



ReStoryation

Virginia ReStoryation Report
June 2024



Virginia Sexual and Domestic Violence
ACTION ALLIANCE



Virginia ReStoryation Report
Published June 2024

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Funded by:

2021 Family Violence Prevention and Services Act American Rescue Plan
COVID-19 Testing, Vaccines, and Mobile Health Units Access Supplemental Funding
Grant #2201VASTC6

Fire

What makes a fire burn
is space between the logs,
a breathing space.
Too much of a good thing,
too many logs
packed in too tight
can douse the flames
almost as surely
as a pail of water would.
So building fires
requires attention
to the spaces in between,
as much as to the wood.
When we are able to build
open spaces
in the same way
we have learned
to pile on the logs,
then we can come to see how
it is fuel, and absence of the fuel
together, that make fire
possible.
We only need to lay a log
lightly from time to time.
A fire grows
simply because the space is
there,
with openings
in which the flame
that knows just how it wants to
burn
can find its way

—Judy Brown

“Fire” by Judy Brown
is one of the poems
read aloud to open
the story circles.

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Executive Summary & Recommendations



Executive Summary



Who heals the healer? This question has bubbled below the surface in our movement for decades. It has become increasingly urgent over the past few years; since 2020, advocates working with survivors of sexual and domestic violence have been unheralded first responders, working behind the scenes in the face of the combined cataclysms of a global pandemic, national unrest, and disintegrating community safety nets.

In the midst of the pandemic, while advocates were providing care to survivors, they grappled with their own uncertainties and losses. Some faced unprecedented isolation; some juggled full-time parenting and schooling on top of their full-time crisis work because their children were home 24 hours a day; many were confronted with fear and uncertainty at what was to come.

More recently, the skyrocketing costs of housing, groceries, and other necessities have subjected families to even greater pressure, while funding decreases have meant that at work, we must also do more with less.

These emergencies have not abated. As this report is written, our nation faces alarming political discord at a level not seen in generations. We are now witnessing more extreme and potentially lethal levels of violence in our communities while helping networks are stretched thin, operating on bare bones. All this while daily images of new weather catastrophes play in the background.

Executive Summary

As a movement, we needed breathing space and time to ponder. **Virginia was one of 25 states and territories across the U.S. to participate in ReStoryation, a national storytelling project and needs assessment among professionals working in the movement to end sexual and domestic violence.** The primary goals of ReStoryation were to employ storytelling to:

- Pause and reflect on the impact of the previous three years on ourselves and our work.
- Provide an opportunity for connection and healing through sharing our experiences and bearing witness to each other's stories.
- Name what is needed to create a thriving workforce and movement going forward.

Why storytelling? Stories reveal, help us process, and reflect. Story circles have been part of our collective human experience across communities, cultures, and generations for millennia. **The process of storytelling and the practice of bearing witness to one another's stories is one of the most intuitive, most powerful, and most ancient medicines we have.**

Vanessa Timmons, healer and storyteller, and Executive Director of the Oregon Coalition Against Domestic & Sexual Violence, authored the Process Guide for the national ReStoryation project. A small team of staff at the Virginia Sexual & Domestic Violence Action Alliance was trained in the summer of 2022 to facilitate story circles in Virginia using the ReStoryation Process Guide.

Between February and May 2023, Action Alliance staff facilitated ten story circles across Virginia with more than 100 professionals working in sexual and domestic violence programs. 97 of the participants responded in full or in part to a series of surveys created by researchers from Michigan State University who specialize in conducting assessments in the field of gender-based violence.

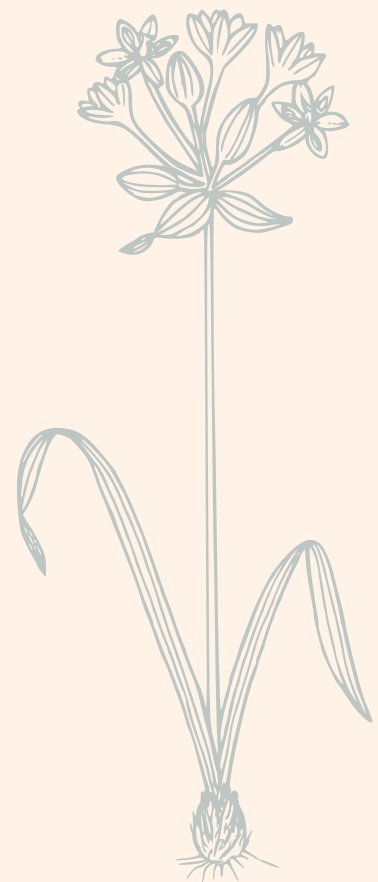
Executive Summary

One of the goals of the project was to ensure that stories of BIPOC (Black, Indigenous, People of Color) workers were elevated by “oversampling” workers who self-identify as belonging to BIPOC communities. The majority of respondents, 52% of those who completed surveys, self-identified as BIPOC. Findings and recommendations specific to BIPOC workers are included here.

The survey findings described in this report reflect a workforce that is rich with an abundance of passion and commitment toward responding to and ending sexual and domestic violence, but one that is also experiencing depletion and burnout due to multiple colliding factors, including overwork, primary and secondary trauma, financial and other life-related stressors, and unsupportive work environments.

Participants report being woefully under-compensated. One in five said they work more than 40 hours per week at their organization, yet half earn \$50,000 or less per year. This highlights a pressing concern for workers; the average minimum livable wage in Virginia for one adult with no children is \$48,000. Many of our colleagues are working more than full-time while simply not earning enough to get by on their own, much less with a family.

Narrative responses from participants tell us that our colleagues in the movement are yearning for connection with one another. Many expressed deep gratitude for the healing power that ReStoryation offered by holding space for community; they felt their experiences were heard and honored in the circle. They hope to have opportunities in the future to connect with leadership and share their stories.



Executive Summary

The data collected show a strikingly new workforce among participants who completed surveys. One in five respondents (21%) had worked at their agency for less than one year. 41% had worked at their agency for two years or less. 39% had worked at their agency for five years or longer. The lack of tenure among Virginia's sexual and domestic violence programs poses concern about an impending void of institutional knowledge, while also offering opportunities for new leadership to emerge.

Virginia's ReStoryation project underscores some essential truths in our work: healing and connection are two sides of the same coin; one is only possible with the other. Advocates bear witness to survivors every day, but how often do we pause to do the same with one another? Opportunities to listen to and care for one another are often dismissed, yet are as essential for a thriving workforce as oxygen is to breathing,

The sustained intensity of our work over the past four years has visibly taken its toll through worker burnout and high turnover. We are trained crisis and care workers, but we cannot maintain the current pace and intensity of our work indefinitely. Adequate monetary compensation, intentional spaciousness and flexibility, and caring and supportive work environments are healing-centered necessities for workforce sustainability.



We hope you take the time to read and absorb the lessons shared by your colleagues in these story circles. To our colleagues who participated in a ReStoryation circle, thank you; we are honored by your contributions. To our many fellow advocates and visionaries for a better world, we see you, we honor you and we celebrate you.

Recommendations

Recommendations

See these recommendations in context and with additional supporting information in the “Looking Ahead: Themes and Expanded Recommendations” section starting on page 65.

- Identify ways to recognize both formally and informally the contributions of professionals and volunteers working in sexual and domestic violence programs.
- Identify and implement creative ways to meet flexibility needs in staff schedules. If full-time remote work or staff making their own schedule is not an option, try rotating remote work schedules and other options that lend to spaciousness and flexibility.
 - Because advocates who are suffering from secondary trauma will face challenges in being able to provide trauma-informed care to survivors, the Action Alliance’s 10-year sustainability plan (published in 2023) calls for sexual and domestic violence programs to assess the degree to which a 24/7 service coverage model is achievable, sustainable, and consistent with the effective provision of trauma-informed services to survivors.
- Operationalize organizational commitment to support the health and well-being of staff and volunteers.
 - Examples may include options for free and confidential counseling (e.g. enhanced EAPs), stress recovery time in weekly schedules, personal staff “trauma management plans”, facilitated staff support groups, and other effective forms of trauma stewardship.

Recommendations

- Prioritize compensation that meets or exceeds a living wage.
 - Initiate or expand practices of writing annual cost of living increases into every grant application.
 - Conduct organizational salary assessments, set target goals, and make plans to adjust and improve pay and benefits packages.
 - Ensure equal pay and racial equity in advancement opportunities. Pay scales should be competitive for the field and comparable positions in communities, and benefits packages should ensure good health care, mental health benefits, adequate leave including disability leave, and retirement benefits.
- Find ways to build community and connection in formal and informal ways.
 - Prioritize connection as a protective factor against burnout and promote workforce sustainability.
 - Support BIPOC staff in joining and participating in the Action Alliance People of Color Caucus and other BIPOC-specific professional and community associations.
- Institutionalize ways for staff and leadership to hear from one another about their experiences and needs.
- Implement recommendations above for adequate compensation and benefits. Institute mentoring programs between staff to share knowledge between generations.

Recommendations

- Embed social and racial justice in the everyday business of the sexual and domestic violence movement.
 - Re-create operating protocols and personnel policies to reflect anti-racism and social justice practices.
 - Acknowledge holidays of diverse cultures and build days of observance into agency calendars to prevent staff from having to use personal leave.
 - Offer paid parental and sick leave and extend health insurance benefits to employees, dependents, and spouses.
 - Acknowledge all marginalized groups. Reflect on who are the most underserved and under-represented at your agency/within your staff.
 - Examples of marginalized groups include single parents with children, families from rural communities, immigrants, people who are impacted by incarceration, military veterans, advocates across the generational span, and people with invisible and visible (dis)abilities.
- Elevate the experiences and center the voices of BIPOC staff at agencies.
 - Prioritize connection with and among BIPOC staff to reduce burnout while promoting workforce sustainability.
 - Engage in agency-wide and ongoing professional development opportunities centered around dismantling racism and the culture of white privilege and power. Create ladders of leadership opportunities for BIPOC staff.

Recommendations

- Develop and maintain empathy and awareness; ensure that advocates feel safe initiating conversations about race and racism in the workplace.
- Support BIPOC staff in professional development opportunities. Acknowledge and offer support and time off to BIPOC staff when potentially traumatizing local, statewide, and national events happen.
- Engage in intentional recruitment and hiring of BIPOC staff at agencies.

ReStoryation: Gathering, Storytelling, Bearing Witness





ReStoryation: Gathering, Storytelling, Bearing Witness

“Each time we gather in circles with one another, the world heals a little more.”

- it was a time to pause
- a time to reflect
- a time to reset
- a time to connect
- a time to share and listen
- a time to vision for the days to come in the movement

We gathered in circles across Virginia and used storytelling as a way to understand the individual and collective experiences of sexual and domestic violence service providers during the time of COVID.

The goal of ReStoryation was twofold: first, to gather and bear witness to each another’s experiences to connect to beloved community, and second to collect quantitative and qualitative data on workforce sustainability among advocates and preventionists working in Virginia’s sexual and domestic violence programs. Particular attention was paid to ensuring that the often-marginalized voices of our Black, Indigenous, and People of Color colleagues (BIPOC) were heard.

ReStoryation was grounded in the ancient practice of storytelling: a practice that uncovers individual and collective truths and strengthens our ties to one another.

ReStoryation Overview

The Action Alliance was one of 25 coalitions from U.S. states and territories that participated in this unique national needs assessment. Data was collected by the Virginia team and analyzed by a research team affiliated with Michigan State University. Nationally, the 25 coalition project was led by a team of leaders from coalitions in Washington State, Oregon, Idaho, and Virginia.

What Did the Story Circles Look Like?

The ReStoryation story circles combined oral and visual storytelling to provide a restorative space for processing trauma, healing collectively, and building connection.

Story circles were day-long workshops encompassing grounding practices, visual storytelling, oral storytelling, expressive journaling, and both large and small group discussion.

The sessions were centered around the work over the past three years with an intentional focus on **“What has happened?”**, **“What have you learned?”**, and **“What do you need to continue to continue in this work?”**



“Not only was the content very enlightening, thought-provoking, and calming, it was great to be in this space with co-workers I don’t often get to interact with regularly.”

—ReStoryation participant

ReStoryation Overview

The flow of every story circle event included these elements:

- **Physical practice and group breathwork**
 - **Story table or altar**
 - Participants were asked to bring an item of personal significance to them and to share with the group why they selected it.
 - **Visual storytelling through collage**
 - Participants were provided materials to create a collage in response to the prompt, “In the last 3 years, what has happened?”
 - **Oral tradition storytelling**
 - Participants met in small groups to take turns responding to this series of prompts:
 - *In the beginning, how did you know things were going to change?*
 - *In the middle, what was happening for you personally?*
 - *The learning: What is true now? How has your work life changed?*
- “The day was great and I felt cared for in a special way.”*

—ReStoryation participant
- **Expressive Journaling**
 - Participants were provided journaling materials and responded to a series of prompts to reflect on their own story that was uncovered during the story circle, and to ponder the path ahead in their work.
 - **Thoughts on Sustainability**
 - At the conclusion of the journaling exercise, participants wrote on sticky notes their responses to this prompt: “What I need in order to be a part of this work moving forward is...”

Facilitators incorporated elements of movement, play, art, and nourishing food to honor the themes of wellness, balance, connectedness, and care.

ReStoryation Overview

How were the circles organized?

ReStoryation circles were hosted with the help of staff from the following agencies: Latinos In Virginia/LIVE (with Spanish and English translation) (Richmond), YWCA of South Hampton Roads (Norfolk), Response (Woodstock), Thrive (New Kent), Clinch Valley Community Action (Tazewell), Project Empower/VCU (Richmond), The Center for Sexual Assault Survivors (Newport News), and Empowerhouse (Fredericksburg).

Participants represented all regions in Virginia: Valley & Ridge, Blue Ridge, Appalachian Plateau, Piedmont, and Tidewater.¹

"I tend to be more of a private person, so I always struggle with sharing my feelings. I trust this group a lot and the facilitators did a great job creating an open, safe space."

—ReStoryation Participant



The beginnings of a communal story sharing altar during a circle in Clinch Valley.

A Focus on BIPOC Voices

In keeping with the goals of ReStoryation to reach BIPOC advocates particularly, the team held a BIPOC advocate-specific story circle in March 2023 in Charlottesville. Sexual and domestic violence programs across the state were encouraged to support the participation of their BIPOC advocates and offered options for travel and lodging reimbursements to eliminate potential barriers. Most story circles across Virginia included BIPOC advocates.

ReStoryation Overview

How We Collected Data

Along with uplifting the unique pandemic experience and needs of victim advocates, **the needs assessment focused on addressing key concerns that emerged from the pandemic: sustainability, retention, and organizational care.**

Participants at each session were asked to complete a series of short surveys:

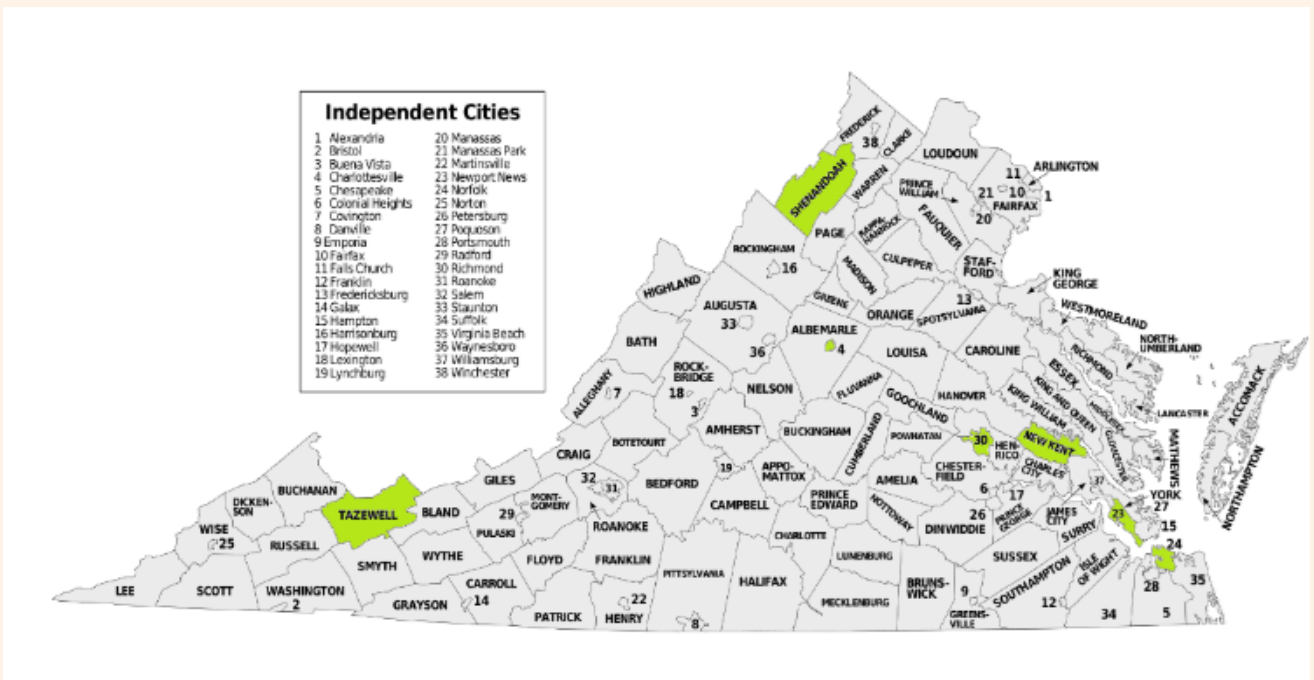
- **Pre-Event Survey:** Participants completed this survey before the event. The survey collected demographic information and attitudes toward work.
- **Mid-Event Reflection Survey:** Participants completed this survey mid-way through the story circle to share about the personal and professional impacts of the COVID-19 pandemic.
- **Sticky notes** collected from participants who responded to the prompt, “What I need to move forward in this work”. The notes were transcribed and shared with the evaluators to code and compile.
- **Post-Event Survey:** Participants completed this survey at the end of the story circle to provide feedback about their experiences with the story circles.

