



STATEWIDE CRIME VICTIM SERVICES NEEDS ASSESSMENT

Interim Report
March 2020



Acknowledgments

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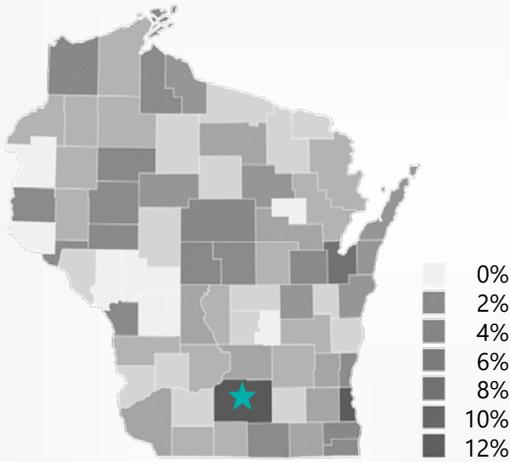
EXECUTIVE SUMMARY

On behalf of the Wisconsin Department of Justice, Office of Crime Victim Services (OCVS), ICF Incorporated, LLC (ICF) is conducting a needs assessment with victim service providers and crime victims across the state of Wisconsin. Funded in fall 2019, the purpose of the needs assessment is to ensure that all OCVS programs and services are responsive to the needs of crime victims and service providers in Wisconsin.

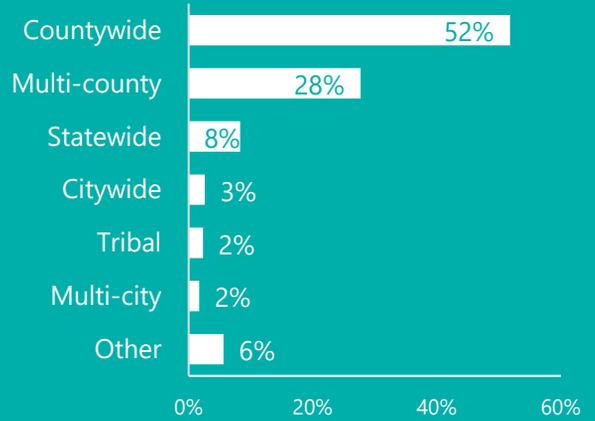
This needs assessment comprises two core components: a survey of service providers and allied professionals and focus groups with crime victims. ICF conducted a statewide survey of service providers to assess the experiences and perspectives of service providers related to the needs of crime victims and the services available. The second component of the study will include focus groups with any crime victim that is willing and able to participate to add a firsthand account of crime victims' experiences with services provision in Wisconsin. This executive summary provides an overview of the key findings from the first component of data collection and offers recommendations regarding areas for service improvement throughout the state.

RESPONDENTS & SERVICE AREA (n=313)

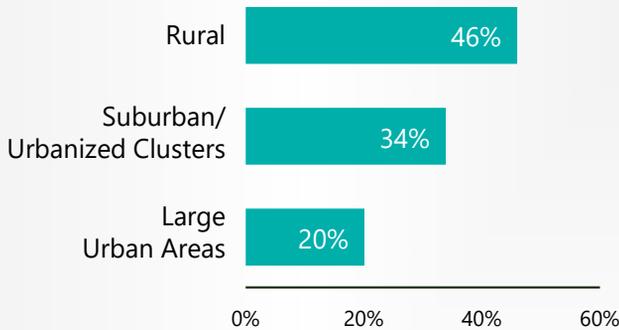
Survey captured perspectives from **NEARLY ALL COUNTIES**, Dane County had the highest percentage of survey responses



MOST RESPONDENTS identified their organization service area as **Countywide**



POPULATION SERVED was primarily rural communities.

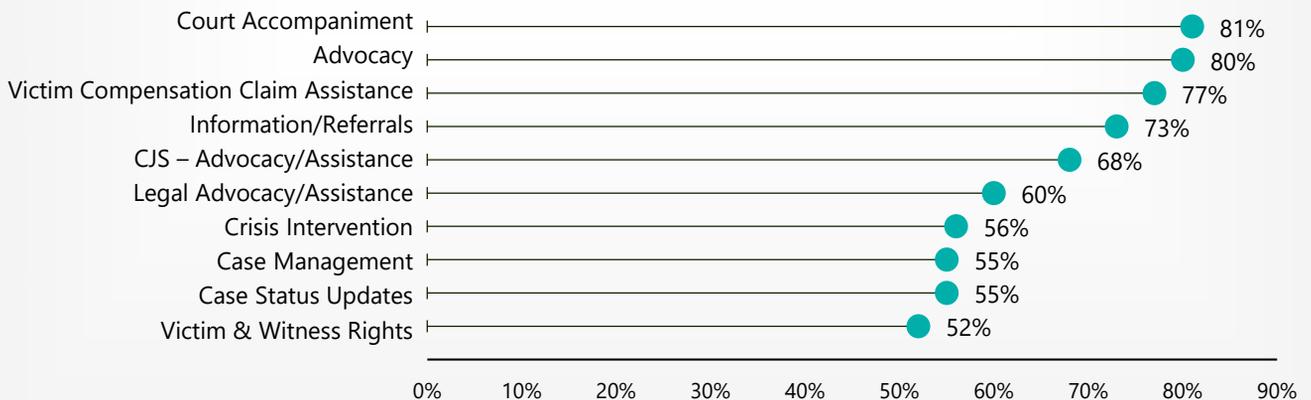


TOP TEN Organization Types

Non-profit, sexual assault, and domestic abuse agencies among the highest respondent pools

Non-Profit	36%
Sexual Assault Agency	33%
Domestic Abuse Agency	32%
Domestic Violence Shelter	24%
Child/Youth Services	22%
Prevention Services	16%
Criminal Justice Government Agency	16%
Human Trafficking	15%
Legal Services	15%
Prosecution	15%

TOP TEN Victim Services Provided by Organizations (n=212)



CLIENT DEMOGRAPHICS (n=177)

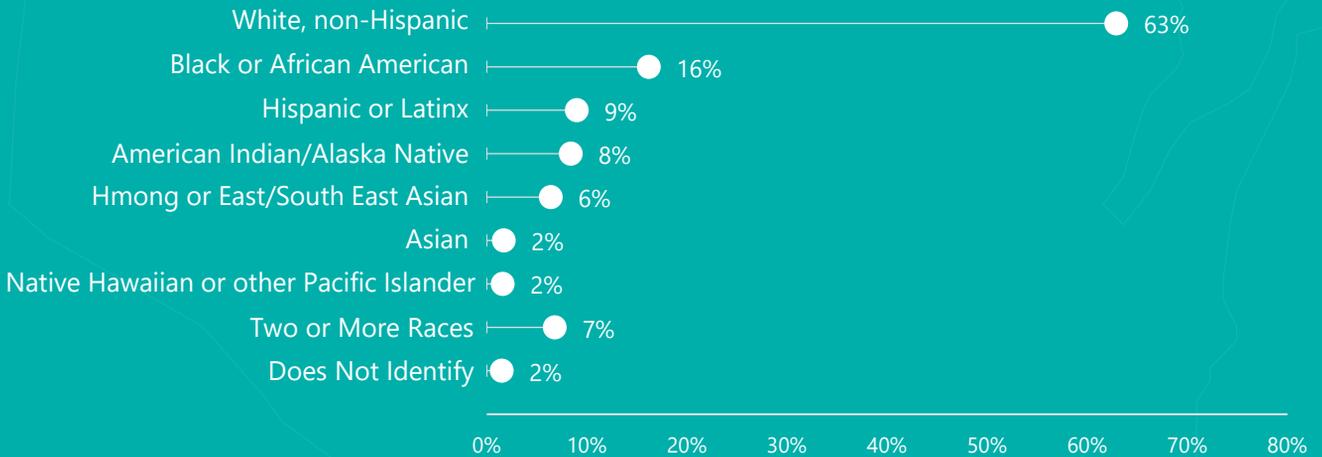
AGE



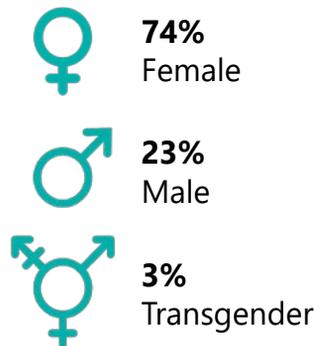
PRIMARY LANGUAGE



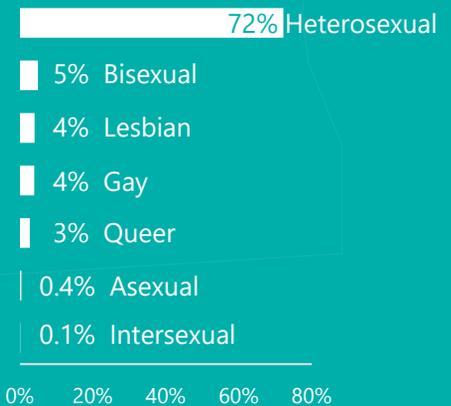
RACE/ETHNICITY



GENDER



SEXUAL ORIENTATION



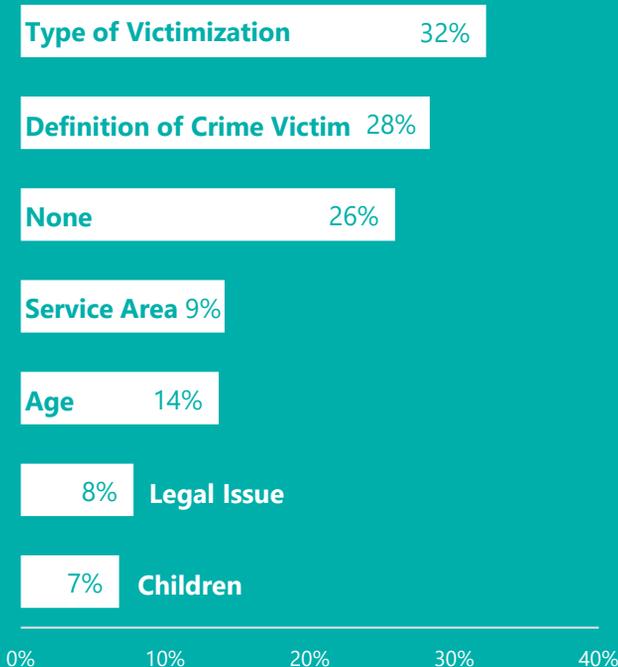
ELIGIBILITY & TYPES OF SUPPORT

(n=313)

VICTIMIZATION TYPES supported by providers

Domestic Abuse	93%
Sexual Assault (including Rape)	92%
Child Abuse	83%
Assault	75%
Stalking	71%
Human Trafficking	60%
Elder Abuse	59%
Survivors of Homicide Victims	50%
Financial Exploitation/Fraud	49%
Special Needs/Victims with Disabilities	46%
Burglary	44%
Property Crime	44%
Robbery	39%
DUI/DWI/Other Traffic-Related Crime	38%
Hate Crimes	29%
Missing/Exploited Children	18%

TOP SEVEN Eligibility Requirements cited by service organizations and allied professionals (n=205)



ABILITY TO ACCOMMODATE differently abled victims was wide-ranging (n=187)

 **89%** Mental Health

 **80%** Substance Abuse

19%
of respondents serve differently abled victims

Impairments

 **84%** Cognitive

 **87%** Mobility

 **83%** Hearing

 **78%** Visual

METHODS to assist Limited English Proficient (LEP) victims varied, with interpreters, translated materials, and technology as the most utilized

INTERPRETERS

Paid	47%
Informal (family member, friend, etc.)	42%
Staff Member(s)	41%
Volunteer	21%

TECHNOLOGY

Telephone	44%
Internet	26%
Smartphone App	19%

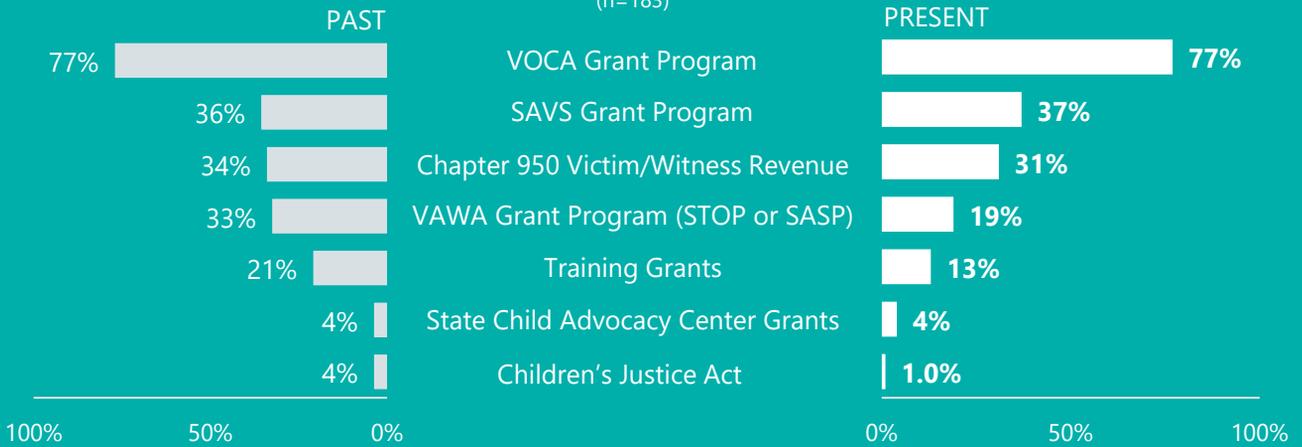
OTHER

Materials translated into other languages	49%
Language access plan	38%
Do not have LEP victims	10%
Do not have a way to assist LEP victims	2%

FUNDING ASSISTANCE

Sources of OCVS Funding

(n=183)



TOP FIVE Current Funding Sources for Victim Services Programs & Activities (n=201)

Victims of Crime Act (VOCA) Grant Program	69%
County Line Item	35%
Sexual Assault Victim Services (SAVS) Grant Program	33%
Chapter 950 Victim/Witness Revenue	30%
Private Foundations	29%

NEARLY ALL (77%)

respondents receive VOCA grant funding

TRAINING OPPORTUNITIES

Training & Technical Assistance Organization Needs

(n=103)

HIGH NEED



64%

Professional Development

MODERATE NEEDS



46%

Cultural Competence/Humility



43%

Program Monitoring/Evaluation



42%

Technology/ Case Management Systems



41%

Program Development

LOW NEEDS



36%

Program Management

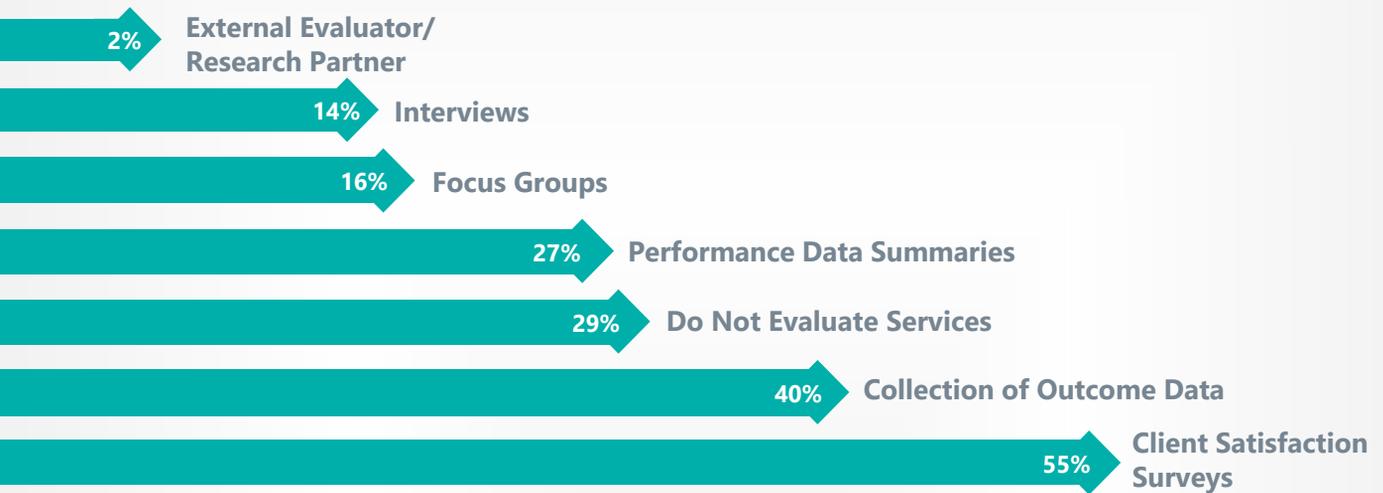


38%

Organizational Management

EVALUATION PRACTICES (n=313)

EVALUATION METHODS of services provided by organizations was primarily through client satisfaction surveys and collection of outcome data



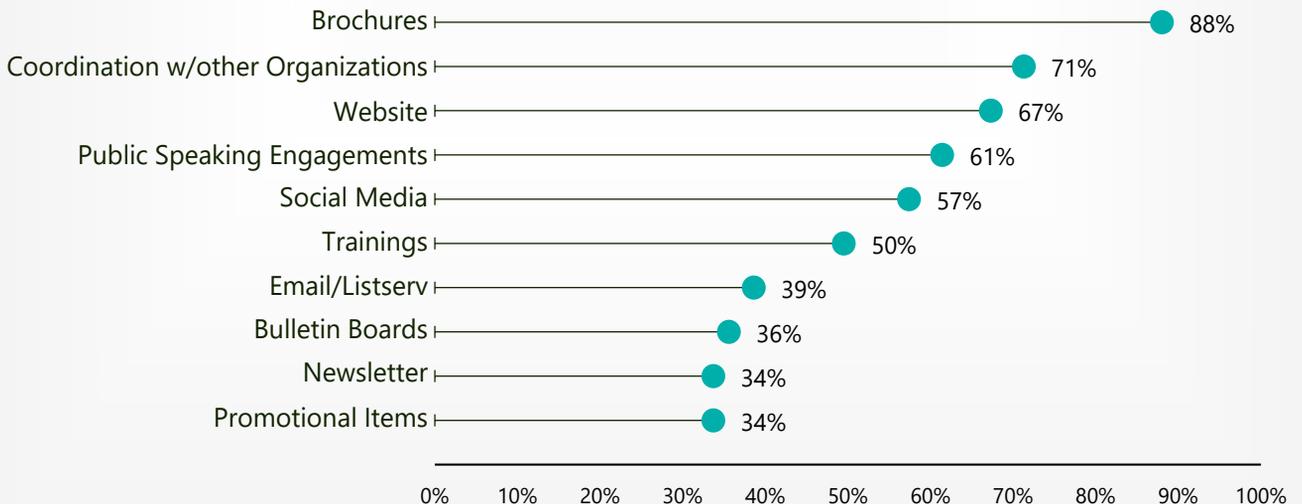
TYPES OF DATA STORAGE (n=162)

Only a small number of organizations have electronic data systems

Electronically (Excel, Osnum, etc.)	60%
Paper Files/Hardcopy	30%
Do Not Collect Outcome Data	30%

OUTREACH & AWARENESS (n=313)

TOP TEN Public Outreach and Awareness Techniques



CHALLENGES AND BARRIERS TO SERVICE DELIVERY (n=89)

BARRIERS

to Organizations Providing Services

MODERATE

- Lack of funding
- Lack of sufficient financial resources to meet demand for services
- Lack of sufficient staff to meet demand for services
- Lack of transportation for victims to access services
- Reaching unserved victim populations
- Reaching underserved victim populations
- Lack of culturally diverse staff
- Lack of general public awareness regarding programs and services offered by my organization

