Inclusiveness Blueprint
Colorado Coalition Against Sexual Assault (CCASA)

COLORADO COALITION AGAINST SEXUAL ASSAULT

FREEDOM FROM SEXUAL VIOLENCE

January 2014 – December 2015

Presented by the CCASA Inclusiveness Team

Adopted by Board of Directors at May 5, 2014 Meeting

Introduction

<u>CCASA Inclusiveness Case Statement</u>

Striving for inclusiveness is at the foundation of CCASA's work toward cultivating Colorado communities that believe and support survivors, hold perpetrators accountable, and take action to end sexual violence. We recognize that sexual violence and oppression are intricately linked and that some individuals and communities have been targeted for sexual violence, marginalized by all levels of response, and historically excluded from the anti-sexual assault movement. CCASA is committed to nurturing an organizational culture that continually examines the root causes of oppression, grapples with the complexities of societal power and privilege, prioritizes collaboration, and creates opportunities for all survivors to give voice to their experience.

As part of creating a diverse and inclusive coalition, CCASA promotes open and honest communication, the ability to recognize personal biases and privileges, and the willingness to address them proactively. We are also intentional in our efforts to recruit diverse board, staff, members, and donors and cultivate an organizational environment that is genuine, safe, welcoming, and values each person's contributions.

CCASA's goal is for these commitments to be tangible through every interaction with us and in every aspect of the organization. It is by reaching for this goal that CCASA lives our mission and one day realizes our vision.

<u>CCASA's Definition of Justice</u>

CCASA recognizes that justice has a unique meaning for each survivor of sexual assault. We believe that it is an ever-changing concept that needs ongoing conversation in order to be fair, honest, and respectful. It must ensure community accountability as well as protect survivors' rights. In order to achieve justice, we must examine the root causes of oppression, provide opportunities for survivors to use their voice, and move toward empowerment, equality, safety, and healing.

Information Gathering

CCASA formed an Inclusiveness Team in 2012 which is made up of CCASA members who represent urban and rural areas of the state, dual domestic/sexual violence programs and stand-alone sexual assault programs, and are diverse in race/ethnicity, age, gender identity, and sexual orientation. One of the first needs identified by this group was to conduct a

survey of CCASA's membership to assess current perceptions and experiences with the organization around inclusiveness issues. The most frequently identified challenge in these survey results (attached) was in outreach and services to Latin@ survivors of sexual violence who are bilingual or monolingual Spanish-speaking. In order to learn more, we reached out to bilingual advocates to conduct in-depth interviews. These interviews confirmed the need for CCASA to focus more attention and resources on supporting programs in their efforts to reach and effectively assist survivors who identify as Latin@ and primarily speak Spanish (full summary of interview data attached). The Inclusiveness Team then hosted a strategic planning meeting with CCASA staff and leaders of various membership committees in order to begin to outline short-, medium-, and long-term strategies for addressing this need within CCASA's programs. The work of the Inclusiveness Team over the past two years, in addition to the specific results from this meeting with CCASA committees, is reflected in this blueprint.

CCASA Staff and Board also engaged in a parallel process during a similar period of time, starting in mid-2012 and culminating in mid-2014, with the Women of Colorado Network's (WOCN) National Call to Action Training and Technical Assistance Project (NCTATAP). The goal of NCTATAP is to support state domestic violence and sexual violence coalitions in developing and enhancing culturally relevant approaches in serving and supporting communities of color and other marginalized populations. Through this project, a national team from WOCN provided organizational anti-oppression technical assistance and training to CCASA, focused mainly on internal issues associated with organizational culture and promoting diversity and inclusiveness on our staff and board. Initial information-gathering took place through an Anti-Oppression Audit Survey in early 2013 which identified areas of success and challenge for CCASA in shaping organizational culture and policies toward pursuing and embracing diversity and cultural competency (full report attached). This information shaped monthly calls throughout the project and two face-to-face meetings between the WOCN team and CCASA's team (all Staff and a Board liaison) in late 2013 and early 2014. The focus areas and objectives that frame this blueprint resulted from this work and specific activities listed in the blueprint that originated from the NCTATAP are noted with an asterisk (*).

Assumptions
- The blueprint spans a 24 month period, January 2014 – December 2015.
- Despite this finite time frame, the work outlined in this blueprint is never "complete" and CCASA is committed to engaging in cultural change as a fundamental, continuing part of our organizational growth.
- This is the first iteration of the blueprint, we expect it change.

- CCASA is committed to dedicating resources to implement blueprint goals and objectives.
- The Inclusiveness Team is an ongoing group of CCASA members, staff, and board who are committed to overseeing this implementation process. The size of the Team will likely need to change and grow.
- CCASA will gain new staff and board members during implementation and we will orient them to this process.
- Implementation of the blueprint requires buy-in across the organization. We will create ongoing opportunities for input, feedback, and recommendations.

Inclusiveness Team (IT) Roles & Responsibilities

To enhance its core values of social justice and anti-oppression, CCASA has formed an Inclusiveness Team (IT). Responsibilities of the IT include:

- Be a space for ongoing dialogue related to issues of anti-oppression and social justice
- Manage the inclusiveness process for CCASA and its membership
- Design a blueprint to set the standards of the organization
- Ensure that recommendations of the IT are implemented
- Develop a strategy to communicate with stakeholders throughout the initiative
- Develop strategies to document progress through such means as needs assessments and surveys
- Develop strategies to maintain the inclusiveness of the organization in perpetuity

Team & Meeting Structure:

The IT is comprised of community stakeholders and partners, and is co-chaired by one board member and one staff member. The IT meets at least once a quarter by means of conference calling, video, or in person.

Attachments

- CCASA Inclusiveness Survey Summary Report, August 2012
- Bilingual Advocate Interviews Summary Report, January 2013
- Women of Color Network, National Call to Action Training and Technical Assistance Project, CCASA Anti-Oppression Audit Survey Summary, May 2013

Focus Area:	Organizational Culture & Environment			
Outcomes:	CCASA is a place that lives and breathes its values of anti-oppression, social justice, and social change. It is palpable and unmistakable through any interaction with any person or part of the organization.			
Goal:	Make concrete and ongoing shifts in organizational culture that demonstrate a more inclusive and sustainable perspective.			
Obj A:	*Slow down and create space that allows for connecting and reflecting.			
Activities Quarter 1 2014	Activities Quarter 2 2014	Activities Quarter 3 2014	Activities Quarter 4 2014	
	*Explore alternating Reading Days as group vs individual activity. *Add section on staff meeting lists about planned time off (more long-term planning, not just the current week's schedule).	*Twice yearly partial-day activity together as staff (social but during work day). Alternate planning/coordinating among staff. Create process for staff and board to bring all additional workload discussions to the full group for prioritization, including checklist to how these decisions are filtered through inclusiveness lens. (Must reflect values of self-reflection, humility, and flexibility and incorporate regular advising with IT, increased accountability to marginalized communities, commitment to shared decision-making, and emphasizes practices that delay decisions based on the lack of information, input and/or representation.)	*Create process for supervisor regularly checking in on vacation time during one-on-one meetings and encouraging taking accrued time off…includes supervisors modeling self-care by taking accrued time off. Reflect on learning opportunities with LOP coordinators/promotoras and IT.	

2015 Activities
Evaluate twice-yearly staff activities and set plan for this year.
Assess all efforts under this objective and how commitments are being honored, changes that may need to be made, etc.
Work with Board to explore possibility of reimbursement for alternative healthcare, staff sabbaticals, etc. as institutional shifts.

Obj B:	*Make a shift in how organizational success is defined so that building strong, diverse relationships is prioritized.

Activities Quarter 1 2014	Activities Quarter 2 2014	Activities Quarter 3 2014	Activities Quarter 4 2014
	*Brainstorm list of specific organizations for prioritizing relationship-building: • Culturally specific anti-violence programs • Culturally specific organizations/programs serving communities • Culturally specific organizations/programs within universities/colleges • Individual WOC and others *Define goals and what success will look like for each organization/individual identified. *Develop common "talking points" for meetings.	*Each staff person commits to one in-person meeting with an organization or individual by end of the year and going with another staff person. *Set aside time for a staff meeting to specifically check in on how these meetings are going. Experiment with mix of meeting strategies (video, call, in-person) with committees to increase member engagement and relationship-building.	*Set aside time for a staff meeting to specifically check in on how meetings are going. *Assess follow-up activities for 2015 with meetings already held and determine reasonable schedule for continuing in-person contacts next year.

2015 Activities
Explore possibility of creating ethical communication guidelines for the organization.

Focus Area:	Policies			
Outcomes:	CCASA's policies are inclusive and reflect the needs and assets of Colorado's diverse communities.			
Goal:	Create and/or strengthen policies that help CCASA implement its inclusiveness values.			
Obj A:	*The board regularly reviews its bylaws, assessing them through an inclusiveness lens (in its process, structure, membership requirements, decision making).			

Activities Quarter 1 2014	Activities Quarter 2 2014	Activities Quarter 3 2014	Activities Quarter 4 2014
*Board sets up process for reviewing bylaws to assess cultural values.	Board begins process for reviewing bylaws.	*Board contacts programs/ organizations for input, examples, model policies, etc. Revised bylaws reviewed by IT.	Board finalizes/approves any bylaws changes.

2015 Activities
Board conducts similar review annually. Model programs are contacted every 3 years.

Obj B:	The Board and Executive Director regularly reviews personnel policies/handbook through an inclusiveness lens.			

Activities Quarter 1 2014	Activities Quarter 2 2014	Activities Quarter 3 2014	Activities Quarter 4 2014
*Brainstorm ideas about Paid Time Off (PTO) options that will allow for flexibility around holidays that staff may want to observe (floating holidays, open calendar established each year, etc.).	Start policy to revise personnel policies based on ideas from previous quarter as well as incorporating flexible policies around working hours, locations, etc. *Include information in revised policies to clarify that staff encouraged to choose décor, etc. for their own office space and provide guidelines for common areas/shared spaces.	Draft of revised policies reviewed by IT.	Finalize new personnel policies – board approval. Establish process for reviewing personnel policies every 3 years.

2015 Activities
Assess other policies and structural frameworks that are in place. Establish process for regular review, similar to process with bylaws and personnel policies in 2014. Explore opportunities for reviewing policies with LOP site coordinators/promotoras during this process.

Create a checklist for all CCASA events and training to ensure accessibility and inclusiveness (checking holiday dates, language on registration materials, how to choose caterer or food options, location, etc.). Checklist review by LOP coordinators, promotoras, IT. When budget allows, create training scholarship opportunities focusing on marginalized individuals and communities.

Focus Area:	Hiring/Recruitment/Retention
Outcomes:	CCASA recruits, hires and retains staff, board members, volunteers (including committee members), and coalition members who are reflective of Colorado's diverse communities and survivors served by member organizations.
Goal:	Employ targeted processes and procedures that ensure diversity among CCASA Staff, Board, Volunteers, and Membership in order to be more inclusive in our work/practices.
Obj A:	*CCASA advertises for new staff and board positions with a targeted intention to increase diversity.

Activities Quarter 1 2014	Activities Quarter 2 2014	Activities Quarter 3 2014	Activities Quarter 4 2014
*Hire part-time staff for the Program Assistant position and use more inclusive job description, announcement, etc.	*assess most recent hiring process and document areas of successes and areas of improvement. Consider hiring committees that include non-staff/board in order to expand diverse representation and perspectives, and is open to delaying the process if a hiring/recruiting process hasn't brought more inclusion, diversity and/or value to CCASA.	Provide documentation to IT for review. *Adapt staff hiring documentation for board recruitment/selection process. Consider polices around delaying the process if a hiring/recruiting process hasn't brought more inclusion, diversity and/or value to CCASA.	Review & update existing Board announcement and recruitment packet for inclusiveness.

2015 Activities
Make changes to board packets after review by IT.
Explore opportunities for reviewing policies with LOP site coordinators/promotoras.

Obj B:	CCASA routinely promotes membership opportunities and volunteer positions with a targeted intention to increase diversity.		
Activities Quarter 1 2014	Activities Quarter 2 2014	Activities Quarter 3 2014	Activities Quarter 4 2014
Establish Latin@ Outreach Program with CCADV.

Create committee expectations for Policy Committee to increase accessibility and inclusiveness. Share with other CCASA committees. | Review existing member recruitment information.

Development member engagement and retention plan.

Assess structure, roles, and terms for members of the Inclusiveness Team. | Develop a recruitment packet for the IT Team
-Background
-Expectations
-Roles & responsibilities
-Ideal no. of members
- Info. on provision for child care (funding dependent)
- Regional representation of members.

Make changes to member recruitment information after review by IT.

Implement member engagement and retention plan. | Evaluate member engagement and retention plan progress, plan for 2015. |

2015 Activities
Explore creation of broad criteria for CCASA membership as well as committee participation.
Explore organizations that provide volunteers or paid internships and meet with them about CCASA and volunteer/internship opportunities.

Obj C:	The board routinely assesses its meeting times/hours and will consider offering onsite childcare for board members.		
Activities Quarter 1 2014	Activities Quarter 2 2014	Activities Quarter 3 2014	Activities Quarter 4 2014
Board survey to review effective communication, timing/hours, processes and	Implement quarterly in-person meetings with dinner provided, time for socializing.	Consider outside Denver locations for Board meetings/retreat, perhaps twice annually.	Review current Board meeting venue for child care accommodations (funding dependent).

reporting which is inclusive for all members.		Review financial viability of ongoing onsite child care for Board meetings.	

2015 Activities
Repeat board survey annually.

Obj D:	*There is a consideration, discussion, and a deliberate plan has been created around welcoming new staff, board and volunteers, and embracing differences that doesn't require newcomers to adapt to the current culture.		
Activities Quarter 1 2014	Activities Quarter 2 2014	Activities Quarter 3 2014	Activities Quarter 4 2014
	Review existing new staff/board/volunteer orientation program. Develop a new staff/ board/volunteer orientation activity which allow them to share experiences of past work culture, strengths and challenges transitioning into the new role at the organization.		Explore possibilities for new staff/board/volunteer training and learning around specific areas of growth for the individual.

2015 Activities
Review activities in place and incorporate changes if needed.

Focus Area:	Awareness of and Commitment to Anti-racism/-oppression as an Organization
Outcomes:	Anyone who interacts with CCASA at any level knows that this is an organization committed to anti-racism/-oppression values.
Goal:	Create an organization that models deliberate and transparent discussion and action around the interconnectedness of all types of oppression, while strengthening and sustaining this as the foundation of our work to eliminate sexual violence.
Obj A:	*There are regular discussions about racism, white privilege, power and accountability and how they relate to the coalition's work and practice.

Activities Quarter 1 2014	Activities Quarter 2 2014	Activities Quarter 3 2014	Activities Quarter 4 2014
	*Conduct every-other-month (months with solo reading day) anti-oppression/racism talks with staff (rotating facilitation with WOC Advisor to observe)		*Assess schedule and process for staff anti-oppression/racism talks and make changes for 2015. *Explore possibility of similar quarterly talks with the Board.

2015 Activities
*Staff and Board explore options around developing space for caucuses where staff/board members with similar racial identities meet to discuss these issues specifically related to their identities and how they can work with the whole group to move forward. Engage wider participation in these conversations (e.g., committees).

Obj B:	*Prioritize attending and offering regular trainings and discussions at member, staff, board, community levels about the relationship between sexual assault and racism and oppression, and works deliberately to address dismantling racism and holding itself accountable.

Activities Quarter 1 2014	Activities Quarter 2 2014	Activities Quarter 3 2014	Activities Quarter 4 2014
		Include social justice/inclusiveness issues in RTAP train-the-trainer session. Repeat annually.	Late summer/early fall – annual board training and staff/board planning, incorporate inclusiveness training. Explore possibility of inviting RTAP trainers, committee members, volunteers, etc.

2015 Activities
Continue working and implement new initiatives as appropriate resulting from ongoing training – incorporate into annual staff, board, IT, and budget planning processes.
*Explore possibility of member training (conducted by those in the field) that addresses issues of equity, cultural competence, discrimination, oppression, etc.

Obj C:	CCASA has a standing Inclusiveness Team that holds space for ongoing dialogue related to issues of anti-oppression and social justice, oversees and holds the organization accountable for implementing the inclusiveness blueprint, and leads development of future initiatives to promote inclusiveness in perpetuity.		
Activities Quarter 1 2014	Activities Quarter 2 2014	Activities Quarter 3 2014	Activities Quarter 4 2014
	IT meeting to finalize blueprint and map out role and structure of team.	IT meeting to finalize team structure and recruitment plan. Check in on blueprint.	IT meeting to assist with 2015 organizational planning, incorporating blueprint.