The surveys were designed by Dr. Cris Sullivan at Michigan State University. The data was anonymized, compiled, and analyzed by the research team of Dr. Oyesola Oluwafunmilayo (Funmi) Ayeni, Dr. Gabriela López-Zerón, and Dr. Adam Farero.

ReStoryation Overview



ReStoryation Facilitators (l-r) Emily Robinson, Shabana Shaheen, and Cortney Calixte visit Clinch Valley.



This map of Virginia shows counties where ReStoryation circles were held (shown in lime green).

Centering the Voices of Black, Indigenous, & People of Color



Centering the Voices of Black, Indigenous, & People of Color

BIPOC Storytelling session

We gathered for the BIPOC ReStoryation session at the Friends Quaker Meeting House in Charlottesville Virginia (Monacan tribal lands). The Quaker meeting house is part of the historic African American business and residential district of Vinegar Hill, which became a thriving neighborhood by the 1920s. Vinegar Hill was razed in 1964, displacing many black businesses, churches, and families. It was important to open the story circle with the historical context of the area to elevate how the intersections of race, class, and systems of power continue to affect those who are most marginalized in society.

Centering the voices of Black, Indigenous, and People of Color

Seven participants attended. The session was held over one and a half days with space to convene as members of the Action Alliance's People of Color Caucus. Ranging from one to forty years in the movement, elders in the space "passed torches" and gave permission to the younger generation to "continue on and stand on the shoulders of those who came before."

Participants reflected on the past three years of harm, violence, silencing of BIPOC communities, and the murdering of Black bodies at the hands of law enforcement. Participants spoke about not feeling supported in their agencies during the time of COVID and civil unrest. BIPOC participants expressed feeling isolated at agencies when there were no other staff members that looked like them nor could relate to their life experiences. Participants spoke about the vicarious trauma of living as a BIPOC person in spaces and in a country that sees them as inferior and disposable. Participants spoke about the complexities of PTSD and not having the space to heal, rest, or restore (trauma after trauma).

Centering the Voices of Black, Indigenous, & People of Color

Quotes Shared from Attendees of the BIPOC Session

- *“It was an awesome time of sharing stories involving issues/concerns/ experiences, we all encounter across the state in the work we do.”*
- *“I wish some of our concerns would be heard and more changes made statewide to improve those concerns.”*
- *“The BIPOC ReStoryation session was an amazing opportunity for advocates to connect and debrief around some really traumatic events in history. Especially for Black Americans who were bearing the brunt of many crises — police violence (the murdering of Black people), racism, crushing unemployment, lack of housing, and a deadly infectious disease. What was echoed throughout ReStoryation session was support for POC on the frontline in our moment was invisible, antiracism work and support from white allies faded to non-existent. The resilience of POC is so amazing with everything that we endure. We still have a lot of work to do...”*
- *“I saw this quote a while back and really made me stop and think about racism and egos: ‘I suspect many white people combatting racism have been so busy checking their privilege that they’ve forgotten to check their egos.’”*
- *“I really enjoyed the time spent at the ReStoryation last year. It was great to fellowship with other advocates of color, some of whom I'd never met before. I loved the story board activity as well as the round table discussions. It was informative and refreshing. It helped keep me anchored in the advocacy work. We should do it again!”*

Centering the Voices of Black, Indigenous, & People of Color

BIPOC Staff Follow-up

Only 4 out of the 7 participants are still connected to work in the movement.

What contributed to nearly half of the BIPOC participants leaving the field? (based off of feedback during the session)

- Salary/pay not sustainable
- Seeking a better life/work balance
- Feeling less energized about the work
- Mixed expectations from leadership staff
- Trauma(s) experienced in agencies
- Burn out
- Vicarious trauma
- White supremacist practices in agencies, which include pay disparities between similar roles, lack of representation in internal and public-facing materials, dismissiveness of cultural practices, and micro-managing of BIPOC staff more than non-BIPOC staff, to name a few.

The impact of these behaviors resulted in BIPOC staff feeling as though they had to “walk on eggshells” at work, fearing job security, and feeling a sense of mistrust at work.



National and Virginia ReStoryation Timeline



National & Virginia ReStoryation Timeline

Fall
2021

A small group of staff from coalitions gathers in Seattle to share stories about their lives in the time of COVID. The group, convened by Nan Stoops of Washington State Coalition Against Domestic Violence (WSCADV), includes staff from the Washington State, Idaho, Iowa, Oregon, and Virginia coalitions. The storytelling circle is facilitated by Vanessa Timmons of the Oregon Coalition Against Domestic & Sexual Violence.

Early
2022

Because the Fall 2021 circle is so powerful and healing, four members of the group from the gathering in Seattle hatch a plan to offer the storytelling circle experience to interested coalitions, who would then share it with their local programs. The four-member group becomes the project design team for the National ReStoryation Project: Nan Stoops (Washington Coalition Against Domestic Violence), Kelly Miller (Idaho Coalition Against Sexual & Domestic Violence), Vanessa Timmons (Oregon Coalition Against Domestic & Sexual Violence), and Kate McCord (Virginia Sexual & Domestic Violence Action Alliance).

Spring
2022

25 coalitions from U.S. states and territories sign on to participate in the national ReStoryation project. As a workforce sustainability project, coalitions find funding for the project from federal American Rescue Plan grants through the Family Violence Prevention and Services Act.

July
26-28
2022

The Action Alliance hosts the East Coast launch event for the national ReStoryation project in Richmond, Virginia. 30 representatives from 11 state coalitions and one national coalition attend the launch event, which offers coalitions an experiential orientation to storytelling in circle.

August
15-17
2022

Washington State Coalition Against Domestic Violence hosts the West Coast launch event in Seattle. 53 representatives from 16 state and territory coalitions, and one national coalition representative attend the launch event.

Fall /
Winter
2022

Staff teams from the 25 participating coalitions undergo planning for their in-state ReStoryation launches. The Action Alliance team is comprised of five staff: Cortney Calixte, Shabana Shaheen, Latoria White, Kate McCord, and Emily Robinson.

Members of the national ReStoryation design team facilitate story circles for the 25 participating coalitions. Each member of the 4-person planning team visits 5-8 coalitions to facilitate story circles for all staff of participating coalitions so they can have the storytelling experience. Nan Stoops facilitates the circle for the Virginia Action Alliance staff.

February
-May
2023

Action Alliance staff conduct ten story circles across Virginia utilizing the process guide developed by the national planning team.

May
25-26
2023

The BIPOC staff who are members of the 25 coalition storytelling teams gather in Atlanta to reflect on the project.

September
27-29
2023

Representatives from the ReStoryation national evaluation team meet with participating coalitions in Seattle to discuss preliminary national data gathered during the needs assessment.

February
-March
2024

Evaluators share de-identified state-level ReStoryation data with participating coalitions.

June
2024

The Virginia ReStoryation report is released.

(Estimated)
July
2024

The national ReStoryation report is released.



Virginia's Story Circle Facilitators

Cortney Calixte (Workgroup Co-Facilitator)

Kate McCord

Emily Robinson

Shabana Shaheen (Workgroup Co-Facilitator)

Kristi VanAudenhove

Latoria White

Findings: Participant Demographics



Findings: Participant Demographics

Who Completed the Surveys?

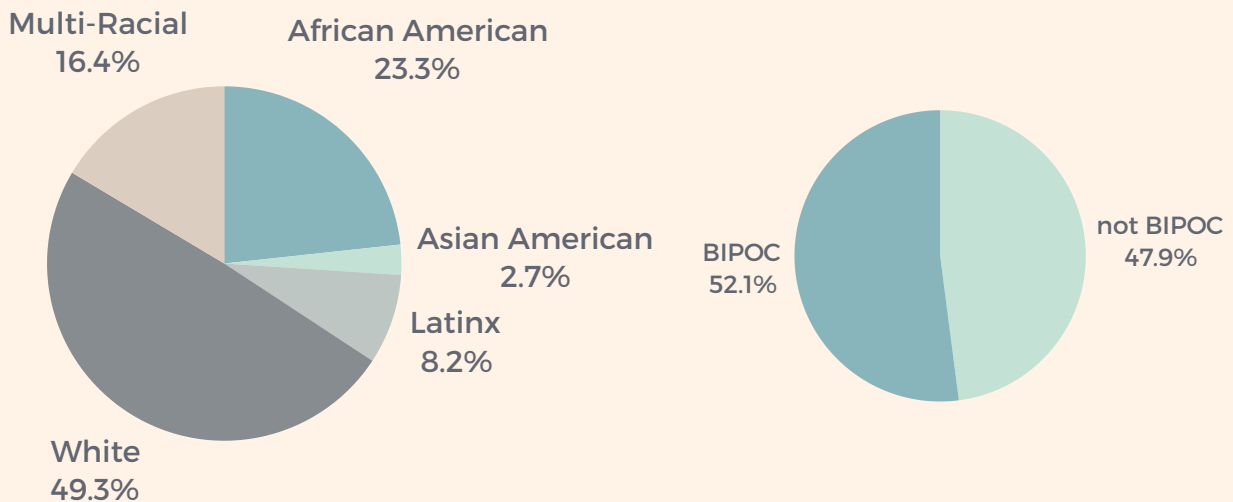
More than 100 staff from Virginia’s sexual and domestic violence programs participated in ReStoryation. 73 completed the pre-event participant survey, 97 completed the reflection survey, and 90 completed the post-event survey. We held ten story circles; each circle included between six and 23 participants.

Race / Ethnicity

52% of respondents identified as Black, Indigenous, and/or People of Color, while 48% did not.

“The resilience of POC [people of color] is so amazing with everything that we endure. We still have a lot of work to do...”

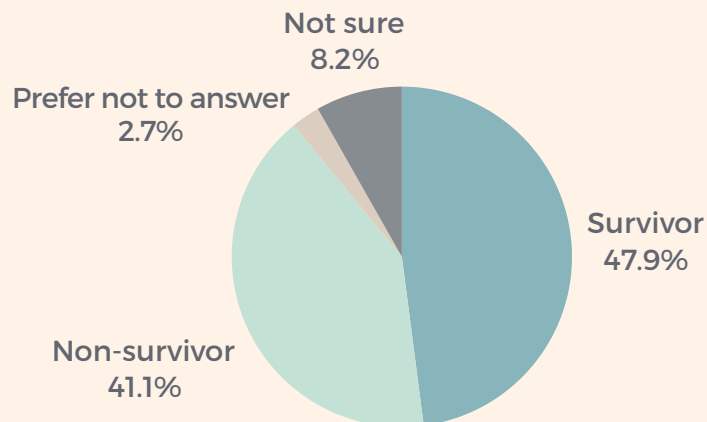
—ReStoryation participant



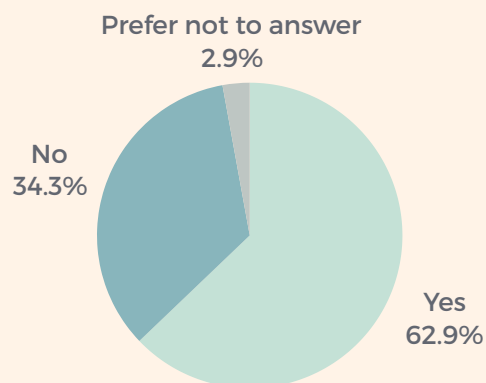
Findings: Participant Demographics

Survivorship Status

48% of respondents identified as survivors of gender-based violence. 41% did not, while 3% preferred not to answer and 8% said they were not sure.



Of those who identified as survivors, 63% said they talked about their survivorship status at work as a way to connect with and educate others.



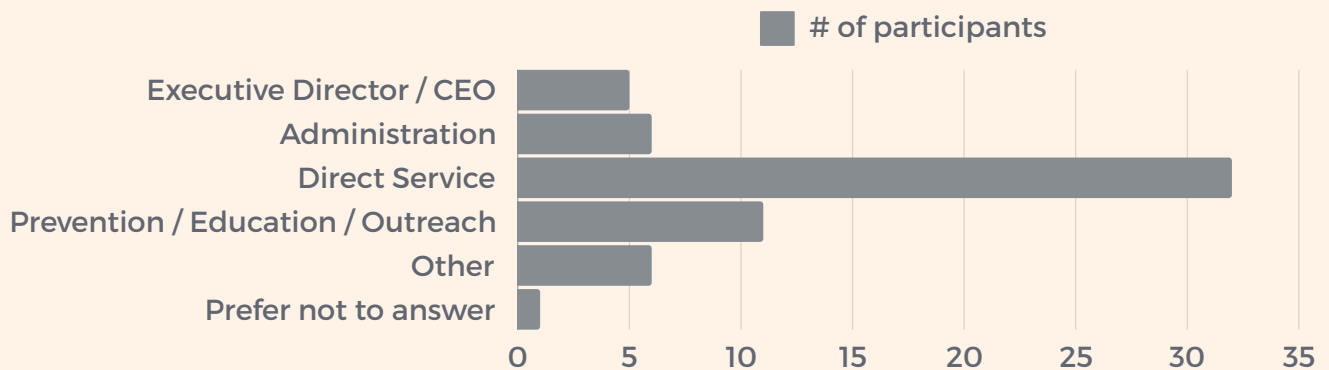
"I have a passion behind the advocacy I provide to victims of domestic/sexual violence no matter the gender, as I'm a survivor of domestic violence involving gun violence."

—ReStoryation participant

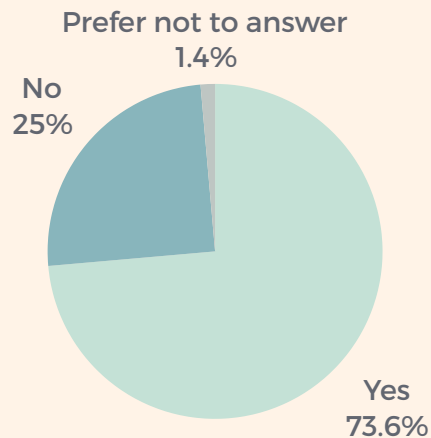
Findings: Participant Demographics

Role in the organization

53% of respondents described their primary role in their organization as direct services. 18% of respondents described their role as prevention, education, or outreach, while 10% said administration, and 8% described their role as executive leadership.



74% of respondents said they work directly with survivors as part of their role.



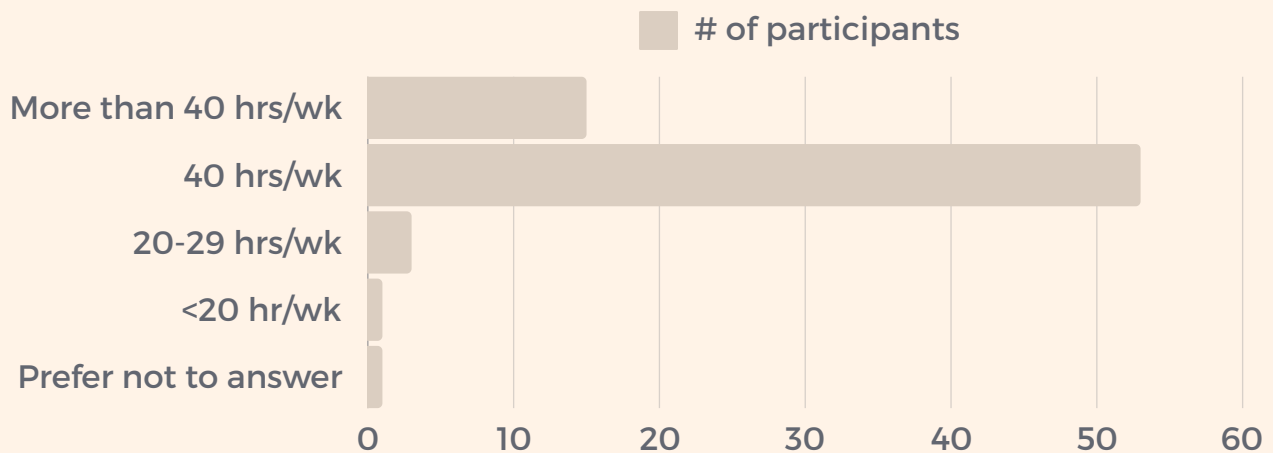
“We don't have enough staff on the hotline. I do the job I was hired to do as well as the job of an administrative assistant, which feels like a separate job that should have its own person .”

—ReStoryation participant

Findings: Participant Demographics

Hours worked

94% of respondents said they worked 40 or more hours per week at their agency.



"[During lockdown] my organization reduced staff hours, but I did not reduce my hours."

—ReStorytion participant

"We worked remotely sometimes, but we still provided 24/7 crisis support and shelter services throughout the entire pandemic. And proud to say without a lapse in coverage."

—ReStorytion participant

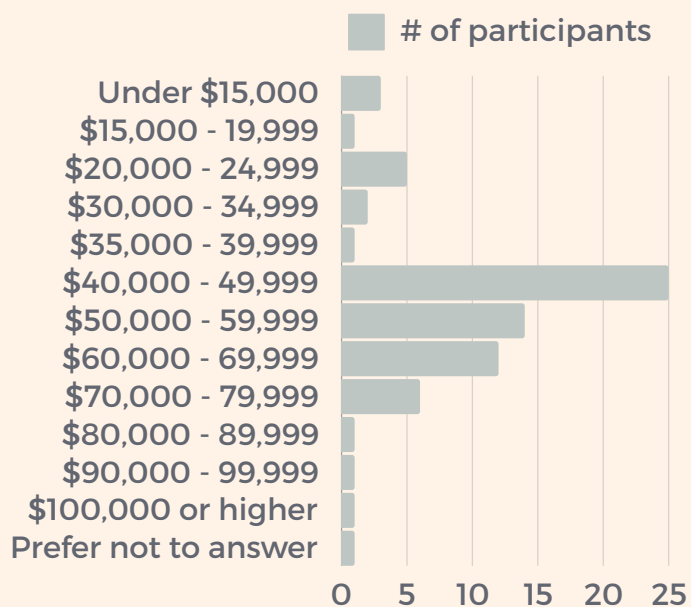
Findings: Participant Demographics

Salary

51% of respondents reported that their annual salaries fell below \$50,000.

