

2014 Violence Against Women Community Needs Assessment: FINAL REPORT

Prepared by ETR

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The ETR Needs Assessment team included: Pamela Anderson, PhD, Principal Investigator; Liz McDade-Montez, PhD, Research Associate; and Rebekah Cohen, MA, Research Associate.

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EXECUTIVE SUMMARY

OVERVIEW

Violence against women is a serious issue affecting women, families, and communities in this country and throughout the world. Without services to assist survivors of violence, the negative consequences of violence and abuse can have a lifelong impact on survivors and ripple through generations of families and communities. The San Francisco Department on the Status of Women's Violence Against Women (VAW) Prevention and Intervention Program supports services for survivors of violence throughout the City and County of San Francisco. In order to maximize the impact of these services, the Department has conducted a community needs assessment every seven years since 2000. In the spring of 2014, the Department contracted with Education, Training, and Research (ETR) Associates to explore the needs of San Francisco's survivors of violence.

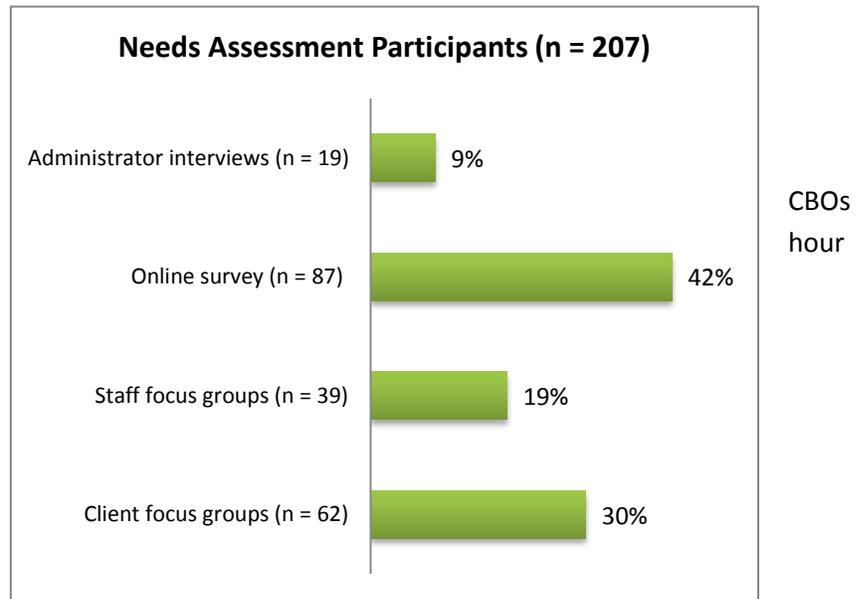
The goals of this needs assessment were guided by the following four questions:

1. What are the needs of survivors of violence?
2. What additional services are necessary to address survivors' identified needs?
3. What are the organizational strengths and best practices of the key agencies that support survivors of domestic violence, sexual assault, and human trafficking?
4. How can the Department, through its VAW grants program, better meet these needs?

METHODS

This community needs assessment was conducted using a mixed methods design carried out in two phases during a four month period (March-June 2014). In each phase of the needs assessment, information was gathered on client needs, underserved populations, agency services, strengths of agencies and programming, agency barriers to providing services, client barriers to accessing services, and perceived service gaps. Phase 1 of the study included a review of the scientific literature to inform the development of an online staff survey. The online survey was used to collect quantitative data from agency administrators and staff members to assess the strengths of current programming as well as service availability, accessibility, and barriers. In Phase 2, interviews with agency administrators and focus group discussions with direct service staff and program clients were conducted to gather more in-depth information to address the goals of the study. Participants in the needs assessment included a total of 207 participants from 24 Partner Agencies (current VAW grantees) and 10 non-funded community based organizations (CBOs) serving survivors of gender-based violence. Participants were not required to identify themselves in the survey responses; therefore, it is possible that some staff and administrators may have participated in both the survey and the interview or focus group discussions. As such, the total number of *unique* participants may be less than 207. Below is a breakdown of the total number of participants by each needs assessment activity:

- 19 executive-level administrators (e.g., Executive Directors, Program Managers, Program Coordinators) from Partner Agencies and non-funded who participated in a one-interview with ETR staff;
- 87 executive-level administrators and direct service staff members from Partner Agencies and non-funded CBOs who completed the online survey;
- 39 direct service staff members from Partner Agencies who participated in one of nine different one-hour staff focus groups with ETR staff; and,
- 62 clients from Partner Agencies and non-funded CBOs who participated in one of nine different one-hour focus groups with ETR staff.



Quantitative and qualitative data were combined in the findings of this needs assessment.

FINDINGS

The findings from this needs assessment are presented in two main sections for ease of review – **Survivor Specific Findings** and **Agency Specific Findings**.

Survivor Specific Findings

Populations with unmet needs. Despite the growing number of diverse survivors the Department is able to reach through its VAW Grants Program, there still remains survivors who have unmet needs. Those identified by survey respondents included: LGBTQ survivors; Limited English Proficient (LEP) clients; immigrant populations; clients with mental health needs; and, youth. Interview and focus group participants also identified these populations and included: the elderly community; the Native American community; the disabled community; and, men and boys.

Services most utilized by clients and additional service needs. Survey respondents were asked to identify the top five services they thought clients used the most. These top five services included: Emergency shelters; crisis lines; low-income housing; peer counseling; and, mental health services. In addition to those services most utilized by clients, administrators, staff, and survivors were asked to reflect on any additional services needed to support survivors’ recovery. The top service needs identified by survey participants included: housing (transitional housing, low-income housing, emergency shelters); mental health services; financial assistance/support; childcare; and, workforce development/job placement. Further, the qualitative findings

yielded additional areas of need: legal services; human trafficking-related services; and, coordinated responses to domestic violence for restorative justice.

How survivors first learn about services. The majority of respondents noted that survivors first learn about services from referrals and community outreach. Referrals ranged from those made through the Sheriff's Office to other Partner Agencies referring survivors to additional services. Outreach included traditional means like community prevention fairs and workshops to more technology-enhanced outreach efforts through social media sites like Facebook and Twitter. It is important to note that it was beyond the scope of this needs assessment to determine the most effective forms of outreach.

Reasons survivors seek out services. Making the decision to address relationship violence, sexual assault, and/or trafficking-related abuse and seek supportive services is not an easy choice. Several themes emerged from the data as to the reasons survivors sought to retain services which included: familiarity with agency/satisfaction with staff; severity or escalation of abuse; and, impact the abuse has on survivors' children. It is clear from the findings that it can take survivors multiple attempts before they are able to leave their abusive situations. It is also important to note that not all survivors immediately want to end relationships with their abusers, despite their suffering.

Challenges and barriers survivors face accessing services. Survivors of gender-based violence often face enormous barriers in acknowledging and addressing abuse in their lives. Some of the obstacles identified by respondents (across all data collection activities) that stand in the way of survivors getting the help they need included: gaps in awareness and understanding among survivors particularly about the forms of violence and trafficking; cultural beliefs about abuse; stigma and shame survivors often face in seeking help; San Francisco's housing shortage; problematic services survivors encounter (e.g., discriminatory staff); location of services; transportation and childcare issues; fear; financial constraints; and, specific barriers immigrant survivors face (e.g., not knowing their rights).

Agency Level Findings

Organizational strengths and best practices. Agencies and staff members play a considerable leadership role in advocating for the needs of survivors and providing them with supportive services that will facilitate their process of healing and recovery. Several dominant themes emerged throughout the interviews and focus group discussions about important organizational strengths and agency best practices. These included: staff authenticity and non-judgmental approaches to working with clients; referrals, collaborations, and partnerships; and, survivor empowerment.

Agency-level barriers to providing services to survivors. Funding and other resources stands to be one of the most significant barriers agencies face in providing services to clients despite an increase in funding for the VAW Grants Program in recent years. Other challenges agencies face in providing services to survivors include: the transitional age requirement; the housing shortage; cultural insensitivities of some staff members; and, staff retention and support.

Limitations

It is important to note a number of limitations of this needs assessment. First, the needs assessment was not powered to statistically test for changes over time or to test for significant of any of the observed difference

between Partner Agencies and non-funded CBOs. The small sample sizes across all data collection activities also limit the extent to which the findings can be generalized to all survivors living in San Francisco. Additionally, there was little to no representation from non-funded agencies serving survivors of violence and law enforcement personnel. Both of these groups would be important to include in future needs assessments.

Recommendations

Based on the findings of 2014 Violence Against Women Community Needs Assessment, the following recommendations have been developed to serve as potential next steps for the Department to consider. It is important to note that many of these recommendations have a fiscal impact and will require additional funding for full implementation.

- Innovative Prevention Education Initiatives
- Staff Retention, Development, and Growth Opportunities
- Enhanced Collaboration Among Service Providers
- Continued Investment in Culturally-Responsive Mental Health Services and Housing Options
- Routine Monitoring, Communication, and Site Visits

INTRODUCTION

VIOLENCE AGAINST WOMEN: A NATIONAL AND LOCAL PROBLEM

Violence against women is a serious issue globally and throughout the United States that affects not just survivors, but also their families, communities, and society as a whole. More than 18% of women have been raped in their lifetime, including 40% by an acquaintance (National Intimate Partner & Sexual Violence Survey [NIPSVS], 2010). Approximately 1 in 4 women have experienced severe physical violence by an intimate partner at some point (NIPSVS, 2010) and over 12 million women and men are victims of rape, physical violence, or stalking by an intimate partner over the course of a year in the U.S. (U.S. Center for Disease Control [CDC], 2012). Women and girls also experience violence and abuse through human trafficking in the U.S., including sex trafficking and labor trafficking (Polaris Project, 2012). San Francisco receives an average of 20 calls to 911 and almost 60 crisis line calls per day related to domestic violence (*Comprehensive Report on Family Violence in San Francisco*, 2011). San Francisco is also a national “hot spot” for human trafficking, including sex and labor trafficking, and one of the top 13 cities in the U.S. for child sex trafficking (FBI, 2009).

Survivors of violence face a number of health consequences, including physical injury as well as poor general physical health and mental health problems (NIPSVS, 2010). In fact, survivors of violence frequently have co-occurring conditions such as mental health problems and trauma symptoms, and may use substances to cope with their situations (CDC, 2012). These issues create barriers for survivors when they attempt to access services in their communities (Zweig, 2002). Other typical barriers facing survivors include limited availability of emergency and transitional housing, difficulty finding housing for women with children, limited availability of services in languages other than English, negative interactions with providers, and previous criminal records (Moe, 2007). Without the necessary services to help survivors recover and rebuild their lives, physical and emotional problems can continue and ripple through generations of families and communities.

MISSION AND HISTORY OF THE DEPARTMENT ON THE STATUS OF WOMEN

In order to combat the negative effects of violence, communities such as San Francisco have taken steps to fight violence against women and provide services for survivors to promote healthy relationships, rebuild their lives, and recover. Established by the San Francisco Board of Supervisors in 1974, the San Francisco Department on the Status of Women (Department) was chartered as a permanent City department in 1994. In 1998, San Francisco became the first city in the world to enact a local ordinance reflecting the principles of the United Nations (UN) Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), an international bill of rights for women. The mission of the Department is to ensure equitable treatment and foster the advancement of women and girls in San Francisco, through policies, legislation, and programs that focus on populations in need.

Guided by the CEDAW principle of *the Right to Bodily Integrity*, or freedom from violence, the Department administers the Violence Against Women Prevention & Intervention (VAW) Grants Program. This program distributes funds to community-based organizations to provide direct services to women and girls within the following six service areas:

- **Crisis Lines** provide 24-hour telephone support for survivors of domestic violence and sexual assault.
- **Intervention and Advocacy** programs provide counseling, social services, and advocacy for survivors of violence and their children.
- **Legal Services** create access to family and immigration law for survivors of domestic violence and human trafficking.
- **Prevention, Education, and Training** promotes public awareness of violence against women, with a particular focus on youth.
- **Emergency Shelters** provide shelter and support services for survivors of domestic violence and human trafficking and their children.
- **Transitional Housing** provides housing and support services for abused women and their children.

DEPARTMENT ON THE STATUS OF WOMEN ACCOMPLISHMENTS

The Department distributed approximately \$4 million to 31 programs across 25 Partner Agencies within these six service areas in fiscal year 2012-2013. VAW grants are awarded every 3 years based on the needs of San Francisco's diverse communities. These programs serve individuals diverse in age, ethnicity/race, language, nationality, ability, and sexual and gender identity (*VAW Grants Program FY 2012-2013 Year-End Performance Summary, 2013*).

The efforts of the Department, its Partner Agencies, and other community-based organizations have made a strong impact on San Francisco's residents. For example, domestic violence homicides decreased from an average of 10 homicides per year to **zero** in fiscal year 2012-2013 (*Department on the Status of Women Annual Report, 2013*). Over 21,000 bed nights were provided to over 400 women and children in 2012-2013. The crisis line fielded over 18,000 phone calls, and 19,585 unduplicated individuals were served with 39,116 hours of supportive services by Department Partner Agencies (*Department on the Status of Women Annual Report, 2013*).

The efforts of the Department and community-based agencies are made possible by the support of government and private funding, including foundations and individual giving. As a city, San Francisco receives the highest amount of foundation funding to combat violence against women in the state of California (Foundation Center, 2014). Over \$11.5 million and 91 grants were received by San Francisco-based agencies from foundations during 2009 to 2011 to address domestic violence (Foundation Center, 2014). The vast majority of these funds (98%) support direct services for violence survivors, and less than 2% of total funding was spent towards educational campaigns. In comparison to national patterns of grant making to address domestic violence, California recipient organizations are much more likely to receive direct program support (63% vs. 51%) and much less likely to receive capital support (3% vs. 13%) or research support (1.3% vs. 15%) (Foundation Center, 2014). In addition, 35% of foundation funding in California targets economically disadvantaged populations, 19% targets ethnic or racial minorities, and 7% targets immigrants and refugees (Foundation Center, 2014).

In order to evaluate the current needs of survivors of violence in San Francisco, the Department contracted with Education, Training, and Research (ETR) Associates to conduct the 2014 Violence Against Women (VAW) Community Needs Assessment. This year's needs assessment builds on past years' assessments to re-assess current grantees' ("Partner Agencies") structural, fiscal, and technical needs; strengths; barriers in service delivery; and, examines clients' access and barriers to services. Additionally, this year's needs assessment also aimed to include the voices of non-funded community-based organizations (CBOs), agencies serving women and girls exposed to violence but currently are not receiving funding from the Department.

The objectives of the current study were to answer the following four questions:

1. What are the needs of survivors of violence?
2. What additional services are necessary to address survivors' identified needs?
3. What are the organizational strengths and best practices of the key agencies that support survivors of domestic violence, sexual assault, and human trafficking? and,
4. How can the Department, through its VAW grants program, better meet these needs?

Throughout this needs assessment, the ETR project team sought to engage survivors of violence, their service providers, and agency administrators to learn from their experiences through equitable collaboration and information sharing. The ETR team was guided by principles of:

- Clarifying participant rights;
- Creating safe means of participation;
- Giving voice to participants;
- Demonstrating sensitivity to client experiences; and,
- Demonstrating appreciation for client and staff time and efforts.

METHODS

Needs Assessment Design

The community needs assessment was conducted during a four-month period (March-June 2014) in two phases using a mixed-methods design (see Table 1.1). In the first phase of the study, we conducted a review of the scientific literature to inform the development of a one-time online survey for administrators and staff. These results were analyzed to inform the second phase -- interviews with administrators and focus group discussions with direct service staff and survivors of violence.

Table 1.1: Needs Assessment Design Overview

Phase 1	Phase 2
Review of literature	Interviews with agency administrators
Development of online survey	Staff focus groups
Administration of online survey	Client focus groups

Needs Assessment Sample

In collaboration with the Department, ETR project staff conducted outreach via email, flyers, and phone calls to engage participation from agency administrators, staff, and their clients from all Department-funded Partner Agencies and non-funded community-based organizations (CBOs) serving survivors of gender-based violence. Administrators and staff were invited to participate in an online survey. Administrators were also invited to participate in a phone interview, while direct service staff members were invited to participate in a focus group. Survivors of violence were asked to participate only in a focus group discussion.

In total, 207 individuals from 24 Partner Agencies and 10 non-funded CBOs participated in this project. Participants were not required to identify themselves in the survey responses; therefore, it is possible that some staff and administrators may have participated in both the survey and the interview or focus group discussions. As such, the total number of *unique* participants may be less than 207. The needs assessment samples varied by data collection activity (see Table 1.2). See Appendix A for a complete list and description of all participating organizations.

Table 1.2: Agency Participation by Data Collection Activity (N = 34)

Agency		Administrator/Staff Survey	Administrator Interview	Staff Focus Group	Client Focus Group
1	APA Family Support Services	✓			
2	Arab Cultural and Community Center	✓			
3	Asian Pacific Islander Legal Outreach (APILO)	✓	✓	✓	
4	Asian Women's Shelter	✓	✓	✓	✓
5	Bar Association of San Francisco - Cooperative Restraining Order Clinic	✓			
6	Bar Association of San Francisco - Justice and Diversity Center			✓	
7	Bay Area Legal Aid	✓	✓	✓	

Table 1.2: Agency Participation by Data Collection Activity (N = 34)

Agency		Administrator/Staff Survey	Administrator Interview	Staff Focus Group	Client Focus Group
8	Child Adolescent Support and Advocacy Resource Center (CASARC) ¹	✓	✓		
9	Community Awareness and Treatment Services (CATS) – A Woman’s Place ¹	✓			
10	Community United Against Violence (CUAV)	✓		✓	
11	Community Youth Center San Francisco	✓			
12	Donaldina Cameron House	✓		✓	
13	Episcopal Community Services of San Francisco - Next Door and The Sanctuary ¹	✓			
14	Filipino Community Center	✓			
15	Glide Foundation	✓		✓	✓
16	Gum Moon Women’s Residence			✓	✓
17	Hamilton Family Center ¹	✓			
18	Horizons Unlimited of San Francisco		✓		
19	Huckleberry Youth Programs ¹	✓			
20	Institute on Aging	✓	✓		
21	Jewish Children and Family Services – Dream House	✓	✓		✓
22	La Casa de las Madres		✓		
23	Larkin Street Youth Services ¹	✓			
24	Lavender Youth Recreation and Information Center (LYRIC)	✓	✓	✓	✓
25	Mary Elizabeth Inn	✓	✓		✓
26	Mujeres Unidas y Activas	✓		✓	✓
27	Saint Vincent de Paul Society –Riley Center (Rosalie House)	✓		✓	✓
28	San Francisco Child Abuse Prevention Center ¹	✓			
29	San Francisco Domestic Violence Consortium ¹	✓	✓		
30	San Francisco SafeHouse ¹	✓	✓		
31	San Francisco Women Against Rape (SFWAR)	✓	✓	✓	✓
32	Shalom Bayit ¹	✓			
33	W.O.M.A.N., Inc	✓	✓	✓	✓

Table 1.2: Agency Participation by Data Collection Activity (N = 34)

Agency	Administrator/Staff Survey	Administrator Interview	Staff Focus Group	Client Focus Group
34 Women In Dialogue	✓	✓		

¹ Non-funded community based organizations (CBOs).

