

Using A *Ten-Factor Framework for Sexual Assault Response Team Effectiveness* for STOP Grant Making Strategies

Created by The Minnesota Coalition Against Sexual Assault



The Services * Training * Officers * Prosecutors (STOP) Violence Against Women Formula Grant works to improve the legal response to violent crimes against women and strengthen victim services responding to these crimes in all 56 states and territories. Under the 2013 reauthorization of the Violence Against Women Act, STOP administrators must distribute at least 20% of their state or territory’s STOP funding to meaningfully address sexual assault across at least two of the STOP allocation areas (victim services, law enforcement, prosecution, and the courts).¹ [Systems change sexual assault response teams](#) are an important way communities can improve the response to sexual assault. Funding these teams is one way STOP administrators can ensure their state or territory meets or surpasses the 20% sexual assault set aside, as these teams improve many different responders’ abilities to support victims/survivors.

Systems change sexual assault response teams (SARTs) are community-based multidisciplinary teams that work to create long-term improvements to the local response to sexual violence. SARTs work to coordinate the response and improve the overall experience victims/survivors have with criminal legal responders and service providers. They also enable communities to maximize their available resources and improve relationships between institutions like law enforcement, victim services, prosecution, and local hospitals.

The Sexual Violence Justice Institute at the Minnesota Coalition Against Sexual Assault (SVJI @ MNCASA) worked with several SARTs across the country to create [A *Ten-Factor Framework for Sexual Assault Response Team Effectiveness*](#), a report identifying 6 internal characteristics and 4 external characteristics important to SART effectiveness, to support SARTs and STOP administrators. Before using this resource, it may be helpful to review that report. This resource supplements the *Ten-Factor Framework* report and can help STOP administrators be able to use the findings to fund and support SARTs as part of their grant making strategy.

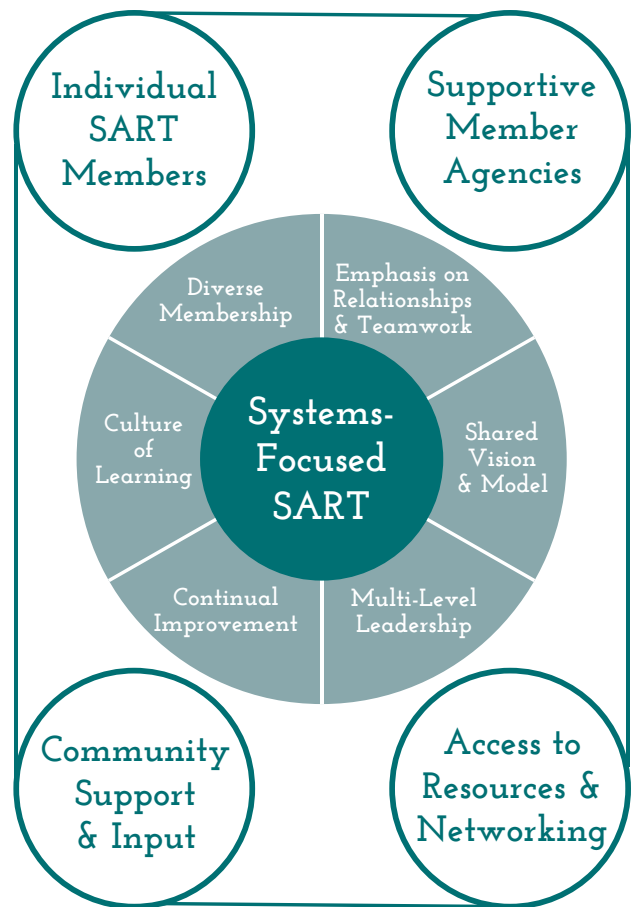
1. 28 CFR § 90.11(c)(4)

Using the *Ten-Factor Framework* for Grant Making

STOP administrators can use the *Ten-Factor Framework* for Sexual Assault Response Team Effectiveness findings to shape their grant making strategy. The findings can be used to identify priority activities in requests for proposals (RFPs), develop grant eligibility criteria, and/or as tool to help identify qualified applicants. Every state and territory is different and STOP administrators will need to adapt this resource to fit their jurisdiction's needs.