The MIT Living Wage Scale for Virginia 2024 indicates the average minimum livable wage in Virginia for 1 adult with no children is \$48,000. Using this scale, **half of the workers who completed the pre-event survey fell at or below the minimum livable wage for Virginia for one adult with no children.**

The minimum livable wage statewide in Virginia for one adult with one child is \$80,860. It increases to \$103,620 for one adult with two children. **According to these metrics only 4% of respondents would earn a livable wage for one adult and one child.**



"[I am] struggling to pay for all my expenses with my current salary. I love the work I do, the people I work with, and the communities I work in and those factors have kept me here, though I have been thinking about job searching for higher pay."

—ReStoryation participant

"The compensation does not allow me to have a family, travel, or save for my future and this is the only reason I plan to leave."

—ReStoryation participant

Findings: Participant Demographics

Years at Agency

The data collected shows a strikingly new workforce among participants who completed surveys. One in five respondents (21%) had worked at their agency for less than one year. 41% had worked at their agency for two years or shorter. 39% had worked at their agency for five years or longer.

“I enjoy being able to gain knowledge and experience that I wouldn't get at a corporate job. I have grown throughout the few years that I have been here. If you asked me 5 years ago, where I would be, this wouldn't be it. I am blessed to be where I am today, I couldn't imagine anything else that I would rather be doing.”

—ReStoryation participant

“I've always wanted to work with a community, a population who is left for last and voices that need to be heard. This resource is very much needed, and it helps when you know you can make a difference in someone's life no matter how small that help may be. I love being able to help others, no matter how small.”

—ReStoryation participant

How Respondents Felt About Their Work Prior to the Story Circles

55% of respondents said they were feeling slightly, moderately, or very energized about their work prior to attending a story circle. 18% said they felt a mix of being energized and burned out toward their work. 26% said they felt slightly, moderately, or very burned out.

Findings: Participant Demographics

"I really love the work I do and I know I am making a difference. The only thing is that I feel like I don't get the monetary compensation that outweighs the emotional taxation I experience each and every day."

—ReStoryation participant

"This isn't just work for me. I wake up each day grateful for the work I get to do on a daily basis."

—ReStoryation participant

Likelihood to be working in gender-based violence movement/field in the next five years

77% of respondents indicated that they were somewhat or very likely to be working in the field of gender-based violence in the next five years. 7% said it was not at all likely they would be in the same field in five years.

"The main reason I would stay is for the clients. I love doing this job. The main reason I would leave is if offered a higher salary to support my family."

—ReStoryation participant



Findings: Narrative Response Themes

Pre-Event Narrative Response Themes

73 participants completed pre-surveys prior to the story circles. The pre-survey collected information on:

- demographics
- length of time at the organization and in the field
- number of weekly hours worked
- annual salary
- how participants were feeling about their work at the time of the survey
- the likelihood that they would be working at their current organization or in the field of sexual and domestic violence in five years
- factors that would contribute to them staying in or leaving the field and/or the organization

Reasons to Stay in the Field

When asked to describe the main reason why they would likely stay in or leave the field, participants' responses focused on the following themes:

Passion for the work and connections with colleagues

- *"The main reason I would stay is for the clients. I love doing this job."*
- *"I have a passion behind the advocacy I provide to victims of domestic/sexual violence no matter the gender, as I'm a survivor of domestic violence involving gun violence."*

(continued on next page)

Findings: Narrative Response Themes

- *“Although choosing to specialize in domestic/sexual violence work isn't an easy decision. It can be emotionally, draining and stressful to work with survivors of domestic and sexual abuse. But as a domestic violence advocate, will allow me the chance to help others in unique and meaningful ways, possibly helping survivors change the course of their lives. This is the reason why I stay.”*
- *“I love helping victims, and there is much to be done for the Latinx community.”*
- *“I love my co-workers and building community partnerships that help survivors access services.”*
- *“I am passionate about this work. I love my team and my role. I love being an advocate for survivors and helping them achieve their goals.”*
- *“Strong leadership and direction + common values/views with coworkers.”*
- *“Feel very passionate about violence prevention work. While I hope to work to create more empathy in people and shift to a culture of consent, I hope to always be advocating for and ensuring services are available to all survivors.”*

Reasons to Leave the Field

Inadequate Compensation

- *“The main reason I would leave is if offered a higher salary to support my family.”*
- *“I really love the work I do and I know I am making a difference. The only thing, is that I feel like I don't get the monetary compensation that outweighs the emotional taxation I experience each and every day.”*
- *“I would stay in this field if it paid more!”*

(continued on next page)

Findings: Narrative Response Themes

- *“This feels like my life's work. The only reason I would leave this field is financial reasons.”*
- *“Inadequate staffing/support, and seeking more balance.”*
- *“With grant funding I feel like we constantly have to reinvent the wheel and grants don't pay for some of the foundational positions we need in order to thrive so that the direct services staff can just focus on their jobs and there is a lot of admin because every funder and every grant wants numbers a different way and it is exhausting.”*
- *“This field is very stressful and there is little understanding outside of it as to what we do and why it's important. It is hard to constantly feel like the community and government is actively working against you with their policies and decisions. I feel like the work and mental load in this job is more than what I'm getting paid to do it.”*
- *“I really enjoy my work but constantly feel as though there's too much to do. It's tiresome to constantly feel 'behind.'”*
- *“I have always put work first due to the nature of our 24/7 crisis services. I have hit a point in my life where I would like to better prioritize my personal life and my professional life.”*

Reasons to Stay with the Organization

When asked to describe the main reason why they would likely stay with or leave their organization, participant responses focused on these themes:

Alignment with organization's mission and commitment to survivors

- *“I love the supportive services we are able to provide our patients/victims.”*

(continued on next page)

Findings: Narrative Response Themes

- *“I love being able to help people through their hardest times in their lives.”*
- *“Although the work is heavy, it is so much to be done! I want to leave an everlasting mark. I like certain aspects about my agency, there is just somethings that would need to change before I could confidently say what I would stay for five or more years.”*
- *“For 16 years, this organization has maintained alliances and upheld its autonomy to fight for the rights of Latina immigrant women, and I believe in this.”*
- *“Because this organization is a space where I can organize, where I have been active and make my feminist work possible.”*
- *“Although choosing to specialize in domestic/sexual violence work isn't an easy decision. It can be emotionally, draining and stressful to work with survivors of domestic and sexual abuse. But as a domestic violence advocate, (this job) will allow me the chance to help others in unique and meaningful ways, possibly helping survivors change the course of their lives. This is the reason why I stay.”*

Supportive leadership and work culture

- *“Great leadership and culture.”*
- *“I work with amazing people and I get to do some great things at this agency. I feel valued and respected here.”*
- *“I love the team. Everyone at the agency is passionate about their work and we all work well together and support each other. I feel valued by my agency and feel like the work I am doing matters to senior management.”*
- *“Our agency has a great climate.”*
- *“Strong leadership and direction and shared values/views with coworkers.”*

Findings: Narrative Response Themes

Reasons to Leave the Organization

Inadequate compensation

- *“I would love to continue at my agency as I love everyone I work with. The compensation does not allow me to have a family, travel, or save for my future and this is the only reason I plan to leave.”*
- *“Salary. Struggling to pay for all my expenses with my current salary. I love the work I do, the people I work with, and the communities I work in and those factors have kept me here, though I have been thinking about job searching for higher pay.”*
- *“I love the flexibility and support I have found at (redacted for anonymity). However, I have worked with the (redacted) and similar agencies my entire career. If I leave, it will most likely be due to better financial opportunities or an interest in exploring other opportunities in a similar field.”*

Unsupportive leadership or difficult work environment

- *“Difficulty with Board of Directors not understanding the role, being in the weeds and micromanaging.”*
- *“Lack of appreciation and understanding for the responsibilities of the role.”*
- *“Work overload, little help, very little money.”*
- *“I am leaving because I need more autonomy over my life/work balance. I need to feel appreciated and valued by my employer and I no longer feel this.”*
- *“I'm not always sure where I fit at our agency and get frustrated with the way we do things sometimes. I would like to continue because I believe in change and have hope.”*
- *“There's still a dress code/PTO is practically non-existent/ we're short-staffed so other people have to pick up the slack.. No room to grow.”*

Findings: Impact of COVID on Our Work



Findings: Impact of COVID on Our Work

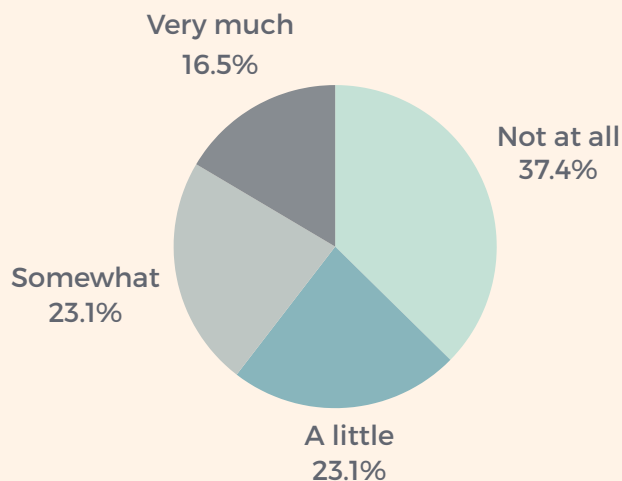
Impact of COVID on Work

Participants were asked to complete a survey approximately midway through the story circle event. 99 participants completed the “Reflection Survey”. The Reflection Survey collected information on:

- Impact of COVID on the work
- Impact of COVID on job security
- Staffing levels and adequacy
- Impact of COVID on physical and mental health

Concerns About Job Security

63% of respondents said they worried about job security as a result of the COVID-19 pandemic, while 37% said they did not at all worry.



“Working for non-profits that survive on grant funding is difficult, but adding in the possibility that grant funding could be taken away or funds cut has been concerning.”

—ReStoryation participant

“I actually felt more secure in my job security. I felt needed and valued as my organization really worked to make it easy for folks to do their work remotely, made sure we were taking care of ourselves in the strange reality that had become our world.”

—ReStoryation participant

Findings: Impact of COVID on Our Work

Loss of Staff

When asked, “Did your organization lose staff (layoffs, resignations, prolonged illness/absence, etc) during the COVID-19 pandemic?”, 54% of respondents said “slightly more”, “more than usual”, or “many more than usual”. 26% said either “fewer” or “no more than usual”, while 20% replied they did not know.

“During the early days of the pandemic, we had very little turn over (no more than usual) starting about 2021, it drastically increased.”

—ReStorytion participant

“At one point we were facing layoffs...but then we received a PPP [federal emergency Payroll Protection Program] loan and we were able to keep paying everyone, even though grant funding was bottlenecked and earned income and fundraising fell off a cliff.”

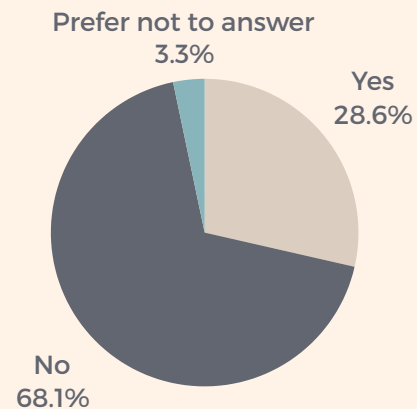
—ReStorytion participant

Inadequate Staffing

A large majority, 68% of respondents, said that in their opinion, their organization is not adequately staffed now.

“[We are] fully staffed, but not adequately staffed.”

—ReStorytion participant



Findings: Impact of COVID on Our Work

“Every staff member has to wear so many hats and handle so many responsibilities that are not in the job descriptions because the staff is so small. It's exhausting.”

—ReStorytion participant

“We finally have a full staff, but we were without 2-3 employees for the last year, which is a huge issue when our staff is only 6 people when fully staffed. We have all been pretty stretched thin.”

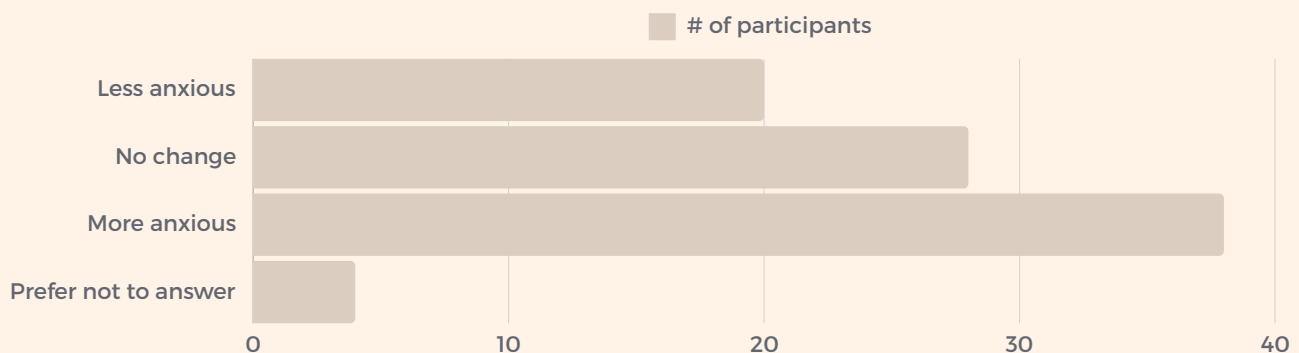
—ReStorytion participant

“We have a chunk of unfilled positions and a lot of very new people that take time to train, not a lot of historical knowledge. I think a good balance of new, midterm and long-standing employees help an agency run the best. We do not have that.”

—ReStorytion participant

Levels of Anxiety

42% of respondents said that they generally feel more anxious as a result of the impact of the COVID-19 pandemic on their work, while 31% reported no change, and 22% said they feel less anxious in general.



Findings: Impact of COVID on Our Work

"I got breast cancer during the pandemic, and I was more scared of getting COVID than dying from cancer. I was very concerned that by accompanying me to appointments, my husband might contract COVID."

—ReStoryation participant

"I continue to worry that the economy will worsen and that has a direct impact on the private funds we're able to raise."

—ReStoryation participant

Impact on Physical Health

38% of respondents said their physical health is worse now than before the pandemic. 40% said their physical health was the same, while 21% said it was better.

Impact on Mental Health

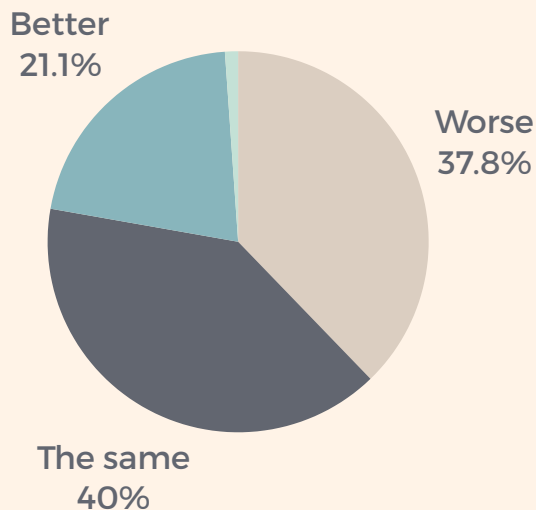
40% of respondents said their mental health is worse now than before the pandemic. 30% said their mental health was the same, while 27% said it was better.

"People really needed more time away from work to deal with the multiple traumas they were experiencing...the pandemic, state violence, heightened racism and anti-semitism and more. Parents whose kids were not in school needed to focus on the wellbeing of our kids. During several periods most of the staff were working about half time. Again, PPP was a real help. We didn't have pressure to account for every hour of people's time....we could "afford" to offer grace and flexibility and to let some things go."

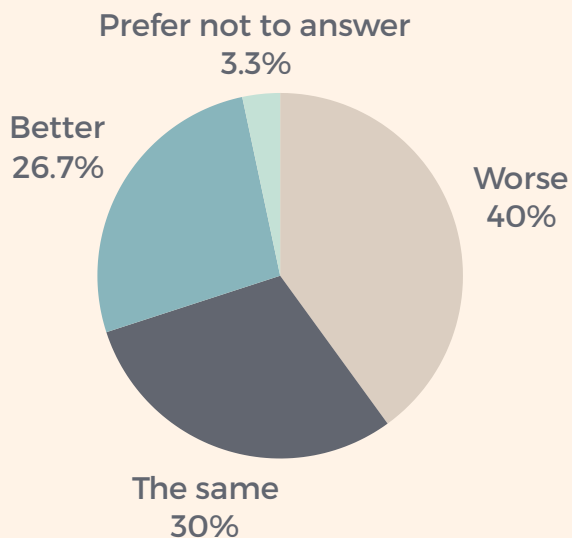
—ReStoryation participant

Findings: Impact of COVID on Our Work

Impact on Physical Health



Impact on Mental Health



“We are in crisis work so that means change happens, but I think that on top of that the impact of COVID has meant more constant change that is hard to keep up with and overwhelming to balance. It’s hard to feel empowered when things constantly feel like they’re changing as a reaction and not proactively or intentionally.”

—ReStorytion participant

“I don’t know how I feel about anything. Not in touch with my emotions.”

—ReStorytion participant

Findings: Impact of COVID on Our Work

Mid-Event “Reflection Survey” Narrative Response Themes

Ninety-nine participants completed a survey approximately midway through the story circle. The “Reflection Survey” collected information on:

- Impact of COVID on the way work was done
- Impact of COVID on job security
- Staffing levels and adequacy
- Impact of COVID on physical and mental health

The following themes arose through the narrative responses to these questions:

- How did the pandemic affect the way you work?
- Did your organization lose staff (layoffs, resignations, prolonged illness/absence, etc.) during the COVID 19 pandemic?
- In your opinion, is your organization adequately staffed now?
- As we are moving into a new phase of the pandemic, how if at all are you being affected?

