Application For COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) ENTITLEMENT FORM -2010 Program Year Funding-

Activity Name: Homeless Prevention and Intervention Activities
Applicant: Domestic Violence Rape Crisis Services of Saratoga County
Mailing Address: 480 Broadway Saratoga Springs, New York 12866
Phone: 518-583-0280 Fax: 518-583-2215 Email: DVRC@CRISNY.ORG
Contact Person: Maggie Fronk Title: Executive Director

Applicant (Select 1): □ City Department ■ Private non-profit organization □ Other Public Agency

[List Dept.] 14-1644567 (List Federal ID#) (Specify)

NATIONAL OBJECTIVE (Select 1) “Benefit persons of Low/moderate income” “Address slum/blighted Conditions” “Urgent CD Need”
L/M Income Area Benefit “N/A” Slum/blighted Area “N/A” Urgent Need
L/M Income Limited Clientele Activities □ Slum/blighted Spot Basis “N/A” Urban Renewal Completion
L/M Income Housing Activities
L/M Income Job Creation/Retention

REQUESTED ENTITLEMENT FUNDING: $28,125
Funding Leveraged from other sources $9,375
Total Activity Cost $37,500

Proposal Abstract-please provide a brief overview of your proposal including the number of persons that will be served with this grant in the space below:
We are requesting funds to provide homelessness intervention and prevention activities to approximately 45 women and 55 children who are fleeing domestic violence and residing in DVRC’s domestic violence shelter. Funds requested will provide continuation funds for a .75FTE counselor/case manager whose job duties include:
- direct client assistance with accessing entitlements, employment, childcare and rental assistance
- assistance securing housing
- referrals to community supports needed to maintain housing
- budgeting assistance, and
- safety planning.

DVRC staff will provide financial literacy training to all shelter residents. This program is designed to effect long-term improvements in both reduced victimization and economic self-sufficiency through improved job skills, employment placement, and financial management skills.

Authorized Signature

Maggie Fronk

Executive Director

Title

1/16/2010
IA. ACTIVITY DESCRIPTION- Ongoing: Shelter counselor to work with domestic violence victims currently homeless due to domestic violence on accessing violence-free stable housing.

1B. NEED IDENTIFICATION
Violence against women has been reported to be the leading cause of physical injury to women.¹ Such violence has a devastating impact on women’s physical and emotional health, financial security, and ability to maintain their jobs. Studies indicate that one of the best predictors of whether a victim will be able to stay away from her abuser is her degree of economic independence. Women who have experienced domestic violence or dating violence are more likely than other women to be unemployed, to suffer from health problems that can affect employability and job performance, to report lower personal income, and to rely on welfare.² Such employment instability directly relates to the victim’s ability to maintain stable housing and to provide for the family’s basic needs. In our current economy, we’re seeing increased concern for loss of employment and housing, as well as fewer opportunities for women just leaving an abusive home to access employment at a level that meets their family’s needs.

A 2004 study by Bennett, Riger, et.al. published in the Journal of Interpersonal Violence, summarizes, “Shelter and advocacy are crucial services for battered women. Along with a safe environment, shelter allows the person to consider their options and rebuild their lives with necessary supports... and may be more helpful than traditional counseling services.” Citing a two-year study by Sullivan and Bybee (1999) found that battered women who did not receive program services were 2 ½ times more likely to be physically abused in a relationship.

Our current economy has a devastating impact on the incidence of abuse:

- A 2009 study by the Allstate Foundation concluded that there is “a greater chance that the amount of violence in households will increase during times of financial crisis... women need to be aware of economic abuse -- when the abuser uses someone's lack of financial independence to keep them trapped in an abusive relationship.”

The National Network to End Domestic Violence recently released the following statements following a study on the current economy and domestic violence rates:

- “During stressful economic times, domestic violence programs experience a significant upswing in requests for services by victims... A bad economy does not cause domestic violence; however, there are a number of factors linked to poor economic conditions that are closely associated with domestic violence.”

- “Domestic violence is linked with unemployment...victims experience an increase in the frequency and severity of abuse during hard economic times, in part because out-of-work abusers have more opportunity to batter. Moreover, abuse often escalates as economic stresses increase. Rhode Island, for example, has recently seen a 25% increase in felony-level domestic violence crimes.” According to a report by the US Conference of Mayors, 73% of

¹ Evan Stark & Anne Flitcraft, Women At Risk: Domestic Violence and Women’s Health xvii, 10, 202 (1996).
cities surveyed reported an increase in homelessness and a 13\% increase in requests for emergency shelter. Domestic violence is identified as one of the five primary causes of homelessness and in many cities it is the number one cause of homelessness for families.\(^3\) The wait for Section 8 or public housing can be 2-3 years in Saratoga Springs; families fleeing abusive living environments cannot wait this long—their safety depends upon their ability to quickly access safe housing. DVRC has the experience to help families to find safety and to provide homelessness prevention and intervention services.