The *Ten-Factor Framework* is broken down into 6 internal factors that SARTs can directly control and 4 external factors that SARTs have less control over. A STOP administrator could specify some or all of these factors as priority considerations for funding in the RFP. When developing grant eligibility criteria or using the *Ten-Factor Framework* as a selection tool, it is important for this criteria to be specific and based in best practices. However, it is also important that it is not too strict so that it would prevent all potential applicants from receiving the funding. STOP administrators should also inform potential applicants of the criteria in the solicitation process.

There are many creative ways SARTs can use the *Ten-Factor Framework* to enhance their teams. Below are some examples and steps STOP administrators can take to incorporate the factors into their RFPs, grant eligibility, or grant selection processes for funding SARTs.



Internal Factors

The Internal Factors describe characteristics that SARTs can directly control and can indicate a successful or promising SART. Because of this, STOP administrators could prioritize some or all of these factors in RFPs and look for signs and activities directly related to these characteristics when selecting successful applicants.

■ Culture of Learning

All SART members agree on an appropriate model for the team including structure, leadership, and decision-making processes. This should also include the SART's purpose, scope of work, future vision, the intended impact on the community, and how the SART plans to be [victim-centered](#).

ACTION STEPS FOR STOP ADMINISTRATORS

- Include the need for a SART's shared vision and model in the RFP. Alternatively, ask applicants how they will develop a shared vision and model if they do not already have one.
- Review applications for a strong shared vision and model. A SART's vision and purpose can indicate whether the SART has a focus on [systems change](#) and being [victim-centered](#). It may also show how a SART has thought about being inclusive of [underserved and/or culturally specific communities](#).
- Prioritize activities that contribute to a SART developing a shared vision and model. SARTs with a clear plan to develop a shared vision and model will have activities such as protocol development and team strategic planning.

■ Multi-Level Leadership

Responsibility and power needs to be equitably distributed among SART member agencies. SARTs need to have shared decision

making powers, with leadership from multiple disciplines. Interdisciplinary power imbalances should also be addressed. One common problem in SARTs is the systems-based professionals (such as law enforcement and prosecution) can hold a lot of power in the way the team functions and in the overall response to sexual violence. When there is an imbalance of power by profession, this can lead to professionals and community members not involved with the criminal legal system to feel excluded and disempowered, and those members may ultimately decide to leave the team.

ACTION STEPS FOR STOP ADMINISTRATORS

- Prioritize the need for multi-level leadership in the RFP and selection process. This can motivate SARTs to rethink their structure and leadership strategies.
- Ask SARTs to prioritize leadership roles for underserved and/or culturally specific communities, as well as victims/survivors.
- Request applicants describe their leadership structure in the application. [Multi-level leadership structures](#) may look like having multiple roles such as meeting facilitator, sub-committee chair, or project leader filled by team members. The SART coordinator should not be the only leadership role.

■ Culture of Learning

SARTs should maintain a culture of learning

that emphasizes the importance of seeking to understand the unique context of every situation, documenting and examining successes and setbacks, identifying emerging strategies, and applying new information to continually improve.

ACTION STEPS FOR STOP ADMINISTRATORS

- Review applications for activities that support a culture of learning. These activities could be on-going training on relevant topics and best practices, attending conferences, and purchasing books and other resources.
- Provide training and technical assistance opportunities for SARTs through funding a state/territory-wide TA provider. STOP administrators can also share existing resources with teams, such as the SVJI @ MNCASA's [SART Resources](#) and the National Sexual Violence Resource Center's [SART Toolkit](#).
- Suggested training topics for SARTs: dynamics of sexual violence, neurobiology of trauma, SARTs and system change, privilege communication and confidentiality obligation differences between team members, sexual violence criminal legal response, victim-centered response, and healing from sexual violence.

Continual Evaluation & Improvement

The ongoing cycle of assessing the status quo, making changes based on the assessment, and evaluating the success of those changes is the foundation of the systems change model of SART work.

