

in Social Change

A Publication of the SEXUAL ASSAULT PREVENTION RESOURCE **CENTER**, DEDICATED TO PROVIDING TECHNICAL ASSISTANCE TO THOSE ENGAGED IN SEXUAL VIOLENCE PREVENTION IN WASHINGTON STATE

Washington Coalition of Sexual Assault Programs

SPRING 2008



Re-Visiting the Steps to **Community Development**

Update of the State Sexual Violence Prevention Plan

Plus:

Back to Basics Logic Models and **CSAP's Community Development Work**

CSAP News from Around the State

Prevention Notes



Katherine Gechter Managing Editor Prevention Specialist

"Change has a considerable psychological impact on the human mind. To the fearful it is threatening because it means that things may get worse. To the hopeful it is encouraging because things may get better. To the confident it is inspiring because the challenge exists to make things better."

-King Whitney Jr.

A round the state of Washington we are working to promote social change by encouraging communities to take an active role in identifying the root causes to sexual violence in their community and taking steps to address these conditions. I am hopeful that someday we will live in a society free of sexual violence and I am confident that our prevention efforts will make a difference.

In this issue of *Partners in Social Change* are articles on community development, logic models and the statewide prevention planning meetings. Washington State is at the forefront of sexual violence prevention and I believe we will continue to make great strides in prevention.





The mission of the Washington Coalition of Sexual Assault Programs

is to unite agencies engaged in the elimination of sexual violence through education, advocacy, victim services and social change.

The Prevention Resource Center is a project of WCSAP, designed to provide support and technical assistance to individuals, communities and agencies engaged in sexual violence prevention within Washington State.



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Re-Visiting the Z Steps to Community Development

Partners in Social Change

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Managing Editor Katherine Gechter katherine@wcsap.org

Spesign & Layout
Debi Bodett

PARTHERS

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Washington State has invested in promoting community development as a critical sexual assault prevention strategy. In 2001, all Community Sexual Assault Programs were required by the Office of Crime Victims Advocacy (OCVA) to develop projects to promote social change. Community development is one method that meets OCVA requirements.

So why are we revisiting the 7-basic steps to community development seven years later? For several reasons: 1) Turnover. There are a lot of new people doing this work. 2) The process of doing community development can be confusing. 3) Refresh and reenergize! Community development work is complex and at times consuming. The seven steps reviewed in this article are meant as a guideline for doing community development work. As you read this article, remember that community development is a process. It is not expected that every project will make it through all the steps. You might find you have to repeat certain steps before moving forward.

What is community development?

Community development works as a process to identify underlying causes of sexual violence, mobilize resources, and develop and implement strategies to reach a community's goals. The key to community development, which is also one of the most difficult components, is letting the community take ownership of the problem. As advocates and prevention educators it can be difficult to step out of the "expert" role, especially when the community itself looks to you to tell them what to do. However, doing community development requires that you are there to facilitate the process, NOT to direct it.

When the model was first adopted to address sexual violence, Gayle Stringer, the first prevention specialist at WCSAP, converted William Lofquist's framework for community development into concrete steps. These 7-steps are:

- 1. Stakeholder recruitment
- 2. Underlying conditions
- 3. Community assessment
- 4. Plan development
- 5. Development of evaluation tool
- 6. Plan implementation
- 7. Evaluate

The steps are usually depicted in a circular fashion to indicate the process does not end at evaluate, but actually starts over. The idea being, evaluation will inform the next iteration of the project.

Before we begin, let's review what a community is. "A community is any definable group of people who share concerns or interests." A community is not limited by geographical boundaries — it can include homeless youth, members of a church, or residents in an apartment complex. It is important to the success of the project for the community you choose to work with to see itself as a community.

Step 1: Stakeholder Recruitment

Stakeholder recruitment takes a lot of planning, time, and patience! This will be where you spend a good portion of your time. The following is one approach to a thoughtful recruitment of stakeholders.

