused forces another person to touch the complaining witness's intimate parts or material directly covering such intimate parts.[3]

Sexual Battery: An accused shall be guilty of aggravated sexual battery if he or she sexually abuses the complaining witness, and (i) The complaining witness is less than 13 years of age, or (ii) The act is accomplished through the use of the complaining witness's mental incapacity or physical helplessness, or (iii) The offense is committed by a parent, step-parent, grandparent, or step-grandparent and the complaining witness is at least 13 but less than 18 years of age, or (iv) The act is accomplished against the will of the complaining witness by force, threat or intimidation, and (a) The complaining witness is at least 13 but less than 15 years of age, or (b) The accused causes serious bodily or mental injury to the complaining witness, or(c) The accused uses or threatens to use a dangerous weapon.[4]

Rape: If any person has sexual intercourse with a complaining witness, whether or not his or her spouse, or causes a complaining witness, whether or not his or her spouse, to engage in sexual intercourse with

any other person and such act is accomplished (i) against the complaining witness's will, by force, threat or intimidation of or against the complaining witness or another person; or (ii) through the use of the complaining witness's mental incapacity or physical helplessness; or (iii) with a child under age 13 as the victim, he or she shall be guilty of rape.[5]

Additionally, our team believes that sexual violence is a systemic issue that is more complex than simply providing assistance to women who have been victimized, but rather requires a plan to break the cycle that allows violence against women to be a social norm. Academic research about the prevalence of sexual violence in societies worldwide indicates that attitudes are a key contributor to systemic violence against women. Attitudes influence violence against women in "three domains: the perpetuation of violence against women, individual and institutional responses to violence against women, and women's own responses to victimization"[6]. At a global level, gender and culture are meta-factors that influence individual and social attitudes, but these meta-factors are defined more closely by individual, organizational, community and societal factors.

In order to fight systemic violence, we must examine the systems that allow violence against women to exist. For example, individuals that witness or experience violence at a young age are more likely to internalize violence as normal and adhere to violence-supportive attitudes as adults. Thus, intervening in violent family situations when children are young and educate against violence in formal institutions, such as schools or youth groups, may be a possible intervention to reduce instances of violence. There is also research that participating in "subcultures such as drinking or consuming pornography" increases the likelihood that an individual will internalize and act violently against women. Formal social associations like institutions of higher education, workplaces, and places of worship are also influential in influencing a culture of violence against women as individuals are likely to take on the opinions of the majority surrounding them. Finally, media in the modern era provides a significant way to shape individual opinions about violence. The prevalence of violence against women in popular culture (i.e. music, television, advertising and video games) promotes violence as a positive attitude and social outlet, thus strengthening the cycle of violence.[7] While all of the above can be used as methods to indoctrinate individuals with the concept that "violence against women is an acceptable" they can also be used to combat this norm and create a new system with lower instances of violence.[8]

2.2 IMPLICATIONS OF THE VIOLENCE AGAINST WOMEN ACT

When Vice President Joe Biden was only a Senator in 1990 he introduced a bill entitled the Violence Against Women Act (VAWA). He stated, "The bill has three broad, but simple, goals: to make streets safer for women; to make homes safer for women; and to protect women's civil rights."[9] The comprehensive bill dealt with a wide range of gender based violence including: homicide, stalking, rape or domestic violence. After the introduction of the landmark bill in 1990, the Violence Against Women Act began a dialogue surrounding women's struggle for equal rights in the 20th century. At the time the bill was introduced in Congress, there was not much support from outside groups such as women or civil rights activists.However, when Senator Biden traveled to Rhode Island and held hearings from women who had experience the trauma of sexual violence he gained grassroots support to change the ignorance and stereotypes surrounding the issue. Even with only two women serving in the Senate, the hard fought battle for the bill's passage was finally won in 1994 when the Violence Against Women Act was passed into law.[10]

Not longer after the bill was passed into law, the Violence Against Women Act faced opposition because the law claimed that gender based violence was a civil rights violation The Violence Against Women Act of 1994, "enacted a civil rights remedy…to provide redress for the resulting injuries". In May 2000, the United States Supreme Court declared the law unconstitutional on the basis of the case United States v. Morrison, in the Court's "most 'sweeping' rulings in its newly restrictive view of congressional power". The restriction on Congress' power to address civil rights as well as gender violence on a federal level was a reaction to Congress' use of the Commerce Clause and Section 5 of the Fourteenth Amendment. "The decision established that Congress cannot enact laws under the Commerce Clause that regulate noneconomic, violent criminal conduct based only on the conduct's aggregate effect on interstate commerce. The decision also casts doubt on Congress's Section 5 authority to enact remedial federal legislation that regulates the conduct of private individuals". The Court's position against growing federalism reflects the growing frustration of big government encroaching upon individual's lives. Despite the conflict, Senator Biden kept the Violence Against Women Act in the conversation of policy makers throughout his tenure in Congress and as the Vice President through the process of reauthorization. [11]

In 2013, Vice President Biden faced harsh opposition from socially conservative Republicans and religious groups as the Violence Against Women Act was in the process of being reauthorized. Part of the amendments to the 1994 version stated that "VAWA services were available without regard to sexual orientation or gender identity". Since its reauthorization, VAWA has made great strides toward ending sexual violence in the United States.[12]

Figure 1: Domestic and sexual violence statistics represented visually

VAWA has improved the criminal justice response to violence against women by [13]:

- holding rapists accountable for their crimes by strengthening federal penalties for repeat sex offenders and creating a federal "rape shield law," which is intended to prevent offenders from using victim's' past sexual conduct against them during a rape trial;

- mandating that victims, no matter their income levels, are not forced to bear the expense of their own rape exams or for service of a protection order;

- keeping victims safe by requiring that a victim's protection order will be recognized and enforced in all state, tribal, and territorial jurisdictions within the United States;

- increasing rates of prosecution, conviction, and sentencing of offenders by helping communities develop dedicated law enforcement and prosecution units and domestic violence dockets;

- ensuring that police respond to crisis calls and judges understand the realities of domestic and sexual violence by training law enforcement officers, prosecutors, victim advocates and judges; VAWA funds train over 500,000 law enforcement officers, prosecutors, judges, and other personnel every year

- providing additional tools for protecting women in Indian country by creating a new federal habitual offender crime and authorizing warrantless arrest authority for federal law enforcement officers who determine there is probable cause when responding to domestic violence cases.

VAWA has ensured that victims and their families have access to the services they need to achieve safety and rebuild their lives by:

- responding to urgent calls for help by establishing the National Domestic Violence Hotline, which has answered over 3 million calls and receives over 22,000 calls every month; 92% of callers report that it's their first call for help;

- improving safety and reducing recidivism by developing coordinated community responses that bring together diverse stakeholders to work together to prevent and respond to violence against women,

- focusing attention on the needs of underserved communities, including creating legal relief for battered immigrants so that abusers cannot use the victim's immigration status to prevent victims from calling the police or seeking safety, and supporting tribal governments in building their capacity to protect American Indian and Alaska Native women.

VAWA has created positive change. Since VAWA was passed:

- fewer people are experiencing domestic violence.

- between 1993 to 2010, the rate of intimate partner violence declined 67%;

- between 1993 to 2007, the rate of intimate partner homicides of females decreased 35% and the rate of intimate partner homicides of males decreased 46%.

- more victims are reporting domestic and sexual violence to police, and reports to police are resulting in more arrests.

States have reformed their laws to take violence against women more seriously:

- All states have reformed laws that previously treated date or spousal rape as a lesser crime than stranger rape;

- All states have passed laws making stalking a crime;

- All states have authorized warrantless arrests in misdemeanor domestic violence cases where the responding officer determines that probable cause exists;

- All states provide for criminal sanctions for the violation of a civil protection order;

- Many states have passed laws prohibiting polygraphing of rape victims;

- Over 35 states, the District of Columbia, and the U.S. Virgin Islands have adopted laws addressing domestic and sexual violence, and stalking in the workplace. These laws vary widely and may offer a victim time off from work to address the violence in their lives, protect victims from employment discrimination related to the violence, and/or provide unemployment insurance to survivors who must leave their jobs because of the abuse.

Vice President Biden's fight for the Violence Against Women Act represents the nationwide resolution for gender equality and safety. The policy window has remained open since the reauthorization of the VAWA in 2013 and a great deal of national attention has been focused on ending sexual assault, particularly against university students. President Obama has launched a White House Task Force to Protect Students from Sexual Assault which includes the 1 is 2 Many Campaign, the Not Alone campaign to educate students on the available resources, and the It's on Us pledge to personally commitment to "help keep women and men safe from sexual assault" and to be part of the solution as an active bystander. These programs have been very supportive and informative, but have only been focused on university women and men. This focus largely ignores the larger population that is not attending a university and vulnerable to the same gender based violence without the resources available to address the problem. In order to address the larger problem on a smaller scale the state of Virginia has formed their own task force to handle sexual violence.[10]

In response to the reauthorization of the VAWA in 2013 and the federal investigations of colleges for Title XI violations, Governor McAuliffe declared his own Task Force on Combating Campus Sexual Violence. However, like President Obama's Task Force, the Governor of Virginia's was also exclusively geared towards University women. The policy window was opened toward a wealth of resources and knowledge on college sexual assault, leaving the majority of the population in Virginia without state aid or attention. As Vice President Joe Biden stated on the importance of VAWA "[it] changed our national conversation on abuse and brought safety to more women, is my proudest legislative accomplishment". As a team, we believe that the Violence Against Women Act and the nationalized focus has the potential to improve the security of women in the Charlottesville community.[12]

3. DEVELOPING A TEAM APPROACH

When deciding how to allocate a one-time grant of $10,000+ in the broad area of violence against women, our team quickly became overwhelmed by the immense needs and different areas to give money to fight the issue of systemic violence against women. Based on research and interviews with key stakeholders and experts on violence against women within the Charlottesville community, we began to craft a theory of change to articulate the team's beliefs on the most effective ways to end violence against women in our community. Our theory of change is by no means a comprehensive solution to end violence against women, but rather narrows the broad

challenge into manageable areas, intervention and prevention, that can start to be addressed with a one-time grant by an already existing nonprofit within the Charlottesville community.