2015 Activities
Implement new plan around quarterly meetings, overseeing implementation of blueprint, and advising on CCASA programs/initiatives.

Focus Area:	Marketing & Communications		
Outcomes:	CCASA reflects a commitment to being as inclusive as possible and open to further discussion, feedback, and participation from members, partners, stakeholders, and survivors in Colorado.		
Goal:	Ensure that CCASA's outreach and communications strategies are inclusive of, and relevant to, the depth and breadth of our members, partners, stakeholders, and survivors in Colorado.		
Obj A:	Create outreach and communication strategies through lens of accessibility, inclusiveness, and flexibility.		
Activities Quarter 1 2014	Activities Quarter 2 2014	Activities Quarter 3 2014	Activities Quarter 4 2014
Identify SAAM article or other contribution opportunities with local foreign-language and culturally-specific publications. Repeat annually. Organize SAAM outreach where events, member spotlights, award winners, etc. are chosen through inclusiveness lens. Repeat annually.	IT in-person meeting focused on assessment of materials and strategies that staff will review next quarter. Advanced input and feedback in preparation for staff meeting. Repeat annually. IT reviews draft membership survey and suggests changes from inclusiveness lens. Repeat annually.	Hold mid-year staff planning day where all outreach materials/strategies are assessed through inclusiveness lens (website, publications, trainings, events, etc.). Repeat annually. Staff develop and conduct annual membership survey based on IT's feedback. Repeat annually.	Staff and Board ensure that membership survey results are distributed and widely available. Repeat annually. Annual appeal is developed through inclusiveness lens. Repeat annually. CAIA workshops, keynotes, themes, etc. chosen through

			inclusiveness lens. Repeat annually.
2015 Activities See annual activities indicated above. Ongoing, as new publications, outreach materials, and strategies are developed, assessment through inclusiveness lens with input from IT must be part of creative process. 2015 – explore possibility of broadening membership feedback methods beyond survey (quarterly calls to members who do not usually participate for example).			

Focus Area:	Membership Committees
Outcomes:	CCASA programming is influenced by committees that are diverse and effective.
Goal:	Create, strong, sustainable committees that are more inclusive and reflect the diversity of survivor experiences in Colorado in order to ensure that CCASA programs are as comprehensive and effective as possible.
Obj A:	ID current gaps in make-up of Public Policy Committee and conduct targeted outreach to increase diverse representation.

Activities Quarter 1 2014	Activities Quarter 2 2014	Activities Quarter 3 2014	Activities Quarter 4 2014
(ONGOING) Identify 3 people who can provide orientation phone calls with new committee members, acknowledging the intimidation factor inherent in the subject matter. Repeat annually.	(ONGOING) Identify 3 people who can provide orientation phone calls with new committee members, acknowledging the intimidation factor inherent in the subject matter. Repeat annually.	ID barriers to policy participation and gaps in committee membership. Repeat annually. Committee discussion about individuals and organizations to reach out to and start recruitment.	Recruit for committee members, promote the need for diverse perspectives regardless of policy experience (focus on commitment, not credentials).
2015 Activities Repeat 2014 activities annually.			

Obj B:	Ensure all Public Policy initiatives are developed, assessed and implemented using an inclusiveness lens.		
Activities Quarter 1 2014	Activities Quarter 2 2014	Activities Quarter 3 2014	Activities Quarter 4 2014
Develop and maintain a network of community experts for policy questions specific to current session's issues.	Begin developing a rubric to apply an inclusiveness lens to each policy initiative as 2015 planning begins. As part of rubric, ID and develop collaborative relationships with organizations doing Public Policy that have specifically identified constituencies.	Develop education strategies to ensure policy outcomes/information/ impacts gets to all communities Finalize rubric and begin planning for next session using rubric. Repeat annually.	Continue planning and stakeholder relationship-building in preparation for next session.
2015 Activities Assess usefulness of rubric, revise as necessary. Repeat activities above which are scheduled as pre-session, during session, and post-session.			
Obj C:	Identify gaps in membership of SAAM committee and prioritize outreach and recruitment efforts.		
Activities Quarter 1 2014	Activities Quarter 2 2014	Activities Quarter 3 2014	Activities Quarter 4 2014
Explore possibility of each metro area organization hosting a SAAM committee meeting.	Implement SAAM activities and incorporate committee representation questions in post-SAAM survey to committee members and full membership.	Begin recruitment for 2015 committee by reaching out personally to individual and agency members. Provide options re: who can participate (doesn't need to be staff, can be volunteers, clients, etc.) Reach out to culturally-specific organizations.	2015 Committee begins meeting – formalize meetings and create higher expectations from committee members.

2015 Activities
Finish planning and implement 2015 SAAM activities ensuring that inclusiveness is at the center of outreach, communications, and events.

Obj D:	Expand membership and growth/development opportunities within the Survivor Task Force (STF).		
Activities Quarter 1 2014	Activities Quarter 2 2014	Activities Quarter 3 2014	Activities Quarter 4 2014
Survey current STF members to determine current demographics represented. Use survey data to apply for funding for a possible retreat, more formal speakers' bureau, ongoing training, etc.	Continue to seek foundational funding opportunities for expanding the task force. Develop registration form for new members related to identity and other relevant questions.	Continue to seek foundational funding opportunities for expanding the task force.	Continue to seek foundational funding opportunities for expanding the task force.

2015 Activities
Increase capacity for monolingual Spanish speakers – explore bilingual advocate co-chair options.
Increase member agency awareness of STF by hosting webinar (if expansion is a reality).
Depending on staff capacity, host expanded opportunities, consider event with legislators and/or media. Talk to STF about presenting at 2015 CAIA conference, hosting a recruiting event in each region in partnership with local members, etc. Expand recruitment efforts by marketing STF to culturally-specific media outlets.

Obj E:	Reach a more diverse blog readership.		
Activities Quarter 1 2014	Activities Quarter 2 2014	Activities Quarter 3 2014	Activities Quarter 4 2014
Explore blogs/vlogs in English and Spanish. Begin process of highlighting members, including culturally-specific organizations, on a quarterly basis.	Identify which communities are not being reached – ID gatekeepers and barriers (no computer, English not primary language)	Write about issues important to communities where gaps identified – survey about issues/potential guest bloggers, etc.	Create a blog marketing campaign – multilingual media approaches.

2015 Activities
Develop alternative blog strategies – add pictures, video of people reading blog, art projects, etc.

CCASA Inclusiveness Survey Summary Report

Prepared for the Colorado Coalition
Against Sexual Assault
Morgan & Rushton Consulting
August 2012

Contents

About the Project Consultant

Jamie Morgan holds a Master's degree in Nonprofit Management from Regis University and is the Principal of Morgan & Rushton Consulting firm. Beyond her expertise helping organizations transform unhealthy and unwelcoming cultures by integrating inclusiveness practices, she also possess organizational development expertise, helping not-for-profits develop their capacity in the areas of grant writing and resource development, financial management, strategic planning, board development, organizational assessment and evaluation, and group process facilitation. Jamie is the former Director of Training for the Community Resource Center.

With over thirteen years of experience as a consultant and trainer, Jamie was instrumental in helping to shape The Denver Foundation's Inclusiveness at Work workbook as a member of the publication's community review committee. She also served as a member for the ENII (Expanding Nonprofit Inclusiveness Initiative) Steering Committee for one year as a community volunteer, and later as the lead staff consultant in CRC's partnership with The Denver Foundation to provide technical assistance, training and consulting to nonprofits looking to engage in cultural competency and inclusiveness work. Jamie spearheaded CRC's collaboration with The Denver Foundation to bring the first conference on diversity and inclusiveness to the Denver nonprofit community, Diversity and Beyond in 2005. In 2007, she co-directed the CRC task force to produce a second, ground-breaking conference, Building Inclusive Organizations: Stories from the Journey. Additionally, Jamie teamed with a colleague to produce two training series on nonprofit inclusiveness. The first was a series of six workshops aimed at predominantly white organizations interested in becoming more inclusive of people of color. The second was designed specifically for people of color-led organizations, and highlighted individual capacity building and the development of leadership skills.

Additionally, Jamie has worked as a community consultant for the Partnership for Families and Children on their Equality in Health Initiative, as a cultural competency trainer for the Peace Corps, and as an interethnic/intercultural liaison for immigrant and refugee families at Rocky Mountain Mutual Housing Association.

Throughout her career, Jamie has helped a wide range of not-for-profits, schools, and government entities work towards greater diversity and inclusiveness.

Project Background

In June 2012, Jamie Morgan was contracted to conduct independent and anonymous surveys of CCASA members and partners as part of the Information Gathering phase proposed under the coalition's Inclusiveness Initiative plan.

Jamie worked closely with CCASA staff point person, Karen Moldovan and other members of the CCASA Inclusiveness Committee (Erin Jemison, Lauren Mbereko, Kristiana Huitron, Herminia Martinez, Tiki Derrickson, and Bruce Cummings) to develop a set of comprehensive questions designed to capture respondents' perceptions and experiences of CCASA in the following areas: 1) Programs and Services, 2) Governance and Decision-making, 3) Organizational Culture, 4) Demographics, and 5) Other thoughts or recommendations for CCASA as the organization moves forward with its Inclusiveness Initiative.

In an effort to minimize the number of surveys being sent to coalition members and partners, the survey also contained questions regarding CCASA's Annual Assessment Process, specifically rating the importance of programs and services, as well as member and partner opinions about whether CCASA should initiate a 40-hour Statewide Advocacy Training.

As a follow up to the online survey, **eight (8)** respondents self-identified, as willing to participate in a focus group for self-identified survivors of sexual assault working and/or volunteering in the field. The intention of the focus group will be to identify whether and how this population experiences intentional and unintentional discrimination in the field and how CCASA can support them in continuing to work and lead in ways that honor their experience, rather than stigmatizing them for it.

The survey was launched on August 1, 2012 and closed on August 10, 2012. Survey requests were sent to **432** CCASA members and partners, with **38** responding **(8.79 %)**, and **37** CCASA members and partners completing the survey **(8.56%)**.

Survey results were independently reviewed and summarized by Jamie Morgan. No one from the CCASA Board or Staff had access to the raw data in order to protect respondent anonymity.

The following Summary Report includes an analysis of both the quantitative data as well as the qualitative information provided in the open-ended or essay responses. The compiled Survey Monkey report representing the quantitative data will be presented as a separate document.
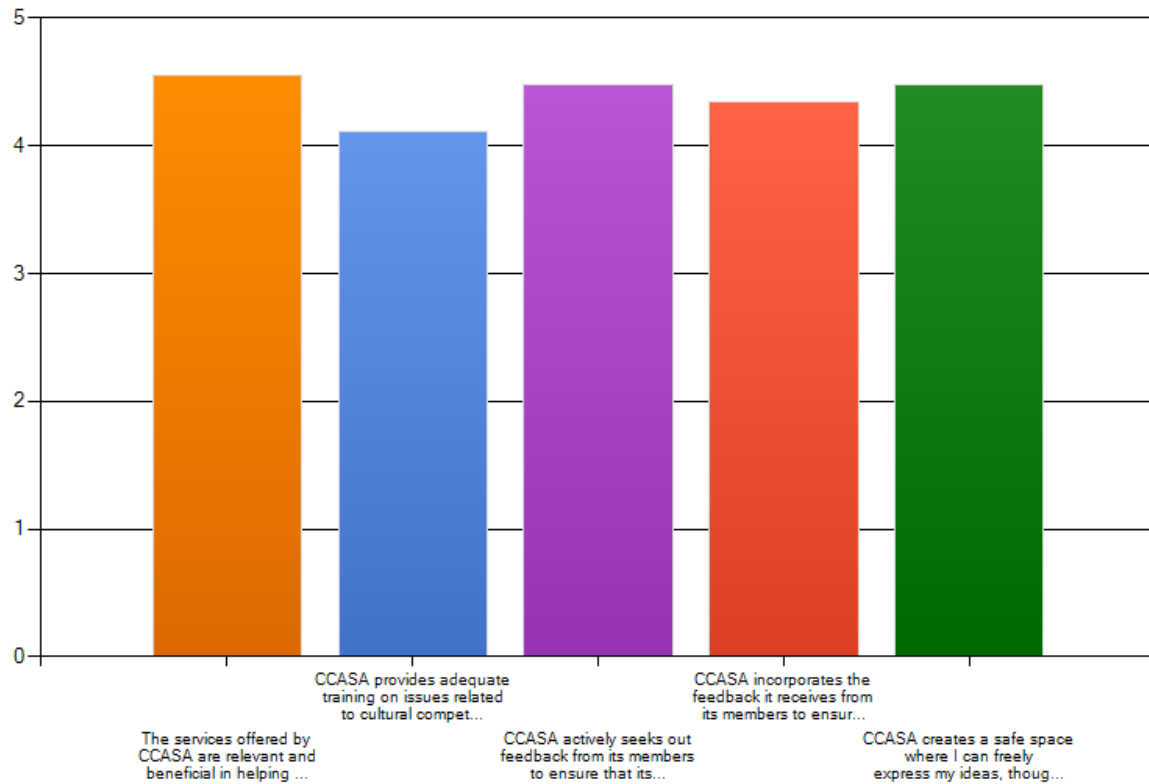
Part I: Programs & Services

Question #1

CCASA strives to provide valuable educational programs, trainings, technical assistance, and publications to member programs in Colorado. Each year, we assess how our efforts correspond to member needs. Please take a few minutes and rank the following services by how important they are to you/your agency. Example: 1 will be the most important to you/your agency and 15 will be the least important. Note: Survey Monkey will automatically re-order the answer choices after each of your selections.

	Program/Service Ranked by Importance	Top 3 Scores Tallied	#1 Ranking	#2 Ranking	#3 Ranking
1	Annual Colorado Advocacy in Action Statewide Conference	51.3	11	7	1
2	Public Policy at the State Legislature	37.8	7	3	4
3	Public Policy at the Federal Level	37.8	3	4	4
4	Public Outreach Campaigns	27	3	2	5
5	Sexual Assault Response Team (SART)	27	2	3	5
6	Sexual Assault Awareness Month (SAAM)	21.6	3	2	3
7	Web-based Trainings and Webinars	18.9	2	3	2
8	Bi-annual Regional Meetings/Trainings	18.9	1	5	1
9	Representation at Statewide Task Forces	18.9	1	4	2
10	Publications	16.2	1	3	2
11	Website	16.2	1	1	4
12	Technical Assistance Requests	8.1	2	0	1
13	Public Outreach Campaigns	2.7	3	2	5
14	Statewide Research	2.7	0	0	1
15	Social Media	0	0	0	0