BARRIERS

to Victims Accessing Services

HIGH

- Lack of trust in the system
- Fear of retaliation against self and/or family
- Feelings of shame or embarrassment

MODERATE

- Lack of transportation for victims to access services
- Victims are unable to get basic needs met, which stops them from seeking other services
- Cultural barriers
- Lack of awareness regarding available services
- Fear of deportation/legal status
- Language barriers
- Negative experience previously with service provider
- Disability: Mental health or Substance abuse
- Victims do not understand the process of obtaining services
- Victims have too to many different agencies/organizations to receive services
- Lack of services available in the victim's community
- Lack of services available immediately post-trauma
- Disability: Physical
- Lack of services requested by the victim
- The process for obtaining services is overly burdensome for victims
- Lack of available services

RECOMMENDATIONS

from providers on suggested ways to alleviate such barriers

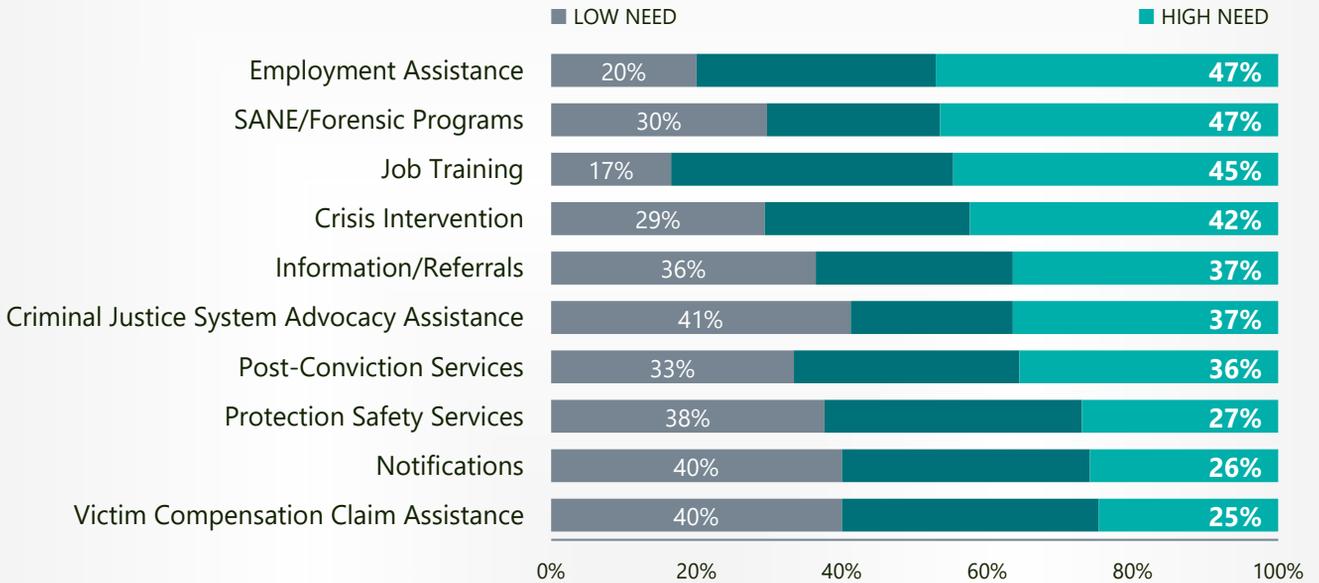
- Increase funding resources
- Support culturally diverse services
- Transportation
- Medical care
- More advocates
- Affordable housing
- More therapists
- More staff to serve population
- Increase education
- Increase training
- Increase outreach and awareness

CRIME VICTIMS' SERVICE DELIVERY NEEDS

TOP TEN

Victim Service Needs Beyond Current Capacity

(n=89)

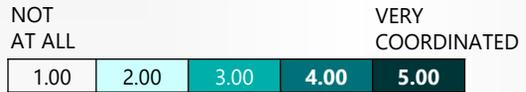


SERVICES & COORDINATION ACTIVITIES

TOP TEN

Average Extent of Coordination with County Organizations

(n=89)



	Share materials, tools, or other resources	Provide referrals <i>to</i> this organization	Receive referrals <i>from</i> this organization
Domestic Abuse Agencies and/or Sexual Assault Agencies	4.07	4.05	3.71
Victim Advocates	4.04	3.98	3.70
Prosecution/Legal Services	3.79	3.55	3.56
Law Enforcement	3.72	3.36	4.25
Court System	3.30	2.83	2.93
Child Advocacy Centers/ Child Care/Youth Serving Agencies	3.24	2.91	2.85
Social Services	3.20	3.23	3.14
SANE Programs	3.19	2.96	3.05
Schools	3.02	2.56	2.81
Mental Health Providers	2.82	3.20	2.32

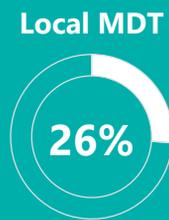
SERVICES & COORDINATION ACTIVITIES

Respondents were asked to indicate the three organizations they *would like to* make and receive referrals for crime victims, yet do not currently.

- Cultural Agencies
- Health and Human Services
- Housing and Urban Development
- LGBTQIA Agencies
- Medical Providers
- Law Enforcement
- Legal Services
- Social Services
- Schools
- Refugee Resettlement Centers
- Substance Abuse Agencies

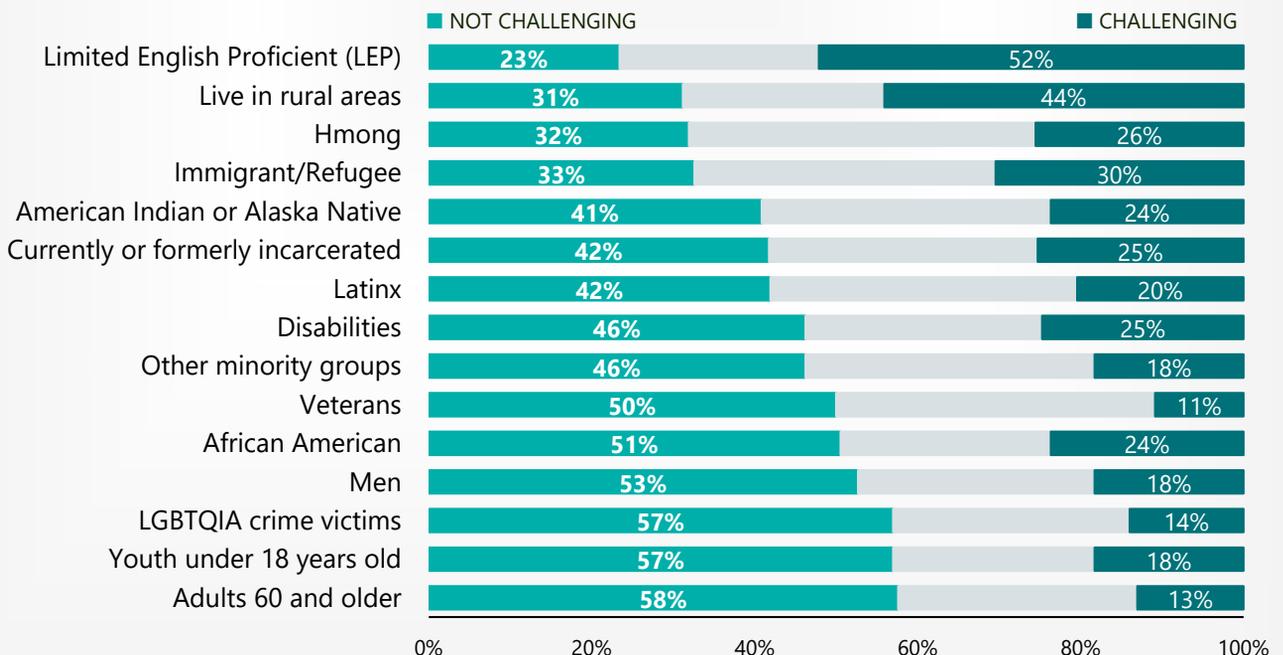
COLLABORATION

MEMBERSHIPS
with Victim Services
Collaborative Bodies
(n=65)



CULTURAL COMPETENCY & HUMILITY

EXTENT OF CHALLENGES Serving Different Population Types
(n=94)



CULTURAL COMPETENCY & HUMILITY

Other types of **SPECIAL POPULATIONS** that organizations have a limited ability to serve:



Sex Trafficking Victims



Children with Low Cognitive Functioning



Victims with Mental Health Issues



Hearing and Sight Impaired

STRENGTHS

ORGANIZATIONAL STRENGTHS

(n=90)



FUTURE DIRECTIONS

SUSTAINABILITY for 1 to 2 Years

(n=140)

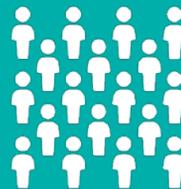
LEAST SUSTAINABLE 1 ○ --- ● --- ● --- ● --- ● --- ● 5 HIGHLY SUSTAINABLE

The program/services are well integrated into the operations of the organization	4.36	
Program staff/partners are invested in the development and sustainability of the program/services	4.11	
Leader/Champions—internal and/or external leaders—actively advocated for the program/services/organization	3.99	
The program/services are supported by policies designed to help ensure sustained funding	3.68	
The program/services are periodically reviewed to provide for decision-making about which components are ineffective and how to discontinue	3.63	
The program/services have integrated communication strategies to secure and maintain external awareness and support	3.61	
A plan to periodically review program/services results is in place	3.55	
There is a plan to integrate evaluation results into ongoing project planning and implementation	3.47	
The program/services include plans for future resource needs	3.40	
The program has conducted a self-assessment/evaluation to adapt and adopt new strategies as appropriate	3.37	
The program/services provision has sustainability plan in place to allow for continuous support	3.27	



EMERGING TRENDS OR PRIORITY ISSUES

- Civil legal Assistance
- Crisis Intervention/management
- Housing
- Human trafficking
- Identity theft
- Trauma-informed Care
- Privacy



UNDERSERVED POPULATIONS

- Amish
- LGBTQIA
- Hispanic
- Native
- Hmong
- Rural
- Homeless
- Male Victims (especially DV/SA)

RECOMMENDATIONS

Service Provider Phase

Training & Technical Assistance

Provide tailored technical assistance to organizations that fill an important service gap or represent a marginalized community. For example, organizations frequently denied funding assistance due to a lack of grant writing experience.

Collaborate with federal training and technical assistance centers to provide sustainable solutions to TTA needs, including program monitoring and evaluation, sustainability planning/fund development, and cultural competence/humility.

Support technical assistance that will provide organizations with the tools and resources to better collaborate and develop strategic partnerships, integrate culturally competent practices into their services, and providing services to persons with disabilities or LEP, who live in rural areas, or have been trafficked.

Consider a new model of learning to increase provider satisfaction with current TTA, for example utilizing peer-to-peer, mentoring, and/or learning cohort models

Collaboration & Community Partnerships

Include collaboration as a requirement within awards and provide guidelines to subrecipients to document their efforts to strengthen referral mechanisms and raise awareness about their organizational capacity.

Develop and manage a statewide database of victim service providers to increase awareness of services/capacity and strengthen referral networks among providers.

Funding & Sustainability

Prioritize funding for positions and services for culturally specific populations.

Fund a state-level marketing campaign for victims in underserved communities to begin to improve awareness and access to services in underserved communities, where local programs have limited capacity.

Promote community outreach and trust building to reduce the number of unserved victims.

Incentivize and encourage organizations to strengthen their core programs and services as opposed to expanding or diversifying services beyond their capacity.

Support regional approaches and specialized service provision that providers report are limited, and victims have a need for. Regional service provision is likely to be a more sustainable solution and reduces the funding and capacity pressure on service provider to try and provide for all types of victims and their varied needs.

Consider requiring subrecipients to collect and report on a baseline set of outcome measures to assist with monitoring and prioritizing program funding. Couple this with training and technical assistance on evaluation and implementation of key measures.

CONCLUSION

Overall, the survey indicated several important needs for respondents and organizations to improve service delivery. Increasing training and technical assistance related to funding support, reaching underserved populations, cultural competency, evaluation, and sustainability planning would help organizations reach additional populations, evaluate their services, and secure funding and planning for service continuity. Organizations could also benefit from improved outreach—not just to victims but to other organizations—to aid in collaboration, information and resource sharing, and addressing barriers to service delivery and service access that stem from lack of coordination. Finally, increased funding is needed to support additional staff, staff training, transportation, outreach, and increasing services offered.



Chapter 1. Introduction

On behalf of the Wisconsin Department of Justice, Office of Crime Victim Services (OCVS), ICF Incorporated, LLC (ICF) is conducting a needs assessment with victim service providers and crime victims across the state of Wisconsin. Funded in fall 2019, the purpose of the needs assessment is to ensure that all OCVS programs and services are responsive to the needs of crime victims and service providers in Wisconsin.

This needs assessment is comprised of two core components: a survey of service providers and allied professionals and focus groups with crime victims. ICF conducted a statewide survey of service providers to assess the experiences and perspectives of service providers related to the needs of crime victims and the services available. The second component of the study will include focus groups with any crime victim that is willing and able to participate to add a firsthand account of crime victims' experiences with services provision in Wisconsin. This report provides an overview of the methodology and findings from the first component of data collection and offers recommendations from providers regarding areas for service improvement throughout the state.

Chapter 2. Literature Review

In 2018, there were more than 3.3 million reported victims of violent crime (e.g. rape, sexual assault, aggravated assault) in the United States.¹ This number, while large, only represents a fraction of the extent of victimization given that not all crimes are reported to officials and non-violent crimes (e.g., property crimes, stalking) are just as prevalent.² In fact, while rape and sexual assault victimizations were 1.4 per 1,000 persons, property victimizations were 108.2 per 1,000 in 2018.³ Additionally, the rate of violent victimizations not reported to police increased from 9.5 per 1,000 in 2015 to 12.9 per 1,000 in 2018.⁴ Thus, the impact of victimization is a wide-reaching concern for policymakers, victim service providers, victims, and victims' families.

Literature on the impact of victimization has highlighted the enduring trauma for victims and the fact that it influences all facets of their lives, including (but not limited to) emotional, physical, employment, and housing life domains. As a result, crime victims, for example, may also suffer from suicidal ideation or attempts, alcohol or drug abuse, and difficulty maintaining stable

¹ Morgan, R. E., & Oudekerk, B. A. (2019). Criminal Victimization, 2018 (p. 37). Bureau of Justice Statistics.

² Ibid.

³ Ibid.

⁴ Ibid.



employment and housing.^{5,6,7} Such negative impacts, in combination with the sheer number of individuals who are victimized, emphasizes the need to continue closing the gap on service provision, ensuring all victims have an opportunity to be supported, and identifying ways to stretch resources in a constrained climate. At the forefront of addressing these negative impacts are victim service providers and organizations on the front lines wrapping services and care around victims and their families.

Currently, there are an estimated 12,200 victim service providers in the nation.⁸ The main goal of victim service providers is to support victims by addressing their safety or recovery needs through offering services, providing referrals, and being a source of support for victims.⁹ These services might include counseling, advocacy, legal services, or housing assistance.¹⁰ Although services may vary by organization, these organizations provide their services with the same guiding values in mind: respect for rights of all individuals, high competency standards, integrity in activities, professional and social responsibility, and concern for other's welfare.¹¹

However, the existence of services does not guarantee that these services will reach crime victims or meet them where they are in the recovery process. In fact, there are a number of barriers that may prevent victims from obtaining services or simply influence their perspective on whether to seek support altogether—including the nature of their victimization, the cultural heritage of the victim, victim disabilities, geographic accessibility of services, and service provider capacity.¹² For example, the type of services available may differ depending on where the organization is located and what funding supports the program (e.g., a smaller organization may not have funds to provide transportation for victims, particularly those located in more rural areas).¹³ Further, the most appropriate services and those needed for a victim can greatly vary depending on the individual and even the victimization type (e.g., offering culturally specific services based on the population or having a service provider with lived experience). Thus, there are many factors to consider when determining which victim services are available and for whom, who is accessing

⁵ Bryan, C. J., McNaughton-Cassill, M., Osman, A., & Hernandez, A. M. (2013). The associations of physical and sexual assault with suicide risk in nonclinical military and undergraduate samples. *Suicide and Life-Threatening Behavior*, 43(2), 223–234.

⁶ Gilmore, A. K., Walsh, K., Badour, C. L., Ruggiero, K. J., Kilpatrick, D. G., & Resnick, H. S. (2018). Suicidal ideation, posttraumatic stress, and substance abuse based on forcible and drug-or alcohol-facilitated/incapacitated rape histories in a national sample of women. *Suicide and Life-Threatening Behavior*, 48(2), 183–192.

⁷ Stylianou, A. M. (2018). Economic abuse experiences and depressive symptoms among victims of intimate partner violence. *Journal of Family Violence*, 33(6), 381–392.

⁸ Oudekerk, B. A., Warnken, H., & Langton, L. (2019). *Victim Service Providers in the United States, 2017*. Bureau of Justice Statistics.

⁹ Ibid.

¹⁰ Ibid.

¹¹ *OVC Model Standards: Guiding Values for Serving Victims & Survivors of Crime*. (n.d.). Office for Victims of Crime. Retrieved March 14, 2020, from https://www.ovc.gov/model-standards/guiding_values.html

¹² Growette Bostaph, L., King, L., Kirkland Gillespie, L., & Goodson, A. (2015). *Crime Victims in Idaho: An Assessment of Needs and Services*. Boise State University. <https://nvc.dspacedirect.org/handle/20.500.11990/1089>

¹³ Ibid.



those services, which populations are missed or marginalized, and how these factors align with the needs of victims.

In order to better understand the landscape of services and victim needs, several states across the United States have conducted statewide needs assessments by gathering the perspectives of service providers and victims in order to learn about service delivery and service barriers from both the provider and victim perspective to inform the enhancement and/or improvement of victim service delivery. This literature review examines our current understanding about victim service delivery by discussing the impact of the Victims of Crime Act (VOCA) funding on victim services, examining victim service needs and gaps across the United States, and focusing on victimization and victim services in the state of Wisconsin.