3.1 THEORY OF CHANGE

Our team believes that violence against women is a complex social and personal issue with lasting negative impacts on community identity and safety. We believe that multi-pronged solutions are necessary to mitigate and reduce the instances of violence against women in our society, and emphasize the role preventative education plays in reducing rates of violence. We realize that service provision to survivors of violence is an important and necessary component within this policy space, however we believe that equal weight should be placed on both reactive and proactive solutions to reducing violence.

In interviews with experts on violence against women from the Charlottesville community, we learned that city and state grant money is almost exclusively channeled and restricted to intervention strategies because they are statistically supported and proven to be an effective use of limited funding. Our team strongly believes there are innovative ways to address sexual violence preventatively; however, as evidenced in our best practices research the CDC and other recognized policy organizations have only recognized two programs as effective in creating systemic change.

3.2 INTERVENTION PROGRAMMING

There are a multitude of organizations that already seek to provide support services to the victims of sexual violence through intervention based strategies. These organizations provide services that fall into two broad categories: core and comprehensive services. Core services include the basic and immediate needs of survivors, such as twenty-four hour crisis interventions, hospital and legal accompaniment, and referrals and information on other programs and services available. Comprehensive services are these basic acts, but also include different ways and methods to help survivors heal. These services target the physical, social, emotional and spiritual needs of survivors. These basic services are typically mandated by state law and are often funded because they are easier to develop metrics for and to show measurable success.

Figure 2: Demonstrates the current model many organizations fighting violence against women work within.

Intervention programming is critical to breaking a cycle of violence for women who have survived violence because many women fall back into the violent situation many times before being able to truly escape. On average a survivor of domestic abuse attempts to leave a relationship 6-8 times before successfully escaping, and after attempting to escape once a woman's risk of additional attacks from their abuser increases by 75%.[18] Thus, it is critically important that survivors of domestic violence and sexual violence are provided with services to help rebuild their lives and appropriately address the emotional recourse associated with violence.

However, intervention programming will not end systemic violence because intervention is inherently reactive to violence that already occurred. When examining the policy space addressing violence against women in the Charlottesville community, the majority of organizations involved are currently focused on providing these services because the majority of their funding is provided through restrictive grants. Since intervention strategies are proven to be effective at improving the lives of women (and their children) who escape violence, funding intervention programming through organizations that are already doing great work within the community is an attractive option for our team. All intervention services are rooted in two main ethical frameworks, the first being an anti-oppression and empowerment based framework and the second being trauma-informed care principles. Additionally, these services must be open to all, no matter age, gender, location, or culture. Across the United States there are a multitude of programs that offer both core and comprehensive services. In the city of Charlottesville and surrounding community, these organizations include SARA, SHE, the Women's Initiative, and the University of Virginia Women's Center.

3.3 PREVENTION PROGRAMMING

There is less research on preventative strategies to end the systemic challenges of violence; however, the experts we talked with from the Charlottesville community expressed their strong interest in developing stronger prevention programs. The community experts expressed desire to grow their prevention programming because their ultimate desire is to not have to do intervention work at all because our society no longer supports or practices violence against women. However, most of the local organizations are unable to do more than peripheral preventative outreach because they do not have the financial support to do so successfully. It is also unlikely that nonprofits receive state grant funding for these programs because it is extremely difficult to measure success in reducing systemic violence because change occurs gradually and over many years. Thus, a grant provided specifically for the purposes of preventative programming may enable an organization to jumpstart an education program and provide enough successful indicators to acquire additional funding after the initial $10,000+ grant is spent. For our team, which is relatively risk-averse, investing in a less proven preventative strategy with the potential for a large impact is an attractive option.

In order to better understand what successful preventative programming in the Charlottesville might look like, our team conducted research on nationally recognized prevention programs. Currently the CDC only recognizes two programs, and we plan to use these as a guideline to evaluate potential ideas. However, we also realize that organizations may also generate new ideas that could also be worthy of investment. Most prevention focused organizations fall into one of three categories: victim-focused, perpetrator-focused, or bystander-focused. Victim-focused programs work to facilitate "risk reduction techniques," which seek to provide victims with "knowledge, awareness, or self-defense skills."[14] Perpetrator-focused programs attempt to mitigate risk factors for potential

perpetrators. Bystander-focused programs seek to change the dialogue surrounding sexual violence and to empower men and women to intervene in dubious situations in order to protect would-be victims. In general, all effective prevention programs incorporate the nine characteristics of effective prevention, as identified by researchers involved in the "What Works in Prevention" study, published in the June/July 2003 edition of American Psychologist. These nine characteristics are: comprehensive, including varied teaching methods, sufficient dosages, theory driven, opportunities for positive relationships, appropriately timed, sociocultural relevant, evaluated outcomes and utilized a well-trained staff.[15]
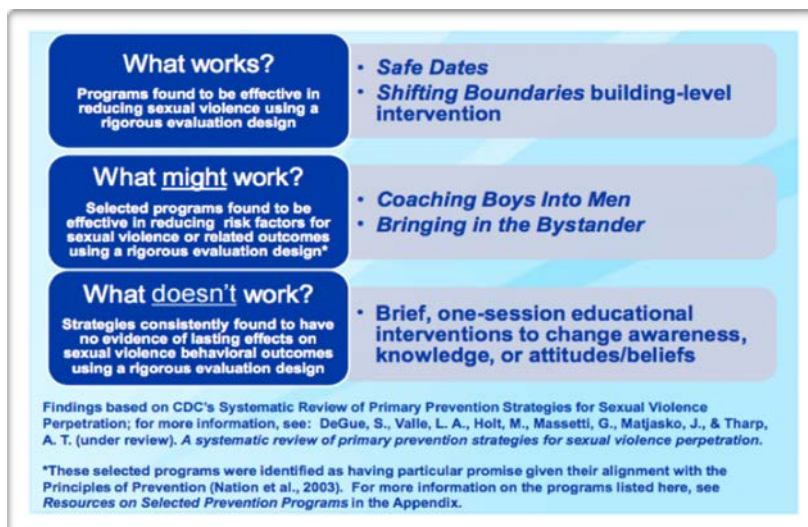
Figure 3: This graphic indicates which prevention programs are successful, might be successful and what are not successful.[16]

Despite the numerous organizations around the United States that work to stop sexual violence, the Centers for Disease Control and Prevention (CDC) have only found two programs to be empirically successful. These two programs are Safe Dates and Shifting Boundaries, both of which were found to be effective through a systematic review of prevention programs across the country. The results of this process were published in the journal of Aggression and Violent Behavior, Volume 19, Issue 4, entitled "A systematic review of primary prevention programs for sexual violence perpetration."[16]

Safe Dates is a prevention program geared towards eighth and ninth grade students, both males and females, whose goal is to "stop or prevent the initiation of emotional, physical, and sexual abuse on dates or between individuals involved in a dating relationship"[17]. There are five components to the program: a nine-session curriculum, a play script, a poster contest, parent materials, and a teacher-training outline. The results of the program have been a reduction in sexual dating violence perpetration and victimization that was found to be continual through a four-year follow-up period.[14]

Shifting Boundaries is another middle school focused prevention program whose goal is to reduce the "incidence and prevalence of dating violence and sexual harassment among individuals." The program is a six-session classroom course, with a school-wide assembly component In addition to the educational component, the program also had a prevention component. The prevention component included revisions to school rules concerning dating violence, and sexual harassment, school-based temporary restraining orders and "hot spot" maps of the unsafe areas of the school in order to determine where to place faculty or security in order to provide more focused and effective surveillance. The results of the program found that just the educational component on the program did not have any lasting effects, while the prevention method was successful by itself and also in

conjunction with the education component. The results of the programs demonstrated a marked decrease in sexual harassment, peer sexual violence perpetration and victimization, and dating sexual violence.[14]

While Safe Dates and Shifting Boundaries are currently the only two programs that the CDC has found to be effective, there are two other programs that have shown the same type of potential as these two programs, but are too early in the process to be deemed effective or not. These programs are Coaching Boys into Men and Bringing in the Bystander. Coaching Boys into Men is a program that utilizes the already existing relationships between high school athletes and their coaches to discuss integrating themes such as "teamwork, integrity, fair play, and respect into their daily practice and other routines."[14] These conversations occur at eleven different times in brief one on one meetings between the athlete and the coach. At the one-year mark, the program had been found to reduce dating violence perpetration. Bringing in the Bystander is a program focused on female and male university students, whose goal is to transform students from possible perpetrators to potential witness and preventers of sexual violence. The program facilitates information on skills to help bystanders when they see behavior that might put others at risk. These skills include "speaking out against rape myths and sexist language, supporting victims, and intervening in potentially violent situations."[14] Preliminary research has found that the program is successful in increasing bystander prevention at the four and a half month mark.

