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Document Title: Building a National Data Collection on Victim Service Providers: A Pilot Test

Author(s): Barbara A. Oudekerk and Lynn Langton, Bureau of Justice Statistics
Heather Warnken, Bureau of Justice Statistics and Office for Victims of Crime
Sarah M. Greathouse and Nelson Lim, RAND Corporation
Bruce Taylor and Vince Welch, NORC at the University of Chicago
Susan Howley, National Center for Victims of Crime

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Abstract:

This report describes the development of the National Census of Victim Service Providers (NCVSP), including the development of the national roster of entities potentially serving victims, the NCVSP data collection instrument, and the implementation and results of a pilot study conducted with 725 entities from the national roster. Results examine the feasibility of obtaining high response rates from different types of victim service providers (VSPs), experimental tests of different procedures for collecting data from VSPs, and the quality and nature of substantive information generated from the NCVSP instrument.

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Building a National Data Collection on Victim Service Providers: A Pilot Test

Barbara A. Oudekerk and Lynn Langton
Bureau of Justice Statistics
810 Seventh Street, N.W.
Washington, DC 20531

Heather Warnken
Bureau of Justice Statistics and
Office for Victims of Crime
810 Seventh Street, N.W.
Washington, DC 20531

Sarah M. Greathouse and Nelson Lim
RAND Corporation
1776 Main Street
Santa Monica, CA 90401

Bruce Taylor and Vince Welch
NORC at the University of Chicago
55 East Monroe Street, 30th Floor
Chicago, IL 60603

Susan Howley
National Center for Victims of Crime
2000 M Street, N.W.
Washington, DC 20036

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Abstract

This report the National Census of Victim Service Providers (NCVSP), including the development of the national roster of entities potentially serving victims, the NCVSP data collection instrument, and the implementation and results of a pilot study conducted with 725 entities from the national roster. Results examine the feasibility of obtaining high response rates from different types of victim service providers (VSPs), experimental tests of different procedures for collecting data from VSPs, and the quality and nature of substantive information generated from the NCVSP instrument.

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1. Introduction

1.1 Background

In September 2012, the Bureau of Justice Statistics (BJS), with funding from the Office for Victims of Crime (OVC), entered into a cooperative agreement (under award number 2012-VF-GX-K025) with the RAND Corporation and its subgrantees—NORC at the University of Chicago (NORC) and the National Center for Victims of Crime (NCVC)—to develop a statistical data collection on victim service providers (VSPs) in the United States. The impetus for this project grew, in part, from the victim service field’s need for more information about the activities and resources of VSPs. In 2013, OVC released *Vision 21: Transforming Victim Services*, a report summarizing stakeholders’ perspectives on the status of the victim services field and providing recommendations to advance the field and better support victims of crime. For more than two decades, the VSP field has worked to build an infrastructure of services to support victims of crime. To date, little research has documented or assessed the coverage and effectiveness of this service infrastructure. There are gaps in the basic knowledge about victim services, including number of existing providers, their locations, services offered, crime types served, staffing, and funding.

Conceptualized as the “road...to victim-centered practice and policy,” *Vision 21* urged for more research and statistical data to guide the field:

“Victims of crime will be served through a national commitment to support robust, ongoing research and program evaluation that informs the quality and practice of victim services throughout the Nation. Evidence-based, research-informed victim service programs will become the standard of excellence in providing assistance and support to victims of all types of crime....*Vision 21*’s highest priority is promoting evidence-based strategies and programs that will expand the profession’s fundamental understanding of who is affected by crime, how they are affected, what works to help victims recover from their trauma, and what other issues affect the delivery of services to victims and the protection of their legal rights.” (p. 1)

The increase in funding for crime victim services in 2015 further underscored the need for reliable, national-level data on the delivery of victim services to guide policy, practice, and funding decisions. In the 2015 appropriations bill, Congress raised the cap on the amount of funding that could be released from the Victims of Crime Act (VOCA) Crime Victims Fund. In 2015 and 2016, more than \$2 billion were allocated for crime victim services through the Crime Victims Fund, an increase from \$745 million in 2014. More information about the scope and focus of the victim services field is needed to make empirically driven decisions on how to effectively allocate funding to support victims.

Through collaboration with stakeholders in the victim services field, BJS can build an empirical knowledge base about the characteristics and functions of VSPs. BJS is the principal statistical agency within the Office of Justice Programs, Department of Justice, and is authorized under the Justice System Improvement Act (34 U.S.C. § 10132) to collect and analyze statistical information on the operation of the criminal justice system at the federal, state, tribal, and local levels. This includes information on the capacity of the criminal justice system and partner victim service agencies to meet the needs of crime victims. In response to the growing need for research and statistics on victim services, and with support from OVC, BJS initiated the Victim

Services Statistical Research Program (VSSRP). The VSSRP is an effort to collect data on victim services from the perspectives of victims and providers.¹ It will enable BJS to analyze data from residents, law enforcement, and VSPs to generate more comprehensive statistics about the nation's criminal justice resource needs and capacity to respond to crime victims' needs.

Much of what is known about victims of crime and their help-seeking behavior comes from BJS's National Crime Victimization Survey (NCVS). The NCVS collects information on the number of victims who seek help from service providers each year and provides a vehicle for collecting additional information on help-seeking and the receipt of services from victims' perspectives. However, other key research topics—such as demand for VSP services, how VSPs are structured and organized to provide services to victims, the types of services available to victims of crime, VSP staffing and training, and funding for victim services—cannot be addressed adequately without data collected directly from VSPs. To date, there has been no national data collection on the full range of entities that serve victims of crime.

From 2012 to 2015, BJS, under a cooperative agreement with RAND, NORC, and NCVC, worked to develop a two-phase data collection effort with VSPs nationwide. The first phase, the National Census of Victim Service Providers (NCVSP), is a short survey administered to all VSPs to develop a sampling frame and yield basic characteristics about providers that can be used to select representative VSP samples. Phase two, the National Survey of Victim Service Providers (NSVSP), is a longer follow-up survey designed for a smaller, representative sample of VSPs.

1.2 Purpose of this report

This report provides an overview of the developmental research and reasoning that informed BJS's decision to implement the two-phase national VSP data collections: the NCVSP and NSVSP. This report is organized into two main sections. First, it presents the work conducted to build a foundation for statistical collections, including creating advisory groups and making key decisions about definitions, research questions, and the sampling frame. Second, it summarizes methodological and substantive results from the pilot study, providing evidence of the feasibility and need for the first NCVSP.

¹For more information, visit the BJS webpage: <https://www.bjs.gov/index.cfm?ty=tp&tid=98>.

2. Building the foundation for VSP statistical collections

2.1 Project team and expert input

Given the scope and complexity of this effort, BJS worked closely with a core project team from three organizations with various areas of expertise and responsibilities: RAND Corporation, NCVS, and NORC. RAND Corporation managed the project and led initial efforts to develop a working definition of VSPs, develop the project roster of all entities focused on serving victims or with dedicated staff or personnel to serve victims, create drafts of the survey items, and test the instrument drafts prior to fielding. With its extensive knowledge of VSPs and contacts in the victim service field, NCVS was primarily responsible for communications with the VSP community, including soliciting input from leaders in the field on survey issues and developing outreach efforts. NCVS also provided important VSP insight and assistance across all other major project tasks, from instrument development to survey protocols. With its expertise in survey design and implementation, NORC developed and implemented a pilot survey. BJS staff oversaw the work of all project team members and provided a broader perspective on BJS's long-term data collection vision and how the NCVS and NSVS fit with its overall efforts to collect information on victimization and service provision.

From the outset, victim service expert input was considered crucial to the success of the project. During initial efforts to define the field and develop survey content, the project team enlisted the assistance of individuals working in the VSP field to attend project meetings and provide detailed feedback on draft materials. Two advisory groups were created—an expert panel and a project input committee (PIC)—to provide guidance and feedback throughout the course of the project. The expert panel was the first to convene and was most intensively involved in the project. It consisted of experts on victim services and technical survey issues. During the early stages of the project, the expert panel convened twice in Washington, DC, to review and provide feedback on project plans and materials. The expert panel participated in key decisions, including determining the need for the census of all entities on the initial project roster. The panel later reviewed the proposed NCVS survey instrument and methodology through online and phone communication.

The second advisory body, the PIC, consisted of more than 50 victim services umbrella organizations, professional associations, and individuals. The PIC helped define the initial roster for the first NCVS and resolve key issues related to the content of the questionnaire. For example, the PIC provided input on what kind of data certain types of VSPs could report on and how terms such as “services” should be defined. Communication with the PIC was typically conducted via email.

2.2 Defining victim services provider

Because VSPs in the United States span multiple disciplines and fields, one key project task was to develop a definition of VSPs that accurately included all types of entities. The NCVS was intended to provide descriptive information on the active VSP universe. Therefore, initial efforts to define entities as VSPs were as inclusive as possible. The project team defined entities as VSPs if they provided services to victims of crime or abuse in the prior six months. Services included any efforts to assist victims with safety and security, criminal or other legal processes, recovery and stability after victimization, and other needs.

To design appropriate survey content and target the NCVSP efficiently and effectively, VSPs were grouped into three categories:

1. **Primary function**—The primary function of the entity is to provide victim services.
2. **Dedicated programs or staff**—The entity serves both victims and nonvictims and has specific programs or staff dedicated to working with crime victims.
3. **No dedicated programs or staff**—The entity serves crime victims in addition to nonvictims through the normal course of business, but does not have dedicated programs or staff specific for victims.

All three groups of providers play a critical role in ensuring availability and diversity of victim services. However, distinguishing between groups was important to collect only VSPs' information on victims. For example, primary function VSPs were asked to provide information on the total staff in the organization because the primary mission of the full organization was to serve victims. For VSPs serving victims through dedicated programs, the NCVSP collected only information about staffing for those victim service programs. While the roster included VSPs from all three groups (see **Section 2.3**), enumerating the complete universe of VSPs without dedicated programs or staff would be difficult. Thus, once identified, these VSPs were considered out of scope.

2.3 Roster development

As a critical first step to surveying VSPs, the research team compiled a roster of all entities in the United States potentially eligible to receive the survey. The development of an accurate and sufficiently detailed roster presented major challenges. The roster had to be compiled from multiple sources because there was no national list of all active VSPs. The research team collected lists of VSPs from national organizations such as NCVC, OVC, and Office on Violence Against Women (OVW). The project team also conducted a web canvassing effort to identify lists of VSPs within each of the 50 states.

Once these lists were assembled, the project team conducted a de-duplication of the roster, erring on the side of not removing any potentially unique entities. De-duplication was a complex task because entities were sometimes listed more than once on the roster under different names, as a specific program rather than the larger entity, or with different contact information. This initial de-duplication work led to a roster of about 26,500 entities and included a broad range of providers that serve the needs of different types of victims, such as—

- prosecutors' offices
- other criminal justice “system-based” VSPs (e.g., police agency-based and special advocates)
- community-based shelters
- domestic violence or sexual assault programs
- mental and physical health-related programs (e.g., hospital-based violence intervention programs)
- tribal organizations or tribal-focused services
- informal or grassroots providers.

The project team identified a number of problems with the initial roster that raised questions about whether it could be used to survey VSPs or describe the universe of VSPs. Most

records in this initial roster did not contain sufficient detail about each entity to identify the type of organization, services offered, or victims served. In some cases, only an entity's name was available, while other records included addresses, telephone numbers, and other contact information. In most cases, it was unclear whether any of the information was up to date, including whether the organization still existed and provided services to victims within the scope of the project. As such, the roster was likely to include a number of entities not serving victims. Although the development of the roster was an important first step, more information about the accuracy of the roster was needed before it could be used to survey VSPs.

2.4 Development of a two-phased census-survey approach

Because of the limitations of the roster, the project team decided to conduct a short census of all entities on the roster, before attempting a detailed survey with a sample of VSPs. The NCVSP was designed to verify that entities on the roster were active VSPs. For entities that screened in as VSPs, the NCVSP would gather information about the basic organizational attributes of the providers, including the number and types of victims served, types of services provided, staffing, turnover, and funding sources. This information would be used in the second phase of data collection: the administration of the longer, more detailed NSVSP to a stratified, representative sample of VSPs. The information gained from the NCVSP would also generate data that could provide a more comprehensive understanding of the victim services field and could be combined with other data to examine the relationship between VSPs, local area characteristics, and crime rates.

3. The NCVSP pilot study

3.1 Purpose of the pilot study

A pilot test was an essential step to develop the final protocol and instrument for the NCVSP. Given the limited availability of prior research on VSPs, little was known about the willingness and capacity of VSPs to complete an establishment survey; the relevance of the instrument for a diverse set of providers spanning different structures, services, and victimization focus areas; or the best procedures to facilitate their completion of surveys. A pilot test provided the opportunity to examine the most effective recruitment strategies, test the quality of the project roster, and estimate the cost of collecting data from the entire field of VSPs.

The three main objectives of the pilot study were to test—

1. the feasibility of using the project roster to collect data from VSPs and obtain high participation rates
2. research-based strategies to identify the most effective and efficient methods for conducting a full census
3. whether the NCVSP instrument needed any adjustments to improve data quality and the response consistency.

3.2. Pilot study methods

3.2.1 Sample selection

At the time of the pilot study, the project roster consisted of 26,487 entities potentially serving victims.² Based largely on the entities' names, the project team classified each entity into one of seven categories. First, the project team designated if an entity was a prosecutor's office. If the entity was not a prosecutor's office, it moved to the next stage. Second, the project team identified whether the entity was another type of criminal justice or system-based entity. If not, it moved to the next stage and followed the same process in the following order: shelters, domestic violence, or sexual assault programs; medical or mental health; tribal programs; other community-based programs; and unknown entity types.

A total of 725 entities were selected for the pilot test, or 2.7% of the project roster. The sample was selected to be approximately proportional to the distribution of known entity types on the roster (*Table 1*). In addition, the sample was designed to be large enough to test different methodological questions about response and completion rates and data collection costs.

²This was the number of available cases immediately prior to the pilot test. This number varied over the course of the pilot study as the team continued to update the roster. The final number of VSPs will not be available until the NCVSP data are collected.

Table 1. Distribution of roster and sample, by entity type

Entity type	Frame		Sample	
	Number	Percent	Number	Percent
Total	26,487	100	725	100.00 %
Prosecutor office	3,850	14.5	108	14.9
Other criminal justice system	2,955	11.2	85	11.7
Shelters, domestic violence, or sexual assault	4,583	17.3	133	18.3
Medical or mental health	1,673	6.3	46	6.3
Tribal	453	1.7	14	1.9
Other community-based	12,489	47.2	339	46.8
Unknown	484	1.8	~	~

Note: Detail might not sum to total due to rounding.

~Not applicable.

3.2.2 NCVSP pilot instrument

The NCVSP instrument was drafted with guidance from the expert panel and the PIC, and went through two rounds of cognitive testing with VSPs. Cognitive testing is a method used to improve survey items prior to fielding that entails interviewing respondents about their thought process when answering each of the survey items. Because the VSP field is diverse in terms of type, structure, and terminology used, conducting cognitive testing was crucial to determine how questions performed when administered to a range of VSPs, assess respondent burden, and evaluate the ability of VSPs to provide accurate answers.

For cognitive testing, 16 VSPs were recruited: 7 providers serving victims as their primary function; 8 providers serving victims through dedicated staff or programs; and 1 provider with no dedicated staff or programs. Most feedback from the cognitive interviews resulted in minor edits to wording of questions or particular response items, with a few exceptions. During the first round of cognitive testing, many participants reported taking 1 hour or more to complete the survey. To reduce burden and increase response rates, the team shortened the instrument by modifying sections that took a lot of time or were confusing to respondents. For example, the team reduced the response options for the question about services and dropped items in the staffing section that asked about the number of volunteers and staffing by position types. In the section that asked about types of crimes served, respondents reported uncertainty about whether to report all crime types experienced by victims or only the crime types for which victims initially sought services. To reduce confusion, this question was modified to instruct participants to report the “crime types for which victims sought services.” During the subsequent round of cognitive testing, participants were able to complete the edited instrument in 30 minutes or less.