Before contacting potential stakeholders you will want to outline your expectations for the stakeholders. Some questions to consider:

How much time are you asking them to commit to? Why would this be an important project for them to participate in? What are the anticipated outcomes or goals of these meetings?

Refresher!

The social change prevention standard, CS7, requires that "The agency facilitates the process of community mobilization to eliminate factors that cause or contribute to sexual violence."

Common underlying conditions:

gender role stereotypes, victim-blaming, lack of consequences for perpetrator, lack of knowledge about sexual violence, systems failing to work together, violence accepted as a norm.

Having a written outline of expectations will help keep you focused on the goals of the project and will also help potential stakeholders decide whether to participate.

Next brainstorm a list of characteristics and skills you think would be beneficial to have represented in the group. Here are some examples of skills and characteristics that are often beneficial to have represented in a group of stakeholders: the ability to create change in the community, highly motivated, concern for well-being of the community, important players in the community, etc. This list will help you identify people you will want to recruit.

Now the relationship building begins. Setting up an in-person meeting is a great step to securing someone's commitment and interest. Hopefully a few names came to mind as you were building the list. People are busy and often reluctant to offer their time and energy to just any project. You will need to make the case for why this project is important, their participation is crucial, and they have a vested interest in it. In your first meeting review the list of expectations and goals for the project. Regardless of their decision, ask them for other people in the community who they think might be beneficial to talk to.

Building relationships and trust takes time. Concentrating your efforts on getting to know people first will pay off in both recruitment efforts and laying the foundation for a successful community development project.

Step 2: Underlying Conditions

Underlying conditions are root causes or factors that contribute to the problem of sexual violence. Targeting the underlying conditions will be the main focus of your intervention. Though you likely have a good idea of the underlying conditions for sexual violence in the community, it is the stakeholders who will identify these conditions. Before jumping into a brainstorm about underlying conditions in the community, take time to educate your stakeholders on what we mean by "underlying conditions" and the importance of focusing efforts there instead of on individual behaviors. Likely, people in your agency may not completely understand this term either, providing an excellent opportunity to practice! For more details on this topic refer to *Telling Our Stories* which can be found on the WCSAP webpage under Prevention, or call the Prevention Resource Center.

After brainstorming a list of underlying conditions, have the group prioritize the conditions based on importance and likeliness to change. You will revisit this list in step 4: Plan Development.

Step 3: Community Assessment

A community assessment is a survey to illicit how the community envisions a world without sexual violence. This vision is referred to as condition B – where the community wants to be eventually. This is not a needs assessment, which was discussed in the last issue of Partners in Social Change. The difference is that a community assessment is always framed in positive terms and is not about assessing current conditions, but envisioning what the community would look like if sexual violence did not exist and identifying the areas to make changes. By phrasing condition B in the positive you decrease the chances of the stakeholders deciding on a project that is not considered prevention.

Step 4: Plan Development

At this point you should have an idea of the underlying conditions for sexual violence in the community and a vision of what the community would look like without sexual violence. Now is the step where you come up with an activity that addresses changing the underlying condition. There is a lot involved to developing a well thought out plan – there are entire books and courses on it! So when you reach this step, take the time to research, research, research! Your plan will need to be detailed, but flexible, practical, and goal oriented. If this is the first time for this community to do a community development project, you should start out with something small and simple. Part of step 4 involves brainstorming how to get from condition A to condition B. These action steps should be tied directly to a condition A and a condition B. As you begin to hash out details, you might want to consider drawing a logic model which is discussed in length in the next article submitted by Organizational Research Services. Another useful resource is using the "Sexual Violence Prevention Action Plan" which is available from WCSAP and can also be found in the WCSAP publication, *An Introduction to Community Development: Activation to Evaluation*.