Note. Some of the agencies that participated in the online survey may not be included in the above table due to incomplete data (i.e., respondents did not specify their agency name).

Sample: Administrator and Staff Survey. Staff members from Department-funded Partner Agencies and non-funded CBOs were asked to take part in a brief online survey. The final sample included a total of 87 staff (50 from Department-funded Partner Agencies, 16 from non-funded CBOs, and 21 that did not specify. Selected demographic characteristics of the administrators and staff completing surveys are provided in Table 1.3. For complete demographic details, see Appendix B.

Table 1.3: Selected Demographic Characteristics of Administrators and Staff Who Participated in the Online Survey: Percent Responding (N = 87)

	Gender Identity ¹			Race/Ethnicity ²					Age		
	Female	Male	Trans-gender	White	Asian/Pacific Islander	Hispanic/Latina/o	African American	Other	< 25	25 - 50	51+
Administrator and Staff Survey	93%	4%	1%	45%	24%	23%	9%	7%	6%	65%	29%

¹ Percentages do not add up to 100 due to missing data.

² Participants were asked to mark all that apply. Percentages are based on responses and may exceed the total N.

Sample: Administrator Interviews. Interviews were conducted with 19 executive and associate-level directors (including program managers/coordinators) from 17 different agencies by phone and lasted approximately one hour. Table 1.4 summarizes the sample for the individual interview activities. See Appendix C for a complete listing of interview participants.

Table 1.4: Participation Rates: Administrator Interviews (N = 19)

Agency Type	Number of Agencies	Number and Percentage of Staff Participants
Department-funded Partner Agency	14	16 84%
Non-funded Community Based Organization	3	3 16%
TOTAL	17	19 100%

Sample: Staff Focus Groups. Thirty-nine staff members from 12 Partner Agencies took part in one of nine focus groups. Non-funded CBOs were not represented in data collection activity (i.e., no staff members expressed interest in participating). Group size varied and ranged from two to six participants. Three of the groups included participation from more than one Partner Agency. Eight groups were conducted in English and one was conducted in Spanish (see Table 1.5 for a summary). Demographic characteristics of the staff participants in focus groups are provided in Table 1.6. See Appendix D for a complete listing of staff focus group participants.

Table 1.5: Participation Rates: Staff Focus Groups (N = 39)	
Staff Focus Groups	Number of Participants
Asian Pacific Islander Legal Outreach (APILO)	4
Bay Area Legal Aid	5
Community United Against Violence (CUAV)	3
Lavender Youth Recreation and Information Center (LYRIC)	5
Mujeres Unidas y Activas (conducted in Spanish)	4
Saint Vincent de Paul Society - Riley Center; Bar Association of San Francisco – Justice and Diversity Center; Asian Women’s Shelter	6
San Francisco Women Against Rape (SFWAR); Glide Foundation; Asian Women’s Shelter	5
Saint Vincent de Paul Society - Riley Center; Donaldina Cameron House	2
W.O.M.A.N., Inc.	5

Table 1.6: Demographic Characteristics of Staff Who Participated in Focus Group Discussions: Percent Responding (n = 31) ¹											
	Gender Identity ²			Race/Ethnicity ³					Age		
	Female	Male	Trans-gender	White	Asian/ Pacific Islander	Hispanic/ Latina/o	African American	Other	< 25	25- 50	51+
Staff Focus Groups	74%	13%	10%	14%	21%	50%	7%	18%	11%	79%	10%

¹ Total participants in focus groups (N = 39); Data are reported for only those participants who filled out a demographic form (n = 31).

² Percentages do not add up to 100 due to missing data.

³ Participants were asked to mark all that apply. Percentages are based on responses and may exceed the total N.

Sample: Client Focus Groups. Sixty-two clients from 11 different agencies (9 Partner Agencies, 2 non-funded CBOs) participated in one of nine focus group discussions. Groups ranged in size from three to 11 participants. Four groups were conducted in English, three were conducted in Spanish, one in Cantonese, and one in Mandarin. One of the groups included participants from more than 1 agency (see Table 1.7 for a summary). Please note that names of client focus group participants were intentionally not included in this report. Demographic characteristics of the client participants in the focus groups are provided in Table 1.8.

Table 1.7: Participation Rates: Client Focus Groups (N = 62)		
Client Focus Groups	Date of Focus Group	Number of Participants
Lavender Youth Recreations and Information Center (LYRIC)	May 14, 2014	9
Gum Moon Women’s Residence (conducted in Cantonese)	May 19, 2014	4
Gum Moon Women’s Residence (conducted Mandarin)	May 19, 2014	3
Mary Elizabeth Inn	May 20, 2014	10
W.O.M.A.N., Inc. (conducted in Spanish)	May 22, 2014	10
Jewish Children and Family Services - Dream House	May 27, 2014	4

Table 1.7: Participation Rates: Client Focus Groups (N = 62)

Client Focus Groups	Date of Focus Group	Number of Participants
Saint Vincent de Paul Society - Riley Center (conducted in Spanish)	May 27, 2014	4
Mujeres Unidas y Activas (conducted in Spanish)	May 28, 2014	11
San Francisco Women Against Rape (SFWAR); Glide Foundation; Hamilton Family Center; Episcopal Community Services (Next Door and The Sanctuary)	May 29, 2014	7

Table 1.8: Demographic Characteristics of Clients Who Participated in Focus Group Discussions: Percent Responding (n = 60)¹

	Gender Identity			Race/Ethnicity ²					Age		
	Female	Male	Trans-gender	White	Asian/Pacific Islander	Hispanic/Latina/o	African American	Other	< 25	25-50	51+
Client Focus Groups	87%	10%	3%	17%	17%	47%	15%	4%	17%	83%	0%

¹ Total participants in focus groups (N = 62); Data are reported for only those participants who filled out a demographic form (n = 60).

² Percentages do not add up to 100 due to missing data.

Instrumentation

A number of different data collection instruments were used during this needs assessment (see Table 1.9 for a summary). Some instruments were drawn from existing tools and others were developed specifically for this study. A copy of all the study instruments is included in Appendix E.

Table 1.9: Instruments Used in the 2014 Violence Against Women Community Needs Assessment

Instrument	Constructs	Participants
Online Survey	<ul style="list-style-type: none"> Agency services provided Populations served/underserved Violence clients reported experiencing Reasons clients sought services/retained services Services utilized by clients/gaps in services Community perception of violence Client access barriers to services Agency/service provider challenges to providing services Staff training conducted/needed 	Administrators and Staff
Phone Interview	<ul style="list-style-type: none"> Agency services provided Populations served/underserved Reasons clients sought services/retained services Services utilized by clients/gaps in services Strengths and best practices of agencies Client service accessibility 	Administrators

Table 1.9: Instruments Used in the 2014 Violence Against Women Community Needs Assessment

Instrument	Constructs	Participants
	<ul style="list-style-type: none"> • Client access barriers to services • Agency/service provider challenges to providing services • Staff training conducted/needed 	
Focus Group Discussions	<ul style="list-style-type: none"> • Populations served/underserved • Reasons clients sought services/retained services • Client access barriers to services • Agency/service provider challenges to providing services • Services utilized by clients/gaps in services • Client service accessibility • Strengths and best practices of agencies • Staff capacity to serve diverse clients 	Staff members
Focus Group Discussions	<ul style="list-style-type: none"> • Services accessed • Service accessibility • Quality of agency and staff interactions • Ease of access to services • Barriers to accessing services • Service gaps 	Clients

Data Collection

ETR coordinated and collected the needs assessment data during April, May, and June, 2014. Highlights of the data collection methods are described below. Recruitment for all data collection activities was conducted with support from the Department and included outreach via email, phone, and through flyers that were distributed by administrators and staff. Flyers were developed specifically for focus groups and client flyers were translated into Spanish and simplified Chinese (see Appendix F for copies of recruitment materials). Since administrators and service providers are adults reporting on activities conducted in the course of their regular job duties, we used individuals’ agreement to take part in the surveys, interviews, and focus group discussions as evidence of their consent. Adult client participants consented by agreeing to participate in a focus group. Due to time limitations, it was beyond the scope of the current project to secure parental consent and obtain participant assent for participation by clients under the age of 18¹. Therefore, this report does not include the voices of survivors under the age 18; however, some administrators and service providers working with this population did participate in the needs assessment.

Administrator and Staff Survey. The administrator and staff survey was administered online once and consisted of approximately 20 multiple-choice questions in English only. All participants who provided their contact information were entered into a drawing to win one of three \$100 gift cards.

Administrator Interviews. Administrator interviews were conducted by phone, in English, by ETR project staff, and lasted approximately one hour. ETR staff took notes as the interview was conducted.

¹ This is a standard required by ETR’s Institutional Review Board to protect the rights of human subjects when working with minor participants, who are identified as a vulnerable population.

Staff Focus Group Discussions. All focus group discussions were facilitated by ETR staff and lasted approximately one hour. Eight groups were conducted in English and one was conducted in Spanish. Five focus groups were hosted by Partner Agencies (i.e., were conducted at their location), three were conducted in a conference space in the building where the Department maintains office space, and one was conducted as a conference call by phone. Notes were taken by ETR staff. Staff members received a light meal during the groups and were asked to complete a brief, anonymous demographic form at the end of each group.

Client Focus Group Discussions. All English focus group discussions were facilitated by ETR staff and a hired moderator (when necessary). Four groups were conducted in English, three in Spanish, one in Cantonese, and one in Mandarin. Most of the groups (n = 8) were hosted by Partner Agencies (i.e., were conducted at their location), and one group was conducted in a conference space in the building where the Department maintains office space. Clients received a light meal during the groups and \$50 in appreciation for their time. Clients were asked to complete a brief, anonymous demographic form at the end of each group. Notes were taken by ETR staff for all English language groups and those groups conducted in Spanish, Mandarin, and Cantonese were digitally recorded (with participants' permission), transcribed, and translated in English.

Data Analysis

Data analysis varied by source. Administrator and staff survey data were summarized using frequencies (reported as percentages). Sample sizes for each question vary slightly due to missing data. Comparisons between funded and non-funded agencies were not possible due to limited sample sizes. See Appendix G for individual item frequencies and percentages for data from questions not presented in text.

Qualitative data from the interviews and focus groups were single-coded (10% were double-coded to check for consistency) by ETR project staff. All codes were entered into a spreadsheet by data collection activity type, facilitating systematic comparison of codes/responses across data sources. The data were grouped into categories relevant to the key evaluation questions to identify emerging themes and sub-themes within and across data collection activities. Quotes used in this report were selected to represent the types of responses received.

FINDINGS

The goal of the 2014 Violence Against Women Community Needs Assessment was to identify and describe program strengths, service gaps, and barriers to accessing programs and services for survivors of domestic violence, sexual assault, and human trafficking in San Francisco². We sought to achieve this goal by addressing the following specific questions:

1. What are the needs of survivors of violence?
2. What additional services are necessary to address identified needs?
3. What are the organizational strengths and best practices of the key agencies that support survivors of domestic violence, sexual assault, and human trafficking? and,
4. How can the Department, through its VAW grants program, better meet these needs?



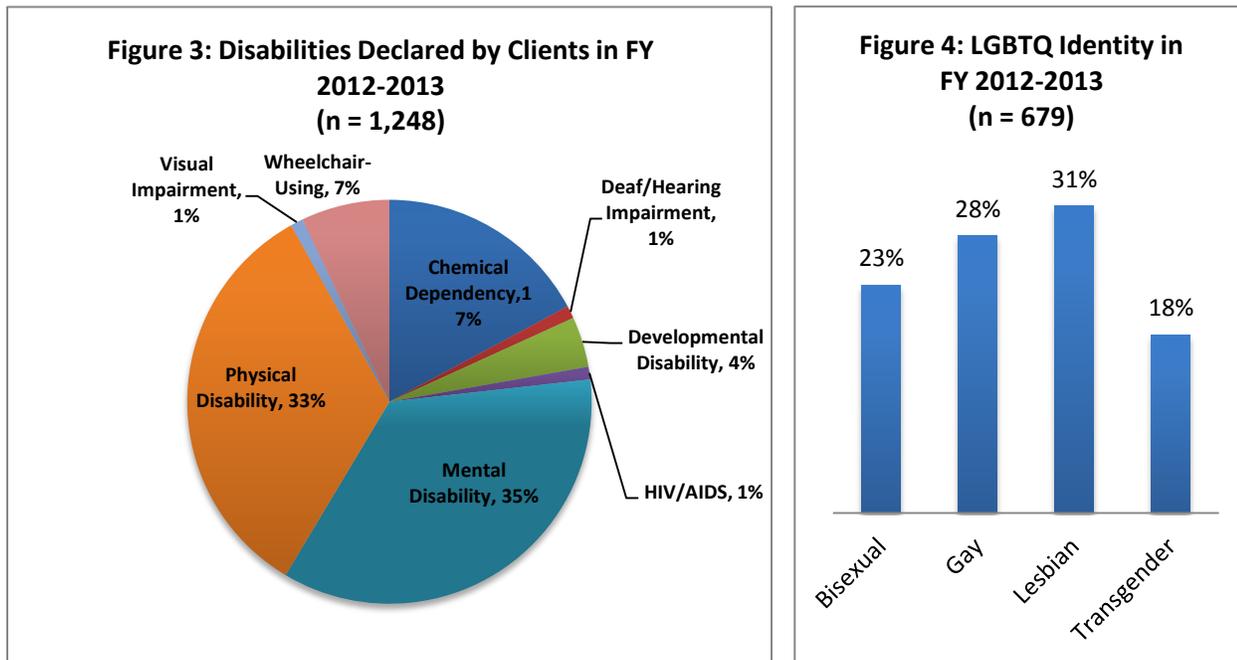
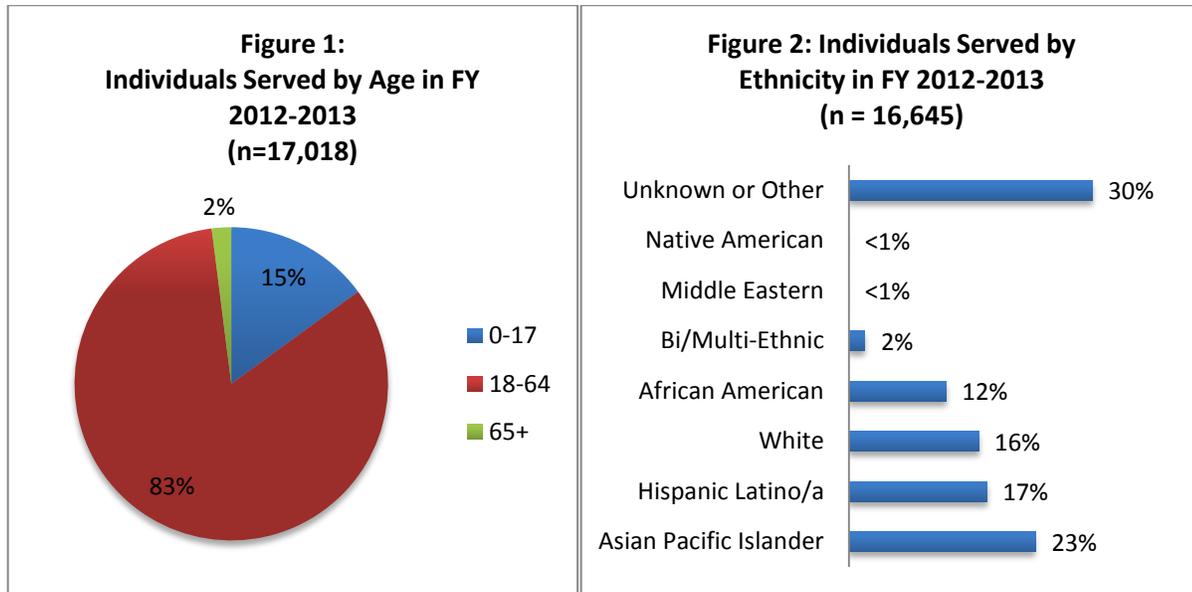
For ease of review, the results are presented in two major sections – **Survivor Specific Findings** (includes a description of the current population currently being served by programs; populations with unmet needs; services most utilized by survivors; additional and emerging service needs; service accessibility; and, challenges and barriers survivors face in receiving services) and **Agency Specific Findings** (includes organizational strengths and best practices and barriers to providing services to survivors).

² This report focuses on survivors of gender-based violence; the sample also included LGBTQ survivors that do not necessarily identify as female or male, but on a gender continuum.

SURVIVOR SPECIFIC FINDINGS

DIVERSE COMMUNITIES SERVED BY PROGRAMS AND SERVICES

Department-funded Partner Agencies reach clients from broad and diverse backgrounds. In Fiscal Year 2012-2013, Partner Agencies provided 39,116 hours of supportive services to 19,585 unduplicated survivors of violence across diverse ages, ethnicities, disabilities, and sexual orientations (see Figures 1-4). Similar aggregated data for non-funded CBOs was unavailable.



Source: VAW Grants Program FY 2012-2013 Year-End Performance Summary

TYPES OF VIOLENCE EXPERIENCED BY SURVIVORS

Staff and administrators were asked to indicate the types and forms of violence their clients reported having experienced. Table 2.1 summarizes the types of violence identified by respondents.

Table 2.1: Summary of the Types of Violence Experienced by Survivors As Reported by Administrators and Staff

- Domestic violence
- War crimes
- Emotional/physical/psychological/sexual violence
- Financial abuse (e.g., forging signatures on documents to take away accounts, housing deeds)
- Human trafficking (e.g., marriage that turns into servitude, pimp-controlled exploitation and trafficking)
- Sexual assault/rape
- Stalking
- Gender identity-related violence

Service providers serving primarily youth indicated their clients mostly reported instances of:

- Dating violence
- Sexual assault
- Bullying
- Cyber bullying

When survey respondents were asked to list the most commonly reported perpetrator of violence against their clients, four out of five (79%) reported their clients identified an intimate partner or an ex-partner as their abuser.