Question #2
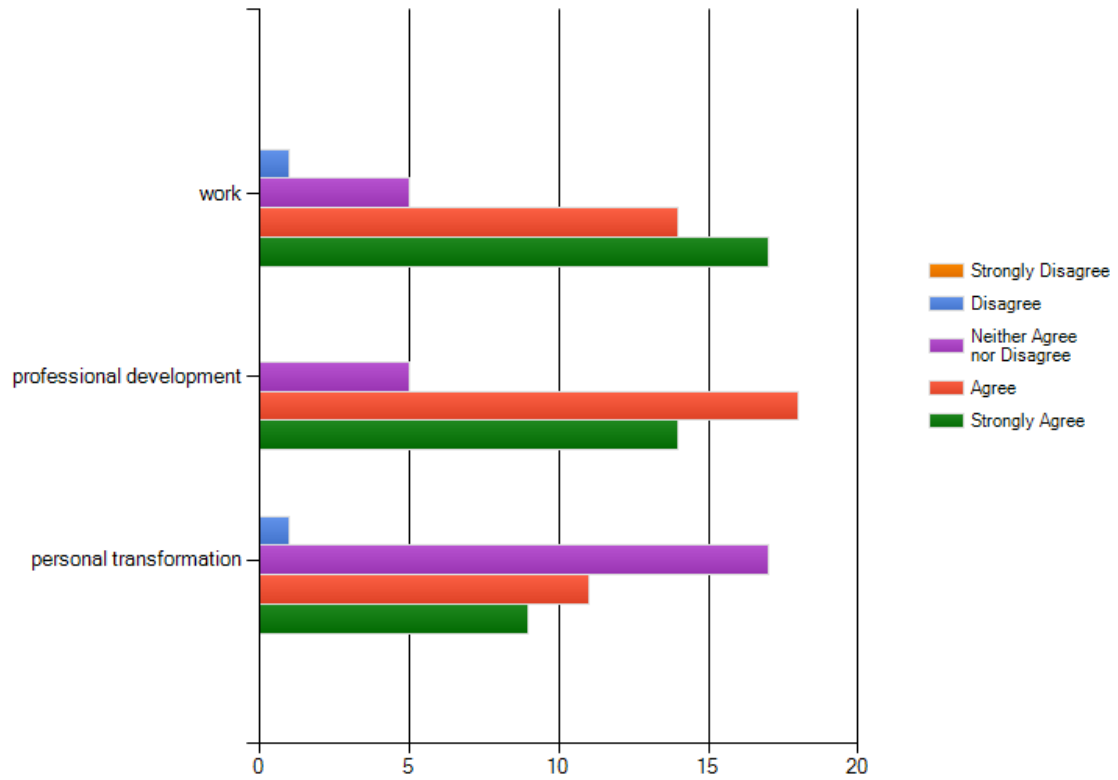
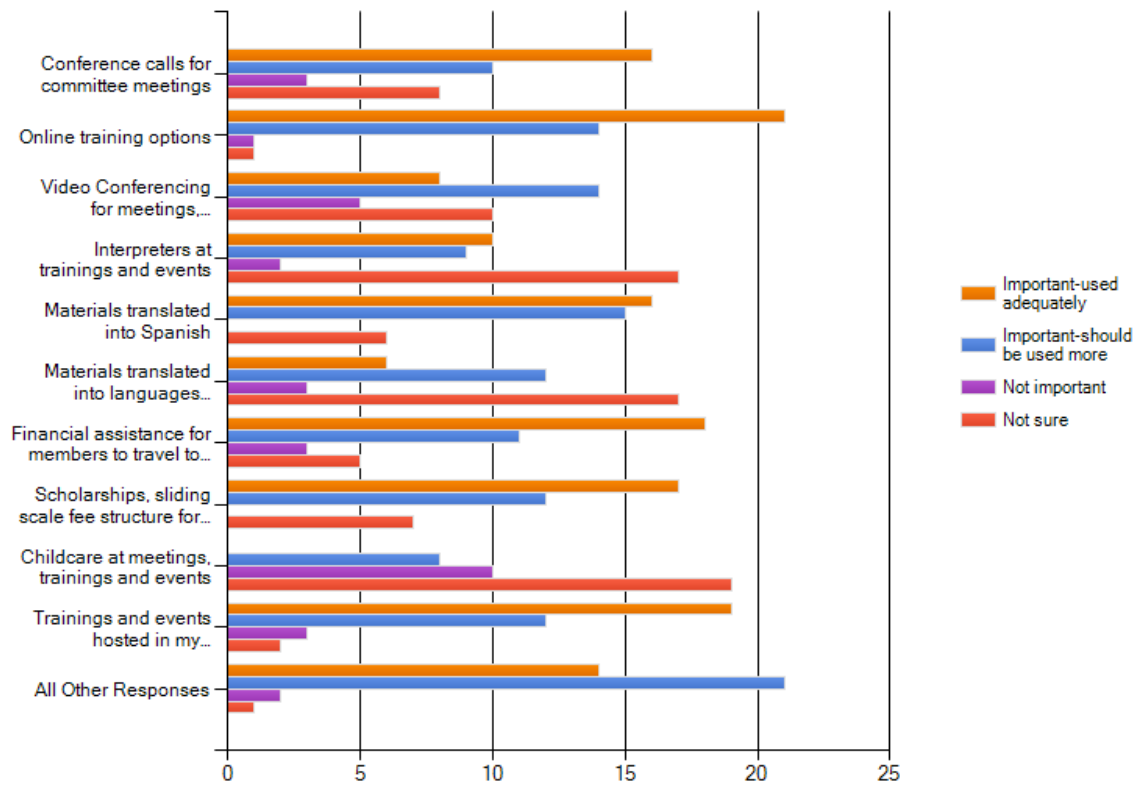## Please rate the following statements on a scale of "Strongly Disagree" to "Strongly Agree".

Question #3

Having access to CCASA's programs and services is essential in terms of my:

Question #4

Please rate the following techniques that may be used by CCASA to increase the accessibility of its programs and services:

Questions #5 and #6, *#5--There are gaps in the programs and services that CCASA provides to me/my agency to help me/us reach and serve specific population groups, i.e. male survivors, immigrants, members of the LGBTQI community, the elderly, youth, etc., #6-- If you answered "Yes" to the previous question, please share which groups of survivors you feel are not adequately represented in the services CCASA's provides to help you reach and serve all sexual assault victims effectively.*, the top four populations cited most often as not being included were survivors who are:

- Undocumented
- Immigrants
- Non-English speaking, specifically Spanish-speaking
- Male

Other populations cited to a lesser degree, or only once were:

- People of color
- People with disabilities
- Teens
- Inmates
- People with drug and/or alcohol problems
- People with limited literacy skills
- Elderly

There was a conflict in the perception of whether gaps existed for the LGBTQ community, with some respondents feeling that this community was effectively included among CCASA's service population and others stating the opposite.

Two important comments to consider:

- It was the perception of one respondent that CCASA only served privileged populations; and didn't meet the needs of the under-represented/under-served.
- It was the perception of one respondent that CCASA only serves the non-English/Spanish-speaking communities by translating materials, and that more needed to be done to effectively serve/support this community.

Question #7--*Are there other barriers that inhibit your ability to serve all of the survivors in your community? If so, please tell us what they are.* Major themes arising from this question centered on:

- Lack of awareness/understanding—Misconception about sexual assault in community/ies, victim blaming, victim's rights violations;
- Lack of resources—limited financial and people resources;
- Geographic limitations—being a rural organization, serving a large geographic catchment area

Question #8--*What type of training or support could CCASA help you access to improve your ability to meet the needs of the population/s you've identified?* There was a wide range of responses to this question. Below is a categorized and composite listing of responses:

Education and Training

- More training on serving the Spanish-speaking community, immigrant community, people with disabilities, and male survivors
- Education for law enforcement, perhaps at the police academy level
- Public school curricula focused on different topics each month
- Continued access to provide training and support to members to strengthen our relationships statewide
- Training focused on how to do outreach work with men (both as survivors and as allies)
- Training on the best ways to engage teenagers in order to reduce teen dating violence occurrences
- Trainings have been great. I love the addition of webinars for those of us that live in rural areas and it's hard to travel to other locations. Keep up the great work.

Youth/Teens

- Social media campaigns for youth
- *Note: There are other comments included in the Education and Training category related to Youth/Teens

Publications and Translations

- Monthly press releases focused on different topics each month
- More written materials--books, brochures, hand-outs
- Translating texts into Spanish

Advocacy and Public Policy

- Resources related to policy so the victim feels supported by the broken system
- Advocate, allow victims to address the issues outside of mediation
- Expert witnesses

Convening

- Facilitate partnerships between local programs and substance abuse providers
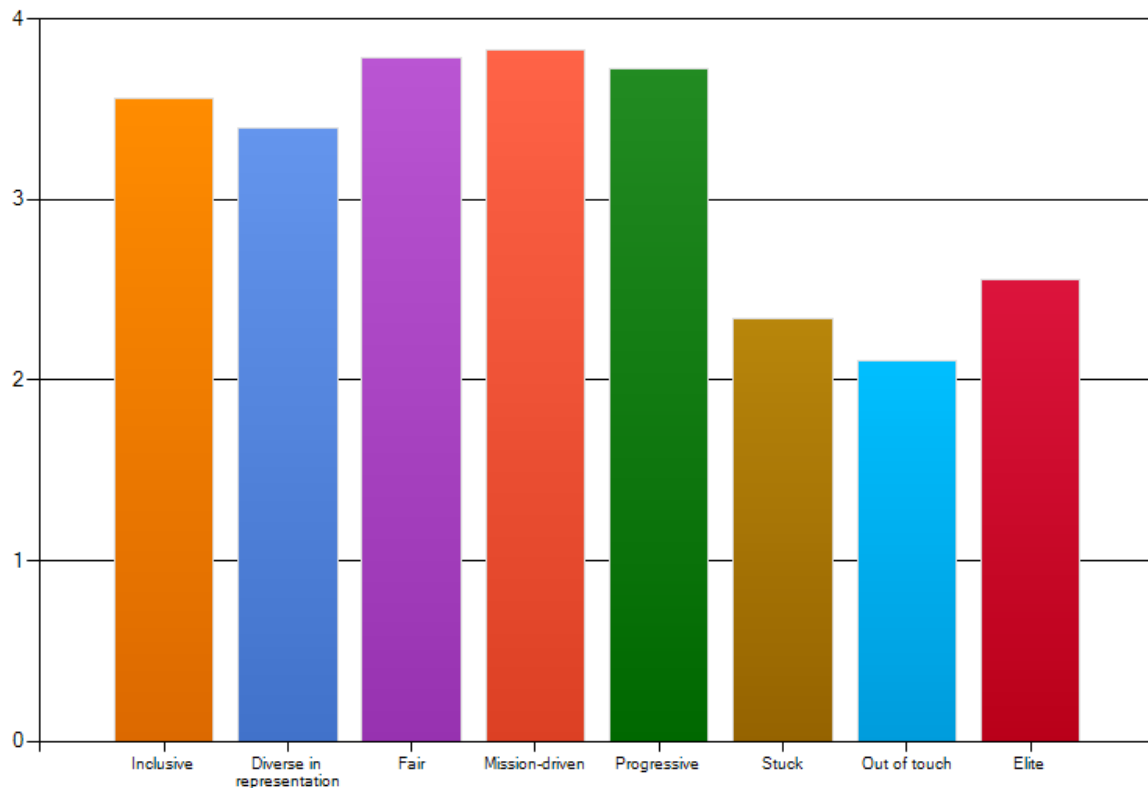
Question #9--*How can CCASA support you/your agency in helping you get more involved in CCASA's work?* Responses to this question were varied and revealed no particular themes. Individual responses are listed here:

- By doing most of the work for us and just asking our input. Grab and Go!
- Continue to have varying levels of options for lower capacity orgs.
- Help me restore my own faith that this system is really fair.
- Keep providing trainings through Webinars and in the various regions. We look forward to receiving the Healing Handbooks.
- This project uses CCASA as a resource for information, I think the question is how can CCASA get more involved in my work
- You already do!
- We feel kind of isolated sometimes, being from a rural community. We love when trainings come down here and are often unaware of other opportunities to work with the coalition

Part II: Governance & Decision-making

Question #1

When you think of CCASA's board of directors and its governance practices that you've observed or have an impression of, rate these words on a scale from not true at all to very true.
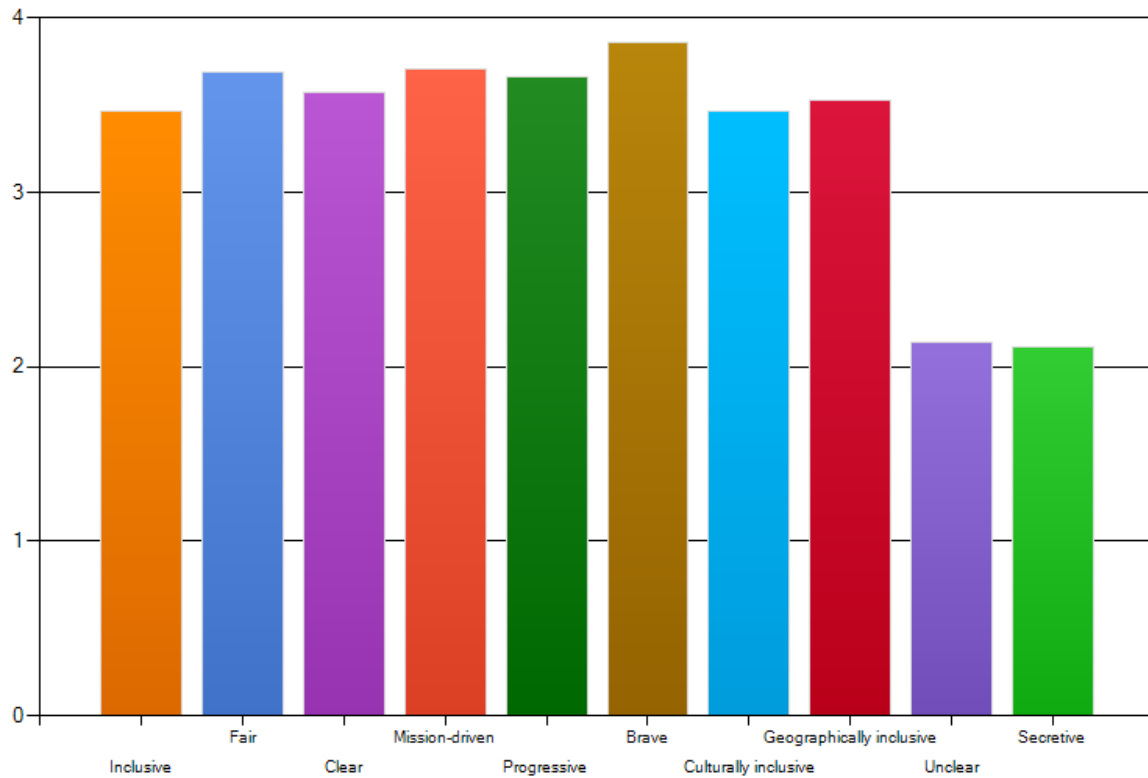

Comments related to this question presented no particular theme, but highlighted three differing opinions:

- Bogged down by need to be politically correct.
- Too many politics involved-SO UNFAIR
- My response of "out of touch" is that when talking about rural areas and resources, I never get the feeling that we are on the same page or even reading the same book. I think that you

should visit programs for a day to go around and see the resources, spend a day on a mock sex assault in a really rural area.

Question #2

When you think of CCASA's decision-making practices, rate these words on a scale from not true at all to very true.
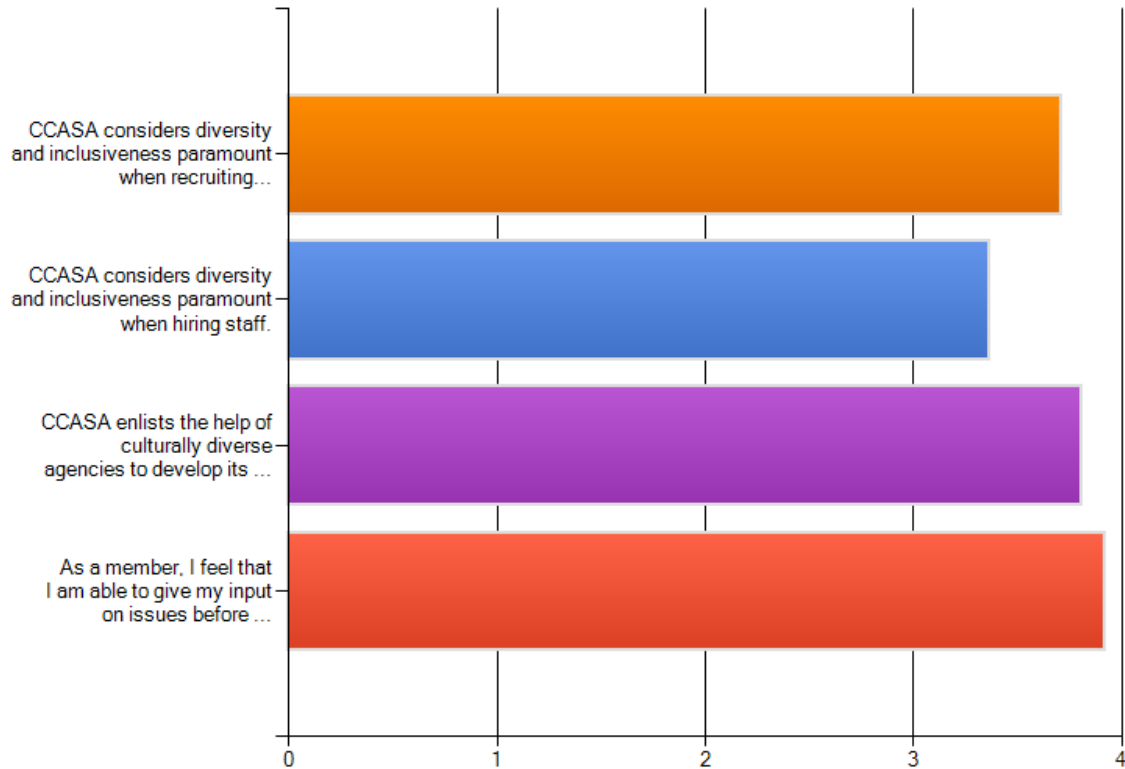

Comments:

- I do not know how decisions are made. My answers are based on assumption it is the board.
- Again, I don't think CCASA gets to do the things they want.