Staff met the crisis of the pandemic with grace and tenacity

- *“Employees that were considered essential had to report to work as normal. I was essential. Our jobs were modified to keep us safe but we worked our normal schedule. Employees that weren't considered essential, worked from [home] and office.”*
- *“We worked remotely sometimes, but we still provided 24/7 crisis support and shelter services throughout the entire pandemic. And proud to say without a lapse in coverage.”*

(continued on next page)

Findings: Impact of COVID on Our Work

- *“My org reduced staff hours, but I did not reduce my hours.”*
- *“The work I was doing each day was completely different, and the answers to many of our questions were completely unknown.”*
- *“My job cut back hours, at the time I was working 1 day a week instead of my normal work schedule which is 3-4 days. And still having to keep up with my bills at the time.”*

Working at a domestic and sexual violence program during the pandemic came with a cost to the workers at the same time many were suffering significant losses

- *“Almost got fired after a breakdown that came from working myself into a pulp.”*
- *“I was lonely working entirely from home. I missed my co-workers and I missed my office.”*
- *“The workplace did not take care of me; I had to provide services and forget about myself.”*
- *“Very confusing to demonstrate that work was being done from home on one hand, and on the other, the self-imposed demands and long working hours, as being at home did not set a limit on the working hours.”*
- *“People really needed more time away from work to deal with the multiple traumas they were experiencing...the pandemic, state violence, heightened racism and antisemitism and more. Parents whose kids were not in school needed to focus on the wellbeing of our kids. During several periods most of the staff were working about half time. Again, PPP was a real help. We didn't have pressure to account for every hour of people's time....we could 'afford' to offer grace and flexibility and to let some things go.”*
- *“There was no compassion from the board when it came to my safety during COVID.”*

(continued on next page)

Findings: Impact of COVID on Our Work

- *“If anything, they needed more people in this field because of staff burnout and turnover, and SV/DV/CSA got worse during the pandemic.”*
- *“A couple employees passed away during the pandemic.”*

Organizations responded to multiple crises with adaptability and innovation

- *“Overall, the staff learned problem solving skills. We also learned that some of the things we thought were so important weren't actually important at all.”*
- *“More ability to work from home and to accommodate disabilities.”*
- *“Expanded the ways in which we reach out to and connect with patients.”*
- *“Virtual sessions with clients has been beneficial for so many clients.”*
- *“Our director at the time used COVID funding to update our software so that we could work remotely when we were exposed and had to quarantine. Now life is much easier because we can access things remotely which is so helpful when working with out of shelter clients.”*
- *“More options for virtual sessions, accessibility of telehealth.”*
- *“More racial justice events.”*
- *“Working with clients remotely removed the transportation barrier.”*
- *“People started to take care of themselves more. We began to pay more attention to self-care and less about the “work”. We changed our policies to reflect this new way of being. We were bolder and braver and less concerned about the way we used to be in space with each other.”*
- *“We learned how to navigate a societal crisis while keeping our doors open.”*

Findings: Impact of COVID on Our Work

Staff faced uncertainties in their work and in their lives

- *“Our organization is grant funded. There is always the chance of losing funding throughout the year. It was a scary situation with a lot of unknowns.”*
- *“Being in the non-profit world, there's always a threat of lost funding. With so much unknown about COVID, and with many funding streams drying up and funds being diverted to emergency service needs, things were shaky for a while.”*
- *“I was only part time at the beginning of the pandemic and felt more disposable if budget cuts needed to be made.”*
- *“We lost a lot of funding sources during COVID, and there was some staff whose positions were cut.”*

High staff turnover (which continues to the present day) and chronic vacancies negatively impacted staff

- *“We had shortages of available staff due to illness or being exposed/quarantine. We lost two staff members as a direct result of their inability to function effectively with pandemic-related working conditions.”*
- *“During the early days of the pandemic, we had very little turn over (no more than usual) starting about 2021, it drastically increased.”*
- *“We are down three staff members currently. This puts current staff having to be on call for a longer period of time. We went from 15 days a quarter to at least 21 to 23 days straight in a quarter. We had to do this so we can still provide services for our clients/guests.”*
- *“We are missing vital players in our organization. We are having a difficult time filling a few job positions. We have had to outsource at least one position. It makes it incredibly difficult for those who are here to adequately do their jobs. Leads to burnout.”*

(continued on next page)

Findings: Impact of COVID on Our Work

- *“There is always so much work to do and everyone has been stretched thinner during COVID.”*
- *“We have all been pretty stretched thin.”*
- *“We don't have enough staff on the hotline. I do the job I was hired to do as well as the job of an administrative assistant, which feels like a separate job that should have its own person.”*
- *“We have never recovered from the loss of staff during COVID.”*
- *“People are not staying as long as they used to.”*
- *“I think that we are getting to a space where we are becoming more staffed but due to turnover I think that we are not at adequate staffing levels.”*
- *“We have a chunk of infilled positions and a lot of very new people that take time to train, not a lot of historical knowledge. I think a good balance of new, midterm and long standing employees help an agency run the best. We do not have that.”*
- *“Every staff member has to wear so many hats and handle so many responsibilities that are not in the job descriptions because the staff is so small. It's exhausting.”*
- *“I feel constantly busy, stretched too thin.”*

Persistent anxiety and loss of connections are lasting effects of the pandemic

- *“We are working to refoster meaningful connections that fell apart.”*
- *“It's really challenging to self-advocate when people don't feel they have the time to get to know each other.”*
- *“The sense of precarity.”*

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Findings: Impact of COVID on Our Work

- *“Pandemic considerations just make everything harder. I don't trust my community to care for people doing care work like we do.”*
- *“I continue to worry that the economy will worsen and that has a direct impact on the private funds we're able to raise.”*
- *“More anxiety around people attending trainings and events.”*
- *“I feel unsure about everything, personally and professionally.”*
- *“We are in crisis work so that means change happens but I think that on top of that the impact of COVID has meant more constant change that is hard to keep up with and overwhelming to balance. It's hard to feel empowered when things constantly feel like they're changing as a reaction and not proactively or intentionally.”*
- *“I feel like the future of my work is more unsure and volatile.”*



Findings: Impact of ReStoryation and Thoughts on Sustainability



Findings: Impact of ReStoryation and Thoughts on Sustainability

Impact of ReStoryation

Ninety participants completed a post-event survey immediately after the story circle. The post-event survey collected information on:

- How worthwhile the story circle event was to them
- Whether participants had hopes or goals for how their organization might change
- Whether participants had hopes or goals for how their organization might change

How worthwhile was this event to you?

80% of the respondents described the ReStoryation circle as “very much worthwhile” and an additional 18% described it as “somewhat or a little worthwhile”.

“I thought today was helpful to processing the trauma advocates have experienced through the Pandemic.”

—ReStoryation participant

“Such a good container for pausing, reflecting and connecting. Thank you.”

—ReStoryation participant

“It was a needed reprieve from the day to day. It gave me fresh ideas to aid in my work. It was a chance to connect and be in community with like and like-minded people.”

—ReStoryation participant

Findings: Impact of ReStoryation and Thoughts on Sustainability

As a result of this event, do you have any goals or hopes for how your organization might change?

69% of respondents indicated that they had hopes for how their organization might change as a result of the story circle. A sample of their hopes are listed below.

“Higher pay and more opportunities for rest.”

“More informal and formal space to talk and listen.”

“Hopefully we will see more self-care days. The work we do can be physically and mentally draining.”

“More connection.”

“I like our organization. I work with a bunch of wonderful women. We all work really hard and I would love to have a self-care day given monthly.”

“Sharing ideas on how to form strategic alliances that allow us to continue with justice in language and healing justice.”

“I would love for our entire team to participate and create ongoing times where we can practice this type of care for one another.”

“More focus on systems change.”

“Me hizo recordar mi misión en la organización.” (“It reminded me of my mission in the organization.”)

“I hope that we can take a better stance to work space and love into our work at every point.”

Findings: Impact of ReStoryation and Thoughts on Sustainability

As a result of this event, do you have any goals or hopes for how your work might change?

68% of respondents indicated that they had hopes for how their work might change as a result of the story circles. A sampling of their ideas are listed below.

“Take more rest.”

“I'm hoping to come to work and not feel like I'm just getting through.”

“Making me and caring for my health and mental health a priority.”

“I am going to be even more intentional with self-care, more proactive on asking for help.”

“I hope it will give me the strength to be more open and vulnerable and advocate for myself more.”

“Me compromete una vez más a seguir trabajando por, en, y en mi comunidad.” (I am committed once again to continue working for, on, and in my community.)



Findings: Impact of ReStoryation and Thoughts on Sustainability

Post-Event Survey Narrative Response Themes

The following themes arose through the narrative responses to the questions about whether participants had hopes or goals for how their organization or work might change as a result of the story circles.

Hopes for the organization: More time for spaciousness, connection, and rest

- *“I like our organization. I work with a bunch of wonderful women. We all work really hard and I would love to have a self-care day given monthly.”*
- *“More team building and self-care.”*
- *“Trying harder to respect each other and be a team.”*
- *“More informal and formal space to talk and listen.”*
- *“Hopefully we will see more self-care days. The work we do can be physically and mentally draining.”*
- *“Would like to incorporate storytelling into our practices. Using it as a needs assessment is clever.”*
- *“I hope that we could provide more support to our staff so that we could function well for our clients.”*
- *“I hope this will be a platform for leadership to ask more questions about what people need and will really listen/follow through.”*
- *“We work together to be more honest with each other about what we need and can better support those needs.”*
- *“Higher pay and more opportunities for rest.”*

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Findings: Impact of ReStoryation and Thoughts on Sustainability

- *“More connection.”*
- *“I would love for our entire team to participate and create ongoing times where we can practice this type of care for one another.”*
- *“More effective communication, more survivor centered, more trauma informed for advocates.”*

Hopes for individual work: Better work/life balance, rest, and healing

- *“I’m hoping to come to work and not feel like I’m just getting through.”*
- *“Making me and caring for my health and mental health a priority.”*
- *“I am going to be even more intentional with self care, more proactive on asking for help.”*
- *“Listen more—to myself and others.”*
- *“Take the time to reflect and acknowledge the difficulty.”*
- *“More flexibility.”*
- *“I hope it will give me the strength to be more open and vulnerable and advocate for myself more.”*
- *“I need to be honest with myself about why I’m in this work and how long I can do it.”*
- *“I want to be more aware of all that myself and my coworkers have been through and be more willing to help them out or ask them for help when needed. I also hope to be more grateful for what I have with my job.”*
- *“I want to give myself more space and more care and work to heal both myself and others.”*

Findings: Impact of ReStoryation and Thoughts on Sustainability

Thoughts on Sustainability

What I need in order to be a part of this work going forward is...

One of the final exercises at the end of the day used expressive journaling to help participants reflect on the truths that had been revealed to them during the story circle. Participants were provided journaling materials and responded to a series of prompts to consider what they discovered during the story circle, and to ponder the path ahead in their work.

The prompts used in the journaling exercise were:

1. What I know about the path ahead in our work is...
2. What was revealed to me today was...
3. What I need in order to be a part of this work (e.g. this field/movement) going forward is...

Participants were offered one prompt at a time and encouraged to free-write for five minutes on each prompt.

Participants were then given a stack of sticky notes and asked to write one response from the third prompt on each sticky note that they wanted to share. In all, 346 ideas were offered in response to the prompt, **“What I need in order to be a part of this work moving forward is...”**

Staff collected and transcribed the sticky notes and submitted them to the research team, who then coded them according to theme. The themes were segmented into sub-themes and organized into three levels: Individual, Organizational, and Structural. The responses illuminate the changes that workers see as necessary to sustain a thriving workforce in this field/movement.

Findings: Impact of ReStoryation and Thoughts on Sustainability

Participant responses to the prompt “What I need in order to be part of this work moving forward is...”

Individual-Level Strategies

Personal Growth and Well-being 8%

- **A renewed sense of purpose**
 - Examples: fresh perspective, embracing uncertainty, authenticity and a strong sense of self to work effectively
- **Hope**
 - Examples: hope, faith in themselves to address challenges
- **Motivation**
 - Examples: the drive to continue their efforts with passion and dedication

Organizational-Level Strategies

Holistic Wellness for Staff 22%

- **Rest**
 - Examples: importance of rest and self-care to maintain their wellbeing
- **Spaciousness**
 - Examples: more time for reflection, recharging and strategizing
- **Work-life Balance**
 - Examples: balance between work and personal life
- **Mental Health Support**
 - Examples: need for mental health resources and supports
- **Respectful Compensation**
 - Examples: call for fair and respectful compensation for their work

Findings: Impact of ReStoryation and Thoughts on Sustainability

Supportive Leadership 28%

- **Support**
 - Examples: value understanding and continuous support from supervisors and leaders Encouragement
- **Validation and Encouragement**
 - Examples: need empathy, feeling heard, validation and encouragement for their efforts
- **Transparency and Accountability**
 - Examples: open and honest communication
- **Autonomy and Trust**
 - Examples: desire to feel trusted in their work "not being overmanaged"
- **Creative Solutions and Clear Expectations**
 - Examples: creative thinking and clear expectations from leadership

Professional Development and Mentorship 10%

- **Guidance and Mentorship**
 - Examples: guidance to enhance their skills
- **Learning and Growth Opportunities**
 - Examples: training and learning opportunities

Capacity and Team-Building Efforts 18%

- **Increased Connection and Community**
 - Examples: teams
- **Capacity Building**
 - Examples: more staff, reliable colleagues, and a supportive team to address the demands of their work
- **Improved Work Environment**
 - Examples: better technology, safe work areas, office spaces that meet their needs

Findings: Impact of ReStoryation and Thoughts on Sustainability

Big Picture Asks 13%

- **Community Education and Collaboration**
 - Examples: proper resources, collaborations, and supports to serve clients and communities better
- **Clear Strategic Planning**
 - Examples: well defined strategic plan and systemic changes to address violence
- **Commitment to Racial and Social Justice**
 - Examples: need for dismantling white supremacy culture, promoting equity and supporting BIPOC staff
- **Commitment to Prevention Efforts**
 - Examples: importance of prevention work to address violence systemically
- **Increased and Reliable Funding**
 - Examples: need for sufficient funding to support their work

Structural-Level Strategies

Advocacy for Systems Change 2%

- **Legislative and Policy Changes**
 - Examples: changes in laws and policies, including housing reform
- **Change in Cultural and Societal Norms**
 - Examples: need for shifts in cultural norms to reduce violence and promote healing

Findings: Impact of ReStoryation and Thoughts on Sustainability

Organizational change was by far the top priority among participants, and included the categories of holistic wellness for staff, supportive leadership, professional development, capacity-building, and “big picture asks”, such as commitment to racial and social justice and addressing root causes of violence.

Of the themes that fell under organizational change, supportive leadership garnered the most attention, followed closely by holistic wellness for staff. Together, these two themes comprised 50% of all responses to the prompt, “What I need in order to be a part of this work going forward.”

Supportive leadership included asking leadership to exhibit encouragement, empathy, transparency, and accountability toward staff, as well as setting clear expectations and allowing autonomy.

Holistic wellness for staff spoke to the need for more rest and spaciousness, mental health resources and support, flexibility in schedules to allow for balance between work and personal life, and adequate compensation.

The summary of all responses can be found in the appendix of this report.



Looking Ahead: Themes and Expanded Recommendations



Looking Ahead: Themes and Expanded Recommendations

Themes and Recommendations

*“Domestic [and sexual] violence victim advocates are a feisty and resilient bunch and leaders across the state are pulling together some inspiring strategies and resources to sustain their teams—**and still, we must acknowledge that the pandemic has been a nearly overwhelming challenge for the movement...***

With a more holistic picture, we can work together to support healing, restore hope, and fully return ourselves and all of the individuals who make up this movement into a collective and thriving force for good in our communities.”

—Virginia Domestic Violence Programs Needs Assessment Summary and Recommendations, September 2022²

We often take for granted the solutions that we seek come from stories and reflections; without intentional focus, we miss the answers to some of our most challenging questions. When we reflect on the narratives shared and quantitative data collected, themes that offer insight and solutions begin to rise. If creatively addressed, these offerings may help us weather current and future storms.

The following themes and recommendations arose during the story circles from advocates, preventionists, and administrators working in domestic and sexual violence programs.

Looking Ahead: Themes and Expanded Recommendations

Theme: Professionals working in sexual and domestic violence programs are devoted to survivors and passionate about their work

Advocates made clear that there is abundant supply of passion for their work. While reflecting on the period when COVID made it challenging to balance personal and collective safety, advocates prioritized finding the best way to ensure services were safe and available to all survivors. Their resolve is made clear by the ways they described showing up to ensure survivors were given support and treated with dignity.

- *“I believe and trust that women are a group of people willing to be fighters, to make changes in their lives and be in spaces to demand a high quality life with dignity, both personally and socially.”*
- *“Feel very passionate about violence prevention work. While I hope to work to create more empathy in people and shift to a culture of consent, I hope to always be advocating for and ensuring services are available to all survivors.”*

Recommendation: Identify ways to recognize both formally and informally the contributions of professionals and volunteers working in sexual and domestic violence programs.

Looking Ahead: Themes and Expanded Recommendations

Theme: Professionals working in sexual and domestic violence programs need flexibility and supportive work environments that honor wholeness and the complexity of their lives

Beyond financial compensation, many survey respondents yearned for work-related flexibility that honors wholeness and the complexity of their lives. In the final exercise during the ReStoryation circles, we asked advocates what they needed to stay in this work. They wrote their responses on sticky notes. Often there would be mentions of “space”, “time”, and “work/life balance”. This question could lead us to change for the better how the field works in tangible ways. These sentiments were the most consistent across circles.