3.4 DECISION TO FOCUS ON BROADER COMMUNITY VERSUS UNIVERSITY

Our team made the decision early on the focus on the greater Charlottesville community rather than the University of Virginia community even though UVa policy gaps sparked the national attention on sexual violence. However, as students at the University we have seen many actions taken by University administration, staff, affiliated organizations and student groups to make changes regarding UVA policy and programming. For example, UVA re-wrote the Sexual Misconduct Policy, implemented a nationally recognized culture shift program called Green Dot, increased campus patrol to include off-grounds areas frequented by students, added additional lighting to Grounds, funded an additional counselor at the Women's Center to account for a potential increase in disclosure of sexual violence. We felt that although the University still has many improvements to make, they are already very well-funded and have an incredible ability to fundraise. Thus, our $10,000+ grant would not make a meaningful impact in programming.

Instead, we anticipated that the broader Charlottesville community was facing many of the same challenges as the University community, but without many of the University resources. Additionally, we believed that the high rates of concentrated poverty in Charlottesville and large population of minority groups may also be underrepresented in current resources, although historically are at higher risk of being victims of violence. The community organizations also have consistent leadership and are often lead my individuals who have been working to end violence against women for many years and are well-aware of best practices and have a stronger idea of how to implement and track program success than a student run group at UVA. Thus, we decided to focus our theory of change and organizational investigations on the broader Charlottesville community, and specifically on organizations that have the ability to target the systemic challenges of violence.

4. IDENTIFYING CHALLENGES TO SUCCESS

Based on conferences with key nonprofit organizations and individuals in the Charlottesville policy space, our team identified several obstacles.

ADVOCACY AND INFORMATION

Maggie Cullinan, the Director of the Charlottesville Victim/Witness Assistance Program, SARA, and The Haven each identified obstacles related to inadequate victim advocacy and stifled information.

For the Victim/Witness Assistance Program, Cullinan cited a general lack of awareness and taboo nature of the issue as an obstacle to funding and success with the program. They are unable to properly advocate for victims of sexual assault and domestic abuse because there is an information failure. In this way, the inadequate flow of information to those suffering from sexual assault hinders proper advocacy.

SARA and The Haven, in a similar vein, identified specific gaps in advocacy for subsets of individuals. In particular, SARA noted that they often do not see many women from the Hispanic and Latina community come through their doors. They believe that this is due to an advocacy failure: they are unable to secure the funding and resources to promote their services in Spanish-speaking communities. Similarly, The Haven finds it difficult to disseminate information in a relatively safe and anonymous way to homeless women. While the issues surrounding homelessness and sexual assault are often informed by different social norms within the community, advocating for homeless sexual assault victims is continuously a challenge.

In this way, a lack of advocacy and information for certain subsets of women are obstacles to improving the larger issue of violence against women.

GAP BETWEEN SHORT AND LONG TERM CARE

Officer Rexrode, the Crime Prevention Coordinator and Program Coordinator of Victims/Witness Assistance, identified a gap in sexual and domestic violence survivors' ability to get long-term care. Often there is disproportionate emphasis placed on making immediate crisis counseling available to survivors that comparatively less emphasis is placed on long-term mental health. Figuring out a way to smoothly transition victims from short-term crisis care into long term counseling and healing was identified as an important care gap at present.

TRAUMA COUNSELING AND IMMEDIATE CARE SHORTAGES

Officer Rexrode identified a broad counseling gap based on his experience with victims disclosing traumatic encounters. Specifically, there are not enough employees at the hospital or at the Women's Center that are trained to meet the sexual assault survivor immediately after the time of the attack. He noted that the Women's Center currently faces a backlog on trauma counseling services.

This is, therefore, a problem of capacity. The problem is clearly identifiable, but without consistent funding and proper training, there will continue to be a dearth of effective trauma counselors. Further, officers that drive victims to safe houses after disclosure of traumatic events at a hospital often do not have proper counseling skills. While this is not inherently problematic, Officer Rexrode identified the deficiency as a potential area for improvement. If officers that drove victims to safe houses were also trained as counselors, it would provide another venue of support for domestic violence survivors.

AFFORDABLE HOUSING POST-ABUSE CYCLE

SHE identified an obstacle to breaking the cycle of domestic abuse unique to their shelter-oriented approach. The organization can only house 26 women and children for 4-6 weeks, determined largely by their grant funding structure. Because of the limited stay women and their children can have at the shelter, some women are prematurely forced to leave without adequate resources and support. Often, prematurely leaving the shelter results in the woman returning to the abusive home or relationship, perpetuating the cycle of abuse. SHE believes that the dearth of affordable housing in the Charlottesville community – approximately 376 units[i] -- uniquely, and negatively, impacts women leaving the shelter. In particular, in the six-week stay at the shelter, the women are often unable to adequately secure funding required for a deposit on the units. Therefore, finding a means or creating a mechanism for survivors to access low-income housing is crucial to breaking the cycle of domestic violence.

PREVENTION/EDUCATION

While SHE believes that their services are meaningful and effective, a conversation with Executive Director Cartie Lominack revealed a potential area for improvement that currently poses an obstacle to ending the cycle of domestic violence and violence against women. Namely, Lominack poignantly stated that to the extent she is encouraged by the number of women they are able to reach each year, she is discourage that women still need the services. In other words, she does not see signs that the problem is being ameliorated in any significant way. This is in part because donor and endowment funding is targeted at intervention mechanisms, not prevention and education. Hindering the ability of apt organizations to provide educational programs aimed at breaking the cycle of domestic violence is the most significant obstacle to eradicating violence against women.

PARTNERSHIPS AND COLLABORATION

After being in contact with multiple organizations and contacts like Officer Rexrode, SARA, and SHE, our group identified several deficiencies in cross-organizational communication. For example, Officer Rexrode identified a problematic lack of adequately trained police officers that drive women from the hospital to a safe house. We brought this information to SHE in a separate conversation, and they promptly offered several solutions to this problem that their organization was more able to handle. This example underscores the deficit in the current system. There are rich and valuable contributions to be made if organizations were able to effectively and efficiently communicate with one another. Finding ways to facilitate communication across NGOs and individuals will break down obstacles within the domestic violence sector and enable timely solutions to unnecessary problems.

5. EVALUATION CRITERIA

In order to assess organizational effectiveness in addressing violence against women within the Charlottesville community, and the impact our team's $10,000+ grant, we developed the following criteria to evaluate potential grantees. We heavily based our evaluation criteria on the format used in "On the Margin: Alleviating Poverty In Boston with Women, Social Networks, and Multi-Generational Programming."[1] The Harvard Kennedy School report has a similar intention as our project, and we found their evaluation criteria to align with the same aspects our team wants to evaluate. We decided to adapt their program evaluation to our own needs.

In addition to the criteria discussed below, high priority will be placed on organizational congruence with our team's theory of change and targeted demographic populations. The identified criteria will provide our team with an objective framework to better understand and evaluate the complexity of the organizational players working to end violence against women within Charlottesville. We recognize that our criteria are not fully comprehensive to each organization's full scope of work, but believe that objective criteria will help narrow the policy space to the most important players and indicate a clearer direction for the duration of our philanthropic investigation. Ultimately our client, Kathy Rhyne, and our team member's judgment and discretion will play a large role in allocating the $10,000+ grant.

5.1 THEORY OF CHANGE

Based on our identified theory of change, addressing the following questions related to organizational theories of change will help our team narrow our focus to organizations with high potential for grant success. How does the organization contextualize violence against women within the Charlottesville community specifically? Does the organization identify strategies to address the systemic challenges associated with violence against women? Does its theory of change align with our team's theory of change and identified priority areas? Does the organization address the long-term foundational challenges of why violence against women continues to exist in society?

There are many organizations within the Charlottesville area that directly or tangentially are impacted by violence against women within the community. Organizational theories of change range from direct focus on providing services to survivors of violence to addressing homelessness within the community to managing police response to calls related to violence against women. Comparing each organization's theory of change to our team's theory of change will help illuminate synergies where a $10,000+ grant could be most useful, thus allowing us to narrow our grantee list to those with high-potential for success rather than scattering resources widely and lessening the chance for success.

5.2 THE PEOPLE

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[1] Report done for the Philanthropy Lab Class at Harvard Kennedy School in Spring 2013 by Anna Rowe Dennis, Rachel Jiang, Saem Kim, Emily Lu, and Alice Xiang.