ACTION STEPS FOR STOP ADMINISTRATORS

- Encourage or require SARTs to engage in evaluation activities after receiving funding for a certain amount of time. A new SART will likely not be engaging in an evaluation within the first few years of their existence, but it is important for older SARTs to regularly conduct evaluations of their effectiveness, progress, and/or community needs to plan for future work.
- Consider having additional funding available for SARTs interested in conducting evaluations, as project years that include evaluation activities may require additional funding than years that do not.
- Provide resources and support for SARTs conducting evaluations. Evaluation activities for SARTs may include needs assessments, case file reviews, and victim/survivor feedback surveys or focus groups. STOP administrators and SARTs interested in learning more about evaluations can use [Are We Making a Difference? Sexual Assault Response Teams Assessing Systems Change](#).

■ Diverse Membership

SARTs that include many disciplines and diverse community members typically thrive, because this encourages members to think beyond the boundaries of their own institutions and disciplines, expands the unique networks and points of leverage for collaboration for the team, and may better represent the makeup of the community. It is important for SARTs to go beyond the [core SART disciplines](#) of victim services, law enforcement, sexual assault nurse examiners, prosecution, and corrections.

ACTION STEPS FOR STOP ADMINISTRATORS

- In the RFP or grant review process, prioritize or require SARTs to include professional and community members beyond the core SART professionals. Some examples of membership beyond the [core SART professionals](#) can include: culturally specific organizations, educational institutions, immigration service providers, shelters and services for people experiencing homelessness, restorative justice practitioners, healthcare providers beyond sexual assault forensic examiners, and victims/survivors of sexual violence.
- Review applications for activities that strengthen community relationships, such as community outreach, SART recruitment, and community needs assessments.
- Review applications and monitor sub-grantees for meaningful

engagement with culturally specific organizations, community members, and victims/survivors. While STOP administrators cannot be fully aware of relationships within SARTs, it is important for sub-grantees to know they need to do more than check a box when it comes to partnerships with the community.

■ Emphasis on Relationships & Teamwork

Collaboration is the ultimate vehicle for change in SART work, and strong individual and interagency relationships are what make effective collaboration possible.

ACTION STEPS FOR STOP ADMINISTRATORS

- Prioritize relationship building activities for SARTs when reviewing applications, such as team building retreats and cross training activities where SART members can deeply learn about the other members and the unique facets of their response.
- Consider funding external facilitators and consultants to assist a SART that is focused on deepening and/or repairing relationships. This may be particularly useful for SARTs who have experienced challenges in their teamwork and relationships.

External Factors

The External Factors are key supports SARTs need to be successful, but are not always something the SART can control. STOP administrators can still prioritize or support these factors throughout the solicitation process in a variety of ways.

■ Confident Individual Team Members

SART members need a high level of confidence in their work and to believe they are capable of successfully advocating for systems change within the SART.

ACTION STEPS FOR STOP ADMINISTRATORS

- Encourage professional development and learning opportunities for team members that include skill development, such as public speaking, communication, meeting or training facilitation, project management, and financial management. These skills can be directly or indirectly related to sexual violence response and help increase individual member confidence, as they are skills team members may need to lead the team, lead specific team activities, provide community education and outreach, or advocate for changes within their organization or agency.

- Create flexibility around what professional development activities can be funded while making sure there is a clear link to how it will impact the overall team and sexual violence response.

■ Supportive Member Agencies

Support from member agencies is essential for a SART to maintain team cohesion, achieve its goals, and create meaningful systems change.

ACTION STEPS FOR STOP ADMINISTRATORS

- Prioritize or require signed Memoranda of Understanding (MOUs) during the solicitation process.
- Review applications for activities that support the agencies beyond the SARTs, such as the SART providing trainings on their protocol to member agencies and other topics related to sexual violence response.
- Encourage SART member agencies to provide support in many ways, such as allocating time and resources to SART goals and activities or involving leadership and frontline staff in the SART.
- Inform potential applicants and funded teams that member agency support of the SART through staff time and resources can contribute to STOP match requirements.²

2. Tribes, territories, and victim service providers are exempt from STOP match requirements ([34 U.S.C. § 12291\(b\)\(1\)](#)). See [Match Requirements for STOP Formula Grants](#) and the [Frequently Asked Questions About STOP Formula Grants](#) from the Office on Violence Against Women for more information.