The NCVSP instrument used in pilot testing is located in the appendix and briefly described here. After providing definitions of crime, victim, and services, the first item on the survey asked, “Did you provide services to victims of crime or abuse in the past 6 months?”

Those answering “yes” were moved forward to complete the survey, whereas those who said “no” were screened out of the survey.

The instrument included 11 sections asking VSPs about their service structure (Section A); organizational structure and the jurisdiction where they operate, when relevant (Sections B through F); services they provided to victims and the crime types for which victims sought services in the prior calendar or fiscal year (Section G); current staffing and staffing at the beginning of the year (Section H); funding totals and sources of funding (Section I); forms of record keeping (Section J); and their level of concern about retaining staff, the predictability and amount of funding they received, the burden of grant reporting, and access to technology (Section K). For all survey questions, participants were asked about the prior calendar or fiscal year, depending on the timeframe in which their entity operated or reported data.

VSPs received one of three versions of the instrument, depending on whether the primary function of their organization was to provide victim services, they provided services through dedicated programs or staffing, or they provided services on an as-needed basis but without dedicated staff or formal programs. The instructions and item text differed slightly in the three versions of the survey. Entities serving victims as their primary mission were instructed to provide responses for the entire organization, while programs with dedicated staff or programs were asked to think only about those programs or staff. Additional reminders cued the respondent to think only about functions related to victim services (e.g., consider only staff dedicated to working with victims, or think only of funding for victim services) for entities that did not serve victims as their primary function. Electronic versions of the instrument (including self- and phone-administered) routed entities into the correct survey. The few entities requesting a hard copy were sent the appropriate version.

3.2.3 Experimental design

The pilot test was designed to have two experimental conditions investigating—

1. federal funding status: whether entities with federal funding would be more likely to participate than entities without federal funding.
2. pre-survey contact: whether making a “pre-contact” to verify contact information and identify the appropriate point of contact within each entity would yield higher participation rates and be more cost efficient than if groups were not pre-contacted.

This created a 2x2 experimental design: federal or nonfederal funding by pre-contact or no pre-contact. The 725 sampled entities were each assigned to one of the four cells. However, findings from the pilot test revealed that the initial assignment of federal and nonfederal entities based on the information contained in the roster was inaccurate. Many (74.3%) of the VSPs selected into the sample as non-federally funded entities indicated on the NCVSP instrument that the organization had received federal funding in the past year. This disparity between the roster and respondent answers to the survey may have resulted from the roster containing outdated information, or BJS not obtaining the funding records for all federal agencies that may fund victim-related services. For example, some VSPs received Housing and Urban Development (HUD) federal funding, but it would not make sense to add all HUD grantees to the VSP roster because many of these grantees do not provide victim services. Regardless, the test of whether federally funded entities participated in the NCVS at similar rates as non-federally funded entities could not be carried out because funding status was unknown for nonparticipants.

The pilot test provided the opportunity to examine if verifying the correct point of contact for entities on the roster via telephone was effective and cost efficient for increasing participation rates. The benefits of addressing survey invitations to the particular member of an organization best suited to complete the survey are well documented (e.g., Dillman, Smyth, & Christian, 2014; Snijders, Haraldsen, Jones, & Willimack, 2013). In addition to ensuring that survey materials reach the appropriate member of the organization, pre-contacting entities can also increase familiarity with—and the perceived legitimacy of—the survey enterprise. It can also build rapport with the potential respondent. Although not consistently documented, the upfront costs in sending the survey invitation to the proper individual might also reduce costs overall by requiring less nonresponse follow up.

The pilot entities were randomly assigned to the pre-contact or control condition. Entities assigned to the pre-contact condition received a phone call prior to being mailed information about the NCVSP pilot study. During this call, interviewers verified contact information for each entity and point of contact within each entity for the pilot test. When phone information was not available from the original roster, entities in the pre-contact condition were researched online to locate contact information and an appropriate point of contact. The pre-contact period lasted about 10 weeks, after which all entities moved forward in the recruitment stages described below. Entities in the control condition were not contacted prior to being mailed the first letter informing them about the NCVSP pilot study.

Two additional experiments were conducted after the start of the pilot study. First, the team investigated the impact of altering information about study sponsorship on mail materials. All entities that did not complete a survey after the initial invitation letter ($n = 345$) were sent a reminder letter. Entities were randomly assigned to either a condition where follow-up mail materials were labeled with a BJS logo (the experimental condition, $n = 173$) or a NORC logo (the control condition, $n = 172$). The content of the follow-up materials was held constant. Sponsorship of surveys is related to differential response rates, with government sponsors getting higher response rates than private companies in household surveys (Fox, Crask, & Kim, 1988; Dillman, Smyth, & Christian, 2014). However, it was not known whether this effect is limited to initial survey invitations or extended to nonresponse follow-up materials, or if the effect of sponsorship translates to establishment surveys.

The second procedural experiment assessed whether the time of day that email reminders were sent to NCVSP nonrespondents with email addresses ($n = 91$) affected response rates. For marketing purposes and person- and household-level surveys, sending email solicitations in the morning can be more effective than during the workday (Faught, Whitten, & Green, 2004). Email follow up is a low-cost, low-effort means of nonresponse follow up, so identifying how to use emails most effectively could have a positive effect on the cost-to-completion ratio of the NCVSP. For the pilot test, emails were sent to respondents after reminder letters were mailed, but before prompting entities to complete the survey over the phone.³ The research team experimentally manipulated whether emails were sent in the morning before the workday commenced (6:00 a.m. CST; $n = 42$) or during the workday (1:00 p.m. CST; $n = 49$).

³To control costs and avoid being perceived as bothersome to respondents, there was a short lag time between sending a reminder letter (stage 5 in the follow-up protocol) and phone prompting (stage 6 in the follow-up protocol). During this time, the email experiment was conducted.

3.2.4 Survey administration

The research team dedicated significant resources to securing a high participation rate to estimate the maximum costs of conducting a successful full NCVSP, while still using best practices to reduce costs when possible. The survey was in the field for 23 weeks, beginning the second week of August 2015 and ending the second week of January 2016. An experienced team of data collectors used a multimodal approach modeled after the Dillman approach for nonresponse follow up (Dillman, Smyth, & Christian, 2009). The multimode approach capitalized on the strengths of individual modes and made it easier for respondents to report by offering alternatives ways to do so (which has been associated with higher response rates). The team began with the least expensive contacting strategy and mode necessary to complete the maximum number of interviews at minimal cost. They then transitioned to more expensive contacting strategies and modes to improve completion rates.

Figure 1. Pilot testing: follow-up methods and modalities

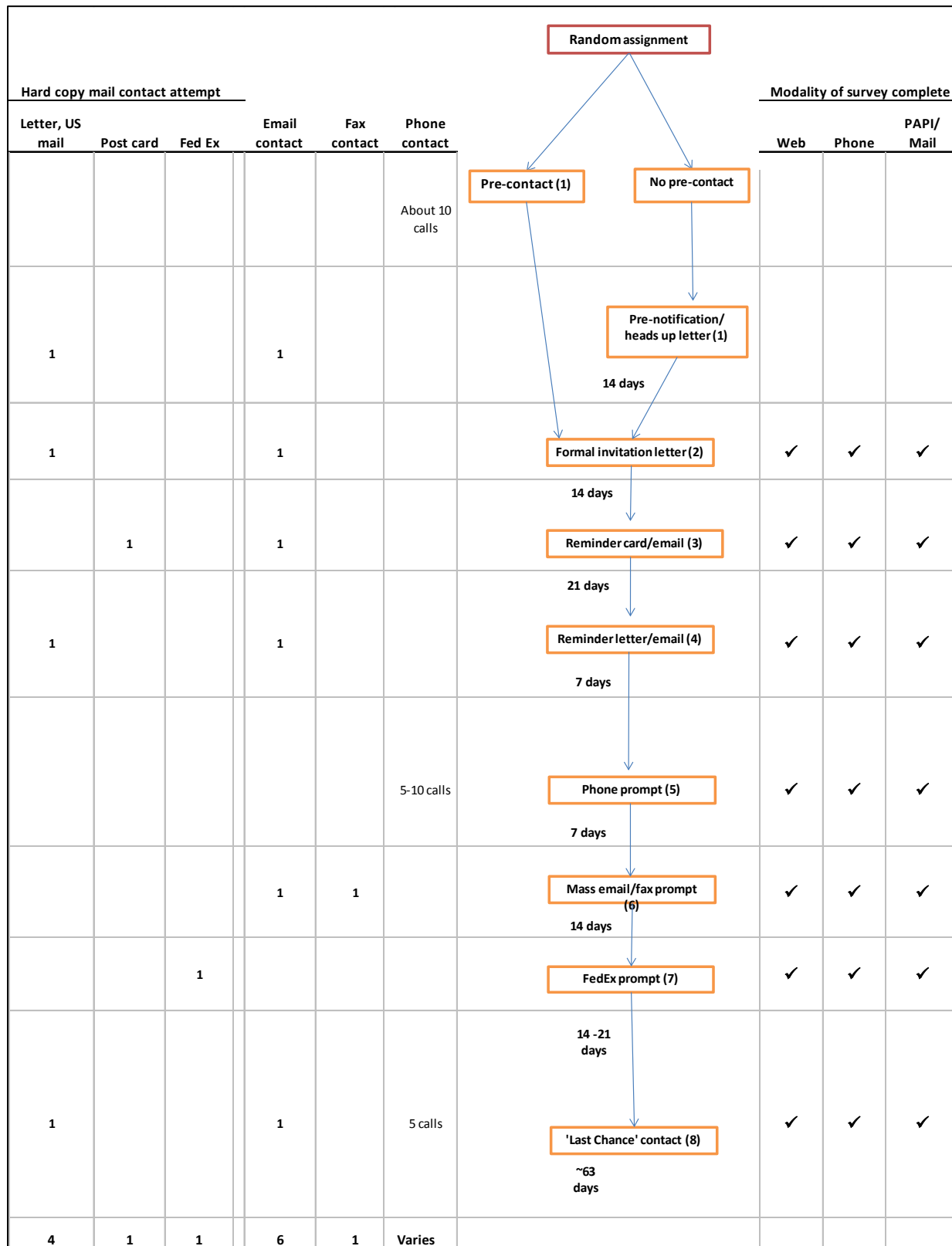


Figure 1 depicts the eight-step process used for multimode follow up to secure completed surveys. In step 1, entities assigned to the pre-contact condition received a phone call to confirm the appropriate POC, while entities assigned to the control condition received the pre-notification letter via mail in accordance to the standard Dillman approach. In step 2, all entities then received the invitation letter containing a personalized link to their survey. Reminders were conducted in the following order (steps 3 through 8): a postcard (and email if available), letter via U.S. postal mail (and email if available), phone prompts, email or fax prompts, a letter via FedEx, and last-chance phone and email prompts. The last-chance phase continued for a period of about nine weeks to maximize participation.

The team also made additional follow-up contacts via email and phone with participants who only partially completed surveys. For the purposes of this pilot test, a survey was counted as completed if 100% of the items from the beginning of the survey through Section G (Services for Victims) were filled in (see *Appendix*).

3.2.5 Contact information searches

The project team conducted an initial check for missing contact information on all sampled entities. By design, all sampled entities had a name. However, 20.7% of entities on the roster were missing a telephone number and 2.1% of entities were missing a postal address. This contact information was necessary to obtain before either the pre-contact phone call or the pre-notification letter. The research team used specialized software (SmartMailer 7.0 by Pitney Bowes) to check if available mailing addresses were legitimate. Entities assigned to the pre-contact condition with valid phone numbers were called to verify the accuracy of their number and mailing address.

Once a nonfunctional phone number or mailing address was identified, the research team first conducted an Internet search to locate the entity's contact information, looking for the entity's website or other mention of contact information on the web (e.g., included in a directory of providers or mentioned in a newspaper article). The research team then conducted an Accurant search for the organization.⁴ Contact information searches were repeated as needed, with a one month delay between searches to allow time for new contact information to become publicly available.

3.2.6 Survey mode

Entities were initially provided access to a web survey with individual login information, and the web-based survey was encouraged in all contacts. The web survey was strongly preferred over a hard copy due to its lower cost and ease of navigating skip patterns for the respondents. During the phone prompting stage of the follow-up protocol (stage 5), data collectors gave entities the option to complete the NCVSP over the phone. For phone surveys, experienced interviewers used a computer-assisted telephone interviewing (CATI) script to complete the survey online. The hard copy of the NCVSP instrument was offered last and provided to entities that requested it.

⁴Accurant is an advanced people- and business-finding technology that includes more than 45 billion public and proprietary records from more than 10,000 diverse sources. The Accurant identity repository includes 9.3 billion unique name/address combinations, 625 million phone numbers, 239 million unique cell phones, 607 million unique email addresses, and 1 billion vehicle titles. See more at <http://www.lexisnexis.com/en-us/products/accurant-for-legal-professionals.page#sthash.dhpXHCdb.dpuf>.

3.3 Participation results

3.3.1 Non-VSP entities screened out of the survey

Of the 725 selected entities, 252 (34.5%) were determined to be non-VSPs and were therefore ineligible to complete the NCVSP. The majority of these entities ($n = 183$, 72.6% of non-VSPs) directly indicated they did not provide services to victims of crime in the previous 6 months. For the remaining 27.4% ($n = 69$) of entities coded as non-VSPs, the team was not able to locate the entity, talk to someone from the entity to confirm its status, or find other information that corroborated the entity was a VSP. The project team made numerous attempts to locate and contact these 69 entities, including conducting online and Accurint searches (on average 40 contacts, ranging from 21 to 62 contacts). Because active VSPs have to be accessible to reach victims, and given that the project roster was known to be outdated, the team coded these entities as non-VSPs and screened them out of the survey.

Based on how entities were categorized on the project roster, two groups were screened out of the survey at lower rates than others: shelters, domestic violence, and sexual assault entities (18.0%); and prosecutors' offices (18.5%) (*Table 2*). In part these findings may be due to lists of prosecutors' offices, domestic violence, and sexual assault VSPs being updated more routinely than lists of other providers. Also, domestic violence and sexual assault agencies are familiar with VSP surveys because they are routinely surveyed as part of the National Census of Domestic Violence Services (National Network to End Domestic Violence, 2016). Entities designated in the roster as medical or mental health (60.9%) or other community-based (42.5%) were the most likely to be screened out of the study as non-VSPs.

Table 2. VSP and non-VSP entities, by entity type

VSP type	VSPs		Non-VSPs		Total	
	Number	Percent	Number	Percent	Number	Percent
Total	473	65.2 %	252	34.8 %	725	100 %
Prosecutor's office	88	81.5	20	18.5	108	100
Other criminal justice system	54	63.5	31	36.5	85	100
Shelters, domestic violence, or sexual assault	109	82.0	24	18.0	133	100
Medical or mental health	18	39.1	28	60.9	46	100
Tribal	9	64.3	5	35.7	14	100
Other community-based	195	57.5	144	42.5	339	100

Note: Entities were coded as non-VSPs if they did not serve victims in the prior six months or if, after multiple attempts to contact or locate, the research team never found evidence the entity existed or served victims.

Entity type was coded based on information from the initial project roster.

The project team reviewed the list of 183 entities that actively screened out of the survey by indicating they did not serve victims in the prior 6 months, and based on entity name, identified 61 entities that seemed likely to be VSPs (i.e., may have been incorrectly screened out). For example, the list included 16 prosecutors' offices, 9 child protective agencies or adult

protective services, and 5 law enforcement agencies. Further follow up was conducted with five of these agencies to identify whether they were providing services and, if so, what led them to answer “no” to the question about whether they had served victims in the prior six months.

Two of the agencies did not provide services and instead contracted or referred out their services, meaning they were appropriately screened out of the survey. Two agencies suggested revising the screener item by (1) adding the definition of victim services below the item, and (2) changing the wording from “did you” to “did your organization” provide services. Respondents also discussed the difficulty of reaching the correct person to complete the survey in large agencies. In one case, the survey was directed to a person who no longer worked at the organization, so when the instrument was forwarded to him, he likely answered “no” to the screen item because he did not provide victim services at his new job.