Our team believes that the people who make up an organization are critical to the organizational success. As discussed in Non-Profits for Hire, "management demands on nonprofit organization have been changing, largely as a result of heightened accountability requirements arising from government contracting." [19] Many of the organizations involved in the sexual violence policy space are contracting organizations, and thus are bound by government and accrediting organization stipulations. Strong leadership is critical for organizations to comply with requirements and continue to provide direct services to the community. Smith and Lipsky explain the growing emphasis on professionalism in the non-profit sector, "professional managers presumably bring state-of-the-art knowledge in their field, access to future developments, capacity to assess other service providers, the respect of outsiders, and have the skills needed to operate nonprofits in a period that stresses accountability. [19] For our team, the strength of leadership must be evaluated in two ways: first, the vision and enthusiasm of the leadership team. Can they motivate others to believe in their organizational mission? Second the leadership team must be evaluated for management and execution ability. Can the leadership actually create results from their vision?

An organization is more than just the leadership, and each nonprofit is situated within the network of agencies that interact with violence against women and within the wider Charlottesville community. Smith and Lipsky define key aspects of communities: they are self-identifying, fueled by voluntary action and express our deeply held values and describe nonprofits as communities with legal status. [19] Thus, each nonprofit is responsible to the wider community they represent and cannot act independently of community needs. In a policy space as complicated and systematic as violence against women, there is immense need for collaboration between organizations to ensure services are not duplicative and to assure that all aspects of the issue are being addressed rather than only isolated components.

Thus our team has identified three areas to evaluate potential grantees on the people and relationship aspect of their organizations:

Leadership: Is the executive director of the organization clearly able to articulate a vision for the organization and future of the policy space? Do they have a strong track record to support their vision? Is the executive director well connected to other key players within the policy space? Has the executive director surrounded themselves with a capable team to help execute the organizational theory of change?

Collaboration: Does the organization have an awareness of other key players in the policy space? Do they use collaboration to strategically address parts of the systematic violence that they are not able to specifically address within their own operations?

Cultural fit: Is the nonprofit organization integrated within the greater service community within Charlottesville? Is the target demographic knowledgeable about the nonprofits services? Does the nonprofit listen to and incorporate the needs of the target demographic into their service provision and organizational staff?

5.3 SERVICES PROVIDED

The services provided to the community are the backbone of any non-profit organization and ultimately define the relationship between the organization and the community, as well as the success of the organization. In the business world, success is defined by maximizing profit, however, success is more difficult to measure in the non-

profit world because profit is not the sole driver, but rather community impact and execution of mission. Thus, the services provided by each organization will be critical to take into consideration when awarding a grant. When evaluating an organization's service provision it will be critical to look at the success, reach, and cost effectiveness of past programs to help inform our team about the potential success for future events. Evaluating previous events will be beneficial also to better understand the leadership style of each organization, which will inform our team of the overall competency of the organization and their ability to provide services. However, services can be more than just the organization, and thus finding ways to evaluate the impact of service provision on clients is also critical to understanding the effectiveness of programming. Using past performances as a guide our team will work to evaluate whether organizations are choosing the right services to provide and also making a demonstrable impact.

According to the Stanford Social Innovation Review, the idea of 'collective impact' is gaining momentum as accepted and encouraged practice to solve large-scale social problems. Many of the organizations we interviewed within the Charlottesville area have surface level collaborations to refer clients and prevent duplicative services. However, many expressed similar interests in long-term goals for the prevention of violence against women space, and collaboration may play a critical role in attaining those goals. Collaboration is not always easy, as each individual organization must develop a partnership that still speaks to their individual theory of change. When tackling an immensely complicated issue like violence against women, it is critical that collaborative initiatives take the time to ensure that all partners are focused on the same aspect of the problem and define a respectful relationship between employees of different organizations. Collective impact partnerships have the potential to make large strides in systemic issues through service provision because resources can be consolidated, measurement can be more precise, and the organizations will reach a wider audience while retaining a strong support system based in all participating organizations (20).

While our team will rely heavily on self-evaluation and success metrics provided to us from each organization, we have created a framework guideline to help evaluate each organization's services and impact:

Track Record: We will evaluate available annual reports and use organization websites to track the organizations past events. We hope to evaluate what they have accomplished in the past as well as how the community received their actions. Did the services provided have a demonstrable impact on the intended clients, the wider community or the policy space? Could an outsider deduce the organization's theory of change from the organization's set of activities?

Potential: Does the organization have a clear plan of action for future services that are well thought out and evidence based? Do they have a plan of growth to increase their impact on the target community that is based on success/failures of past programs? Do they solicit professional, peer and community input in their long-term planning?

Collaboration: Does the organization have a track-record of working with similarly missioned organizations in the community? Have previous partnerships been successful for both organizations and the community? Does the organization have any ideas for the future that effectively address their theory of change through partnership?

5.4 FINANCIAL STABILITY

When allocating a grant between $12-17,000, considering the financial stability and financial practices of a non-profit organization is critically important. The ability to manage and stretch small quantities of money to make the largest possible impact for the targeted clients is a critical aspect of non-profit management. The majority of non-profits in this space are grant and donor funded, meaning each organization must be accountable to multiple stakeholder groups to spend money responsibly. By examining the financials of each candidate, and combining this with the services provided, our team will be able to extrapolate the efficiency of the organization's financial management. Additionally, examining financial information from multiple years will help our team determine if an organization has steady funding streams and where a $10,000+ grant will make the largest impact on services provided. Our team cares about the financial management of our potential grantees because, as providers of a one-time grant, we want to ensure that whatever programming our money is used for will be sustainable for future years and supports the organization's theory of change.

We plan to assess each organization's 990 for the following criteria:

Income: Does the organization have a stable source of income from year to year? What is the breakdown of income from grants versus private donations? Has income increased or decreased in recent years? Does the organization receive any income from their services provided?

Expenses: Does the organization have a clear expense structure that relates to their theory of change? Is the organization making smart investments to build organizational capacity for the future? What is the relationship between overhead costs and direct services to clients?

5.5 SIZE

As our final criteria, our team believes evaluating the size of a non-profit is an important component when evaluating candidates for a one-time grant as the size can help inform the potential reach of our grant money. Additionally, evaluating the size of a non-profit can help inform where a $10,000+ grant will have the greatest impact on an organization's ability to continue to operate or begin to build a new program that is currently financially impossible. Thus far, our team has interviewed organizations of different sizes to gather a better understanding of the policy space, but we believe further analysis into the various aspects of an organization's size will help provide a comparative element to our organization evaluation process.

We will evaluation organizational size on the following criteria:

Financial Size: Given the current financial capabilities of this organization, would a donation of $10,000-20,000 make a noticeable difference in their ability to operate or diversify their services provided?

Clientele Size: Does the nonprofit reach a wide range of the target population, or does it provide comprehensive services to a smaller portion of the target population. Does the organization seek to grow to a new clientele base in the future? Does the organization make a noticeable, measurable impact on the target community serviced?

Marginal Impact: Are the nonprofits projects filling a desperate need in the community or are they filling a void the community can fill? Our team is interested in granting money to an organization that is seeking to meet the next unmet need in the community and has a vision for where they would be able to use a $10,000+ gift.

Incorporation Ability: Well-established organizations with a larger size, larger budget, and larger clientele are often more easily able to incorporate new donations into existing programs or create new programs because they already have greater existing resources. Our group will consider this when making a grant because we want the gift to have the greatest possible impact, however, we will also consider less established organizations that have strong theories of change and vision for the money.

In summary, our team has identified the need to create evaluation criteria to adequately compare between very different nonprofit organizations. In order to provide comparison, the team has identified theory of change, the people, the services provided, financial stability and overall size of organizations as the critical areas to evaluate. Ultimately, we believe that a high-level analysis of these criteria will help the team narrow our completed interviews to a short-list of candidates to pursue in greater depth using the same criteria laid out above.

6. PRELIMINARY NONPROFIT EVALUATIONS

6.1 SEXUAL ASSAULT RESOURCE AGENCY[21]

The Sexual Assault Resource Agency (SARA) has existed in Charlottesville for 40 years and describes itself as an organization dedicated to "eliminating sexual violence and its impact by providing education, advocacy, and support to women, men and children." SARA envisions a Charlottesville community that is free of sexual violence in any form. SARA provides services for individuals residing within Charlottesville, Albemarle, Nelson, Louisa, Fluvanna and Green counties and services are provided free to all individuals. SARA provides direct survivor services, friend and family support, teacher training, and community engagement trainings on sexual assault dialogue and prevention. SARA provides direct services to approximately 500 survivors and 1,000 University of Virginia students each year, and reaches additional individuals through community outreach programs. In their annual report, SARA asserts they are the only organization in the area that provides services with full accreditation from the Virginia Sexual and Domestic Violence Action Alliance. Of the organizations we interviewed, SARA has the most prominent relationship with sexual violence prevention in the Charlottesville area, which coordinates strongly with our team's theory of change.

THE PEOPLE

Leadership: SARA is a relatively small nonprofit organization with 7 full-time staff members including an Executive Director, Child Advocate and Direct Services Program Manager, Therapist, Bilingual Therapist, Adult Advocate, Crisis Services Coordinator and Adolescent Educator. SARA is governed by a board of 9 individuals from the surrounding community, including one UVA student. The Executive Director has previous experience working with the YMCA Women's Advocacy Program and the Charlottesville Free Clinic. Her experience is complemented by staff with various experience with different aspects of sexual violence. All staff members are female.