■ Access to Resources & Networking

SARTs often need to attend or facilitate trainings and conferences to pinpoint current challenges, address new opportunities to create systems change, and learn from other teams doing similar work.

ACTION STEPS FOR STOP ADMINISTRATORS

- Support SART members to participate in and attend national and state/territory-wide conferences.
- Include and prioritize funding state/territory-wide technical assistance projects specifically designed to meet SARTs' needs as part of the RFP. These projects could provide ongoing and one-to-one support for starting SARTs, developing protocols, recruiting members, conducting evaluations, supporting underserved victims/survivors, and more.
- Create spaces for SART coordinators and other team members to connect and provide direct support on the challenges SARTs experience. One way to do this includes funding state/territory-wide technical assistance providers to provide these spaces.

■ Community Support & Involvement

SARTs must have support and involvement from their communities, not just the disciplines involved in sexual violence response. Community engagement should

regularly involve the community for input and team membership and can include victims/survivors, community leaders, culturally specific communities, faith leaders, and more.

ACTION STEPS FOR STOP ADMINISTRATORS

- Encourage SARTs to do activities engaging the community, such as outreach and community needs assessments. Often, community members who are not directly involved in sexual violence response are not aware of a SART existing in their community, but many community members are passionate and knowledgeable about supporting victims/survivors and may be interested in supporting the team.
- Prioritize SARTs who involve community members, especially involving victims/survivors and underserved and culturally specific communities. It can be especially helpful for SARTs to be able to compensate community members and victims/survivors for their participation.
- Keep in mind community members may be uniquely suited to different activities STOP administrators can support, such as sexual violence awareness and prevention³, community networking, and community outreach.

3. Prevention activities can be supported under STOP but it must come out of the discretionary allocation and cannot be counted toward the 20% sexual assault set aside (Office on Violence Against Women, [Frequently Asked Questions About STOP Formula Grants](#), 2017)

Other Grant Making Considerations for SARTs

In addition to the *Ten-Factor Framework*, there are other considerations STOP administrators may want to take into account when funding SARTs.

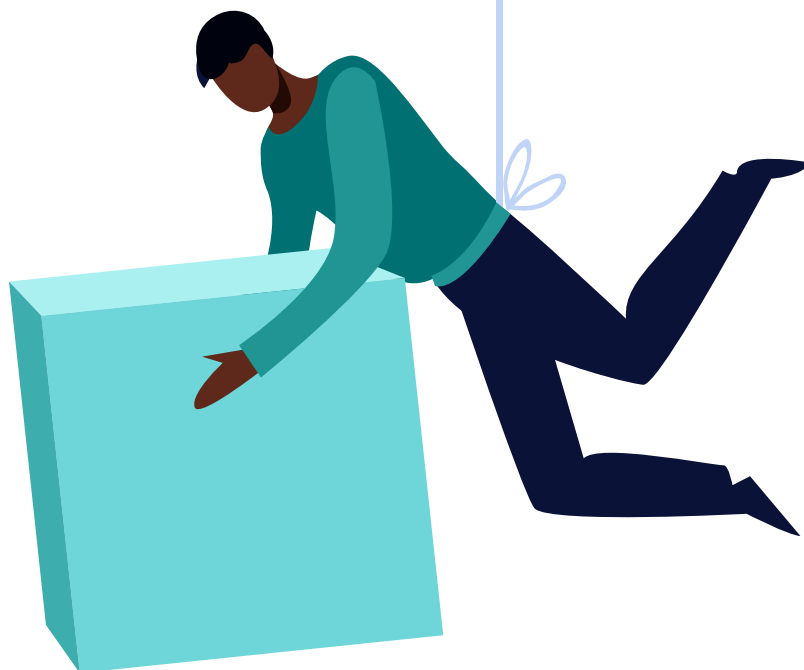
■ Creating a Specific SART Initiative or Program:

Creating a specific initiative with its own solicitation process can highlight how SARTs are important for the state or territory. An initiative can help kick-start an interest in SARTs if there currently aren't many and can have a snowball effect

to grow the number of SARTs when rolled out over time. A STOP administrator may want to start out with a small target of funding two to three SARTs at first and then grow this number over time as the initiative gains momentum. Another consideration for SART initiatives is considering if the state or territory has a legislative mandate for counties or communities to create SARTs. Even when there are legislative mandates, it is difficult for these SARTs to sustain themselves without funding and STOP can be an important source of funding for mandated SARTs.