Victims of Crime Act Funding

In 1984, the Victims of Crime Act (VOCA) established the Crime Victims Fund (the Fund), where dollars collected from criminal fines, forfeited bail bonds, penalties, and special assessments from the U.S. Attorney's Office were funneled into a fund.¹⁴ This money was used to support federal, state, and tribal victim assistance programs through a number of VOCA-funded grant streams.¹⁵ Initially, the Fund was allocated the following year to support services to crime victims with an initial cap between \$100 million and \$150 million on the Fund overall. Within a decade, the cap was lifted on the size of the Fund and as the number and size of deposits continued to grow. In 2000, Congress began placing yearly caps on the amount of funds that could be distributed and, in 2014, the Fund cap was set at \$745 million.¹⁶ However, in 2015, Congress raised the cap to more than \$2.3 billion, which drastically changed the amount of funding being channeled to states. In 2016, the cap was increased again to more than \$3 billion, nearly quadrupling the funding that was available in 2014.¹⁷

Along with the increase in funding came further clarification and expansion of the victim services covered (including comprehensive legal assistance, transitional housing for victims of domestic violence and human trafficking, forensic interviewing, volunteer trainings, and victim-centered restorative justice) and expansion of victimization types covered (including victims of elder abuse, human trafficking, financial fraud, and victims in detention and correctional facilities).¹⁸ This increase led to substantially higher amounts of funding across all levels of allocation (see Exhibit 2.1), which in turn led to an increase in the number of victims served from 3.5 million in 2014 to

¹⁴ *Crime Victims Fund*. (n.d.). Office for Victims of Crime. Retrieved March 14, 2020, from <https://www.ovc.gov/about/victimsfund.html>

¹⁵ *OVC Fact Sheet: Crime Victims Fund*. (n.d.). Office for Victims of Crime. Retrieved March 14, 2020, from <https://www.ovc.gov/pubs/crimevictimsfundfs/intro.html>

¹⁶ *Crime Victims Fund*. (n.d.). Office for Victims of Crime. Retrieved March 14, 2020, from <https://www.ovc.gov/about/victimsfund.html>

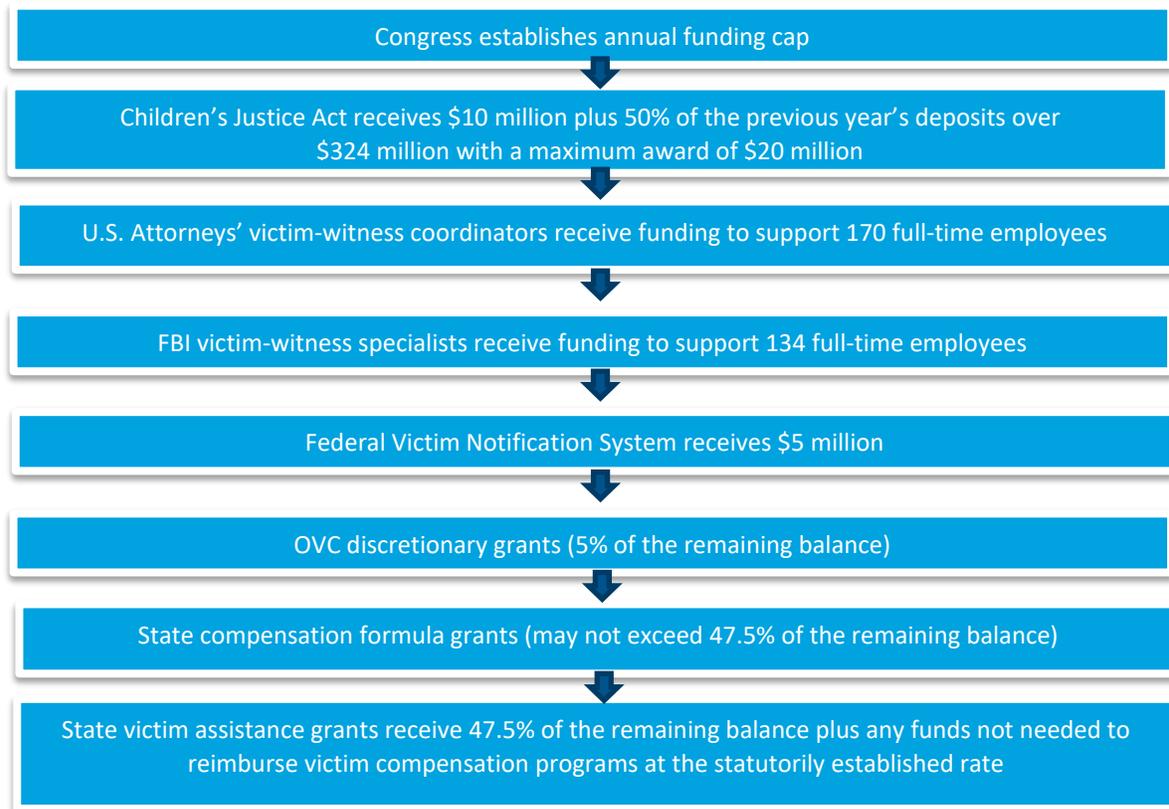
¹⁷ *Department of Justice Expands Services for Crime Victims*. (2016, August 8). United States Department of Justice. <https://www.justice.gov/opa/pr/department-justice-expands-services-crime-victims>

¹⁸ *Ibid.*



5.2 million in 2016.^{19,20,21} Such dramatic increases in funding and victim programming served further emphasized the importance of examining the needs of victims and the services offered in order to (1) use funding efficiently, (2) expand services in accordance with what is most needed, (3) maximize the number of victims reached, and (4) increase the positive outcomes and impacts on victims and families.

Exhibit 2.1: Crime Victims Fund Allocation Process²²



¹⁹ *OVC Fact Sheet: Crime Victims Fund.* (n.d.). Office for Victims of Crime. Retrieved March 14, 2020, from <https://www.ovc.gov/pubs/crimevictimsfundfs/intro.html>

²⁰ *2014 VOCA Victim Assistance Nationwide Performance Report.* (2015, March). Office for Victims of Crime. https://www.ovc.gov/grants/vocanpr_va14.html

²¹ *Victims of Crime Act Victim Assistance Formula Grant Program: Fiscal Year 2016 Data Analysis Report.* (2017). Office for Victims of Crime.

²² *OVC Fact Sheet: Crime Victims Fund.* (n.d.). Office for Victims of Crime. Retrieved March 14, 2020, from <https://www.ovc.gov/pubs/crimevictimsfundfs/intro.html>



Victim Services in the United States

Victim Service Needs

Needs assessments are an important aspect of program and service planning and development. In particular, needs assessments can help determine strengths and weaknesses of victim service programs to guide service development and implementation as well as the distribution of resources.²³ Additionally, needs assessments are beneficial in identifying service limitations and new or evolving needs and determining best practices for intervention, service planning, and referrals.²⁴ Several states across the nation (including North Carolina, California, Illinois, Iowa, and Massachusetts) have conducted statewide needs assessments. Their findings indicate that, despite being located in different regions of the United States and despite varying service provider priorities, there are important commonalities in victim service needs across the United States in the areas of self-sufficiency and stability, personal health, criminal justice, and underserved communities.

Self-Sufficiency and Stability

Service needs that were frequently mentioned by respondents in the United States were needs associated with a victim's ability to be self-sufficient and stable. These needs include emergency or long-term residential housing or other shelters. States have reported that this is important because it contributes to a victim's feeling of safety and security.²⁵ Financial assistance also falls into this category. Victims may be financially dependent on their abuser, or a victim may experience emotional distress that led to financial problems as a result of their victimization.²⁶ Employment assistance, life skills training, and educational opportunities all help sustain a victim's independence and ability to support themselves.²⁷ Child services is another common need that enables victims to receive services, attend job interviews, and hold employment.²⁸

Personal Health

The second cross-cutting category of need is related to mental and physical health. Mental health services, substance use treatments, and medical care were consistently rated as high needs for victims. These services aid in victim recovery and impact other areas of their lives, such as

²³ Martin, S., Macy, R., Pollock, M., & Kenny, K. (2013, May). *Using Data to Help Survivors: Needs Assessment and Evaluation of Services*. NCCASA Workshop.

²⁴ Ibid.

²⁵ Illuminati, J., Gannon, L., Madden, P., & Charles, J. (2019). *New Hampshire Victims Needs Assessment Survey—Survey of Victims*. New Hampshire Department of Justice.

²⁶ Vasquez, A. L., & Houston-Kolnik, J. (2017). *Victim Need Report: Service Providers' Perspectives on the Needs of Crime Victims and Service Gaps*. Illinois Criminal Justice Information Authority.

²⁷ Duncan, A. C., & DeHart, D. (2019). Provider perspectives on sex trafficking: Victim pathways, service needs, & blurred boundaries. *Victims & Offenders, 14*(4), 510–531.

²⁸ *The Civil Legal Needs of Victims of Crime in New York State: An Assessment of the Issues, Services, and Challenges in Meeting the Civil Legal Needs of Victims*. (2017). Center for Human Services Research. https://www.albany.edu/chsr/Publications/Civil%20Legal%20Needs%20booklet%202017_pages.pdf



employment.²⁹ Case management also falls into this category as it is integral in helping connect victims with mental and physical health care and maintaining the supports needed.³⁰

Criminal Justice

Criminal justice and legal assistance were also commonly cited as important victim services. Specifically, there is a need for training law enforcement, the courts, and prosecution on how to best communicate with victims.^{31,32} Another need in this category was legal services, such as guidance on what a victim's legal rights were and assistance navigating the legal system.³³ Legal services also include legal representation for victims who may need assistance with protective orders, divorce cases, or immigration.^{34,35}

Underserved Communities

Services for underserved and hard to reach populations were mentioned frequently as some of these populations are at an increased risk of violent victimization.³⁶ Translation services or interpreters also fall into this category to provide assistance in reaching and serving those whose primary language is not English.³⁷ Culturally competent services, such as a diverse staff, culturally specific programs, and racism and bias training, are important to ensure an inclusive environment.³⁸ Lastly, transportation services were also highly rated across the country because, particularly for lower-income victims and victims in rural areas, there can be limited transportation options for victims to receive services.³⁹

²⁹ Illuminati, J., Gannon, L., Madden, P., & Charles, J. (2019). *New Hampshire Victims Needs Assessment Survey—Survey of Victims*. New Hampshire Department of Justice.

³⁰ *Statewide Victim Services Needs Assessment Final Report*. (2016). Maryland Governor's Office of Crime Control & Prevention.

³¹ Illuminati, J., Gannon, L., Madden, P., & Charles, J. (2019). *New Hampshire Victims Needs Assessment Survey—Survey of Victims*. New Hampshire Department of Justice.

³² Yearwood, D. (2010). Assessing the Needs of Crime Victims' Basic Service Providers. *SystemStats*, 27(3), 1–8.

³³ Illuminati, J., Gannon, L., Madden, P., & Charles, J. (2019). *New Hampshire Victims Needs Assessment Survey—Survey of Victims*. New Hampshire Department of Justice.

³⁴ Growette Bostaph, L., King, L., Kirkland Gillespie, L., & Goodson, A. (2015). *Crime Victims in Idaho: An Assessment of Needs and Services*. Boise State University. <https://ncvc.dspacedirect.org/handle/20.500.11990/1089>

³⁵ Lowry, S., Feeley, L., Cramer, J., Murray, C., Reddy, V., & Gibbes, L. (2016). *State of Iowa Victim Needs Assessment* (p. 77). Iowa Attorney General's Office Crime Victim Assistance Division.

³⁶ Kennedy, A., Trosynski, E., & Trejbalova, T. (2017). *VOCA Needs Assessment Gap Analysis*. Nevada Division of Child and Family Services.

³⁷ *Statewide Victim Services Needs Assessment Final Report*. (2016). Maryland Governor's Office of Crime Control & Prevention.

³⁸ Lowry, S., Feeley, L., Cramer, J., Murray, C., Reddy, V., & Gibbes, L. (2016). *State of Iowa Victim Needs Assessment* (p. 77). Iowa Attorney General's Office Crime Victim Assistance Division.

³⁹ Growette Bostaph, L., King, L., Kirkland Gillespie, L., & Goodson, A. (2015). *Crime Victims in Idaho: An Assessment of Needs and Services*. Boise State University. <https://ncvc.dspacedirect.org/handle/20.500.11990/1089>



Victim Service Gaps

Determining the differences between the services that are needed and the services that are currently available is critical.⁴⁰ After identifying victim service needs and comparing to available services, statewide needs assessments have identified a number of gaps in victim services programming. One of the most common gaps identified was lack of representation of marginalized populations, such as those with disabilities, LGBTQIA communities, tribal communities, minors, homeless, elderly, and immigrants.^{41,42} Underserved communities have characteristics that make them particularly vulnerable to victimization compared to the average population. There are some organizations that exclusively serve underserved populations, but many organizations that aren't dedicated to the underserved have difficulty reaching such populations. Research indicates this difficulty stems at least partly from high levels of underreporting victimization for these groups, making identification and subsequent service delivery difficult.⁴³ Additionally, individuals may feel ashamed or isolated following their victimization and not seek out services.⁴⁴ For those individuals that are identified and do seek out services, there still may be barriers to service due to limited services of relevance to those populations.⁴⁵ Research indicates that these gaps in serving underserved communities can be addressed through more collaborative services and partnerships between victim service organizations that specifically target marginalized individuals and mainstream victim services.⁴⁶

Another main gap in service delivery in the United States is the lack of wraparound services for victims. Wraparound services include emergency, legal, financial, transportation, counseling, health, housing, and child services.^{47,48,49} For housing services, providers and stakeholders have reported that many gaps are due to the lack of space or long waitlists for shelters or the lack of shelters that will accommodate fathers with children.⁵⁰ For counseling and health services, gaps stem from clinicians not accepting victim compensation funds or self-pay as acceptable payments, preventing victims from receiving critical mental and physical health care.⁵¹ Additionally, medical

⁴⁰ *Needs Assessment*. (n.d.). Center for Victim Research. Retrieved March 14, 2020, from

<https://victimresearch.org/tools-training/needs-assessment/>

⁴¹ Kennedy, A., Trosynski, E., & Trejbalova, T. (2017). *VOCA Needs Assessment Gap Analysis*. Nevada Division of Child and Family Services.

⁴² Lowry, S., Feeley, L., Cramer, J., Murray, C., Reddy, V., & Gibbes, L. (2016). *State of Iowa Victim Needs Assessment* (p. 77). Iowa Attorney General's Office Crime Victim Assistance Division.

⁴³ Kennedy, A., Trosynski, E., & Trejbalova, T. (2017). *VOCA Needs Assessment Gap Analysis*. Nevada Division of Child and Family Services.

⁴⁴ *Ibid.*

⁴⁵ *Ibid.*

⁴⁶ *Ibid.*

⁴⁷ Yearwood, D. (2010). Assessing the Needs of Crime Victims' Basic Service Providers. *SystemStats*, 27(3), 1–8.

⁴⁸ *Statewide Victim Services Needs Assessment Final Report*. (2016). Maryland Governor's Office of Crime Control & Prevention.

⁴⁹ Hornby Zeller Associates, Inc. (2017). *Needs Assessment and Gap Analysis: Rhode Island Victims' Services Program*. Rhode Island Public Safety Grant Administration Office.

⁵⁰ *Ibid.*

⁵¹ *Ibid.*



care paperwork can be overwhelming for victims, reducing victims' likelihood of seeking care.⁵² Addressing gaps in wraparound services can be achieved by fostering relationships with community partners who offer wrap-around services and increasing funding to pay for wrap-around services as well as advocates and case managers to aid victims in receiving the services.^{53,54}

Victimization and Victim Services in Wisconsin

Demographics

In 2019, Wisconsin had a total population of over 5 million residents.⁵⁵ About half (50.2%) of these residents are female, 22% are under 18 years old, and 17% are over 65 years of age.⁵⁶ White non-Hispanic individuals constitute most of the population at 81.1%; subsequent populations are Hispanics (6.9%), African Americans (6.7%), Asians (3%), and American Indians (1.2%).⁵⁷ Comparatively, in the United States as a whole, White non-Hispanic persons make up 60.4% of the population, followed by Hispanics (18.3%), African Americans (13.4%), Asians (5.9%), and American Indians (1.3%).⁵⁸ Exhibit 2.2 shows general demographics for Wisconsin and the United States.

Exhibit 2.2: Wisconsin and United States General Demographics^{59,60}

	Wisconsin	United States
Population (n)		
Population	5,822,434	328,239,523
Gender (%)		
Female	50.2	50.8
Age (%)		
Younger than 5	5.8	6.1
Younger than 18	22.0	22.4
Older than 18	78.1	77.6
Older than 65	17.0	16.0

⁵² Lowry, S., Feeley, L., Cramer, J., Murray, C., Reddy, V., & Gibbes, L. (2016). *State of Iowa Victim Needs Assessment* (p. 77). Iowa Attorney General's Office Crime Victim Assistance Division.

⁵³ Growette Bostaph, L., King, L., Kirkland Gillespie, L., & Goodson, A. (2015). *Crime Victims in Idaho: An Assessment of Needs and Services*. Boise State University. <https://ncvc.dspacedirect.org/handle/20.500.11990/1089>

⁵⁴ Hornby Zeller Associates, Inc. (2017). *Needs Assessment and Gap Analysis: Rhode Island Victims' Services Program*. Rhode Island Public Safety Grant Administration Office.

⁵⁵ U.S. Census Bureau *QuickFacts: Wisconsin*. (2019b). United States Census Bureau. <https://www.census.gov/quickfacts/WI>

⁵⁶ Ibid.

⁵⁷ Ibid.

⁵⁸ U.S. Census Bureau *QuickFacts: United States*. (2019a). United States Census Bureau. <https://www.census.gov/quickfacts/fact/table/US/PST045219#PST045219>

⁵⁹ Ibid.

⁶⁰ U.S. Census Bureau *QuickFacts: Wisconsin*. (2019b). United States Census Bureau. <https://www.census.gov/quickfacts/WI>



Race/Ethnicity (%)		
White Non-Hispanic	81.1	60.4
African American	6.7	13.4
American Indian or Alaska Native	1.2	1.3
Asian	3.0	5.9
Native Hawaiian or Pacific Islander	0.1	0.2
Two or More Races	2.0	2.7
Hispanic	6.9	18.3

Victimization in Wisconsin

The National Crime Victimization Survey (NCVS) is a well-known survey that collects detailed information on victimization across the United States.⁶¹ However, the NCVS is not designed to generalize to a state or local level and therefore estimates of state-level victimization are still relatively unknown.⁶² To address this gap, some states have begun conducting their own crime victimization surveys (e.g., Minnesota, Alaska, Illinois, West Virginia).⁶³ Wisconsin does not have a victimization survey, and more precise victimizations estimates are unavailable. Thus, in order to estimate victimization, offense data from the Uniform Crime Report (UCR) must be used. Additionally, the Wisconsin Department of Justice collects data on domestic abuse and sex offense crimes.^{64,65} Although not a full picture of victimization, these data do shed some light on the extent of victimization in Wisconsin.

The 2018 UCR identified a total of 133,875 reported crimes across Wisconsin.⁶⁶ Violent crimes (including homicide, rape, robbery, and aggravated assault) totaled 17,101. For domestic violence data, Wisconsin only counts domestic violence incidents that are reported to district attorneys' offices by law enforcement, entered into, and flagged as a domestic case by staff at the district attorney's office.⁶⁷ In 2017, there were 32,086 domestic abuse crimes in Wisconsin, and the majority of these victims were female and white. For sex offense crimes, Wisconsin collects incident-level data using the definitions from the National Incident-Based Reporting System (NIBRS). The sex offense count includes all sex offenses reported by law enforcement agencies under the UCR program, but, notably, these counts are not bound by the hierarchy rule and provide further insight into sex offenses in Wisconsin. Wisconsin Department of Justice reported

⁶¹ *National Crime Victimization Survey (NCVS)*. (n.d.). United States Census Bureau. Retrieved March 14, 2020, from <https://www.census.gov/programs-surveys/ncvs.html>

⁶² Ibid.

⁶³ *The 2016 Minnesota Crime Victimization Survey* (p. 67). (2017). Minnesota Department of Public Safety Office of Justice Programs.