Question #3

Please rate the following statements on a scale of 1-5, with 1 being "Strongly Disagree" and 5 being "Strongly Agree".
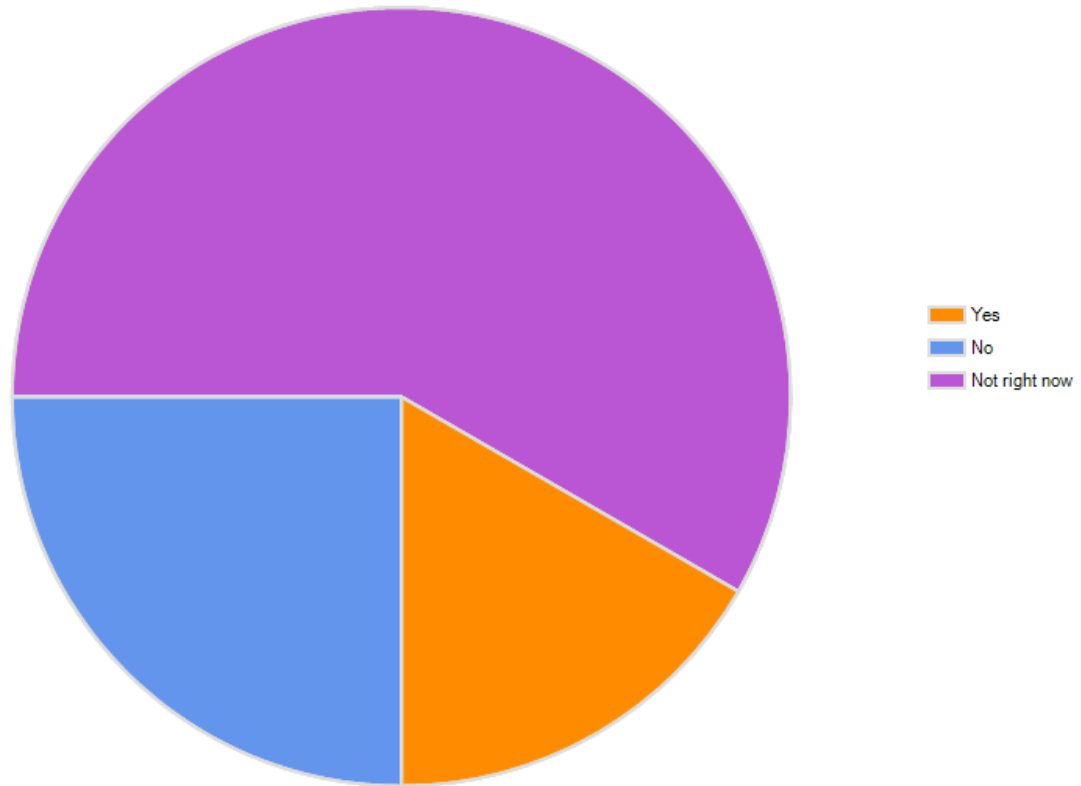

Comments:

- I am staff of a member agency, but I am not directly involved in decision-making.
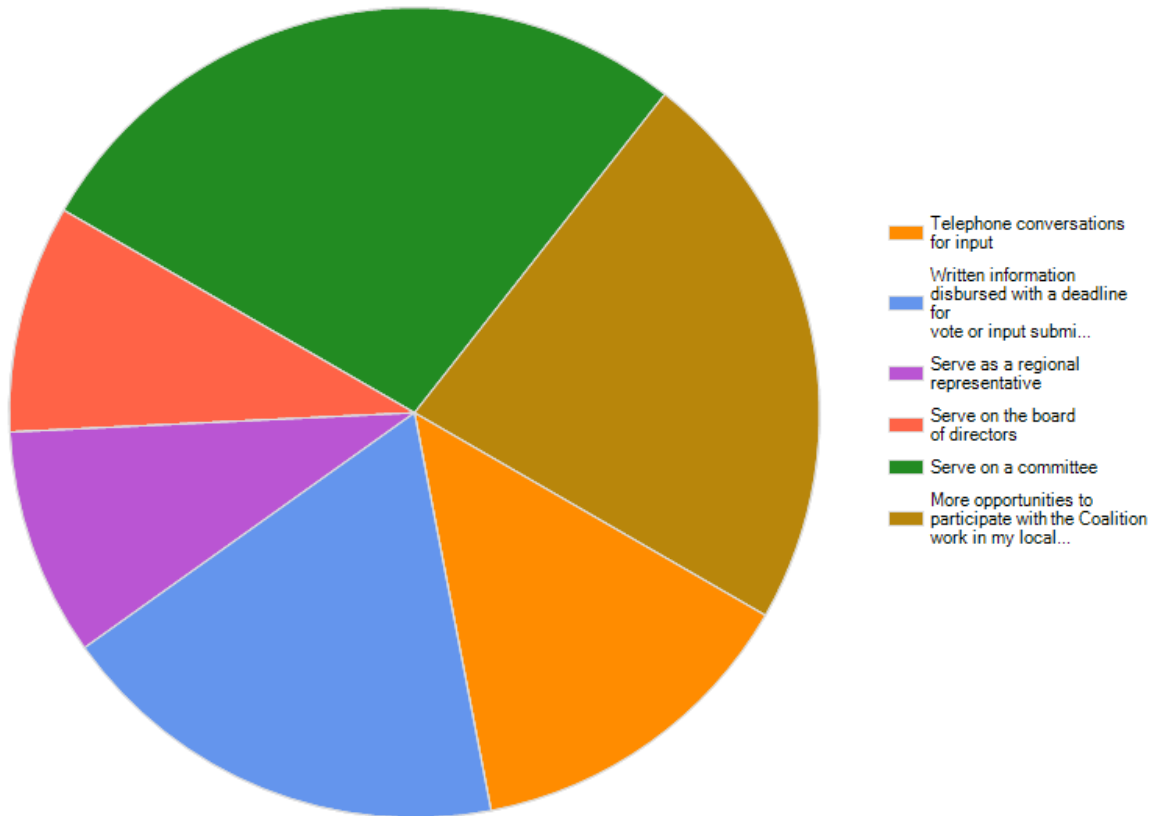- We are not members

Question #4

Would you like to be more involved with decision-making at the coalition?

Legend:
- Yes (orange)
- No (blue)
- Not right now (purple)

Question #5

If you answered yes, what would that look like?

- Telephone conversations for input
- Written information disbursed with a deadline for vote or input submi...
- Serve as a regional representative
- Serve on the board of directors
- Serve on a committee
- More opportunities to participate with the Coalition work in my local...

Part III: Organizational Culture

Question #1—*I feel welcomed and included in CCASA's work (for example: I have been invited to trainings and events, I have been invited to join committees, etc.).* This question solicited illustrations of how inclusive CCASA's Organizational Culture is felt to be, of the four responses to this question, two provided noteworthy examples:

- I have been encouraged by CCASA staff to attend training and events and always receive a warm welcome and acknowledgement of my work at events.
- I am aware of/invited to CCASA's events/trainings, but unaware of committees, other projects, etc.

Question #2

Please rate the following statements on a scale of 1-5, with 1 being "Strongly Disagree" and 5 being "Strongly Agree".

CCASA markets itself in a way that makes me/my organization feel welc…

CCASA's marketing materials reflect a value for diversity, inclusion,…

CCASA's stated values are consistently experienced in interactions wi…

0   1   2   3   4   5

Question #3—*I have had negative experiences with CCASA that would hinder my relationship with the coalition moving forward.*

- There was only one open-ended response to this question relating back to former CCASA staff and board.

Part IV: 40-hour Advocacy Training

Question #1--*If offered at minimal cost for members, do you think you or your agency would utilize a 40-hour Advocacy Training?*
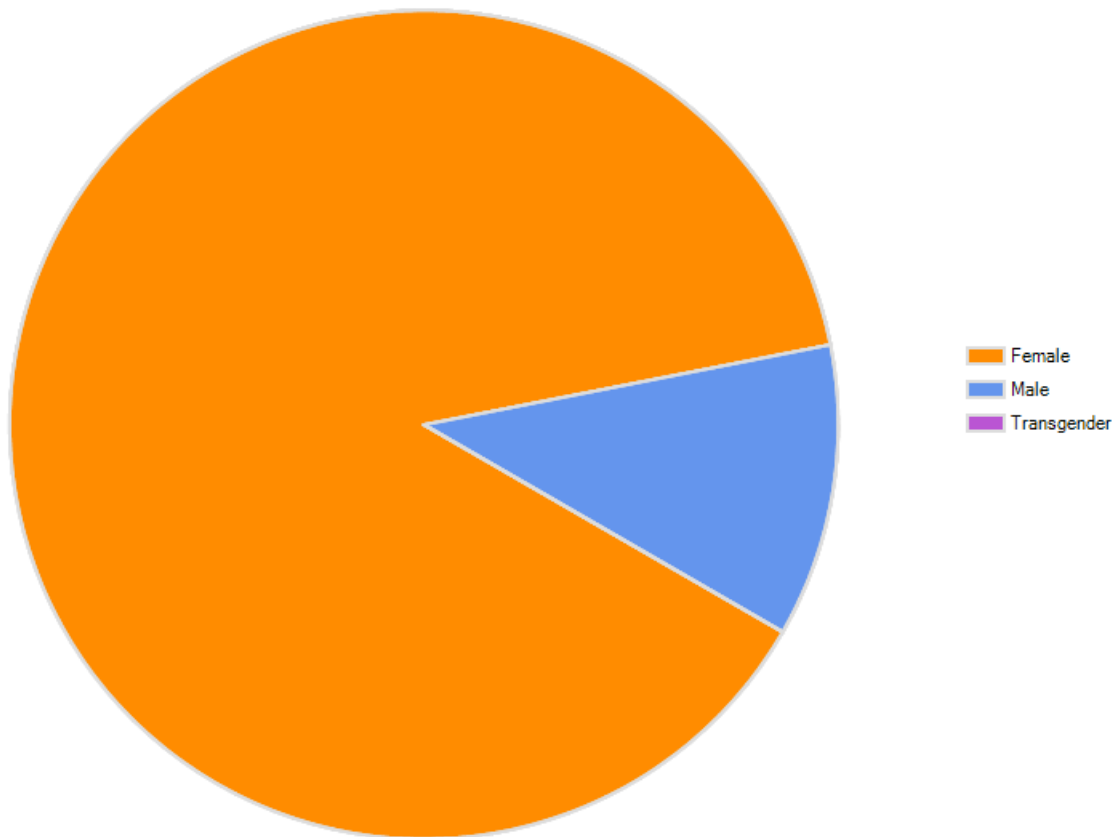
- I'm not sure how relevant parts of this training would be to our isolated, rural community.
- I would be interested in a train the trainer module.
- My agency does not have staff that would need to attend at this point
- Our hotline training must include other types of violence.
- Not advocacy based
- Ours is a mentoring program interested in preventing sexual abuse
- We also have our own 40 hour training
- I'm just not sure we could find the time.
- Depending on the location of the training, budget considerations
- This is more of a probably. I have a small staff so if did use would not be very often
- No because of geographic distance for in person component
- So many of the services we provide are area specific...I want our advocates to know our hospital, our law enforcement, our community's strengths and challenges. I also feel like advocates need more support than an online training can provide. I also think that training is an opportunity to connect advocates with our agency, and that connecting with our agency is part of why they want to volunteer and why they want to stick around. An online training would interfere with this bonding process. They wouldn't meet their team and learn to trust their team. I'm strongly opposed to this idea and would not utilize it. I do like the idea of a train the trainer opportunity though.
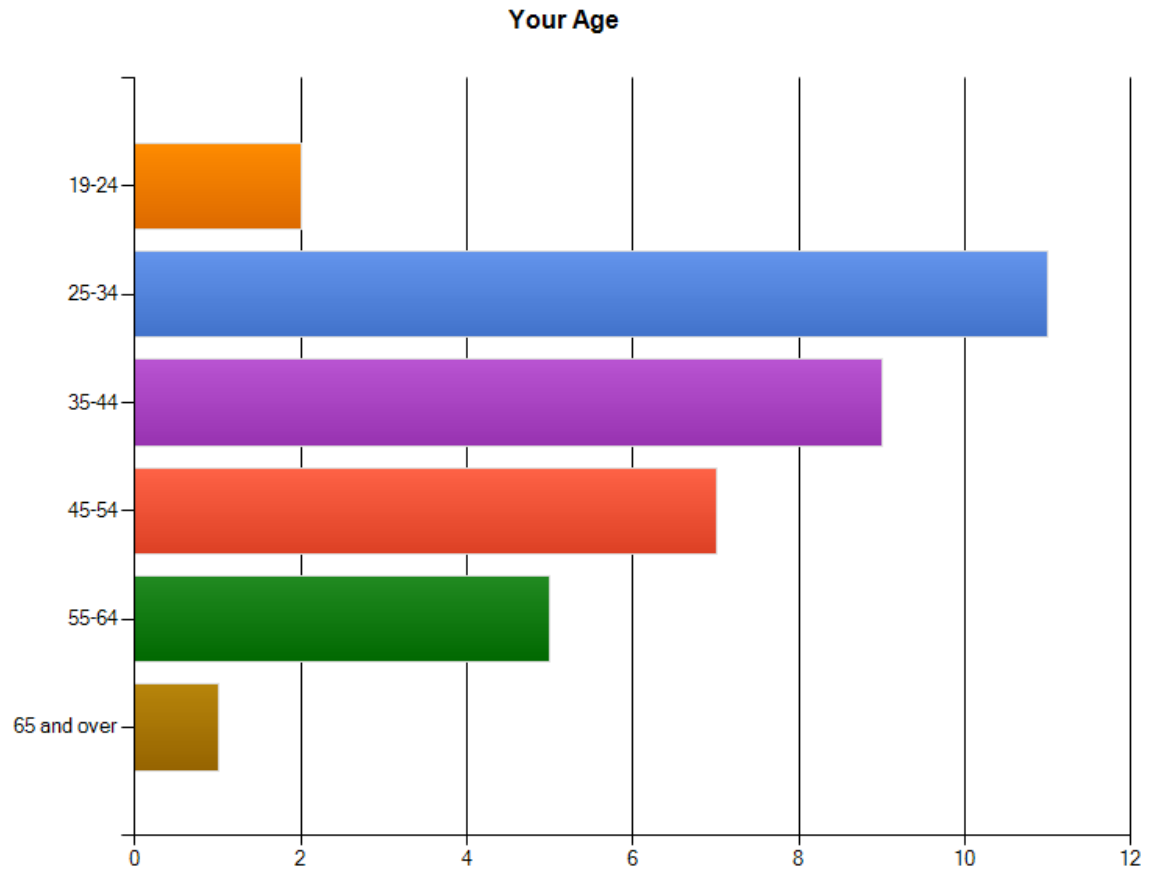
Question #2—*Do you think a 40-hour Advocacy Training should be a priority for CCASA?*
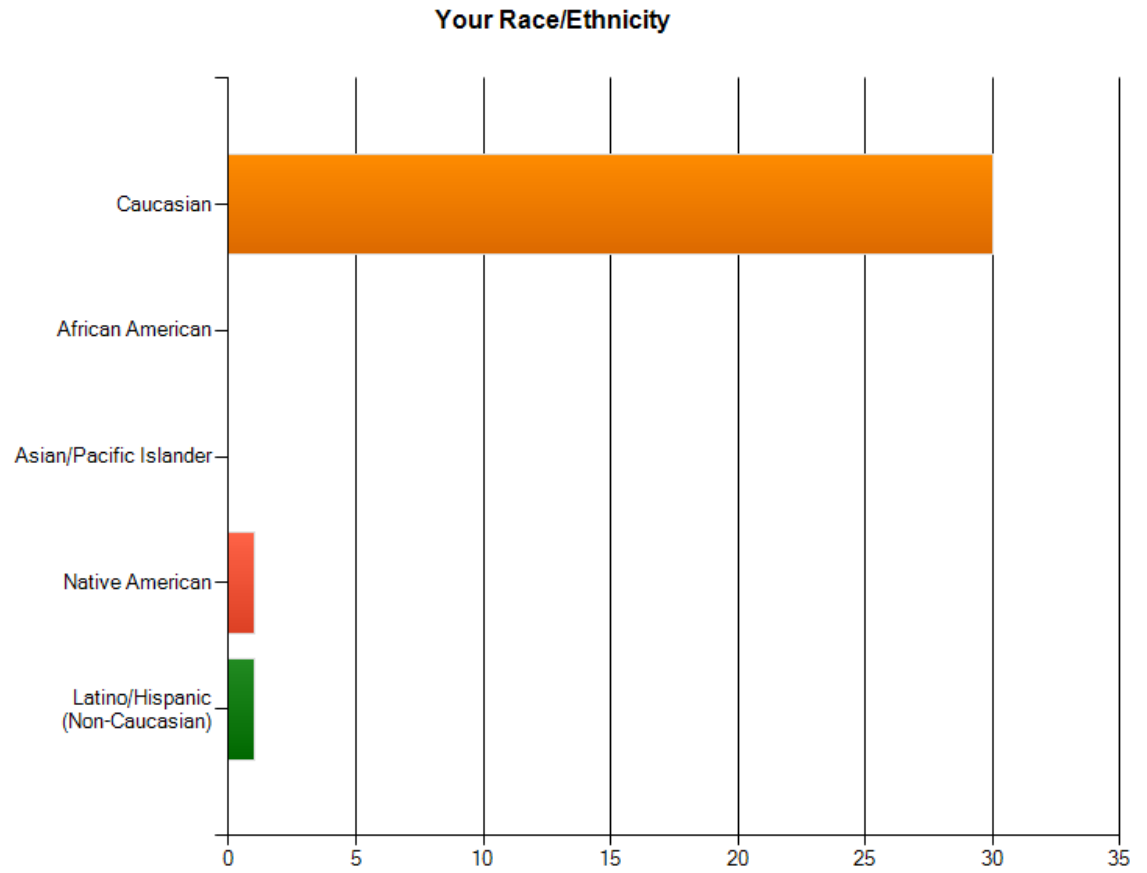
- I think there always new providers/advocates entering the field that could benefit from the training
- On prevention as there seems to be a shortage of outreach programs
- I think there are other local orgs doing this, so I wouldn't call it a priority, but it would be nice.
- Good idea, but may be a duplication in services, as most sexual assault hotlines have their own training for volunteers. This would be more for staff and rural areas
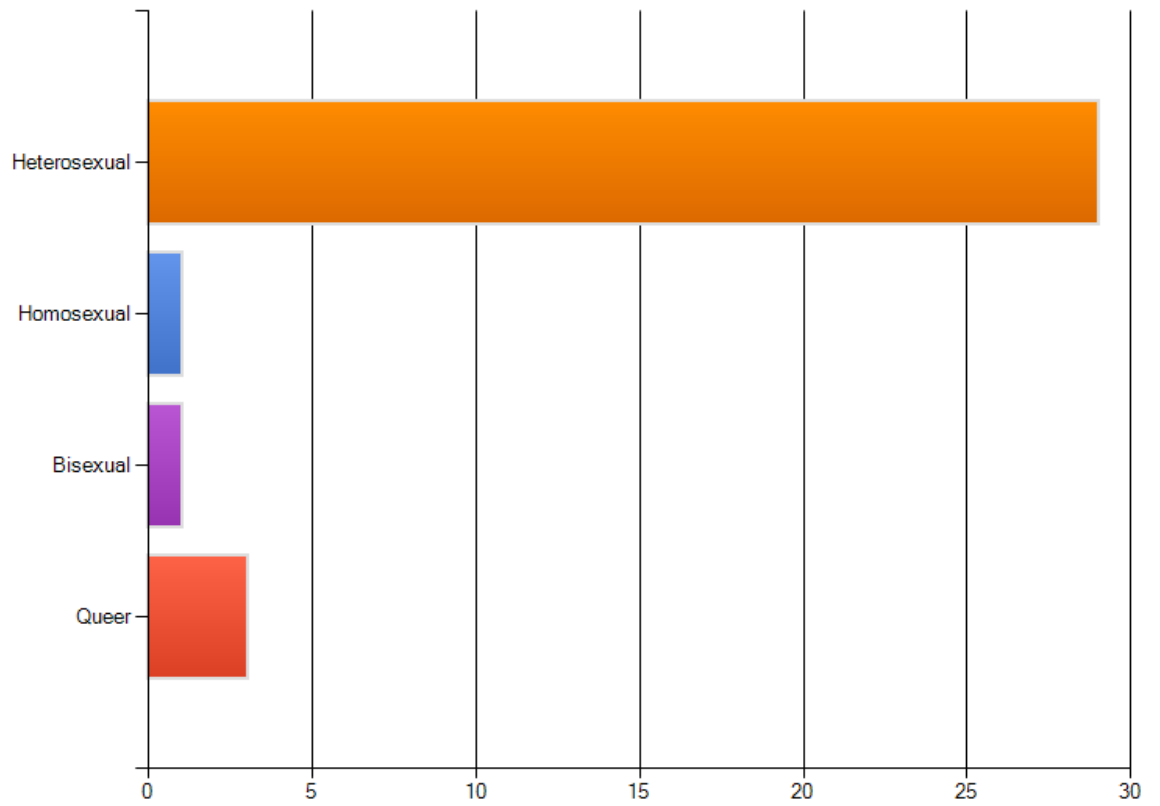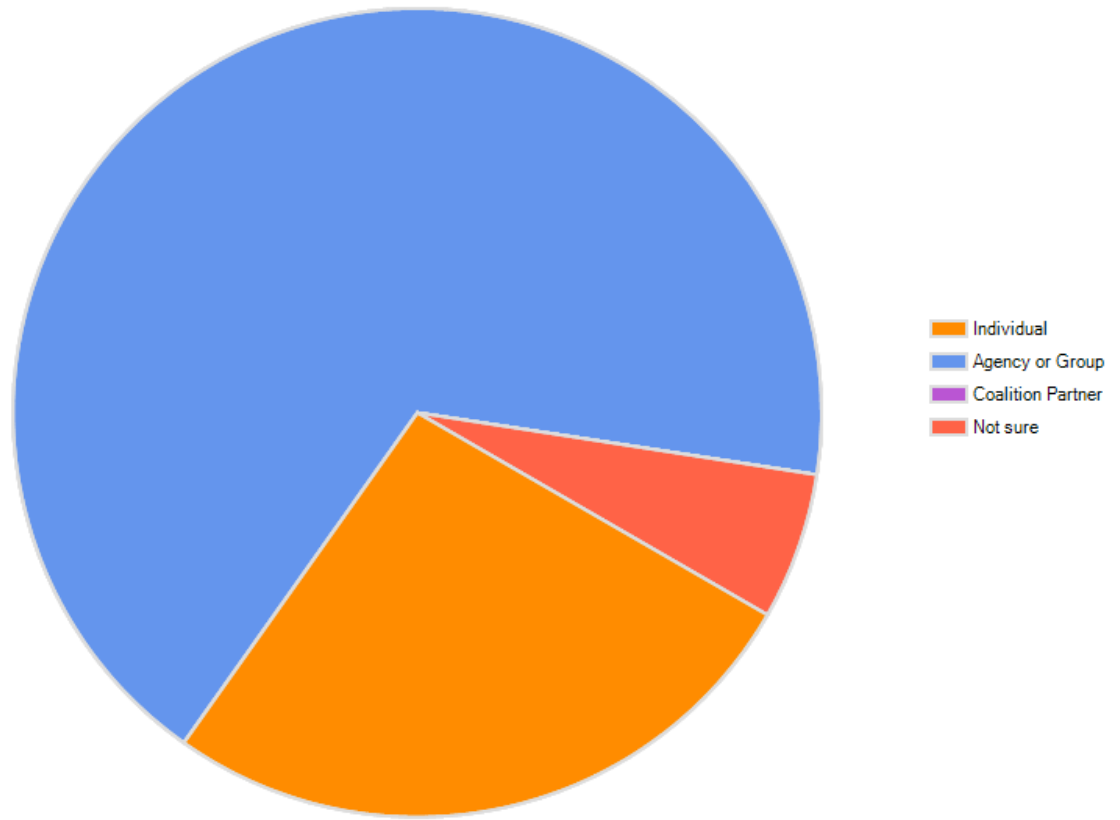- No