■ Training and Technical Assistance for SARTs:

In addition to funding SARTs themselves, it is also important to make sure SARTs have the opportunities and supports needed to be successful. Funding a complimentary state/territory-wide training and technical assistance project can offer on-going support and promotes the longevity of systems change SARTs. Training and technical assistance providers can support SARTs through developing a protocol and team structure, facilitating networking opportunities for SART members and coordinators, developing state/territory-wide SART guidelines, and providing regular training opportunities. They can also be a resource for new SARTs working to build their capacity or for more established SARTs working to strengthen



their ability to do systems change work. Review potential technical assistance applicants for their state/territory-wide reach, experience with sexual violence response, and dedication to systems change.

Competitive Versus Noncompetitive Funding for SARTs:

The STOP administrator can determine if the funding for SARTs is competitive or non-competitive. There are various considerations to think about when making this determination. Competitive funding can help STOP administrators prioritize SARTs who implement the *Ten-Factor Framework*. It may also allow the STOP administrator to fund SARTs in larger amounts of money with fewer sub-grantees to allow SARTs to dive deep into systems change work. However, non-competitive funding can reduce barriers for SARTs, especially for SARTs being implemented by underserved and/or culturally specific communities. Non-competitive funding can also help SARTs achieve stability when they know they will continue to be funded over time, which can impact the structure, membership and support received from member agencies and the community which are all parts of the *Ten-Factor Framework*. Non-competitive SARTs may require more support and monitoring to help the SART prioritize implementing the SART characteristics in the *Ten-Factor Framework*. Some STOP administrators may find that a combined strategy of competitive and non-competitive funding works best for their state or territory.

Funding Timelines:

Finally, another consideration to make when funding SARTs is the project timeline. Some states and territories opt to fund one year projects, while others may choose to fund three or four year projects. Systems change SARTs often have activities and goals that will take several years to implement, and it is important for STOP administrators to keep in mind that SARTs require dedication and long-term support. Even a common first step of writing a protocol and establishing the SART structure can be a year-long process. Other systems change activities, such as evaluations and case file reviews may be something a SART aims to conduct a few years after first receiving funding. Longer-term project periods can allow SARTs to have more of a focus on long-term systems change, whereas shorter-term project periods may cause SARTs to focus exclusively on what can be accomplished in one year. Most of the work SARTs conduct happens on an ongoing and cyclical basis, so the opportunity to seek funding again is also important for establishing long-term, stable systems change SARTs.

Get Started
Supporting SARTs

PLANNING

- Identify the SART priorities that make sense for the state/territory
- Decide the grant making method that works best for the state/territory (e.g. creating a SART specific RFP or a general STOP RFP, competitive or non-competitive funding, funding timelines)
- Determine how to incorporate the *Ten-Factor Framework* lessons into the strategy and RFP (e.g. asking applicants to demonstrate ways they have incorporated the *Ten-Factor Framework* such as requiring MOUs in applications, demonstrating their leadership structure, demonstrating their membership, requesting activities that show they are working towards the *Ten-Factor Framework*)
- Include complimentary training and technical assistance projects for SARTs in the RFP

SOLICITATION PROCESS

- Outreach to SARTs and potential applicants and share this resource so applicants clearly understand what reviewers are looking for in a successful SART funding application
- Develop review criteria based on the lessons from the *Ten-Factor Framework* or look for activities (e.g. evaluations, protocol development, trainings) that support SARTs to develop the characteristics of the *Ten-Factor Framework*

SUPPORT FOR SUBGRANTEES

- Provide training and technical assistance options for SARTs on topics that will help them incorporate the lessons of the *Ten-Factor Framework*
- Assess SARTs' needs for support to develop the *Ten-Factor Framework* characteristics during grant monitoring
- Create spaces for SARTs and SART coordinators to come together to collaborate and problem solve

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