3.3.2 Participation rates

Of the 473 entities determined to be VSPs and thus eligible for the study, 409 VSPs completed the survey—a participation rate of 86.5%. An additional 20 VSPs partially completed the survey, which, if included, increased the participation rate to 90.7%. The remaining 44 VSPs (9.3%) either actively refused to participate ($n = 4$) or did not participate before the end of data collection and were considered passive refusals ($n = 40$).

More conservative measures of participation rates were also examined (*Table 3*). If it was assumed that some of the entities screened out were actually VSPs, response rates remained high. For example, if the 69 entities that the project team screened out because the entity could not be located or verified as a VSP were counted in the denominator of eligible VSPs, the response rate was 75.5%. Alternatively, if the denominator of eligible VSPs included the 61 entities that actively screened themselves out, but based on the name were suspected to be providers, the response was 76.6%. Both of those estimates also count partially completed surveys as nonrespondents.

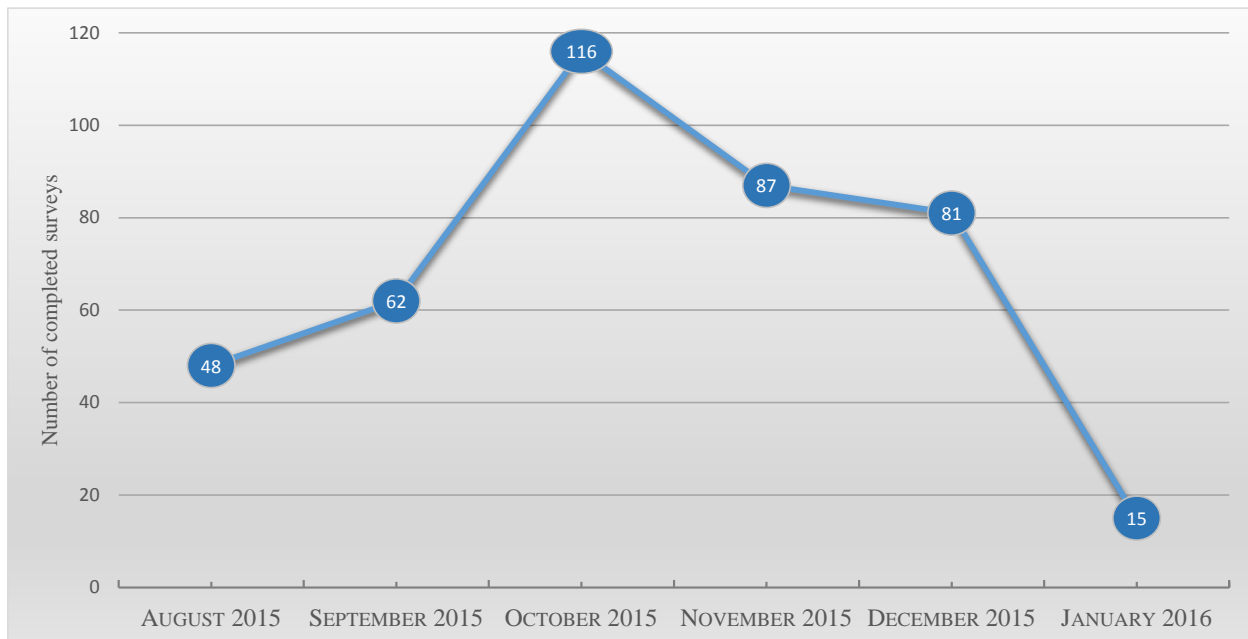
Table 3. Response rates

Completed surveys	Partially completed surveys	Handling of 252 screened out entities	Sample size	Response rate
429	Included	All excluded	473	90.7%
409	Excluded	All excluded	473	86.5
429	Included	61 active screen outs set to passive refusals	534	80.3
409	Excluded	61 active screen outs set to passive refusals	534	76.6
429	Included	69 project team screen outs set to passive refusals	542	79.2
409	Excluded	69 project team screen outs set to passive refusals	542	75.5

Note: There were 429 fully completed surveys, 409 partially completed surveys, 44 entities that refused to complete a survey, and 252 entities that screened out of the survey as non-VSPs or could not be located.

The project had a fairly steady rate of completed surveys during the 23-week collection period (**Figure 2**).⁵ The team averaged about 17 to 18 (17.78) completed surveys per week, or 80 completes per month (4.33 weeks). The number of completed surveys peaked at 116 in October, the third month of data collection.

Figure 2. Completed NCVSP pilot surveys, by month



Note: Data were collected only for two weeks in the first month (August 2015) and last month (January 2016) of the pilot study.

The research team examined variations in the distribution of completion rates by VSP type, based on the categorizations provided in the original project roster (i.e., prosecutor’s office, other criminal justice system; shelters, domestic violence, or sexual assault; medical or mental health; tribal; and other community-based VSPs). As seen in **Table 4**, the highest completion rate was for shelters, domestic violence, or sexual assault VSPs (96%), which exceeded the average completion rate of 87%. The lowest rate (56%) was for the tribal VSPs. Results suggest that medical or mental health and tribal VSPs may require special attention from the research team in the full NCVSP, although the relatively small number of entities recruited for the pilot may have contributed to the low response rates (i.e., with two or three more completed surveys, the completion rate for tribal VSPs would have increased to the 87% average completion rate). Participation rates among other VSP types were similar to the average rate of 87%.

⁵The pre-contact period lasted about ten weeks, from July 17, 2015 to September 18, 2015. The team did not try to complete surveys during the pre-contact period.

Table 4. Survey completion and refusal rate, by VSP type

VSP Type	Completed		Not Completed	
	Number	Rate	Number	Rate
Total	409	86.5 %	64	13.5 %
Prosecutor's office	79	89.8	9	10.2
Other criminal justice system	46	85.2	8	14.8
Shelters, domestic violence, or sexual assault	105	96.3	4	3.7
Medical or mental health	14	77.8	4	22.2
Tribal	5	55.6	4	44.4
Other community-based	160	82.1	35	17.9

Note: VSP type is categorized based on information from the initial project roster.

*Includes VSPs that partially completed or did not complete a survey.

3.3.3 Survey modality and time to complete

Of the 409 completed surveys, the majority were completed online (67.2%) (*Table 5*). However, a sizeable proportion of VSPs completed the survey by phone with an interviewer administering at least part of the survey (29.8%). A small proportion of surveys were completed by U.S. mail (2.9%). All 20 of the partially completed surveys were completed over the phone.

Table 5. Mode of survey for completed and partially completed surveys

Survey mode	Completed surveys		Partially completed surveys	
	Number	Percent	Number	Percent
Total	409	100%	20	100%
Online	275	67.2	0	0
By phone	122	29.8	20	100
By U.S. mail	12	2.9	0	0

Note: Detail may not sum to total due to rounding.

More than half (57.9%) of VSPs completed the survey in 25 minutes or less, with a median of 21 minutes and a mean of 31 minutes (**Table 6**). Few participants (16%) took more than 50 minutes to complete the survey. There were no statistical differences in time-to-completion across different types of VSPs selected from the project roster (not shown). Times presented in **Table 6** are maximum estimates and do not account for any respondent breaks during the course of completion (i.e., respondents may have started online and then left the survey open while attending to other things). VSPs were allowed to complete the survey in multiple sittings. Over the course of the pilot, 104 VSPs had partially completed a survey at some point. Of these, 84 were converted to completed surveys and 20 remained partially completed.

Table 6. Number of minutes to complete the pilot NCVSP survey

Number of minutes	Percent
Total	100%
10 or less	12.0
11–15	16.6
16–20	15.4
21–25	13.9
26–30	6.6
31–35	6.6
36–40	3.9
41–45	4.4
46–50	4.2
51 or more	16.4

Note: Includes 397 VSPs that completed the survey online or over the telephone. Another 12 VSPs completed a hard copy of the survey, and their time spent on the survey is unknown.

3.3.4 Number of contacts required to recruit sampled entities

Obtaining high response rates required significant outreach to the sampled entities. Overall, the data collection team made 16,061 contacts with the sample of 725 entities. On average, 22.2 contact attempts were needed to get a resolution (i.e., the entity completed the survey, refused, or screened out as a non-VSP). Contacts included mailings, emails, and phone calls. More information on the number of contacts is provided in the pre-contact experimental results section.

3.4 Roster quality assessment results

As noted previously, at the start of the pilot study, the research team was missing some part of the contact information (e.g., name of the point of contact, phone number, email address, or postal address) for 83.3% of entities. The name of the point of contact was missing for 79.6% of entities, and email address was missing for 52.6% of entities. Smaller percentages of entities were missing phone numbers (20.7%) or postal addresses (2.1%) (*Table 7*).

Table 7. Missing contact information from the roster at the start of the pilot study

Missing information	Number	Percent
Name of agency/provider	0	0.0%
Point of contact, phone number, email, or postal address	604	83.3%
Point of contact	577	79.6
Phone number	150	20.7
Email address	381	52.6
Postal address	15	2.1

Note: Includes the total 725 entities enrolled in the pilot study.

It was critical to examine the accuracy of the contact information from the project roster in the pilot study, specifically to determine how much effort would be needed to update contact information for all entities on the full roster. The project team compared the original roster information to information gathered directly from entities. Entities were asked to verify or correct their contact information when they logged into the online survey or completed a survey over the phone, and the project team also worked to verify contact information during pre-contact calls and reminder phone prompting. By the end of the pilot study, contact information was verified for 645 of the 725 sampled entities.⁶

For 67 of the 645 entities (10.4%), the original contact data from the roster was entirely incorrect. In these cases, the research team had to identify new contact information through Internet searches and other methods (*Table 8*). The entities name, mailing address, or phone number was not correct for 199 of the 645 entities (30.9%). By the end of data collection, 17.4% of the 645 entities corrected an error in the name of their organization as listed in the roster (beyond a trivial misspelling), 19.7% corrected some aspect of their mailing address, and 20.2% corrected their phone number.⁷

⁶All analyses examining the quality of contact information on the roster were based on 645 respondents. There was no way to determine the quality of the information for the 80 entities that did not verify their contact information.

⁷The overarching rule for determining whether the roster information matched the updated information provided by the entity was to examine whether the postal service could get the mail to the same place with both addresses. First, the research team removed all spaces between the words in the contact information fields and converted all characters to lowercase letters. Next, they conducted a check between the original contact fields from the roster and the final contact fields to assess for matches. For any case without a match, the research team did a manual search to sort out issues such as abbreviations or misspelled words (these would count as matches because they can be easily cleaned with automated software during the administration of the census). If the street address and the city matched exactly in both cases, but a zip code was missing from one, this counted as a match (e.g., 55 E. Monroe St, Chicago, IL 60603, compared to 55 E. Monroe St., Chicago, IL). A missing suite or unit number from one address would not preclude a match.

For nearly 90% of the sampled entities, the research team had at least one correct contact data element (e.g., point of contact name, address, or phone number). This suggested that the roster had sufficient information to reach entities, although it may require resources to search for specific types of contact information. The research team successfully made contact by mail, a low-cost recruitment method, for about 80% of the sample.

Email is the lowest cost recruitment method, but it is difficult to know how often entities check email or whom the email is reaching. On the original roster, 344 entities had email addresses, but none of these exactly matched the final verified email addresses. Regardless, about 20% of the original email addresses led to contact with the entity. For example, the email may have been for the organization as a whole, but then updated for the specific point of contact for the NCVSP. By the end of the NCVSP pilot study, the research team received updated email addresses for 423 of the 645 entities (65.6%).

Table 8. Quality of contact data from the original project roster

Entity reported a problem existed with	Number	Percent
Total verified entities	645	100%
All sources of contact data	67	10.4
One or more source(s) of contact data	199	30.9
Entity name	112	17.4
Entity mailing address	127	19.7
Entity phone number	130	20.2
Entity email address	423	65.6

Note: Includes 645 pilot entities where contact information was verified. A problem includes any nontrivial change required to correct the record. For example, a problem with a mailing address means the mail is not going to get to its intended location.

3.5 Experimental results

3.5.1 Pre-contact experiment

Researchers were able to make contact with and verify contact information for the majority of entities in the pre-contact condition. The project team made contact via phone with 88% of entities during the pre-contact stage. **Table 9** shows that of the 366 entities in the pre-contact condition, the project team was unable to make contact with 44 entities (12%); 30 entities moved forward in the recruitment process and 14 entities were coded as non-VSPs and therefore screened out during the pre-contact stage. For about 64% (184 out of 286) of the entities that did not screen out during the pre-contact phase, the team reached the organization and was able to verify the correct person within the organization to receive the survey. For about 25% (72 out of 286) of these entities, the team was able to verify contact information for the entity but unable to identify a specific point of contact to receive the survey.

Table 9. Disposition of entities in pre-contact condition during the pre-contact period

Pre-contact disposition	Number	Percent of total	Percent of entities
Total	366	100%	
Entity moved forward in data collection	286	78.1%	100%
Point of contact verified	184	50.3	64.3
Contact made, point of contact not verified	72	19.7	25.2
No successful contact	30	8.2	10.5
Entity screened out at pre-contact	80	21.9%	
Contact made, entity screened out	66	18.0	
No successful contact, no indication of VSP	14	3.8	

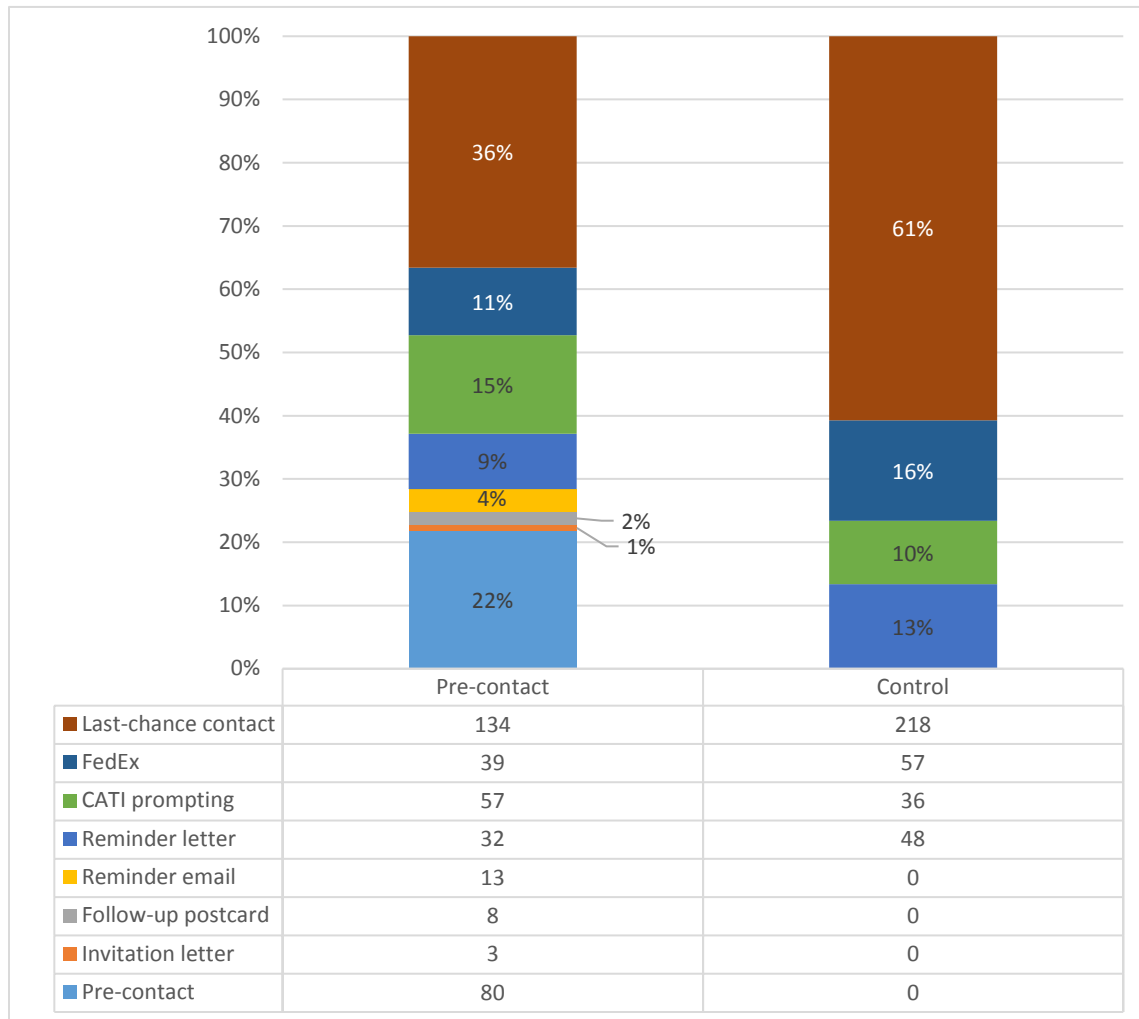
Note: Includes 645 pilot entities where contact information was verified. A problem includes any nontrivial change required to correct the record. For example, a problem with a mailing address means the mail is not going to get to its intended location.