- *“I am leaving because I need more autonomy over my life/work balance. I need to feel appreciated and valued by my employer and I no longer feel this.”*
- *“I want to give myself more space and more care and work to heal both myself and others.”*
- *“I have always put work first due to the nature of our 24/7 crisis services. I have hit a point in my life where I would like to better prioritize my personal life and my professional life.”*

Recommendation: Identify and implement creative ways to meet flexibility needs in staff schedules. If full-time remote work or staff making their own schedule is not an option, try rotating remote work schedules and other options that add to spaciousness and flexibility.

- **Because advocates who are suffering from secondary trauma will face challenges in being able to provide trauma-informed care to survivors, the Action Alliance’s 10-year sustainability plan (published in 2023) calls for sexual and domestic violence programs to assess the degree to which a 24/7 service coverage model is achievable, sustainable, and consistent with the effective provision of trauma-informed services to survivors.³**

Looking Ahead: Themes and Expanded Recommendations

Theme: Advocates working with survivors need avenues to heal and process first-hand and secondary trauma

The story circles provided an opportunity for advocates to process and connect with their coworkers about the pandemic. Collective storytelling also created a space for healing together because although the pandemic was being experienced by everyone, the clear acknowledgment of how traumatic this moment was for individuals was not widely shared amongst staff. When ReStoryation became an option for agencies to process this, the depth of the pandemic's impact started to come into view.

- *"It humbled me to learn of all the difficulties my coworkers have been dealing with for much longer than I have been here. It made me realize just how hard it has been for everyone and makes me want to be more patient and supportive of everyone. I also feel more connected with my own thoughts and beliefs."*
- *"Today forced me to sit with my emotions. I hadn't really acknowledged how much the pandemic has impacted me."*
- *"I feel like I am leaving processing a very difficult few years."*
- *"Today forced me to sit with my emotions. I hadn't really acknowledged how much the pandemic has impacted me."*
- *"It was really great to take time to breathe, connect, and reflect on the past few years."*

Recommendation: Operationalize organizational commitment to support the health and well-being of staff and volunteers.

- **Examples may include options for free and confidential counseling (e.g. enhanced EAPs), stress recovery time in weekly schedules, personal staff "trauma management plans," facilitated staff support groups, and other forms of trauma stewardship.**

Looking Ahead: Themes and Expanded Recommendations

Theme: Professionals working in sexual and domestic violence programs need and deserve adequate compensation

Advocates expressed love for their work, but love may not be what sustains the movement. Rising costs for everyday necessities such as food, childcare, and insurance are forcing advocates to make hard decisions about their careers.

- *“I would love to continue at my agency as I love everyone I work with. The compensation does not allow me to have a family, travel, or save for my future and this is the only reason I plan to leave.”*
- *“This feels like my life's work. The only reason I would leave this field is financial reasons.”*

Recommendation: Organizations and funders prioritize compensation that meets or exceeds a living wage.

- **Initiate or expand practices of writing annual cost of living increases into every grant application.**
- **Conduct organizational salary assessments, set target goals, and make plans to adjust and improve pay and benefit packages.**
- **Ensure equal pay and racial equity in advancement opportunities. Pay scales should be competitive for the field and for comparable positions in communities, and benefits packages should ensure good health care, mental health benefits, adequate leave including disability leave, and retirement benefits.⁴**

Looking Ahead: Themes and Expanded Recommendations

Theme: BIPOC Advocates seek and yearn for commitment to racial and social justice at agencies, and BIPOC advocates yearn for and elevate the ongoing need to dismantle white supremacy culture by promoting equity and trauma-informed support to/for BIPOC staff.

During the BIPOC and general Restoryation sessions, themes of racial and social injustices continued to resurface. Advocates reflected on the heaviness of experiencing trauma(s) on multiple levels; historically, systemically, individually, collectively, and specifically within sexual and domestic violence program workspaces. BIPOC advocates spoke of the pain and weight of the silence from many non-BIPOC staff as civil unrest and the murders of Black and Brown people ripped through the nation during the pandemic, while still having to show up and carry the load of providing direct services to survivors.

BIPOC advocates spoke of feeling isolated and lacking trauma-informed support in predominantly white workspaces. Oftentimes, being the only BIPOC staff person at an agency takes an even greater toll on staff with marginalized identities. BIPOC advocates elevated the need for accountability and repair of harm caused individually and collectively.

See section starting on [page 21](#) for more about BIPOC-specific responses and themes.

Recommendation: Embed social and racial justice in the everyday business of the sexual and domestic violence movement.

- **Re-create operating protocols and personnel policies to reflect anti-racism and social justice practices.**
- **Acknowledge holidays of diverse cultures and build days of observance into agency calendars to prevent staff from having to use personal leave.**

Looking Ahead: Themes and Expanded Recommendations

Recommendation *(continued)*:

- **Offer paid parental and sick leave and extend health insurance benefits to employees, dependents, and spouses.**
- **Acknowledge all marginalized groups. Reflect on who are the most underserved and under-represented at your agency/within your staff.**
 - *(Examples of marginalized groups include single parents with children, families from rural communities, immigrants, people who are impacted by incarceration, military veterans, advocates across the generational span, and people with invisible and visible (dis)abilities.)*

Recommendation: Elevate the experiences and center the voices of BIPOC staff at agencies.

- **Prioritize connection with and among BIPOC staff to reduce burnout while promoting workforce sustainability.**
- **Engage in agency-wide and ongoing professional development opportunities centered around dismantling racism and the culture of white privilege and power. Create ladders of leadership opportunities for BIPOC staff.**
- **Develop and maintain empathy and awareness; ensure that advocates feel safe initiating conversations about race and racism in the workplace.**
- **Support BIPOC staff in professional development opportunities. Acknowledge and offer support and time off to BIPOC staff when potentially traumatizing local, statewide, and national events happen. Engage in intentional recruitment and hiring of BIPOC staff at agencies.**

Looking Ahead: Themes and Expanded Recommendations

Theme: Professionals working in sexual and domestic violence seek and value sustained connection

Connection was a common theme throughout the circles. Advocates mentioned that being able to take a day out of the week to reconnect with staff after the experiences of the past few years was needed. Some advocates also wanted to intentionally make space to stay connected so that it was a more regular occurrence.

- *“I want to be more aware of all that myself and my coworkers have been through and be more willing to help them out or ask them for help when needed. I also hope to be more grateful for what I have with my job.”*
- *“While remote work and meetings are more convenient and offer some opportunities that were not there before, team building is much more difficult.”*

Recommendation: Find ways to build community and connection in formal and informal ways. Prioritize connection as a protective factor against burnout and promote workforce sustainability. Support BIPOC staff in joining and participating in the Action Alliance People of Color Caucus and other BIPOC-specific professional and community associations.

Looking Ahead: Themes and Expanded Recommendations

Theme: Professionals working in sexual and domestic violence want leadership to hear more of their stories

ReStoryation provided moments for leadership to consider ways to harness the intention of the circles to hear about staff experiences and needs. These circles were moments where advocates could express gratitude and honest truths about what they needed to get through hard times. Even if the question was not direct, leadership could hear through the storytelling what was most meaningful to their staff while also being connected to what was happening around them.

- *“I think it's very much worthwhile for personal reflection and some strengthening of staff connections. I do wish there was an apparent way that our leadership could hear more of our stories.”*
- *“I hope that we can create more opportunities to share open and honest space where we can say how we feel and have upper management hear our concerns and issues.”*
- *“I hope this will be a platform for leadership to ask more questions about what people need and will really listen/follow through.”*
- *“We are already a group of people that work in trauma and that share on a regular basis. I think it will help me become personally closer to people, but I’m skeptic about the professional changes that will result if the same issues aren’t addressed, and it doesn’t seem like they will be.”*

Looking Ahead: Themes and Expanded Recommendations

Recommendation: Institutionalize ways for staff and leadership to hear from one another about their experiences and needs.

Theme: Staff turnover creates challenges for workers in sexual and domestic violence programs

One of the most consistent themes that surfaced during ReStoryation was turnover. There were many factors that led to an exodus, and adequate compensation and flexible hours are significant factors. Often it was hard to tell if what was leading to this turnover wave was because of internal or external factors. Even though agencies were working to address these challenges, staff were stretched thin and continue to be stretching even further.

- *“We are still being impacted because of staffing issues.”*
- *“I think that we are getting to a space where we are becoming more staffed but due to turnover I think that we are not at adequate staffing levels.”*
- *“We only lost 1-2 due to layoffs but had a lot of turnover for other reasons which led to more turnover due to low staffing and overwhelming tasks.”*

Recommendation: Implement recommendations above for adequate compensation and benefits. Institute mentoring programs between staff to share knowledge between generations.

Looking Ahead: Themes and Expanded Recommendations

*There has been little recognition throughout the pandemic of the vital role that DVPs play as crisis responders, akin to first responders in systems like law enforcement, firefighting and emergency departments. [A]dvocates remained on the job 24/7 throughout the pandemic, risking their health at a time when we knew truly little about COVID-19 and before vaccines were available. **Maintaining workplaces for domestic violence advocates that are safe, trustworthy, collaborative, empowering and culturally responsive, and where workers have a voice—all the elements of effective trauma response—is vital to community well-being.***

—Virginia Domestic Violence Programs Needs Assessment Summary and Recommendations, September 2022 ⁵

Closing



Closing

In Closing

“We need to recover from this pandemic trauma, and we can only do it collectively by asking the communities themselves what is best for them (or us), rather than imposing what we, from our own perspectives, think is best.”

—ReStoryation participant

So much has been observed, researched, and written about how the events of 2020-2023 affected us as humans, both individually and collectively. The magnitude of the crises we faced and the lingering effects with which we continue to grapple are hard to quantify. One truth is undeniable: we are changed. For better or worse, each of us is now different than we were before.

“Today forced me to sit with my emotions. I hadn’t really acknowledged how much the pandemic has impacted me.”

—ReStoryation participant

The national ReStoryation project, spanning 25 US states and territories, was dreamed up in 2021 and implemented between 2022-2023, with most story circles being held during Spring 2023. **The Action Alliance led two other projects during approximately the same period, 2020-2024, to gather more information on Virginia’s sexual and domestic violence workforce, document lessons learned, and craft recommendations for future sustainability. Those projects are described on the next page.**

Closing

Virginia Domestic Violence Programs Needs Assessment Summary and Recommendations

<https://vsdvalliance.org/wp-content/uploads/2024/05/VDSS-ARPA-Report-Final.pdf>

Action Alliance staff conducted on-site visits with twenty-two sexual and domestic violence agencies, interviewing seventy staff between April and August of 2022. The project was funded through the American Rescue Plan Act funding. The interviews focused on

- Vaccines and Testing,
- Health Care and Partnerships, and
- Workforce Retention

In each core area we asked agencies to describe their current efforts, the related activities of which they are most proud. We also asked them to describe unmet needs in each core area, and the needs that are the highest priority across the populations they serve. In each area we also asked a set of specific follow-up questions.

Sustaining the Movement: A 10-Year Plan for Virginia's Sexual and Domestic Violence Programs

<https://bit.ly/4dOq4IE>

Action Alliance convened the Sustainability Planning Alliance (SPA), a diverse group of sexual and domestic violence agency directors, in August 2021. SPA was tasked with addressing the significant and ongoing funding and sustainability challenges faced by Virginia's 70+ crisis response agencies. The SPA collected data from across the state and partners in our field to inform the development of a 10-year Sustainability Plan for Virginia's response to and prevention of sexual and domestic violence. Under the group's supervision, a field-wide survey was administered, a series of focus groups were conducted, and a needs assessment funded through the American Recovery Plan Act (ARPA) was successfully linked to our sustainability planning work.

Closing

In all three projects (ReStoryation, Sustaining Our Movement, and the Virginia Domestic Violence Program Needs Assessment), we examined the data and crafted sets of recommendations for each, and there is both marked overlap across all three and unique areas of focus among them.

If you are reading this report and are interested in providing more effective support to sexual and domestic violence programs individually or collectively across Virginia, we ask that you consider the findings and recommendations from all three.

On behalf of the Action Alliance ReStoryation team, **thank you for joining us in circle and sharing your story.** If you weren't part of a circle and are reading this report to understand more about your innovative brave, passionate, and tenacious colleagues in Virginia, thank you. Advocates have honored us with stories of what they need to provide the best care to survivors and to thrive in this movement — listen.

Acknowledgments

Thank you to **Vanessa Timmons** for writing the ReStoryation Process Guide and for teaching us the magic of story circles.

Thank you to **Nan Stoops** for moving the national ReStoryation project forward from dream to reality and for being a wonderful coach to the Virginia ReStoryation team.

Thank you to **Kelly Miller** for helping 25 coalitions use grant funding to support this extraordinary project.

Thank you to **Drs. Funmi Ayeni, Gabriela López-Zerón, Adam Farero, and Cris Sullivan** for collecting and analyzing the data with such care.

Radical Gratitude Spell

you are a miracle walking
i greet you with wonder
in a world which seeks to own
your joy and your imagination
you have chosen to be free,
every day, as a practice.
i can never know
the struggles you went through
to get here,
but i know you have swum
upstream
and at times it has been lonely
i want you to know
i honor the choices you made
in solitude
and i honor the work you have
done to belong
i honor your commitment to
that which is larger than
yourself
and your journey
to love the particular container
of life
that is you
you are enough
your work is enough
you are needed
your work is sacred
you are here
and i am grateful

—adrienne maree brown

“Radical Gratitude Spell” by adrienne maree brown is one of the poems read aloud to close the story circles.

Appendix



Appendix

ReStoryation Data Collection Instruments

- **Initial Survey** <https://bit.ly/3yAYcax>
 - Demographic information and attitudes toward work.
- **Reflection Survey** <https://bit.ly/3KgpPZ3>
 - Personal and professional impacts of COVID-19 pandemic.
- **Final Survey** <https://bit.ly/44OrvCM>
 - Participants' insights and experiences with story circles.

ReStoryation Data Collected in Virginia

- **Virginia Sticky Notes** bit.ly/3yAYTRb
 - *346 ideas were offered on sticky notes in response to the prompt, "What I need in order to be a part of this work moving forward is..." Staff collected and transcribed these notes and submitted them to the research team, who then coded them according to theme. The themes were segmented into sub-themes and organized into three levels: Individual, Organizational, and Structural. The responses illuminate the changes that workers see as necessary to sustain a thriving workforce in this field/movement.*
- **Data Tables (page 84)**
- **Survey Narratives from Participants**
 - **Initial Survey Narratives (page 100)**
 - **Mid-Event Reflection Survey Narratives (page 104)**
 - **Final Survey Narratives (page 115)**

Living Wage and Pay Equity Resources

- **Virginia Living Wage Calculator (MIT)** (<https://livingwage.mit.edu/states/51/locations>)
- **Pay Equity and a Thriving Wage: All individuals deserve to be valued for their labor** (<https://bit.ly/4dM6sVvk>)

Restoration Data Summary: VIRGINIA

Initial Survey

Demographics

Total number of respondents:

73

Age:

	N	%
18-24 years old	6	8.2%
25-34 years old	27	37.0%
35-44 years old	20	27.4%
45-54 years old	5	6.8%
55-64 years old	10	13.7%
65+ years old	5	6.8%

Gender:

	N	%
Cisgender Woman	62	84.9%
Prefer not to answer	2	2.7%
Cisgender Man	4	5.5%
Transgender Woman	1	1.4%
Transgender Man	1	1.4%
Genderqueer/Non-binary	2	2.7%
Agender	1	1.4%

Race:

	N	%
African American	17	23.3%
Asian American	2	2.7%
Latinx	6	8.2%
White	36	49.3%
MultiRacial	12	16.4%

	N	%
Not BIPOC	35	47.9%
BIPOC	38	52.1%

Sexual Orientation:

	N	%
Straight	44	61.1%
Gay/Lesbian	7	9.7%
Bisexual	8	11.1%
Prefer not to answer	2	2.8%
Queer	11	15.3%

Do you consider yourself to be a survivor of gender-based violence?:

	N	%
Yes	35	47.9%
No	30	41.1%
Prefer not to answer	2	2.7%
I am not sure	6	8.2%

(If yes) Do you talk about your survivorship publicly (at work, etc) as a way to educate and connect with others?:

	N	%
Yes	22	62.9%
No	12	34.3%
Prefer not to answer	1	2.9%

What type of organization do you work for?:

	N	%
Victim Services Provider	22	30.1%
Multi-Services Agency	11	15.1%
Legal Services	1	1.4%
Community/Social Justice Org	20	27.4%
State/territory Coalition	17	23.3%
Health	1	1.4%
Other	1	1.4%

What does your organization focus on?:

	N	%
Domestic violence AND sexual assault (including child sexual abuse)	68	93.2%
Domestic violence	1	1.4%
Sexual assault	2	2.7%
All crime victims	2	2.7%

How would you define your primary role in your state territory/coalition?:

	N	%
Executive Director / CEO	1	5.9%
Administration	3	17.6%
Public Policy	1	5.9%
Legal Services	1	5.9%
Training & Technical Assistance	2	11.8%
Prevention / Social Change / Outreach	5	29.4%
Communications / PR	1	5.9%
Hotline / Direct Advocacy / Programs	2	11.8%
Special Projects	1	5.9%

How would you define your primary role in your agency?:

	N	%
Executive Director / CEO	5	8.2%
Administration	6	9.8%
Direct service	32	52.5%
Prevention/Education/Outreach	11	18.0%
Other (please specify):	6	9.8%
Prefer not to answer	1	1.6%

Do you work directly with survivors as part of your role?:

	N	%
Yes	53	73.6%
No	18	25.0%
Prefer not to answer	1	1.4%

How many hours a week do you currently work at your agency on average?:

	N	%
More than 40 hours per week	15	20.5%
40 hours per week	53	72.6%
20-29 hours per week	3	4.1%
Less than 20 hours per week	1	1.4%
Prefer not to answer	1	1.4%

What is your annual salary from this agency?:

	N	%
Under \$15,000	3	4.1%
\$15,000-19,999	1	1.4%
\$20,000-24,999	5	6.8%
\$30,000-34,999	2	2.7%
\$35,000-39,999	1	1.4%
\$40,000-49,999	25	34.2%
\$50,000-59,999	14	19.2%
\$60,000-69,999	12	16.4%
\$70,000-79,999	6	8.2%
\$80,000-89,999	1	1.4%
\$90,000-99,999	1	1.4%
\$100,000 or higher	1	1.4%
Prefer not to answer	1	1.4%

How many years have you worked at your agency?:

	N	%
Less than 1	15	20.8%
1.0	11	15.3%
1.2	1	1.4%
2.0	5	6.9%
2.5	1	1.4%
3.0	5	6.9%
3.5	1	1.4%
4.0	5	6.9%
5.0	5	6.9%
5.5	1	1.4%
6.0	2	2.8%
7.0	2	2.8%
8.0	4	5.6%
9.0	1	1.4%
10.0	2	2.8%
12.0	1	1.4%
15.0	1	1.4%
16.0	2	2.8%
17.0	1	1.4%
18.0	1	1.4%
21.0	1	1.4%
26.0	1	1.4%
28.0	1	1.4%
29.0	1	1.4%
30.0	1	1.4%

How many years have you worked with or for survivors of gender-based violence?:

	N	%
Less than 1	11	15.7%
1.0	5	7.1%
1.5	3	4.3%
2.0	6	8.6%
3.0	5	7.1%
4.0	4	5.7%
4.5	1	1.4%
5.0	3	4.3%
5.5	1	1.4%
6.0	6	8.6%
7.0	2	2.9%
8.0	3	4.3%
9.0	1	1.4%
10.0	2	2.9%
15.0	5	7.1%
16.0	2	2.9%
18.0	1	1.4%
20.0	1	1.4%
21.0	1	1.4%
25.0	1	1.4%
26.0	1	1.4%
28.0	1	1.4%
30.0	1	1.4%
35.0	1	1.4%
40.0	1	1.4%
50.0	1	1.4%

What are the primary language(s) you use (or prefer to use) at home?