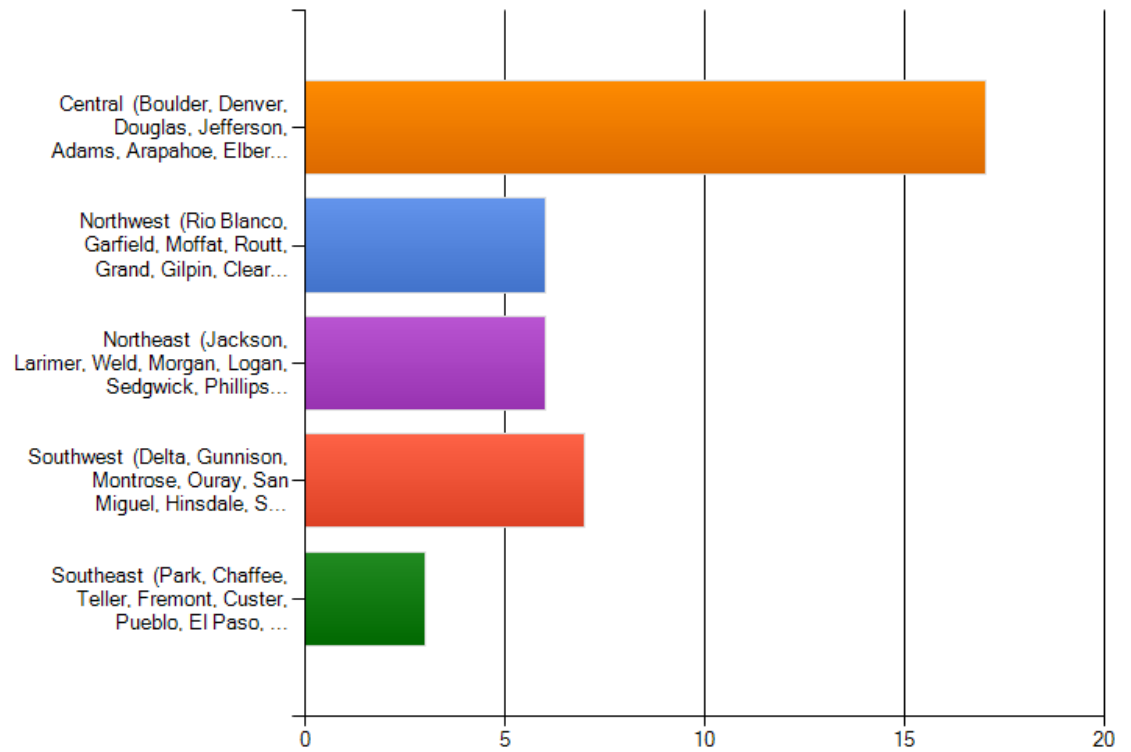# Part V: Demographics

Your Gender

- Female
- Male
- Transgender

Your Age

Your Race/Ethnicity

Your Sexual Orientation

Type of CCASA Membership or Affiliation

Legend:
- Individual
- Agency or Group
- Coalition Partner
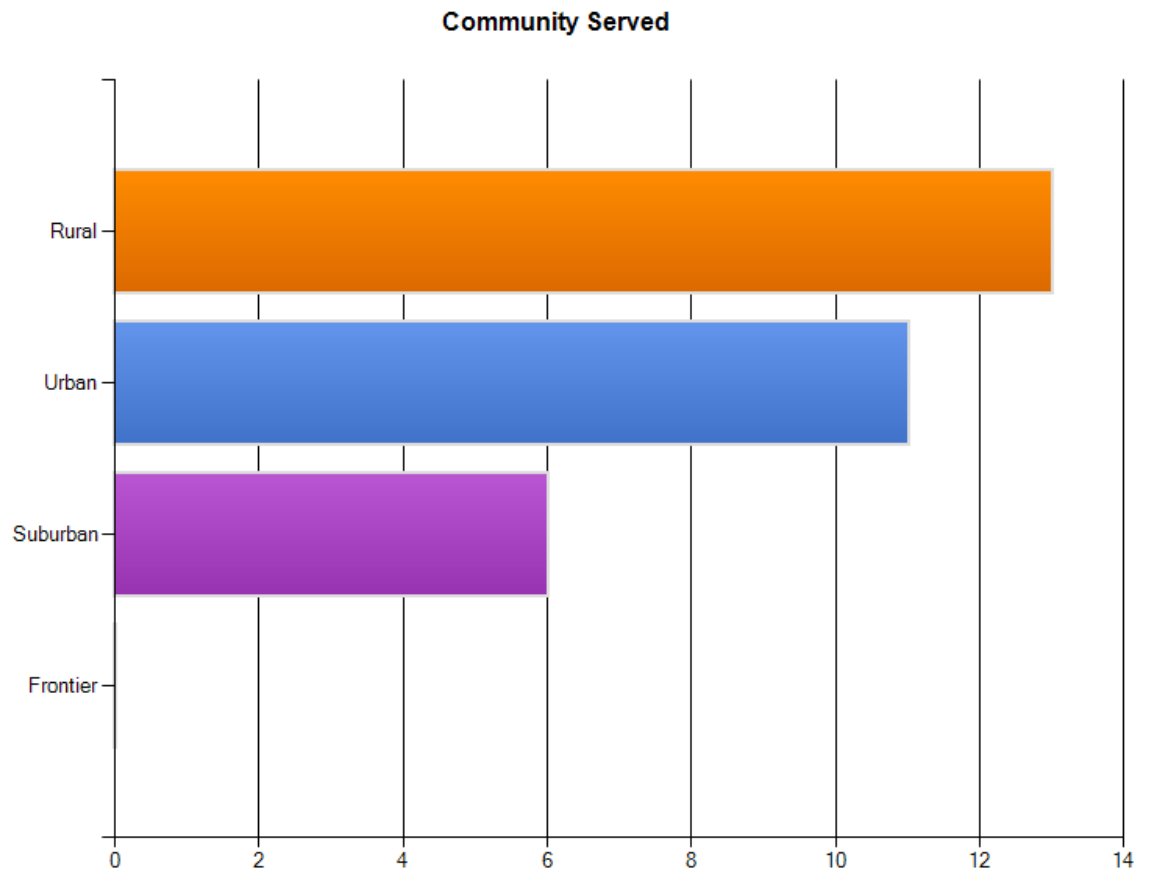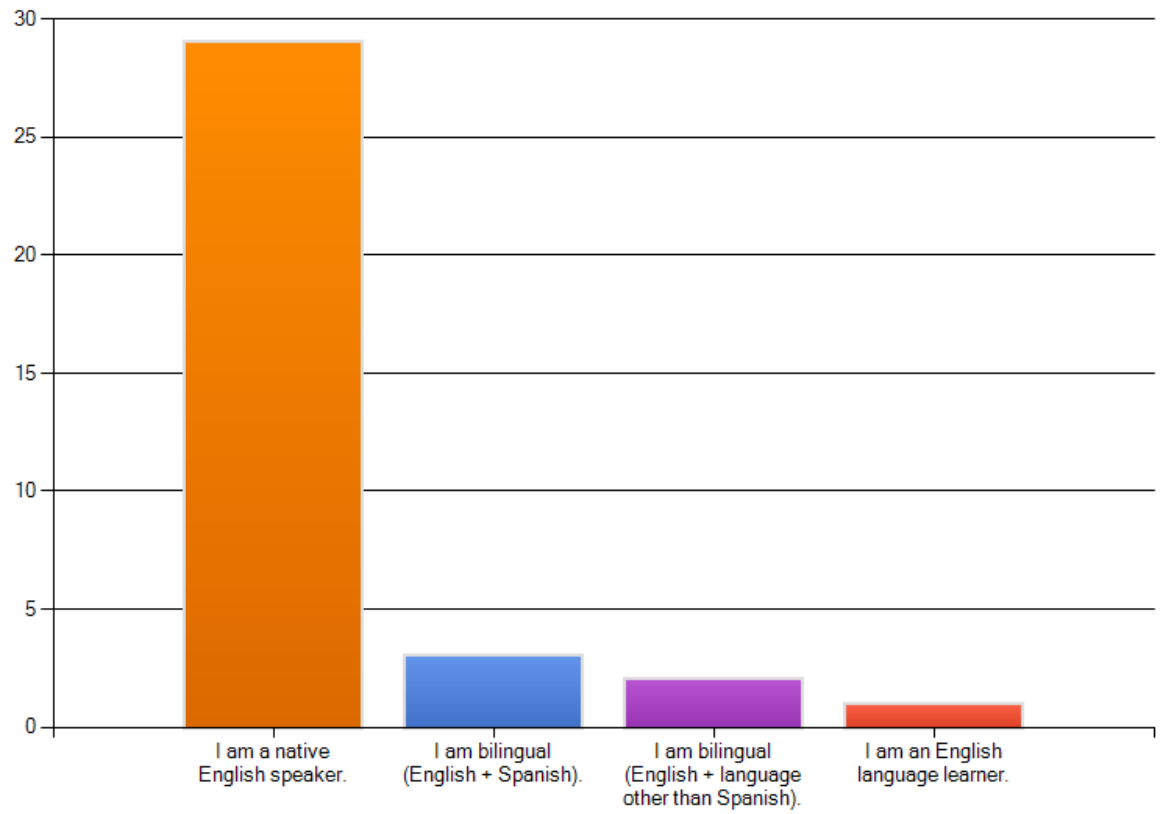- Not sure