Significant costs and effort were required to make telephone contact with the entities in the pre-contact condition. On average, 11.1 calls were made during the pre-contacting period (range of 1 to 28 calls before establishing contact). These up-front contacts were not cost-effective in the long-term, as they did not reduce the overall effort needed to identify whether the entity was a VSP and did not increase survey completion rates.

To estimate total NCVSP costs from pilot data, it was necessary to examine the costs associated with bringing all entities to resolution. Among the 725 pilot test entities, those in the pre-contact condition were resolved (i.e., the entity completed the survey, refused, or screened out as a non-VSP) earlier in the multistage recruitment process than entities in the control condition (**Figure 3**).⁸ A smaller percentage (36%) of entities that were pre-contacted were resolved at the last chance (and most expensive) stage, than entities in the control condition (61%). One likely reason for this is because the pre-contact offered an opportunity to identify non-VSPs and screen them out of the study early in the recruitment process. Non-VSPs in the pre-contact condition were screened out faster (89.6 days) than entities in the control condition (128.7 days). A smaller percentage of non-VSP entities in the pre-contact condition (39%, 51 out of 132) than in the control condition (71%, 85 out of 120) made it to the last chance recruitment stage before being screened out of the survey.

⁸Bivariate statistical tests were conducted to assess experiments' results. Dichotomous measures (e.g., completed or noncompleted survey) were analyzed using Chi-square tests of independence. For continuous or interval measures (e.g., average number of days to completed survey), an Analysis of Variance was used to test differences between means for the two comparison groups.

Figure 3. Data collection phase when entity was resolved, by pre-contact status

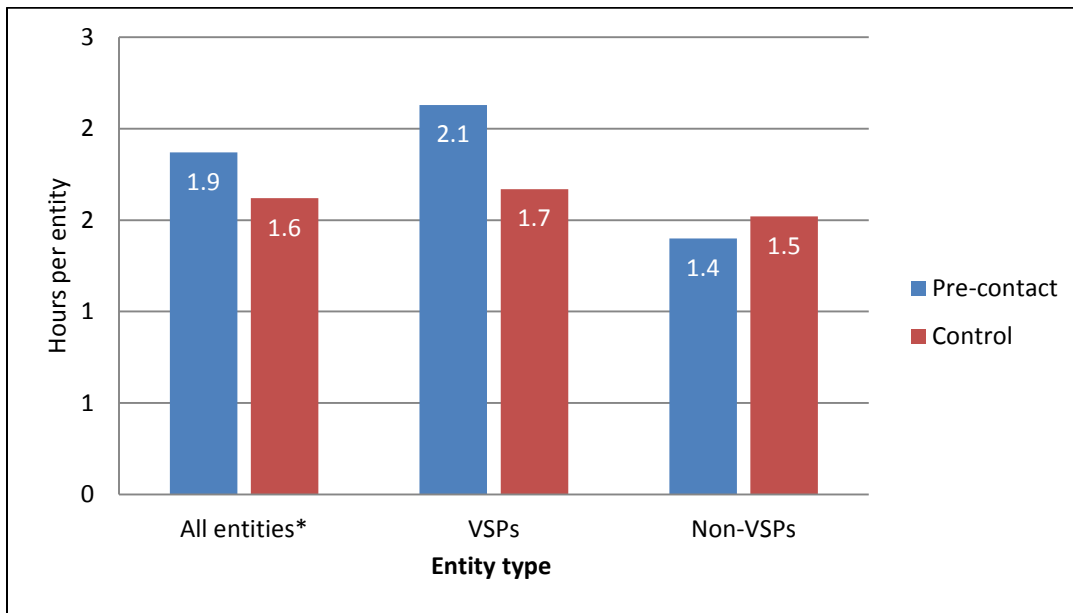


Nevertheless, screening out some of the non-VSP entities during the pre-contact phone calls did not save costs in the long term. Among the 725 pilot test entities, the average staff time required to obtain a completed survey, refusal, or screen out varied significantly by pre-contact status, but not in the expected direction. On average, pre-contact entities (1.9 hours) took longer to resolve than entities that were not pre-contacted by phone (1.6 hours) (**Figure 4**). Further analyses revealed this difference was largely due to the effort required to resolve VSP entities rather than to identify and screen out non-VSPs.

Pre-contacted VSPs required additional follow-up contacts to obtain responses, which translated to higher costs than administering only the nonresponse follow-up protocol. VSPs in the pre-contact condition required a higher average number of hours (2.1) per entity for survey completion or refusal than VSPs in the control condition (1.7 hours). Similarly, VSPs in the pre-contact condition required more contacts overall (25.4) than VSPs in the control condition (18.2) (**Figure 5**). In addition, the mean time-to-completion for VSPs in the pre-contact

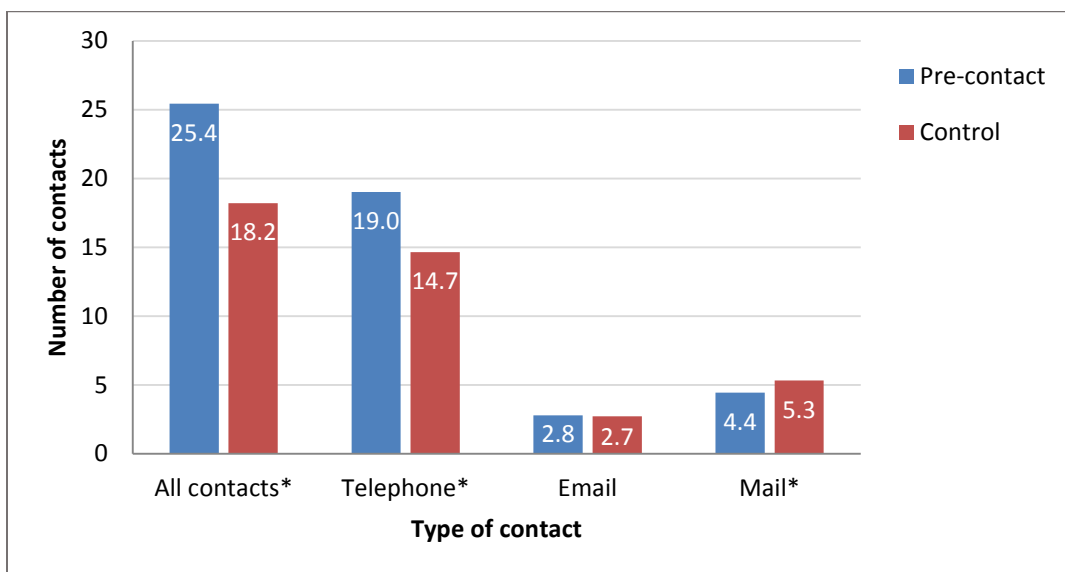
condition was longer ($M = 116.5$ days) than the mean time-to-completion for entities in the control condition ($M = 105.1$ days to resolve) (not shown).

Figure 4. Mean hours to resolution, by entity type and pre-contact status



*Significant difference at $p < .05$.

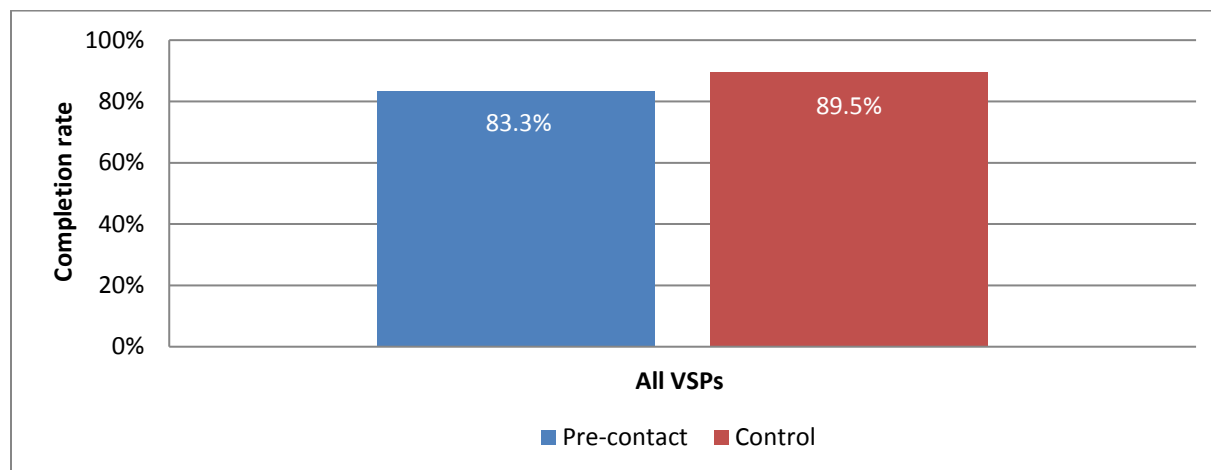
Figure 5. Mean number of contacts for VSPs, by contact type and pre-contact status



*Significant difference at $p < .05$.

Moreover, the extra costs associated with pre-contacting entities did not translate into higher participation rates among eligible VSPs. VSPs in the control condition participated at higher rates (90%) compared to VSPs that received a pre-contact phone call (83%) (*Figure 6*).

Figure 6. Percent of survey completion, by pre-contact status



Other than identifying non-VSP entities earlier in the process, pre-contact had no effect on the effort associated with identifying non-VSP entities. There were no significant differences in the hours needed to identify pre-contacted non-VSPs (1.4 hours) and non-VSPs in the control condition (1.5 hours) (*Figure 4*), or in the average number of contacts needed to identify a non-VSP in the pre-contact ($M = 22.5$ contacts) and control ($M = 23.2$ contacts) condition (not shown). Thus, the benefit of screening out non-VSP entities earlier in the recruitment process did not translate into long-term cost savings. Overall, non-VSP entities that were screened out made up only about a third of the total sample, while active VSP entities requiring more costly efforts to resolve made up the largest proportion of the sample, providing further evidence against the effectiveness of pre-contacting entities.

3.5.1.1 Generalizing to the NCVSP

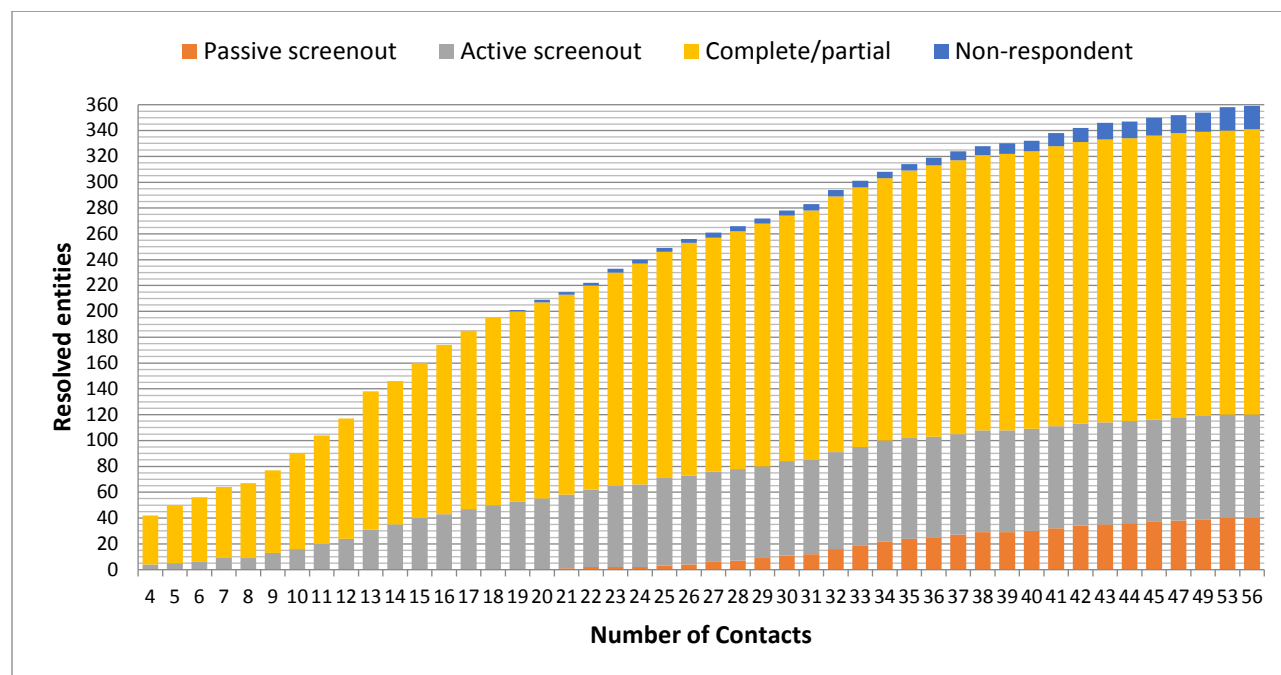
Given the ineffectiveness of pre-contact, data on the cost and effort to obtain a response from entities in the control condition best informs the implementation of the full census. *Table 10* provides a summary of the mean number of contacts, hours, and days required to dispose entities in the control condition. Assuming the same level of effort and a similar distribution of entities for the full NCVSP, pilot data suggested it would take an average of 20 contacts and 1.6 hours per VSP to obtain a response. However, this estimate reflects the maximum effort because the pilot test was focused securing the highest possible participation rate.

Table 10. Indicators of cost and effort to resolve entities in the control condition, by final survey status

Final survey status	Mean number of contacts	Mean hours	Mean days	Number of entities
Total	19.9	1.6	112.9	359
Completed survey	16.1	1.5	97.5	214
Non-VSP	23.2	1.5	128.7	120
Refusal	37.9	3.4	169.9	15
Partially completed survey	34.7	3.7	171.4	10

The research team conducted analyses using only data collected from the entities under the control condition to explore how participation rates varied by level of recruitment effort. Specifically, the team explored whether there was a point during data collection where continued efforts to secure a completed survey were no longer successful or cost effective. **Figure 7** examines the number of contacts made to entities (x-axis) in relation to the number of entities that were resolved (y-axis) and shows a fairly linear relationship. The resolution rate started to level off only after about 38 contacts (about 90% of the 359 entities were resolved by 38 contacts). If the pilot test ended at the average number of 20 contacts, about 60% of the 359 entities would have been resolved and 42% would have completed or partially completed the survey. These results highlighted the importance of finding methods to encourage faster participation in the NCVSP. Thus, outreach and communication strategies were put in place for the full NCVSP.

Figure 7. Number of contacts, by number of entities resolved in the control condition



3.5.2 Sponsorship experiment

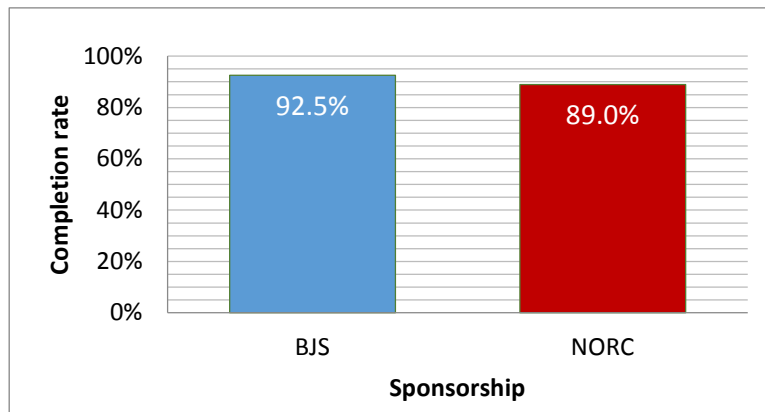
The sponsorship experiment included all 475 entities that were mailed at least one follow-up reminder letter. Of these, 345 entities were determined to be active VSPs by the end of data collection (*Table 11*). Entities that were screened out as non-VSPs were excluded from the completion rate analyses because they were never given the opportunity to complete the survey.