The following examples summarize Steps 2, 3, and 4. For a more detailed outline, please see the full report, *Community Development Demonstration Initiative 1 – Working with Youth Who Are Homeless.* This report is also available from WCSAP upon request.

Condition A (underlying conditions – where we are now)

- 1. Nobody tries to stop sexual harassment
- 2. Differences in gender norms for males and females
- 3. Violence is normalized as a response to conflict

Condition B (the results we want to achieve)

1. In response to sexual harassment:

- a. Youth and adults speak out against sexual harassment
- b. People respect personal boundaries, ask for permission to touch, keep their hands to themselves

2. In response to gender norms

- a. Girls have high self esteem
- b. Guys have alternative ways of expressing themselves that are viewed as socially acceptable

3. In response to violence being normalized

- a. Youth have access to trainings and resources that support holistic approaches to physical, mental, and emotional outlets
- b. Youth and adults have non-violent conflict resolution skills

Specific Action steps to get from Condition A to B

1. Provide workshops on:

- a. How to identify and respond to sexual harassment and abuse on the streets, in homes, and in social settings
- b. Increasing self-esteem

2. Network and Build Collaboration

- a. Interview Probation Officers regarding hurdles, challenges, successes, and example programs that support youth skill building and community service involvement
- b. To increase shelter and recreational areas for youth

Step 5: Development of evaluation tool

Before jumping into implementation, discuss with your stakeholders the importance of evaluation. It is best to factor the evaluation tool into your initial planning. The evaluation tool does not have to be elaborate or pricey. There are several different types of evaluations: outcome, process, and formative. Outcome evaluations determine whether your activity reached its intended objectives outlined in your logic model. Process evaluation involves collecting information on how your activity or program is being implemented and can help you identify areas where you can increase efficiency. Formative evaluation is like market research – you collect information on how to develop your program or activities before you implement them. OCVA has contracted with Organizational Research Services (ORS) to do technical assistance around evaluation. They would be a great source to tap into for help in thinking about this step. You can also refer to the ORS publication *Gauging Progress* for more information on developing the evaluation tool.

Step 6: Plan Implementation

At this step in the community development phase, your stakeholders are ready to implement their plan. An important aspect of community development is viewing your stakeholders and the community as resources as opposed to recipients. During implementation this is crucial to your project's success and sustainability. This step will look very different for each community, however all community development projects should prepare for bumps along the way. As we all know, things never go according to plan! Document all unexpected road-blocks and challenges (part of process evaluations) – this will help you prepare for future projects.

Step 7: Evaluate

Step 7 is the implementation of the evaluation plan from step 5. You do not have to wait until the completion of your project to begin this step. Depending on your evaluation plan you will evaluate your short term, intermediate or long term goals. Your evaluation will help inform the focus, design, and implementation of your next project. Again, Organizational Research Services is a great resource for this step.

All the steps, you are accomplishing a lot by building relationships with communities in your area. Because this is a relatively new approach to sexual violence prevention it is imperative that we share our experiences with community development – the successes and the challenges! There are many opportunities for sharing such as through this publication, Partners in Social Change, prevention webinars, the annual conference, and PartnerNet! Throughout this process do not hesitate to contact WCSAP's prevention resource center.