Geographic Region(Note: Regions are broken down according to CCASA's classification standard. Please select the one with your county listed, even if you don't normally identify with that geographic region).
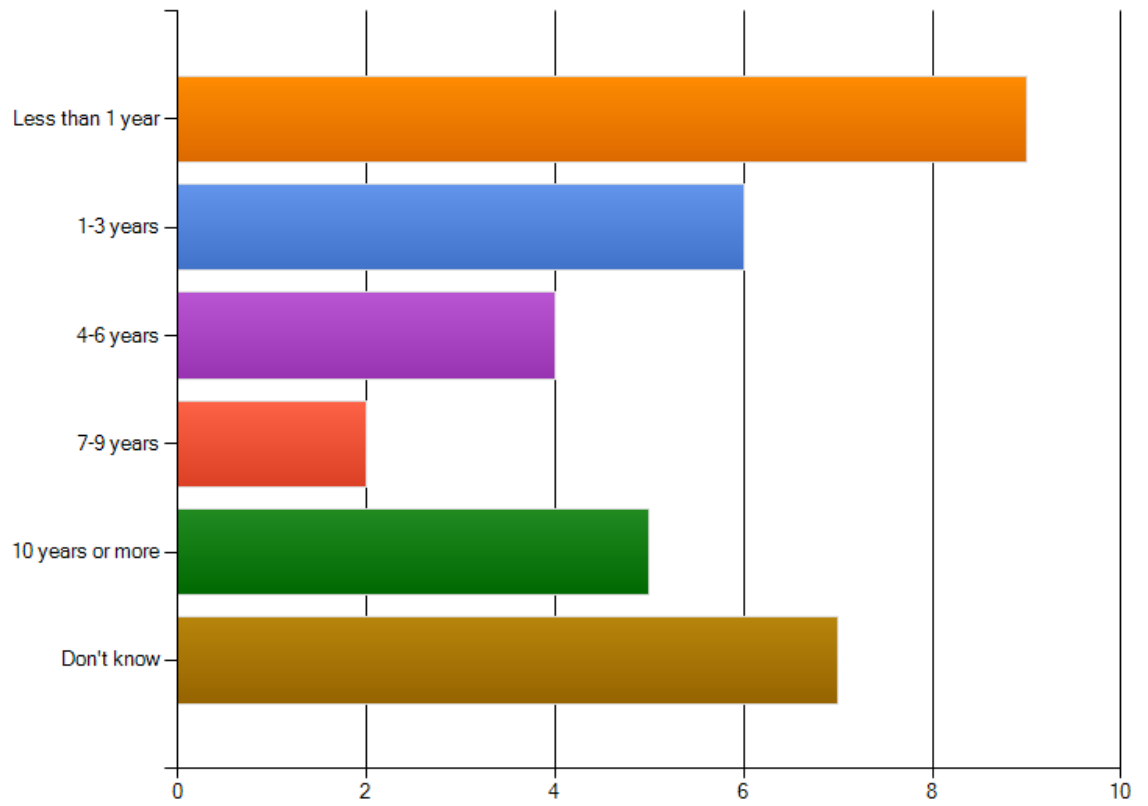
Community Served

In what language do you speak and read most fluently?

How long have you been a member of CCASA?

Part VI: Observations & Recommendations

General

The fact that this survey resulted in an unusually low return rate may indicate a need for follow-up exploration to determine contributing factors. Things to evaluate include:

- Messaging in the invitation to participate in the survey
- Members' sense of connection to and overall satisfaction with CCASA
- The possibility that members are experiencing "survey fatigue"

Beyond looking at who did actually take time to complete the survey, it may be helpful to also consider the demographic markers of who didn't participate.

In the chosen follow-up communication announcing survey results and initial next steps based on the findings, CCASA may want to include a statement addressing the lack of participation.

Programs & Services

Cultural Competency/Cultural Sensitivity Training

The data suggests that there is a need for programming and services specifically related to cultural competency and cultural sensitivity. Given that CCASA is a statewide organization, serving members across a large geographic area, each possessing its own unique culture/s, it is recommended that such training, if offered, be done at a regional level, and in partnership with local agencies that can help to provide the specific context for the community/ies served. Additionally, such training should be conducted, or at least, co-facilitated by members of the targeted group, i.e. lesbian and/or male survivor co-facilitators.

CCASA's Services and Personal Transformation

The willingness to engage in personally transformative processes as part of inclusiveness efforts is crucial. If members don't currently see CCASA as an entity which promotes and supports individual transformation as part of organizational change, then it must be diligent in expressing this as a core value and expectation of those seeking support in serving diverse and/or underrepresented communities.

Governance & Decision-making

The overarching theme arising from this category is the lack of knowledge and/or awareness members have about CCASA's governance and decision-making practices, as well as hiring and recruitment priorities. In an effort to increase transparency, it is recommended that CCASA devise a plan for more strategic communication to it members in this area. As there are members who indicated a willingness to be more involved in this aspect of CCASA's work, there is an opportunity to engage them on both a regional committee level, as well as through involvement in more targeted local efforts. Additionally, the potential exists to engage members as liaisons, who can solicit broader participation in this area of CCASA's work and share general and geographically-specific messages with local audiences.

Organizational Culture

In general, it is felt that CCASA creates a welcoming and inclusive atmosphere for its members. However, a cross-reference of respondent demographics against baseline levels of diversity is imperative in order to gain an accurate sense of what this means within an inclusiveness context. For example, if 88.6% of respondents are women, 93.8% are Caucasian, 85.3% are heterosexual, 82.9% are native English speakers and 57.1% are between the ages of 25-44, what does this mean for men, people of color, GLBTQ people, English language learners and older or elderly people? Is it possible to assess whether people belonging to one or more of these groups share a similar experience as members of the dominant demographic schema? This is at the crux of inclusiveness work across organizations—how to create authentically inclusive organizations while lacking true diversity. Because of the "chicken and the egg" nature of this situation, it is essential that CCASA be committed in its work to expand diversity at all levels—staff, board, volunteers, members and partners, while simultaneously creating and recreating what feels to be inclusive environments for dominant, as well as non-dominant individuals and groups. To that end, it is recommended that the CCASA staff and board of directors create specific strategies and measurable goals for increasing diversity at all levels. Additionally, an Inclusiveness Committee should be established to create a 1-2 year plan for increasing inclusiveness across organizational functions, i.e. programs and services, policy and procedures, board of directors, staff, physical environment, and marketing and outreach.

40-hour Statewide Advocacy Training

With about 50% of people responding favorably to this idea, it is worth a continued exploration of what would be beneficial across CCASA's broad-ranging membership. CCASA should consider whether a "one size fits all" training approach would meet the diverse and specific needs of both urban and rural communities. What about communities with more or less human and economic resources? Additionally, it would be important to determine whether or not such a training would be duplicative of services already being offered at the local level, and if so, if it makes sense to partner and/or support efforts that are already being done.

Demographics

- It was not possible to perform an analysis of the perceptions and experiences of people of color (in comparison to that of White members and partners), as there were only two (2) respondents who identified as people of color.
  - This was troubling not only because it was a stated hope and intention to assess the involvement, satisfaction, and levels of comfort of people of color (POC) with CCASA, but also because it speaks to the potential lack of awareness of and/or sense of connection to CCASA's programs and services as resources for communities of color.
  - I recommend that rather than focusing on the implied "negative" nature of this finding that CCASA use this as an opportunity to develop specific and targeted strategies for engaging, developing and sustaining relationships in communities of color (COC). A first step in this process might be to engage known members from communities of color who have a positive relationship with CCASA and invite them to serve on the organization's Inclusiveness Committee (IC). Additionally, it is recommended that POC's invited to join the IC, recruit one other person to serve alongside her or him, in an effort to mitigate any real or perceived tokenism and as a gesture to create the most welcoming and comfortable environment for POC's, who may typically find themselves in situations where they are the "only", being asked to speak on behalf of their entire racial or ethnic group. This is also true of other underrepresented populations CCASA would benefit from connecting with in a more intentional way, specifically the LGBTQ community, English-language learners, the elderly, and males.

- Likewise, it was impossible to compare the perceptions and experiences of CCASA partners with those of individual members and member agencies, as no one identifying as a partner completed the survey.
  - While I don't feel it is essential for CCASA to prioritize an effort to reassess partner perceptions immediately, I do recommend ongoing attempts to solicit feedback from partners, especially those who are serving populations where CCASA is experiencing the most gaps.

Bilingual Advocate Interviews Summary Report

Prepared for the Colorado Coalition
Against Sexual Assault
Morgan & Rushton Consulting
January 2013

Contents

Project Background

In June 2012, Jamie Morgan was contracted to conduct independent and anonymous surveys of CCASA members and partners as part of the Information Gathering phase proposed under the coalition's Inclusiveness Initiative plan. The survey process revealed a clear need to learn more about the perceptions held about CCASA by the Latina(o)/Hispanic community, specifically, providers serving Latina(o)/Hispanic clients who are singularly or primarily Spanish-speaking.

Jamie worked closely with the CCASA Inclusiveness Task Force and Executive Director, Erin Jemison to design interview questions that would help CCASA develop a plan to better serve this target demographic. Several organizations were invited to participate in the interview process, with six (6) organizational representatives completing them. The interviews were conducted by phone, beginning in mid-November 2012 and ending in late January 2013. The interview process engaged bilingual advocates from diverse organizations, consisted of ten questions and lasted anywhere from 30 to 45 minutes each. Participating organizations and service areas included:

- Moving to End Sexual Assault—serves Boulder and Broomfield counties, CCASA's Central/Denver Metro Region
- WINGS—based in Denver, serves the state of Colorado
- Tu Casa—based in Alamosa, serves CCASA's Southwest region
- SARA (Sexual Assault Response Advocates), Inc., based in Fort Morgan, serves CCASA's Northeast region
- RAAP (Rape Assistance and Awareness Program)—serves CCASA's Central/Denver Metro Region
- Pueblo Rape Crisis Services—based in Pueblo, serves CCASA's Southeast Region

Interview content was independently reviewed and summarized by Jamie Morgan. No one from the CCASA Board or Staff had access to the raw data in order to protect respondent anonymity.

The following report is a summary of the emergent themes from the interview process.

What We Learned

Question #1—What are your perceptions of CCASA as an inclusive organization, specifically its ability to provide culturally relevant services to diverse audiences?

Respondents generally had favorable responses to this question, commending CCASA for the work it has done to have print materials available in Spanish, specifically Toward Healing & Justice: A Handbook for Survivors of Sexual Assault. Appreciation was also expressed for CCASA taking the initial steps of working to become a more inclusive and culturally competent organization.

Recommendations for improvement included:

- Ensuring that CCASA's translators and interpreters are native Spanish speakers, as respondents found several errors in some of the translated documents
- Developing a track, or at least some offerings, at the annual conference that are presented in Spanish and aimed at bilingual advocates, addressing their unique role in serving diverse Hispanic populations
- Having more printed materials in Spanish at trainings and conferences and on the CCASA website that advocates can share with clients
- Recognizing that translation and interpretation are important first steps, but that being a culturally sensitive and competent organization is a separate skill set

Question #2—What would services and support look like for the Spanish Speaking community if CCASA did it well?

Responses to this question centered on three areas—increased funding, increased education and increased partnerships.

Increased Funding

Respondents expressed a clear need for additional financial support from CCASA to help provide 1) daycare, 2) transportation, 3) bilingual advocates who could be available on the weekends for working clients who do not receive paid time off from work, 4) resources to offset the cost of sending clients to a bilingual therapist, and 5) resources to fund more bilingual advocate positions, and/or more hours for PT bilingual advocates currently on staff at member agencies.

Increased Education

Provider Education on Cultural Differences

Respondents agreed that there is a gap in provider education focused on cultural sensitivity and cultural competence. They unanimously noted a need for educating providers on the differences inherent between serving the Latina(o)/Hispanic community and the dominant, white population. An example of this difference is helping survivors overcome the cultural taboo of reporting and talking about sexual assault. They also noted a need for education on the cultural differences existent within the various Latina(o)/Hispanic populations, i.e. Mexican versus Guatemalan, or 2nd and 3rd generation versus the newly immigrated.

Provider Education on Recruiting and Hiring a Diverse Staff

Respondents indicated a need for provider agencies to receive training on how to recruit, hire and retain diverse staff members, specifically those from Spanish-speaking communities.

Interviewees highlighted the importance of recruiting advocates from the communities being served, versus simply hiring a Spanish-speaking person. They noted that there are important cultural considerations that are paramount to understanding, building trust and communicating with the clients they serve that require the specific experience that comes from being a part of a Hispanic culture/family/community.

Client Outreach and Education

Interviewees indicated a need for Spanish language printed materials aimed at clients that they could pass at out at churches, community centers, schools, etc. They noted that currently they are only able to share the survivor handbook with those clients who come to them for services, versus being able to proactively reach out to community members.

Increased Partnerships

It was communicated that because many clients/potential clients are monolingual Spanish speakers whose children often serve as interpreters for the family, that it would be important to support relationship building with community schools. It was understood that if the student had access to informational resources, they could pass it on to older family/community members who tend to be more isolated.

Additionally, it was suggested that CCASA look to build partnerships across sectors, i.e. with churches, social service agencies, community centers, etc. as a way to increase the awareness of and access to CCASA and its members' services.

Question #3—Tell me about your involvement with CCASA—what barriers prevent you from becoming more involved?

Responses regarding involvement ranged from high/regular involvement to very limited involvement with CCASA. Involvement has included participation at the annual conference, trainings, utilizing web resources and distributing the Survivor Handbook.

Barriers noted were:

1. Lack of time, especially for PT advocates
2. Lack of knowledge about CCASA and the services it provides
3. Distance—having to travel to Denver for trainings
4. Lack trust in the organization and their interest in serving diverse populations.

Respondents uniformly stated feeling excited to be more involved with CCASA because of the inclusiveness work it is investing in. Specifically, advocates previously felt that there wasn't a need or interest in the experiences and perspectives of members of the Latina(o)/Hispanic community prior to this initiative. And even though the information gathering process is only a small step, interviewees noted that it speaks volumes about CCASA's commitment to improving its ability to serve the Spanish-speaking community.

Question #4— How important is it that someone at CCASA speaks Spanish?

Responses to this question ranged from most people agreeing that it was less important for someone at CCASA to speak Spanish then it would be for someone at a provider agency. There was commentary however, that if CCASA is sincere in its desire to reach out to and connect with Spanish speaking populations and communities, then it would serve them well to have someone on staff who could speak the language.

Interviewees unanimously agreed that it was more important for CCASA staff, volunteers, board members, etc. to be inclusive, culturally competent, and to have an awareness of the issues that Latina(o)/Hispanic communities face, than to be able to speak Spanish.

Training for advocates developed and facilitated by a Latina(o)/Hispanic person who is aware of the nuances of serving diverse Spanish-speaking communities is felt to be more important than having someone at CCASA speak Spanish.

Question #5—Is it important that CCASA services be provided by a Spanish-speaking staff person?

Similarly to Question #4, respondents felt it was more important for the services to be provided by someone who has deep connections to and understanding of the community/ies being targeted. The example was given that training on advocacy for LGBT sex assault victims facilitated by a lesbian is more

insightful and authentic than the same training being provided by a straight person speaking on behalf of the LGBT community.

It was noted that there is a great need for training for bilingual advocates that focuses on the challenges and best practices of serving diverse Spanish-speaking populations, and that such training should be facilitated by and inclusive of people from those communities. If CCASA doesn't have the capacity to offer these opportunities itself, it should consider paying for advocates to attend offerings like the Nuestros Voces Conference.