Table 11. Number of VSPs, by sponsorship

Sponsorship	Number	Percent
Total	345	100%
BJS	173	50.1
NORC	172	49.9

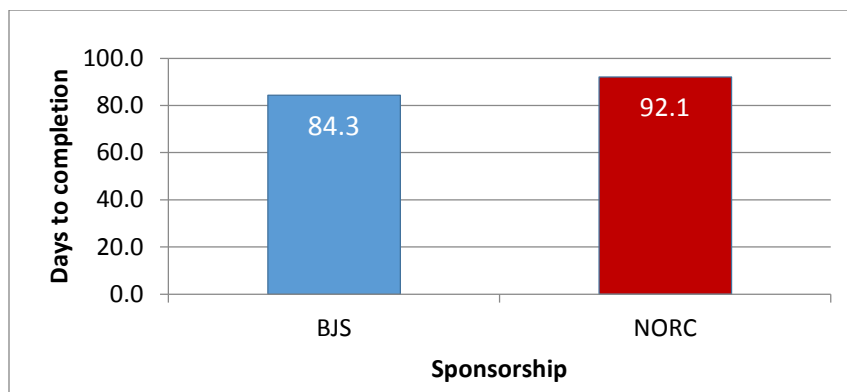
Overall, 91% of the 345 eligible VSPs in this experiment completed the pilot survey. The completion rate for VSPs in the BJS sponsorship condition was 92% and the completion rate for VSPs in the NORC sponsorship condition was 89% (**Figure 8**). The effect of sponsorship on the completion rate was in the expected direction but not significant at $p < 0.05$.

Figure 8. Percent of survey completion, by sponsorship



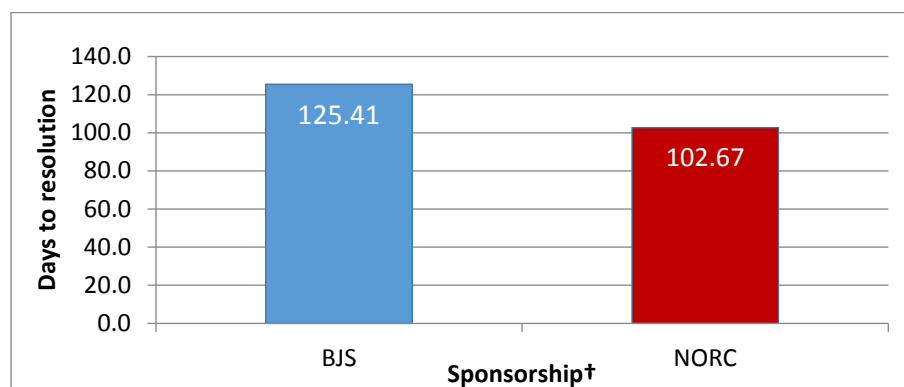
An overall mean time-to-completion of 88.2 days was observed for all eligible VSPs. The mean time-to-completion for VSPs in the BJS condition was 84.3 days and the mean time-to-completion for VSPs in the NORC condition was 92.1 days (**Figure 9**). Although this effect did not reach statistical significance ($p = 0.11$), significant costs could be saved on outreach attempts if, on average, VSPs completed the survey at least 1 week earlier ($M = 8$ days difference).

Figure 9. Mean days to survey completion for VSPs, by sponsorship



Non-VSP entities were screened out of the pilot survey, but still needed to respond to the screener item or to a phone interviewer to confirm their status as a non-VSP. By the end of the pilot, 130 non-VSPs that were screened out of the survey were involved in the sponsorship experiment. Non-VSP entities that received the BJS-sponsored envelope took longer (125.4 days) to screen out than non-VSP entities in the NORC sponsorship condition (102.7) (**Figure 10**). Although this difference equates to approximately three weeks, it is worth noting that the non-VSP entities made up a significantly smaller portion of the total sampled entities than eligible VSPs.

Figure 10. Mean days to resolution for non-VSP entities, by sponsorship



†Significant difference at the 95% confidence level.

3.5.3 Email timing experiment

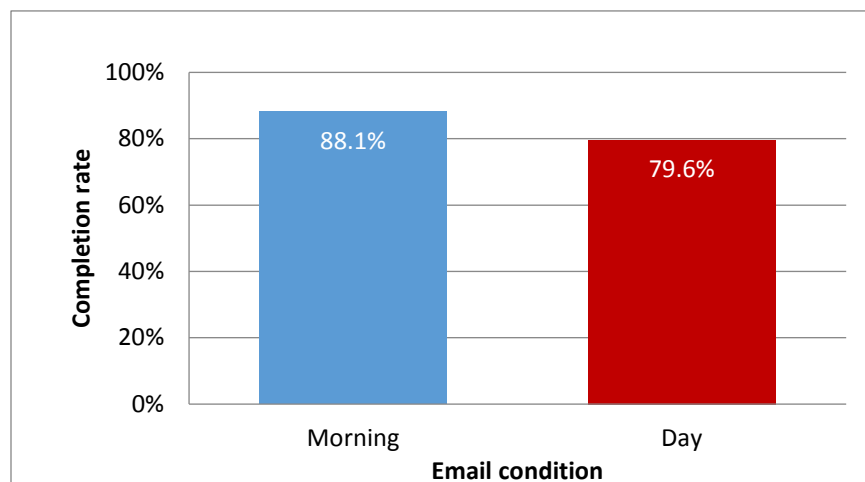
The email experiment included a total of 91 entities, after accounting for VSPs that completed a survey prior to the email experiment, entities that screened out as non-VSPs early on, and entities for which the team did not have email addresses. Forty-two entities were randomly assigned to receive emails in the morning (i.e., “morning condition”) and 49 were assigned to receive emails during the day (i.e., “day condition”) (**Table 12**).

Table 12. Number of entities, by email condition

Condition	Number	Percent
Total	91	100%
Morning	42	46.2
Day	49	53.8

The completion rate for entities was 88% in the morning condition and 80% in the daytime condition (**Figure 11**). Completion rates did not vary significantly depending on whether entities received a reminder email in the morning or during the day. Further analyses showed there was also no statistically significant effect of email timing on time-to-completion. The mean time-to-completion for entities in the morning condition was 4.2 weeks, and the mean time-to-completion for entities in the control condition was 4.3 weeks (not shown).

Figure 11. Survey completion rate, by email condition



3.6 Substantive results

Substantive results were analyzed for the 409 VSPs that fully completed the survey, with most analyses focusing on the 379 VSPs serving victims as their primary function or through dedicated staff or programs. The analysis was focused on—

1. determining the utility of distinguishing between VSPs that provided services through dedicated staff or programs and VSPs that provided services as their agency's primary mission
2. exploring the quality and completeness of data obtained through the pilot instrument
3. investigating whether the NCVSP questions yielded sufficient variation for their intended use in creating stratifying variables for future sampling studies
4. examining different approaches to categorize VSPs based on important constructs like staffing, number of victims served, services provided, and organizational structure.

Findings are representative of the sampled VSPs but cannot be generalized to all VSPs. Although the initial pilot sample was drawn to generally reflect the roster of potential VSPs, much of the information from the roster used to sample VSPs for the pilot study was not current. In addition, the VSP roster was still being developed when the sample was selected. Thus, the results presented in this report were useful for informing the fielding of the census and exploring ways to analyze the future census data, but the findings cannot be attributed to the VSP field as a whole.

To explore the pilot findings, variables that could have been analyzed as continuous variables (e.g., amount of funding and number of victims served) were instead grouped into categories. This was preferred for two reasons. First, many of the values VSPs provided throughout the survey were estimates rather than exact values. Second, the census aims to create stratifying variables that will be based on categories rather than continuous values. Chi-square tests of independence were conducted to examine whether differences in estimated distributions across categorical variables were statistically significant. When Pearson Chi-square values were significant at the 95% confidence level, follow-up z-tests were conducted to compare specific percentage estimates.

3.6.1 Service structure

Overall, 50% of VSPs reported that their primary function was to serve victims, 43% were part of a larger organization but had dedicated programs or staff for serving victims, and 7% reported serving victims but without dedicated staff or programs (*Table 13*). The majority (68%) of nonprofit or faith-based VSPs reported their primary function was to provide services to victims of crime or abuse, and nearly a quarter (24%) reported serving victims through dedicated staff or programs. Most government-based VSPs categorized served victims through dedicated programs or staff (70%), although close to a quarter (24%) reported serving victims as their primary function.

Most government-based organizations tend to have broad missions and were expected to serve victims through dedicated programs or staff. Among the 33 law enforcement agencies that participated, 7 indicated they served victims as their primary function rather than through dedicated staff or programs. Of 76 prosecutors' offices, 9 responded that their primary function was to serve victims of crime. Of the 19 government-based entities that identified as some type of agency other than law enforcement, prosecutor's office, courts, juvenile justice, offender custody and supervision agency, or multiagency, nearly two-thirds ($n = 14$) reported serving victims as their primary function. Examples of these agencies included victim witness services, children and adult protective services, and advocacy programs.

Preliminary numbers showed that the NCVSP instrument categorized 11 of the 12 hospital, medical, or emergency-based VSPs into the dedicated program or staff service structure as expected because health-based VSPs offer more than victim services. In addition, as intended, all seven campus-based VSPs categorized themselves as having dedicated program or staff rather than serving victims as their primary function.

Table 13. Percent of VSPs, by service structure and VSP organizational structure

Service structure	Total providers	Nonprofit or faith-based^{a*}	Government-based^b	Other^c
Total	100%	100%	100%	100%
VSPs serving victims with specified resources	92.7%	91.6%	94.3%	93.3%
The primary function is to provide services or programming for victims of crime	49.6	67.6	24.1†	26.7†
Specific program(s) or staff that are dedicated to working with crime victims	43.0	23.9	70.2†	66.7†
No dedicated program or staff	7.3%	8.4%	5.7%	6.7%
Number of VSPs	409	238	141	30

*Comparison group.

†Significantly different from the comparison group at the 95% confidence level.

^aIncludes coalitions and single entities.

^bIncludes law enforcement agencies, prosecutors' offices, courts, juvenile justice agencies, offender custody and supervision agencies, multiagency task forces and response teams, and other government agencies.

^cIncludes hospital, medical, or emergency facility; campus-based; tribal-based; for-profit; and informal VSPs.

3.6.2 VSP organizational structures

The majority of VSPs identified as nonprofit or faith-based agencies (58%), and most of these were single entities rather than coalitions or other types of entities (**Table 14**). This was the largest group of responders, and the pilot NCVSP instrument did not include items specifically asking these nonprofit or faith-based entities about their focus in terms of target populations, crime types, or services.

Another 35% of VSPs were government-based providers. Government agencies included entities that identified as law enforcement, prosecutor's office, courts, juvenile justice, offender custody and supervision, multiagency task forces and response teams, and other types of providers. Prosecutors' offices (19%) and law enforcement entities (8%) made up the biggest portion of the 35% of VSPs that identified as government-based. The remaining VSPs (7%) identified as either hospital, medical, or emergency facilities (3.2%); or campus-based, tribal-based, for-profit, or informal entities (4.2%).

Table 14. VSP organizational structures

Organizational structure	Number	Percent
Total VSPs	379	100 %
Nonprofit or faith-based provider	218	57.5 %
Single entity	188	49.6
Coalition	15	4.0
Other entities	15	4.0
Government-based provider	133	35.1 %
Law enforcement	31	8.2
Prosecutor	72	19.0
Other entities ^a	30	7.9
Hospital, medical, or emergency facility	12	3.2 %
Other type of provider ^b	16	4.2 %

^aIncludes courts, juvenile justice agencies, offender custody and supervision agencies, multiagency task forces and response teams, and other government agencies.

^bIncludes campus-based, tribal-based, for-profit, and informal VSPs.

3.6.3 Number of victims served

There was significant diversity in the number of victims VSPs reported serving in the past calendar or fiscal year (*Table 15*). The number of victims served ranged from 0 to 119,280 victims, and the median number of victims served was about 450. About 27% of VSPs served 0 to 199 victims, 41% served 200 to 999, and 30% served 1,000 or more. About 15% of all VSPs reported serving 2,500 victims or more.

Government-based VSPs made up the biggest portion of VSPs that served 2,500 victims or more. A quarter (25%) of government-based VSPs reported serving 2,500 victims or more, compared to 10% of nonprofit or faith-based VSPs. Although the survey instructions asked participants to exclude services provided only through mail, some mail and email services (e.g., notifications) were included given the high number of victims served by some government-based VSPs (which, as shown below, tend to report few staff members dedicated to serving victims). For example, 33 of the 72 prosecutors' offices (47%) in the study reported serving 1,000 victims or more in the past year, and 24 (34%) reported serving 2,500 or more (not shown). These instructions were modified to be clearer on the final NCVSP instrument.

A small percentage (4%) of VSPs reported that they did not provide direct services to victims in the past year. All 15 of these VSPs reported providing at least three types of services to victims elsewhere in the survey. It is possible VSPs did not provide "direct services" but still ensured victims' needs were met. For example, some VSPs contract with other agencies to provide services, thus they did provide a particular service indirectly through another agency. About half (54%) of VSPs indicated they provided an estimate of the number of victims served

rather than an exact value, suggesting that allowing for estimates is important for NCVSP completion rates.

Table 15. Number of victims served, by VSP organizational structure

Number of victims that received direct services	Total VSPs	Nonprofit or faith-based	Government- based
0 - 199	27.4 %	22.9 %	28.6 %
0	4.0	1.8 !	7.5 !†
1 - 49	6.1	4.6 !	6.0 !
50 - 199	17.4	16.5	15.0
200 - 999	41.2 %	47.7 %	32.3 %†
200 - 499	23.2	25.7	19.5
500 - 999	17.9	22.0	12.8 †
1,000 or more	30.3 %	28.9 %	37.6 %
1,000 - 2,499	15.8	18.8	12.8
2,500 or more	14.5	10.1	24.8 †

Note: Detail may not sum to total due to rounding and missing data.

†Significant difference between nonprofit or faith-based and government-based providers at the 95% confidence level.

! Interpret with caution. Estimate based on ten or fewer VSPs.

3.6.4 Crime types for which victims sought services

The NCVSP included a list of 19 different types of crime and an additional three “other” categories for property, violence, and a general “other” crimes. VSPs were asked to indicate whether victims sought services for each type of crime in the past year. Data on the types of crimes for which VSP’s services were sought was complete, with less than 2% (n = 7) missing responses on one or more of the 22 possible items. Two VSPs did not check “yes” to any of the crime types, and six VSPs checked “yes” to all 22 potential crime types.

Table 16 lists the crime types for which victims sought services in the past year in order from most to least reported. More than half of VSPs served victims who were seeking services for domestic or dating violence, child sexual abuse or sexual assault, rape or sexual assault not against children, child physical abuse or neglect, stalking, child witness of violence, adults molested as children, elder physical abuse, and assault other than domestic violence or child/elder abuse. Fewer than half of VSPs reported serving victims who sought services for human sex trafficking, human labor trafficking, robbery, financial fraud and exploitation, burglary, DUI or DWI crashes, identity theft, motor vehicle theft, and other crimes. About half of VSPs reported serving victims of witness intimidation or survivors of homicide victims. About 22% of VSPs reported serving victims of “other” crime types not covered on the NCVSP instrument.