Collaboration: After a conversation with SARA's Executive Director, Rebecca Weybright, we learned that SARA does not work in direct partnership with any other local organizations, and mostly focuses on providing the direct counseling and legal aid services to survivors of sexual violence. However, SARA is part of an ally network focused on fighting sexual violence and related implications. Weybright explained that each organization generally focuses on a niche area of sexual violence, and the collaborative relationship generally takes the form of inter-organization referrals. She expressed interest in creating stronger collaborative partnerships to increase SARA's prevention education program.

Cultural Fit: SARA has existed within the Charlottesville community for close to 40 years, and thus has a well-established community presence. Additionally, in the wake of the Rolling Stone spotlight on alleged sexual violence in the University of Virginia, SARA has been more prominently highlighted as a community resource. Although SARA was mentioned in more community dialogue over the past six months, Weybright informed our team that individuals who reach out to SARA for resources are generally individuals who "know how to game a system," and that they generally see lower representation of minority groups within SARA's client base indicating they may not be present in all aspects of Charlottesville community.
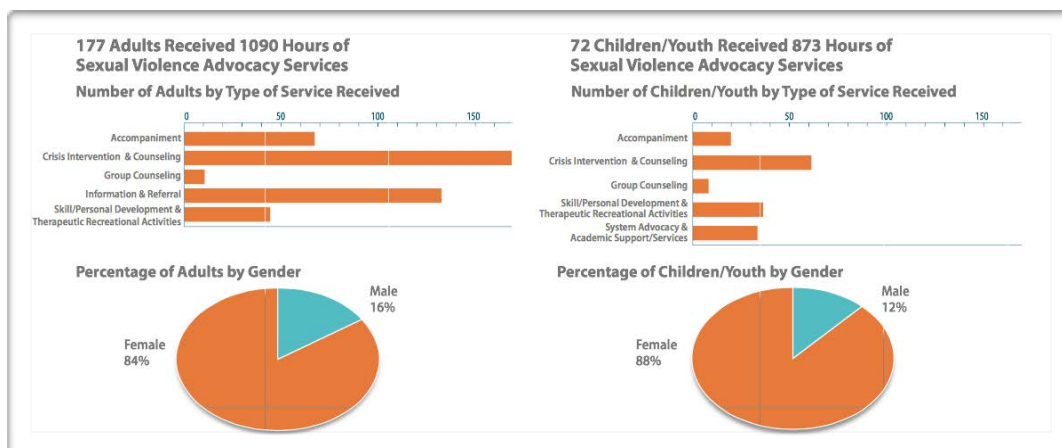
SERVICES PROVIDED

SARA provides a combination of direct survivor services, family and friend support, and community education for prevention of sexual violence. These services include:

- **24 hour hotline:** SARA staff and volunteers staff a 24 hour hotline to help survivors, family and friends react to the immediate aftermath of sexual violence and to provide guidance for any related concerns. SARA also provides 24 hour response to the emergency department if survivors choose to go to a hospital to complete a rape kit.

- **Client advocacy:** SARA provides counseling and helps connect survivors with legal advice if they choose to press charges. SARA can help in the immediate aftermath of sexual violence or years later. They advocate on behalf of both children and adult survivors.

- **Primary Education Prevention Program:** SARA works with elementary, middle and high schools to create sexual violence prevention programs and increase the dialogue about sexual violence and the importance of peer respect. The majority of these services are focused at the middle and high school levels.

- **Training to allied professionals upon request:** SARA responds to community requests for training on sexual violence and the impacts individuals and on the wider community. They currently offer eleven training programs, and offer the ability for customized training sessions tailored to organizations.

Weybright expressed that their current service provision is strong and well-established, but also explained that extra paid counselors can always be used to help reduce case-load for other staff members and increase quality of service. She also emphasized a desire to increase proactive outreach services to reach underserved communities in the Charlottesville areas, and to boost the primary education prevention programs based on the success they have seen at Charlottesville High School so far.

Track Record: According to their 2014 annual report, SARA provided direct advocacy services to 177 adults and 72 youth individuals amounting to close to 2,000 hours of free advocacy services for a majority female client base. In addition, they received close to 250 hotline calls. Through their preventative services, SARA reached 2,300 students, 165 teachers, and 132 parents with a variety of educational programs. Of the trained participants, 100% indicated increased awareness of resources available and that they learned new information that would help them identify and respond to sexual or domestic violence. Finally, through professional training services SARA reached over 550 individuals through 17 unique sessions.

Figure 4: Depicts the breakdown of services provided by SARA through their adult and youth client advocacy services and provides a more detailed description of client

Potential: When interviewed, Becky demonstrated a desire to grow SARA's proactive outreach program and also increase counseling services. However, we found no clear plan for how to grow these ideals, and Weybright indicated financial resources and staffing restrictions as the main impediment to increasing the services provided. She explained that the majority of federal and state grants that support SARA are restricted funds for reactive services, rather than proactive preventative programming.

FINANCIAL STABILITY

We have yet to acquire 990's from SARA as they are not currently available on The Foundation Center. According to their 2014 annual report, SARA has an operating budget of roughly $470,000. In our interview with Weybright,

she indicated lack of financial resources as a critical reason why SARA could not continue to innovate new models of service. Since we currently only have access to the 2014 annual report, we cannot assess the long-term financial stability of SARA.

Income: According to their annual report, 64% of SARA's operating budget is restricted state money. They also indicate that 15% comes from organization fundraising, 13% from local funding and UVA, and 4% from grants. 4% of SARA's 470,000 operating budget equates to approximately $2,000, thus a grant from our team would drastically increase the amount of funding available for programming. From the team's interview with Weybright, we did not sense a strong fundraising program within SARA, and Weybright indicated this is an area the organization needs to grow in. A lack of solid fundraising initiative is something our team will take into consideration, as it may hinder the potential ability for our one-time grant to have meaningful impact into the future.

Expenses: SARA's most prominent expense (78%) goes to staffing, which makes sense considering the majority of SARA's services include some level of individual interaction with clients. The other major expense (9%) goes to building maintenance and equipment.

SIZE

SARA is a small to medium sized non-profit with an annual operating budget of $470,000 and a client outreach in the 3,000 range including both direct advocacy services and education. SARA is the only organization that provides direct advocacy and counseling services to survivors of sexual violence, and thus is filling a critical need within the community and indicated that there is always a need for added advocacy and education services. In light of the increased press attention and advertising SARA has received from the Rolling Stone article published in November 2014, they have increasing demand but not the resources to fill the gaps. In terms of ability to absorb and utilize a grant of $10,000+, it would provide a 5x increase to the current grant budget SARA advertised in their annual report, and thus it may be overwhelming to the current programming staff. More exploration is needed to determine whether the grant size and organization size will create for the most impactful award.

6.2 SHELTER FOR HELP IN EMERGENCY [22]

The Shelter for Help in Emergency (SHE) "works to support and empower victims of domestic violence through a combination of residential, community-based and outreach services." SHE has been active in the Charlottesville community since 1979 and is the only agency dedicated to providing comprehensive services to women and children victims of domestic violence. On their website, SHE provides a philosophy statement articulating, "the Shelter for Help in Emergency is committed to providing a safe, supportive, confidential, and respectful environment in which survivors of domestic violence are empowered with the knowledge of

personal and community resources as well as the skills needed to make informed decisions for themselves and their families."

SHE describes their programs as "responding to the needs of our whole community" by explaining that they cater to clients who need services within the safe, confidential residential facility while still providing services to less dire clients through the Community Outreach Center and community-based sites. In an interview with Executive Director, Cartie Lominack, she described a desire for the shelter to work more on preventive education because although she believes the shelter does important work, the fact that they are still working indicates there is a systemic problem that must be fixed. The shelter provides service to over 2,000 individuals annually and fills a specific niche of providing safe escape options and empowerment to become self-sufficiency for survivors of domestic violence.

THE PEOPLE

Leadership: SHE is lead by Executive Director, Cartie Lominack, and supported by a staff of 17 full and part-time employees and volunteers. SHE is also governed by a board of directors from the community. Lominack has worked with SHE for 20+ years and has a strong understanding of the historical policy shifts surrounding domestic violence in Charlottesville. We do not currently have information on the descriptions for all 17 staff positions.

Collaboration: SHE does not collaborate directly with any organizations to provide the majority of their services, and instead focuses on their proven model of helping women become self-sufficient after escaping a violent relationship. SHE is hesitant to engage in partnerships out of fear of mission drift away from domestic violence. However, Lominack described some peripheral partnerships that SHE engages in, including: SARA, the Salvation Army, the Thomas Jefferson Coalition for the Homeless, Ready Kids, The Women's Initiative, the Department of Social Services, Charlottesville/Albemarle Coalition for Healthy Kids, and the DV council within the city. SHE works with these organizations to supplement their mission of ending domestic violence in the Charlottesville area.

Cultural Fit: The Shelter for Help in Emergency has existed within the Charlottesville community for almost 40 years, indicating that they provide a critical service to the community and are well-respected. Additionally, the Shelter provides the majority of services in Spanish, in addition to English, to ensure that their services are available and used by as many residents of the community as possibly.

SERVICES PROVIDED

SHE provides a variety of services ranging from six week stays in an undisclosed safe house, counseling services, legal advocacy to community education and volunteer services.