POPULATIONS WITH UNMET NEEDS

Survivors of violence in San Francisco are a diverse group of individuals often facing a number of overlapping issues on their paths to recovery that may interfere or impede with their ability to seek out and/or retain services. Each year, the Department-funded Partner Agencies reach a growing number of diverse survivors (see Figures 1-4 above). However, given the extent to which survivors are experiencing gender-based violence, there are still unmet needs in the community. Just about more than half of all survey respondents perceived LGBTQ survivors, Limited English Proficient (LEP) clients, immigrant populations, clients with mental health issues, and youth as populations in need of additional services (see Table 2.2).

Table 2.2: Survey Participants' Perceptions of Populations with Unmet Needs: Number and Percent Responding³

Population	Partner Agency Respondents Count	Non-funded CBO Respondents Count	Total Percent
LGBTQ Individuals	31	7	54 (63%)
Limited English-Proficiency Clients	29	10	53 (62%)
Immigrants	31	7	51 (59%)
Mental Health Clients	28	10	48 (56%)
Adolescents (11-18 years old)	26	9	41 (48%)
Human Trafficking Survivors	19	9	40 (47%)
Domestic Violence Survivors	21	6	39 (45%)
Sex Workers	23	7	38 (44%)
Elderly (65+)	19	8	34 (40%)
African Americans	23	5	32 (37%)
Drug/Alcohol Dependent Clients	17	6	32 (37%)
Native Americans	21	6	31 (36%)
Mothers and/or Families	19	4	30 (35%)
Single Mothers	19	5	29 (34%)
Hispanic/Latina/o	16	6	27 (31%)
Children (10 years old and younger)	14	6	22 (26%)
Asian Americans/Pacific Islanders	14	3	22 (25%)
Whites	6	1	9 (11%)
Other: Child sexual abuse survivors; Homeless/Marginally housed; Men; Incarcerated/Formerly Incarcerated Survivors; Transgender Individuals; Youth (16-24)	7	2	12 (14%)

Administrators and service providers were asked in interviews and focus groups to also identify populations they felt were currently underserved. Almost all respondents indicated the populations they served were all underserved and expressed a desire to serve even more survivors. However, they also named several cultural and age-specific groups they felt were priority service populations, which are described in greater detail below and reflect some of the same populations as identified by survey respondents.

LGBTQ Community

Administrators and staff indicated there is an intentional push to meet the wide ranging needs of the LGBTQ community, but service providers noted that this population has been slower than others to accept services. Beyond providing a safe and inclusive place for assistance, agencies want to attract and retain LGBTQ staff to mirror the diversity of their clients and increase current programming. Several staff members and clients noted that the LGBTQ community is relatively small and expressed some concern about the possibility of being “outed” or running into former partners or even an abuser at some agencies. Some staff serving LGBTQ populations

³ The total (N = 87) includes 50 participants from Partner Agencies, 16 participants from non-funded CBOs and 21 participants who did not indicate whether they were funded or not by the Department. Participants were asked to mark all that apply. Numbers and percentages are based on responses and may exceed the total N.

(including youth) suggested that the level of violence faced by queer youth did not match the services offered for this community.

Elderly Community

Several staff members also noted the lack of elderly individuals seeking services, specifically elderly people of color and elderly LGBTQ individuals. There are a number of barriers staff mentioned specific to this community that have precluded these survivors from accessing services, including: feeling as though they somehow



provoked their abuser and therefore feel like the abuse was justifiable; feelings of shame and secrecy around having been abused especially if the abuser is a family member; and, elderly individuals fear Adult Protective Services and worry they will have their rights taken away if they report abuse.

Limited English Proficient (LEP) Clients

Staff and administrators identified individuals with limited English proficiency as a priority service area because these survivors are often unaware of their human and legal rights. Consequently, they remain silent about crimes perpetrated against them out of fear their immigration status will be revealed and they will face deportation. San Francisco is a Sanctuary City, which means that City and County employees cannot ask about an individual's immigration status; they cannot disclose information regarding an individual's immigration status; and, they cannot condition services based on an individual's immigration status. As such, efforts to reach out to the communities remain especially important so that potential clients are aware that the abuse they have experienced is a crime and they have rights, regardless of their citizenship status.

Native American Community

One interview respondent noted that Native American populations are not utilizing services possibly out of fear that seeking help is viewed as shameful in their culture. The respondent commented further that Native American survivors fear that case managers will promote divorce and because,

...there are so few Native American men in San Francisco, the women don't want them arrested and instead, prefer to handle the issue as a community.

Disabled Community

Although the Department-funded Partner Agencies reach a number of survivors with reported disabilities, this community continues to be difficult to reach. Several staff noted the deaf community was largely absent from those populations requesting and utilizing services.

Men and Boys

Several staff members indicated throughout the focus groups that while the Department funds agencies providing services primarily to women and girls experiencing violence, staff have seen a reported increase in the number of men and boys needing services but are reluctant to seek support for domestic abuse or sexual assault.

Youth

Finally, one staff member noted in an interview the difficulty of reaching youth with co-occurring conditions (e.g., a young person who may have a history of abuse and was shuffled in and out of foster care or other temporary housing arrangements). This respondent noted,

These young people are in and out of the foster care system and have a history of Child Protective Services (CPS) reporting. Anyone can see all these places in the forensic history of a child's life where folks could have intervened but did not.

In addition, youth in isolated neighborhoods such as Bayview and Hunter's Point may also be difficult to reach and therefore considered by many staff as an underserved, priority population. Staff cited transportation issues as a main barrier youth face in receiving services (e.g., it can take over an hour on public transportation to reach some service locations from isolated neighborhoods like Bayview and Hunter's Point).

SERVICES MOST UTILIZED BY SURVIVORS AND ADDITIONAL SERVICE NEEDS

Services most utilized by survivors. When survivors decide to leave abusive relationships, they need assistance with starting new lives. Oftentimes they will need to have their (and possibly their children's) basic needs met (i.e., food, safe shelter, clothing). Longer-term, they may need help transitioning into permanent housing, workforce development training, and, may also need general life skills training (e.g., financial management, basic computer-related training). Survey respondents were asked to select the top five services they perceived as most utilized by survivors (see Table 2.3). Although respondents indicated these were their *perceptions* of services most utilized by clients, it was beyond the scope of this needs assessment to confirm which services clients *actually* used most and why.

Service Type	Partner Agency Respondents Count	Non-funded CBO Respondents Count	Total Percent
Emergency Shelters	23	9	42 (48%)
Crisis Lines	22	7	41 (47%)
Low-Income Housing	27	5	37 (43%)
Peer Counseling	23	2	35 (40%)
Mental Health Services	18	8	35 (40%)

Additional service needs. In addition to those services most utilized by survivors, administrators, staff, and clients were asked to reflect on any **additional services** that might help support survivors' current and emergent needs. Just about more than half of survey respondents perceived increased needs for additional

⁴ The total (N = 87) includes 50 participants from Partner Agencies, 16 participants from non-funded CBOs and 21 participants who did not indicate whether they were funded or not by DOSW. Participants were asked to rank the top 5 services that are the most used by survivors. Numbers and percentages are based on responses and may exceed the total N.

housing services, mental health services, childcare, job placement/workforce development training, and financial assistance/support (see Table 2.4).

Table 2.4: Survey Participants' Perceptions of Additional Services Needed for Survivors of Violence: Number and Percent Responding ⁵			
Service Type	Partner Agency Respondents Count	Non-funded CBO Repondents Count	Total Percent
Transitional Housing	38	11	61 (71%)
Low-Income Housing	34	10	60 (70%)
Emergency Shelters	31	7	51 (59%)
Mental Health Services	31	9	50 (58%)
Financial Assistance/Support	28	7	48 (56%)
Child Care	30	6	45 (52%)
Job Placement	13	6	42 (49%)
Foreign Language Interpreters	20	5	35 (41%)
Legal Counseling	20	7	34 (40%)
Job Training	18	4	33 (38%)
Education/Outreach	18	4	28 (33%)
Transportation Services	15	6	28 (33%)
Drug/Alcohol Treatment	18	5	28 (33%)
Peer Counseling	17	5	27 (31%)
Support Groups for Children	16	3	25 (29%)
Legal Advocacy and Training	17	6	25 (29%)
Court Accompaniment	13	5	23 (27%)
Support Groups for Adults	14	3	22 (26%)
Elder Abuse Advocates	8	3	17 (20%)
Crisis Lines	7	2	12 (14%)
Adult Education	7	1	12 (14%)
Other: Access to child care; Alternative solutions for housing; Inter-agency case-management; Gender specific safe housing; LGBTQ safe housing; Housing for clients with mental health and substance abuse issues; Legal services; Youth services	7	2	11 (13%)

In addition to these needs, interview and focus group participants also identified increased needs for:

- Mental health services for survivors and their families (augmenting and expanding existing services);
- Legal services;
- Enhanced housing services and workforce development training;
- Human trafficking-related services; and
- Coordinated responses to domestic violence for restorative justice.

⁵ The total (N = 87) includes 50 participants from Partner Agencies, 16 participants from non-funded CBOs and 21 participants who did not indicate whether they were funded or not by the Department. Participants were asked to mark all that apply. Numbers and percentages are based on responses and may exceed the total N.

Each of these areas is elaborated below.

Mental Health Services for Survivors and their Families

Staff and administrators commented on the high prevalence of co-occurring issues among survivors of domestic violence, sexual assault, and human trafficking. To illustrate, in Fiscal Year 2012-2013, 35% of clients receiving services from Partner Agencies reported having a mental disability (VAW Grants Program FY 2012-2013 Year-End Performance Summary, 2013). Some clients mentioned there is a growing need for screening for serious mental health issues before admitting clients into shared living accommodations (e.g., transitional housing). However, this type of screening can also serve as a barrier and other communities addressing homelessness advocate for a “rapid re-housing” model that minimizes, and, in some cases, eliminates barriers to accessing services.



While immediate access to mental health services is critical for addressing survivors’ needs, staff and clients also identified the need for long-term, on-going therapy for survivors and their families. Partner Agencies currently provide some on-going therapies, but there was a sense among staff surveyed that these types of services are increasing in need. Several clients also indicated they had experienced domestic violence years ago and required additional resources to support their recovery. However, even access to immediate crisis counseling is often limited because there is simply not enough qualified staff working at agencies equipped with the sensitivities and language abilities to address the mental health needs of these survivors of violence.

Furthermore, staff and clients identified an ongoing need for low-cost or no-cost family therapy programs for survivors and their children. Several providers acknowledged the developmental difficulties abused children face as well as children who are exposed to parental violence and abuse. Children act out in school, perform poorly academically, have social and emotional consequences, and some older youth turn to substances to cope with their trauma. Some survivors suggested children and youth need support that is not always necessarily separate from their parents.

Finally, 17% of survivors receiving services in Fiscal Year 2012-2013 reported chemical dependencies (VAW Grants Program FY 2012-2013 Year-End Performance Summary, 2013). Substance abuse is common among survivors as a way to cope with trauma and depression, post-traumatic stress disorder (PTSD), anxiety, sleep disorders, and other disorders, which are related to or exacerbated by abuse. As a consequence, the need for mental health services is great, but agencies may not have the capacity to fully address this growing need among survivors. As such, there is also an increased need for services to support survivors with substance use issues.

Legal Services

Many staff participants talked about the importance of legal aid for survivors. Legal services provide an entry point into other protections such as family law, immigration laws, public benefits, debt relief, and healthcare. Moreover, survivors need legal assistance if they want help securing restraining orders, obtaining spousal/child support and/or filing for divorce. For some survivors, legal aid is the most effective form of intervention because it provides the potential for concrete outcomes (e.g., changing one’s legal status, financial assistance,

and prosecution of their abuser). One area clients identified as potentially helpful was having more wrap-around services associated with legal assistance since they identified the process as complicated and unpredictable. For example, one client mentioned needing more case management and advocacy services to help with navigating the legal process. Another staff member suggested it may be helpful to have a mental health practitioner accompany some clients with mental health issues to their appointments to support the client and mitigate any potential re-traumatization that may occur when survivors have to recount their violent experiences to attorneys.

Enhanced Housing Services and Workforce Development Training

Shelters. Several staff noted there is a need for more shelter space in the city, although they also simultaneously recognized that this is not a very feasible option. Staff acknowledged shelters are often put in a position to turn away survivors because there are not enough beds to meet the need. Beds are often filled to capacity and finding several beds available at one time for a family is exceptionally difficult. In addition, some youth serving staff members identified the need for substance-free shelters for young survivors of violence who are trying to stay clean. Several clients identified shelters as a “trigger” for them while they are trying to stay sober because many residents freely use substances while at the shelter (often as a means to cope with their traumas). Finally, several staff indicated the need for a LGBTQ-specific shelter. At the time of this writing, a housing initiative in Oakland, called Queens Cottage Shelter, is in its beginning stages, and will address the absence of emergency shelter housing for transgender women in the Bay Area, which is a tremendous step in addressing the unmet needs of LGBTQ survivors of violence.

Affordable, long-term, permanent housing. For many survivors, transitioning into affordable housing can be incredibly difficult for a number of reasons. Trying to come up with a deposit and first and last month’s rent can be a major obstacle. Housing and employment stand as two primary structural barriers for many survivors. Clients tend to move from shelter to shelter or stay in transitional housing because there is nowhere else for them to go. Typically, there are long waiting lists for Section 8 housing or other permanent housing options, which are limited in San Francisco and do not necessarily consider domestic violence survivors a priority population. Transitional age youth face the same issue as other survivors in need of housing, although they often will resort to being homeless. Several staff and clients also specifically mentioned this need for single mothers. One staff member said,



A woman with two kids, with all legal documents, could get \$700 per month towards housing for three people. That isn’t even enough to rent a studio in the city.

Staff and clients alike expressed an almost universal desire to see expanded housing options for survivors of violence. In addition to the shelter programs, staff and administrators identified an increased need within the city for more transitional, affordable housing so clients have a place to go and move on from shelter housing. Staff agreed that transitional housing is needed in the domestic violence community because it provides in-house support and gives survivors some time to heal and receive supportive services while making life changing decisions such as housing, employment, and/or educational pursuits.

One staff member said,

These are all fairly permanent decisions that can't always be made successfully while in an emergency shelter for three months.

Still another administrator noted,

I think it's permanent housing that makes the difference. In broad strokes – when you give a woman a home it's the very first step to self-sufficiency and a life that is free of poverty and violence.

Workforce development training. Housing needs are also often tied to workforce development training for many clients. Among immigrant survivors, staff noted that many clients may have difficulty obtaining employment because the job skills they have from their home countries are not marketable in the U.S., they don't have a work permit, and/or they are undocumented and unable to legally seek employment opportunities. Many survivors leaving abusive relationships need life skills training to become independent. These include skills such as preparing a resume, finding employment, and creating and managing a personal budget. Many survivors also need access to computers and the Internet in order to identify and apply for jobs.

Human Trafficking-Related Services

A major barrier to providing services to survivors of human trafficking centers around victim identification and gaps in awareness and understanding of the definition of human trafficking among survivors, staff, and the general public. Staff noted that among some survivors, they were not even aware they had been trafficked or exploited. One staff member recalled how a survivor had been brought to this country by family members with promises for a better life but the survivor was forced into a labor situation and had their movement restricted (which, incidentally, makes it significantly more difficult to learn about services). Staff members noted how other survivors had been involved in pimp-controlled relationships and were unaware of services designed to help them get out of their situations. Still, staff identified other survivors who had married abroad and were in this country illegally being exploited by their own partners. The challenge for most staff and administrators remains working to identify survivors and provide them with services that are specific to their needs. One staff member noted,

We desperately need shelters accustomed to working with trafficking survivors and have the experience and cultural understanding and sensitivities to work effectively with them.



Other administrators and staff echoed this sentiment and suggested that trafficking survivors would benefit from a shelter with wrap around services designed to address their specific needs.

Coordinated Responses to Domestic Violence for Restorative Justice

Some survivors of gender-based violence are interested in a process of restorative justice,

whereby the offender comes to understand the harm they have done, takes responsibility for this harm, and

works to change their behavior and prevent future harm. However, the criminal justice system presents a major hurdle to this process. Currently, it is in the offender’s best interest to deny wrongdoing throughout the investigation and/or prosecution of the crime. If an offender is found guilty of their crime after spending weeks, months, or even years denying wrongdoing, the current criminal justice system then expects the offender to immediately participate in offender intervention programs. Some participants (staff and survivors) felt this current model of criminal justice did not facilitate a healing process for survivors or offenders and suggested the idea of exploring alternative models for restorative justice.

ACCESSING SERVICES: HOW SURVIVORS LEARN ABOUT SERVICES

Survey respondents were asked to indicate how they felt survivors first learned about services. Table 2.5 provides a summary of the perceived ways in which staff and administrators understood how survivors first learned about services.

Service Type	Partner Agency Respondents Count	Non-funded CBO Repondents Count	Total Percent
Referrals From Other Agencies	50	15	86 (99%)
Community Outreach	50	13	81 (93%)
“Word of Mouth”	47	15	81 (93%)
Brochures	42	11	73 (84%)
Walk-Ins	38	9	60 (69%)
Informational Letter	11	1	17 (20%)
Radio Ads	5	1	8 (9%)
Newspaper Ads	4	1	7 (8%)
Billboards	4	0	6 (7%)
TV Ads	3	1	5 (6%)
Other: “Gate Openers” – From Client’s Communities; Community Events; Volunteers; Internal Agency Referrals; Internet; Radio Talk Shows; Street Outreach; Police; Transit.	10	3	18 (21%)

Participants from the interviews and focus groups (staff, administrators, and clients) collectively agreed that referrals from Partner Agencies, word-of-mouth referrals, flyers at clinics, referrals and brochures from emergency shelters, and street outreach were the most common ways potential clients first learned about their services. Specifically, some **clients** indicated they first learned about services from the Sheriff’s Office, through a therapist at a child’s school, or from a leaflet from Police. **Administrators** explicitly noted they felt clients first learned about services from crisis line referrals, outreach through community prevention workshops, and social

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media presence on sites like Facebook, Twitter, Pinterest, and YouTube. **Staff members** noted that some of their clients indicated they first learned about services from CPS referrals and street outreach.