The same theme that arose in Question #2 relating to *Client Outreach and Education* was reiterated here in terms of the need for more training and information sessions targeting survivors in Spanish-speaking communities, and that as a support organization, CCASA should consider funding such opportunities.

Question #6—How important is it that you see a Latina(o)/Hispanic person actively involved with CCASA (on staff, on the board, as a volunteer)?

Responses to this question indicated an overwhelming recommendation that CCASA have a board of directors, in particular, but also a staff, that is representative of the Latina(o)/Hispanic population. Every respondent in some way, mentioned the importance of CCASA really being able to "walk the talk" in terms of its desire to become more inclusive. Beyond serving to increase trust among the community, it was uniformly stated that CCASA appears to currently be missing out on the experiences, perspectives, connections and knowledge of the Latina(o)/Hispanic community, and furthermore, the broader experiences of the diversity of survivors, i.e. LGBT, the elderly, males, etc.

The need for CCASA to address diversity and inclusion at the governance/leadership level could not have been made more explicit.

Question #7—In serving the Spanish-speaking population, do you need support with basic sex assault advocacy issues, or are there other areas in which you need assistance?

Several areas where support is needed outside of sexual assault advocacy were identified. These included:

- Help meeting basic needs, i.e. food, transportation, childcare, housing, healthcare, etc.
- Assistance navigating the social service system
- Assistance navigating sexual assault support systems
- Immigration (a barrier to seeking SA support is the fear of being reported)
- Domestic violence
- ESL classes

Respondents reported difficulty in serving Spanish speaking clients due to the complexity of their life situations and the need to obtain basic security before being able to participate in long-term therapy, for example.

Again, a request for more educational materials in Spanish was made.

Additionally, support in developing a customized approach to serving the Spanish speaking population was requested, with the understanding that it takes more hours per client to achieve the same outcome as with white clients due to the specific social and cultural challenges outlined above.

Question #8—Do your Spanish-speaking clients seek long-term therapy/counseling in Spanish? Where are they most likely to go for such services?

The responses to this question further underscored the need for culturally specific approaches and models. When serving the diverse Latina(o)/Hispanic populations needing assistance.   Examples provided included:

- Survivor unfamiliarity with therapeutic models—having experience in their home country with social workers who would assist them with meeting basic human needs, but having no experience with counseling or therapy
- Lack of familial and community support for survivors due to cultural taboos associated with reporting and/or openly talking about sexual assault
- Collectivist versus individualist social context wherein sexual assault is viewed as a family crisis versus an individual one—and as such, developing service models that work with the whole family, i.e. family therapy
- Language barriers—not only having to overcome cultural taboo against speaking out, having to pass everything through an interpreter if and when a survivor chooses to speak out creates the potential for misunderstanding and miscommunication, especially if the interpreter/translator speaks Spanish, but isn't familiar with the culture

Some respondents indicated that when clients do seek therapeutic and/or counseling services, they tend to go to providers rooted in the community, or with Latina(o)/Hispanic staff onsite, i.e Clinica Tepeyac, Campesina, MHCD, Denver Health and/or Aurora Mental Health. Two majors challenges in relying on these options are that 1) these centers are located in the urban core, making them inaccessible to people outside of Denver Metro area, and 2) they don't have the internal capacity to meet the demand for services.

A recommendation was made that CCASA support providers in identifying Spanish speaking therapists and underwriting the cost of treatment.

Question #9—What avenues should CCASA pursue to reach your service population?

Several recommendations were made in response to this question:

- Have a presence in the community
- Forge partnerships with other service providers and community hubs, i.e. the Catholic, Christian and Jehova Witness churches
- Conduct informational meetings in the community, in Spanish
- Call together a panel and/or advisory council and ask the community directly
- Provide more printed materials
- Have more resources in Spanish and links to culturally specific providers on the CCASA website

Question #10—Is there anything else you would like to share?

All of the respondents expressed gratitude that CCASA is taking the initial steps toward becoming more inclusive and culturally competent. Along with that, they also noted a deep concern that CCASA really "walk the talk" and invest in the hard work of transforming itself over the long haul. Specifically, it was suggested that CCASSA:

- Commit to inclusiveness authentically and over the long haul
- Revamp its board of directors to reflect more diversity
- Be proactive in developing a plan to meet the coming needs, i.e. refugee populations who will need assistance once their basic needs are met
- Be a leader—as the coalition "mother", model and provide guidance to member agencies

Beyond being thankful that CCASA is daring to broach this issue, some respondents offered to lend their expertise and time to the process.

About the Project Consultant

Jamie Morgan holds a Master's degree in Nonprofit Management from Regis University and is the Principal of Morgan & Rushton Consulting firm. Beyond her expertise helping organizations transform unhealthy and unwelcoming cultures by integrating inclusiveness practices, she also possess organizational development expertise, helping not-for-profits develop their capacity in the areas of grant writing and resource development, financial management, strategic planning, board development, organizational assessment and evaluation, and group process facilitation. Jamie is the former Director of Training for the Community Resource Center.

With over thirteen years of experience as a consultant and trainer, Jamie was instrumental in helping to shape The Denver Foundation's Inclusiveness at Work workbook as a member of the publication's community review committee. She also served as a member for the ENII (Expanding Nonprofit Inclusiveness Initiative) Steering Committee for one year as a community volunteer, and later as the lead staff consultant in CRC's partnership with The Denver Foundation to provide technical assistance, training and consulting to nonprofits looking to engage in cultural competency and inclusiveness work. Jamie spearheaded CRC's collaboration with The Denver Foundation to bring the first conference on diversity and inclusiveness to the Denver nonprofit community, Diversity and Beyond in 2005. In 2007, she co-directed the CRC task force to produce a second, ground-breaking conference, Building Inclusive Organizations: Stories from the Journey. Additionally, Jamie teamed with a colleague to produce two training series on nonprofit inclusiveness. The first was a series of six workshops aimed at predominantly white organizations interested in becoming more inclusive of people of color. The second was designed specifically for people of color-led organizations, and highlighted individual capacity building and the development of leadership skills.

Additionally, Jamie has worked as a community consultant for the Partnership for Families and Children on their Equality in Health Initiative, as a cultural competency trainer for the Peace Corps, and as an interethnic/intercultural liaison for immigrant and refugee families at Rocky Mountain Mutual Housing Association.

Throughout her career, Jamie has helped a wide range of not-for-profits, schools, and government entities work towards greater diversity and inclusiveness.

WOMEN OF COLOR NETWORK

National Call to Action Training and Technical Assistance Project

ANTI-OPPRESSION AUDIT SURVEY

COLORADO COALITION AGAINST SEXUAL ASSAULT

This survey was developed as a part of Women of Color Network's (WOCN) National Call to Action Training and Technical Assistance Project (NCTATAP), funded by the Office of Violence Against Women.

The goal of NCTATAP is to support state domestic violence and sexual violence coalitions in developing and enhancing culturally relevant approaches in serving and supporting communities of color and other marginalized populations.

The purpose of this Anti-Oppression Audit survey was to gather information to identify areas of success and challenge for NCTATAP state coalitions in shaping organizational culture and policies toward pursuing and embracing diversity and cultural competency.

The surveys were completed between January 15, 2013 and February 7, 2013. This report is a summary of aggregate data for the following four states:

- Colorado Coalition Against Sexual Assault (CCASA)
- New York State Coalition Against Sexual Assault (NYSCASA)
- Oregon Coalition Against Domestic and Sexual Violence (OCADSV)
- Pennsylvania Coalition Against Domestic Violence (PCADV)

The Report includes:

I. Key findings from the Executive Director/Senior Management Anti-Oppression Audit Survey with 19 respondents.

II. Key findings from the Staff Anti-Oppression Audit Survey with 58 respondents.

III. Summary of interviews conducted with 4 CCASA staff and board members.

IV. List of Recommendations.

EXECUTIVE DIRECTOR/SENIOR MANAGEMENT

ANTI-OPPRESSION AUDIT SURVEY

SUMMARY OF KEY FINDINGS

There were 21 respondents across 4 states.

Demographic Background

- Of the respondents who completed the NCTATAP across the four states, 73.7 percent self-identified as White/Caucasian/ European American and 21.1% self-identified as Black/African/African Caribbean/African-American.

- The majority of respondents (94.7 percent) did not self-identify as an immigrant or refugee.

- All of the respondents self-identified as female. Slightly more than 25 percent of respondents were between the ages of 25 and 45. Most respondents were between the ages of 56 and 65 (42.1 percent), followed by respondents who were between the ages of 46 and 55 (31.6 percent).

- The majority of respondents had earned a college degree: 26.3 percent had completed a Bachelors Degree and 42.1 percent had completed a Masters Degree.

- Respondents reported a range of income levels. Slightly more than one-quarter (26.3 percent) earned between $25,0001-$50,000. Almost one-third (31.6 percent) of respondents earned between $50,001-$75,000 or earned between $75,001-$100,000.

Employment Roles and Positions

How long have you worked in the violence against women movement?

Almost one-third (31.6 percent) had worked in the field between 4-6 years and almost one-quarter (21.1 percent) had worked in the field between 7-9 years. An equal number of respondents (15.8 percent) had worked in the field between 16-20 years and 21 years or more.

How long have you been working in your current organization?

An equal number of respondents (26.3 percent) had been working in their organization between 1-3 years and between 4-6 years. Almost one-quarter (21.1 percent) had been working in their current organization between 7-9 years and 15.8 percent had been working in their current organization between 10-15 years.

Have you been promoted during your tenure at the organization?

The majority (68.4 percent) of respondents had been promoted during their tenure at the organization.

How long have you been working in your current senior management position at this organization?

Slightly more than one-quarter (26.3 percent) had been working in their current position between 1-3 years, between 4-6 years, and between 7-9 years. However, 15.8 percent had been working in their current position between 10-15 years.

Organizational Profiles

Which issues are addressed by organization

Almost one-half (46.7%) of the programs were dual programs that addressed various forms of sexual assault and domestic violence.

Annual Operating Budget (last fiscal year)

The organizations had a range of operating budgets. One-third (33.3 percent) had budgets between $301,000-500,000. Whereas, one-quarter (26.7 percent) had budgets between $1-2 million) and 20 percent had budgets between $501,000-$999,999.

Number of Volunteers

One-third (33.3 percent) of organizations had between 11-25 volunteers. Whereas, 13.3 percent of organizations had between 1-5 or between 6-10 volunteers. Also, 13.3% of organizations reported more than 50 volunteers.

Number of Staff

Forty percent of organizations reported that they had between 6-10 staff and 33.3 percent reported that they had between 11-25 staff members.

Racial Background of Staff

Respondents reported employing staff members from various racial/ethnic backgrounds, with White/Caucasian/European American (86.7 percent) most frequently reported.

Gender Identity of Staff

Slightly more than one-half (53.3 percent) of the organizations employed male employee(s) and 13.3% employed a staff member that they identified as transgender or gender non-conforming.

Does your organization offer programs or initiatives dedicated to supporting the following? How often do these programs occur?

Slightly more than one-half (53.8 percent) of respondents said that their organizations offered programs dedicated to supporting both people of color and immigrant populations. Fewer respondents (21.4 percent) reported that their organization offered programs to support First Nations/Native Americans.

Slightly more than one-third of respondents reported that their organization had programs to support people of color (36.4 percent) and First Nations/Native Americans (37.5 percent) were offered monthly. Programs to support Immigrant populations were offered as needed (41.7 percent). More than one-third of respondents did not know when people of color programs (36.4 percent) or 37.5 percent (First Nation) were offered.

Does your state coalition have a caucus, taskforce/advisory committee dedicated to the following categories?

Approximately, two-thirds (73.3 percent) have one dedicated to people of color and slightly more than one-half (53.3 percent) have caucus/task forced dedicated to LGBTQ individuals and aspiring allies. One-third have caucuses that address cultural competency (33.3 percent). Slightly more than one-quarter (26.7 percent) of respondents reported that they had caucuses that focused on the following marginalized groups: individuals with disabilities, immigrant populations, racism.

Challenges to establishing and maintaining programming or services to underrepresented groups

The most frequently reported challenges were finding adequate funding to maintain these programs. The second most commonly reported reasons were lack of time and staff. Although coalitions were able to provide some services to non-English speakers, finding bi-lingual staff was a challenge. Other coalitions reported challenges that were associated with bserving rural communities.

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Environment in your organization

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Respondents most "<u>strongly agreed</u>" with the following items (between 64.3 percent-80 percent):

- Staff is interested in, and supportive of, cultural diversity within my organization
- Administrators are interested in, and supportive of, cultural diversity within my organization
- Administrators are willing to involve clients, staff, and volunteers in organizational decision making

- My organization has a written policy prohibiting sexual, racial, and ethnic harassment.

Fewer respondents (33.3 percent) "strongly agreed" with the statement:

- My organization's vision statement, mission statement, and policies reflect a commitment to serving clients/families of different cultural backgrounds.

Fifty percent of respondents "disagreed" with the following statement:

- Board members are representative of the communities served.

Perceptions about racism and anti-immigrant bias within your organization

Sixty percent of respondents do not perceive that racism is a problem in their organization, and both 66.7 percent have spoken up about racism "a few times" and reported that "bringing it up leads to helpful dialogue." The majority of respondents (n=18) skipped the question on anti-immigrant bias.

Hiring and Promotion Practices

- Two-thirds (66.7 percent) of organizations had a open or new position available in the last year.
- Program needs (40 percent) and funding (33.3 percent) most influenced hiring practices. Limited turn-over and opportunities for promotion were also mentioned.

Respondents "agreed or strongly agreed" to the following items:

- My organization's recruitment, interviewing, and hiring process are supportive of building a diverse staff and reflects the organization's commitment to anti-racism.
- The employment application form includes opportunities to demonstrate multicultural skills (e.g., bilingualism).
- Diversity-related information and materials are included in new employee orientation.
- My organization makes an effort to include people of color in decision making and management roles.
- There are opportunities for advancement in my organization.

Respondents "disagreed" with the following items:

- My organization has policies and a committee committed to the effort to hire people of color.
- Performance evaluations have a section on cultural competence as it relates to the job description.

Staff Training

The majority of organizations provide training on racism and immigration issues (both 73.3 percent) and cultural competency (80 percent). The training was offered "as needed": racism (35.7 percent), cultural competency (28.6 percent), and immigration issues (26.7%).

The majority of respondents (86.7 percent) reported that their organization paid for the cost of staff to attend outside training and that 53.8 percent of respondents reported that they attended trainings when their schedule permits.

Experience with the following:

The majority (80 percent) of respondents endorsed the following item "<u>very much</u>":

- Holding yourself accountable to others by speaking about your own prejudice or biased attitudes or behavior.

Two-thirds of respondents (66.7 percent) endorsed the following items "<u>very much</u>":

- Learning about structural racism and other forms of institutionalized racial oppression.
- Learning about the ways people from underrepresented groups have experienced racism and other forms of oppression as survivors seeking domestic violence services.
- Building personal relationships with people of color.
- Holding yourself accountable to others by speaking about your privilege.

More than one-half of respondents (between 53.3 percent-60 percent) endorsed the following items "<u>very much</u>":

- Reading about the history and culture of those from different racial and ethnic groups.
- Learning about White privilege and internalized White superiority.
- Building personal relationships with people who have emigrated from other countries
- Being actively involved with members of my own group to challenge oppression and privilege.
- Being held accountable for prejudice or biased attitudes or behavior.

NCTATAP STAFF ANTI-OPPRESSION AUDIT SURVEY

SUMMARY OF KEY FINDINGS

There were 58 respondents across 4 states.

Demographic Background

- Of the respondents who completed the NCTATAP across the four states, 81 percent self-identified as White, Caucasian, European American. 8.6 percent self-identified as Black/African/African Caribbean/African-American.

- The majority of respondents (98.3 percent) did not self-identify as an immigrant or refugee.

- The majority (91.4 percent) of respondents self-identified as female.

- Slightly more than one-third (34.5 percent) were between the ages of 36-45 and almost one-quarter (22.4 percent) were between the ages of 46-55.

- The majority of respondents had earned a college degree: 32.8 percent had completed a Bachelors Degree, 29.3 percent had completed a Masters Degree, and 12.1 percent had completed a J.D.

- Respondents reported a range of income levels. Slightly more than one-half (53.4 percent) earned between $25,0001-$50,000. Almost one-third (29.3 percent) of respondents earned between $50,001-$75,000 and 10.3 percent of respondents earned between $75,001-$100,000.

Employment Roles and Positions

How long have you worked in the violence against women movement?