- **24 hour hotline:** The shelter operates a 24 hour hotline for victims and survivors that need a safe space to talk. The hotline is also available to friends and family members that may be assisting a loved one and in need of resources. The hotline receives between 700-1000 calls each year.

- **Emergency shelter:** The shelter provides 25 beds in an undisclosed location with the opportunity for women and children to stay for six weeks. Shelter stays are evaluated based on the client's danger level and available resources. The shelter provides over 8,000 nights of shelter to over 200 women and children each year.

- **Counseling:** The shelter provides free individual and group counseling to residents at the shelter and community members seeking assistance with domestic violence.

- **Case management:** Shelter staff work with victims of domestic violence to build a large support network after leaving a violent relationship. Case managers help clients seek resources within the community like long-term housing, employment, childcare and medical services.

- **Legal Advocacy:** The shelter does not retain a lawyer, but is able to help connect both shelter clients and community members with pro-bono services within the community and provide assistance to navigate the legal system. Advocates can assist in obtaining protective orders and provide court accompaniment for support.

- **Educational programming:** The shelter provides free educational programs to organizations, schools, workplaces, allied professionals, and other community groups that request training to assist with obtaining their overall mission of ending domestic violence in the Charlottesville community.

Additionally, all services provided above are also available in Spanish, recognizing the fact that 10-18% of the Charlottesville community are native Spanish speakers. In an interview with Executive Director, Cartie Lominack, she indicated that the Shelter is not interested in expanding their service offerings, but rather in bringing depth to what they already provide the community.

> **Track Record:** SHE's website does not provide substantial review of previous years or service evaluation. Lominack indicated that the Shelter makes changes based on feedback they receive from clients and based on grant stipulations. For example, she explained the Shelter made the decision to provide up to six week stay guaranteed rather than evaluating a client on a weekly basis in order to provide a less stressful transition to self-sufficiency so an individual does not have to worry about housing while also learning to balance a checkbook.

> **Potential:** Lominack discussed the fact that SHE was not particularly interested in expanding their current services, but rather in bringing depth to services they already provide. Particularly, Lominack described preventative education as a service area with large potential for growth. Lominack discussed two partnerships in the works to improve preventative education. This willingness to partner with other organizations when mutually beneficial and strong emphasis on the core mission of SHE demonstrates a strong potential that grant money would be thoughtfully used to make a greater impact on the community.

FINANCIAL STABILITY

We currently do not have access to SHE's 990 because it is not located on the Foundation Center website. However, based on the annual report from SHE's website and interview with Lominack we know that she has an operating budget of approximately $900,000. Lominack explained that the majority of money is spent on

intervention rather than prevention because of grant stipulations. Lominack also asked our team to consider that SHE operates 365 days per year, 24 hours per day and that $900,000 is not as large as it seems when stretched across that many days.

Income: Lominack explained the income model in rough thirds, and the annual report provided a slightly more detailed breakdown of income. According to the 2014 annual report, the majority (48%) of SHE's funding comes from private donations from community members. 28% of income comes from local grants from communities in the planning district SHE serves, ranging from $2,000 to $100,000. 23% of income comes from competitive grants from the federal and state government, primarily through the Victims of Crime Act and Violence Against Women Act. Lominack explained this grant money is restricted by the grants and requires impact data points to prove the grant is making a difference. Thus, most of this money is used for intervention based programs.

Expenses: According to the annual report, 73% of expenses are direct services to clients, 19% is dedicated to program support and 8% is dedicated to other operational expenses. This expense breakdown is vague and does not articulate what percentage of expenses are used on staffing versus shelter maintenance versus programming. In her interview, Lominack explained that for SHE, staffing is programming because they believe that people deserve to work with a person, and have a person available for them 24 hours per day in case of emergencies.
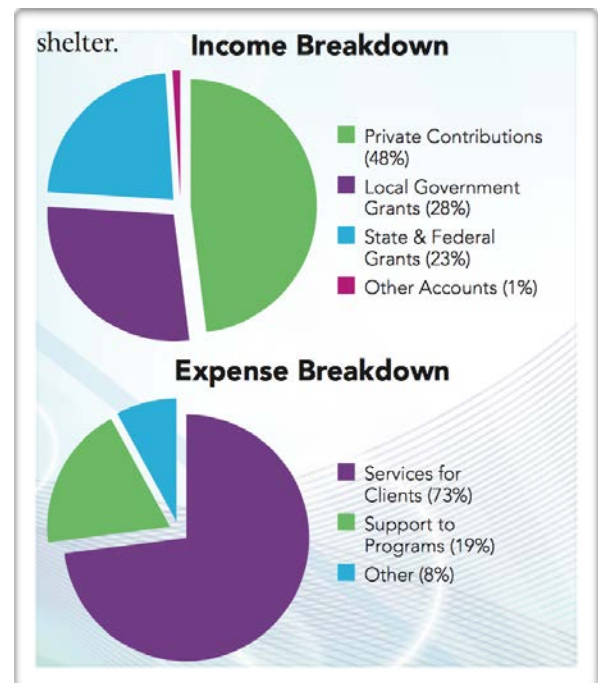
Figure 5: provides visual representation of income and expense breakdown for SHE

SIZE

SHE is a medium-sized nonprofit organization with a $900,000 operating budget providing shelter services to approximately 200 women and children per year. Approximately 50% of SHE's income is unrestricted because it comes from private donations instead of grant money, which gives them greater flexibility to distribute money to the areas of greatest need. This also suggests that SHE may be able to easily incorporate a $10,000+ grant into their programming because they already have a decent amount of flexibility for unrestricted programming. Looking at the clientele size of SHE, they provide direct services to 200 women and children through the shelter program and 120 outreach clients each year, but also provide education services to even more. In their annual report they claim that 270,000 community members have received information and education on domestic violence through the shelter, but it is unclear if this is in one year, or over the past 35. SHE currently serves as the only organization addressing the immediate response to domestic violence, and thus fill a necessary void in the community. However, as Lominack explained SHE is not necessarily looking to increase their scope of services and thus it

must be evaluated if they need additional resources to provide depth to existing programs or if a $10,000+ grant could make a larger impact elsewhere.

6.3 THE HAVEN [23]

The Haven is a nonprofit organization in the Charlottesville community that provides a multi-purpose community space dedicated to improving the community and reducing homelessness in Charlottesville. During the winter months, The Haven provides overnight shelter for homeless individuals in the area, and provides services year round. The Haven is a low-barrier shelter, meaning that all individuals will be admitted regardless of sobriety or other factors. This creates a unique challenge for victims of violence at The Haven because often their attacker is in the same room and they cannot easily seek help for fear of retribution once they return to living in tents and on the street. Of the 115 individuals that were recurring guests at The Haven this season, close to half identified as having a history of violence at some point during their lives and 15 women were placed in the Shelter for Help in Emergency's safe house program. The Haven is a member of the Thomas Jefferson Area Coalition for the Homeless (TJACH) and advocates for a housing first approach to end homelessness. They facilitate homeless prevention, coordinated assessment, housing navigation and stabilization. While The Haven's mission is not directly related to violence against women, statistically, homeless women face instances of violence and assault at higher rates than non-homeless women. Additionally, we decided to conduct an interview to examine if a more tangentially related organization would have interesting and innovative ideas on how to tackle violence against women.

THE PEOPLE

Leadership: The Haven is part of a community wide coalition (TJACH) that is working to reduce homelessness in the Charlottesville area. As a member of this coalition, The Haven is focused on providing a low-barrier shelter and resources to fulfill their mission, "respite for the weary and transformation for the ready." As an organization, The Haven has an eight person staff that includes specific positions like housing navigator, director, outreach coordinator, community engagement coordinator, housing stabilization case manager, coordinated assessor and homeless prevention coordinator. All staff members work in conjunction with Kaki Dimock, the executive director for TJACH.

Collaboration: As part of a community-wide coalition to prevent homelessness, The Haven works in collaboration with other partner organizations for the purposes of homeless prevention. With respect to violence against women, The Haven works primarily with the Sexual Assault Resource Agency and the

Shelter for Help in Emergency to conduct staff training and relocate homeless survivors of violence to a safe place and provide them with necessary services.

Cultural Fit: As mentioned above, the Haven is part of a network of organizations fighting homelessness in Charlottesville and working to integrate homeless individuals into the community. In addition to serving as a shelter, the Haven is also a rentable space for community events, which helps boost their credibility and awareness within the community. By diversifying their mission from simply fighting homelessness to also engaging the community, the Haven is also to increase their visibility within the community. As a low-barrier shelter, the Haven also has a strong client base and within the homeless community and works to build personal relationships between their guests and staff to ensure each individual receives the services necessary for their circumstance.

SERVICES PROVIDED

The majority of the Haven's services are focused on providing housing resources to homeless individuals within the Charlottesville community. Each of their program has unique stipulations as to what populations can be addressed within the program.

- **Haven Day Shelter:** The day shelter provides a safe place for the homeless and very poor during the day. Services within the day shelter include: a hot breakfast program, a community garden, computers, showers, laundry, storage, mailing address and phone access.

- **Coordinated Assessment:** Case managers provide coordinated assessment to intake homeless individuals into the system to then provide them with access to homeless assistance services.

- **Homeless Prevention:** the homeless prevention program addresses and works with households who are immediately at risk of becoming homeless to help them stay in stable housing.