⁶⁴ *Domestic Abuse Data*. (n.d.). Wisconsin Department of Justice. Retrieved March 14, 2020, from <https://www.doj.state.wi.us/dles/bjia/domestic-abuse-data>

⁶⁵ *UCR Sex Offense Data*. (n.d.). Wisconsin Department of Justice. Retrieved March 14, 2020, from <https://www.doj.state.wi.us/dles/bjia/ucr-sex-offense-data>

⁶⁶ *UCR Offense Data*. (n.d.). Wisconsin Department of Justice. Retrieved March 14, 2020, from <https://www.doj.state.wi.us/dles/bjia/ucr-offense-data>

⁶⁷ *Domestic Abuse Data*. (n.d.). Wisconsin Department of Justice. Retrieved March 14, 2020, from <https://www.doj.state.wi.us/dles/bjia/domestic-abuse-data>



5,113 sex offense crimes (including rape, sodomy, sexual assault, fondling, incest, and statutory rape) in 2018.⁶⁸ Similar to domestic abuse, the overwhelming majority of these victims were female and white.⁶⁹

Victim Services in Wisconsin

A 2017 study counted 247 victim service providers in Wisconsin.⁷⁰ Over 100 of these providers serve victims of domestic violence and/or sexual assault, including 12 tribal-specific service provider agencies.⁷¹ Other victimization populations served include victims of elder abuse, gang violence, human trafficking, other non-violent crimes, and survivors of homicide.⁷² The most common services offered by these organizations include language (e.g., translation or interpreter services), shelter or housing, sexual assault, emergency, and transportation services, as well as case management.⁷³ Some organizations also offer crisis intervention and counseling, legal advocacy, support groups, and childcare assistance.⁷⁴ Additionally, in an effort to reach underserved communities that have experienced domestic abuse and/or sexual assault, End Domestic Abuse Wisconsin has developed conferences, coalitions, outreach initiatives, and educational programs to support people of color, refugees, persons with disabilities, tribal communities, and the LGBTQ community.⁷⁵

In 2019, the Wisconsin Department of Health Services conducted a needs assessment focusing on sexual violence prevention.⁷⁶ Data collected from 63 community members (including 25 youth) indicated the need for partnerships and collaborations among organizations, health care providers, and schools; culturally specific approaches; and resources for outreach.⁷⁷ The needs assessment also highlighted additional needs of training and education on community-level prevention strategies, youth leadership, consent, and healthy relationships.⁷⁸ This needs assessment provides important insight into the state of victim services in Wisconsin, but it is limited in the scope of crime covered and the number of perspectives included and highlights the need for further information on Wisconsin victim services.

⁶⁸ *UCR Sex Offense Data*. (n.d.). Wisconsin Department of Justice. Retrieved March 14, 2020, from <https://www.doj.state.wi.us/dles/bjia/ucr-sex-offense-data>

⁶⁹ Ibid.

⁷⁰ Oudekerk, B. A., Warnken, H., & Langton, L. (2019). *Victim Service Providers in the United States, 2017*. Bureau of Justice Statistics.

⁷¹ *Get Help*. (n.d.). End Domestic Abuse Wisconsin. Retrieved March 14, 2020, from <https://www.endabusewi.org/get-help/>

⁷² *Directory of Crime Victim Services*. (n.d.). Office for Victims of Crime. Retrieved March 14, 2020, from <https://ovc.ncjrs.gov/findvictimservices/results2.asp>

⁷³ *Get Help*. (n.d.). End Domestic Abuse Wisconsin. Retrieved March 14, 2020, from <https://www.endabusewi.org/get-help/>

⁷⁴ Ibid.

⁷⁵ *Outreach to Underserved Communities*. (n.d.). End Domestic Abuse Wisconsin. Retrieved March 14, 2020, from <https://www.endabusewi.org/our-work/outreach-to-underserved-communities/>

⁷⁶ *Sexual Violence Prevention Needs Assessment Report 2018-2019*. (2019). Wisconsin Department of Health Services.

⁷⁷ Ibid.

⁷⁸ Ibid.



Summary

Given the large number of individuals impacted by crime and the negative and withstanding consequences of victimization, the need for victim services is of great importance. However, the existence of victim services does not guarantee that they are reaching all victim populations, fully encompassing the needs of victims, and efficiently and effectively using the funding available. Thus, victim service needs assessments are integral in identifying service gaps and working to fill those gaps. Extant needs assessments indicate some similarities in victim service needs across the United States, particularly in the areas of self-sufficiency, personal health, criminal justice, and underserved communities. However, each state has differing victimization issues and services available. Consequently, individualized state needs assessments are critical in identifying state-specific victim service needs and gaps and addressing them in order to best serve crime victims.

The sexual violence needs assessment conducted in Wisconsin indicated that collaboration, culturally specific approaches, outreach, and training are important needs for sexual violence crimes in particular. However, Wisconsin has a number of crime victim services that serve a variety of victims beyond just sexual violence victims. A more comprehensive needs assessment will provide further information about crime victim services and needs in Wisconsin and will highlight service gaps in order to direct funding and efforts to have more wide-reaching benefits for victims of crime throughout the state of Wisconsin.

Chapter 3. Methodology

Service Providers and Allied Professionals

The service provider perspective was gathered through a web-based survey designed to (1) better understand the range of victim services in Wisconsin, (2) document gaps in service provision, (3) assess barriers and challenges to service delivery, (4) identify emerging trends in victim services, and (5) solicit recommendations on how to improve the field's response to victims of crime throughout the state. The survey was broadly targeted for all providers and allied professionals in Wisconsin that serve crime victims in varying capacities (e.g., direct assistance, policy, referrals, victim assistance funding). In addition, all individuals who were familiar with their organization's service delivery to crime victims were encouraged to complete the survey regardless of their current position (e.g., frontline staff vs. management staff) in order to ensure a diversity of perspectives.

Identifying Service Providers

ICF research staff compiled an initial sampling frame of service providers and allied professionals across the state of Wisconsin first by gathering a list of organizations that had applied for funding from OCVS in the past. This list included both organizations that received funding and those that did not in order to capture a more complete picture of victim service providers in Wisconsin. To capture additional organizations that had not applied for funding, researchers conducted an online review of websites of victim service providers in Wisconsin. The online search did not yield new organizations. This resulted in a sample of 161 organizations with known contact information. Initial outreach resulted in 0 bounce back emails and 19 additional contact information that was sent to the research team by members of the organization to be included in the survey. This



resulted in a final number of 180 surveys sent by the ICF research team, not including those that were forwarded by service providers directly to other service providers.

Survey Development

To develop the survey instrument, researchers relied on a previously validated needs assessment tool that was created based on an in-depth review of existing needs assessment survey instruments and designed to capture similar concepts in the field of victim services.⁷⁹ In addition to respondent background information, the instrument included 12 key domains:

- Service delivery
- Funding assistance
- Training opportunities and other support
- Evaluation
- Outreach and awareness
- Challenges and barriers to service delivery
- Crime victims' service delivery needs
- Services coordination activities
- Collaboration
- Cultural competency and humility
- Strengths
- Future directions

A web-based version of the survey was deployed in February 2020. Paper versions were also made available upon request. Given the length of the survey, two versions of the instrument were created in order to ease the burden on participants and divide the 12 domains across the two tools.⁸⁰ Respondents were randomly assigned to one of two versions of the instrument based on the primary region served (urban, rural, or suburban), current position as a direct service provider (direct service provider or not a direct service provider), and a random number collected from the respondent in the first section of the survey. This reduced the burden to approximately 1 hour⁸¹ per respondent. The research team initially fielded the survey for 2 weeks, sending 4 reminders through ICF's survey marketing tool, reminders from OCVS, and 2 reminders from the survey administrator (with reminders increasing in frequency the week it was due). An extension was granted for 3 days, and an additional reminder was sent to increase the response rate. The online tool remained open past the deadline to allow for responses to be gathered while researchers are following up and in the field conducting focus groups.

⁷⁹ Lowry, S., Reid, L., Feeley, L., Niedzwiecki, E., Johnson, M., & Williamson, E. Massachusetts Office for Victim Assistance 2014 Needs Assessment: Findings from the Crime Victim Data Collection. *ICF International*.

⁸⁰ The instrument contained 12 domains of questions in total. Four key domains were included on both versions of the tool which allowed all respondents to answer these questions. The final eight domains were presented in one instrument or the other (i.e., each of these domains were only included in one version and the topic was asked of one sample only). The burden for each tool was similar during pilot testing.

⁸¹ Average time to complete the survey was 24 minutes. The average partial-responder spent 4 minutes on the survey, and the average complete-responder spent 1 hour on the survey.



Data Validation and Analysis

A total of 365 surveys were received from service providers across the state of Wisconsin. These data were processed and checked for invalid responses to identify surveys with a high frequency of missing data (i.e., respondents opted into the survey but did not complete any survey items) and duplicate responses. From this process, 52 surveys were removed, and the remaining surveys were deemed valid and included in the analysis (n=313).

365 SURVEYS were returned from service providers and allied professionals across 65 counties in Wisconsin.

The surveys were analyzed using descriptive statistics to provide (1) basic information regarding the range of victim services in Wisconsin, (2) perceived gaps in and challenges to service provision, (3) emerging trends in victim services, and (4) recommendations on how to improve the field's response to victims of crime throughout the state.

Chapter 4. Needs Assessment Findings for Service Providers

This chapter begins with an overview of survey respondents' background, followed by a description of service delivery to crime victims, funding assistance, training opportunities and other support, evaluation, outreach and awareness, challenges and barriers to service delivery, crime victims' service delivery needs, services and coordination activities, collaboration, cultural competency and humility, strengths, and future directions.

Background of Respondents and Service Area

The following section provides information on respondents' background, including (1) the county where their organization is located, (2) the service area of their organization, (3) the population density of the area they serve, (4) the type of organization where they work, (5) their primary role in their current position, and (6) their years of experience in the victim services field (see Exhibits 4.1–4.7).

Exhibit 4.1: Map of Responses by County (n=313)

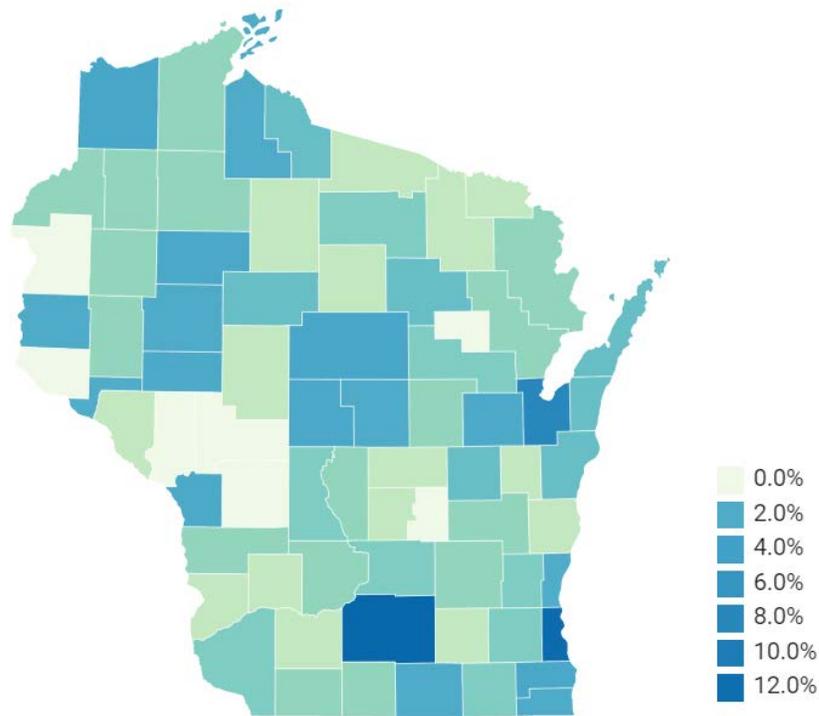


Exhibit 4.2: Percent of Respondents by County (n=313)

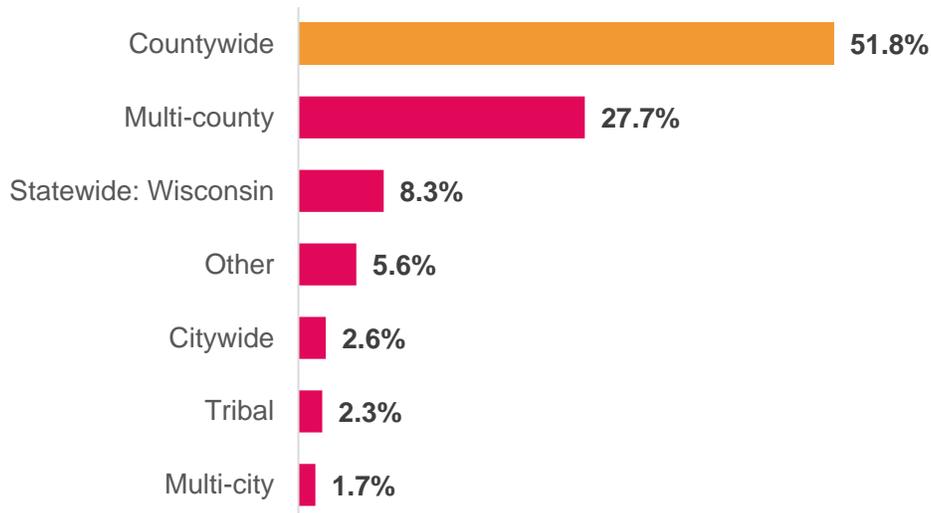
County	Percent	County	Percent	County	Percent
Adams	0.6%	Green	0.6%	Price	0.3%
Ashland	1.9%	Iowa	0.3%	Racine	2.6%
Barron	0.6%	Iron	1.3%	Richland	0.3%
Bayfield	0.6%	Jefferson	0.3%	Rock	1.9%
Brown	8.0%	Juneau	1.0%	Rusk	2.6%
Buffalo	0.3%	Kenosha	1.9%	Sauk	0.6%
Burnett	0.6%	Kewaunee	1.3%	Sawyer	0.6%
Calumet	0.3%	La Crosse	2.2%	Shawano	1.0%
Chippewa	1.9%	Lafayette	0.6%	Sheboygan	0.3%
Clark	0.3%	Langlade	1.3%	St. Croix	1.9%
Columbia	1.0%	Lincoln	0.3%	Taylor	1.3%
Crawford	0.3%	Manitowoc	1.3%	Vernon	0.6%
Dane	13.1%	Marathon	2.9%	Vilas	0.3%
Dodge	0.6%	Marinette	0.6%	Walworth	1.0%
Door	1.3%	Marquette	0.3%	Washburn	0.6%
Douglas	2.9%	Milwaukee	12.5%	Washington	1.0%
Dunn	0.6%	Oconto	0.6%	Waukesha	1.0%



Eau Claire	2.2%	Oneida	1.0%	Waupaca	0.6%
Florence	0.3%	Outagamie	2.2%	Waushara	0.3%
Fond du Lac	0.6%	Ozaukee	1.6%	Winnebago	1.3%
Forest	0.3%	Polk	1.6%	Wood	2.6%
Grant	1.0%	Portage	1.9%		

Exhibits 4.1 and 4.2 show the counties captured in the survey. Exhibit 4.1 shows the geographic distribution of respondents (where darker colors indicate a larger percentage of respondents in that county). Exhibit 4.2 shows more specifically which counties were represented and the exact percentages. The survey captured responses from 65 of the 72 counties in Wisconsin (Green Lake, Jackson, Menominee, Monroe, Pierce, Polk, and Trempealeau counties were not captured). The largest number of respondents worked in organizations in Brown County (8.0%), Dane County (13.1%), and Milwaukee County (12.5%). These counties are home to the largest metropolitan areas in Wisconsin (Green Bay, Madison, and Milwaukee, respectively), and thus a larger representation mirrors their larger population areas. Respondents were also asked about the service area of their organization. Half of respondents (51.8%) reported their organization service area was countywide, and just over one-quarter (27.7%) reported their organization served multiple counties (see Exhibit 4.3).

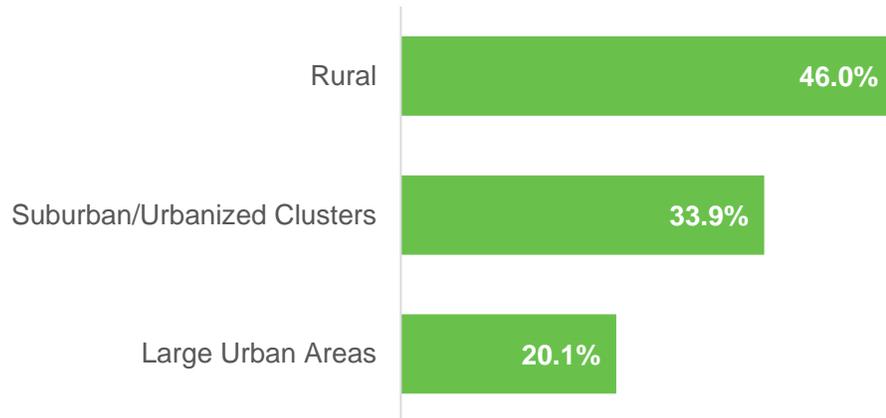
Exhibit 4.3: Service Area of Organization (n=303)



Respondents were also asked about the population density of their organization’s service area: rural, suburban/urbanized clusters, or large urban areas, shown in Exhibit 4.4. In order to obtain information on how each respondent defined their service area, these terms were not given definite population sizes and were left up to interpretation by each respondent. The largest number of respondents indicated that their service area was largely rural (46.0%), while one-third (33.9%) of respondents reported their service area as suburban/urbanized clusters. Fewer respondents (20.1%) indicated they served large urban areas.



Exhibit 4.4: Population Density Served (n=313)



Half of respondents (49.5%) were in a direct service delivery or front line staff position at their organizations and had more than 10 years of experience (49.5%) (see Exhibits 4.5 and 4.6).

Exhibit 4.5: Respondents Primary Role (n=313)

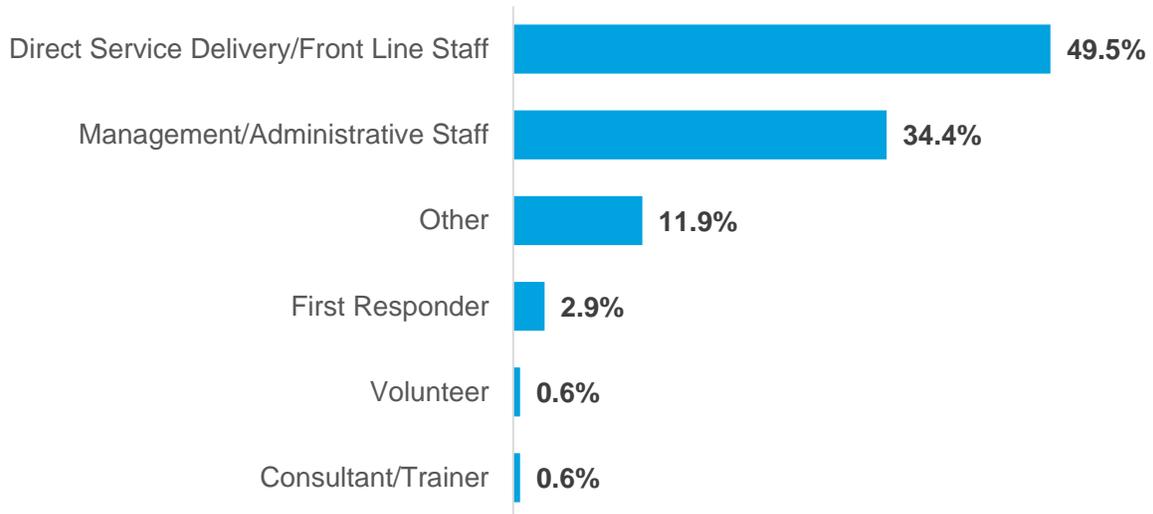
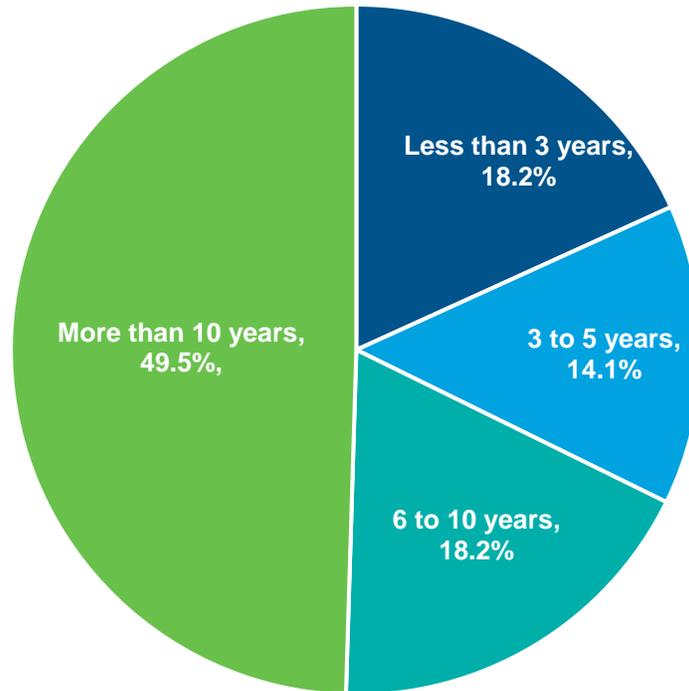


Exhibit 4.6: Years of Experience (n=313)



Respondents were given a list of organization types to select from to label their current workplace; multiple responses were accepted. The ten most frequent organization types selected were non-profit, sexual assault agency, domestic abuse agency, domestic violence shelter, child/youth services, prevention services, criminal justice government agency, human trafficking, legal services, and prosecution. There were very few selected for non-criminal justice government agency, faith based, community corrections, offender services, coalition, and community organizing. There were no respondents who indicated their organization was legislation/policymaking, military, research, or refugee resettlement (see Exhibit 4.7).