Table 16. VSPs, by crime type for which victims sought services

Crime type for which victims sought services	Total VSPs	
	Yes*	No
Domestic or dating violence	86.3 %	13.7 %†
Child sexual abuse or sexual assault	82.6	17.2 †
Rape or sexual assault (not against children)	78.6	21.4 †
Child physical abuse or neglect	78.6	21.1 †
Stalking	73.9	26.1 †
Child witness of violence	72.3	27.4 †
Adults molested as children	63.6	36.4 †
Elder physical abuse	62.3	37.5 †
Assault (other than domestic or dating violence and child or elder abuse)	59.4	40.4 †
Survivors of homicide victims	50.7	49.3
Victim witness intimidation	46.4	53.3
Human sex trafficking	42.5	56.7 †
Robbery	41.7	58.0 †
Financial fraud and exploitation (other than identity theft)	41.2	58.3 †
Burglary	38.5	61.2 †
DUI or DWI crashes	37.5	62.5 †
Identity theft	36.7	63.1 †
Other property crimes	36.4	63.3 †
Other violence crimes	35.9	63.9 †
Motor vehicle theft	30.9	68.9 †
Other crimes	22.4	77.3 †
Human labor trafficking	15.6	83.9 †

Note: Includes 379 VSPs. Detail may not sum to total due to rounding and missing data.

*Comparison group.

†Significant difference from comparison group at the 95% confidence level.

The majority of VSPs reported that their services were sought for multiple crime types, which could have included a single victim or more than one victim seeking services for multiple crime types. Six VSPs reported seeing victims of a single crime type in the past year, and five were VSPs serving DUI or DWI crash victims. More than a quarter (27%) of VSPs reported that their services were sought for seven or fewer types of crime during the year (*Table 17*). The other 73% of VSPs reported their services were sought for eight or more different types of crime. The number of victims served varied significantly by VSP organizational structure, such that 72% of government-based VSPs served victims of 14 crime types or more, compared to 16% of nonprofit or faith-based entities. A greater percentage of government-based agencies reported their services were sought for most crime types in the past year than nonprofit or faith-based entities (not shown). There were two exceptions: a greater percentage of nonprofit or faith-based entities than government-based entities reported their services were sought for child witnessing of violence (78.9% compared to 63.2%) and sex trafficking (49.1% compared to 33.1%).

Table 17. Number of crime types for which VSP services were sought, by VSP organizational structure

Number of crime types	Total VSPs ^a	Nonprofit or faith-based	Government-based
1 - 7	27.2 %	35.3 %	6.0 % !†
8 - 13	37.5	48.6	21.1 †
14 or more	34.8	15.6	72.2 †

Note: Detail may not sum to total due to rounding and missing data. Number of crime types for which victims sought services could have ranged from 1 to 22.

†Significant difference between nonprofit or faith-based and government-based providers at the 95% confidence level.

! Interpret with caution. Estimate based on ten or fewer VSPs.

^aIn addition to nonprofit or faith-based and government-based VSPs, total VSPs include hospital, medical, or emergency facilities; and campus-based, tribal-based, for-profit, and informal providers.

3.6.5 Services provided by VSPs

VSPs grouped their services into general categories on the NCVSP instrument as instructed, and the instrument yielded variation that will allow VSPs to be categorized based on the types of services provided. All VSPs reported providing at least one type of service to victims in the past year, and only one VSP reported offering all of the 19 services asked about in the NCVSP instrument.

Nearly all VSPs provided information and referral services (98%) and at least one type of legal and victims' rights assistance (92%) in the past calendar or fiscal year (*Table 18*). The majority of VSPs provided assistance related to criminal, juvenile, military, or tribal justice (83%), or civil justice (69%). Fewer (35%) VSPs provided immigration legal assistance. The majority of VSPs also provided emotional support and safety services (86%). In this category of services, VSPs most commonly provided crisis counseling (72%) or safety services (71%). Fewer (59%) VSPs provided mental health services, which included counseling, support groups, therapy, and social programming for children.

More than three-quarters (78%) of VSPs provided some form of financial or material assistance (e.g., shelter, food, clothing, or employment). More VSPs provided monetary assistance (71%) than material assistance (59%). VSPs were less likely to provide medical- and health-related assistance than information and referral, financial and material assistance, emotional support and safety, and legal assistance services. About 55% of VSPs provided at least one form of medical- or health-related assistance, and most often this was emergency medical care or accompaniment (47%) or medical forensic exams or accompaniment (44%). Other services provided by the majority of VSPs included case management (72%) and cultural or ethnically specific services (54%).

The percentage of government-based and nonprofit or faith-based VSPs that provided each of these services varied significantly in expected ways. Greater percentages of government-based VSPs provided justice-related information and referrals and criminal,

juvenile, military, and tribal justice-related assistance than nonprofit or faith-based entities, which were more likely to provide all other types of assistance.

Overall, most VSPs reported that they provided a broad range of services in the past calendar or fiscal year. The majority of VSPs (72%) provided eight or more different types of services, whereas 28% provided one to seven types of service in the past year (*Table 19*). About 31% of VSPs provided 14 or more services, with a greater percentage (45%) of nonprofit or faith-based VSPs providing 14 or more services than government-based VSPs (10%). Although the directions asked VSPs which services were provided, given the high percentage of VSPs offering a broad range of services, it is possible that some VSPs checked “yes” to any services they offered. The stem question read “does your organization provide,” instead of “did your organization provide,” which may have led some VSPs to think about any services offered. This item was modified for the NCVSP.

Table 18. Type of services provided, by VSP organizational structure

Types of services provided in the past year	All VSPs^a	Nonprofit or faith-based	Government-based
Information and referral	97.9 %	96.8 %	99.2 %
Justice-related information and referrals	92.3	89.9	97.0 †
Service or victimization information and referrals	97.1	95.9	98.5
Financial and material assistance	77.8 %	79.8 %	77.4 %
Monetary ^b	70.7	71.6	73.7
Material assistance ^c	59.1	71.6	40.6 †
Emotional support and safety	85.8 %	90.8 %	77.4 % †
Mental health services	58.8	72.5	33.8 †
Crisis counseling	71.5	83.5	54.1 †
Safety services	71.0	76.1	65.4 †
Medical and health assistance	55.4 %	62.8 %	38.3 % †
Emergency medical care or accompaniment	47.2	55.5	28.6 †
Medical forensic exam or accompaniment	43.5	48.6	32.3 †
STD or HIV testing	14.0	14.7	8.3
Legal and victims' rights assistance	91.8 %	91.7 %	94.7 %
Criminal, juvenile, military, or tribal justice-related assistance	82.8	80.3	91.0 †
Civil justice-related assistance	68.9	73.4	63.2 †
Immigration assistance	34.6	39.4	30.8
Other services	84.4 %	95.0 %	66.2 % †
Case management	72.3	83.9	52.6 †
Supervised child visitation	11.6	16.1	6.0 ! †
On-scene coordinated response	33.5	35.8	28.6
Education classes for survivors	42.0	61.5	12.0 †
Culturally and ethnically specific services	53.6	66.1	31.6 †
Specialized services for specified settings	36.7	50.0	14.3 †
Operates a hotline, helpline, or crisis line	44.3 %	67.9 %	10.5 % †
Total number of agencies	379	218	133

†Significant difference between nonprofit or faith- and government-based providers at the 95% confidence level.

! Interpret with caution. Estimate based on ten or fewer VSPs.

^aIn addition to nonprofit or faith-based and government-based VSPs, total VSPs include hospital, medical, or emergency facility; campus-based; tribal-based; for-profit; and informal VSPs.

^bExamples include providing funds or offering assistance in seeking victim compensations, public benefits assistance, and other emergency funds assistance.

^cExamples include emergency or transitional shelter, food, clothing, utility assistance, and employment

Table 19. Number of services provided, by VSP organizational structure

Number of services provided	Total VSPs^a	Nonprofit or faith-based	Government-based
Total	100 %	100 %	100 %
1 - 7 services	27.7	20.2	41.4 †
8 - 13 services	41.4	35.3	48.9 †
14 or more services	30.9	44.5	9.8 †

Note: Detail may not sum to total due to rounding and missing data.

†Significant difference between nonprofit or faith-based and government-based providers at the 95% confidence level.

^aIn addition to nonprofit or faith-based and government-based VSPs, total VSPs include hospital, medical, or emergency facility; campus-based; tribal-based; for-profit; and informal VSPs.

3.6.6 VSP staffing

The NCVSP instrument staffing items performed well in the pilot test. Across all staffing items, few VSPs left the items blank ($n = 5$ to 10), and 11% or fewer of the 379 VSPs reported that their values were estimates. In general, VSP staff sizes tended to be relatively small. The majority (94%) of VSPs reported at least one current paid full-time staff member, with nearly half (46%) of those entities reporting one to four paid full-time staff members and the other half (48%) reporting five or more paid full-time staff members (**Table 20**).

Counting both full- and part-time staff members, most (72%) VSPs reported paid staff sizes of 14 or smaller, and 40% paid 4 or fewer staff. Results examining full-time equivalent (FTE) staff, counting part-time staff members as working half the time as full-time members, produced similar results. About 44% of VSPs reported employing 4.5 or fewer FTEs. Only three VSPs reported no part- or full-time current staff members. Part-time staff were less common than full-time staff. About 59% of VSPs reported at least one current paid part-time staff member. About 38% of VSPs reported employing only paid full-time staff. About 25% of VSPs reported that 50% or more of their staff worked part-time. About 60% of VSPs reported using volunteers to provide direct services to victims.

One concern was that VSPs with dedicated programs or staff serving victims within larger organizations (e.g., government-based) would report on the total staff rather than the staff dedicated to serving victims. However, in the majority of cases, reported staff sizes do not appear to represent the larger organizations, suggesting VSPs within larger organizations only reported staff serving victims. The majority (62%) of government-based VSPs reported fewer than five FTEs dedicated to working with victims (**Table 21**). Government-based VSPs reported fewer paid full- and part-time staff than nonprofit or faith-based VSPs, and a smaller percentage of government-based than nonprofit or faith-based VSPs used volunteers to provide direct services.

Table 20. VSP staffing characteristics

Staffing characteristics	All VSPs	
	Number	Percent
Total	379	100 %
Number of paid full-time staff		
0	17	4.5 %
1 - 4	175	46.2
5 or more	181	47.8
Missing	6	1.6 !
Number of paid part-time staff		
0	146	38.5 %
1 - 4	136	35.9
5 or more	87	23.0
Missing	10	2.6 !
Number of paid full-time and part-time staff ^a		
0	3	0.8 %
1 - 4	150	39.6
5 - 14	126	33.2
15 or more	90	23.7
Missing	10	2.6 !
Number of paid FTEs ^b		
0	3	0.8 %!
0.5 - 4.5	165	43.5
5 or more	201	53.0
Missing	10	2.6 !
Percent of paid staff that worked part-time ^c		
None	143	38.0 %
1% - 49%	128	34.0
1% - 24%	57	15.2
25% - 49%	71	18.9
50% or more	95	25.3
50% - 74%	69	18.4
75% - 100%	26	6.9
Missing	10	2.7 !
Volunteer use		
Yes	226	59.6 %
No	148	39.1
Missing	5	1.3 !

Note: Detail may not sum to total due to rounding and missing data.

! Interpret with caution. Estimate based on ten or fewer VSPs.

^aCalculated as paid staff members plus part-time staff members.

^bFull-time equivalent (FTE) staff is calculated such that each part-time staff represents half of a full-time staff (total number of full-time staff plus 0.5 times the number of part-time staff).

^cIncludes 376 VSPs with at least one current paid staff member.

Table 21. VSP staffing characteristics, by VSP organizational structure

Staffing characteristics	Nonprofit or faith-based	Government-based
Number of paid full-time staff		
0 - 4	39.0 %	66.2 % †
5 or more	59.2	32.3 †
Number of paid part-time staff		
0	23.4 %	64.7 % †
1 - 4	39.4	27.8 †
5 or more	34.9	4.5 ! †
Number of paid full- and part-time staff ^a		
0 - 4	25.2 %	62.4 % †
5 - 14	42.2	20.3 †
15 or more	30.3	14.3 †
Number of paid full- and part-time FTEs ^b		
0 - 4.5	29.4 %	64.7 % †
5 or more	68.3	32.3 †
Percent of paid staff that worked part time ^c		
None	23.0 %	64.4 % †
49% or fewer	47.0	12.9 †
50% or more	27.6	19.7
Volunteer use		
Yes	70.6 %	47.4 % †
No	27.5	51.9 †

Note: Detail may not sum to total due to rounding and missing data.

†Significant difference between nonprofit or faith-based and government-based providers at the 95% confidence level.

! Interpret with caution. Estimate based on ten or fewer VSPs.

^aCalculated as paid staff members plus part-time staff members.

^bFTE staff is calculated such that each part-time staff represents half of a full-time staff (total number of full-time staff plus 0.5 times the number of part-time staff).

^cIncludes VSPs with at least one current paid staff member.

Table 22. Hiring rates, number of staff lost, and turnover rates, by VSP organizational structure

Full-time paid staffing characteristics	Total		Nonprofit or faith-based		Government-based	
	Number	Percent	Number	Percent	Number	Percent
Total VSPs with paid full-time staff	363	100 %	211	100 %	125	100 %
Annual hiring rate for full-time staff ^a						
Did not hire	156	43.0 %	71	33.6	73	58.4 % †
Hired	195	53.7 %	132	62.6	49	39.2 % †
1% - 24%	79	21.8	56	26.5	20	16.0 †
25% - 49%	67	18.5	51	24.2	10	8.0 !†
50% or higher	48	13.2	25	11.8	18	14.4
Missing	12	3.3 %	8	3.8 !	3	2.4 %!
Number of lost staff						
0	161	44.4 %	75	35.5	70	56.0 % †
1	63	17.4	42	19.9	20	16.0
2 - 3	63	17.4	41	19.4	14	11.2 †
4 or more	43	11.8	32	15.2	10	8.0 !
Missing	33	9.1	21	10.0	11	8.8
Annual turnover rate among full-time staff ^b						
No turnover	161	44.4 %	75	35.5	70	56.0 % †
Turnover	169	46.6 %	115	54.5	44	35.2 % †
1% - 24%	65	17.9	46	21.8	18	14.4
25% - 49%	57	15.7	44	20.9	10	8.0 !†
50% or more	47	12.9	25	11.8	16	12.8
Missing	33	9.1 %	21	10.0	11	8.8 %

Note: Details may not sum to total due to rounding and missing data. Results exclude 16 VSPs that did not have paid full-time staff at the beginning and end of the year and did not hire.

†Significant difference between nonprofit or faith-based and government-based providers at the 95% confidence level.

! Interpret with caution. Estimate based on ten or fewer VSPs.

^aCalculated as the number of full-time staff hired in the past year divided by the number of full-time paid staff at the beginning of the year multiplied by 100.

^bCalculated as the number of paid full-time staff that left the agency in the year divided by the number of paid full-time staff at the beginning of the year multiplied by 100.

The pilot test results suggest that the NCVSP instrument can feasibly produce estimates of hiring, turnover, and growth. Most VSPs answered all the questions needed to estimate the number of staff that left the agency. Only 13 VSPs were missing data on one item: preventing calculation of turnover rate. However, values for another 20 VSPs did not align across items such that the VSP reported more current full-time staff than at the beginning of the past calendar year, but did not report hiring at least that number of full-time staff (e.g., an agency might have had 3 staff at the beginning of the year, 5 staff currently, but reported hiring no staff). It was unclear if these VSPs had merged with other providers during the year or whether the numbers did not add up for another reason. For the purposes of the pilot study, these data were treated as missing for calculating hiring and turnover rates.

More than half (54%) of all VSPs hired at least one new staff member since the beginning of the prior fiscal or calendar year, and about 44% experienced turnover (*Table 22*).

However, hiring and turnover rates varied significantly by VSP organizational structure. A greater percentage of nonprofit or faith-based VSPs than government-based VSPs hired full-time paid staff during the year and experienced turnover since the beginning of the prior calendar year.

The completeness of staffing information provided on the NCVSP instrument makes these data particularly interesting to combine with other variables to create proxy variables exploring the depth or breadth of services provided by VSPs. For example, the number of victims served per full-time staff member might offer some insight into the amount of time spent with each victim, though the types of services provided may also impact the distribution of staff caseloads and amount of time spent with each victim (*Table 23*). Of the 348 organizations that reported at least one paid full-time staff member and reported providing direct services to victims, about a quarter (26%) served 250 or more victims per staff member in the prior year. However, this varied by organizational structure. The percentage of government-based VSPs (57%) that served 250 or more victims per paid full-time staff member was 5.2 times higher than the percentage of nonprofit or faith-based VSPs (11%).