It is important to note that while referrals and outreach are the leading reported ways in which clients first learn about agencies’ services, administrators identified that this type of support is typically not well supported by most funding sources. However, a deeper level of analysis than was possible with this needs assessment is required to uncover the specific forms of outreach that are the most effective. It would also be useful to capture the sources of outreach information, such as the agencies that provide direct services or law enforcement officials. For example, a mass distribution of flyers will have a different effect than a resource card that a police officer hands to a domestic violence survivor at the scene of a crime.

ACCESSING SERVICES: REASONS SURVIVORS SEEK OUT SERVICES

Making the decision to address relationship violence, sexual assault, and/or trafficking-related abuse and seek supportive services is not an easy choice. Table 2.6 summarizes survey respondents’ perceptions about the reasons survivors seek services.

Table 2.6: Survey Participants’ Perceptions of the Reasons Survivors Seek Services: Number and Percent Responding ⁷			
Service Type	Partner Agency Respondents Count	Non-funded CBO Repondents Count	Total Percent
Familiarity or Comfort with Agency or Staff	41	12	69 (81%)
Severity of Abuse or Violence	37	9	63 (74%)
Referral From Another Agency	40	8	60 (71%)
Frequency of Abuse or Violence	31	7	54 (64%)
Children or Dependents	29	7	50 (59%)
Community Support	30	5	48 (57%)
Legal Concerns	32	5	46 (54%)
Location or Convenience of Services	28	6	46 (54%)
Family Support	26	8	45 (53%)
Type of Abuse or Violence	21	5	39 (46%)
Financial Issues	24	4	39 (46%)
Health Issues	13	4	27 (32%)
Other: Decreased Level of Coping; Feeling Heard and Understood in Native Language; Lack of Community and Family Support; Police or CPS Involvement; Offering Food and Safe Environment; Stability; Need for Justice and Accountability	8	0	12 (14%)

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In addition to those reasons identified by survey respondents, themes emerging from interviews and focus groups included: familiarity with agency/satisfaction with staff interactions; escalation of abuse and the impact on children; and, convenient location of services. All of these themes except location of services are described in detail below. Respondents identified location of services as both a reason survivors decide to seek services and also as a barrier clients face in receiving services. Service location is discussed in detail in a subsequent section of this report entitled “Agency Level Barriers to Providing Services to Survivors.”

Familiarity with Agency/Satisfaction with Staff Interactions

Some clients indicated they became familiar with a particular agency either from a referral from another Partner Agency, a friend, or from another community group with which they received services and trusted the person who had referred them to additional services. Some clients also identified the importance of having culturally sensitive staff members who could appreciate their vulnerabilities and understand their responses to trauma. Some clients felt it was also important to connect with and trust the other program participants. One client recalled,

I came here and saw that it was really a group of women with problems, similar to mine or even worse. And so in the beginning I felt embarrassed and everything and then little by little you develop and with the information...I started to feel a little empowered and like, it's like a sisterhood.

Some survivors highlighted the need to be able to communicate with staff in their native languages and not feel judged by them. This sense of acceptance helped clients feel more comfortable reaching out for on-going support. Another important aspect survivors identified as a reason they retained services was feeling like staff members would not pressure them to make immediate decisions regarding their relationships and that their decision-making processes were respected. San Francisco service providers and agencies utilize “harm reduction” approaches when working with survivors. This means staff members work to meet survivors where they are throughout the course of their healing and recovery and will not advise or require survivors to end relationships or leave their abusers. As described by a staff member,

We are looking for them to break the cycle of violence in order to succeed in moving forward...We provide services when they are ready.

Escalation of Abuse/Impact on Children

Several staff and administrators noted that survivors come in for services when the severity of abuse or violence escalates and/or they need to protect their children and dependents. Some clients also noted that when the violence turned toward their children or when their children started witnessing the abuse (against a parent), some clients and staff identified this as a “tipping point.” One staff member shared,

Women will usually tolerate a lot more abuse or violence when it is just themselves. When they are worried about their children they seek services...The realization that someone else might be affected propels them into action.

However, it is also important to note that not all survivors immediately want to end relationships with their abusers, despite their suffering.

Survivors of gender-based violence often face enormous barriers in acknowledging and addressing abuse in their lives. Respondents in this needs assessment identified a number of perceived social, structural, and internal factors that can inhibit survivors’ help seeking abilities. Survey participants’ responses are summarized in Table 2.7.

Table 2.7: Survey Participants’ Perceptions of Barriers Clients Face Accessing Services: Number and Percentages Responding⁸

Client Barriers	Partner Agency Respondents Count	Non-funded CBO Repondents Count	Total Percent
Stigma or a Feeling of Shame	44	11	74 (87%)
Knowledge of Services Available	34	10	58 (68%)
Lack of Trust in the System	32	10	57 (67%)
Fear of Seeking Services	33	7	56 (66%)
Client Isolation	27	6	45 (53%)
Transportation	29	6	43 (51%)
Does not Identify as a Victim of Violence	19	8	39 (46%)
Immigration Status	22	2	36 (42%)
Child care	19	5	31 (37%)
Language Barriers	16	4	27 (32%)
Cultural Barriers	14	6	25 (29%)
Lack of Proper Identification/Documents	14	2	22 (26%)
Facilities are Inadequate (e.g. Too Small, Outdated, Needs Maintenance, etc.)	10	1	17 (20%)
Hours of Operation	7	3	16 (19%)
Lack of Privacy in Clinic/Center	6	2	10 (12%)
Fees for Services	2	1	4 (5%)
Other: Capacity; Criminalization; Safety; Space; Accommodating Everyone Who Wants Services; Working with Clients Who do not Self-Identify.	6	2	10 (12%)

Challenges identified by interview and focus group participants are explored by theme in greater detail below.

Survivors Understanding and Awareness of Different Forms of Abuse

One of the main barriers potential clients face in accessing services is in identifying a situation as abusive. An administrator commented on the importance of on-going public education and awareness regarding the various acts and behaviors that constitute abuse. This same administrator noted that in her experience (and staff from other focus groups agreed) there are gaps in awareness and understanding among survivors especially, and within the general public more broadly, about types and forms of violence that “qualify” as abuse. This

⁸ The total (N = 87) includes 50 participants from Partner Agencies, 16 participants from non-funded CBOs and 21 participants who did not indicate whether they were funded or not by the Department. Participants were asked to mark all that apply. Numbers and percentages are based on responses and may exceed the total N.

particular administrator recounted a story of receiving a call from a potential client asking about whether the agency would provide services to her [the survivor] if she hadn't been physically abused.

Survivors' lack of awareness about forms of abuse that don't involve physical violence makes it especially difficult for them to seek help because they may not recognize they are being or have been abused. One administrator noted,

...most women don't think they can be raped by their husbands. But if you ask them if their partner has forced them to have sex against their will, over half will likely say yes.

Normative Perceptions of Violence/Abuse

The 2007 Needs Assessment highlighted that in several different cultures, there are some normative beliefs around abuse by a man against a woman that is accepted or even expected (Korwin, 2007). This normative cultural belief was also identified in this current needs assessment. Several staff members indicated there were some culturally normative "levels" of violence. As observed by one administrator,

Among our clients from Laos, [domestic violence] is so common they don't even have a name for it. Among some of our clients from rural Montana, they talk about how Uncle So and So has been knocking the heck out of Aunt So and So for years.

Still another administrator offered,

All over the world domestic violence exists. No community handles domestic violence very well. There are hidden secrets in every community.

Many of our participants spoke about how attitudes toward domestic violence and related behaviors are often passed down through families. One administrator observed,

Domestic violence is a generational thing, passed on from generation to generation. Those that become abusers most often were abused themselves or witnessed abuse.

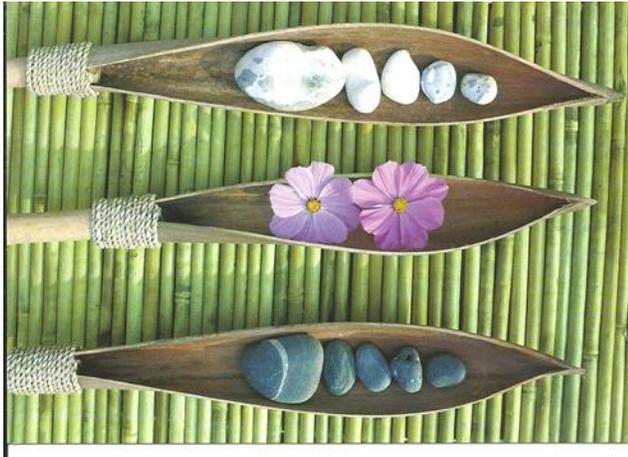
Although the larger domestic violence community talks openly about abuse in an effort to raise awareness about the issue and advocate for the needs of survivors, there are myriad reasons why survivors are reluctant to come forward for help.

First, there is a contrast between the moral and legal arguments that sexual and domestic violence are unacceptable, and the reality that, in some communities, violence against women is unfortunately tolerated. For example, immigrants from war-torn countries acknowledge violence against women and children as a way of life, whereas some transgendered individuals navigate day-to-day violence and have simply come to expect it. For other survivors, domestic violence is mostly seen as a "family issue," to be kept out of public knowledge and handled within the family. Some women prioritize the well-being of their children and their financial status over seeking help for domestic abuse. With respect to elder abuse, violence among this population is vastly underreported. It is often secretive and shameful for survivors, especially if the abuser is a family member. Older individuals may be fearful they will have their rights revoked if they involve authorities (e.g., Police, Adult Protective Services) and they often feel like they are responsible in some way for causing the abuse. Some staff

acknowledged that some people view violence against sex workers (i.e., rape and sexual assault) to be expected. This type of violence often goes unreported due in large part to the illicit nature of the work, the risk of being arrested, and the perceived lack of general concern for sex workers in general.

Stigma and Shame

General embarrassment, shame, and victim blaming are common feelings that most survivors share. Many survivors are emotionally beaten down and don't think they deserve to be helped. As one administrator noted,



These women who are beaten down emotionally by their abusers physically can't take in any good information about themselves. They are worn out.

In seeking services, there is also a fear among survivors as being labeled as having a history with “violence” or “mental health issues.”

Problematic Services

Although clients are oftentimes retained in services because of the support they receive from the staff that work at the agencies, some clients also acknowledged they are still experiencing racial, ethnic, and language discrimination by staff at some agencies. They reported feeling disrespected and looked down upon by staff and reported instances of unclean and unsafe environments. Without access to safe housing options, women facing abusive situations can be forced to live in substandard conditions or return to their abusers. One client's experience seeking services was so negative she opted to return to her abuser because she felt like she was navigating a new, abusive relationship with individuals she didn't know. These are serious problems that have not surfaced through the official grievance process required by the Department at every Partner Agency and deserve further investigation.

Lack of Shelter for Survivors of Violence

As mentioned throughout this report, survivors, staff, and administrators have identified San Francisco's housing shortage as especially challenging for survivors of violence. Lack of shelter space is particularly problematic because survivors are often turned away from shelters because there are simply not enough beds for those who are in need. Remaining in a shelter was another dead end, especially if services were problematic.

Location of Services, Childcare, and Transportation

Location of services emerged as an important issue for determining whether a survivor would access services or not. Some clients expressed difficulty and challenges around leaving their neighborhoods to seek out services. As described by a few clients, there are difficulties associated with having to move out of their neighborhoods and into a shelter, uprooting their children from their schools, peer networks, and support systems (particularly for adolescents), maintaining their jobs, and accessing their finances, which are all important issues a survivor has to consider when deciding to leave an abusive relationship and move into a shelter.

One client indicated she didn't want to go into neighborhoods for services where "people don't look like me." Similarly, some clients expressed difficulty in going into openly gay neighborhoods like the Castro for services if they are not yet "out."

Some survivors identified access to safe and affordable childcare as a significant barrier that precluded them from seeking services. They cited the need to juggle their own safety with the needs of their children (i.e., if they can't leave their children in a safe environment with safe caregivers, they would rather not leave them to receive services). As one staff member noted,

Transportation impacts survivors disproportionately, particularly in socioeconomically disadvantaged and hard to reach neighborhoods.

Survivors who lived in in the Bayview/Hunter's Point and Excelsior neighborhoods identified that transportation to services across town can often be expensive and time consuming. Similarly, youth-serving staff members specifically noted the need for increased services for survivors in Bayview, Hunter's Point, and Vistiacion Valley. Some Partner Agencies have tried to build formal partnerships with other service providers in these areas but these efforts prove to be labor intensive and go above and beyond what they are expected to do during the course of their normal working hours.

Fear

Fear is an obstacle many survivors experience, but especially with respect to seeking services. Specifically, there is fear around Child Protective Services (CPS), police involvement, fear of harming a family's reputation, and/or fear that the violence will extend to other members of their family. Survivors commented on the difficulties they have experienced in trying to report violence and assaults to law enforcement agencies, who have turned them away due to a lack of evidence. One client remarked,

...that's the fear that people who suffer from this kind of violence have. Those places where, instead of helping you, they tell you no, there's not enough evidence. The person has to be practically dead for them to do something.

For young people who have experienced violence against them, they may be reluctant to seek help from law enforcement and/or services providers. As one administrator suggested,

Maybe we need to empower people to deal with domestic violence including robust programming and education for friends and family. We need to know what survivors want from us. There's a backlash that comes with getting involved with CPS and/or the police department. We need to be educated about the system, but we also need to know how to help the people who will not call the cops. Friends and family of these individuals are the ones who come to us looking for help.

And yet another administrator noted,

Youth are afraid to talk about dating violence and sexual assault and are unaware of where to seek help. They don't know what a healthy relationship looks like...they talk to their peers and are afraid to talk to their parents.

Financial Constraints

Particularly among elderly people who have experienced financial abuse, fees associated with legal advice and the slim chances of restitution are hurdles these survivors face when deciding whether or not to access services. In addition, many women who are dependent on their abusers financially worry about leaving them because they are either unemployed, uneducated, or both, and worry about how they will support themselves and their families.

Specific Issues Related to Immigrant Survivors of Violence

Recent immigrants who are survivors of violence face additional challenges in accessing services including language barriers, cultural differences, and general lack of knowledge of the rights and laws (as survivors and as immigrants). As one survivor who is also an immigrant noted,

I would like more legal assistance because I don't know many laws and rights. I only know the laws in China but not here. Like in San Francisco, what requirements and laws should we understand, and things required of us? These are very important.

Some clients also noted they are confused about their rights as undocumented individuals living in San Francisco. Because many immigrants come from countries where there are no laws protecting survivors of domestic violence, survivors are unaware that help is available in the U.S. Moreover, abusers may use a survivor's immigration status as a tool for continued victimization and abuse. As one administrator observed,

Anytime you're dealing with someone who may not have documentation that ups the ante in terms of [economic] abuse. It gives the perpetrator extra tools to hurt them.

AGENCY LEVEL FINDINGS

ORGANIZATIONAL STRENGTHS AND BEST PRACTICES

Partner Agencies and their staff members have considerable expertise in addressing the needs of survivors and providing them with additional service resources as appropriate. They also play a considerable leadership role in advocating for the needs of survivors of violence. Several dominant themes emerged throughout the interviews and focus group discussions about important organizational strengths and agency best practices. These included:

- Staff authenticity and non-judgmental approaches to working with clients;
- Referrals, collaborations, and partnerships; and,
- Survivor empowerment.

Each of these themes is described in greater detail below.

Staff Authenticity and Non-Judgmental Approaches to Working with Clients

Staff members' abilities to interact non-judgmentally and authentically with clients contribute to the quality of services clients receive. Many clients credit a safe and nurturing environment with their ability to open up and trust that staff will meet them on their own terms. In addition, many clients also expressed the importance of working with staff members who reflect their racial and ethnic backgrounds. It is important for survivors to know that staff can relate to their experiences. One client said,

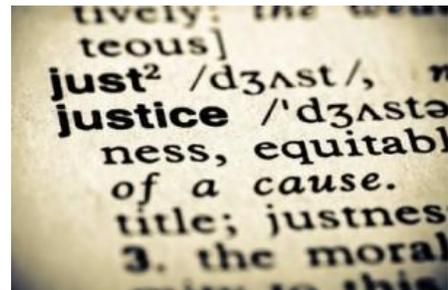
It feels like they [the staff] care and are doing more than just their jobs. You can really feel the genuineness here. It's also important to feel like there is really someone here who has walked in my shoes' at some point in their life.

Referrals, Collaborations, and Partnerships

According to the findings of this needs assessment, most clients learn about agencies and associated services through referrals from other agencies serving survivors of domestic violence, sexual assault, and human trafficking. There are formal (e.g., the San Francisco Domestic Violence Consortium, the Domestic Violence Information and Referral Center (DVIRC)⁹) and informal networks established among agencies and service providers to provide networking opportunities and to coordinate and expand services to survivors in need. As one staff member noted,

You really can't do this work unless you are willing to collaborate. Circles work better than hierarchies.

⁹ The DVIRC is a collaborative project of domestic violence agencies in 9 Bay Area counties and is an online, interactive database which allows domestic violence agency staff to access continually updated information to provide effective, efficient, and appropriate client referrals. It is also a place for domestic violence agency staff to access best practices, training resources, and other information and materials to help staff build skills and organizational capacity. It was developed by W.O.M.A.N. Inc. and Force by Design and is funded by The Women's Foundation of California, The Verizon Foundation, and Blue Shield of California.



And yet another noted,

Far from being a complaint, but we are calling out...we need to work together. We need to join in our efforts together.

Several agencies cited long-standing partnerships as a key in being able to deliver a range of services to survivors and to build out their referral systems. Staff acknowledged it is more strategic to combine resources when needed because no agency can possibly provide everything that a survivor needs. For example, one administrator noted that the domestic violence field is somewhat competitive because they are going after the same funding sources. The respondent went on to say,

As we have transitioned our thinking on that we've become stronger financially. We've been able to sub-contract with other agencies and actually write grants together. We have a vast network of agencies we can call when we are unsure what to do about certain things – and that makes us stronger.

Survivor Empowerment

Administrators and staff from agencies serving clients in all six of the core service areas the Department funds (Crisis Lines, Intervention and Advocacy, Legal Services, Prevention and Education, Emergency Shelter, and Transitional Housing) noted that *survivor empowerment* is a foundational philosophical approach they bring to their work. One administrator illustrated this idea by saying,

We are here to support [clients] but our work is survivor-led. We're not here to tell them what to do; we are providing them options and figuring out what works best for them.

Another staff member echoed these sentiments by offering,

We need to empower women; we need them to discover that they are strong and offer them the tools so that their situation can be truly sustainable. Because, otherwise, the day they get out of the shelter, they have to go back to [an abusive partner], or look to another partner to be able to have their basic needs covered.