Exhibit 4.7: Organization Types (n=313)

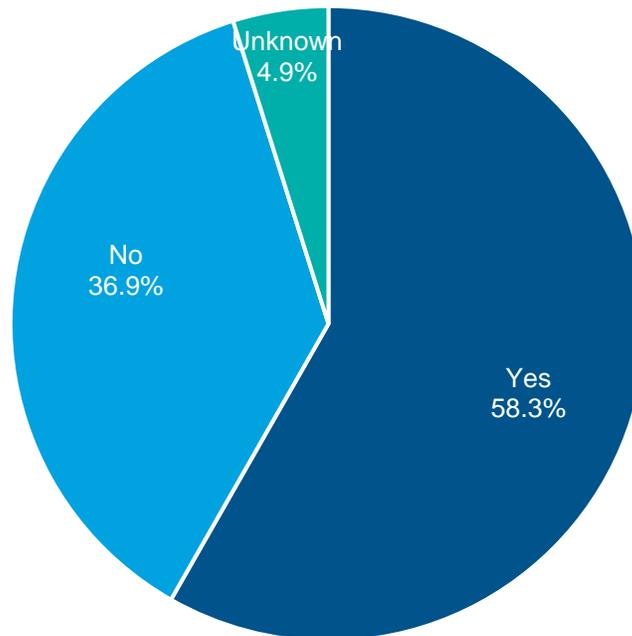
Organization Types	Percent
Child Advocacy Center	8.4%
Child/Youth Services	21.7%
Coalition	1.6%
Community Based/Grassroots	8.1%
Community Centers	1.9%
Community Correction (Probation, Parole)	1.0%
Community Organizing	2.3%



Organization Types	Percent
Courts	10.4%
Criminal Justice Government Agency	15.5%
Disability Agency	0.6%
Domestic Abuse Agency	31.7%
Domestic Violence Shelter	24.3%
Education	4.2%
Elder Agency	4.2%
Faith-based	1.0%
Health/Medical Services	3.6%
Help Line	14.6%
Homeless	4.5%
Human/Social Services	11.7%
Human Trafficking	15.2%
Mental Health	8.1%
Law Enforcement	5.5%
Legal Services	15.2%
Legislation/Polycymaking	0.0%
Military	0.0%
Non-Criminal Justice Government Agency	0.3%
Non-Profit	36.6%
Prevention Services	16.2%
Prosecution	14.9%
Research	0.0%
Refugee Resettlement	0.0%
Offender Services	1.0%
Sexual Assault Agency	33.0%
Other	9.1%

Respondents were asked whether their organization has dual/multiservice programs (e.g., those that provide services to domestic violence and sexual assault victims) and, if so, whether they employ at least the equivalent of two full-time sexual assault advocates (see Exhibit 4.8). The majority of respondents indicated that their organizations did have dual/multiservice programs. For the follow-up question regarding the employment of sexual assault advocates, about half of the 113 respondents indicated their organization did employ two full-time sexual assault advocates. Other respondents indicated their organizations did have multiple advocates to handle sexual assault cases, but they weren't necessarily dedicated to sexual assault advocacy full time.

Exhibit 4.8: Presence of Dual/Multiservice Programs (n=309)

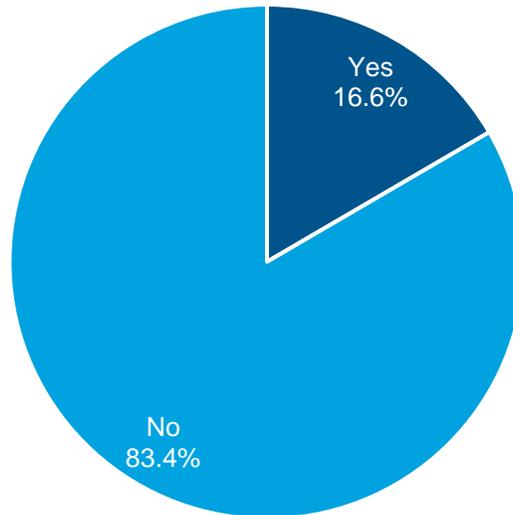


Service Delivery

This section explores the types of services offered, the types of victims served, eligibility for services, and fees for services. First, respondents were asked about the culturally specific populations they serve and the status of their organization as culturally specific. The same number of respondents indicated both that their organization’s programs did not serve culturally specific populations (83.4%) and that they did not have culturally specific positions within their organization (83.4%). Overall, most respondents did not consider their organization to be culturally specific (see Exhibit 4.9).

Of those respondents who did indicate their organization was culturally specific, the most common cultural groups served were Hmong/Southeast Asian, Native American, LGBTQ, Hispanic, African American, and immigrant/refugee. The most common culturally specific programs reported were culturally responsive and trauma-informed services, housing assistance, and language services. Culturally specific positions within organizations were mostly reported to be bilingual positions.

Exhibit 4.9: Culturally Specific Populations and Programs (n=217)



Respondents were also asked to report on the demographics of the crime victims that they serve. Respondents replied in whole percentages to indicate the percent of their crime victims that fell into various demographic categories. Exhibit 4.10 shows the average percentage reported for each of these demographic characteristics. The most common demographics of victims served were 30 to 39 years old, female, heterosexual, white, and English speaking. The least commonly reported victim demographics were over 60 years of age, transgender, intersex, Native Hawaiian or Pacific Islander, victims with a disability, and victims requiring a translator.

Exhibit 4.10: Average Percent Victim Client Demographics (n=177)

	Average Percent of Victims Served
Age	
Youth under 11 years of age	17.7%
Youth 11–17	12.5%
Adults 18–21	12.1%
Adults 22–29	18.7%
Adults 30–29	20.7%
Adults 40–49	14.0%
Adults 50–59	9.0%
Adults 60 and older	8.3%
Gender	
Female	73.9%
Male	23.1%
Transgender	2.9%



Race/Ethnicity	
American Indian/Alaska Native	8.4%
Asian	1.7%
Black or African American	16.2%
Hispanic or Latinx	9.0%
Hmong or East/South East Asian	6.4%
Native Hawaiian or Other Pacific Islander	1.6%
White, non-Hispanic	62.9%
Two or More Races	6.8%
Does Not Identify	1.5%
Primary Language	
English	89.1%
Other than English	9.6%
Require and Translator	5.9%
Persons with Disability	
Persons with Disability	18.5%
Sexual Orientation	
Lesbian	4.0%
Gay	3.9%
Bisexual	4.9%
Heterosexual	72.2%
Queer	2.7%
Intersex	0.1%
Asexual	0.4%

Respondents were asked the number of crime victims their organization serves or interacts with in 1 month as well as how many crime victims they personally serve or interact with in 1 month. As shown in Exhibit 4.11, the majority of respondents reported their organization interacts with 51 to 100 crime victims in one month's time. Individually, most respondents reported interacting with 11 to 30 crime victims each month.

Exhibit 4.11: Number of Crime Victims Served Monthly (n=203)

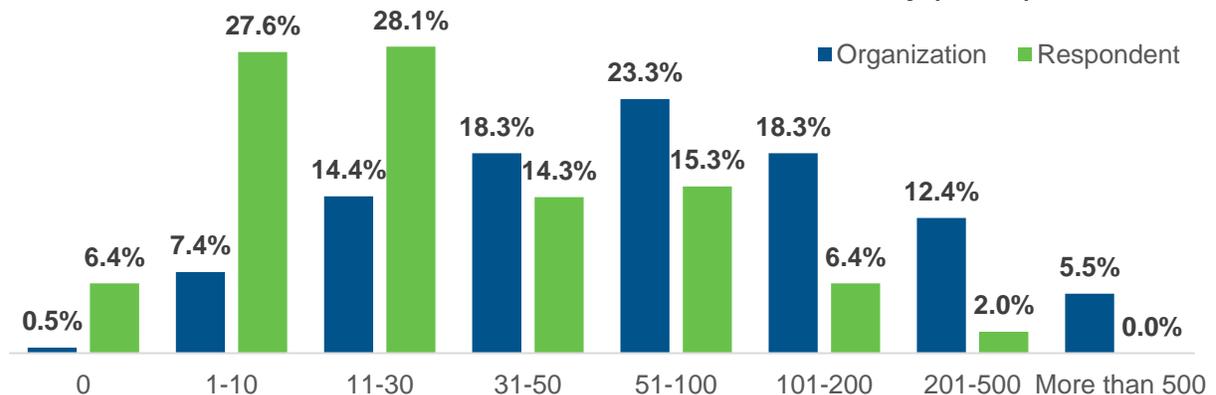




Exhibit 4.12 shows the victimization types served by respondents' organizations. Respondents could choose all that apply. The most common victim types served across organizations are victims of domestic abuse, sexual assault, child abuse, assault, and stalking. The least common victim types are missing/exploited children, hate crimes, and DUI/DWI/other traffic-related crimes. Respondents were also able to indicate other victimization types served, and their responses included:

- Family violence
- Harassment
- Officer-involved death
- Child sexual assault
- Disorderly conduct
- Theft
- Weapons offenses
- Violations of court orders

Exhibit 4.12: Victimization Types (n=313)

Victimization Types	Percent
Assault	75.1%
Burglary	44.1%
Child Abuse	83.1%
Domestic Abuse	93.4%
DUI/DWI/Other Traffic-Related Crime	37.6%
Elder Abuse	59.2%
Financial Exploitation/Fraud	49.3%
Hate Crimes	29.1%
Human Trafficking	60.1%
Missing/Exploited Children	17.8%
Property Crime	43.7%
Robbery	39.4%
Sexual Assault (Including Rape)	91.5%
Special Needs/Victims with Disabilities	46.0%
Stalking	70.9%
Survivors of Homicide Victims	49.8%

Respondents were asked what percentage of the victims their organization serves reports their victimization to law enforcement; the average answer was 67.5%. Additionally, respondents were given timeframes and asked how long ago victimization occurred for the victims they served, and they replied in whole numbers to indicate the percent of crime victims that fell into each timeframe category (see Exhibit 4.13). On average, the majority of crime victims served (53.1%) were victimized less than 1 month ago, with only 8.1% victimized more than 5 years ago.



Exhibit 4.13: Timeframe Within Which Victimization Occurred (n=137)

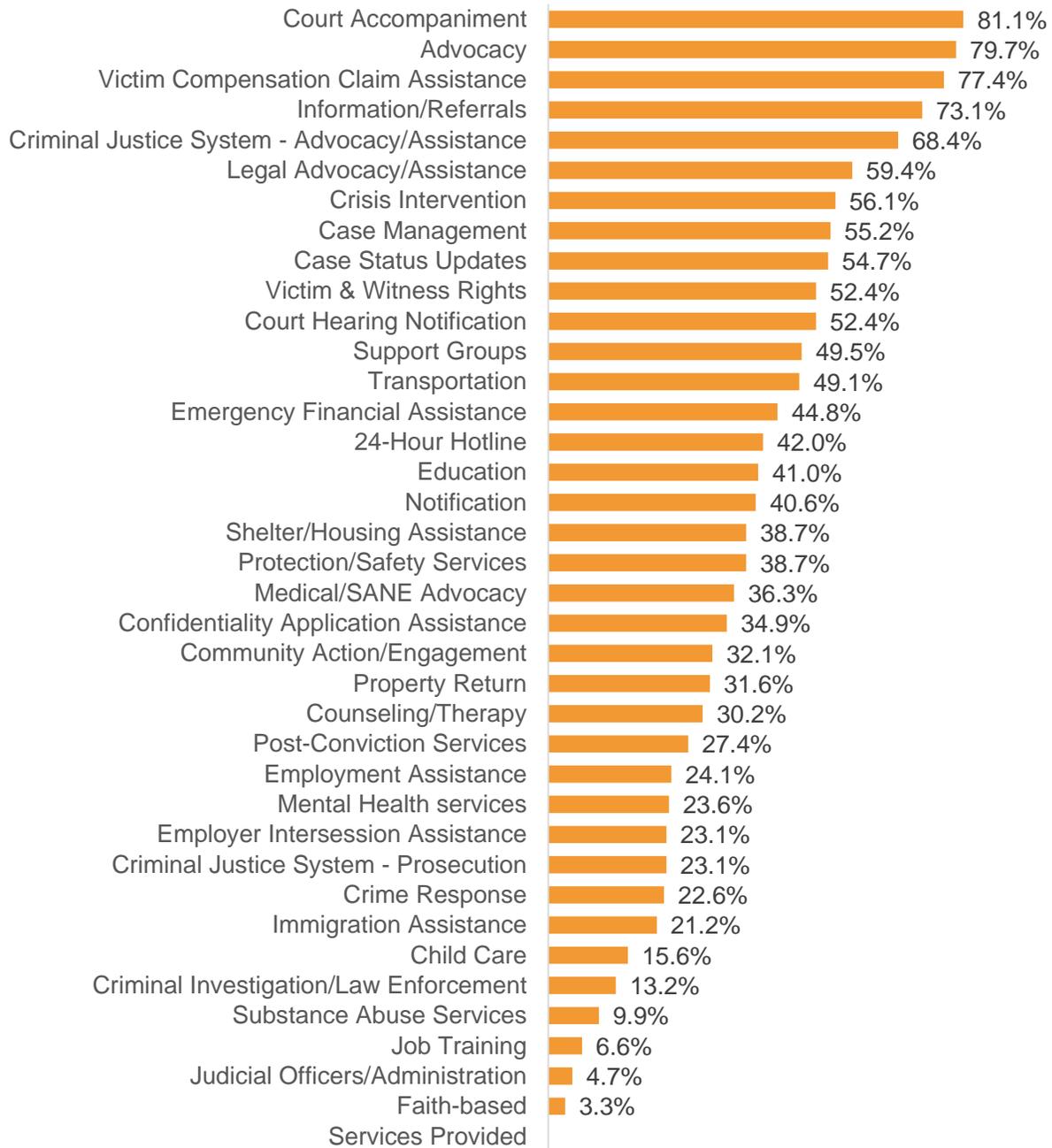
	Average Percent of Victims Served
Less than 1 month ago	53.1%
2-11 months ago	28.9%
1-5 years ago	16.2%
More than 5 years ago	8.1%

Respondents were then asked about the types of victim services provided by their organization. The most commonly provided services were court accompaniment, advocacy, victim compensation claim assistance, information/referrals, and criminal justice system—advocacy/assistance. The least common services included faith based, criminal justice system judicial officers/administration, job training, substance abuse services, and criminal investigation/law enforcement (Exhibit 4.14). The most common other services reported by respondents included:

- Forensic interviews and forensic medical exams
- Over-the-phone counseling
- Disability services
- Restorative justice services
- Providing referrals when services are unavailable



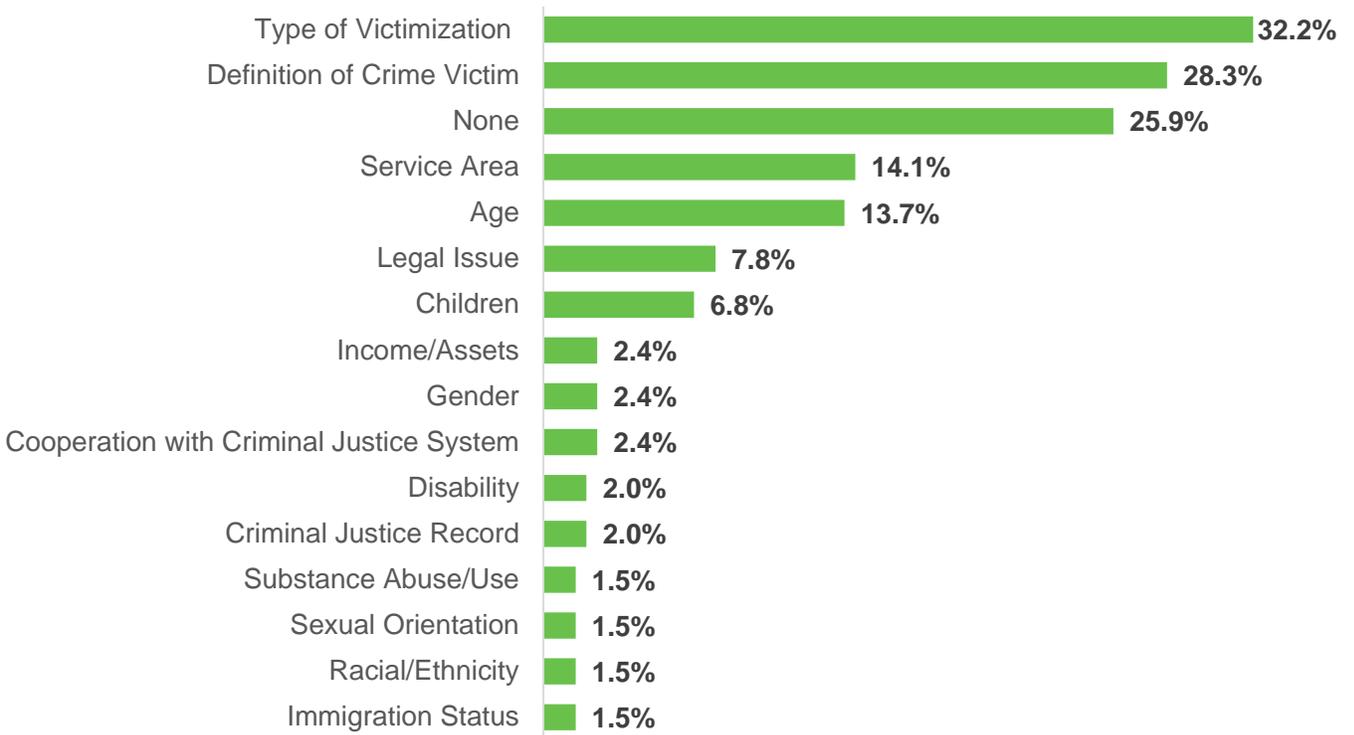
Exhibit 4.14: Services Provided by Organization (n=212)



Respondents were asked what factors their organization considers when determining whether an individual is eligible to receive services. The most common factors reported for service eligibility were type of victimization, definition of crime victim, and no eligibility factors (see Exhibit 4.15).