Table 23. Victims served per full-time staff member, by VSP organizational structure

Number of victims served per full-time paid staff	Total VSPs ^a	Nonprofit or faith-based	Government-based
Fewer than 100 victims per staff	44.0 %	55.8 %	16.5 % †
0 - 24 victims per staff	12.4	12.0	8.7
25 - 99 victims per staff	31.6	43.8	7.8 †
More than 100 victims per staff	53.2 %	41.8 %	80.0 %
100 - 249 victims per staff	27.3	30.8	22.6
250 or more victims per staff	25.9	11.1	57.4 †
Missing	2.9 !	2.4 !	3.5 !
Number of VSPs with paid full-time staff that provided direct services ^b	348	208	115

Note: Detail may not sum to total due to rounding and missing data. Victims per paid full-time staff member is calculated as the number of victims served in the year divided by the total number of full-time staff.

†Significant difference between nonprofit or faith-based and government-based providers at the 95% confidence level.

! Interpret with caution. Estimate based on ten or fewer VSPs.

^aIn addition to nonprofit or faith- and government-based VSPs, includes 24 VSPs that identified as hospital, medical, or emergency facility; campus-based; tribal-based; for-profit; or informal VSPs

^bExcludes 31 VSPs that reported no current paid full-time staff or did not provide direct services to victims.

3.6.7 VSP funding

Data on VSP funding totals and sources were often missing or inconsistent across items, suggesting modifications were needed before launching the full NCVSP. Of all 379 VSPs, 11% did not provide valid responses to any funding questions, 17% did not provide a valid total funding, and 18% were missing data on all of the sources of funding items (*Table 24*). Across

items asking whether VSPs received funding from each source, nearly a quarter (23%) to more than half (53%) of VSPs did not provide valid responses. In part, this might be due to VSPs opting not to report on funding information, perhaps due to sensitivity of making their funding records public. High percentages of missing data, particularly on funding sources that likely did not apply for many VSPs, suggest that some VSPs left items blank when they did not receive funding from a particular source, rather than entering a zero.

Table 24. Missing data on funding items

Missing data	Number	Percent
All funding items	42	11.1 %
Total funding items	65	17.2 %
All sources of funding items	67	17.7 %
All federal funding sources	75	19.8 %
Victims of Crime Act Assistance Grant (VOCA)	87	23.0
Other Office for Victims of Crime (OVC)	160	42.2
Services, Training, Officers, and Prosecutors (STOP)	142	37.5
Sexual Assault Services Program (SASP)	155	40.9
Other Office on Violence against Women (OVW)	149	39.3
Family Violence Prevention Services Act (FVPSA)	143	37.7
Other federal funding	194	51.2
All nonfederal funding sources	91	24.0 %
State government	128	33.8
Local government	134	35.4
Tribal government	182	48.0
Sources of funds unknown	201	53.0
Other funding sources	134	35.4

Note: Includes 379 VSPs.

When VSPs did provide data on funding, often the total amount of the funding estimate did not align with the total amount calculated by summing total funding across all sources of funding. The overall funding and sources of funding totals did not match for 60% of all 379 VSPs and did not match for 65% of the 289 VSPs that provided a valid response for overall funding and at least one source of funding item (*Table 25*). Some smaller discrepancies are expected (e.g., due to providing estimates and rounding errors) and can be accepted, because the goal of the NCVSP is to collect data that will allow for grouping VSPs into categories for stratification purposes. However, large discrepancies are problematic for determining each VSP's appropriate stratum.

Among all 379 VSPs, approximately a quarter (26%) of VSPs' overall funding total and funding source total were different by \$100,000 or more. The overall total funding value was \$100,000 or more higher than the funding source total for 10% of VSPs and \$100,000 or more lower than the funding source total for 16% of VSPs. Overall totals and funding source totals

were less than \$5,000 different for about 11% of VSPs, and between \$5,000 and \$99,999 different for 24% of VSPs. Results suggested grouping VSPs based on wide total funding ranges (e.g., producing fewer categories overall) may result in more reliable groupings. To reduce major discrepancies in funding responses to the full NCVSP, the project team implemented a prompt to let respondents know when their two funding totals were different by 25% or more.

Table 25. Discrepancies in VSP funding totals

Funding and funding source discrepancies	All VSPs		VSPs that provided valid responses ^b	
	Number	Percent	Number	Percent
Total	379	100 %	289	100 %
Total funding and funding source total match ^a	109	28.8 %	101	34.9 %
Discrepancies between total funding and funding source total	228	60.2 %	188	65.1 %
Total funding is higher than funding source total	101	26.6 %	76	26.3 %
< \$5,000 higher	22	5.8	17	5.9
\$5,000 - \$99,999 higher	37	9.8	31	10.7
\$100,000 - \$299,999 higher	21	5.5	15	5.2
\$300,000 or higher	21	5.5	13	4.5
Total funding is less than funding source total	127	33.5 %	112	38.8 %
< \$5,000 less	18	4.7	18	6.2
\$5,000 - \$99,999 less	53	14.0	48	16.6
\$100,000 - \$299,999 less	31	8.2	28	9.7
\$300,000 or less	25	6.6	18	6.2
All funding data are missing	42	11.1 %	~	~

~Not applicable.

^aVSPs were asked to provide their total funding, then to breakdown this total by the sources of funding. VSPs were asked how much funding they received from the Victims of Crime Act Assistance Grant (VOCA); Other Office on Victims of Crime (OVC); Services, Training, Officers, and Prosecutors (STOP); Sexual Assault Services Program (SASP); other Office on Violence Against Women; Family Violence Prevention Services Act (FVPSA); other federal funding; state government funding; local government funding; tribal government funding; source of funds unknown; and other funding sources.

^bIncludes only respondents that provided a valid response of 0 or higher on the total funding item and at least one source of funding item.

Analyses not related to sources of funding (e.g., total VSP funding, amount of funding per number of victims served) were based on the overall total funding variable. When overall total funding was missing, but VSPs completed all 12 sources of funding items, total funding was calculated as the sum across the sources of funding items. If VSPs were missing data on one or more sources of funding or the overall total funding items, their total funding was coded as missing. Data on total funding ranged from \$0 to \$65 million, with 99.4% of VSPs with valid funding totals reporting \$15 million or less total funding during the last fiscal or calendar year (**Table 26**). Few (3%) VSPs reported they did not receive any funding for victim-related programming or services in the past year. The majority (80%) of VSPs that were not missing data on total funding reported receiving less than \$800,000 for victim services during the past year, and 34% of VSPs received less than \$100,000. Similar percentages of VSPs fell into these same funding categories based on the funding source total, or the total amount of funding provided across all sources of funding questions.

Table 26. Total funding received for victim-related programming or services in the past year

Funding estimates	Number	Percent	Percent of valid total
Total	379	100 %	100 %
\$0 reported for total and source funding ^a	12	3.2	3.6
Greater than \$0 total funding or funding source total	325	85.8	96.4
Missing both total funding and source funding	42	11.1	~
Total funding ^b	379	100 %	100 %
\$0 - \$99,999	113	29.8	34.5
\$100,000 - \$799,999	148	39.1	45.1
\$800,000 or more	67	17.7	20.4
Missing	51	13.5	~
Total source funding ^c	379	100 %	100 %
\$0 - \$99,999	103	27.2	33.0
\$100,000 - \$799,999	148	39.1	47.4
\$800,000 or more	61	16.1	19.6
Missing	67	17.7	~

~Not applicable.

^aIncludes VSPs with \$0 on one of the funding variables and missing data on the other funding variable.

^bCalculated as the amount provided when asked about the total funding received for the year. If the total funding was not provided but respondents completed all sources of funding questions, the total was calculated as the sum of all sources of funding.

^cCalculated as the sum of all sources of funding.

The variability in the amount of funding for victim services varied significantly by type of provider (**Table 27**). About half (51%) of government-based agencies received less than \$100,000 for victim services, whereas 32% received more than \$100,000. In comparison, about 83% of nonprofit or faith-based VSPs received \$100,000 or more for victim services. Results suggested that the majority of government-based agencies—most of which provide victim services as only one component of a broader organizational mission—were capable of reporting on their victim services funding separate from their organization’s total budget.

Table 27. Total funding received for victim-related programming or services, by VSP organizational structure

Funding estimates	Nonprofit or faith-based	Government-based
Total funding	100 %	100 %
\$0 - \$99,999	17.4	51.1 †
\$100,000 - \$799,999	50.5	20.3 †
\$800,000 or more	21.6	12.0 †
Missing	10.6	16.5

Note: Total funding was calculated as the amount provided when asked about the total funding received for the year. If the total funding was not provided but respondents completed all sources of funding questions, the total was calculated as the sum of all sources of funding.

†Significant difference between nonprofit or faith-based and government-based providers at the 95% confidence level.

The majority of VSPs reported at least one source of federal (84%) and nonfederal (82%) funding (**Table 28**). VOCA was the most commonly reported source of funding, with more than two-thirds (72%) of VSPs reporting they received VOCA funding. State government funding was the next most common source, with 62% of VSPs reporting having received funding from the state in the past year. It was unclear whether respondents were including the federal VOCA funding passed through their state as VOCA or state funding. It was also unclear whether some VSPs interpreted “other office for victims of crime” to include funding from their state office for victims of crime. This category was changed to “other U.S. Office for Victims of Crime” in the full NCVSP. About 53% of VSPs reported receiving local government funding in the past year.

About 62% of VSPs reported a nonfederal funding source not specified on the survey, including foundations, corporate funding, individual donations, and insurance reimbursements. Forty-four percent of VSPs also reported that they received “other” types of federal funding not listed on the survey. Ten agencies listed “VAWA” or the Violence Against Women Act as the other type of federal funding received in the past year, even though the survey included the option of “other Office for Violence Against Women” funding. Additional popular “other” types of federal funding specified included Housing and Urban Development (HUD), Community Development Block Grants (CDBG), Bureau of Justice Assistance’s Edward Byrne Memorial Justice Assistance Grants (JAG), National Children’s Alliance funding provided by Office of Juvenile Justice and Delinquency (OJJDP), and Temporary Assistance for Needy Families (TANF) funding.

Table 28. Sources of funding received for victim-related programming or services

Sources of funding	Number of VSPs			Percent of VSPs			Percent of valid responses ^a
	Missing	No	Yes	Missing	No	Yes	Yes
Federal funding ^b	70	51	258	18.5 %	13.5 %	68.1 %	83.5 %
Victims of Crime Act (VOCA)	17	69	223	5.5	22.3	72.2	76.4
Other Office for Victims of Crime	90	190	29	29.1	61.5	9.4	13.2
STOP Violence Against Women	72	190	47	23.3	61.5	15.2	19.8
Sexual Assault Services Program (SASP)	85	188	36	27.5	60.8	11.7	16.1
Other Office for Violence Against Women	79	181	49	25.6	58.6	15.9	21.3
Family Violence Prevention and Services Act (FVPSA)	73	155	81	23.6	50.2	26.2	34.3
Other federal	124	104	81	40.1	33.7	26.2	43.8
Nonfederal funding ^b	82	61	236	21.6 %	16.1	62.3	79.5 %
State government	128	96	155	33.8	25.3	40.9	61.8
Local government	134	115	130	35.4	30.3	34.3	53.1
Tribal government	182	193	4	48.0	50.9	1.1 !	2.0
Source of funds unknown	201	167	11	53.0	44.1	2.9	6.2
Other sources	134	93	152	35.4	24.5	40.1	62.0

Note: Includes 379 VSPs that served victims through dedicated staff or programs or as their primary function. VSPs could have provided a response of 40 total funding across the sources in addition to 40 for each source.

! Interpret with caution. Estimate based on ten or fewer VSPs.

^aIncludes only VSPs who provided data on at least one source of funding question.

^bResponses are coded as missing if data were missing on all specified sources of funding and total funding did not match the valid total source funding. If federal funding total equaled overall total funding, nonfederal funding was coded as 0. If nonfederal funding total equaled the total funding, federal funding was coded as 0.

3.6.8 VSP concerns

Items assessing VSP concerns about retaining staff, the amount of victim service funding received in the previous year, predictability of future funding, burden of grant reporting, and access to technology, appeared to perform well. There were little missing data and diversity in responses to each item and across items. Among all 379 VSPs, the greatest percentage (73%) of VSPs were very or somewhat concerned about the predictability of future funding (**Figure 12**). More than half of VSPs were also very or somewhat concerned about the amount of funding received in the past year (62%) and the burden of grant reporting (59%). Fewer than half of VSPs were very or somewhat concerned about their ability to retain staff (40%) and access technology (41%). Across all of these items except concerns about access to technology, a greater percentage of nonprofit or faith-based VSPs than government-based VSPs were very or somewhat concerned (**Figure 13**). Differences by organizational type were largest for concerns about victim service funding VSPs received in the prior year (70% of nonprofit or faith-based, compared to 52% of government-based VSPs were very or somewhat concerned) and the predictability of future funding (80% of nonprofit or faith-based compared to 61% of government-based VSPs were very or somewhat concerned).

Figure 12. VSP concerns about staffing, funding, grant reporting, and technology access

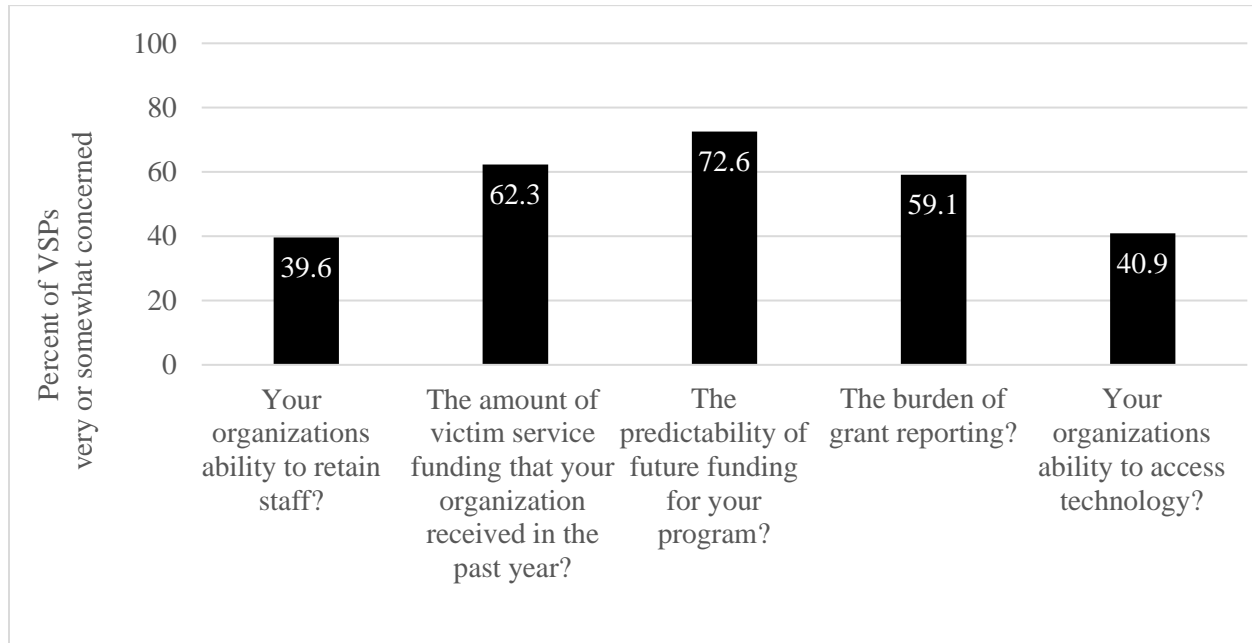
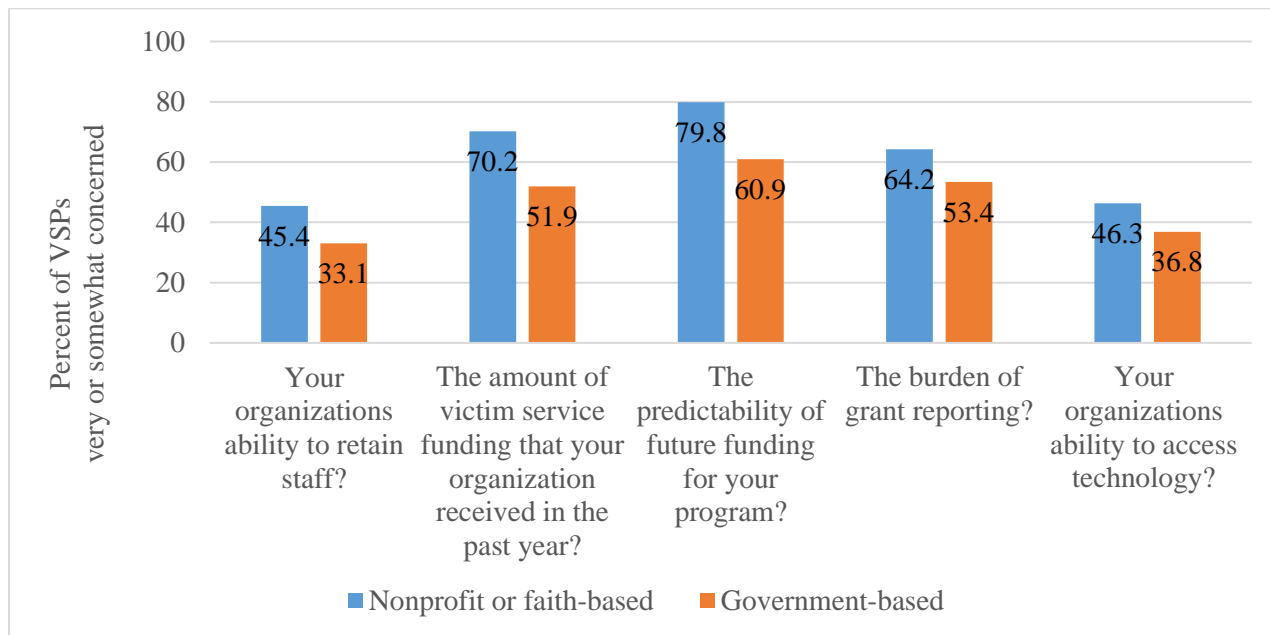