One-quarter had worked in the field between 10-15 years and almost one-quarter (22.4 percent) had worked in the field between 16-20 years. Whereas, 13.8 percent had worked in the violence against women movement either between 7-9 years or 21 years or more.

How long have you been working in your current organization?

Almost one-third (27.6 percent) had worked in their current organization between 1-3 years, followed by 7-9 years (17.2 percent) and 10-15 years (15.5 percent).

Have you been promoted?

The majority (86.2 percent) were full-time employees and the majority (62.1 percent) of respondents had not been promoted during their tenure at the organization.

Caucuses/Taskforces

Does your organization offer programs or initiatives dedicated to supporting the following?

Three-fourths (75.9 percent) of respondents reported that their organization offered programs that focused on People of Color. Fewer respondents reported that their organizations offered programs that addressed issues related to immigrant populations (44.6 percent) and First Nations/Native Americans (33.9 percent). Yet, a large number of respondents, between 48.3 percent and 63.4 percent, did not know how often the programs or initiatives occurred. Based on open-ended responses, some of these groups were no longer active.

Organizational dedication to underrepresented groups.

Respondents endorsed a range of items that reflected their organization's dedication to underrepresented groups.

Respondents most "strongly agreed" with the following items:

- Staff members are careful to avoid using antiquated and/or offensive terms to describe racial and ethnic groups or people (61.4 percent).
- My organization has policies against discrimination and harassment (55.2 percent).
- My organization is aware that domestic violence/sexual assault has unique distinctive implications for people of color (50.9 percent).

Between 40.4 percent and 53.4 percent of respondents "agreed" with the following items:

- My organization's printed materials reflect and affirm the various cultural backgrounds of people served.
- I am comfortable recommending the organization to people of color for employment/volunteering.

Approximately one-third, between 29.3 percent and 39.7 percent, "agreed" with the following items:

- My organization's personnel policies reflect a commitment to valuing staff diversity and helping staff enhance their cultural experience.

- The location, design, and decor of my facility reflect and affirm the cultural backgrounds of the people served.
- My organization enforces policies against discrimination and harassment.
- My organization's mission statement/policies/procedures reflect commitment to serving clients of different cultural backgrounds.

Support for Professional Development

Which of the following best characterize the level of support for leadership and professional development for staff in your organization?

Slightly more than one-half (51.7 percent) believed that "some are more supported than others for their leadership and professional development." However, 39.7 percent believed that "everyone is equally supported."

Multiple (33.3 percent) or "other" (55.6 percent) reasons were cited for these perceived different levels of support, including responsibility related to the position, level of funding, and support provided by the supervisor.

Perceived Inequalities in Organization

Who do you talk with about inequalities in how survivors and/or coworkers are supported at your organization?

Respondents most often talked to: friends and family outside the office (52.8 percent), coworkers of color (41.7 percent), White coworkers (33.3 percent), and supervisor (30.6 percent).

Do you perceive that racism is a problem within your organization.

Two-thirds (62.1 percent) did not perceive that racism was a problem in their organization.

Do you perceive that there is an anti-immigrant bias.

The majority (84.5 percent) of respondents did not perceive an anti-immigration bias or dislike of people from other countries within their organization.

Hiring and Promotion

What best reflects the hiring and promotion practices in your organization?

Between 31 percent and 36.2 percent of respondents "agreed" with the following items:

- Hiring and promotion of staff takes into account my organization's commitment to anti-racism.

- My organization values and recognizes staff that suggest new culturally relevant projects or programs.

Slightly more than one-quarter, between 25.9 percent and 27.6 percent, "agreed" with the following items:
- There are opportunities for mentoring in my organization.
- My organization makes an effort to retain people of color.
- My organization makes an effort to recruit people of color.
- My organization provides opportunities for leadership development and advancement for all staff, including staff of diverse cultural backgrounds.
- My organization makes an effort to include people of color in decision making and management roles.

What factor(s) most influences the hiring practices within your organization?

The majority of respondents identified funding (72.4 percent), followed by organizational needs (43.1 percent) and qualifications (32.8 percent).

Challenges in recruiting and hiring individuals from underrepresented groups.

In the open-ended responds, participants identified the following challenges: inability to offer competitive salaries (n=3); limited effort to recruit diverse staff (n=3), and difficulty finding qualified applicants (n=3). Three respondents reported that no hires were made during their tenure. The majority of participants did not detect challenges (n=10) or had no knowledge of the hiring process (n=12).

Challenges you have seen in individuals from underrepresented groups getting promoted.

Limited opportunities for promotions, regardless of race, was listed as the most common reason reported (n=17).

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Training

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Does your organization offer programs or initiatives dedicated to supporting the following?

The majority identified cultural competency or cultural sensitivity training (70.7 percent), followed by racism (63.8 percent) and immigration issues (48.3 percent). Approximately one-quarter of respondents reported that their organization offered training on issues related to Tribal/Sovereign Nations. Between 45.6 percent and 71.7 percent did not know when these trainings occurred.

Does the organization permit staff to attend outside trainings or conferences on diversity during normal work hours? Is cost covered? Do you attend?

The majority (91.4 percent) of respondents reported that their organizations allowed them to attend during work hours and 89.2 percent reported that the cost was covered. Almost, one-half (46 percent) attended when their schedule permitted.

 Experience with the following:

When compared to ED/BOD, staff members reported fewer experiences with the following.

Between 54.4 percent and 59.6 percent of the staff reported that they had "<u>very much</u>" of the following experiences:

- Learning about White privilege and internalized White superiority.
- Learning about the ways people from underrepresented groups have experienced racism and other forms of oppression as survivors seeking domestic violence services.
- Building personal relationships with people of color.

Almost one-half the staff had "<u>a little</u>" (between 45.6 percent and 48.2 percent) experience with the following:

- Reading about the history and culture of those from different racial and ethnic groups.
- Being actively involved with members of my own group to challenge oppression and privilege.
- Being held accountable for prejudice or biased attitudes or behavior.

Finally, 47.4 percent had no experience being supervised by someone from an underrepresented community within their organization. However, in the open-ended question, 15 respondents reported that they had extensive experience being supervised by members of underrepresented groups at other times during their careers.

CCASA INTERVIEWS

Across all interviews, the following themes were repeated: (1) Although respondents acknowledged their limitations, there is a deep desire and commitment to creating a more diverse, culturally responsive organization. (2) There is a desire to develop tools, outcomes, and changes that are tangible, structural, and sustainable. (3) There is an interest in bring more diverse voices and people to the organization.

How would you describe the culture of your organization?

- Respondents generally perceived the culture as friendly and "open and accepting". Specific challenges included: long work hours and busy schedules. Respondents indicated that they would like to work on boundaries to create time to focus on diversity and inclusiveness.
- Central values include: providing services that are survivor-centered, providing services that are centered on meeting the needs of members, understanding the intersection of multiple forms of oppression.

Do issues of racism and/or oppression get addressed in your organization? How so? How comfortable are you addressing racism and/or oppression personally on a scale from 1 to 5 with 1=very uncomfortable, 2=somewhat uncomfortable, 3=neither uncomfortable or comfortable; 4=somewhat comfortable; 5= very comfortable.

- Respondents indicated that they were "somewhat comfortable" discussing racism and oppression. Respondents indicated that they the Inclusiveness Project has greatly improved conversations around this topic.
- Respondents believed that they were perceived as approachable because marginalized groups felt comfortable discussing areas that could be improved.
- Respondents indicated that there was some reluctance to discuss racism without considering other marginalized identities.

What challenges have you faced in recruiting, hiring, retaining and promoting people from underrepresented groups or women of color?

- Respondents identified a number of challenges: financial costs of posting job ads, lack of connections in communities of color to locate appropriate candidates, confusion about how to create diversity without "tokenizing" marginalized staff or board members.

Do you have any thoughts on how effective anti-racism training in your organization could be or has been?

- Respondents would like to see more effective training with clear outcomes.

Do issues of racism and/or oppression get addressed in your organization? How so?

- Respondents discuss a variety of marginalized identities. However, they identified a variety of challenges: finding funding for training and conferences, no good training in recent years around racism and privilege, few conversations around hiring process.

Do you have any thoughts on how effective anti-racism training in your organization could be or has been?

- Respondents identified a range of helpful practices and activities: strive to create a more diverse board and staff--go beyond appearance of diversity and don't hire a person of color in the lowest paid position; develop an enhanced space for members and staff to discuss race (e.g., occasionally close the office during the day to discuss these issues); develop more resources for Latina advocates and survivors; examine policy and procedures, particularly around hiring decisions.

List three steps the organization could take to enhance its anti-racism/anti-oppression work.
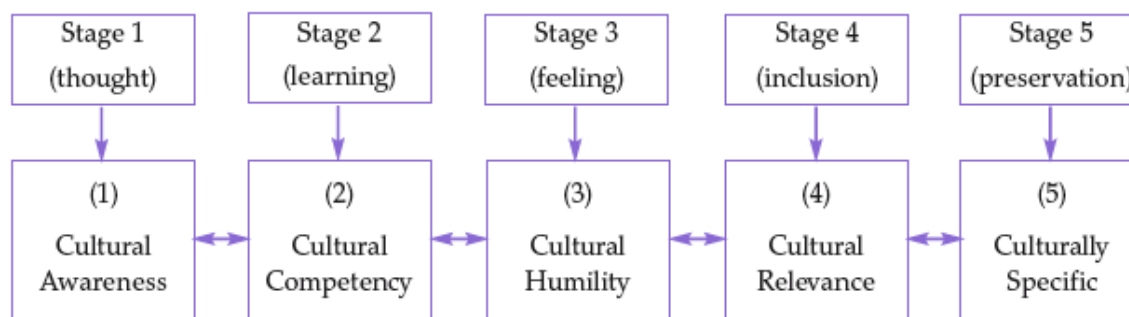
- Respondents offered a variety of useful steps: develop tools, outcomes, and changes that are tangible, structural, and sustainable (e.g., they can maintain with their busy schedule and not dependent on one particular individual to maintain); promote a culture of self-care.

Cultural Spectrum of Service Delivery

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A way to look at the cultural spectrum is to see it as stages of cultural service delivery as illustrated below. These stages can apply to individuals and to programs as a whole. An individual advocate can seek to make personal changes and can move through these stages; programs can also work collectively to think, learn, feel, include and support the preservation of different cultures.

> Overall, **CCASA** appears to be at Stage 1 or 2 on the Cultural Spectrum of Service Delivery. Staff members freely expressed and recognized their limitations related to their organization's anti-oppression efforts. At the same time, staff members were devoted to creating a more diverse, culturally responsive organization.

Stage 1 (thought)	Stage 2 (learning)	Stage 3 (feeling)	Stage 4 (inclusion)	Stage 5 (preservation)
(1) Cultural Awareness	(2) Cultural Competency	(3) Cultural Humility	(4) Cultural Relevance	(5) Culturally Specific

Stage 1: **Thought**--Beginning to think about or consider different cultures within one's advocacy or service delivery.

Cultural Awareness--Understanding of the difference between themselves and people from other countries or backgrounds, especially differences in attitudes and values.

Stage 2: Learning--Actively learning about different cultures and how one's advocacy or service delivery impacts these cultures.

Cultural Competency--Defined as "A system of care that is sensitive to cultures at all levels--policy, governance, practice, and consumer access."

Stage 3: **Feeling**--Feeling respect and an affinity for different cultures and working to become more accessible and adapting one's advocacy or service delivery.

Cultural Humility--Moves beyond services and is a lifelong process of self-reflection and self-critique. The starting point for such an approach is not an examination of another individual's or group's belief system, but rather having advocates give careful consideration to their assumptions, beliefs and feelings that embedded in their own understandings and actions.

Stage 4: **Inclusion**--Beginning to include elements from different cultures to ensure that marginalized populations have a say in the services they receive within existing programs.

Cultural Relevance--Involves recognizing, understanding and applying attitudes and practices that are sensitive to and appropriate for people with diverse cultural, socioeconomic and educational backgrounds and persons of all ages, genders, health statuses, sexual orientations, and abilities.

Stage 5: **Preservation-**- Supporting the preservation and self-sufficiency of different cultures and working as an ally to support diverse populations in establishing their own culturally specific programs.

Cultural Specific--Services and individual approaches that are created by and for specific communities and use language and settings familiar to the culture of the target population as well as staff that represent that culture. They are designed in collaboration with members of the target population and take into account their culture specific values, norms, attitudes, expectations and customs.

RECOMMENDATIONS

- Develop a formal anti-oppression statement and vision statement.

- Conduct a survey with members and other stakeholders about their perceptions of the diversity efforts made by the coalition.

- Identify ways the organization can build on previous work. Consultants facilitated a 3-hour meeting with staff and board where they established a common foundation for beginning this work. Review the notes with trainers.

- Conduct anti-racism, anti-oppression, and inclusiveness training with staff, board, and members. Identify possible speakers or trainers and goals.

- Recruit more diverse staff and board members. Reach out to various organizations (e.g., Black Chamber of Commerce, Women's Studies/Ethnic Studies to attract young women of color advocates).

- Prioritize work with Latina advocates and Hispanic community.

- Previous anti-oppression and inclusiveness work in the past has caused "rifts" within and among staff, board, and members. Identify the fears and concerns and discuss ways to heal these feelings. Explore training or webinars to learn how to discuss high profile rape cases or cases that involve race.

Decision Making:

- Anti-racism/-oppression is reflected in organizational decision making at all levels. – **11***
- The organization practices delaying decisions based on the lack of information, input and/or representation. – **7***
- When the budget or fundraising plans reflect work to be done in support of people of color and/or Native communities, the coalition routinely seeks input on where the money comes from and how it will be spent. – **6***
- The coalition is accountable to people of color, Native communities/organizations who are affected by coalition decisions but not part of the coalition. – **8***
- There is a deliberate plan to develop the leadership of people of color/Native people to share decision-making authority. – **8***

Hiring/Recruitment:
- The coalition routinely advertises for staff, board and volunteer positions beyond its membership, considers hiring committees that include non-staff/board and is open to delaying the process if a hiring/recruiting process hasn't brought more inclusion, diversity and/or value to the coalition. – **9***
- The coalition has deliberately re-thought the language/concepts around "qualified" – *i.e.* valuing life/volunteer experience, being bicultural, bilingual skills, etc. as equal to higher education and/or work-related credentials. – **12**
- Hiring and board recruitment postings state a commitment to under-acknowledged communities (*e.g.* people of color, those with disabilities, those from LGBTQ communities). – **12**
- The board routinely assesses its meeting times/hours and will consider offering onsite childcare for board members. – **12**
- There is a consideration, discussion and deliberate planning around welcoming new staff, board and volunteers, and embracing differences with less emphasis on newcomers "adapting" to the current culture. – **12**

Retention:
- The coalition has a deliberate plan for new staff, board and volunteers. – **5***
- The coalition regularly evaluates itself – its board, staff, volunteers, membership and has a deliberate plan to process affirmations/considerations, report back and develop and action plan. - **14**
- The coalition views itself as a learning organization as well as a convener/trainer for member programs. – **14**

Policies:
- The coalition consistently assesses/reviews its policies/operational structure for dominant cultural values. – **6***
- The coalition regularly seeks out policies developed and/or used by other culturally specific organizations. – **6***
- The board regularly reviews its bylaws, assessing them for dominant cultural values (in its process, structure, membership requirements, decision making). – **10***
- The coalition has an anti-racism/-oppression statement as part of its mission, bylaws, etc. and its staff, board, volunteers and members programs reflect a range of communities. – **11***

Awareness of and Commitment to Anti-racism/-oppression as an Organization:
- The coalition prioritizes attending and offering regular trainings and discussions at member, staff, board, community levels about the relationship between sexual assault/domestic violence and racism and oppression, and works deliberately to address dismantling racism and holding itself accountable. – **11***
- There are regular discussions about racism, white privilege, power and accountability and how they relate to the coalition's work and practice. – **14**
- White people within the coalition (staff, board, volunteers) are charged with and committed to understanding and dismantling white privilege. – **9***

Organizational Culture:
- There is an unspoken expectation that new people will be embraced within the current organizational culture and are not expected to adapt. – **15**
- Non-traditional holidays are recognized and celebrated, and the coalition staff and board members seek opportunities to participate in special cultural events celebrated by their local communities. – **4***
- The artwork, food, etc. around the office and at gatherings and meetings reflects other cultures/communities. – **7***
- People in leadership model supportive and open discussions of power, race and oppression issues. – **13**
- Staff, board and volunteers actively participate in their own individual learning around race, power and privilege, and actively find deliberate opportunities to share their learning with each other. – **12**