Yet another staff member said,

We are not about rescue; rescue is the opposite of empowerment. That is not what our work is about.

Legal service providers also believe in fostering empowerment among their clients.

We make the [legal] process empowering for clients. Many clients are incredible at working their cases.

From free laundry, to caring and nurturing staff, to supportive interactions among other participants, the culture of respect fostered by most agencies gives survivors hope. As one client put it,

When I came here to [name of agency], I got strength and confidence to talk because I was coming from a place where I couldn't have an opinion. I got beat, hit in the face, if I raised my eyes; it was a lot of work to learn to speak up and receive the hugs that I really needed. It gave my life meaning.

Finally, staff and clients identified several other “best practices” at the agency level that are important to note, which include:

- The ability to access language resources at Asian Women’s Shelter.
- Staff efforts to be inclusive and culturally competent. As one staff member noted,
We are radically inclusive. We hire from the community and across the spectrum. You have PhD’s, former drug addicts, and sex workers working together. And it is working.
- Agencies knowing their own capacity and acknowledging the strengths of their partnerships with other agencies and/or relying on the domestic violence network to refer out to other organizations that may be able to serve clients better.
- A transitional housing model that may be smaller, but more supportive and provides wrap-around services. One survivor commented,
When I first saw my room at [agency name], I started crying because of how wonderful it was...I felt hope again that my life could get better.
- Staff incentives for retention which also reduces burnout (e.g., 3 month sabbatical after five years of service; trauma stewardship programming).
- Spaces where children can be present during survivors’ appointments but cannot hear the conversation. For example, one agency has a two-way window where children can play and see their parent but cannot hear the conversation. This type of space addresses the need for childcare, which is one of the identified barriers survivors face when seeking services.

To summarize, San Francisco’s services for survivors of violence are characterized by a number of best practices. These include accepting and non-judgmental attitudes toward clients, cross-agency collaboration, a fundamental philosophy of survivor empowerment, and culturally appropriate services delivered in survivors native languages. In addition, a smaller number of agencies are notable for their innovative models of childcare, transitional housing with wrap-around services, and staff incentives for retention.

AGENCY-LEVEL BARRIERS TO PROVIDING SERVICES TO SURVIVORS

Agencies and organizations face some challenges in providing services to survivors of domestic violence, sexual assault, and human trafficking. Between 75%-89% of the administrators and staff who participated in this needs assessment’s online survey identified limited funding/resources as the main barrier agencies face in providing services to clients (see Table 2.8).

Table 2.8: Survey Participants’ Perceptions of Barriers Agencies Face in Providing Services: Number and Percentages Responding¹⁰

Agency Barriers	Partner Agency Respondents Count	Non-funded CBO Repondents Count	Total Percent
Limited Funding	47	9	76 (89%)
Limited Resources	38	11	64 (75%)
Language Capacity	18	7	31 (37%)
Staff Burnout	18	3	27 (32%)
Limited Staff Training	12	7	26 (31%)
Federal, State and Local Political Climate	13	1	24 (28%)
Staff Turnover	15	2	19 (22%)
Inadequate Outreach or Advertising of Services	12	2	19 (22%)
Inadequate Facility	9	2	15 (18%)
Insufficient Training	6	4	12 (14%)
Management Issues within Agency	2	0	4 (5%)
Poor Relations with Other Agencies	1	0	3 (4%)
Staff Bias or Prejudice	1	1	3 (4%)
Not Well Accepted or Trusted by Clients	0	0	1 (1%)
Other: Other Agencies Struggle to Serve LGBTQQ youth; Dependency on Volunteer Pool who have Limited Training and Capacity; Limited Staff Capacity; Lack of Funding; Office is Housed Onsite at Shelter in a Secret Location so are Unable to Assist “walk-ins”.	4	0	6 (7%)

In addition to funding and resource issues, agencies also encounter other challenges in providing direct services to survivors. Interview and focus group respondents also identified transitional age requirements, the housing shortage, cultural insensitivities of some staff, and staff retention and support as challenges they face. Each of these themes is described in greater detail below.

Funding Restrictions and Limitations

In general, all agencies felt that additional funding would increase their capacity to serve their clients, as would additional, physical program space. Some staff also specifically identified limitations and restrictions around funding awards, which they felt reduced their capacity to meet survivors’ needs. For example, among legal service providers, they noted the need for flexible funding to appropriately represent their clients. Some legal staff members explained how they lack funding to conduct



¹⁰ The total (N = 87) includes 50 participants from Partner Agencies, 16 participants from non-funded CBOs and 21 participants who did not indicate whether they were funded or not by the Department. Participants were asked to mark all that apply. Numbers and percentages are based on responses and may exceed the total N.

depositions, which puts their clients at a disadvantage because they are unable to compete with opposing parties in court that can afford to depose their clients. Further, legal service providers noted they do not have discretionary funds to cover court fees, which ultimately limits the number of clients they are able to serve because these fees become significant expenses.

Several administrators echoed how restricted funding challenged their ability to innovate in order to meet their clients' needs. As an example, one administrator would like to explore ways to reach clients through expanded communication options on their crisis lines. While there has been an increase in the number of clients that try to reach out via text or online social media, currently, the anti-violence service agencies and providers in San Francisco are not equipped to communicate this way. It is important to note that there are safety issues to consider with some technologies. However, according to the Department, this type of innovation would not be precluded by city funding restrictions, which deal with overhead limitations.

In recognizing that the goal of most funding is to reach clients directly, including 98% of funding by foundations (Foundation Center, 2014), agencies serving survivors of violence need increased support for operational costs and building their capacity for fundraising to maintain sustained funding. This may include more resources for staff training in capacity building, and/or development positions at agencies. In addition, more flexible funding could increase technological infrastructure (computer, Internet upgrades/support). Finally, additional, flexible resources could assist agencies in supporting and retaining staff by providing increased compensation and other incentives for self-care.

Transitional Age Requirement

Some service providers and administrators expressed concern around what they called "arbitrary" age restrictions for providing services to clients. One administrator said with respect to human trafficking survivors,

Because our services are limited to youth up at age 24, we miss a huge proportion of survivors – these people may not have had the option to change their situation until they are older but if we cut off services at their 25th birthday, we then miss people who could really use and benefit from our services.

Another staff member remarked that some services for youth are revoked after their 18th birthdays. As such, a young person may seek out services when they are 17 years and 6 months, which makes it extremely difficult to get to know the young person because service providers know that services will be cut off to them in six months.

When young people finally decide to seek out services, the system cuts them off. It is awful and flawed.

According to the Department, there is a movement to expand services from the current cutoff of 19 years to 24 years old. But the Department also acknowledges that whatever the cutoff age is determined to be, some clients will be excluded from needed services.

Housing Shortage

There is a housing shortage in San Francisco due, in part, to increased gentrification or displacement of low-income families, as rents are raised and high-income tech workers fill existing housing. Finding permanent, affordable housing for survivors who have been dislocated by abuse is extremely challenging.

Efforts to “clean up” certain gentrifying neighborhoods also puts many homeless or marginally housed survivors at risk for additional violence and abuse. In the Mission District, for example, these “clean up” efforts force individuals to move from more populated, well-traveled parts of the neighborhood into less traveled, more remote areas. These more remote streets are often more dangerous for individuals and their location makes it more difficult for staff to track their clients. Moreover, many service providers noted that park closures were especially detrimental to their younger clients who typically slept in the parks when spaces at shelters were unavailable. The park closures have forced youth back onto the streets, which makes them more vulnerable to susceptible to violence and sexual assault. Staff noted that sleeping in the parks was a much safer option than sleeping on the streets.

Cultural Insensitivities

Despite cultural competency being a strength for some agencies, clients and staff both agreed that there remains considerable room for improvement among many agencies that serve survivors of violence in San Francisco. Specifically, several agency staff members that work with LGBTQ populations expressed concern that other agencies serving survivors of violence had less experience and/or training to work effectively with diverse communities of survivors. In addition, service spaces don’t always provide gender neutral bathrooms and providers don’t always use language that is inclusive to LGBTQ clients (e.g., mis-gendering and mis-pronouncing clients). This is despite the fact that the Department funds at least one agency to conduct regular trainings of agency staff on the needs of LGBTQ clients.

Furthermore, several clients observed some agency names might inadvertently exclude potential populations and communities from seeking their services because the agency name could be interpreted as providing services to only specific communities.



Staff Retention and Support

Many of the staff and administrator participants mentioned a need for support that fosters staff retention (which would include increased compensation). One administrator said,

All of the people working in these agencies have passion but aren’t miracle workers. Staffing is an issue which depends on funding.

Moreover, staff expressed difficulty with retaining volunteers they rely on for important outreach efforts because they are unable to pay them. Similarly, some staff noted that they were unable to provide stipends for Marriage and Family Therapy (MFT) interns who wanted to work at their agencies and were bilingual (which are greatly needed by many agencies). As a result, these interns took other positions that offered even modest stipends. Staff almost expressly agreed there is also a need to hire more staff members to keep up with the demand for services. Several clients also echoed the need for consistency among case managers to counter considerable turnover. As one administrator noted,

As soon as we hire a new caseworker, their caseload is full within a week!

Still another observed,

We haven't cut services but we have had to cut hours for positions. We are asking staff to do more with less.

The majority of administrators and staff from Department-funded Partner Agencies are passionate about their work. Many of the staff members openly spoke about being survivors of violence themselves and/or have histories of being exposed to violence. Many staff members highlighted the need for self-care and time with other staff to process their work and specific cases. They identified it is difficult for them to leave the work at the office and they rarely utilized the tools they were teaching their clients to use. As one staff member put it,

You worry about your clients and where they will go if they are homeless. I get to go home and curl up on my couch and watch TV. There are those that you just can't stop worrying about.

Some staff talked about how there is an assumption that self-care is selfish. One staff member said,

We [as staff] typically don't hold ourselves to the same standards as we have for our clients, but we should. We are not martyrs around this cause.

Another noted,

The work is healing, but how can we keep our cup full when we pour water all day for other folks? How do I utilize those same tools I teach my clients in asking for help?

Still another staff member commented,

We need funding, staffing, and training development opportunities. There is more need than we can serve at this time.

Further, staff identified a need to increase training across service agencies so there are consistent protocols in place when, for example, law enforcement responds to domestic violence incidences and restraining order violations. Survivors specifically highlighted the need for increased training among shelter staff as well. Finally, service providers working directly with human trafficking survivors would benefit from additional training and support for working with this specific population.

In summary, San Francisco's anti-violence agencies (both funded and not-funded by the Department) serve a diverse and broad range of survivors that face obstacles and challenges on their paths to recovery. However, many of the survivors spoke of feeling hopeful given the strengths of the existing agencies and their programs, as well as their dedicated and committed staff who work passionately with survivors to meet them wherever they are in their process of healing. However, agency and staff also face some hurdles to providing consistent, sufficient, and high quality services to all survivors in need. Based on the findings from this needs assessment, a number of recommendations have been developed to address the identified needs and service gaps. They are detailed on the next pages.

LIMITATIONS

It is important to note that this needs assessment has several limitations. The administrator and staff survey data were collected within a one-group post-test only design, limiting the ability to determine changes over time. This needs assessment was not designed or powered statistically to test for significance of any of the observed differences between Partner Agencies and non-funded CBOs. The small sample sizes across all data collection activities also limits the extent to which the findings can be generalized to all survivors living in San Francisco. This needs assessment was not designed to provide an exhaustive portrait of all the services provided throughout San Francisco for all survivors; rather, it does provide a snapshot of the needs of a sub-sample of survivors receiving services from Department-funded agencies and some non-funded CBOs. Non-funded CBOs did not participate as extensively as hoped in this needs assessment. In addition, representation from law enforcement officials was not included. Both of these groups (non-funded CBOs and law enforcement) would be important populations to intentionally include in future needs assessments.

RECOMMENDATIONS

Based on the findings presented in this 2014 Violence Against Women Community Needs Assessment, the following recommendations are intended to serve as potential next steps for the Department to continue to address survivor populations and their existing and emerging needs through its Violence Against Women (VAW) Prevention and Intervention Grants Program. It is important to note that many of these recommendations do have a fiscal impact and will require additional funding for full implementation.

Innovative Prevention, Education, and Outreach Initiatives

Outreach was identified as a major need during this assessment. While service providers commented on funding being necessarily cut in their own budgets for this crucial activity, many clients surveyed had sought out services only when the violence escalated to physical abuse, citing dated beliefs of what constitutes abuse. This study reaffirms previous conclusions in extant literature: additional outreach is needed to ensure that all survivors are aware of the types of abuse that an individual may experience and the support available to address these forms of violence.

- Coordinate targeted public awareness campaigns and public education initiatives throughout the City and County of San Francisco to dispel myths about gender-based violence and promote the understanding of the myriad of forms that domestic violence, sexual assault, and human trafficking may take.
- Ensure that prevention education initiatives are inclusive of all genders and identities and engage in critical dialogues with males, females, transgender individuals, and gender non-conforming individuals of all ages.
- Conduct strategic outreach to underserved populations, particularly the LGBTQ community, limited English proficient clients, immigrant populations, and youth.
- Support agency efforts to expand and adapt as means of abuse evolve with technology by encouraging and utilizing innovative and traditional multimedia approaches of outreach and collaboration (e.g. online social media, radio, print, television).

Staff Retention, Development, & Growth Opportunities

While the large majority of funding is dedicated to providing direct services to survivors of gender-based violence, it is equally important to promote the professional growth and self-care of domestic violence, sexual assault, and anti-trafficking advocates that serve these survivors. Providing opportunities for growth, resources to encourage the healing of advocates experiencing secondary trauma, and support for innovative projects would reduce staff burn out and turnover and consequently the cost of training new, less experienced staff. Investing in staff on the front lines is crucial to ensuring that clients are able to access the services they require for their processes of recovery.

Below are recommendations to address these critical needs.

- Encourage self-care of service providers and staff retention by supporting trauma stewardships and paid sabbaticals. Enable agencies to request funding to be set aside for this purpose in their budget proposals.

- Organize additional cross-training opportunities among Partner Agencies to cover a range of topics, including but not limited to cultural competence, gender inclusivity, human trafficking, fundraising, strategic planning, and self-care. The majority of service providers stated that they would also benefit from additional training on coping with and reducing the prevalence of secondary traumatic stress and subsequent staff burn out.
- Provide training opportunities for emergency shelters and transitional housing agencies on how to identify and support survivors of human trafficking.
- Support professional training on trauma-informed responses to survivors with co-occurring mental health issues.

Enhanced Collaboration Among Service Providers to Reach Underserved Communities

The findings of this report identified collaboration as both a notable strength and need of the current VAW Grants Program Partner Agencies. The community of domestic violence service providers in San Francisco is particularly well-connected through both formal and informal collaborations. Survivors who seek support from one agency in the network of Partner Agencies may likely be referred to another agency for additional, wrap-around services. Despite the tremendous strength of this collaboration, there are several neighborhoods that are underserved, with few funded agencies and service providers within reach.

The following recommendations seek to expand upon the strengths of the current collaboration by reaching into underserved communities and neighborhoods.

- Closely monitor award distributions to ensure that the areas of most need have providers accessible to them.
- In the event that few anti-domestic violence, anti-sexual assault, or anti-human trafficking agencies are located within a particular neighborhood, actively seek dedicated funding to collaborate and train providers of non-funded agencies that potentially serve, among other populations, survivors of gender-based violence (e.g. women’s homeless shelters, alcohol and drug abuse programs, etc.).
- Explore additional ways to support satellite offices in underserved locations.

Continued Investment in Culturally-Responsive and Coordinated Case Management

Abuse and violence are often associated with an increased risk of developing a range of mental health issues or exacerbating existing ones. Several survivors and service providers identified that although culturally sensitive mental health services currently exist and are provided by Partner Agencies and other non-funded CBOs, there is a marked need to continue providing (and eventually increase the capacity of these agencies) specific resources for survivors.

The recommendations below address this need.

- Improve case management and coordination of services for shared clients while maintaining client confidentiality.
- Support language lines, translation services, and trainings on culturally responsive approaches to serve the diversity of survivors of gender-based violence in San Francisco.

Housing Options

Additional housing is needed at every level in San Francisco, including emergency shelters, transitional housing, and permanent, affordable housing. According to staff and clients, clients appreciate smaller emergency and transitional housing units with fewer residents, friendly staff, and wrap around services. In addition, there is a need for stability across housing arrangements, particularly for families, such that clients are not continually uprooting their families and lives across different neighborhoods in San Francisco. The housing realities in San Francisco present a substantial barrier to survivors; longer-term housing assistance with a variety of support services is integral to survivors' success in achieving independence.

The following are several recommendations to address this need:

- Increase funding for all types of housing assistance for survivors of violence.
- Prioritize increasing funding for long-term housing assistance to survivors of violence.
- Maintain transitional housing resources that are gender-responsive to the needs of women survivors of violence.

Routine Monitoring, Communication, and Site Visits

Staff identified several barriers to providing effective services to survivors of violence and, in turn, survivors identified a number of challenges they face in receiving effective services. The Department can begin to address such challenges by providing additional resources and monitoring of programs.

Below are recommendations to address this need:

- Provide resources for clients on their legal rights and on client complaint procedures. Ensure that clients are heard and any grievances are addressed in a timely manner.
- Develop formal monitoring protocols for site visits of VAW Grants Program Partner Agencies.
- Conduct routine monitoring and site visits with all Partner Agencies, particularly the emergency shelters and transitional housing facilities, to ensure client and staff needs are met and acquire feedback on how the Department can provide additional support or technical assistance.
- Regularly survey the community to assess evolving strengths and needs. In years when no formal needs assessment is conducted, provide space and time for all service providers to come together to provide input on the administration of the VAW Grants Program.