Exhibit 4.15: Percent of Providers with Eligibility Requirements (n=205)



Survey respondents indicated whether their organizations charge a fee for the services and assistance provided to crime victims. Exhibit 4.16 shows the majority of respondents' organizations provide their victim services for free.

Exhibit 4.16: Organizational Fees for Victim Services (n=197)

Organizational Fees for Victim Services	Total
Eligible for victim compensation reimbursement	23.26%
Provided for a set fee	10.06%
Provided for free	91.9%
Provided on a sliding scale of charges	2.5%
Provided on a sliding scale of charges with some victims eligible for free services	1.0%

Next, respondents were asked what methods their organizations use to provide assistance to victims who are limited English proficient (LEP). The most common response was that organizations used materials translated into other languages to provide assistance to victims who are LEP. The least common response was that the organization had no methods to respond to victims who are LEP (Exhibit 4.17). In open-ended answers, respondents also indicated that their organization used a Language Line or referred victims to other community partners.



Exhibit 4.17: Assistance to Victims Who Are Limited English Proficient (LEP) (n=207)

Methods to Provide Assistance to LEP Victims	Total
Do not have LEP victims	10.1%
Do not have a way to respond to LEP victims	1.9%
Language access plan	37.7%
Informal interpreter (e.g., family member, friend, caregiver, advocate of victims)	42.0%
Paid interpreter	47.3%
Volunteer interpreter	20.8%
Staff member(s)	40.6%
Use materials translated into other languages	48.8%
Use technology to translate—Telephone	44.4%
Use technology to translate—Internet	26.1%
Use technology to translate—Smartphone app	18.8%

Respondents were asked if their organization could accommodate victims with disabilities. As shown in Exhibit 4.18, most respondents reported that their organizations could accommodate victims with each of the disabilities listed (mental health, substance abuse, cognitive impairment, hearing impairment, mobility impairment, and visual impairment), with the largest number of respondents indicating their organizations could accommodate victims with mental health issues.

Exhibit 4.18: Ability to Accommodate Victims with Disabilities (n=187)

Accommodation of Victims with Disabilities	Total
Mental Health	88.8%
Substance Abuse	80.2%
Physical	
Cognitive Impairment	84.0%
Hearing Impairment	82.9%
Mobility Impairment	87.2%
Visual Impairment	78.1%

Funding Assistance

This section details respondents' familiarity with resources, programs, and types of funding used in their organizations. When asked how familiar they were with different types of resources and programs (on a scale where 1=not at all familiar to 5=extremely familiar), on average respondents were at least somewhat familiar with all named options. Respondents were most familiar with crime victim compensation and least familiar with the victim resource centers (see Exhibit 4.19).

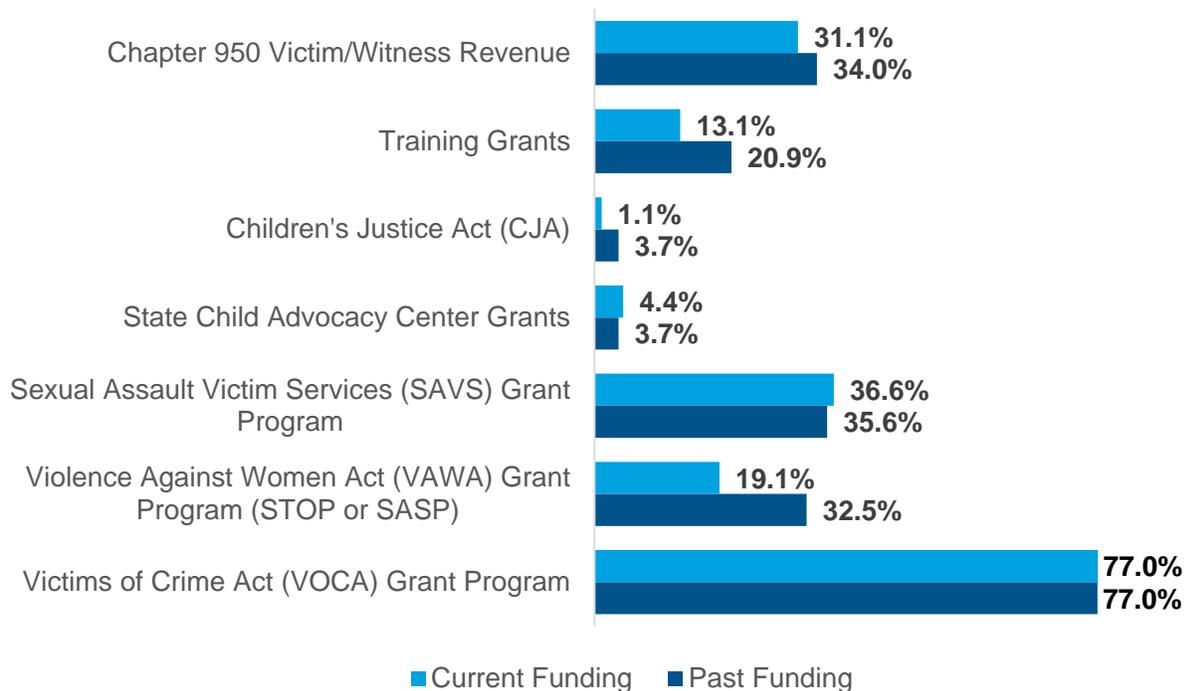


Exhibit 4.19: Average Familiarity with Resources and Programs (n=213)

Resources/Programs	Familiarity					Average (Scale 1-5)
	Not at all	Slightly	Somewhat	Moderately	Extremely	
Crime Victim Compensation	1.9%	4.7%	6.6%	29.6%	57.3%	4.36
Victims Resource Center	5.7%	6.1%	14.2%	41.5%	32.5%	3.89
OCVS Grants	4.7%	4.2%	17.4%	30.5%	43.2%	4.03
Safe at Home	3.8%	3.8%	12.2%	35.7%	44.6%	4.14

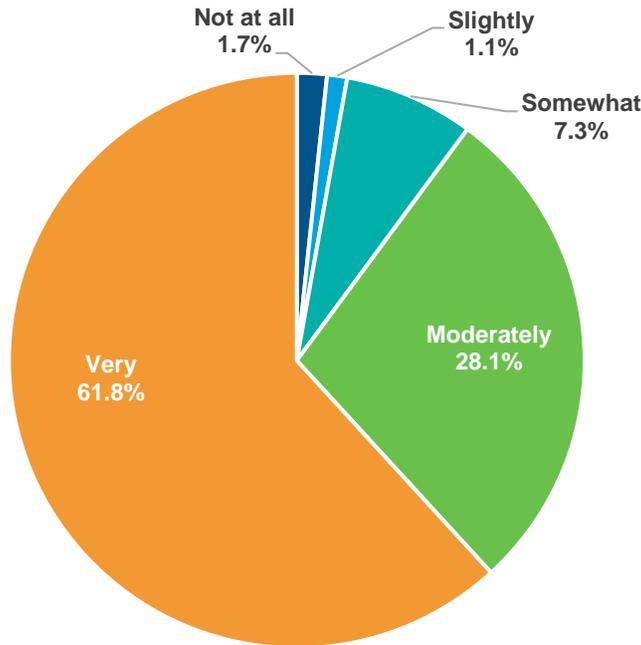
Next, respondents were given a list of funding through OCVS and asked if they had ever received funding from those sources in the past and if they currently receive funding from those sources. As shown in Exhibit 4.20, most respondents' organizations have received past and current OCVS funding through the Victims of Crime Act (VOCA) Grant Program.

Exhibit 4.20: Sources of Past and Current Funding Through OCVS (n=183)



Additionally, respondents were asked how clear the expectations of the funding were (e.g., in the grant announcement, explanation provided by OCVS), and (on a scale from 1=not at all clear to 5=very clear) the majority of respondents found the funding expectations to be very clear (see Exhibit 4.21).

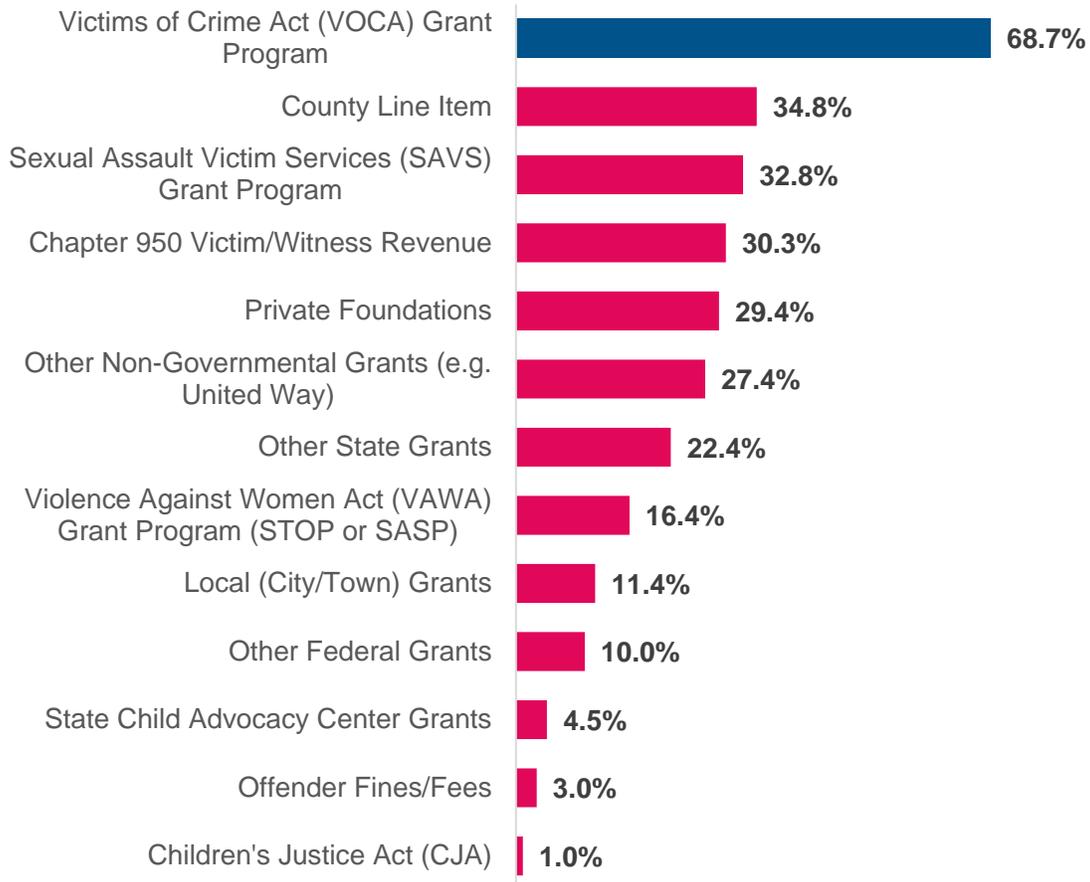
Exhibit 4.21: Clarity of Funding Expectations from OCVS (n=178)



Respondents were also asked how their organization *currently* funds its victim service programs and activities (Exhibit 4.22). The majority of respondents reported their organization is currently funded through the Victims of Crime Act (VOCA) Grant Program. Other common funding sources include county line item, Sexual Assault Victim Services (SAVS) grant program, and Chapter 950 victim/witness revenue. Respondents could also indicate other sources of funding, and the most common responses were:

- Department of Children and Families (DCF)
- County funding
- United Way
- Community Development Block Grants (CDBG)
- Healthcare/insurance
- Faith-based organizations

Exhibit 4.22: Current Funding Sources (n=201)



Finally, respondents were asked how they expected to sustain their programs should their current funding change, and most respondents noted that their organization would be unable to sustain their current level of service without their current funding and that they were not sure how they'd overcome that. These respondents noted consequences of this would be ceasing uncompensated care, reducing quality of service, and laying off staff. Some respondents indicated they'd have to apply for other state/federal grants.

Training Opportunities and Other Support

This section examines types of and satisfaction with training/support. Respondents were asked about the training and support they have received from both OCVS and other state coalitions. Exhibit 4.23 shows the average satisfaction (on a scale from 1=not at all satisfied to 4=very satisfied) of respondents for each of these training and support types. The highest satisfaction for OCVS training was reported for the Safe at Home Training, with an average just below very satisfied. Both state coalitions had similar satisfaction with End Domestic Abuse having a slightly higher rating, with averages just above somewhat satisfied.



Exhibit 4.23: Satisfaction with OCVS and State Coalition Training and Support (n~103)

	Satisfaction				Average (Scale 1-4)
	Not at all	Not very	Somewhat	Very	
OCVS Training and Support					
Crime Victim Compensation Training	0.0%	2.8%	27.8%	69.4%	3.67
The Sexual Assault Forensic Exam (SAFE) Fund Training	2.3%	4.7%	41.9%	51.2%	3.41
Safe at Home Training	0.0%	0.0%	26.0%	74.0%	3.74
Grant Support/Monitoring	1.9%	7.5%	37.7%	52.8%	3.42
Grant Application Support	5.9%	7.8%	47.1%	39.2%	3.20
Victim & Witness Rights Training (e.g., Nuts & Bolts, Victim Rights Enforcement)	2.0%	0.0%	36.0%	62.0%	3.58
Wisconsin Forensic Interview Guidelines Training	11.1%	22.2%	55.6%	11.1%	2.67
OCVS Scholarship(s)	16.0%	8.0%	28.0%	48.0%	3.08
State Coalition Training and Support					
End Domestic Abuse	1.8%	12.5%	30.4%	55.4%	3.39
Wisconsin Coalition Against Sexual Assault	2.0%	8.2%	44.9%	44.9%	3.33

Respondents were also asked about the extent to which they agree (from 1=strongly disagree to 5=strongly agree) that their organization needs different types of training and technical assistance (T/TA). As Exhibit 4.24 shows, the average response was highest for T/TA needs related to professional development and lowest for T/TA needs related to organizational management.

Exhibit 4.24: Training and Technical Assistance Needs (n=103)





Respondents were asked an open-ended question about other training and technical assistance needed for themselves or their organization, and responses included:

- Victim privacy
- On-call attorneys
- Chaplain training
- Strategic planning
- Training on CHIP order
- Cultural competency

Evaluation

This section inquired about evaluation practices for the respondents' organization. Respondents were asked how their organizations evaluated their services (see Exhibit 4.25). The most common method was through client satisfaction surveys, with collection of outcome data as the second most common. Lesser used methods of evaluation included use of an external evaluator/research partner and interviews.

Exhibit 4.25: Evaluation of Organization Services (n=189)

Evaluation Types	Total
Client Satisfaction Surveys	54.5%
Collection of Outcome Data	40.2%
Do Not Evaluate Services	29.1%
Performance Data Summaries	27.0%
Focus Groups	15.9%
Interviews	13.8%
External Evaluator/Research Partner	2.1%

In order to capture the variation in evaluating services between organizations, respondents were also asked open-ended questions about what types of programs and outcomes they capture to evaluate their services. A variety of programs were capturing outcomes, including child advocacy centers, street outreach programs, direct victim services programs, counseling services, shelter programs, and specific service areas such as domestic violence and sexual assault. The most common outcomes cited by respondents as areas they were collecting data about include:

- Attendance numbers at trainings and educational events
- Number of services provided
- Number of contacts during outreach
- Number of referrals
- Stable employment and housing measures for clients
- Client satisfaction surveys results
- Level of victim knowledge (e.g., services availability, rights, ability to identify supports)

Respondents were also asked about outcomes collected specifically for adults or children and youth. For adults, the most common measures were knowledge/ability of staff and clients, client ability to identify resources and having safety plans, and client perception of being respected. For



youth, programs were capturing the following: safety planning and feelings of safety, knowledge of resources, adverse childhood experiences (ACE) questionnaires/results, client reports of symptom reduction, and reports of increased support. Other outcomes captured include arrest records, birth outcomes for women who experienced domestic violence, stabilization (i.e., housing, employment), referrals, and service quality.

Respondents were also asked how their organization stored outcome data (Exhibit 4.26) and the majority responded that data were stored electronically.

Exhibit 4.26: Data Storage (n=162)

Data Storage	Total
Electronically (Excel, Osnum, etc.)	59.9%
Paper Files/Hardcopy	29.6%
Do Not Collect Outcome Data	29.6%

When asked how their organizations used the data stored, respondents indicated the data are most often used for required grant reporting and grant writing (funding applications) and internal program evaluation to inform and improve services. Data are also used to report to leadership and boards as well as to clients and partners. Fewer respondents reported their organizations used data for strategic planning and needs assessments.

Outreach and Awareness

Questions in this section obtained information on organizational outreach activities and outreach barriers. Respondents were asked what public outreach and awareness-raising methods their organizations use to distribute information about services, victim and witness rights, and other related topics (see Exhibit 4.27). The most common outreach techniques organizations use are brochures, networking/coordination with other organizations, website, and public speaking engagements. The least commonly used outreach techniques are television ads, billboards, and radio ads. Other outreach methods reported by respondents were academic organizations, job fairs, community events, and internal publications and announcements.

Exhibit 4.27: Public Outreach and Awareness Techniques (n~313)

Outreach Methods	Total
Do Not Conduct Outreach	6.1%
Billboards	11.1%
Brochures	88.1%
Bulletin Boards	35.6%
Email/Listserv	38.6%
Networking/Coordination with Other Organizations	71.3%
Newsletter	33.7%
Promotional Items	33.7%



Public Speaking Engagements	61.4%
Radio Ads	12.0%
Newspaper (Ads, Story/Column)	23.0%
Television Ads	3.0%
Trainings	49.5%
Social Media (e.g. Facebook, Twitter)	57.4%
Website	67.3%

Respondents were asked what type of outreach is used to reach *unserved and underserved communities* in their area. Responses included:

- Messaging
- Attending community events/cultural events
- Fliers/brochures
- Developing advertisements in multiple languages
- Networking with partner agencies

Finally, respondents were asked what the barriers were to *reaching* crime victim populations in their service area. The most common barriers reported were lack of transportation and reaching rural populations. Other commonly reported barriers include lack of trust with government agencies/law enforcement, frequent moving/changing of contact information of clients, language barriers, and organizations lacking financial resources.