- **Rapid Rehousing:** The rapid rehousing program is focused on moving individuals who are "literally homeless" to permanent housing. This program is shifting to focus on the individuals who are most difficult to serve: namely those with no income, survivors of domestic violence, and those with mental and substance abuse issues.

The majority of the Haven programs are focused primarily on homelessness and housing opportunities, rather than addressing violence against women. In an interview with Stephen Hitchcock, the Haven's Director, he explained that two years ago the Haven staffed a representative from the Shelter for Help in Emergency at the Haven to provide resources about healthy relationships, but informed us that this service was almost never used because of fear of being stigmatized by seeking advice.

Track Record: The Haven's website does not provide an annual report, and their website does not provide substantial evaluation of programming. Specific to violence against women programming, Hitchcock was able to provide us with some referral data to the Shelter for Help in Emergency. He informed us that last year 15 women in SHE's emergency shelter were previously homeless, and 10 previously homeless individuals were in their transitional housing program. This is out of the approximately 115 homeless individuals that regularly visit the Haven.

Potential: Currently none of the Haven's direct programming is targeted at preventing violence against women, and their direct effort to provide resources was unsuccessful two years ago. However, the Haven has already established strong relationships with many of the women at the highest risk for violence, and thus there is potential for programming to develop that will help this at risk population reduce their risk. For example, Hitchcock explained that increasing trauma informed care protocol training would vastly improve their staff's ability to respond to disclosure of violence.

FINANCIAL STABILITY

The Haven does not have a 990 available through The Foundation Center and does not provide an annual report on their website. We also did not receive information from Hitchcock in the initial interview about the Haven's financial structure or history. Thus, it is impossible at this time to do any type of analysis on the financial stability of the Haven. If we choose to proceed with examining The Haven as a final grantee

SIZE

As part of TJACH, The Haven works with upwards of 15 other organizations to combat homelessness in the Charlottesville community. According to conversations with Stephen it appeared that The Haven's specific client base sits around 120 chronically homeless individuals each year. With no information on financials, it is difficult to draw conclusions regarding the ability for the Haven to incorporate a $10,000+ grant into their programming to specifically support programming to combat violence against women.

6.4 THE UNIVERSITY OF VIRGINIA POLICE DEPARTMENT [24]

The University of Virginia Police Department is the professional police department that services the university. The department has 130 employees, including sworn officers and administrative staff. It is tasked with ensuring the well-being of the university, servicing about 40,000 people daily including students, visitors, staff and faculty.[i] The police force has jurisdiction over the university grounds, as well as the area surrounding the university. Additionally, university police often work in conjunction with the City of Charlottesville and Albemarle County police forces to patrol a wider area and to further insure the safety of the area. The university police patrol the grounds by foot, bike, automated scooter and car. Note, UPD is not a 501(c)3 status organization.

THE PEOPLE:

Leadership: The member of the police department that is most helpful to our team is Officer Benjamin Rexrode, the community service and crime prevention coordinator of the department. Officer Rexrode has been serving in this capacity for a year and is motivated and energized to make the university police department better at handling sexual assault cases.

Collaboration: The university police department not only collaborates with the surrounding jurisdiction's police departments, but also with organizations at the university to help prevent crime. These programs include those dedicated to preventing sexual assault.

Cultural Fit: The University of Virginia police department is in an odd place in terms of its role in sexual assault cases. While it is deeply ingrained within the university, it does not carry out criminal investigations for sexual violence. UPD is tasked with the prevention of sexual assault, but does not have the means to enforce punishment against perpetrators of sexual assault. However, it does seek to play an active role in the education and prevention efforts towards ending sexual assault and violence against women among those who are apart of the university.

SERVICES PROVIDED[II]

The University Police Department offers a variety of services focused on keeping students safe and informed. In light of the recent emphasis on police involvement in sexual assault, the University Police Department has increasingly emphasized their programming regarding sexual assault education, prevention, and reporting.

- **Safe Ride:** Safe Ride is a collaboration between the university police department and the student council to provide a free shuttle to anyone with a valid University of Virginia student identification card. The shuttle operates from midnight until 7 a.m. Sunday through Wednesday, and 2:30 a.m. to 7 a.m. Thursday through Saturday. The shuttle will pick students up from almost any location within a certain distance from the university grounds and will take students home. The shuttle does not take students to places other than their homes and does not offer rides to intoxicated students.

- **Educational Seminars:** The university police department offers educational seminars on general safety and security, alcohol awareness, illegal drugs, hazing, sexual assault prevention, and self-defense. These seminars are generally requested by specific organizations, but there are a select few that are scheduled in advance and are open to the public.

- **Rape Aggression Defense Class (R.A.D.):** University of Virginia police department officers teach classes to female students, faculty and staff members, and the community at large on self-defense utilizing the R.A.D. approach. The course is four weeks long, with one three-hour class meeting a week. The program focuses on escapes, physical attacks, personal attacks, risk avoidance, community assistance, and procedures for prostitution.

- **"Just Report It":** Sexual Misconduct Reporting Program: This program is an avenue for victims of sexual assault who do not wish to make an official report to anonymously report their assaults. The program is informational as it assists the police department in determining where to patrol.

Track record: UPD provides warnings of potential threats based on reported instances of crime in compliance with the Clery Act, which include close to 50 reports of sexually violent activity reported by the university community. However, it is not clearly disclosed the impact UPD action has on the rates of sexual violence in the community. In response to the heightened scrutiny of sexual violence, UPD has increased the number of resources included in community warning emails.

Potential: The University of Virginia police department has great potential to be a good resource to prevent sexual assault. Our team believes that there is a great potential for a collaboration among the police department and SHE or SARA to provide more widespread and more comprehensive preventative strategies for sexual assault. However, our team made the decision to focus our theory of change on the greater Charlottesville community rather than the University of Virginia, and thus are unsure if UPD will be able to collaborate to assist the wider community as effectively as the University community.

FINANCIAL STABILITY

The University of Virginia and the State of Virginia fund the University of Virginia police department, but we were unable to find their annual operating budget. However, because UPD is not a 501(c)3 organization, our team will not be able to financially contribute to this organization and thus the financial stability is rendered unnecessary to our evaluation.

SIZE

The police force consists of 130 employees who oversee the safety of 40,000 people on a daily basis within the jurisdiction of the University of Virginia. While the police department has the ability to do more in regards to sexual assault prevention, they are also still responsible for other police responsibilities and community safety.

6.5 THE CITY OF CHARLOTTESVILLE VICTIM AND WITNESS ASSISTANCE PROGRAM [25]

The mission of the Victim and Witness Assistance Program is to "ensure the victims and witnesses of criminal offenses will receive fair and compassionate treatment throughout the judicial process."[iii] The program, which is part of the Commonwealth Attorney's Office, is designed to help victims and witnesses prepare for testimony in court, which includes assisting on the journey to court. It provides tips of testifying, information on what to expect, the understanding of different legal terms and proceedings, and other such trial-related information. The program actively supports both the "No More"

campaign and "Start by Believing" campaign, both of which are targeted at raising awareness and preventing domestic violence and sexual assault.

THE PEOPLE:

The Leadership: The Victim/Witness Assistance Program has two employees, Maggie Cullinan, the director of the program and Kelly Wells, the program assistant. Our team met with Maggie Cullinan, a seasoned veteran in this field with over twenty years of experience, to better understand the landscape of the violence against women policy landscape in the Charlottesville community. Ms. Cullinan is a passionate victim's advocate who is strongly in support of the idea of awareness as prevention. Ms. Cullinan stated that she believed that greater awareness of sexual assault and domestic violence as issues is still the first step that needs to be taken in terms of violence against women.

Collaboration and Cultural Fit: The Victim/Witness Assistance Programs collaborates with SARA and SHE, among other organizations, to provide counseling and additional support services to victims of sexual assault. The Victim/Witness Program plays an integral part in the process of adjudicating sexual assault cases in the City of Charlottesville. It was long standing relationships with the existing non-profits of the Charlottesville community. It also has a uniquely deep understanding of the issues facing women who are survivors of violence.

SERVICES PROVIDED

The Victim/Witness Assistance program within the City of Charlottesville provides services to help individuals understand their rights under Virginia's Crime Victim and Witness Rights Act. Thus their primary service is legal counseling for all aspects of preparation for the legal process for those who are victims and/or witnesses of a crime. These services include information about individual rights and processes related to court proceedings, notification of changes to the legal process and assistance with navigating the legal system. They also provide victim rights counseling and tips on preparing to testify in court. They also run two campaigns:

- **Start by Believing**: The Start by Believing campaign is a public awareness campaign focused on public response to sexual assault to increase individual community member's abilities to respond to divulgence of this information by family or friends in a positive way. The motto for the program is "one failed response...five more assaults" based on the statistic that a rapist attacks on average six times.

- **NO MORE:** NO MORE is a unifying symbol to designate greater awareness and action to end domestic violence and sexual assault. The movement is gaining national momentum and recognition for sparking conversations about these difficult topics and increasing public awareness of these issues.

Track Record: Because of the sensitive nature of the Victim/Witness Program, the majority of their past performances are not public record and thus are hard to track.