REFERENCES

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Appendix A: Participating Organizations and Descriptions of Services

**Appendix A:
Participating Organizations and Descriptions of Services (n = 34)**

	Agency	Description of Services
1	APA Family Support Services	Home Visitation Program APA Family Support provides multi-lingual prevention education to Asian women through home visitation, support groups, public awareness campaigns and community outreach.
2	Arab Cultural and Community Center	The Arab Women’s Program The Women’s Program provides legal referrals, counseling, translation, and education services to empower Arab/Middle Eastern and Muslim women, including recent immigrants.
3	Asian Pacific Islander Legal Outreach (APILO)	Asian Pacific Islander Domestic Violence Project and Asian Anti-Trafficking Collaborative APA Legal Outreach provides legal services and representation to Asian Pacific Islander domestic violence survivors, including family law and immigration services. Coordinates a collaborative partnership of agencies conducting trafficking prevention efforts.
4	Asian Women’s Shelter	Domestic Violence Shelter Program Asian Women’s Shelter provides emergency shelter, intensive case management, 24-hour crisis line, language access, and referrals to other organizations for battered Asian women and their children.
5	Bar Association of San Francisco	Cooperative Restraining Order Clinic The Cooperative Restraining Order Clinic helps domestic violence survivors in San Francisco get restraining orders against their abusers. Services are free and confidential.
6	Bar Association of San Francisco	Justice and Diversity Center The Justice and Diversity Center provides pro-bono family law legal services to women who have experienced domestic violence, including marital dissolutions, child custody, child support, restraining orders, and guardianships.
7	Bay Area Legal Aid	Domestic Violence Legal Services Bay Legal provides legal representation for domestic violence survivors, regarding family law matters including child-custody, divorce, and immigration.

	Agency	Description of Services
8	Child Adolescent Support and Advocacy Resource Center (CASARC)	Children and Adolescent Trauma Services CASARC provides trauma focused psychotherapy for children and adolescents who have been sexually or physically abused. CASARC also provides educational trainings for community partners.
9	Community Awareness & Treatment Services, Inc.	A Woman's Place Gender-specific emergency shelter and transitional housing facility for women who have experienced domestic violence, rape, sexual assault. Provides comprehensive services including health care, mental health counseling, case management and money management services.
10	Community United Against Violence (CUAV)	LBT Women's Violence Intervention Project Provides training about early detection of domestic violence in the LGBTQQ community, anti-oppression, heterosexism, and transphobia, and support for victims of hate violence and domestic violence.
11	Donaldina Cameron House	Asian Domestic Violence Intervention Program Cameron House provides social services, counseling, case management, advocacy to Asian women and their children, many of whom are new immigrants, monolingual speakers.
12	Episcopal Community Services of San Francisco	Next Door and The Sanctuary Next Door provides safe, 24 hour access shelter for un-housed adults. Residents receive two meals a day. Case management and mental health services are available through the San Francisco Shelter Treatment Access and Resources Team. The Sanctuary is an emergency shelter to homeless adults. 24 hour facility and provides two meals a day to residents. Drop-in clinic hours three days a week.
13	Filipino Community Center	Babae Domestic Violence Program Babae provides prevention education workshops, information and referral and resources, support groups for girls and young women. Services provided in English and Tagalog.
14	Glide Foundation	Glide Women's Center Offers support groups, workshops, and programming for women that are homeless or in unstable housing situations, and experiencing intimate partner abuse.
15	Gum Moon Women's Residence	Transitional Housing Project Gum Moon provides transitional housing and supportive services for battered single,

	Agency	Description of Services
		low-income, Asian immigrant women victims of domestic violence and sexual violence.
16	Hamilton Family Center (no fund)	Emergency Shelter/Transitional Housing Hamilton Family Center seeks to break the cycle of homelessness by helping families move quickly back into stable homes to restore the foundation for healthy family lives.
17	Horizons Unlimited of San Francisco	Females Against Violence Peer Leadership & Education Provides violence prevention and education workshops for girls and young women discussing healthy relationships, forms of abuse, and offers resources available to assist young women in making positive changes.
18	Huckleberry Youth Programs	Crisis Shelter, Counseling, Health care & Health Education Community based agency providing services to homeless, runaway and other at risk youth in San Francisco and Marin counties.
19	Institute on Aging	Preventing Domestic Violence in Late Life The Late in Life program enables older adults to maintain their health and ability to live independently by offering affordable, compassionate and innovative health and social services to seniors and their families.
20	Jewish Children and Family Services	Dream House The Dream House provides transitional housing, family counseling, housing assistance, job training, parenting workshops, and support for battered women and their children.
21	La Casa de las Madres	Domestic Violence Shelter Program Provides emergency shelter, crisis line, drop in center, education, and domestic violence response team for battered women and their children. Also provides supportive services and advocacy for women in public housing and single-room-occupancy units.
22	Larkin Street Youth Services	Comprehensive Youth Service Programs 25 comprehensive youth services programs across 15 sites. Provides programs and services to youth ages 12 to 24.
23	Lavender Youth Recreation and Information Center (LYRIC)	Queer Young Women's Health & Safety Project LYRIC provides prevention education through young women's health programs, recreation and empowerment programs, after-school programs, job training, and

	Agency	Description of Services
		targeted outreach to queer young women throughout San Francisco.
24	Mary Elizabeth Inn	<i>INN Roads Program</i> The Inn Roads Program assists domestic violence survivors in achieving economic independence and stability through housing, comprehensive support services, a meals program, and employment assistance.
25	Mission Neighborhood Centers, Inc.	<i>“RAICES” (Real Arising Issues Creating Empowered Students)</i> Provides workshops utilizing violence against girls curriculum discussing healthy relationships, forms of abuse, and offers resources about how to prevent violence against young women, and assists young women in making positive changes.
26	Mujeres Unidas y Activas	<i>Sanando el Alma</i> Mujeres Unidas y Activas provides counseling, peer support groups, and informational workshops for Latina immigrant survivors of domestic violence.
27	Saint Vincent de Paul Society –Riley Center	<i>Rosalie House and Brennan House</i> Provides emergency shelter and supportive services for battered women and their children, including individual and group counseling, case management, parenting groups, employment referrals, and a children’s program. The Brennan House provides transitional housing and supportive services for battered women and their children.
28	San Francisco Child Abuse Prevention Center	<i>Children and Family Comprehensive Support</i> Provide comprehensive support to children and family. Educate children, caregivers, child-serving professionals and the public about safety issues.
29	San Francisco Domestic Violence Consortium	<i>San Francisco Violence Consortium</i> A network of seventeen domestic violence service agencies that come together with the goal of providing high quality, coordinated and comprehensive services to San Francisco's victims of domestic abuse. The services of the individual agencies include emergency shelter, transitional housing, crisis lines, counseling, prevention programs, education and legal assistance. Services are available in the many different languages of San Francisco's diverse populations.
30	San Francisco SafeHouse	<i>SafeHouse</i> Living community for homeless, prostituted women. Provides supportive housing and recovery services.
31	San Francisco Women Against Rape (SFWAR)	<i>Students Talking About Non-Violent Dating (STAND), Sexual Assault Crisis Line, Sexual Assault Advocacy, and Sexual Assault Prevention Education</i>

	Agency	Description of Services
		SFWAR provides sexual assault advocacy to women and girls through one-on-one peer counseling, support groups, medical and legal advocacy, and referrals. STAND works to provide violence and sexual assault prevention education to local high school students.
32	Shalom Bayit	Center for domestic violence prevention and response within the Jewish community. Provide counseling and direct support to women and children, community education and dating prevention programs for Jewish youth.
33	W.O.M.A.N., Inc	Students Talking About Non-Violent Dating (STAND), Sexual Assault Crisis Line, Sexual Assault Advocacy, and Sexual Assault Prevention Education SFWAR provides sexual assault advocacy to women and girls through one-on-one peer counseling, support groups, medical and legal advocacy, and referrals. STAND works to provide violence and sexual assault prevention education to local high school students.
34	Women In Dialogue	In Defense of Prostitute Women's Safety Provides prevention education services, promotes public awareness on violence against prostitutes, and offers advocacy services.

Note. Some of the agencies that participated in the online survey may not be included in the above table due to incomplete data (i.e., respondents did not specify their agency name).

Appendix B: Survey Respondent Demographic Information

Appendix B:
Survey Respondent Demographic Information: Counts and Percentages

Question	Partner Agencies Count	Non-Funded CBOs Count	Total ¹ Percent
DEMOGRAPHICS			
Education			
Graduate Degree	20	7	42 (48%)
Four-year College Graduate	24	6	34 (39%)
Some College	4	3	9 (10%)
Less than High School	1	0	1 (1%)
High School Diploma Or GED	1	0	1 (1%)
Two-Year Technical Degree	0	0	0 (0%)
Born in the US?			
Yes	37	9	61 (70%)
No	13	7	26 (30%)
Years of experience working specifically with female survivors of violence			
< 1 year	3	1	7 (8%)
1-5 years	21	5	30 (35%)
6-10 years	10	3	18 (21%)
11-14 years	1	1	3 (3%)
15+	15	6	29 (33%)
Years in present position			
< 1 year	12	2	16 (19%)
1-5 years	23	7	42 (49%)
6-10 years	10	3	15 (18%)
11-14 years	1	1	4 (5%)
15+	3	3	8 (9%)
Role at the agency			
Program Director	5	9	33(38%)
Administrator/Program Management	7	4	19 (22%)
Direct Service Provider	16	1	19 (22%)
Intern	0	1	1 (1%)
Other: Program Coordinator; Development Associate; Program Assistant; Prevention Educator; Office manager; Grant writer; Attorney; Volunteer.	11	1	15 (17%)

¹ The total (N = 87) includes 50 participants from Partner Agencies, 16 participants from non-funded CBOs and 21 participants who did not indicate whether they were funded or not by DOSW. The total N varies across questions due to missing data.

Appendix C: Administrator Interview Participation

**Appendix C:
Administrator Interview Participation (N = 19)**

Agency/Organization	Individual/s Interviewed	Interview Date
APA Family Support Services	Amy Yu, <i>Director of Programs</i>	May 13, 2014
Asian Pacific Islander Legal Outreach (APILO)	Esther Leong, <i>Administrative Director</i>	May 7, 2014
Asian Women's Shelter	Elizabeth Kirton, <i>Executive Director</i>	May 27, 2014
Asian Women's Shelter	Jee Suthamwanthanee, <i>Program Director</i>	May 6, 2014
Bay Area Legal Aid	Stacy Lambright, <i>Senior Staff Attorney</i>	May 19, 2014
Child Adolescent Support and Advocacy Resource Center (CASARC)	Tonya Chaffee, <i>Medical Director</i> ¹	May 6, 2014
Community Youth Center	Sarah Ching-Ting Wan, <i>Executive Director</i>	May 9, 2014
Horizons Unlimited of San Francisco	Crystal Mendoza, <i>Program Coordinator</i>	June 5, 2014
Institute on Aging	Shawna Reeves, <i>Director of Elder Abuse Prevention</i>	May 19, 2014
Jewish Family and Children's Services	Kelsey Friedman, <i>Dream House Coordinator</i>	May 2, 2014
La Casa de las Madres	Katharine Berg, <i>Associate Director</i>	May 7, 2014
Lavender Youth Recreation and Information Center (LYRIC)	Denny David, <i>Deputy Director</i>	May 8, 2014
Mary Elizabeth Inn	Dion Roberts, <i>Executive Director</i>	May 15, 2014
San Francisco SafeHouse	Sarah Blaczczac, <i>Clinical Manager</i> ¹	April 30, 2014
San Francisco Domestic Violence Consortium	Beverly Upton, <i>Executive Director</i> ¹	May 6, 2014
San Francisco Women Against Rape (SFWAR)	Janelle White, <i>Executive Director</i>	May 15, 2014
W.O.M.A.N., Inc.	Jill Zawisza, <i>Executive Director</i>	May 6, 2014
W.O.M.A.N., Inc.	Mariya Taher, <i>Community Liaison Manager</i>	May 1, 2014
Women in Dialogue	Rachel West, <i>US Prostitutes Collective, Coordinator</i>	May 8, 2014

¹ Interview with non-funded CBO Executive Director or staff member.

Appendix D: Staff Focus Group Participation by Organization

**Appendix D:
Staff Focus Group Participation by Organization (N = 39)**

Agency/Organization	Staff Participants	Number of Participants	Focus Group Date
Asian Pacific Islander Legal Outreach (APILO)	<ul style="list-style-type: none"> • Arati Vasan • Khan T. Nguyen • Cindy Liou • Hyun-mi Kim 	4	June 3, 2014
Asian Women's Shelter ¹	<ul style="list-style-type: none"> • Mayseng Saetern • Jee Suthamwanthanee • Nobu Tomita 	3	May 20, 2014 May 28, 2014
Bar Association of San Francisco (Justice and Diversity Center)	<ul style="list-style-type: none"> • Shannon Altamirano • Angela Sarakan • Stephanie Bilinski 	3	May 28, 2014
Bay Area Legal Aid	<ul style="list-style-type: none"> • Jerrel McCray • Rebecca Louie • Dia Montecillo • Kemi Moustaph • Theresa Romero 	5	May 19, 2014
Community United Against Violence (CUAV)	<ul style="list-style-type: none"> • Maisha Z Johnson • Norio Umezu • Pablo Espinoza 	3	May 23, 2014
Donaldina Cameron House	<ul style="list-style-type: none"> • Karen Chu 	1	May 23, 2014
Glide Foundation	<ul style="list-style-type: none"> • Stephanie Gonzales • Angela Griffin 	2	May 20, 2014
Lavender Youth Recreation and Information Center (LYRIC)	<ul style="list-style-type: none"> • Nayra Lopez • Charles Stevens • Stephanie Ravda • Alan Guttirez • Denny David 	5	May 30, 2014
Mujeres Unidas y Activas	<ul style="list-style-type: none"> • Maria Hernandez • Laura Camberos • Maria Jimenez • Maria Carillo 	4	May, 28, 2014
Saint Vincent de Paul Society-Riley Center (Rosalie House) ¹	<ul style="list-style-type: none"> • Alicia Padillapaz • Karina Castellanos 	2	May 23, 2014 May 28, 2014
San Francisco Women Against Rape (SFWAR)	<ul style="list-style-type: none"> • Sandra Sandoval • Evelyn Garcia 	2	May 20, 2014
W.O.M.A.N., Inc.	<ul style="list-style-type: none"> • Mary Martinez • Mariya Taher • Jill Zawisza • Maureen Egan • Blase Hents 	5	June 3, 2014

¹Participants from these agencies participated in focus groups on different days.

Appendix E: Needs Assessment Instruments

2014 Violence Against Women Needs Assessment - Administrator and Service Provider Survey

Introduction

Thank you for your participation in this survey. The purpose of this survey is to gather information about your agency's strengths and any challenges you face in providing services to and addressing the needs of female survivors of violence. We are also interested in your thoughts on issues facing female survivors of violence in general in your community. The data and responses you provide in this survey will be invaluable in helping to identify additional services and training needed to support survivors of domestic violence, sexual assault, and human trafficking.

This survey is designed to take you about 10-15 minutes to complete .

Following submission of this survey, we hope you will consider participating in either a phone interview (if you are an administrator) or a focus group (if you are a service provider) to discuss some of these issues in greater detail with us. We hope you will supply your preferred contact information when prompted in the survey.

Please submit your survey by **MAY 31st** to be entered to win one of three \$100 gift cards to Target.

Again, we extend our sincere gratitude for your assistance with this important project.

-The ETR Research Team

Demographics

Does your agency currently receive funding from the San Francisco Department on the Status of Women's Violence Against Women Prevention and Intervention Grants Program?

- Yes
- No

How many years of experience do you have working specifically with female survivors of violence?

- < 1 year
- 1-5 years
- 6-10 years
- 11-14 years
- 15+

How long have you been in your present position?

- < 1 year
- 1-5 years
- 6-10 years
- 11-14 years
- 15+

Which gender do you identify as?

- Male
- Female
- Transgender
- Decline to state

How old are you?

- <25
- 25-30
- 31-35
- 36-40
- 41-45
- 46-50
- 51 or older

What is your race/ethnicity? (Mark all that apply)

- Asian/Pacific Islander
- White
- Latina/Latino
- African American
- Middle Eastern
- American Indian/Native Alaskan
- Decline to state
- Other: _____

What category best describes your educational level?

- Less than high school
- High school diploma or GED
- Some college
- Two-year technical degree
- Four-year college graduate
- Graduate degree (Please specify)

Comments:

Were you born in the US?

Yes

No

In what country were you born?

Agency Information

What is your role at the agency?

Program Director

Administrator/Program Management

Direct Service Provider

Intern

Other: _____

How many service providers, including interns and volunteers, work at your agency?

<10

11-20

21-30

31-40

41-50

51 +

Other than English, in what languages does your agency offer services? (Mark all that apply)

- Amharic
- Arabic
- Bosnian
- Cambodian
- Cantonese
- Farsi
- Japanese
- Korean
- Laotian
- Mandarin
- Mongolian
- Russian
- Samoan
- Spanish
- Tagalog
- Thai
- Vietnamese
- Other: _____

Which services does your agency provide to women and girls who have experienced violence? (Mark all that apply.)

- Court Accompaniment
- Advocacy
- Case Management
- Counseling
- Crisis Line
- Distribute Materials/Outreach

- Education
 - Information/Referral
 - Legal
 - Media Contacts
 - Technical Assistance
 - Transitional Housing
 - Housing Assistance
 - Services specific to victims of Human Trafficking
 - Health Care-related
 - Other: _____
-

Client Information

What communities or populations does your agency serve? (Mark all that apply.)

- Children (10 years old and younger)
- Adolescents (11-18 years old)
- Mothers and/or families
- Single Mothers
- Elderly (65+)
- LGBTQ individuals
- Hispanic/Latina
- Whites
- Blacks/African Americans
- Asian Americans/Pacific Islanders
- Native Americans
- Immigrants
- Limited English Proficient Clients
- Mental Health Clients
- Drug/alcohol dependent clients

Domestic Violence Survivors

Human Trafficking Survivors

Sex Workers

Other: _____

What types of violence do you hear about the most among your clients? (Mark up to THREE.)

Domestic Abuse

Child Abuse

Drug or Alcohol related

Elderly Abuse

Crime-related

Human Trafficking-related

Sex Work-related

Sexual Abuse

Other: _____

How do women affected by violence learn about your agency and services? (Mark all that apply.)

Referrals from other agencies

Brochures or other written materials found outside of our agency

Community outreach

Informational letter

Newspaper ads

Billboards

Radio ads

TV ads

Walk-in

"Word of mouth"

Other: _____

Client Service Needs

Select the top five services most used by survivors of violence in your community, regardless of whether you provide those services or not.

- Crisis Lines
- Support Groups for adults
- Support Groups for children
- Peer Counseling
- Education/Outreach
- Foreign Language Interpreters
- Mental Health Services
- Emergency Shelters
- Transitional Housing
- Transportation Services
- Housing Assistance or Low-income housing
- Child Care
- Legal Advocacy and Training
- Legal Counseling
- Court Accompaniment
- Adult Education
- Elder Abuse Advocates
- Job Training
- Job Placement
- Financial Assistance
- Drug/Alcohol Treatment
- Other (please specify below)

Comments:

Select those services that you believe are currently lacking and needed within your community to serve female violence survivors. (Mark all that apply.)