Figure 13. VSP concerns, by organizational structure



3.6.9 VSP record keeping

Pilot results suggested that about a third of VSPs did not maintain electronic case files. Nearly two-thirds (64%) of VSPs reported using an electronic records system to maintain case files, and 58% reported using electronic records to track individual cases (*Table 29*). Similar

percentages of nonprofit or faith-based and government-based VSPs reported using electronic records for case maintenance and individual case tracking. Among the 241 VSPs who reported using electronic records to maintain case files, nearly all (92%) also tracked individual cases electronically. One potential consideration was whether it might be feasible to gather VSPs' case records and, based on those records, produce a consistent set of information (e.g., number of victims served and types of services provided) about each VSP. Results indicate that a sizable portion of VSPs would be left out if information was collected only through case records, suggesting the need to administer a survey to collect reliable information on services and victims across the VSP field.

Table 29. VSPs use of electronic records

Electronic records	Total VSPs	Nonprofit or faith-based	Government-based
Used electronic records to maintain case files	100 %	100 %	100 %
Yes	64.4	62.8	69.9
No	30.1	31.2	25.6
Missing	5.5	6.0	4.5 !
Used electronic records to track individual cases	100 %	100 %	100 %
Yes	58.3	57.8	63.9
No	35.4	35.3	30.8
Missing	6.3	6.9	5.3 !

! Interpret with caution. Estimate based on ten or fewer VSPs.

3.7 Substantive data quality and verification

To examine whether the survey questions were clear and elicited valid, comparable information from all different types of VSPs, responses to the survey were compared to information available online for 10% of active VSPs. Often, VSPs have their own websites or social media pages (e.g., Facebook and Twitter) or are listed in online resource forums. This online presence typically informs victims about the VSPs, providing a basic description of what they do and the services they provide, similar to some of the information collected in the NCVSP. While websites may have inaccuracies and are sometimes not updated on a regular basis, this web check component provided an independent assessment of the survey results and provided some basis for checking the validity of the survey data.

The team randomly selected 43 VSPs with completed surveys (balanced across the six VSP provider types from the original project roster: prosecutors' office; other criminal justice system; shelters, domestic violence, or sexual assault programs; medical or mental health; tribal; and other community-based entities), evenly split between VSPs serving victims as their primary mission or through dedicated staff or programs. Not all survey questions were included in the web check. Some pertained to information that was not publically available, others to information either not typically found on a website or too qualitative in nature to be found on a website. These questions were eliminated from the web check, leaving the team with 51% of the survey variables (*Table 30*).

To begin, researchers were given only the information about a VSP that was available from the project roster. Often this included the VSP's name and the type of VSP as coded on the initial project roster. Researchers began with a search for the VSP's website. About 49% of the 43 VSPs ($n = 21$) had a website. Next, additional web searches were undertaken to find references to the VSP on other sites (e.g., social media pages, press releases, online yellow or white pages, resource forums, and directories). All information available online about a VSP was gathered and used to complete the survey items listed in **Table 30**. This coding occurred independent of the responses a VSP gave to the survey, such that researchers coding the information from online websites did not have access to the VSP's survey responses. Note that this summary table aggregates information in each of the categories listed (e.g., "type of VSP organization" has many sub-items under it that were asked to determine VSP type), which was necessary because VSPs were asked different types and numbers of items as they were skipped through the instrument (e.g., prosecutors' offices were not asked questions about being a nonprofit).

Overall, the web check revealed a high level of agreement (overall mean = 93.2%) between what the VSP indicated in the survey and what the research team found online (**Table 30**). Nonetheless, there were variables that were not easily identifiable or available online (overall mean = 2.3% for unsure or unlisted). It could be that some of the NCVSP items ask for different information that would not be provided online. For example, on the "services provided" item, it may be the case that the VSP's website provided information on services they were set up to provide in general, not the services they actually provided in entirety.

Table 30. Level of agreement for survey responses compared to web check

Variable	Number			Percent of Agreement
	Disagree	Agree	Unsure	
Address information	1	131	0	99.2 %
Primary VSP Structure	3	40	0	93.0
Secondary or Tertiary VSP	1	24	0	96.0
Is this a VSP Organization?	0	43	0	100
Type of VSP Organization	1	37	0	97.4
Jurisdiction of agency	8	26	0	76.5
Services provided to victims of crime or abuse in past year	23	391	16	90.9
Hotline/helpline Operation	2	41	0	95.3
Crime type for which victims sought services	34	809	27	93.0

3.8 Total effort and costs

Although the project roster included enough detail to successfully make contact with and recruit entities for the pilot study, recruitment was time intensive and costly. As previously noted, the data collection team made 16,061 contacts with the sample of 725 entities ($M = 22.2$ contacts per case). During the 5.5 month study period (from August 2015 to January 2016), the research team calculated that they spent about 150 hours with a dedicated staff person (a survey specialist) updating contact information through Internet checks of organizations' websites and Accurant searches.⁹ In addition, the phone interviewers spent about 10% to 20% of their time (130 to 260 hours) trying to identify the correct contact information for the selected pilot entities (e.g., calling the targeted organization or other providers from the same community and looking for more up-to-date contact information). Based on this level of effort, the cost for administering the survey with the full NCVSP project roster was estimated at \$73.37 per entity for 30,000 cases. These cost estimates include updating the project roster and administering the full nonresponse follow-up protocol needed to secure a high participation rate.

3.9 Discussion

The NCVSP aims to provide policymakers and the research community with a comprehensive view of what services are being provided to victims of crime and abuse, who is being served, and what gaps in service delivery may exist. To reach this goal, BJS and the research team developed and implemented a pilot test to examine the quality of the current project roster, identify the best methodology for implementing a census, and test the utility and performance of the NCVSP instrument. Findings related to each of the three main objectives of the pilot test are summarized below with discussion about their implications for the full census.

Objective: Test the feasibility of using the project roster for conducting surveys with VSPs and for obtaining a near-complete enumeration of the sample

The NCVSP will be the first national establishment survey of VSPs, and little is known about the willingness and capacity of VSPs to participate in the survey. Therefore, one of the most basic goals of the pilot test was to examine whether the proposed methodology would obtain a sufficient response rate to suggest that a census of the full project roster of entities

⁹While the research team started outreach with the pre-contact cases in July 2015 and ran the pre-contact period for about 10 weeks, the research team did not start to complete surveys until August 2015.

potentially serving victims would be possible. Results indicated that the protocol employed during pilot testing was able to obtain a high response rate from VSPs. Depending on how the team coded entities that screened out or partially completed the survey, the response rate ranged from a high of 91% to a low of 77%. In addition, results seemed to indicate that the survey was not overly burdensome. The majority of VSPs completed the survey online in 25 minutes or fewer.

With the incredible diversity of the VSP field, it was also important to establish if the census would be able to capture the entire landscape of providers included in the frame and whether the developed protocol and survey materials would elicit responses across different types of VSPs. For most of the major types of VSPs, survey completion rates were generally near 80%. A few types of VSPs completed the survey at lower rates than others. The lowest completion rate was for the tribal VSPs at 56%, followed by health-based VSPs with a 78% completion rate. During the full administration of the NCVSP, the team will need to pay extra attention to the needs of the tribal- and health-based groups to ensure their participation. The team has customized the outreach material and approach to better connect with these entities.

Results also confirmed the need for the census to obtain an accurate count of all VSPs in the United States. While the team was able to use the roster to access and verify information about VSPs, the information in the roster was too sparse and often too inaccurate to serve as a reliable and valid frame for future sample survey work with VSPs. About 35% of entities sampled reported not serving victims in the past 6 months, and therefore will not be included in a VSP sampling frame. Among active VSPs, there was not enough information about each entity on the roster to reliably distinguish between respondents receiving federal funding for victim services and those not receiving such funding.

Based on the pilot test experience, achieving a high response rate in the final census will likely be fairly resource intensive. Over the course of the pilot study, the more attempts to contact a VSP, the more likely VSPs were to participate, even after a high number ($M = 20$) of contacts. Results appear to reflect what is anecdotally thought about the VSP field. That is, entities are eager to participate in research and make their voices heard, but the day-to-day demands on their time make it difficult to complete a survey. Results indicated additional efforts were needed to potentially reduce the number of contacts needed for a high participation rate. For the administration of the full NCVSP, the team modified the recruitment materials to request entities complete the survey in 1 month. Knowing that many entities waited until the last chance phase to complete the pilot study, the team also tightened the time between reminder prompts to get to the last chance phase faster, in accordance with the new 1 month deadline. In addition, the team designed a large outreach campaign to encourage VSP participation throughout the administration of the NCVSP, led by NCVC and supported by OVC.

The research team expects that the first NCVSP will refine the current project roster and result in a comprehensive list of active VSPs. In other words, the item that screens entities into or out of the NCVSP will ultimately define who is included within the VSP universe. The pilot results and follow-up interviews with a few screen-out cases led the team to broaden the survey screener item and add additional items to better understand why certain entities screen out. Specifically, the new screener asks whether the organization or any programs or staff within the organization provided services to victims in the last 6 months. In addition, follow-up questions were designed to be both a check that entities had accurately screened out of the survey and to gather additional information from entities that were not eligible to complete the survey (e.g., the

entity used to provide services to victims of crime and the entity is primarily a granting or funding agency). The frame clean-up work as part of the first census will pave the way for improved research with VSPs in future iterations of a VSP census and sample surveys.

Objective: Test various research-based strategies to identify the most effective and efficient method for conducting a full census of the roster

Because this project represents the first national establishment survey of VSPs, there are many unknowns about the most effective strategies to solicit participation. The pilot test included a pre-contact experiment, and the results were clear: pre-contacting entities to verify contact information did not improve participation rates. The survey invitations and solicitations appeared to reach the proper staff member regardless of whether the entity was pre-contacted, possibly because many VSPs reported relatively few staff members. Thus, pre-contacting might be perceived as burdensome or intrusive to the respondent in the VSP, and could thus result in less cooperation and less timely cooperation. The poor performance among entities pre-contacted relative to the control group was not offset by a reduction in the costs expended on pre-contacting entities. In fact, entities in the pre-contact condition required more costs in terms of number of contacts and average hours spent per case when compared to entities in the control condition. Therefore, entities will not be pre-contacted before receiving an invitation to complete the NCVSP.

The results of the sponsorship experiment provided some evidence that BJS sponsorship was associated with higher completion rates and lower times to completion than NORC sponsorship among active VSPs, although these findings did not reach statistical significance. Similarly, although not statistically significant, the pilot test revealed an 8.5 percentage point increase in completion rates for VSPs receiving email reminders in the morning over VSPs receiving email reminders during the work day. Given the magnitude of the full census, even small effects may produce significant cost savings. As such, in the full NCVSP, the team decided to include BJS sponsorship on materials and send reminder emails in the morning, prior to the workday.

Objective: Test the quality of data collected by the NCVSP instrument to assess where any adjustments to the instrument may need to be made

Overall, the NCVSP instrument performed well. It yielded little missing information and captured significant diversity across variables that may serve as key stratifying variables for representative sampling in future surveys. A few key findings emerged for fielding and analyzing data in the full NCVSP.

First, the structure variable was useful in separating out the sample that did not have dedicated staff and funding, but there appeared to be inconsistencies in how VSPs that were seemingly similar (law-enforcement-based) completed the question. As such, more detailed analyses examining why and how entities group themselves into these structures is needed to know if this variable can be used reliably in analysis. However, the item serves as a useful tool for identifying VSPs that do not have dedicated staff or programs for serving victims. These VSPs will be excluded from the final analyses due to the lack of comparable estimates (e.g., in staffing and funding for victim services).

The pilot test also helped identify where items on the NCVSP need to be modified for the full census (see *Appendix*). To reduce missing data and unreliable responses to the funding items,

the NCVSP instrument was modified to first ask VSPs whether they have each type of funding (“yes” or “no”). VSPs will be asked to fill in the amount of funding only for the sources they indicated receiving in the past year. A soft check will prompt VSPs to confirm their numbers if their total funding is more than 25% different than the sum of funding across the sources. Other items were modified slightly to clarify interpretation of findings. For example, the majority of VSPs offered a broad range of services, and it was unclear whether the stem question was worded in a way that led VSPs to indicate all services offered rather than provided. The NCVSP instrument was modified for the full census to be clearer in asking about whether the VSP “did” provide each type of service. Similarly, VSPs responded that victims sought their services for a broad range of crime types, but it was unclear if the VSP actually provided services for each crime type. The instrument was revised to ask VSPs what types of crimes they provided services for in the past year.

Lastly, results suggested that a sizable portion of the victim services field will be nonprofit or faith-based entities or government-based agencies. The instrument included multiple breakdowns that help to categorize government-based agencies based on their organizational structure (e.g., law enforcement or prosecutors’ office) or type of services provided (e.g., supervision or protective services). However, the piloted instrument did not include any questions to create smaller subgroups of nonprofit or faith-based entities. The final instrument was revised to include two questions assessing whether the organization’s mission was to serve particular types of crime or groups of victims.

4. Conclusion

The NCVSP, fielded from October 2016 through June 2017, was informed by more than 4 years of developmental research guided by experts and stakeholders in the VSP field. The team overcame major challenges to develop a project roster, create an instrument that adapts to the diverse field of providers, generate definitions of victims and services to capture all types of VSPs in the study frame, and identify methodological approaches that will be effective in administering an establishment survey to entities that have not been routinely involved in national-level research in the past. Although time intensive, this initial groundwork was critical to ensure the first NCVSP captured the universe of VSPs adequately enough that the resulting, clean list of active VSPs can serve as a foundation for future research. These one-time costs of creating an initial national roster of VSPs allows for ongoing, routine research to be conducted with VSPs for many years to come, filling longstanding gaps in information critical to policymakers and practitioners alike. Pending resources, BJS anticipates conducting the two-phased NCVSP and NSVSP routinely in future years, following this first 2016 and 2017 NCVSP and 2018 and 2019 NSVSP cycle. The development of a two-phase data collection helps to ensure that the information collected from VSPs about their capacity for serving victims is timely, adaptable over time, and, therefore, sustainable.

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Appendix

NCVSP Pilot Study Instrument