	Yes	No
Amharic	0	73
Arabic	0	73
ASL	0	73
Bulgarian	0	73
Chinese	0	73
Dari	0	73
English	70	3
French	0	73
Japanese	0	73
Korean	0	73
Mam	0	73
Otjherero	0	73
Pashto	0	73
Persian	0	73
Portuguess	0	73
Russian	0	73
Spanish	5	68
Swahili	0	73
Tagalog	0	73
Tigrinya	0	73
Urdu	0	73
Vietnamese	0	73
Indigenous Other	0	73
Other	1	72

In what languages do you feel proficient in communicating with survivors?

	Yes	No
Amharic	0	67
Arabic	0	67
ASL	1	66
Bulgarian	0	67
Chinese	0	67
Dari	0	67
English	63	4
French	0	67
Japanese	0	67
Korean	0	67
Mam	0	67
Otjherero	0	67
Pashto	0	67
Persian	0	67
Portuguess	0	67
Russian	0	67
Spanish	12	55
Swahili	0	67
Tagalog	0	67
Tigrinya	0	67
Urdu	0	67
Vietnamese	0	67
Indigenous Other	1	66
Other	1	66

How are you feeling about your work in general?

	N	%
Very energized	15	20.5%
Moderately energized	19	26.0%
Slightly energized	6	8.2%
Mixed	13	17.8%
Slightly burned out	10	13.7%
Moderately burned out	4	5.5%
Very burned out	5	6.8%
Prefer not to answer	1	1.4%

How likely is it that you will be working in this movement/field (even if in a different position or agency) in 5 years?

	N	%
Not at all likely	5	6.8%
A little likely	12	16.4%
Somewhat likely	20	27.4%
Very likely	36	49.3%

Q19. What is the main reason you would likely stay in/leave this field?

See Initial Survey Narratives (p.100).

How likely is it that you will be working at your agency (even if in a different position) in 5 years?

	N	%
Not at all likely	19	26.4%
A little likely	11	15.3%
Somewhat likely	25	34.7%
Very likely	16	22.2%
Prefer not to answer	1	1.4%

Q21. What is the main reason you would like to continue at/leave your agency?

See Initial Survey Narratives (p.100).

Reflection Survey

Q1. Did you work at your current organization before the “stay home” orders began, related to the COVID-19 pandemic (early to mid-March 2020)?

	N	%
Yes	45	50.6%
No	44	49.4%

Q2. How, if at all, did COVID-19 pandemic impact the way you did your work?

	Yes		No	
I worked from home	68.9%	31	31.1%	14
My organization primarily worked remotely with clients/membership	66.7%	30	33.3%	15
My organization stopped taking on new clients/projects (at least for some of the time)	4.4%	2	95.6%	43
My organization stopped working with clients/membership	4.4%	2	95.6%	43
My organization reduced staff hours	8.9%	4	91.1%	41
Nothing changed about the way my organization worked with clients/membership	4.4%	2	95.6%	43
I worked hybrid	8.9%	4	91.1%	41
Other (Please Specify)	22.2%	10	77.8%	35

Q2a. Would you like to share more about that?

See Mid-Event Reflection Survey Narratives (p.104).

Q3. Have you worried about your job security as a result of the COVID-19 pandemic?

	N	%
Not at all	34	37.4%
A little	21	23.1%
Somewhat	21	23.1%
Very much	15	16.5%

Q3a. Would you like to share more about that?

See Mid-Event Reflection Survey Narratives (p.104).

Q4. Did your organization lose staff (layoffs, resignations, prolonged illness/absence, etc) during the COVID 19 pandemic?

	N	%
Fewer than usual	4	4.4%
No more than usual	20	22.0%
Slightly more than usual	19	20.9%
More than usual	16	17.6%
Many more than usual	14	15.4%
I don't know	18	19.8%

Q4a. Would you like to share more about that?

See Mid-Event Reflection Survey Narratives (p.104).

Q5. In your opinion, is your organization adequately staffed now?

	N	%
Yes	26	28.6%
No	62	68.1%
Prefer not to answer	3	3.3%

Q5a. Would you like to share more about that?

See Mid-Event Reflection Survey Narratives (p.104).

Q6. As we are now moving into a new phase regarding the pandemic, how, if at all, are you being impacted?

	Yes		No	
I work from home	7.9%	7	92.1%	82
I returned to on-site at my organization	30.3%	27	69.7%	62
I work some from home and some on-site at my organization	55.1%	49	44.9%	40
My organization returned to primarily working in person with clients/membership	25.8%	23	74.2%	66
My organization continues to primarily work remotely with clients/membership	15.7%	14	84.3%	75
My organization now works remotely and in person with clients/membership	34.8%	31	65.2%	58
My organization is taking on new clients/projects	44.9%	40	55.1%	49
How we do our work keeps changing and is unpredictable	23.6%	21	76.4%	68
Nothing changed about the way my organization worked with clients/membership	2.2%	2	97.8%	87
Other (please specify)	4.5%	4	95.5%	85

Q6a. Would you like to share more about that?

See Mid-Event Reflection Survey Narratives (p.104).

Q7. Thinking about the impact of the COVID-19 pandemic on your work, do you generally feel:

	N	%
Less anxious	20	22.2%
No change	28	31.1%
More anxious	38	42.2%
Prefer not to answer	4	4.4%

Q7a. Would you like to share more about that?

See Mid-Event Reflection Survey Narratives (p.104).

Q8. Thinking about the impact of the COVID-19 pandemic on your work, do you generally feel:

	N	%
Less energized	46	51.1%
No change	24	26.7%
More energized	18	20.0%
Prefer not to answer	2	2.2%

Q8a. Would you like to share more about that?

See Mid-Event Reflection Survey Narratives (p.104).

Q9. Compared to the time before the COVID-19 pandemic, I would say my physical health now is:

	N	%
Worse	34	37.8%
The Same	36	40.0%
Better	19	21.1%
Prefer not to answer	1	1.1%

Q10. Compared to the time before the COVID-19 pandemic, I would say my mental health now is:

	N	%
Worse	36	40.0%
The Same	27	30.0%
Better	24	26.7%
Prefer not to answer	3	3.3%

Q11. Compared to the time before the COVID-19 pandemic, I would say my general optimism about life now is:

	N	%
Worse	27	30.0%
The Same	29	32.2%
Better	33	36.7%
Prefer not to answer	1	1.1%

Q12. Would you like to share more about your answers to the questions above?

See Mid-Event Reflection Survey Narratives (p.104).

Q13. In your opinion, which of the changes that happened at your organization because of the COVID-19 pandemic were negative?

See Mid-Event Reflection Survey Narratives (p.104).

Q14. In your opinion, which of the changes that happened at your organization because of the COVID-19 pandemic were positive?

See Mid-Event Reflection Survey Narratives (p.104).

Final Survey

Q1. How worthwhile was this event for you, however you define that?

	N	%
Not at all	1	1.1%
A little	7	7.8%
Somewhat	9	10.0%
Very much	72	80.0%
Prefer not to answer	1	1.1%

Q1a. Would you like to say more about that?

See Final Survey Narratives (p.115).

Q2. How comfortable were you sharing with others?

	N	%
Not at all	4	4.4%
A little	5	5.6%
Somewhat	24	26.7%
Very much	57	63.3%

Q2a. Would you like to say more about that? Is there something that could have made you more comfortable?

See Final Survey Narratives (p.115).

Q3. How effective was the facilitation of the Story Circle?

	N	%
Not at all	2	2.2%
A little	1	1.1%
Somewhat	7	7.8%
Very much	80	88.9%

Q3a. Would you like to say more about that?

See Final Survey Narratives (p.115).

Q4. As a result of this event, do you have any goals or hopes for how your organization might change?

	N	%
Yes	62	68.9%
No	3	3.3%
I'm not sure	23	25.6%
Prefer not to answer	2	2.2%

Q4a. Would you like to say more about that? If you said yes above, what are the goals or hopes you have?

See Final Survey Narratives (p.115).

Q5. As a result of this event, do you have any goals or hopes for how your work might change?

	N	%
Yes	61	67.8%
No	5	5.6%
I'm not sure	24	26.7%

Q5a. Would you like to say more about that? If you said yes above, what are the goals or hopes you have?

See Final Survey Narratives (p.115).

Q6. As a result of this event, do you feel more connected with:

	Yes		No	
Your state/territory coalition	24.3%	18	75.7%	56
Your colleagues within your organization	66.2%	49	33.8%	25
Your colleagues outside of your organization	10.8%	8	89.2%	66
The participants in the story circle	68.9%	51	31.1%	23
Yourself	55.4%	41	44.6%	33
Prefer not to answer	2.7%	2	97.3%	72

Q7. Would you please share any reflections about how this event impacted you personally?

See Final Survey Narratives (p.115).

Initial Survey Narratives

Q19 - What is the main reason you would stay in/leave this field?

- The main reason I would stay is for the clients. I love doing this job.
- I have a passion behind the advocacy I provide to victims of domestic/sexual violence no matter the gender, as I'm a survivor of domestic violence involving gun violence.
- Although choosing to specialize in domestic/sexual violence work isn't an easy decision. It can be emotionally, draining and stressful to work with survivors of domestic and sexual abuse. But as a domestic violence advocate, will allow me the chance to help others in unique and meaningful ways, possibly helping survivors change the course of their lives. This is the reason why I stay.
- I love helping victims, and there is much to be done for the Latinx community.
- The main reason I would leave is if offered a higher salary to support my family.
- I really love the work I do and i know I am making a difference. The only thing, is that I feel like i don't get the monetary compensation that outweighs the emotional taxation I experience each and everyday.
- With grant funding I feel like we constantly have to reinvent the wheel and grants don't pay for some of the foundational positions we need in order to thrive so that the direct services staff can just focus on their jobs and there is a lot of admin because every funder and every grant wants numbers a different way and it is exhausting.
- I enjoy what I do. I enjoy the clients and my colleagues. I feel rewarded working in this field. I am passionate about helping others in need. I feel fulfilled while working on the mission of our organization. I am excited to come to work.
- Systems-level change is needed and I want to be a part of that.
- I enjoy being a helper for those who need a little support to be their best selves.
- I've always wanted to work with a community a population who is left for last and voices that need to be heard. This resource is very much needed and it helps when you know you can make a difference in someone's life no matter how small that help may be. I love being able to help others, no matter how small.
- The main reason I would like to stay is for the survivors. Main reason I would like to leave is because of the lack of cooperation with the board of directors.
- I would stay in this field if it paid more!
- I love the work that we do and the mission we serve. However, I have always put work first due to the nature of our 24/7 crisis services. I have hit a point in my life where I would like to better prioritize my personal life and my professional life.
- Because it is part of my political, historical, ethical, and feminist responsibility in this life.
- Lack of systemic analysis of violence
- I love my co-workers and building community partnerships that help survivors access services.
- I am passionate about this work. I love my team and my role. I love being an advocate for survivors and helping them achieve their goals.
- I am considering a different role (consulting, legislative advocacy, etc.) that may or may not be specifically with survivors of violence.
- I want to make sure that survivors and advocates are always supported.
- Strong leadership and direction + common values/views with coworkers.
- I want to continue to engage in social justice work but I want to work deeper in community.
- I have reached retirement age and have set a retirement goal of no more than 3 more years of work
- I do not believe that it is the work with victims but non-profit work.
- I really enjoy my work but constantly feel as though there's too much to do. It's tiresome to constantly feel "behind."

- I love empowering people who have gone through situations where they feel they can't go on anymore.
- This feels like my life's work. The only reason I would leave this field is financial reasons.
- Connection to survivors, importance of the work, difficult to transition skills w/o advanced degrees and/or training.
- Retirement.
- Income.
- This field is very stressful and there is little understanding outside of it as to what we do and why it's important. It is hard to constantly feel like the community and government is actively working against you with their policies and decisions. I feel like the work and mental load in this job is more than what I'm getting paid to do it.
- The work is meaningful and the community within my organization is cohesive and mission driven.
- Realistically, I will bring an advocacy and social justice lens to any work setting I'm in, even if that's not part of an organization's formal mission. It's very easy to draw connections between GBV and other issues!
- Very important work.
- Salary or a different job opportunity.
- I love what I do.
- Leave to gain more pay, stay because of the rewarding nature of the work.
- Emotional draining.
- This isn't just work for me. I wake up each day grateful for the work I get to do on a daily basis.
- Empowerment and education, there's nothing greater than that. Assisting others in finding the voice they have always had and encouraging them to use it. It is rewarding in many ways.
- Love my job. I like the fact that I can help and educate my community as well as survivors.
- It's time to make way for new leadership.
- I believe and trust that women are a group of people willing to be fighters, to make changes in their lives and be in spaces to demand a high quality life with dignity, both personally and socially.
- Feel very passionate about violence prevention work. While I hope to work to create more empathy in people and shift to a culture of consent, I hope to always be advocating for and ensuring services are available to all survivors.
- I am currently getting my masters degree in social work and want to continue working in this field with more direct client contact. I am passionate about helping survivors of gender based violence and want to continue in this field as long as I can.
- Wanting to help children have the best chance at a successful life.

Q21 - What is the main reason you would continue at/leave your agency?

- The main reason I would like to continue at the agency is because I'm very passionate about the work we do.
- I love the supportive services we are able to provide our patients/victims.
- Although the work is heavy, it is so much to be done! I want to leave an everlasting mark.
- I like certain aspects about my agency, there is just somethings that would need to change before I could confidently say what I would stay for 5 or more years.
- My knowledge of the organization and the individuals that we come in contact with. I enjoy the work that we do.
- I would like to move into prevention/macro level work.
- As long as the funding is available and I am effective in my position, I would like to continue with my agency.

- Great leadership and culture.
- If we would start naming the things that are holding us back from actually working on root causes. If it stopped feeling like we are just spinning our wheels. Also, if I stopped having to question "is this racism or do I have weak boundaries".
- I work with amazing people and I get to do some great things at this agency. I feel valued and respected here.
- I enjoy being able to gain knowledge and experience that I wouldn't get at a corporate job. I have grown throughout the few years that I have been here. If you asked me 5 years ago, where I would be, this wouldn't be it. I am blessed to be where I am today, I couldn't imagine anything else that I would rather be doing.
- I believe in the mission of my organization, I enjoy the people I work with, and I enjoy the population I encounter.
- I would continue as I love their value of caring for others and to bring justice. I have a slight concern of some the benefits that are needed but not offered. I will need to eventually move on to care for the life that I will be having with a family.
- Downsizing of agency or other job opportunities.
- I would like to stay at my agency because I feel I can be helpful to survivors on a larger scale.
- I love being able to help people through their hardest times in their lives.
- Not fully fulfilled + money.
- Toxic working board of directors.
- I would love to continue at my agency as I love everyone I work with. The compensation does not allow me to have a family, travel, or save for my future and this is the only reason I plan to leave.
- I love the flexibility and support I have found at the (redacted for anonymity). However, I have worked with the (redacted) and similar agencies my entire career. If I leave, it will most likely be due to better financial opportunities or an interest in exploring other opportunities in a similar field.
- Because this organization is a space where I can organize, where I have been active and make my feminist work possible.
- People are great, infrastructure sucks. We're an old agency and there's no flexibility to modernize.
- There's still a dress code/PTO is practically non-existent/ we're short-staffed so other people have to pick up the slack. No room to grow.
- I would want to leave to either continue my education or pursue a different position.
- I love the team. Everyone at the agency is passionate about their work and we all work well together and support each other. I feel valued by my agency and feel like the work I am doing matters to senior management.
- Difficulty with Board of Directors not understanding the role, being in the weeds and micromanaging.
- Lack of appreciation and understanding for the responsibilities of the role.
- Strong leadership and direction + shared values/views with coworkers.
- It does not always feel sustainable to work here.
- I will be retiring.
- I am already leaving the agency after 10 years here. I am going into private practice therapy to manage my own schedule.
- Seeking better work-life balance.
- Empowering victims and then seeing them as survivors.
- I love my job and the people I work with. Money reasons would be the only reason I would leave.
- Work overload, little help, very little money.
- I'm not always sure where I fit at our agency and get frustrated with the way we do things sometimes. I would like to continue because I believe in change and have hope.
- I will likely not be living in this area more than 5 years.