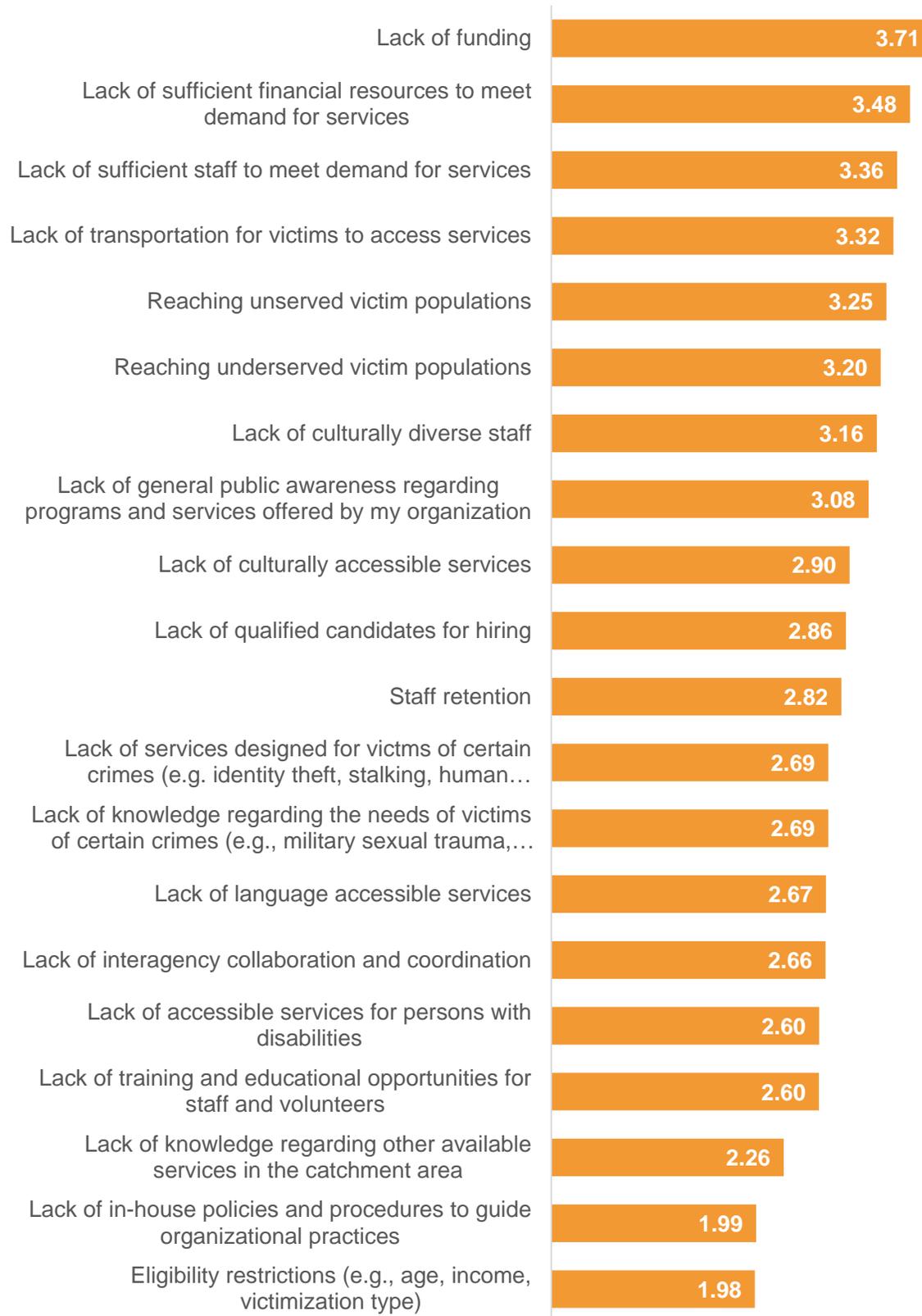
Challenges and Barriers to Service Delivery

In this section, respondents were asked about the most critical barriers their organizations face for *providing* services and the most critical barriers victims face in *seeking* services (Exhibits 4.28 and 4.29). Respondents responded to each barrier by indicating how strongly they agreed that it was a barrier (on a scale from 1=strongly disagree to 5=strongly agree). On average, respondents reported that the biggest barriers to providing services were lack of funding, lack of sufficient financial resources to meet demand for services, and lack of sufficient staff to meet demand for services. Eligibility restrictions and lack of in-house policies and procedures to guide organizational practices were least likely to be reported as barriers to providing services. When asked what other critical barriers there are in providing services, the most commonly noted barriers were funding and budgeting for staff, disconnect between service providers and law enforcement, lack of housing for victims and capacity of shelters, and lack of providers trained in trauma-focused treatment.

When asked what could be done to alleviate these barriers, respondents reported increasing the following: funding, affordable transportation, training and technical assistance, communication throughout organizations, and outreach and awareness.



Exhibit 4.28: Barriers to Organizations Providing Services (n=89)





The largest barriers to victims accessing services were lack of trust in the system, fear of retaliation against self and/or family, and feelings of shame or embarrassment. On the other hand, the lowest barriers to victims accessing services included the following: victims are aware that services are offered but do not know they are eligible for assistance, jurisdiction issues, and victims do not meet income limitations or other eligibility requirements. When asked about other critical barriers to victims accessing services, respondents noted the following: accessing a CAC through law enforcement or child protection services often confuses victims/families, staff hours, the CVC application is overwhelming, and the reputation of law enforcement in smaller communities.

When asked about how to alleviate the barriers for accessing services, common responses were:

- Increase funding resources
- Support culturally diverse services
- Transportation
- Medical care
- More advocates
- Affordable housing
- More therapists
- More staff to serve population
- Increase education
- Increase training
- Increase outreach and awareness



Exhibit 4.29: Barriers to Victims Accessing Services (n=87)





Crime Victims' Service Delivery Needs

In this section, respondents were asked about a number of victim services and whether there was a need in their service area beyond their organization's capacity (Exhibit 4.30). Respondents responded to each victim service by indicating how strongly they agreed that there was a need for that service beyond current capacity (on a scale from 1=strongly disagree to 5=strongly agree). The most highly rated needs beyond capacity were mental health services, civil legal assistance, substance abuse services, and transportation. Respondents rated notification, protection safety services, and victim compensation claim assistance as the lowest, indicating they were not needed beyond capacity. Respondents also had the opportunity to indicate other services crime victims express a need for that are currently lacking or unavailable in their area and most commonly answered:

- Housing
- Financial assistance
- Help with childcare, food, and clothing



Exhibit 4.30: Victim Service Needs Beyond Current Capacity (n=85)

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Average (Scale 1-5)
Childcare	0.0%	11.9%	16.7%	44.0%	27.4%	3.87
Civil Legal Assistance	0.0%	6.0%	14.3%	42.9%	36.9%	4.11
Criminal Justice System Legal Assistance/Rights Enforcement (e.g., property return, intimidation protection, compensation assistance)	4.7%	21.2%	24.7%	32.9%	16.5%	3.35
Criminal Justice System Advocacy Assistance (e.g., filing a victim impact statement, court orientation, restitution assistance)	9.4%	31.8%	22.4%	30.6%	5.9%	2.92
Crisis Intervention	4.7%	24.7%	28.2%	36.5%	5.9%	3.14
Crime Response/On-scene Response	7.1%	15.3%	28.2%	41.2%	8.2%	3.28
Education	0.0%	21.4%	28.6%	40.5%	9.5%	3.38
Emergency Service (e.g., financial assistance, medical care)	1.2%	10.6%	16.5%	52.9%	18.8%	3.78
Employment Assistance	1.2%	18.8%	32.9%	34.1%	12.9%	3.39
Group Treatment/Support (e.g., self-help, peer, and social support)	5.9%	14.1%	17.6%	52.9%	9.4%	3.46
Immigration Assistance (e.g., VAWA petition, T-visa, U-visa)	2.4%	12.9%	27.1%	40.0%	17.6%	3.58
Information/Referrals	8.2%	28.2%	27.1%	35.3%	1.2%	2.93
Job Training	2.4%	14.1%	38.8%	40.0%	4.7%	3.31
Medical Assistance	2.4%	11.8%	31.8%	47.1%	47.1%	3.45
Mental Health Services (e.g., therapy, counseling)	1.2%	4.7%	8.2%	38.8%	47.1%	4.26
Notification (e.g., offender release from custody, court notifications)	9.4%	30.6%	34.1%	21.2%	4.7%	2.81



Personal Advocacy (e.g., employer intervention, landlord intervention, public benefits assistance)	4.7%	18.8%	21.2%	41.2%	14.1%	3.41
Post-Conviction Services (e.g., release notices, appellate notification, revocation hearings, victim– offender mediation)	4.8%	28.6%	31.0%	32.1%	3.6%	3.01
Protection Safety Services (e.g., safety planning)	8.2%	29.4%	35.3%	23.5%	3.5%	2.85
Restitution Collection	2.4%	15.5%	34.5%	35.7%	11.9%	3.39
Safe Housing (e.g., emergency, transitional, affordable)	3.5%	8.2%	14.1%	41.2%	32.9%	3.92
SANE/Forensic Programs	7.1%	22.6%	23.8%	31.0%	15.5%	3.25
Shelter/Housing Assistance (e.g., rental assistance)	1.2%	7.1%	17.6%	38.8%	35.3%	4.00
Shelter/Housing Assistance for Male or Transgendered	4.7%	7.1%	24.7%	41.2%	22.4%	3.69
Substance Abuse Services	2.4%	5.9%	15.3%	37.6%	38.8%	4.05
Transportation	2.4%	7.1%	11.8%	41.2%	37.6%	4.05
Victim Compensation Claim Assistance	11.8%	28.2%	35.3%	20.0%	4.7%	2.78



Services and Coordination Activities

Respondents were asked to rate the *current* extent of coordination between their organization and a list of other organizations (within their county) for a variety of coordination activities (Exhibit 4.31). Respondents rated the coordination level on a scale of 1=no coordination to 5=very coordinated. These answers were then averaged across respondents for each organization type of coordination activity. Exhibit 4.31 shows the extent of coordination with each organization. Average coordination scores for each activity are stacked to show a comparison of total coordination across organizations. Thus, the larger the bar, the greater the extent of coordination, and this is true for the bar as a whole and the individual colors within each bar.

Across all coordination types, the greatest amount of coordination is between respondents' organizations and victim advocates, with domestic abuse and sexual assault agencies as a close second. The least amount of coordination is among refugee resettlement centers and re-entry programs.

For each individual coordination type, the most coordination is with the following organizations:

- Share materials → Domestic abuse and sexual assault agencies
- Share staff → Prosecution/legal services
- Provide referrals TO this organization → Domestic abuse and sexual assault agencies
- Receive referrals FROM this organization → Law enforcement
- Share client information as appropriate → Law enforcement
- Reach out to the organization for advice or information → Prosecution/legal services
- Coordinate services or programs → Victim advocates
- Participate in joint case reviews → Victim advocates
- Jointly provide programs or services → Schools

The least amount of collaboration for each coordination type is with refugee resettlement, except for participation in joint case reviews, which is lowest for the faith community.

The overall highest amount of collaboration is between law enforcement and respondents' organizations for receipt of referrals. The lowest collaboration type is sharing staff, which is tied between refugee resettlement, re-entry programs, and financial assistance programs.

Respondents were also asked to indicate the three organizations they *most often* make/receive referrals for crime victims, and responses included the following:

- CASDA
- Child advocacy centers
- Court, district attorneys
- Law enforcement
- Domestic violence/sexual assault agencies, SANE
- Mental health providers
- Schools
- Housing services
- Social services
- Shelters



Exhibit 4.31: Average Extent of Coordination with County Organizations (n=70)

	1.00	2.00	3.00	4.00	5.00	Share materials, tools, or other resources	Share Staff	Provide referrals to this organization	Receive referrals from this organization	Share client information as appropriate	Reach out to the organization for advice or information	Coordinate services or programs	Participate in joint case reviews or case conferences	Jointly provide programs or services
Domestic Abuse Agencies and/or Sexual Assault Agencies						4.07	2.05	4.05	3.71	3.56	3.71	3.00	2.53	2.70
Victim Advocates						4.04	1.93	3.98	3.70	3.56	3.61	3.22	2.71	2.78
Prosecution/Legal Services						3.79	2.06	3.55	3.56	3.65	3.94	2.96	2.42	2.30
Law Enforcement						3.72	1.17	3.36	4.25	3.87	3.68	3.13	2.58	2.46
Court System						3.30	1.11	2.83	2.93	3.25	3.13	2.57	1.68	2.04
Child Advocacy Centers/Child Care/Youth Serving Agencies						3.24	1.28	2.91	2.85	2.86	2.98	2.75	2.14	2.09
Social Services						3.20	1.18	3.23	3.14	3.09	3.07	3.11	2.36	2.48
SANE Programs						3.19	1.02	2.96	3.05	2.88	2.94	2.44	2.00	2.17
Schools						3.02	1.30	2.56	2.81	2.68	2.78	3.04	2.05	2.86
Mental Health Providers						2.82	1.08	3.20	2.32	2.38	2.78	2.46	1.52	1.91
Probation/Parole/Corrections						2.82	1.13	2.42	2.47	3.04	2.93	2.35	1.74	1.71
Homeless/Housing Agencies						2.76	1.08	3.15	2.58	2.56	2.76	2.70	1.79	1.70
Culturally-Specific Organization						2.69	1.22	2.63	2.37	2.40	2.67	2.35	2.00	2.10
Medical Providers						2.60	1.09	2.55	2.33	2.32	2.45	2.16	1.57	1.81
Financial Assistance Programs						2.60	1.00	3.25	2.02	2.31	2.76	2.33	1.50	1.67
Universities/Colleges						2.57	1.27	2.04	2.22	1.85	2.09	2.30	1.70	2.05
LGBTQIA Agencies						2.55	1.09	2.35	1.89	1.81	2.20	2.00	1.28	1.60
Faith Community						2.54	1.11	2.08	2.10	1.57	1.88	1.92	1.11	1.80
Substance Abuse Agencies						2.52	1.12	2.52	2.06	2.04	2.27	2.04	1.43	1.67
Treatment/Intervention Services						2.46	1.13	2.58	2.02	2.21	2.63	2.19	1.45	1.67
United Way						2.42	1.04	1.86	1.68	1.58	2.10	1.70	1.28	1.39
Disabilities Agencies						2.41	1.06	2.46	2.17	2.11	2.52	2.25	1.39	1.63
Help Lines						2.29	1.26	2.60	2.25	1.65	1.98	1.70	1.32	1.42
Elder Abuse Agencies						2.27	1.15	2.15	2.10	2.06	2.09	2.05	1.58	1.60
Homicide/Violence Programs						2.11	1.19	1.98	1.71	1.67	1.76	1.60	1.33	1.47
Community Centers						2.04	1.05	1.81	1.68	1.51	1.72	2.10	1.39	1.79
Landlords/Housing Developments						2.00	1.05	2.23	1.58	1.95	1.90	1.87	1.30	1.45
Re-entry Programs						1.65	1.00	1.32	1.65	1.41	1.37	1.55	1.12	1.33
Employment Agencies						1.64	1.02	2.06	1.43	1.64	1.98	1.71	1.16	1.38
Refugee Resettlement Centers						1.25	1.00	1.24	1.14	1.34	1.27	1.33	1.12	1.22

Respondents were then asked to indicate the three organizations they *would like to* make and receive referrals for crime victims but don't currently:

- Cultural agencies
- HHS

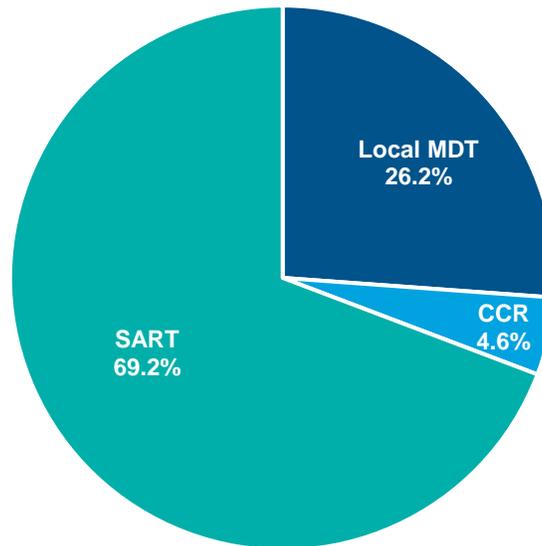


- HUD
- LGBTQIA agencies
- Medical providers
- Law enforcement
- Legal services
- Social services
- Schools
- Refugee resettlement centers
- Substance abuse agencies

Collaboration

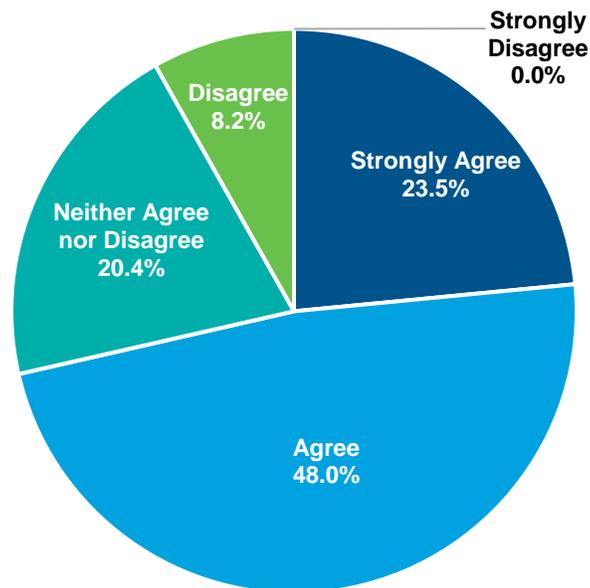
Respondents were asked if they or their organization are currently a member of the local MDT/SART or any other collaborative bodies (see Exhibit 4.32). The majority of respondents reported being members of a local SART and many reported being a part of another collaborative body, including CCR, CJCC, DART, and County Anti-human Trafficking Task Force.

Exhibit 4.32: Memberships with Victim Services Collaborative Bodies (n=65)



When asked to rate their extent of agreement (from 1=strongly disagree to 5=strongly agree) that there is a history of collaboration among victim-serving organizations in their service area, the majority of respondents (72%) reported that they agreed or strongly agreed that there is a history of collaboration (Exhibit 4.33).

Exhibit 4.33: History of Collaboration (n=98)



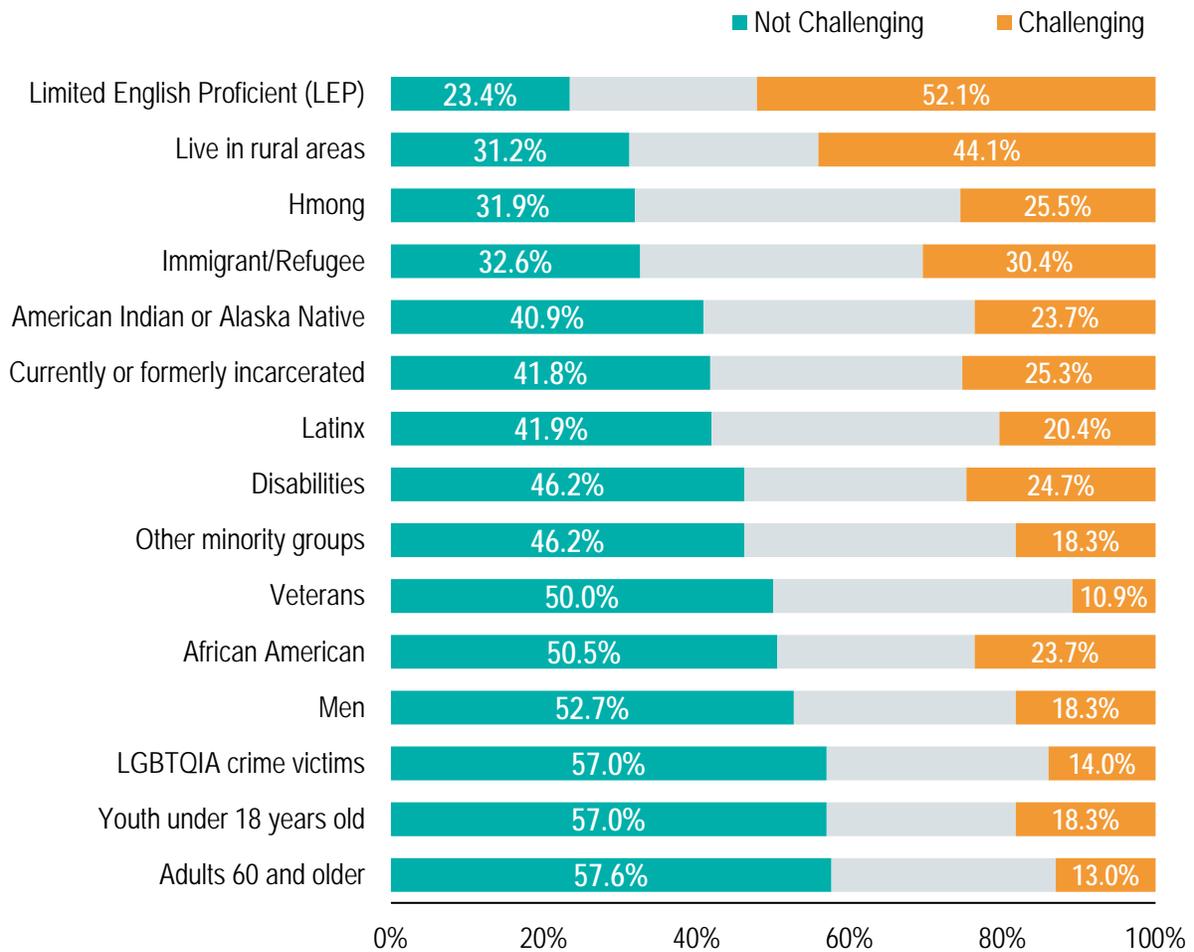
When asked how organizations can better coordinate to serve crime victims, respondents commonly answered:

- Increase information sharing
- Regularly scheduled meetings
- Increase agency contact
- Better understanding of roles/strengths/limitations of each agency
- Increase awareness of services to law enforcement
- Cross referrals
- Resource sharing between organizations

Cultural Competency and Humility

Respondents were asked how much they agree with a number of statements regarding challenges their organization has serving different population types (see Exhibit 4.34). On average, respondents indicated their organizations had the most challenges serving limited English proficient individuals and those who live in rural areas. Organizations have the least challenges serving LGBTQIA victims and adults 60 and older.