- Crisis Lines
- Support Groups for adults
- Support Groups for children
- Peer Counseling
- Education/Outreach
- Foreign Language Interpreters
- Mental Health Services
- Emergency Shelters
- Transitional Housing
- Transportation Services
- Housing Assistance or Low-Income Housing
- Child Care
- Legal Advocacy and Training
- Legal Counseling
- Court Accompaniment
- Adult Education
- Elder Abuse Advocates
- Job Training
- Job Placement
- Financial Assistance
- Drug/Alcohol Treatment
- Other: _____

Thinking about the most needed services that you identified above, which of the following would help meet those needs? (Mark all that apply.)

- Funding/Money
- Additional Staff
- Training for staff/Capacity building
- Cooperation from other agencies
- Community education
- Culturally-dedicated services
- Outreach efforts
- Community support
- Translation services
- Client definition of violence
- Preventing staff burn out
- Adequate technology
- Improved/additional resources
- Adequately addressing client safety concerns
- Don't know
- Other: _____

Thinking about female survivors of violence, are there any populations that you feel are currently undeserved within your community? (Mark all that apply.)

- Children (10 years old and younger)
- Adolescents (11-18 years old)
- Mothers and/or families
- Single mothers
- Elderly (65+)
- LGBTQ individuals
- Hispanic/Latina
- Whites
- Blacks/African Americans

- Asian Americans/Pacific Islanders
- Native Americans
- Immigrants
- Limited English-proficiency clients
- Mental health clients
- Drug/alcohol dependent clients
- Domestic Violence Survivors
- Human Trafficking Survivors
- Sex Workers
- Other: _____

How does your agency address co-occurring conditions in your clients? (e.g. mental health issues, alcohol/drug abuse, etc.)

- Referrals
- On-site medical staff
- Collaborations with other agencies
- We don't address co-occurring conditions
- I don't know
- Other: _____

Are any of the following types of violence perceived as acceptable or normative within the community that you serve?

(Please mark all types that are perceived as normative.)

- Domestic abuse
- Drug or Alcohol related
- Elderly Abuse
- Crime related
- Human Trafficking related
- Sex Work related
- Sexual Abuse

None

Other: _____

Comments:

Non-Funded Agency Questions

1) What is the name of your agency?

Client Barriers to Service

What barriers do potential clients/participants who have experienced violence face in accessing and receiving your services? (Mark all that apply)

- Stigma or a feeling of shame
- Lack of privacy in your clinic/center
- Our facilities are inadequate (e.g. too small, outdated, needs maintenance, etc.)
- Fees for services
- Child care
- Transportation
- Knowledge of services available
- Hours of operation
- Fear of seeking services
- Language barriers (please describe below)
- Cultural barriers (please describe below)
- Lack of trust in the system
- Client isolation
- Immigration status
- Lack of proper identification/documents

Does not identify as a victim of violence

Other: _____

Comments:

What do you think makes a woman decide to come in for services? (Mark all that apply.)

Type of abuse or violence

Severity of abuse or violence

Frequency of abuse or violence

Health issues

Family support

Community support

Children or dependents

Referral from another agency

Legal concerns

Financial issues

Familiarity or comfort with your agency or staff

Location or convenience of services

Other: _____

Agency barriers to providing services

What barriers does your agency face in providing services to survivors of violence? (Mark all that apply.)

Limited funding

Limited staff training

Staff turnover

Staff burnout

Inadequate outreach or advertising of services

- Limited resources
 - Language capacity
 - Insufficient training
 - Inadequate facility
 - Federal, state and local political climate
 - Poor relations with other agencies
 - Not well accepted or trusted by clients
 - Management issues within agency
 - Staff bias or prejudice
 - None
 - Other: _____
-

Staff Training

What types of training has staff at your agency received? (Mark all that apply.)

- Crisis prevention/immediate response
- Survivors' rights
- Survivors' advocacy
- Mental health issues
- Substance abuse issues (drug and alcohol)
- Diversity awareness/Cultural sensitivity
- Disability awareness
- LGBTQ survivors
- Case management skills
- Computer/Technology skills
- Counseling skills
- Organizational skills
- Management skills
- Fundraising/Grantwriting skills
- Outreach/Community Engagement

Other: _____

What types of training do you think your agency needs to be more effective? (Mark all that apply.)

- Crisis prevention/immediate response
 - Survivors' rights
 - Survivors' advocacy
 - Mental health issues
 - Substance abuse issues (drug and alcohol)
 - Diversity awareness/Cultural sensitivity
 - Disability awareness
 - LGBTQ Survivors
 - Case management skills
 - Computer/Technology skills
 - Counseling skills
 - Organizational skills
 - Management skills
 - Fundraising/Grantwriting skills
 - Outreach/Community Engagement
 - Other: _____
-

Additional Questions for Administrators

Does your organization have eligibility requirements?

- No
- Yes

Please describe your agency's eligibility requirements.

Do you charge a fee for your services?

- No
- Yes

Have you turned away potential clients because of your fees?

- No
- Yes

What happens to potential clients if you have to turn them away because they are unable to pay the fees associated with your services?

Would you be willing to assist us with recruiting clients for focus group discussions?

- Yes
- No

Comments:

Would you be willing to participate in a brief phone interview to discuss some of these issues with us in greater detail?

- Yes
- No

Please provide your contact information?

Contact Information	
Name	_____
Agency	_____
Phone	_____
Email	_____

Additional Questions for Service Providers

Who do clients most commonly report as the perpetrator of violence?

Would you be willing to assist us with recruiting clients for focus group discussions?

- Yes
- No

Comments:

Would your clients prefer to receive cash or a gift card for participating in a focus group?

- Cash
- Gift Card

Please list name of vendors for gift card. (Mark all that apply.)

- Target
- Safeway
- Other: _____

Would you be willing to participate in a focus group discussion to explore some of these issues with us and other service providers in greater detail?

- Yes
- No

Please provide your contact information

Contact Information	
Name	_____
Agency	_____
Phone	_____
Email	_____

Conclusion

Is there any other information you would like to share about violence against women?

Please tell us your email address to be entered to win one of three Target gift cards.

Thank You!

Thank you for taking our survey. Your response is very important to us.

Administrator /Program Director Interview Protocol

Agency:

Program:

Name:

Title:

Date:

Interviewer:

The Agency and Agency Services

1. Can you tell me a little bit about your agency and the kinds of services you provide to survivors of violence (including domestic violence, intimate partner violence, sexual assault, and human trafficking)? (Prompts: demographics of communities, populations, program languages)

Client and Community Demographics

2. What type of violence do you hear about the most within the communities you serve? (Prompts: domestic violence, intimate partner violence, sexual assault, human trafficking, sex work-related, sexual abuse). Do certain communities you serve experience one type of violence more than others?
3. How are these types of violence viewed in this community? Are there any common misperceptions about violence that you see in the communities that you serve? (Probe: Anything normative or acceptable about violence against women?)
4. How do potential clients/participants learn about your services? (Prompts: community outreach, referrals, advertisements, word-of-mouth)

5. What do you think makes a survivor decide to come in for services? (Prompts: type, severity, frequency, victim of violence)

6. Are there any populations you see needing services but are not coming in for them?
 - a. Who are they?
 - b. Why do you think they are not coming in?
 - c. What might help you reach and serve these individuals?

7. How often do your clients seeking services have substance use issues, or mental health issues etc. How does your agency address these co-occurring conditions with clients? (Prompts: Are they ineligible for services? Are they referred out?)

8. How often do your clients seeking services have non-mental health issues such as immigration status? How does your agency address these co-occurring conditions with clients? (Prompts: Are they ineligible for services? Are they referred out?)

Barriers to Providing or Receiving Services

9. What barriers do potential clients/participants who have experienced violence face in accessing and receiving your services? (Prompts: shame, fees, cultural issues, child care, etc.)

VIOLENCE AGAINST WOMEN

STAFF Focus Group Protocol

Preparation for the Focus Group (Day of):

- Purchase snacks/lunch if these will be provided.
- Gather all necessary materials:
 - Copies of protocol for facilitator and note-taker
 - Name tags, pens
 - Meeting site information
 - Other materials as needed
- Arrive at site thirty minutes in advance to set up for focus group.
- Set up chairs in a circle.
- As participants arrive, invite them to find a seat, get snacks/lunch as appropriate, and prepare a name tag (first names only).
- When all participants have arrived, have everyone complete a name tag

Date:	
Site Location:	
Facilitator:	
Note Taker:	
Time of Service Group:	<input type="checkbox"/> Crisis Line Workers <input type="checkbox"/> Legal Service Providers <input type="checkbox"/> Identity-based Advocates (Intervention & Advocacy) <input type="checkbox"/> Youth Prevention Educators <input type="checkbox"/> Elder Abuse Advocates <input type="checkbox"/> Emergency Shelter Staff <input type="checkbox"/> Transitional Housing Staff <input type="checkbox"/> Mixed Group (List service groups)_____
Number of Participants:	

Note to Facilitator: Have snacks/lunch available for staff as they arrive. Invite staff to help themselves to snacks/lunch.

Staff Focus Group Guide

Objectives:

- To obtain staff input on the needs and strengths of the services provided to female survivors of violence.

<p>A. Introduction *5 Min.*</p> <p><i>Throughout the session continue to stress the point that we want to know their honest opinions about VAW prevention services.</i></p>	<p>Hi, I'm _____ and this is _____. We both work for ETR and are working with the San Francisco Department on the Status of Women to conduct this community needs assessment on the needs of female survivors of violence in San Francisco. The results of the needs assessment will help inform the Department's VAW Grants Program funding priorities for the next three-year funding cycle. Thanks for taking the time to talk with us.</p> <p>We invited you to come today because you work with female survivors of violence (including survivors of domestic violence, intimate partner violence, sexual assault and/or human trafficking) and we want to learn from you about the services your agency provides and the needs of your agency and the clients you serve.</p> <p>We want you to feel comfortable sharing your experiences -- there are no right or wrong answers. Please be assured that anything you say here today will be kept confidential, and we will not use names or any other identifying information in any of our reports. Also, please remember that anything we discuss during this session should not leave this room. We expect to be here for about an hour. We appreciate you taking time for us, so we want to be sure to end on time. We will be watching the clock and we may need to break off the discussion on occasion to be sure we have time to discuss all topics.</p> <p>We'd like to tape record this session with everyone's permission because we don't want to miss any of your comments. People often say very helpful things in these discussions and we can't write fast enough to get them all down. Is it OK with everyone?</p> <p>Let's begin by having each person introduce themselves. Please give us your first name only. [If you have providers from different agencies present, ask them to identify the type of services their agency provides to survivors].</p>
<p>Agreements</p>	<p>We'd like to go over a few agreements quickly that will help guide our conversation.</p> <ul style="list-style-type: none"> • Please talk one at a time and speak up as much as possible. This will make it easier for us to hear each other.

	<ul style="list-style-type: none"> • Feel free to respond to each other about these topics, not just answer my questions. This will help us have a good discussion about each topic. • Please respect one another's opinions. There will be a range of opinions and experiences on any of the topics, and we do not expect everyone to agree with one another. We do, however, ask that everybody show respect when others are talking. • Although we hope you will share your thoughts on all topics, you are free to skip any question you'd rather not answer • Today's discussion is confidential. This means that anything that is said in this room stays in this room. Please don't share other people's comments outside of this room. • Because we only have 60 minutes, we may have to shorten the discussion and move on to another question. • Are there any other agreements we should include to help guide our discussion today? • Are there any questions about today's discussion before we get started? • If any questions come up for you during the discussion please feel free to ask them.
<p>B. Icebreaker *5 Min.*</p> <p><i>The group facilitators should go first. Have fun with this! Try to make it conversational.</i></p>	<p><i>Let's begin. We've given you all name tags to help us remember each other's first names so we can call each other by first names during the discussion. Let's find out some more about each other by going around the table and introducing ourselves.</i></p> <p>Please give your first name and, just for fun, tell us one of your favorite foods. I will start... My name is and one of my favorite food is</p>

MODERATOR TIPS	QUESTIONS	NOTES
<p>C. Main Questions – *45 Mins.*</p>	<ul style="list-style-type: none"> • <i>Let’s begin by discussing why the types of services you provide are important for women who have experienced violence?</i> 	
<p>C1. Client Service Barriers *10 mins*</p>	<ul style="list-style-type: none"> • <i>What barriers to potential clients/participants face in receive your services?</i> • <i>What communities do you reach through your services (or prevention efforts)?</i> • <i>Are there communities that you see needing your services or programs but who are not seeking these services</i> <p>Probes:</p> <ul style="list-style-type: none"> • <i>Who are they?</i> • <i>Why do you think they are not seeking your services?</i> • <i>What might help you to reach and serve these individuals?</i> 	
<p>C2. Agency Service Barriers *10 mins*</p> <p><i>Continue to stress the need for honesty. Make sure they feel</i></p>	<ul style="list-style-type: none"> • <i>What barriers does your agency face in providing services?</i> • <i>How does the political climate impact your clients/participants’ access to support and services?</i> 	

MODERATOR TIPS	QUESTIONS	NOTES
<p><i>comfortable being honest. Use language given by participants.</i></p>		
<p>C3. Types of Services that are needed *10 mins*</p>	<p><i>Next, we're going to talk about the types of SERVICES THAT ARE NEEDED.</i></p> <ul style="list-style-type: none"> • <i>Are there services or programs that you believe should be provided but are not currently being provided?</i> <p>Probes:</p> <ul style="list-style-type: none"> • <i>If yes, what are these services?</i> • <i>What communities or populations most need these services?</i> • <i>Why are these services or programs needed by these communities?</i> • <i>How important is this?</i> • <i>What are the consequences of these services or programs not being provided?</i> • <i>What would you need to be able to provide this?</i> 	

MODERATOR TIPS	QUESTIONS	NOTES
<p>C4. Strengths of Agency *10 mins*</p>	<p><i>We want to learn more about the STRENGTHS OF YOUR AGENCY</i></p> <ul style="list-style-type: none"> • <i>In what ways do you collaborate with other agencies to address violence against women?</i> • <i>What do you think is working well in how you deliver services to female survivors of violence?</i> <p>Probes:</p> <ul style="list-style-type: none"> • <i>What is working well with your agency as a team?</i> • <i>What is going well in your collaborations with other agencies?</i> <ul style="list-style-type: none"> • <i>What do you think is not working well in how you deliver services, or what could be improved?</i> 	
<p>C5. Staff Capacity to serve diverse clients *5 mins*</p>	<ul style="list-style-type: none"> • <i>How do your organizations raise the capacity of staff and the community to work non-judgmentally and in a culturally competent way with the community you're serving?</i> 	
<p>C6. Staff Challenges *5 mins*</p>	<p><i>Okay, now we're going to talk about STAFF CHALLENGES to delivering services</i></p> <ul style="list-style-type: none"> • <i>What barriers do you face on an individual level in doing this work?</i> <p>Probes:</p> <ul style="list-style-type: none"> • <i>How are you taking care of yourself?</i> 	

MODERATOR TIPS	QUESTIONS	NOTES
	<ul style="list-style-type: none"> <li data-bbox="491 354 1682 415">• <i>If resources were available, is there technical assistance that you would like made available to help sustain and support staff programs?</i> 	
<p data-bbox="107 672 264 734">D. Wrap Up *5 mins*</p>	<p data-bbox="491 672 1661 734"><i>Our time is just about up. Are there any other important issues that we haven't addressed in this discussion?</i></p> <p data-bbox="491 938 1688 1203"><i>Thank you for sharing your thoughts and opinions with us. Your comments will help shape our recommendations to the Department on the Status of Women. I also have some pamphlets available with resource information if you are interested in finding out about the other partner agencies serving women who have experienced violence. Thanks again for your time and feedback!</i></p>	

VIOLENCE AGAINST WOMEN

Client Focus Group Protocol

Preparation for the Focus Group (Day of):

- Purchase snacks/lunch if these will be provided.
- Gather all necessary materials:
 - Copies of protocol for facilitator and note-taker
 - Name tags, pens
 - Cash & Tracking Incentive Tracking Sheet
 - Meeting site information
 - Other materials as needed
- Arrive at site thirty minutes in advance to set up for focus group.
- Set up chairs in a circle.
- As participants arrive, invite them to find a seat, get snacks/lunch as appropriate, and prepare a name tag (first names only).
- When all participants have arrived, have everyone complete a name tag

Date:	
Site Location:	
Facilitator:	
Note Taker:	
Time of Service Group:	<input type="checkbox"/> Crisis Line Workers <input type="checkbox"/> Legal Service Providers <input type="checkbox"/> Identity-based Advocates (Intervention & Advocacy) <input type="checkbox"/> Youth Prevention Educators <input type="checkbox"/> Elder Abuse Advocates <input type="checkbox"/> Emergency Shelter Staff <input type="checkbox"/> Transitional Housing Staff <input type="checkbox"/> Mixed Group (List service groups) _____
Number of Participants:	

Note to Facilitator: Have snacks/lunch available for clients as they arrive. Invite clients to help themselves to snacks/lunch.

Client Focus Group Guide

Objectives:

- To obtain client input about what they need in a service/program that is servicing female survivors of violence.