Community Development Resources available from WCSAP

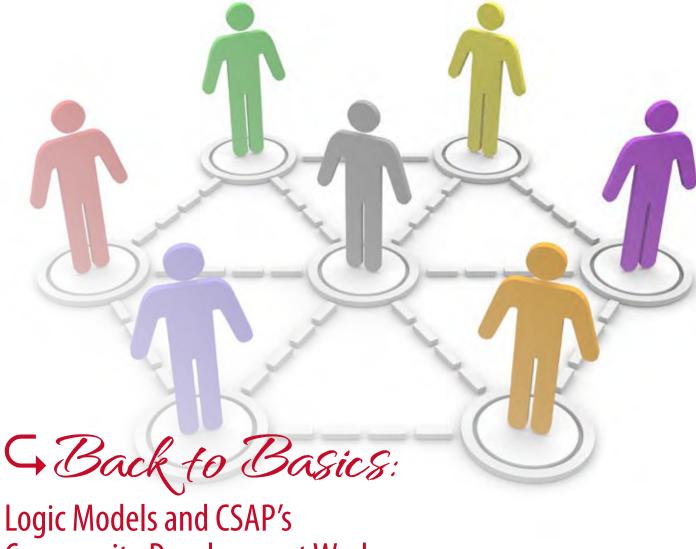
- Community Development and Sexual Violence Prevention: Creating Partnerships for Social Change
- An Introduction to Community Development: Activation to Evaluation
- Gauging Progress: A Guidebook for Community Sexual Assault Programs and Community Development Initiatives
- Telling Our Stories: Learning from Our Experience
- Community Development Demonstration Initiative 1: Working with Youth Who Are Homeless
- From the Ground Up! A Workbook on Coalition Building and Community Development
- Promoting Community Change: Making it Happen in the Real World
- Building Communities from the Inside Out: A Path Toward Finding and Mobilizing a Community's Assets
- Community Building: What Makes it Work: A Review of Factors Influencing Successful Community Building

Defining successwith community development prevention in a small rural community

Cheryl Johnson, Providence Intervention Center for Assault and Abuse

I began doing prevention programs in the schools for two years and then implemented a girl's program for after school. There were many of the usual difficulties, but persevering was important because some people in the community strongly wanted to see change. The girls' group met for 10 weeks plus...there were so many issues, including needing a therapist (because of several disclosures) to attend the meetings and not getting buy-in from this community. I was feeling like nothing would ever get done.

Then one day I'm attending a community event and see a small newsletter inviting kids to a new after school group that was forming to discuss boundaries and other issues around dating violence...a school therapist is running the program. I think this is success...it feels funny, but the community is taking responsibility for preventing dating violence. It's a bit lonely and feels funny to not have been included, but this really is our goal. Success is when a community takes the reins and forgets you were ever there. I'm involved in another project now in the same community and am really proud of this first 'success'.