- I had a breakdown last year that forced me to reckon with my own needs and understand where they were not being met. Self-advocacy in this organization has felt incredibly hard, in no small part because we don't have enough meaningful feedback loops among staff! I don't know if it's just because of my needs and abilities, though.
- Our agency has a great climate.
- I am leaving because I need more autonomy over my life/work balance. I need to feel appreciated and valued by my employer and I no longer feel this.
- Great leadership and benefits.
- As much as I would love to continue my career with the (redacted) there have been some challenges.
- I like where I am working. I would however like a federal job working with victims and survivors. I would like to leave this area and relocate, but I would still like to continue the work I am doing even if I was to retire.
- It's time to make way for new leadership.
- For 16 years, this organization has maintained alliances and upheld its autonomy to fight for the rights of Latina immigrant women, and I believe in this.
- Salary. Struggling to pay for all my expenses with my current salary. I love the work I do, the people I work with, and the communities I work in and those factors have kept me here, though I have been thinking about job searching for higher pay.
- I have created good relationships here and they've supported me through getting my masters degree.
- My personal values align with the mission of the organization.
- I really enjoy the culture and work we do.
- I believe in the mission.

Mid-Event Reflection Survey Narratives

Q2a - How did the pandemic affect the way you work?

- Employees that were considered essential had to report to work as normal. I was essential. Our jobs were modified to keep us safe but we worked our normal schedule. Employees that weren't considered essential, worked from home and office.
- We used more, but not primarily tele-options.
- My org reduced staff hours, but I did not reduce my hours.
- Although I worked from home a lot, many of my direct reports continued working in the office/field.
- Most people worked from home. I was not allowed to work from home, I was not allowed to take any of my files home. The board was not very accommodating.
- My hours onsite reduced. I worked 6 hrs on site and 6 hrs remotely.
- I was lonely working entirely from home. I missed my co-workers and I missed my office.
- It felt more like my organization became my client as they struggled with many aspects of work.
- We worked remotely sometimes, but we still provided 24/7 crisis support and shelter services. Throughout the entire pandemic. And proud to say without a lapse in coverage.
- Hundreds of ways, large and small. But the essence of it was that the work I was doing each day was completely different, and the answers to many of our questions were completely unknown.

Q3a - Have you worried about your job security as a result of the pandemic?

- Working for non-profits that survive on grant funding is difficult, but adding in the possibility that grant funding could be taken away or funds cut has been concerning.
- I think there were some funding issues and projects ending that make me a little concerned with my age.
- Just not sure how we would provide shelter services when staff were not able to work due to COVID.
- Our organization is grant funded. There is always the chance of losing funding throughout the year. It was a scary situation with a lot of unknowns.
- I was furloughed during the pandemic & was worried that my job was no longer needed in the organization.
- I've worked as an essential since the beginning and in the line of work I do, people will always need help.
- If anything, they needed more people in this field because of staff burnout and turnover, and SV/DV/CSA got worse during the pandemic.
- There was no compassion from the board when it came to my safety during COVID.
- Obviously many people lost their job during the pandemic in general. We did have a couple layoffs at (redacted for anonymity), which was somewhat unsettling.
- I was an essential worker until 2022.
- The workplace did not take care of me; I had to provide services and forget about myself.
- I had worked at the organization for 4 years and I knew that losing my job wouldn't be an issue because of the pandemic.
- The pandemic showed me there is no such thing as job security.
- I was only part time at the beginning of the pandemic and felt more disposable if budget cuts needed to be made.
- I actually felt more secure in my job security. I felt needed and valued as my organization really worked to make it easy for folks to do their work remotely, made sure we were taking care of ourselves in the strange reality that had become our world.
- Before the PPP loans, it felt like there was a possibility that we could lose staff.

- I think that with my community outreach work, I am somehow exposing myself to COVID-19.
- Because so much of survivor work focuses on people accessing services, if that doesn't happen = less "proven need" and staffing.
- My job cut back hours, at the time I was working 1 day a week instead of my normal work schedule which is 3-4 days. And still having to keep up with my bills at the time.
- Almost got fired after a breakdown that came from working myself into a pulp.
- We lost a lot of funding sources during COVID, and there was some staff whose positions were cut.
- I got breast cancer during the pandemic, and I was more scared of getting COVID than dying from cancer. I was very concerned that by accompanying me to appointments, my husband might contract COVID.
- Working for nonprofits it was a fear on how funding would still be determined and given out.
- I was in college at the onset of the pandemic and working fast food. They were pretty much desperate for workers. After that I worked at (redacted for anonymity) as a volunteer and relief staff for the hotline and they needed workers as well. At my current job, I feel I am needed. We have several positions not filled so I am grateful to have a job and don't think I will be let go.
- At one point we were facing layoffs...but then we received a PPP loan and we were able to keep paying everyone, even though grant funding was bottlenecked and earned income + fundraising fell off a cliff.
- Crisis work continued, although some programs shifted to remote work, the expectations did not change.
- More so when we were unable to offer in-person services.
- Being in the non-profit world, there's always a threat of lost funding. With so much unknown about COVID, and with many funding streams drying up and funds being diverted to emergency service needs, things were shaky for a while.

Q4a - Did your organization lose staff (layoffs, resignations, prolonged illness/absence, etc.) during the COVID 19 pandemic?

- We had shortages of available staff due to illness or being exposed/quarantine. We lost two staff members as a direct result of their inability to function effectively with pandemic related working conditions.
- I worked for three separate organizations since the beginning of COVID, and all of them have lost workers from resignations. They also struggle to replace those workers because they do not pay enough for what they want them to do on a daily basis.
- While we didn't have to lay anyone off, turnover has been significantly higher post-COVID.
- A decent amount of folks left the organization for new opportunities. I almost forget how many people left during COVID-19 because there was so much happening at the time.
- During the early days of the pandemic, we had very little turn over (no more than usual) starting about 2021, it drastically increased.
- There was a lot of resignations, lack of staff, it took a long time to get new staff members.
- We are primarily grant funded, so sometimes we lose staff when a grant ends. However, most staff we laid off were funded by fundraising and events, which completely stopped during the pandemic.
- A couple employees passed away during the pandemic.
- Lots of folks took the opportunity that the pandemic offered to quit working here. A lot of folks were unhappy with the organization and instead of staying here and working through it, they just left. There was also more job options as work moved to primarily remote
- Many on our staff left to pursue self-employment or moved out of state. It was like working from home introduced a new way of thinking about our careers.
- We only lost 1-2 due to layoffs but had a lot of turnover for other reasons which led to more turnover due to low staffing and overwhelming tasks.

- Many contributing factors to the loss of staff -- fear of COVID, vaccination policy, loss of funding.
- Same staff came back after COVID.
- When I first started in July 2021, 4 people had quit. We have not been completely staffed since I started here.
- People really needed more time away from work to deal with the multiple traumas they were experiencing...the pandemic, state violence, heightened racism and antisemitism and more. Parents whose kids were not in school needed to focus on the wellbeing of our kids. During several periods most of the staff were working about half time. Again, PPP was a real help. We didn't have pressure to account for every hour of people's time....we could "afford" to offer grace and flexibility and to let some things go.
- In a service-oriented workplace, taking care of those who provide care was neglected. It was very confusing to demonstrate that work was being done from home on one hand, and on the other, the self-imposed demands and long working hours, as being at home did not set a limit on the working hours.

Q5a - In your opinion, is your organization adequately staffed now?

- We finally have a full staff, but we were without 2-3 employees for the last year, which is a huge issue when our staff is only 6 people when fully staffed. We have all been pretty stretched thin.
- We are down 3 staff members currently. This puts current staff having to be on call for a longer period of time. We went from 15 days a quarter to at least 21 to 23 days straight in a quarter. We had to do this so we can still provide services for our clients/guests.
- We are missing vital players in our organization. We are having a difficult time filling a few job positions. We have had to outsource at least one position. It makes it incredibly difficult for those who are here to adequately do their jobs. Leads to burnout.
- Struggling to fill clinician roles. It's been hard to get qualified applicants interested in the work.
- Key high level leadership positions are missing.
- Fully staffed, but not adequately staffed.
- The turnover rate in our organization is high in certain positions but I don't feel it's related to COVID.
- Our internal procedures, lack of adequate Human Resources make it difficult to hire needed staff.
- We just got fully staffed as of 2/2023. This was a long and draining process for those who worked during the many interviews, the short staff and the lack of support.
- My particular job at night had 4 staff members at different times. Now there is only 1. I work 40+ hours a week.
- We've had a difficult time finding an additional clinician, so the caseload has been quite high. I think even once another clinician is hired, we will still have high case loads and could likely use an even bigger clinical staff, but funding doesn't allow for this.
- We don't have enough staff on the hotline. I do the job I was hired to do as well as the job of an administrative assistant, which feels like a separate job that should have its own person. We also need a team for language access.
- We are a small staff and seem to be plagued by high turnover.
- While we lost staff during the pandemic we brought on a significant amount of new staff.
- We have a chunk of unfilled positions and a lot of very new people that take time to train, not a lot of historical knowledge. I think a good balance of new, midterm and long-standing employees help an agency run the best. We do not have that.
- Every staff member has to wear so many hats and handle so many responsibilities that are not in the job descriptions because the staff is so small. It's exhausting.
- There's too much specialized knowledge held by individuals with no redundancy.
- People are not staying as long as they used to.
- We have never recovered from the loss of staff during COVID.

- Our organization's work with the Latinx community has always had very few staff members. During the pandemic, more people sought our services, so we have always been understaffed.
- We have not been staffed since I started. Every time we get new employees they quit. We have several positions open.
- We have become more strategic in our work, but also more scattered. I think the eventually we will emerge a smaller and stronger group.
- We are better but still in need to do restructuring and create more contingency plans and more staff. We have a high demand for more counselors and are struggling to keep up with the communities needs for mental health services.
- There is always so much work to do and everyone has been stretched thinner during COVID.
- I think that we are getting to a space where we are becoming more staffed but due to turnover I think that we are not at adequate staffing levels.

Q6a - As we are now moving into a new phase regarding the pandemic, how, if at all, are you being impacted?

- I wish there was more freedom to work remotely whenever I liked, because having a space that's my own would be preferable to sharing a room with someone.
- Our organization has been in person for staff but meet with clients virtually still.
- Being low staffed creates tension + stress between workers.
- I'd like if we were more focused in start projects and endeavors we commit to because we can't do it all, but it feels like we try to.
- We do not feel safe yet to bring clients into the office.
- We lost our shelter over a year ago because of a burst water pipe. Clients were put in hotels then moved to 2 different locations. So a lot of uncertainty. The building will be ready this month.
- Some positions work remotely or hybrid. However, upper leadership has been very resistant to allowing any remote work.
- My organization provides therapy sessions via zoom but I have returned to the office.
- There seems to be a lack of communication sometimes regarding certain things, like the building renovations and things like that.
- We're in a weird place between working from home and working in office. I'm going to be asked to primarily work in the office once we move to a new space in November. I hate this request. My real hired work can be done from home. I don't need to risk myself in the office just to greet people and answer phones. I'm risking my loved ones just to say hello to people when we don't really do in-person direct services. And how the in-person things will be handled is constantly changing so I don't feel safe or cared for by my employer.
- We are working to refooster meaningful connections that fell apart.
- It's really challenging to self-advocate when people don't feel they have the time to get to know each other.
- We are still being impacted because of staffing issues.
- We have put in a place a work from home policy. You have to get it approved. Most shelter work cannot be done from home so the only time I will be working from home is if the weather is bad and I can't make it to work. We work in person with clients or whatever way works for them. I speak over the phone or in person or email them - just depends on the client. My boss does get to work remotely more often. Things are still changing every day but I hope we can get to some type of normal soon.
- We are closer to a new way of working, but have a little ways to go as we move to our downsized space and adopt new ways of doing things.

Q7a - Thinking about the impact of the COVID-19 pandemic on your work, do you generally feel: less anxious, no change, more anxious?

- I continue to worry that the economy will worsen and that has a direct impact on the private funds we're able to raise.
- More anxiety around people attending trainings and events.
- I don't know how I feel about anything. Not in touch with my emotions.
- It's painful to see that a program that was woven with love and the ethics of care and self care was taken over by "a dude" who changed the alternative way we had in working with survivors and imposed something more mainstream and patriarchal.
- I try to live my life normal after the pandemic. Also, after time has passed. Covid-19 is not an issue I care about anymore.
- Pandemic considerations just make everything harder. I don't trust my community to care for people doing care work like we do.
- What will be will be. I don't let it stress me.
- I feel unsure about everything, personally and professionally.
- I enjoy working and have always enjoyed working. I am generally not an anxious person.
- We are in crisis work so that means change happens but I think that on top of that the impact of COVID has meant more constant change that is hard to keep up with and overwhelming to balance. It's hard to feel empowered when things constantly feel like they're changing as a reaction and not proactively or intentionally.
- I feel constantly busy, stretched too thin.
- unknown how a hospital + university would be able to handle a second or different pandemic – less survivors accessing care.
- Because now we are dealing with inflation.
- The sense of precarity.
- Our agency is the first and only one in the state of VA that provides these services, and we only started in mid-2019. But we officially launched the programs in January 2020. So, there wasn't much change because we were dealing with COVID-19 right from the beginning.
- The beginning of the pandemic was a lot but i feel less anxious now that things are more settled. Yes things could be better but I dont see them getting better at this time so I am dealing and it's okay.
- The fear that existed before is not the same anymore; now, there is no demand for protocols as rigid as at the beginning of COVID-19, and there are more spontaneous meetings.
- The nature of my work has not changed during the pandemic, but my title has changed and I have taken on a few more projects. Our organization has also had a significant amount of staff turn over, so a lot of organizational history is also transitioning.
- I feel like the future of my work is more unsure and volatile.
- Generally my anxiety surrounding the pandemic has fluctuated.
- I think my anxiety has returned to normal levels as we have moved into endemic stages of the pandemic.

Q8a - Thinking about the impact of the COVID-19 pandemic on your work, do you generally feel less energized, no change, more energized?

- My energy is impacted more by my personal circumstances than from COVID.
- Work harder; try to do better, help others faster.
- Energized but overwhelmed would be my answer.
- I struggle with being around people more. I have become more introverted in the process.

- Vicarious trauma and hearing heavy stories from people providing direct services and dealing with difficult things.
- Define energized. I have no energy, but I do feel motivated.
- More energized because I have made sure more work life balance is done. I make sure staff know that their health does come first and we incorporate health care to ourselves.
- I feel like the pandemic destroyed something that was built over the years. At the same time, I see it as a great opportunity because I am more focused on independent and community work. Without a salary and in survival mode.
- There are so many obvious places for change. I want to fix things. I want to share my ideas and make things easier on people. I'm fired up if I'm just given the opportunity to make change.
- I recognized that this might not be work I want to do forever.
- I'm more confident in my advocacy and who I am as a person in general.
- I'm feeling burnt out and ready to leave this organization, or at least the hotline specifically.
- I was absolutely depleted and did not understand why I had lost so much of my passion and personal commitment to this work that has always been so meaningful to me. I was burnt out, entirely. And I began appealing to a therapist and friends about how to become more engaged and excited about life....seeking connection helped me realize that this is what I had so deeply missed in my work. We need each other.
- There is continuously more work and no one has capacity, us as staff and members. It feels difficult to get through the work or even the day.
- I have always been high energy and I remain that way. I have experienced many ups and downs in life, and I have learned to just go with the flow.
- I have worked here for 10 years and am now choosing to move on because of the levels of lack of energy I feel towards the work. Not with the clients but the exhaustion of constantly having to train people up and then they leave. Trying to build strong departments and then having to start over and with so many infilled admin positions, the unpredictable admin and non direct service related issues take away from the ability to be our best selves with the clients and within the programs.
- I'm just so tired and overwhelmed.
- Creates challenges/problems, not a solution focused movement.
- About time for me to hang up my hat.
- Despues de 3 años operando understaff estoy agotada y considerando dejar victim services.
- I can get out and do things when needed. I feel good.
- The program I worked for was destroyed, and it's like there were no lessons learned, which makes me sad and, at the same time, creates challenges for finding new ways of doing things.
- I think there is a lot of work but also valuable lessons in how to do the work differently.
- There was an increase in services and resources for people during the pandemic but now those resources are going away and peoples needs increase more and more.
- I'm constantly exhausted.
- This pandemic has contributed much more to burnout and lack of social skills. I am a very social person so not being connected as much to people has left me less energized.

Q12 - Would you like to share more about your answers to the questions above (physical health, mental health, optimism about life)?

- Being forced to slow down and being in a position in which I did not have to worry constantly about being exposed to Covid gave me an opportunity to do more self reflection and be of more service to staff who were struggling.
- The pandemic was the worst and best thing to happen to me personally, it just depends on how

you look at what happened then.

- I have done a lot of internal work and started counseling during the pandemic.
- I feel optimistic about my life but less optimistic about society. See: insurrections.
- I didn't have much confidence in humanity beforehand.
- The first two of those above were actually better DURING the pandemic than before.
- I find the perpetual crises to be debilitating sometimes--it just won't go away but everyone acts like it's "over".
- I've always struggled with finding joy out of life daily. I still struggle. A lot of times I feel as though I am just going with the flow and just functioning. My physical health is slowly on the mends but getting out of house has shown to become harder.
- New challenges have surfaced but I have also learned the importance of self care and gratitude.
- The ways I've chosen to cope have I think improved how I exist generally.
- I was not great mentally/physically before COVID, but I had passion for my work. Since then, I have found more balance in my home/work life, but I have lost motivation in the work that I do.
- The little progress we had made in terms of women's human rights has crumbled, and now it is becoming more difficult to rebuild these community ties.
- I've been dealing with depression, anxiety, and PTSD through the whole pandemic. The world is on fire and it feels like it will be for a long time.
- I was sedentary and ate and drank alcohol way too much in 2020-2021.
- It feels impossible to plan for the future.
- Aside from having to social distance and wear masks, my general approach to life has remained consistent and constant.
- The pandemic was proven that even in the face of a mass death event, a portion of our population is unwilling to care for their communities.
- Too many factors impact my health/outlook to pin it all on COVID + work accommodations (or not).
- My physical health is worse because I had Covid and have a much harder time breathing. My optimism about life is worse because of the political climate and the area in which I live. Very conservative.
- It's hard to answer these -- it's not necessarily worse, but it's different. Apples and oranges.
- Feeling worse physically only because of still experiencing symptoms of COVID.
- During COVID19 I was insanely depressed and struggling. This past year I have made several changes that have made my physical and mental health better. I am a lot closer to God spiritually as well which has been my source of strength and helped me more than anything.
- I am more disciplined and making decisions that allow me to be loving with myself and my surroundings.
- I personally thrive in times of crisis. My social circle has shrunk in positive ways.
- More anxious and disheartened by the divide in the world. Seems to be an increase in hate speech and oppression. Maybe I'm just more tuned in.