<p>A. Introduction <i>*5 Min.*</i></p> <p><i>Throughout the session continue to stress that we want to know their honest opinions about VAW prevention services.</i></p>	<p>Hi, I'm _____ and this is _____. We both work for ETR and are working with the San Francisco Department on the Status of Women to conduct this community needs assessment on the needs of female survivors of violence in San Francisco. The results of the needs assessment will help inform the Department's VAW Grants Program funding priorities for the next three-year funding cycle. Thanks for taking the time to talk with us.</p> <p>We invited you to come today because you are a survivor of violence and we want to learn from you about the types of services you've accessed, specifically how you learned about the agencies you've used, your needs when accessing these agencies and any additional services you may have needed but could not access.</p> <p>We want you to feel comfortable sharing your experiences -- there are no right or wrong answers. Please be assured that anything you say here today will be kept confidential, and we will not use names or any other identifying information in any of our reports. Also, please remember that anything we discuss during this session should not leave this room. We expect to be here for about an hour. We appreciate you taking time for us, so we want to be sure to end on time. We will be watching the clock and we may need to break off the discussion on occasion to be sure we have time to discuss all topics.</p> <p>We'd like to tape record this session with everyone's permission because we don't want to miss any of your comments. People often say very helpful things in these discussions and we can't write fast enough to get them all down. Is it OK with everyone?</p> <p>Let's begin by having each person introduce themselves. Please give us your first name only. [If you have clients from different agencies present, ask them to identify the type of services they have accessed].</p>
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<p>Agreements</p>	<p>We'd like to go over a few agreements quickly that will help guide our conversation.</p> <ul style="list-style-type: none"> • Please talk one at a time and speak up as much as possible. This will make it easier for us to hear each other. • Feel free to respond to each other about these topics, not just answer my questions. This will help us have a good discussion about each topic. • Please respect one another's opinions. There will be a range of opinions and experiences on any of the topics, and we do not expect everyone to agree with one another. We do, however, ask that everybody show respect when others are talking. • Although we hope you will share your thoughts on all topics, you are free to skip any question you'd rather not answer • Today's discussion is confidential. This means that anything that is said in this room stays in this room. Please don't share other people's comments outside of this room. • Because we only have 60 minutes, we may have to shorten the discussion and move on to another question. • Are there any other agreements we should include to help guide our discussion today? • Are there any questions about today's discussion before we get started? • If any questions come up for you during the discussion please feel free to ask them.
<p>B. Icebreaker *5 Min.*</p> <p><i>The group facilitators should go first. Have fun with this! Try to make it conversational.</i></p>	<p><i>Let's begin. We've given you all name tags to help us remember each other's first names so we can call each other by first names during the discussion. Let's find out some more about each other by going around the table and introducing ourselves.</i></p> <p>Please give your first name and, just for fun, tell us one of your favorite foods. I will start... My name is and one of my favorite food is</p>

MODERATOR TIPS	QUESTIONS	NOTES
<p>C. Main Questions – *45 Mins.*</p>	<ul style="list-style-type: none"> • Please tell me about the services you receive/d from (AGENCY). [List the agencies from which participants received services if a multi-agency focus group]. 	
<p>C1. Services Accessed *5 mins*</p>	<p>Probes:</p> <ul style="list-style-type: none"> • <i>How did you hear about the services/agency?</i> • <i>In what ways are/were the services helpful?</i> • <i>In what ways are/were the services not helpful?</i> 	
<p>C2. Staff Interactions *10 mins*</p> <p><i>Continue to stress the need for honesty. Make sure they feel comfortable being honest. Use language given by participants.</i></p>	<p>Great, next we’re going to talk about your relationship(s) with staff at the agencies you receive/d services.</p> <ul style="list-style-type: none"> • How would you describe your interactions with staff <p>Probes:</p> <ul style="list-style-type: none"> • <i>Was it helpful?</i> • <i>Unhelpful? Respectful?</i> • <i>Honest/trustful?</i> • <i>What did staff do that made you feel like you could trust them?</i> 	
<p>C3. Ease of Access *10 mins*</p>	<ul style="list-style-type: none"> • What would make it easier for women to get services from (AGENCY)? • What additional services do or did you need that were not provided by (AGENCY)? 	

MODERATOR TIPS	QUESTIONS	NOTES
<p>C4. Additional Services *15 mins*</p>	<p>FOR THOSE WHO NEEDED ADDITIONAL SERVICES:</p> <ul style="list-style-type: none"> • Did (AGENCY) refer you to other programs to obtain these services? <p>Probes (If they did receive additional services):</p> <ul style="list-style-type: none"> • <i>Were you able to get the services that you were referred for?</i> • <i>If no, why not?</i> • <i>What made it hard to get the services?</i> <p>Probes (If they were not referred to obtain additional services):</p> <ul style="list-style-type: none"> • What did you do? • What was the consequence of not having these services available to you? <ul style="list-style-type: none"> • <i>Were there any ways in which the staff did not understand your situation (cultural sensitivities)?</i> <ul style="list-style-type: none"> • <i>Are there other services [that you may have not needed] that you would like to see available to women and girls in your community to deal with violence against women? RECORD ALL.</i> <ul style="list-style-type: none"> • <i>Which two of these do you think is most important?</i> <ul style="list-style-type: none"> • <i>For the top two:</i> • <i>Why is it important?</i> 	

MODERATOR TIPS	QUESTIONS	NOTES
	<ul style="list-style-type: none"> • <i>What happens now because this service is not available?</i> 	
<p>D. Wrap Up *5 mins*</p>	<p><i>Our time is just about up. Is there anything we haven't talked about or any other comment you'd like to make?</i></p> <p><i>Thank you for sharing your thoughts and opinions with us. Your comments will help shape our recommendations to the Department on the Status of Women. I also have some pamphlets available with resource information if you are interested in finding out about the other agencies serving women who have experienced violence. Thanks again for your time and feedback!</i></p>	

Appendix F: Needs Assessment Recruitment Materials

HELP US STRENGTHEN SERVICES FOR WOMEN!



Are you a service provider to women who have experienced violence?

If so, we want to hear from you!

Be a part of a one-hour focus group on strengths, challenges, and needs facing survivors of violence and their service providers.

DATE: Dates throughout May

TIME: During regular business hours

PLACE: Various locations in SF; specific location information given to registered participants only

FREE LUNCH WILL BE SERVED!

To register: Please complete an online registration form at the link below:

<http://www.surveymoz.com/s3/1614945/VAW-Staff-Focus-Group>

Or contact Rebekah Cohen at (510) 858-0991 or email rebekah.cohen@etr.org
(Please write VAW staff focus group in the subject line)

For questions: Contact Rebekah Cohen at (510) 858-0991 or email rebekah.cohen@etr.org
(Please write VAW staff focus group in the subject line)

We are from a non-profit organization (ETR Associates) working with San Francisco's Department on the Status of Women to identify the needs of survivors of violence. All group discussions will be confidential and your identity will not be linked to your comments.

HELP US STRENGTHEN SERVICES FOR WOMEN AND EARN \$50!



Have you experienced abuse, violence, or assault?

Are you 18 years of age or older?

We want to hear from you!

Be a part of a one-hour confidential group discussion about the needs of women who have experienced abuse, violence, or assault.

DATE: Dates throughout May

TIME: Flexible times

PLACE: Various locations in SF; specific location information given to registered participants only

All participants will receive \$50 for their time.

To register: Please complete an online registration form at the link below:

<http://www.surveymzmo.com/s3/1614801/VAW-Client-Focus-Group>

Or contact Rebekah Cohen at (510) 858-0991 or email rebekah.cohen@etr.org
(Please write VAW client focus group in the subject line)

For questions: Contact Rebekah Cohen at (510) 858-0991 or email rebekah.cohen@etr.org
(Please write VAW client focus group in the subject line)

We are from a non-profit organization (ETR Associates) working with San Francisco's Department on the Status of Women to identify the needs of survivors of violence. All group discussions will be confidential and your identity will not be linked to your comments.

**¡AYÚDENOS A FORTALECER LOS SERVICIOS PARA LAS MUJERES
Y GANE \$50!**



¿Ha experimentado algún tipo de abuso, violencia o acoso?

¿Tiene 18 años o más?

¡Queremos escucharla!

Sea parte de un debate en grupo confidencial de una hora sobre las necesidades de las mujeres que han experimentado abuso, violencia o acoso.

FECHA: Fechas durante todo mayo

HORARIO: Horarios flexibles

LUGAR: Diferentes ubicaciones en SF; se brindará información específica sobre la ubicación sólo a las participantes registradas

Todas las participantes recibirán \$50 por su tiempo.

Para registrarse: Complete el formulario de registro en línea en el enlace a continuación:
<http://www.surveymoz.com/s3/1614801/VAW-Client-Focus-Group>

O comuníquese con Liz McDade-Montez al (831) 438-4060 x194 o por correo electrónico a
liz.mcdade-montez@etr.org

(Escriba por favor grupo de enfoque de clientes VAW en el asunto)

Si tiene preguntas: Comuníquese con Liz McDade-Montez al (831) 438-4060 x194 o por correo electrónico a
liz.mcdade-montez@etr.org

Somos una organización sin fines de lucro (ETR Associates) que trabaja con el Departamento de San Francisco sobre la Condición de las Mujeres para identificar las necesidades de las sobrevivientes a la violencia. Todos los debates de grupo serán confidenciales y su identidad no se relacionará con sus comentarios.

幫助我們增強為女性提供的服務 還可以得到50元!



您是否曾遭到虐待、暴力或騷擾？

您是否已年滿18周歲？

我們希望聽到您的聲音！

參加有關遭到虐待、暴力或騷擾的女性需求的一小時保密集體討論。

日期: 整個五月

時間: 靈活安排

地點: 三藩市內各個地點；具體地點資訊只提供給登記參加人員

所有參加者都將獲得50元參會費。

如需登記: 請在下列網址填寫網上登記表：

<http://www.surveymoz.com/s3/1614801/VAW-Client-Focus-Group>

或聯繫Rebekah Cohen（電話：(510) 858-0991；電子郵箱：rebekah.cohen@etr.org

（請在標題欄注明“VAW client focus group”）

如有問題: 聯繫Rebekah Cohen（電話：(510) 858-0991；電子郵箱：rebekah.cohen@etr.org

（請在標題欄注明“VAW client focus group”）

我們來自一個非盈利性組織（ETR Associates），我們與三藩市女性地位局合作，瞭解暴力受害者的需求。所有的集體討論都會被保密，您的身份不會與您的意見相關聯。



Appendix G: Individual Item Frequencies for Each Survey Question Not Included in Text

**Appendix G:
Individual Item Frequencies for Each Survey Question Not Included in Text**

	Partner Agencies	Non-Funded CBOs	Total ^{1,2}
Question	Count	Count	Percent
AGENCY INFORMATION			
How many service providers, including interns and volunteers, work at your agency? (n = 44)			
<10	2	2	6 (14%)
11-20	6	1	12 (27%)
21-30	3	0	6 (14%)
31-40	2	2	4 (9%)
41-50	1	2	3 (6%)
50 +	5	3	13 (30%)
Other than English, in what languages does your agency offer services? (n = 44)			
Spanish	17	8	37 (84%)
Cantonese	10	2	22 (50%)
Mandarin	8	1	19 (43%)
Japanese	7	1	17 (39%)
Tagalog	8	1	17 (39%)
Vietnamese	8	1	15 (34%)
Russian	4	1	14 (32%)
Korean	5	1	13 (30%)
Arabic	4	1	11 (25%)
Cambodian	2	1	8 (18%)
Thai	1	1	8 (18%)
Farsi	3	0	7 (16%)
Laotian	1	1	7 (16%)
Mongolian	0	1	7 (16%)
Samoan	1	1	4 (9%)
Amharic	1	0	1 (2%)
Bosnian	0	0	1 (2%)
Other: Burmese; French; German; Bengali; Hebrew; Hindi/Urdu; Italian; Macedonian; Marathi; Portuguese; Sebri/Croat; Taishanese; Punjabi; Urdu; Indonesia; Burmese; Taiwanese; Toisanese; Shanghainese; French; Portuguese; Korean	7	2	14 (32%)
Which services does your agency provide to women and girls who have experienced violence? (n = 87)			
Information/Referral	49	13	80 (92%)
Distribute Materials/Outreach	46	10	73 (84%)
Advocacy	43	9	66 (76%)
Education	37	11	66 (76%)

	Partner Agencies	Non-Funded CBOs	Total ^{1,2}
Question	Count	Count	Percent
Case Management	41	11	65 (75%)
Counseling	38	12	65 (75%)
Court Accompaniment	38	6	54 (62%)
Crisis Line	26	7	44 (51%)
Technical Assistance	24	3	38 (44%)
Housing Assistance	22	8	36 (41%)
Services specific to victims of Human Trafficking	19	5	32 (37%)
Legal	15	4	25 (29%)
Emergency Shelter	9	6	21 (24%)
Health Care-related	10	6	21 (24%)
Transitional Housing	7	6	20 (23%)
Media Contacts	8	2	12 (14%)
Other: Children’s programming; Specific support groups and programs for clients; legal work; Parenting classes and workshops; Workforce development; Leadership development; Services for children	13	3	23 (26%)
CLIENT INFORMATION			
What communities or populations does your agency serve? (n = 87)			
Domestic Violence Survivors	49	15	83 (95%)
Immigrants	48	13	81 (93%)
Hispanic/Latina	47	14	78 (90%)
Asian Americans/Pacific Islanders	44	13	76 (87%)
LGBTQ individuals	44	13	75 (86%)
Limited English Proficient Clients	44	13	75 (86%)
Mothers and/or families	43	13	74 (85%)
Blacks/African Americans	43	14	74 (85%)
Whites	42	13	72 (82%)
Single Mothers	42	13	71 (82%)
Native Americans	39	13	69 (79%)
Human Trafficking Survivors	41	10	66 (76%)
Mental Health Clients	40	13	65 (75%)
Adolescents (11-18 years old)	40	9	61 (70%)
Elderly (65+)	36	8	59 (68%)
Drug/alcohol dependent clients	31	12	55 (63%)
Sex Workers	35	10	55 (63%)
Children (10 years old and younger)	21	5	38 (44%)
Other: Undocumented Migrants; Middle Eastern; Transgender Individuals, Hate Violence Survivors; Male Survivors; Jewish People; Transitional Youth (Age 18-26)	7	3	15 (17%)

	Partner Agencies	Non-Funded CBOs	Total ^{1,2}
Question	Count	Count	Percent
Thinking about the most needed services that you identified above, which of the following would help meet those needs? (n = 86)			
Funding/Money	48	14	83 (97%)
Additional Staff	32	11	60 (70%)
Improved/Additional Resources	34	7	51 (59%)
Training For Staff/Capacity Building	32	9	50 (58%)
Culturally-Dedicated Services	30	9	47 (55%)
Cooperation From Other Agencies	26	7	45 (52%)
Preventing Staff Burn Out	20	6	38 (44%)
Community Education	20	9	35 (41%)
Community Support	18	9	35 (41%)
Translation Services	19	5	34 (40%)
Adequate Technology	19	4	32 (37%)
Adequately Addressing Client Safety Concerns	7	6	32 (37%)
Outreach Efforts	16	7	29 (34%)
Client Definition Of Violence	14	4	24 (28%)
Don't Know	2	0	2 (2%)
Other: Access To Technology; Collaboration Among Community Organizations; Culturally Competent Services; Additional Funding; Low-Income Permanent Housing; Job Programs; Child Care Subsidies; LGBTQ Specific Housing.	5	2	10 (12%)
How does your agency address co-occurring conditions in your clients? (n = 84)			
Collaborations With Other Agencies	20	4	36 (43%)
Referrals	19	8	35 (42%)
I Don't Know	2	0	10 (12%)
We Don't Address Co-Occurring Conditions	0	0	2 (2%)
On-Site Medical Staff	0	1	1 (1%)
Other: Referrals; Clinical Staff; Counseling; Appropriate Services	8	2	35 (42%)
Are any of the following types of violence perceived as acceptable or normative within the communities you serve? (n = 86)			
Domestic Abuse	22	8	40 (47%)
Drug Or Alcohol Related	20	2	34 (40%)
Sex Work Related	14	4	24 (28%)

	Partner Agencies	Non-Funded CBOs	Total ^{1,2}
Question	Count	Count	Percent
None	14	4	24 (28%)
Sexual Abuse	12	4	22 (26%)
Crime Related	7	1	14 (16%)
Human Trafficking Related	8	0	12 (14%)
Elderly Abuse	3	0	10 (12%)
Other: Child Abuse; Gang Violence; Survival Sex By LGBTQ Youth; Denial.	3	0	8 (9%)
STAFF TRAINING			
What types of training has staff at your agency received? (n = 84)			
Diversity Awareness/Cultural Sensitivity	42	12	71 (85%)
Crisis Prevention/Immediate Response	43	10	70 (83%)
Mental Health Issues	39	11	63 (75%)
Counseling Skills	34	12	63 (75%)
LGBTQ Survivors	37	6	60 (71%)
Case Management Skills	34	10	59 (70%)
Substance Abuse Issues (Drug And Alcohol)	34	9	56 (67%)
Survivors' Advocacy	38	5	55 (66%)
Survivors' Rights	34	4	50 (60%)
Outreach/Community Engagement	34	5	50 (60%)
Disability Awareness	32	4	47 (56%)
Management Skills	19	7	36 (43%)
Computer/Technology Skills	20	4	32 (38%)
Organizational Skills	18	5	32 (38%)
Fundraising/Grantwriting Skills	19	4	31 (37%)
Other: Peer Based Services; Children And DV; Leadership Development; Emergency Preparedness; Team Building; Restorative Justice; Harm Reduction Principals; Trauma Informed Services; Ant-Trafficking Related Topics; Ender Abuse.	3	3	8 (10%)
What types of training do you think your agency needs to be more effective? (n = 84)			
Fundraising/Grantwriting Skills	19	4	35 (42%)
Mental Health Issues	18	8	33 (39%)
Disability Awareness	18	6	31 (37%)
Computer/Technology Skills	16	3	30 (36%)
LGBTQ Survivors	14	7	29 (35%)
Case Management Skills	15	7	29 (35%)
Organizational Skills	18	2	29 (35%)
Outreach/Community Engagement	19	2	28 (33%)
Management Skills	18	3	26 (31%)
Survivors' Rights	14	7	25 (30%)
Survivors' Advocacy	13	6	23 (27%)
Substance abuse issues (drug and alcohol)	15	4	23 (27%)

	Partner Agencies	Non-Funded CBOs	Total ^{1,2}
Question	Count	Count	Percent
Counseling Skills	10	4	22 (26%)
Crisis Prevention/Immediate Response	9	7	21 (25%)
Diversity Awareness/Cultural Sensitivity	10	4	20 (23%)
Other: Funding; Trauma; Prevention Burn Out; Strategic Planning.	2	1	7 (8%)
Does your agency have eligibility requirements? ³ (n = 44)			
No	9	7	24 (57%)
Yes	8	3	18 (43%)
Do you charge a fee for services? ³ (n = 42)			
No	14	9	33 (75%)
Yes	5	1	11 (25%)
Have you turned away potential clients because of your fees? (n = 11) ³			
No	5	1	10 (91%)
Yes	0	0	1 (9%)

¹ The total (N = 87) includes 50 participants from Partner Agencies, 16 participants from non-funded CBOs, and 21 participants who did not indicate whether they were funded by the Department or not. The total N varies across questions due to missing data.

² Participants were asked to mark all that apply. Numbers and percentages are based on responses and may exceed the total N.

³ These questions were asked of administrators and staff only and the total N varies across questions.