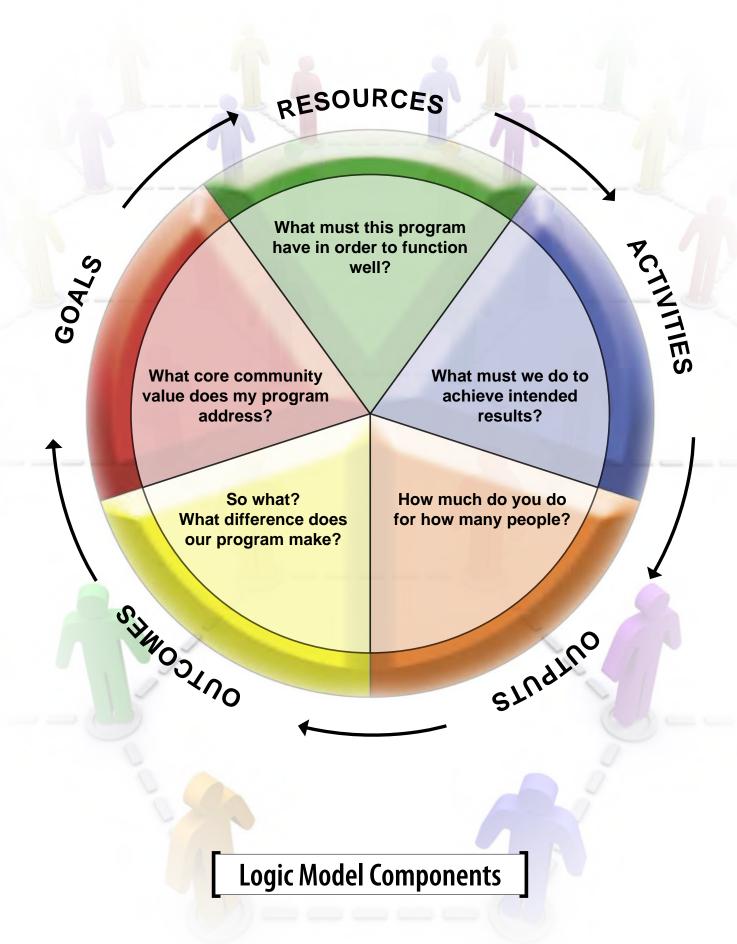
Community Development Work

Organizational Research Services

Sherry has been working on a community development project with youth from the local middle school for a few years. She thinks it's a great project, but she wants to be able to tell her agency and the partner school more about the impact the project has on the participating students and on school climate. To get a better grasp of what the project is and what outcomes she should measure, she's working on creating a logic model to succinctly describe the project and how it will achieve the changes she and the students are working towards.

What is a Logic Model?

logic model provides programs with a graphic representation of the **M**linkages between program activities and the change those activities will produce. It clearly specifies the program's process—the resources, activities and amount of those activities—that are expected to lead to outcomes which, in turn, should contribute to the overall goals of impacting underlying causes of sexual violence. The picture on the following page provides a representation of the components of a logic model and how they interact with each other.





How do I create a Logic Model?

Staff and partners should identify the key components of their work for the logic model. These include:

- **Resources:** the essential program ingredients that support the implementation of the project. This includes staff, materials, partners, and participants.
- **Activities:** the specific processes or events that staff or partners undertake for the project, such as community events, training sessions/ classes, stakeholder meetings, passing out flyers, etc.
- Outputs: outputs describe how much you do of the activities and who is reached. This helps define the scope and scale of the activities.
- Outcomes: the short-term changes in community conditions that stakeholders believe will occur as a result of the initiative. These should be realistic, achievable and directly related to the program processes.
- **Goals:** The ultimate impacts your program expects to make. For community development projects, these may be "Condition B" from the Lofquist Action Planning model.

For community development projects, we recommend adding an additional category of information: the underlying issue(s) being addressed ("Condition A").



Once you and your partners have identified all the processes and anticipated results of your project, you should step back and look at how the different components of the logic model interact.

Ask questions such as:

- Do we have the right resources and enough resources to complete the activities?
- Are the outcomes reasonable based on the types of activities we're doing?
- Are we doing enough of the activities for enough people to reasonably achieve our outcomes?
- Will these activities and short-term outcomes likely address the underlying conditions we've identified?

How do I use a Logic Model?

A logic model can be created while planning for a new project or to document and evaluate an existing project. Going through this process with partners lays the groundwork for evaluating your activities for the identified outcomes. A logic model can also be used to succinctly communicate your program to others, including funders or potential partners.

What Do I Do Now?

You can access a number of resources to support your logic model development:

- Participate in an ORS training on developing logic models.
- Download an excerpt from ORS' guide Outcomes for Success: http://www.organizationalresearch.com/publications/outcomes_ for_success_excerpt.pdf
- Receive some one-on-one support with ORS staff to develop logic models related to your community development efforts. ORS can also provide you with blank logic model templates.

If you have questions about this article or other evaluation topics please contact: Sarah Stachowiak (sarahs@organizationalresearch.com or 206.728.0474 x.11) at Organizational Research Services.



Stephanie Condon, Office of Crime Victims Advocacy

CVA and the Washington State Department of Health (DOH) have started on an update of the State's Sexual Violence Prevention Plan. Representatives from across the state are participating in the review and update process to be completed by October 2008. The Washington Coalition of Sexual Assault Programs is also participating in and assisting with the planning process.