Potential: The program has great potential to provide even more counseling and support services to those going through the trial process. However, that change requires an overall budget increase. The collaboration between

SARA, SHE, and other organizations continues to grow and an expansion of current partnership programs is a viable option to grow the victim/witness services for survivors of violence choosing to undergo trial.

FINANCIAL STABILITY

This is a government-funded program and the majority of funding is procured through taxes. Since the City of Charlottesville and their programs are not a 501(c)3 status organization, our team will be unable to support their programming through this grant. Thus further investigation of financial capacity is unnecessary to our organization evaluations.

SIZE

The program is small in size, staffing just two full-time employees. However, victim/witness advocacy represents the entire Charlottesville community. They are able to work in conjunction with the Albemarle Victim/Witness Program to serve a wider area without stretching their resources too thin.

6.6 THE WOMEN'S INITIATIVE [26]

The Women's Initiative is a nonprofit organization in Charlottesville dedicated to providing "effective counseling services, social support and education to empower women to transform challenging life situations into opportunities for renewed well-being and personal growth." The Women's Initiative seeks to provide innovative and effective mental health care based on evidence-based practices regardless of a woman's ability to pay. The Women's Initiative emphasizes the wholeness of individuals and tailors their services to each individual to help clarify personal goals, build on personal strengths to help achieve set goals, create restorative and relaxing practices to improve confidence and reduce stress. The Women's Initiative emphasis on accessibility of services for all women allowed them to serve over 600 individuals through individual counseling services and another 2,000 through outreach and education.

THE PEOPLE

Leadership: The Women's Initiative consists of a staff of seven individuals, all women who work with various aspects of counseling and outreach. Each staff member brings a unique involvement with the nonprofit sector, violence against women experience, or counseling experience to the organization to make it well-rounded and able to respond to many different types of trauma. The Executive Director has worked with women and trauma care for over 15 years at a domestic violence and sexual abuse agency, but has

worked to ensure The Women's Initiative has a broader focus than just violence against women and also emphasizes mental health care. The Women's Initiative is also governed by a thirteen member board of directors and relies on a team of interns and pro-bono therapists to help meet client demand.
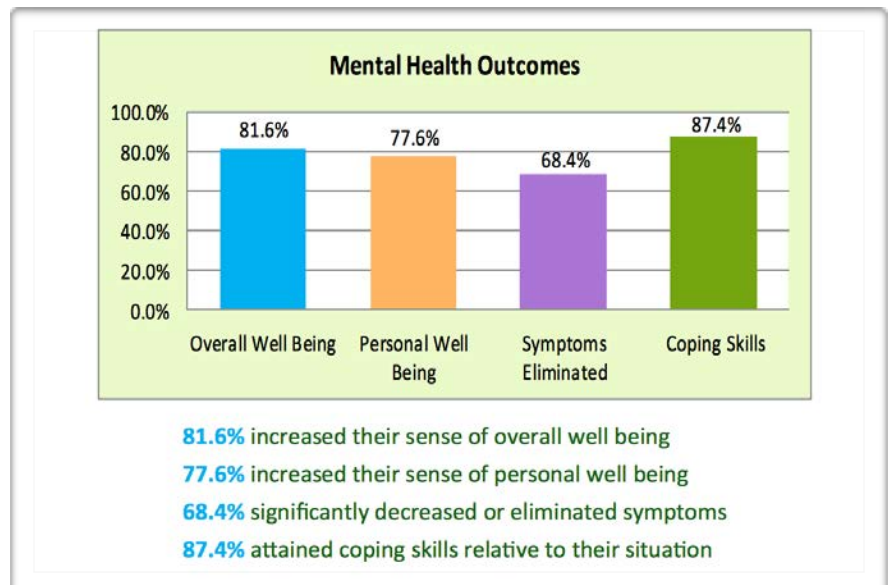
Collaboration: The Women's Initiative is an independent non-profit organization, but they work closely with other organizations to ensure they are not providing duplicative services and to ensure that individual clients are receiving the most appropriate services. Specifically regarding violence against women, Elizabeth Irvin, the Executive director, informed our team that The Women's Initiative works closely with the the Sexual Assault Resource Agency and the Shelter for Help in Emergency to provide counseling services. She also mentioned partnerships with the Charlottesville Free Clinic patients get their mental health care from the Women's Initiative. They also work with English as a Second Language and Child Protective Services to help families retain custody of their children after a history of violence.

Cultural Fit: The Women's Initiative is a newer organization within the Charlottesville community, but has stepped up to fill a massive void in low-cost counseling services. They already reach 600+ individuals with counseling services and over 2,000 with outreach programs indicating they already have a strong network of allied providers and respect within the community. Their alliance with CFC also ensures that many low-income individuals are being reached through the Women's Initiative Counseling programs, rather than just individuals who have the resources to seek out care.

SERVICES PROVIDED

The majority of The Women's Initiative programming focuses on counseling services and outreach education. This is not specifically tied to preventing violence against women, but has high correlation because many individuals have a history of violence.

- **Individual Counseling:** The primary focus of the Women's Initiative is an individual counseling program based on compassion and understanding. According to Irvin, The Women's Initiative saw 616 clients through the individual counseling program in 2014.

- **Support Groups:** The Women's Initiative offers an 8-week healthy relationships support group for women to share experiences, learn to communicate effectively about violence, and learn about how to

81.6% increased their sense of overall well being
77.6% increased their sense of personal well being
68.4% significantly decreased or eliminated symptoms
87.4% attained coping skills relative to their situation

Figure 6: The Women's Initiative visualizes the mental health improvements achieved by their clients.

set personal boundaries and practice mindfulness in relationships. The group runs as a drop-in program. Irvin informed us that 35 individuals regularly attended this group last year.

- **Workshops:** The Women's Initiative runs a series of workshops to help individuals develop healthy hobbies and life practices. Workshop topics Heartmath, Knit Now, Breathe and Joy is a Right.

Track Record: The Women's Center provides an annual report detailing their growth in client services over the last three years and reported outcomes from their clients. They have been able to more than double their services provided through counseling and therapeutic services as well as through education workshops and outreach. Overall, it appears that the Women's Initiative is having a large impact on counseling clients who would otherwise not receive mental health care because of their inability to pay.

Potential: The Women's Initiative has a clearly defined mission statement and programming to support the mission. When we interviewed Irvin she explained that the Women's Initiative's primary focus is not on preventing violence against women, but rather on addressing mental health needs in the community. She kept saying, "not to take ourselves out of the running, but…" which indicated to the team that the Women's Initiative may not be ready to incorporate a $10,000+ grant into their programming to specifically benefit violence against women programs. However, Irvin identified counseling services as a targeted growth area, and detailed to our team the financial requirements to hire additional counselors.

FINANCIAL STABILITY

According to their annual report, The Women's Initiative had an operating budget of close to $750,000 annually with 81% of their budget allocated to program services which primarily includes counseling salaries. Irvin indicated that a grant of $10,000 would help the Women's Initiative fund ⅓ of a new counseling staff member and would increase client outreach by 50 individuals. She also noted that there is a current waiting list of 35 individuals.

Income: The majority (75% according to Irvin, 53% according to 2013 annual report) of the Women's Initiative funding comes from private donations meaning that the majority of the organization's funding is unrestricted giving them flexibility to provide the most necessary programming for the community. 25% of their funding comes from state grant money, which Irvin designated as highly restrictive funds.

Expenses: The majority of expenses (81%) are for client services and programs. Less than 5% is spent on administration and 14% is spent on fundraising, which makes logical sense since over 70% of the organization's funding comes from private donations.

SIZE

The Women's Initiative operates with a small paid organizational staff but has a larger team of pro-bono counselors and interns to help support operations. Financially the Women's Initiative is a small/medium sized organization and has a large community impact of almost 3,000 individuals through direct services and outreach education. Since The Women's Initiative is the only organization that provides free/low-cost counseling services they almost always have a waitlist for their services, indicating there is still a large need for this service in the community. Since The Women's Initiative functions primarily unrestricted money they already have the ability to innovate programming

more so than other organizations we spoke to, making us confident that they would easily be able to incorporate a $10,000+ grant.

7. CONCLUDING THOUGHTS AND NEXT STEPS

The Charlottesville and Albemarle area has had a unique opportunity in the last year to confront issues pertaining to rape, sexual assault, and violence against women. In light of the *Rolling Stone* article and the national spotlight on sexual violence, Charlottesville and Albemarle have been forced to acknowledge, understand, and respond to a growing problem. Our team's goals seek to ameliorate the problem in our community by researching and fully understanding the complex issues of gender violence. In particular, conducting interviews with non-profit organizations in Charlottesville and Albemarle, police, and local government employees gave us tools to assess the policy space and pinpoint systemic weaknesses associated with gender-based injustices.

Based on aforementioned interviews and research into numerous organizations and government bodies, our team wants to fund a non-profit with specific goals in mind. First, our team believes that concentrated funding may improve outreach to underserved communities. Second, we have seen a dearth of funding dedicated to preventative education and, as such, consider it one of our goals in providing the grant to increase prevention training and education. Finally, we want local organizations to improve their communication with one another. This tacit goal could be realized through the funding of a collaborative grant. While our team has yet to select an organization (or multiple organizations in the case of a collaborative grant) we will consciously use our theory of change to make these decisions.

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