Exhibit 4.34: Extent of Challenges Serving Different Population Types (n=94)



In this section, respondents were also asked a number of open-ended questions about serving various population types. Respondents indicated other types of special populations their organizations have a limited ability to serve:

- Sex trafficking victims
- Children with low cognitive functioning
- Victims with mental health issues
- Hearing and sight impaired

When asked what types of training is provided to staff that addresses how to work with people from different communities and backgrounds, respondents indicated:

- Anti-oppression training
- Cultural competency training
- Racial disparities and implicit bias training
- Trauma-informed care training



- Training on Native communities
- LGBTQIA training

Finally, respondents listed the following policies and procedures their organizations have to address racism or bias:

- General non-discrimination policies
- Implicit bias training
- Cultural bias and sensitivity training
- Ongoing discussions about the issue

Strengths

Respondents were asked about the extent to which they agreed (on a scale from 1=strongly disagree to 5=strongly agree) that various strengths exist within their organization. As shown in Exhibit 4.35, the greatest strengths across respondents' organizations were coordination of services/co-advocacy and trauma-informed victim services. Respondents identified cross-training and meeting the needs of unserved and underserved populations as the weakest aspects of their organizations.

Exhibit 4.35: Organizational Strengths (n=90)



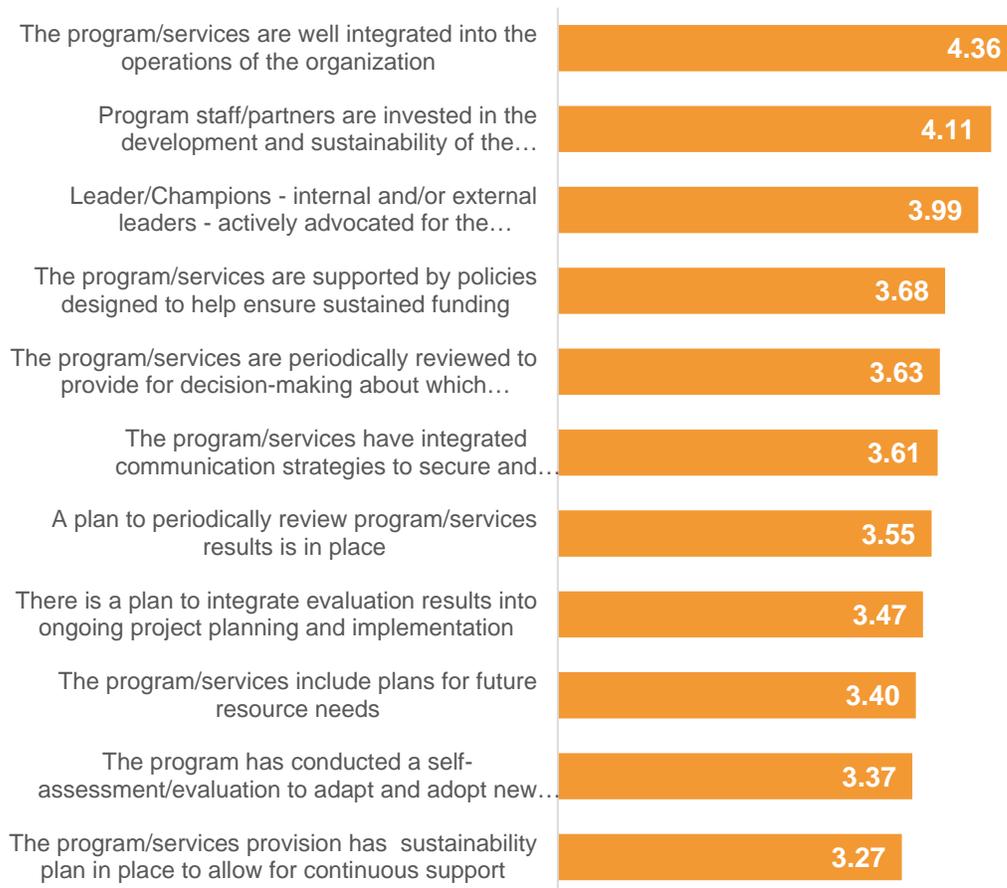
Respondents also indicated other areas in which they thought their organization did well:

- Being adaptable
- Victim education
- Open communication with victims
- Anti-oppression
- Response to sex trafficking
- Safety planning
- Working with children
- Serving Tribal communities

Future Directions

In thinking about the future and program/service sustainability, respondents were asked to report on the accuracy of statements relating to future funding and programs in the next 1–2 years (from 1=not at all accurate to 5=totally accurate) (Exhibit 4.36). Responses indicated that the most sustainable aspects of their organization are that the program/services are well integrated into the operations of the organization and that program staff/partners are invested in the development and sustainability of the program/services. The least sustainable aspects of organizations are the self-assessment/evaluation to adapt and adopt new strategies as appropriate and the program/services provision’s sustainability plan to allow for continuous support.

Exhibit 4.36: Sustainability for 1 to 2 Years (n=140)



Respondents were then asked a number of open-ended questions about funding, underserved populations, emerging trends in victim services, and suggestions for improvement. Respondents were asked if any additional funding support is expected beyond OCVS grants in the next 1 to 2 years, and responses included:

- City/county/state/federal grants
- DEF
- United Way
- Restitution surcharges



- OVW
- Private events/fundraisers for foundations

When asked what support is needed to ensure continued funding, respondents answered:

- VOCA
- Chapter 950
- Tax levies
- Continuation/expansion of current grant support
- Increased OCVS funding
- Statewide resource sharing
- VW reimbursement
- Funding staff support
- Training and technical assistance

Respondents indicated the following populations are *currently* unserved or underserved in their communities:

- Male victims (especially DV/SA)
- LGBTQIA
- Rural
- Hmong
- Amish
- Hispanic
- Native
- Homeless

When asked to identify three emerging trends or priority issues in the field of victim services that they would like to see addressed through training, technical assistance, or resources for the field, respondents commonly reported:

- Civil legal assistance
- Crisis intervention/management
- Human trafficking
- Housing
- Identity theft
- Privacy
- Trauma-informed care

Respondents were asked for suggestions to improve the provision of services to crime victims in their region and the state as a whole:

Region Level	State Level
Increased funding	Increased funding
Increased training	Better training
Increased collaboration with law enforcement and community systems	Implementing a collaborative statewide response
Increased service in rural areas	Increased consistency across the state
Increased legal representation	Increased cultural competency training
	Increasing the number of service providers across the state

Lastly, respondents had the opportunity to give any additional comments or suggestions:

- Individual/neighborhood efforts interfere with services established by organizations
- Crime victims should be included more in legislative and institutional efforts to respond to victim needs

Chapter 5. Discussion and Recommendations from Service Providers

Recommendations for Policy and Practice

Findings from the needs assessment help to provide a better understanding of the range of victim services in Wisconsin, gaps in service provision, barriers and challenges to services delivery, and emerging trends in victim services. In addition, these findings also highlight important recommendations on how OCVS can help to improve the field's response to victims of crime throughout the state.

Exhibit 6.1 showcases key takeaways from each section of the survey. Respondents indicated that their organizations served a wide variety of victims and often did not have eligibility criteria or fees for services. Respondents also reported that although their organizations may not be culturally specific, they were able to accommodate different cultural populations, LEP victims, and victims with mental and physical disabilities. Despite this, some of the most common service and training needs are surrounding unserved and underserved populations. Many respondents identified victims with mental illnesses as populations needing services beyond their capacity and populations that were particularly challenging to serve. Additionally, while some respondents reported their organization served cultural populations such as Hmong, Native American, and Hispanic, these populations were still identified as some of the hardest to reach and serve, and cultural competency was identified as



a main needed training. Respondents reported lack of funding, too small staff, limited outreach, and language as barriers to reaching these populations. Accordingly, respondents reported wanting more coordination with cultural agencies to aid in their ability to reach and serve different cultural victims.

Additionally, coordination as a whole had some of the lowest scores across the entire survey. Despite many organizations being part of collaborative bodies such as MDT/SART, many respondents reported wanting more information sharing, resource sharing, and regular meetings between organizations. Increased collaborative response was also a main suggestion for improving service delivery across the state.

Respondents reported high satisfaction with training and technical support through OCVS but still identified additional training as a need for improving service delivery. Importantly, program monitoring was one of the highest needs for training and support across respondents. This was echoed in the evaluation section. While most respondents reported their organizations performed evaluation, this evaluation is largely limited to collecting participant counts in order to report back to funders and use for grant applications. Very few organizations perform their own internal evaluations. As identified in the strengths section, this limited self-assessment hinders organizational ability to adapt and adopt new strategies to improve future service delivery.

An underlying theme throughout the survey was the importance of funding. Respondents indicated they would not be able to continue services if funding were to decrease, and this may also result in laying off staff members. Additionally, funding was identified as important for improving service delivery on nearly every front. Respondents cited the need for increased funding to provide more T/TA, hire more staff and advocates, increase services available, improve the ability to reach underserved victims, improve sharing of resources and collaboration amongst organizations, improve program evaluation, and implement more sustainability planning.

Training and Technical Assistance

- Provide tailored technical assistance to organizations that fill an important service gap or represent a marginalized community (e.g., organizations frequently denied funding assistance due to a lack of grant writing experience).
- Collaborate with federal training and technical assistance centers to provide sustainable solutions to T/TA needs, including program monitoring and evaluation, sustainability planning/fund development, and cultural competence/humility.
- Support technical assistance that will provide organizations with the tools and resources to better collaborate and develop strategic partnerships, integrate culturally competent practices into their services, and providing services to persons with disabilities or LEP, who live in rural areas, or have been trafficked.
- Consider a new model of learning to increase provider satisfaction with current T/TA, for example utilizing peer-to-peer, mentoring, and/or learning cohort models.



Collaboration and Community Partnerships

- Include collaboration as a requirement within awards and provide guidelines to subrecipients to document their efforts to strengthen referral mechanisms and raise awareness about their organizational capacity.
- Develop and manage a statewide database of victim service providers to increase awareness of services/capacity and strengthen referral networks among providers.

Funding and Sustainability

- Prioritize funding for positions and services for culturally specific populations.
- Fund a state-level marketing campaign for victims in underserved communities to begin to improve awareness and access to services in underserved communities, where local programs have limited capacity.
- Promote community outreach and trust building to reduce the number of unserved victims.
- Incentivize and encourage organizations to strengthen their core programs and services as opposed to expanding or diversifying services beyond their capacity.
- Support regional approaches and specialized service provision that providers report are limited and victims have a need for, such as: hotline coverage, shelter/housing assistance, medical/SANE advocacy, counseling/therapy, immigration assistance (as reported by providers); and mental health services, civil legal assistance, substance abuse treatment, and transportation (based on victims' needs). Regional service provision is likely to be a more sustainable solution and reduces the funding and capacity pressure on service provider to try and provide for all types of victims and their varied needs.
- Consider requiring subrecipients to collect and report on a baseline set of outcome measures to assist with monitoring and prioritizing program funding. Couple this with training and technical assistance on evaluation and implementation of key measures.

Key Takeaways

Service Delivery	
Culturally Specific	
	<ul style="list-style-type: none"> ▪ Most respondents do not consider their organization culturally specific ▪ Culturally specific populations that are served include: Hmong, Native American, LGBTQ, Hispanic
Victim Demographics	
	<ul style="list-style-type: none"> ▪ Most commonly served victims are: 30–39, English speaking, white, heterosexual, female ▪ Least commonly served victims are: 60 or older, intersex, transgender, have a disability
Victimization Types	
	<ul style="list-style-type: none"> ▪ Most common victimization types: domestic abuse, sexual assault ▪ Least common victimization types: exploited children, hate crimes



Services Offered
<ul style="list-style-type: none">▪ Most offered: court accompaniment, advocacy▪ Least offered: faith-based, substance abuse services▪ Others mentioned: forensic interviews and medical exams
Eligibility
<ul style="list-style-type: none">▪ Many organizations don't have eligibility requirements▪ Organizations with requirements often use type of victimization and type of crime victim
Fees
<ul style="list-style-type: none">▪ Most organizations don't charge fees
LEP Victim Assistance
<ul style="list-style-type: none">▪ Most organizations have methods to assist LEP victims▪ Most common: using materials translated into other languages or a language line
Disabilities
<ul style="list-style-type: none">▪ Majority of organizations can accommodate victims with physical and mental disabilities
Funding Assistance
Familiarity with Funding
<ul style="list-style-type: none">▪ Respondents are at least somewhat familiar with all funding sources▪ Most familiar with funding through Crime Victim Compensation
Funding through OCVS
<ul style="list-style-type: none">▪ Most common past and current funding through OCVS is VOCA grant
Other Current Funding
<ul style="list-style-type: none">▪ Most common current funding is VOCA grant followed by county line item
Sustainability
<ul style="list-style-type: none">▪ Majority of respondents do not know how their organization would sustain programs if current funding were to change or cease
Training Opportunities and Other Support
Satisfaction with Training
<ul style="list-style-type: none">▪ Respondents are somewhat to very satisfied with training for all types except one▪ Highest satisfaction with training is for Safe at Home
Training Needs
<ul style="list-style-type: none">▪ Most common T/TA needs are in professional development and program monitoring▪ Least common T/TA needs are in organizational management▪ Other T/TA needs: victim privacy, on-call attorneys, strategic planning, cultural competency
Evaluation
Evaluation
<ul style="list-style-type: none">▪ Most organizations report evaluating their services▪ Most common evaluation type is client satisfaction surveys▪ Least common is using an external evaluator
Data Collection



<ul style="list-style-type: none">Programs: respondent collect data on DV/SA programs, CAC programs, shelter programsOutcomes: number of services provided, number of participants at trainings, number of referrals, stability of employment and housing
Data Storage and Use
<ul style="list-style-type: none">Most organizations store their data electronicallyData is used for grant reporting and writing; fewer use it for internal evaluation
Outreach and Evaluation
Outreach Methods
<ul style="list-style-type: none">Most organizations use brochures, networking, and websitesOther outreach includes academic organizations and job fairs
Outreach to Underserved
<ul style="list-style-type: none">Underserved and unserved populations are reached through attending community cultural events and developing ads in multiple languages
Outreach Barriers
<ul style="list-style-type: none">Main barriers to outreach are language barriers and lack of resources
Challenges and Barriers to Service Delivery
Barriers to Organizations Providing Services
<ul style="list-style-type: none">Barriers: lack of funding and staffCould be addressed by increasing funding and outreach
Barriers to Victims Accessing Services
<ul style="list-style-type: none">Barriers: lack of trust in system and confusion and overwhelm with paperworkCould be addressed by increasing funding, having more advocates, increasing education and outreach
Crime Victims' Service Delivery Needs
Service Needs Beyond Current Capacity
<ul style="list-style-type: none">Most common needs: mental health services, civil legal assistance, substance abuse, transportation, housingLeast common: victim compensation claim and protection safety services
Services and Coordination Activities
Current Coordination
<ul style="list-style-type: none">Overall low coordination between organizations across a variety of activities, with about half of coordination activities rated as none to a little bit of coordinationHighest coordination is for receiving referrals from law enforcementMost overall coordination done with victim advocatesLeast overall coordination done with refugee resettlement programs
Wanted Coordination
<ul style="list-style-type: none">Other organizations' respondents wanted more coordination with cultural agencies, HUD, HHS, law enforcement, legal, social services, substance abuse services
Collaboration
Memberships



<ul style="list-style-type: none">Majority of organizations are members of MDT or SARTOther collaboration memberships: CJCC, DART
History of Collaboration
<ul style="list-style-type: none">Most respondents reported a strong history of collaboration in their organization
Better Collaboration to Serve Crime Victims
<ul style="list-style-type: none">Organizational collaboration could be improved by information sharing, regular meetings, and resource sharing
Cultural Competency and Humility
Challenges Serving Victim Populations
<ul style="list-style-type: none">Greatest challenges are in serving LEP and victims in rural areasOther challenging populations: sex trafficking, mental health, and those with disabilities
Training to Address Different Populations
<ul style="list-style-type: none">Common training includes anti-oppression and cultural competency trainingsMany organizations also provide implicit bias training
Strengths
Strengths
<ul style="list-style-type: none">Greatest strengths are coordination of services/co-advocacy and trauma-informed victim servicesOrganizations are not as strong with cross-training and meeting the needs of underservedOther strengths: adaptability, education, responses to sex trafficking, safety planning
Future Directions
Sustainability
<ul style="list-style-type: none">Overall, organizations have some to moderate extent of sustainabilityMost sustainable aspects are services integration into operation of organization and partners invested in development and sustainabilityLeast sustainable aspects are having a sustainability plan in place and self-assessment to adapt/adopt new strategies
Support Needed to Ensure Continued Funding
<ul style="list-style-type: none">T/TA, grant support, resource sharing
Populations Currently Underserved in Your Community
<ul style="list-style-type: none">Male, LGBTQIA, rural, Hmong, Amish, homeless
Emerging Trends in Victim Services
<ul style="list-style-type: none">Civil legal assistance, crisis intervention, human trafficking, housing
Improving Services in Region and State
<ul style="list-style-type: none">Increased funding, training, collaboration with law enforcement, increase in service providers, collaborative statewide response

Chapter 6. Conclusions

Overall, the survey indicated a number of important needs for respondents and organizations to improve service delivery. Increasing training and technical assistance related to funding support, reaching underserved populations, cultural competency, evaluation, and sustainability planning would help organizations reach additional populations, evaluate their services, and secure funding and plan for the future of service continuity. Organizations could also benefit from improved outreach—not just to victims but to other organizations—to aid in collaboration, information and resource sharing, and addressing barriers to service delivery and service access that stem from lack of coordination. Finally, increased funding is needed to support additional staff, staff training, transportation, outreach, and increasing services offered.



**STATEWIDE CRIME VICTIM
SERVICES NEEDS ASSESSMENT**



Wisconsin Department of Justice
Office of Crime Victim Services