Background

In 1996, Washington State received federal dollars to fund sexual violence prevention programs. The State Department of Health (DOH) received these funds and transferred administration of the dollars to OCVA. In an effort to develop a plan for how best to use the federal resources, OCVA and DOH convened an advisory committee. The committee produced the Sexual Assault Prevention Plan for Washington State in 1997. Washington has continued to receive this federal funding (The Rape Prevention and Education Program - RPE) that supports sexual assault prevention activities in our state.

The overall goal adopted in the plan was to impact the root causes of sexual violence by using a community development approach to prevention. Guided by the goal, the plan had three components that OCVA put into place:

- 1. Local prevention demonstration projects using a community development model.
- 2. Statewide media campaign designed to increase awareness of sexual violence.
- 3. Provision of intensive training and technical assistance to the demonstration projects and other local agencies doing sexual violence prevention work. The Prevention Resource Center was established at the Washington Coalition of Sexual Assault Programs.

The Prevention Plan culminated in the adoption in 2000 of three prevention service standards for accredited Community Sexual Assault Programs (CSAPs): Prevention: Social Change, Prevention: Information and Awareness, and Prevention: Building Skills. Currently there are 40 CSAPs in Washington State, and

each is required to conduct these prevention activities in their communities. In addition, OCVA contracts with 31 agencies, Tribes and tribal organizations who are conducting community organizing activities to prevent sexual violence.

Planning Process

The Centers for Disease Control (CDC), the federal funding agency, is requiring that each state conduct a thorough sexual violence prevention planning process. The planning process requires participation of representatives from across the state. Washington must review and update its prevention plan in accordance with the CDC requirements.

OCVA and DOH anticipate that the planning process will achieve the following outcomes:

- 1. To have a well-defined and updated sexual violence prevention plan for Washington.
- 2. To have a well-trained and well-supported sexual violence prevention field.
- 3. To advance sexual violence prevention that promotes social change through a community development model.
- 4. To sustain an infrastructure to support the goals of the Sexual Violence Prevention Plan.
- 5. To evaluate and measure implementation of sexual violence prevention activities and strategies.

To access meeting minutes and materials from the Sexual Violence Prevention Planning Process Advisory Committee meetings, please go to *Meetings, News and Announcements* at www.ocva.wa.gov.

If you have questions or would like more information about the planning process, please contact:

Stephanie Condon, OCVA 1-866-857-9889 stephaniec@cted.wa.gov

Debbie Ruggles DOH (360) 236-2859 debbie.ruggles@doh.wa.gov

The Prevention Plan

culminated in the adoption in 2000 of three prevention service standards for accredited Community Sexual Assault Programs (CSAPs):

← Prevention: Social Change

← Prevention: Information and Awareness

← Prevention: Building Skills

CSAP News

From Around the State

Mountains

Alternatives to Violence of the Palouse

Nikki Finnestead Coordinator of Sexual Assault Services



ATVP staff members and Evan Wharton, a community development partner.

a forum in the city council chambers to discuss sexual assault in our community, with over 60 audience members in attendance. The forum was a follow-up to a short presentation at a November City Council meeting and was televised live throughout the county. Community members were invited to submit questions for the panel members to answer. A sampling of submitted questions is listed on the following page. As you will see, community members had many questions about the prevalence of sexual assault and the experiences of victims and survivors, as well as what is being done to prevent sexual violence from occurring.

One of our community development partners, Evan Wharton, WSU student and Omega Phi Omega member, took the floor to discuss what he and his fraternity chapter are doing to spark conversation among male college students about the prevalence of violence directed at women. He, along with other panel members, also expressed concern that sexual violence prevention efforts tend to focus more on victim behavior and less on perpetrators' actions: "It's focused on the victim. Headlines read, 'A woman was raped,' not 'A man raped a woman," said Wharton. "It's just not right.