Q13 - In your opinion, which of the changes that happened at your organization because of the COVID-19 pandemic were negative?

- While remote work and meetings are more convenient and offer some opportunities that were not there before, team building is much more difficult.
- The loss of people. The mandatory masks.
- Returning to work in person for all staff was a net negative. We waste a great deal of money on office space and time in commuting to an office where the work I do could be done in my home.
- Lack of ability to respond to survivors.
- Not being able to provide services in-person.
- Change and turnover in so much staff.

- There was a month where we worked remotely and quickly realized that didn't work for us. When we came back it was stressful because we couldn't force mask mandates and many of the clients were not masked or vaccinated so it always felt like we were trying in vain to mitigate exposure.
- Staff burn out is higher.
- Work is more siloed.
- Many people don't want to work hard.
- Staff shortage and being on call more often.
- Communication. There seems to be a disconnect that has developed between departments.
- I was not at my current agency during the height of the Covid 19 pandemic. No changes after I joined significantly impacted me.
- Lack of support as a manager. Our ED & HR do not discuss agency challenges in a trauma informed manner.
- Increased general anxiety, loss of seasoned staff, loss of stability in funding.
- People getting sick. The fear of hearing that someone is sick and worrying on getting sick as well. We wear masks all the time. Worry about having clean hands. Some people left.
- High staff turnover, more complex and difficult SV/IPV cases burning out advocates, higher anxiety.
- Limiting people's in-person activities.
- Staff turnover.
- Losing staff hours.
- Sad that we have to move our office to a new smaller space.
- The lack of empathy from the board of directors.
- Less contact between staff and clients.
- Major staff turnover, especially staff who have been with the YW for a while and were great.
- The overall health of women took a back seat.
- There was no care or attention given to those of us who were caring for others.
- There were no breaks.
- There was no opportunity for resilience work with the staff.
- The focus remained on numbers rather than on the qualitative or subjective aspects of something new.
- We are largely "back to normal" so I don't know how to answer this question.
- No real systems of accountability or accommodation were out in place even though the structure of the workplace changed drastically.
- Staff resignations, meeting with the team remotely.
- Losing staff was definitely negative.
- We went right back into the office in 2021. We worked a whole year remotely yet not even partial remote work was even considered after the world opened back up.
- A lot of people have either left or been fired and not replaced so we're now understaffed and the upper management does not seem motivated to replace them, which makes me feel extorted since I'm now working to fill in the gaps.
- Loss of connection with coworkers and an elevation of the voices and people who thrive (are proficient) in virtual social media spaces....this meant that the people with the loudest voices drowned out those who engaged differently (or not as effectively) in virtual spaces.
- Less connection, unaddressed hurt and emotions, less transparency
- Having to do every meeting on Zoom. Having to endure the chat features of Zoom that felt like a cesspool. I hated that folks wouldn't turn on their cameras so I was looking at a black square with a name. I feel that staff had to connection to each other, so little camaraderie was felt. We lost sight of each other.
- I haven't worked at the organization long enough to view the impact of COVID-19. However, I

know the shelter status was yellow at one point but turned to red for survivors facing imminent danger.

- I think the turnover was negative.
- More siloing because we don't see each other as easily.
- None. We have adapted to the needs of everyone.
- 50% inability to trust staff, being rigid.
- Loss of volunteers to help.
- We were unable to hospital accompaniments.
- Loss of Camaraderie.
- The sense of crisis overpowering the sense of opportunity.
- People not being ready to learn basic tech skills or learn about accessibility.
- Change in work schedule.
- Less staffing.
- Working with clients via phone or zoom. This doesn't allow for the ability to truly connect with the client.
- Loss of staff.
- We took a lot on. There wasn't much information for our Latinx community, and we tried to respond as much as we could. That was truly a lot. But no one else was doing it, even though many large agencies asked for money to do so.
- Staff turnover / losing staff.
- It feels too soon to tell...and I might also be feeling a little too immersed in my own experience to get up to the balcony and see across the org.
- Allowing qualified human resources to leave without doing anything to discover the underlying issues causing people to leave.
- Lack of support to staff right away, transitions and vacancies.
- Not getting to see clients in person was hard, felt for children it was a disservice.
- Many barriers were created for the clients that we work with. Many of the jobs here are not flexible to be done at home and that was a challenge.
- More work on people who are more stressed.
- Less social interaction and communication through micro-interactions.
- The return to in person work.
- I think the move to fully in person.
- I didn't work here at the start or the middle of the pandemic - it's really hard to say.
- I will say in general, the move was hard - feeling like there is not adequate space to perform the job is really difficult.

Q14 - In your opinion, which of the changes that happened at your organization because of the COVID-19 pandemic were positive?

- Overall, the staff learned problem solving skills. We also learned that some of the things we thought were so important weren't actually important at all.
- Coming back to in person. Taking on new clients.
- Ability to work at home. I enjoy it and don't want it to change.
- Masking when community levels are high, continuing to hand out masks and COVID testing kits.
- More ability to work from home and to accommodate disabilities.
- Hybrid office model.
- Expanded the ways in which we reach out to and connect w patients.
- Virtual sessions with clients has been beneficial for so many clients.

- Our director at the time used COVID funding to update our software so that we could work remotely when we were exposed and had to quarantine. Now life is much easier because we can access things remotely which is so helpful when working with out of shelter clients.
- More flexibility to work from home across the board.
- Learning new tech.
- The ability to work from home and/or the office as we need/want. Funding has allowed for paid supervision for licensure and other training.
- We were able to add a new position at the shelter, a Case Manager position.
- Flexibility.
- We now know that it is possible to effectively work from home on occasions.
- Wfh balance.
- More options for virtual sessions, accessibility of telehealth.
- Updated technology, remote work, etc.
- More wfh flexibility.
- Thoughtful examination of rules, decorum, expectations. Reduced paperwork in some areas.
- More working from home during the week has helped my mental health and allowed me to have a better work life balance.
- Understanding how to be more clean how to support those who still struggle. We are able to service people better since being able to be more in person.
- Consideration of different ways to do activities/events, ability for hybrid working.
- The ability to work remotely.
- More flexibility for leadership to work from home if needed.
- We've learned how to adapt.
- I am sad that we all work remote instead of in office, but I am glad we aren't being forced to regularly be in person with people. Wellness hours are good.
- Work life balance implemented.
- Staff became more adaptable to different than they were given.
- Remote work has been a positive experience.
- Hybrid work (remote and in person), focus on mental health, flexible work schedules.
- I have formed a strong bond w/ several of my colleagues.
- Working from home.
- I can't see them now... perhaps the opportunity to discover how technology can reach CERTAIN COMMUNITIES...
- Those who have the privilege of reading and writing, of handling technology, and having the money for equipment and internet service.
- If it doesn't work for everyone, then it's not something positive for me.
- Knowing that working from work is possible and apprp.
- Having my own office and own space.
- More racial justice events.
- Letting people work from home and work flexible hours.
- Changing to a hybrid model, more flexibility, working with clients remotely removed the transportation barrier.
- Flexibility in working from office or home based on needs and tasks.
- The opportunity to work mostly remotely is positive.
- Not sure anything positive occurred due to the pandemic.
- Working from home.
- More wellness.

- People started to take care of themselves more. We began to pay more attention to self-care and less about the "work". We changed our policies to reflect this new way of being. We were bolder and braver and less concerned about the way we used to be in space with each other.
- Sanitation increased.
- It's hard to say because we became more flexible but I think that it didn't last and was never discussed whole agency as a paradigm shift. So it's not equally upheld or decided at a high level. So it didn't last in the same ways. We just got kept moving through crisis.
- Some flexibility increases.
- Telework.
- 50% adjusting work/life balance.
- No one lost their job.
- Ability to work from home.
- Balance work life.
- We are able to work from home more.
- I believe we still provided our crisis hotline.
- Flexibility in meeting clients where they're at.
- People having to reckon with the reality of needing to make our internal infrastructure explicit.
- Not sure.
- Slow down the pace so more time for self care and prioritizing personal mental health.
- Working remotely and from home. Hybrid is a great way to go.
- Being able to work from home.
- Flexible work schedules.
- More understanding staff and policies.
- We learned how to navigate a societal crisis while keeping our doors open.
- Positive impacts on the relationships between the staff that has been there.
- Telework.
- Appreciation of working with coworkers again and clients.
- Having a work from home policy - realizing we need social connection in real life not just over the internet.
- Implementing technology for the entire staff.
- Thinking of different ways to provide services, telehealth, more flexibility in resources.
- Getting rid of toxic leadership. Encouragement to take breaks, getting to work from home, more time off at the end of the year.
- It allowed for everyone to slow down and focus on morale. There seems to be more of a focus on self care. It seems that we have been given more grace.
- Finding new ways to do our work.
- Flexibility in work and the ability to work from home.
- Allowing a hybrid schedule for remote work.
- I think the move to inclusion and more virtual opportunities.
- Again, this is hard to say. Due to lack of desk space, I appreciate that I have an opportunity to work from home part time.

Final Survey Narratives

Q1a - How worthwhile was this event for you, however you define that?

- No time spent in careful introspection is ever wasted.
- It would be nice that the feedback provided is shared with the leadership in order for change to occur.
- I thought this helped me get closer to my coworkers and learn more about them as people, not just as professionals. We were to share verbally and through art, which I was very much appreciative of.
- We needed a day as a staff to care for and express ourselves.
- It was good for staff to be together outside of the management of shelter and client needs and to focus on ourselves and our own needs.
- It was great to connect with my team and think about things on different ways. I have learned a lot about myself and my team.
- It helped my inner self.
- I found the event to be inspiring.
- It was very eye opening for me to be able to connect more with colleagues.
- The open discussions were very valuable.
- Gave us a chance to tell our experience during these few years.
- I enjoyed having an opportunity to connect with the people on my team. I also enjoyed thinking about our work and each other differently than usual and feeling like we had the opportunity to bond.
- I thought today was helpful to processing the trauma advocates have experienced through the pandemic.
- I enjoyed every minute of the reStoryation. The safe space, the quiet, the facilitators.
- I was able to tell my supervisors how they make me feel in a safe space.
- It seems to me that we are in a very well-thought-out proposal, outside of the usual.
- I thought it was fun! A good break from a stressful work week.
- I think it's very much worthwhile for personal reflection and some strengthening of staff connections. I do wish there was an apparent way that our leadership could hear more of our stories.
- Much needed space and time to share experiences with peers.
- It was a needed reprieve from the day to day. It gave me fresh ideas to aid in my work. It was a chance to connect and be in community with like and like-minded people.
- It felt good to vent and check in and feel seen and heard.
- Being in space in person with people who share the same hope for our future is life for me.
- I was skeptical about attending but I am happy that I did.
- More interested in results + change.
- I felt like it forced me to sit with my thoughts and follow through with them instead of allowing myself to get distracted and ignore the hard parts.
- It was really helpful, and I hope we continue these conversations to eventually get to action to support each other.
- This event appeared to be beneficial towards the beginning of the day, however later appeared to feel as if we were wrangled into someone's capstone project.
- Very much needed and well planned. Need more of them.
- We actually got time to slow down and reflect on the meaningful work we do.
- I don't think leadership staff can be safely vulnerable.
- I learned a lot about what we all have been through and what we need moving forward.
- Such a good container for pausing, reflecting and connecting. Thank you.
- It's beautiful to share again in person. Virtuality doesn't provide human warmth.
- The day was great and I felt cared for in a special way.
- Not only was the content very enlightening, thought provoking, and calming, it was great to be in this space with co-workers I don't often get to interact with regularly.
- I felt this was really a great experience to get to know others better and also learn more about myself.

Q4a - As a result of this event, do you have any hopes/goals for how your organization might change?

- We are already a group of people that work in trauma and that share on a regular basis. I think it will help me become personally closer to people, but I'm skeptic about the professional changes that will result if the same issues aren't addressed, and it doesn't seem like they will be.
- Accountability in more trans inclusion and equity.
- More money, more understanding from supervisors.
- Higher pay and more opportunities for rest.
- More team building and self-care.
- trying harder to respect each other + be a team.
- Would like to incorporate storytelling into our practices. Using it as a needs assessment is clever.
- I hope that we could provide more support to our staff so that we could function well for our clients.
- More informal and formal space to talk and listen.
- Hopefully we will see more self-care days. The work we do can be physically and mentally draining.
- Getting more involved in the process and bringing the perspective of Latinidad.
- An increase in pay.
- I hope this will be a platform for leadership to ask more questions about what people need and will really listen/follow through.
- We work together to be more honest with each other about what we need and can better support those needs.
- More connection.
- More effective communication, more survivor centered, more trauma informed for advocates.
- I hope that we can create more opportunities to share open and honest space where we can say how we feel and have upper management hear our concerns and issues.
- I hope that leadership will make more space.
- Have empathy with the staff.
- Better align with long(er) term work + advocacy.
- I like our organization. I work with a bunch of wonderful women. We all work really hard and I would love to have a self care day given monthly.
- I have ideas of things we could do better but still feel like being understaffed prevents us from making changes.
- Sharing ideas on how to form strategic alliances that allow us to continue with justice in language and healing justice.
- I would love for our entire team to participate and create ongoing times where we can practice this type of care for one another.
- More focus on systems change.
- I hope that we can take a better stance to work space and love into our work at every point.

Q5a - As a result of this event, do you have any goals or hopes for how your work might change?

- Be more open with my supervisor.
- Take more rest.
- More flexible funding.
- I'm not sure what will change. Things change all of the time and I imagine that this will be no different.
- Be more intentional.

- We are in the process of hiring new staff. Hope that I can take what I heard from current staff about their needs & use it to plan for the future.
- Listen more--to myself and others.
- I'm hoping to come to work and not feel like I'm just getting through.
- Making me and caring for my health and mental health a priority.
- I am going to be even more intentional with self care, more proactive on asking for help.
- To be a more attentive listener.
- I think more time together.
- The importance of spreading and sharing the creativity of communities.
- I can be a better leader with the feedback I heard from my team.
- Take the time to reflect and acknowledge the difficulty.
- More flexibility.
- Full time position with (redacted for anonymity), more consulting work.
- I hope it will give me the strength to be more open and vulnerable and advocate for myself more.
- I need to be honest with myself about why I'm in this work and how long I can do it.
- I want to be more aware of all that myself and my coworkers have been through and be more willing to help them out or ask them for help when needed. I also hope to be more grateful for what I have with my job.
- I need to make an effort to remain connected to others in the coalition.
- I want to give myself more space and more care and work to heal both myself and others.

Q7 - Would you please share any reflections about how this event impacted you personally?

- I'm not sure how I feel. I have so many conflicting feelings. Around my role in my agency and what impact I can still have. I do feel connected to my coworkers and feel deeply about how wanting them to feel good.
 - Made me look at myself better.
 - Today forced me to sit with my emotions. I hadn't really acknowledged how much the pandemic has impacted me.
 - Me compromete una vez más a seguir trabajando por, en y en mi comunidad.
 - This was a great experience. Personally I feel uncomfortable sharing personal deets especially with colleagues because I try to keep things super professional and not necessarily build friendships here.
 - Also I feel like being told to come may have impacted the way I showed up in this space. Nevertheless I think it's a wonderful program, facilitators we're great and I learned more about my colleagues.
 - These are the folks I connected with in the story circle.
 - I feel like I am leaving processing a very difficult few years.
 - Me hizo recordar mi misión en la organización.
 - Went really well thank you!
 - It was great to meet people from the alliance in person.
 - The most impact exercise out of this experience was the oral storytelling. Because it should that even without others reflective listening my truth still stands.
 - It humbled me to learn of all the difficulties my coworkers have been dealing with for much longer than I have been here. It made me realize just how hard it has been for everyone and makes me want to be more patient and supportive of everyone. I also feel more connected with my own thoughts and beliefs.
 - I had a connection with a bilingual colleague with whom I will continue to be in contact.
- It was really great to take time to breathe, connect, and reflect on the past few years. Really enjoyed turning off my brain a bit and relaxing.

Appendix

Footnotes:

1. “The Regions of Virginia.” Virginia Museum of History & Culture <https://virginiahistory.org/learn/regions-virginia> [△]
2. Virginia Domestic Violence Programs Needs Assessment Summary and Recommendations, FVPSA ARPA Supplemental Funding to VDSS for Domestic Violence Program COVID-19 Mitigation Strategies 2022-2025, Kristi VanAudenhove & Ruth Micklem, September 2022 [△]
3. Sustaining the Movement: A 10-Year Plan for Virginia Sexual & Domestic Violence Programs, Virginia Sexual & Domestic Violence Action Alliance, August 2023 [△]
4. This recommendation is also reflected in Virginia Domestic Violence Programs Needs Assessment Summary and Recommendations, FVPSA ARPA Supplemental Funding to VDSS for Domestic Violence Program COVID-19 Mitigation Strategies 2022-2025, Kristi VanAudenhove & Ruth Micklem, September 2022 [△]
5. Ibid. [△]



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