It's something we need to correct as a society," he said. The forum, which included representatives from Alternatives to Violence of the Palouse, Pullman and WSU Police Departments, Whitman County Prosecutor's Office, Pullman Regional Hospital, WSU Counseling Services, and WSU Office of Student Conduct, was an excellent example of coordinated collaboration between service providers to educate the community about sexual violence and prevention. Forum participants are already discussing how to continue these community presentations on an annual or semi-annual basis, to continue this ever-important discussion of sexual violence and prevention. To share your ideas and comments about prevention efforts in your community, please email me at csas@atvp.org.



ATVP volunteer advocates and staff in attendance at the forum.

A Sampling of Questions

Submitted by Community Members

- What should I do if I think I have been sexually assaulted and my friends (or friends of the person who assaulted me) are urging me to just forget it and let it go?
- What if the assault occurred 2–3 years ago? Is it too late to do anything now?
- What happens if I have been assaulted and I go to the hospital? What do they do? Do they tell the police?
- Why don't very many sexual assault cases ever get prosecuted?
- I was invited to a party. Do those who invited me have a duty to protect me from harm? Can I sue them if I was assaulted at the party?
- What if an assault happens but the victim doesn't want to press charges? Does the guy get away with it?
- Do men and women respond to sexual assault differently?
- How can it be sexual assault if both people are drunk?
- Our sorority wants to be actively supportive of students who have been sexually assaulted. What should we do?
- I've heard there is a sex offender living in our neighborhood. How can I confirm this?
- Where can I take a self-defense class?
- The person who assaulted me is in one of my afternoon classes and this makes me feel very uncomfortable and frightened.
 What can I do? Also, I've heard something about protection orders. How do they work? Where can I get one? Who will help me?
- Sometimes I see situations developing at a party that make me feel very uncomfortable. What should I do? Who should I contact?
- One of our fraternity members has had sex with girls who are really drunk at our chapter parties. He says it is the best way to get sex. Some of us feel uncomfortable with this. What should we do?
- Is WSU doing enough education programming about sexual assault?
- Are very many gay people assaulted? Are they treated the same as straight people if they want to report it?
- One of my friends has been accused of sexual assault. I'm not sure what is going to happen with him and he is my good friend. What do I do?

Human Response Network

Amber Belden, Prevention Educator

I am excited to report on our Community Outreach Project with Centralia College. During the past year, Human Response Network has been collaborating with Centralia College to initiate and sustain sexual assault awareness programs on campus. As a result, Centralia College has invited Human Response Network to provide two workshops entitled "The Power of Empowerment" for the required Freshman Orientation. The workshops investigate sexual violence on college campuses, with the intent to empower students, faculty and the community to become active in prevention and awareness. Best of all, the faculty at the college are as committed as we are to implementing this prevention program. Partnering with Centralia College has been a great success! Human Response Network is honored to work with a partner so determined to see social change. Human Response Network has provided presentations in various classes on campus, as well as engaged in Public Service Announcements on the campus radio station. Centralia College has truly become a valued ally in Sexual Assault Prevention and our mission of breaking the cycle of violence and responding with compassion to victims. I look forward to reading about other agencies and their successes as well. Thank you for the opportunity to share!

Bikers Against Child Abuse (BACA)

Kathy Ward

Founder/Vice President of Puget Sound Chapter BACA

In 2004, I requested a start up package from Bikers Against Child Abuse (BACA). As a rider myself, I was very eager to get involved and get the community involved in this National 501 (c) 3 Organization. Let me say that BACA is NOT a motorcycle club, but a non-profit organization. As the Education Coordinator with SACPC, I felt that there was MORE that I could do in my community beyond giving presentations in schools and the community. To give you the short version, after a lot of leg work, handing out flyers, talking with community members, business owners, schools and professionals we finally got off the ground and became an actual Chapter in Jan 07. During that time I/we made presentations to commu-

nity Agencies/Businesses and Radio Stations asking for their support. The response has been absolutely incredible. Last year at SACPC's annual Breakfast, the keynote speaker was a representative and founder from BACA National: Thor, who is a psychologist, despite how he 'looks'.

The mission of BACA is to offer empowerment to children that have been victims of abuse, and to adopt them into our BACA family, knowing that we are only a phone call away. Our kids know that when they hear the roar and rumble of our motorcycles we are coming to support them. BACA will not only ride out to children, but we will also make court appearances if one of our kids has to go to court. We will be a 'presence', to help them get through this difficult and frightening time. Many of our members have also taken time from their jobs to attend SACPC's four day Basic Sexual Assault Awareness Training.

Last September, our Puget Sound Chapter had our first annual BACA Bash at Fort Steilacoom Park. It was a great success. We had five bands, food, a dunk tank, and Chief Saunders from the Lakewood Police Department volunteered to be a "dunkee". The local Fire Department, helped in the filling/topping and draining of the dunk tank. We had a bike rodeo, face painting and other things for kids to enjoy and participate in. We are already planning this year's BACA Bash and will be offering the opportunity for vendors to have booths for their wares.

The first meeting that we held had three of us in attendance. Our meeting last week was 'standing room only'! We have 14 'patched' members that have passed NCIC background checks, but dozens of other supporters working on meeting the criteria to become patched members. I am extremely pleased to say that not only have we established the Puget Sound Chapter of BACA, but we are currently working on a new chapter in King County.

Our 2nd Annual 100 Mile Ride will be happening April 26, and anyone is welcome to ride with us. We do take pledges for that event. For more information about BACA please check out www.bacausa.com. If you have any questions or know someone that would be interested in becoming a member or supporter of BACA have them contact me at kathy@sexualassaultcenter.com or purplevulcan@yahoo.com.

The members and supporters of the Puget Sound Chapter come from all walks of life, and are the most committed and dedicated group of people I have had the pleasure to be involved with. Our community is involved and they care about challenging the dynamics.



Got News? Let us know and we will publish your news in the next issue of Partners in Social Change.

Send email to: Katherine@wcsap.org



If you have read any interesting prevention-related books recently and would like to write a book review for the next PISC, contact Katherine at: Katherine@wcsap.org



WCSAP STAFF

Andrea Piper

Advocacy Education Specialist andrea@wcsap.org 360-754-7583, ext. 111

Evelyn Larsen

Interim Executive Director evelyn@wcsap.org 360-754-7583, ext. 107

Katherine Gechter

Prevention Specialist katherine@wcsap.org 360-754-7583, ext. 104

Kathleen Arledge

Program Management Specialist kathleen@wcsap.org 360-754-7583, ext. 112

Marilyn Turnbow

Office Manager marilyn@wcsap.org 360-754-7583, ext. 100

Tara Wolfe

Training Specialist tara@wcsap.org 360-754-7583, ext. 120

Toby Shulruff

Resource Sharing Project toby@wcsap.org 360-754-7583, ext. 102

Valerie White

Accountant Valerie@wcsap.org 360-754-7583, ext. 105

Yahui Chi

Technology Specialist Yahui@wcsap.org 360-754-7583, ext. 103



WCSAP STAFF

Top (left to right): Valerie White, Kathleen Arledge, Katherine Gechter, Marilyn Turnbow, Yahui Chi and Toby Shulruff

Bottom (seated, left to right): Andrea Piper, Evelyn Larsen and Tara Wolfe



SEXUAL ASSAULT PROGRAMS

4317 6th Ave. SE, Suite 102 Olympia, WA 98503

360. 754. 7583 360. 709. 0305 TTY 800. 775. 8013 www.wcsap.org

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End Sexual Violence in our Communities

n the movement to end sexual violence, we choose our pathways with intention, or find that we have stumbled upon them accidentally. The work we do connects us back to our historical legacies while it moves us forward to new collaborations. Forged in order to create healing and liberation, our pathways have -- and always

May 20-22, 2008 Red Lion at the Park Spokane, WA

will -- connect us to one another.