This proposal is identified as a high priority in the Consolidated Plan, addressing homeless facilities and services needs. The proposal addresses both 1) emergency shelter for families with children and 2) supportive services to prevent and/or alleviate homelessness. DVRC operates the only emergency domestic violence shelter in Saratoga County, the only shelter for families, and the county's only 24-hour hotline for domestic violence. Nationally, 50\% of all homeless women and children are on the streets because of violence in the home.\(^4\) Domestic violence is not only one of the two most common crimes in Saratoga Springs, but is frequently a cause of homelessness for women and children. Some women are chronically homeless because of repeated incidents where they needed to flee their homes; we help them to exit violent homes, develop safety plans and access resources so they live safely and independently.

1C. WHO WILL BENEFIT
Our shelter provides no cost services to women and children exiting abusive living situations. In 2009 we provided 2,101 bed nights of shelter to 113 persons (66 women and 47 children—compared to 89 in 2008). Families may remain in shelter for 90 days as they develop transitional plans so that they exit shelter with increased safety for all family members. The project benefits women and children in our emergency shelter who are homeless due to family violence (homelessness intervention) and to non-residential clients of DVRC (homelessness prevention). Although our shelter only houses women and children, DVRC also serves male domestic violence victims and provides homelessness intervention and prevention services to them. This proposal benefits the ‘limited clientele group’ of homeless persons, battered spouses and abused children.

We recognize that CDBG funds serve Saratoga Springs; while not all shelter residents originate from Saratoga Springs, this is the primary demographic served by our agency. Victims often need to seek shelter away from their hometown; consequently our agency frequently relocates a victim to another county as it is unsafe for the woman and her children reside locally. Shelters maintain reciprocal agreements to provide housing to out of county residents. In 2009 we had 479 requests for emergency shelter. So while only 14\% of our 113 shelter residents hailed from Saratoga Springs, many were sent to shelters outside of our community for their safety.

Domestic violence victims have unique needs for safety that impact their ability to access housing and employment. Homelessness prevention and intervention requires assistance not only with safely exiting the violent home, but also skills development and supports so that the family does not become dependent upon social services. Our financial literacy programs, Project Hope and Power and Powering Up assist participants to increase financial skills and employment; almost half of the participants of this program were families that had been homeless within the past year

\(^3\) United States Conference of Mayors, 17\textsuperscript{th} Conference Report, December 2001
\(^4\) Senator Joseph Biden to the US Senate Committee on the Judiciary Violence against Women Victims of the System 1991
and after completing the program, were in safe, stable housing and actively improving their employment. The goal of all our case management services is to improve self-sufficiency by overcoming the unique barriers to self-sufficiency facing domestic violence victims:

Safety issues- Abusers often harass victims at their workplace or use knowledge of their work schedules to threaten their safety, impacting their ability to keep a job. DVRC staff work with clients on working with employers to overcome obstacles so they may remain employed.

Lack of work experience- Abusers often limit a victim’s ability to maintain employment; upon exiting the abuse she lacks work history or job skills. DVRC helps clients access entitlements for immediate financial support, but we also provide one-on-one assistance to develop employment goals and skills, e.g., resume writing and interviewing.

Legal issues- Fears of actions by the abuser e.g., fear that the abuser will seize the children and vanish, may prevent the victim from securing employment. Required court appearances can impact a victim’s ability to immediately commit to employment. Our counselors and legal advocates help the victim to navigate through these obstacles more expediently. We refer to the Legal Aid Society and we offer biweekly legal clinics for victims to access free legal counsel.

Lack of Resources- Often a victim seeks shelter for herself and her children after a crisis that seriously jeopardized their safety. They may flee with only the clothes on their backs. When the abuser controls all family finances, all assets, bank accounts, car titles and registrations, the woman finds herself starting a new life for herself and her family without any money, any furnishings, transportation, indeed without even clothing to wear on a job interview. Our case managers provide clothing, assist residents to use public transportation or to access transportation through Wheels to Work, and secure donated furnishings. For many victims, shelter is the first contact they have ever had with the social welfare system. We are able to quickly intervene so that the family attains self-sufficiency and does not face prolonged or chronic homelessness.

Local employment and housing challenges- Saratoga Springs enjoys an unemployment rate well below the NYS average. However, many of these jobs are in retail or the service industry and offer wages that are insufficient to meet the basic living needs for a family. Indeed, 38% of female headed households in Saratoga Springs are living below the poverty level.5 This, combined with the high cost of rents, presents difficulties for families in sustaining affordable housing.

Specialized support service needs- Victimization from domestic violence may be associated with mental health symptoms or chemical dependency. Abuse victims sometimes suffer depression, posttraumatic stress disorder, or substance abuse which if untreated impairs their functioning. Our counselors provide referrals, support, and follow-up to aid victims in addressing these needs which can be especially stressful and challenging as the family exits an abusive living situation.

1D. GOALS AND OUTCOME INDICATORS

A shelter stay of 90 days is a short period to: recover from injuries, file police reports, attend court dates, find a job, enroll the children in a new school, access transportation (since many victims do not have cars), and find affordable housing. Since the abuser has denied them access to or knowledge about family resources many domestic violence victims lack budgeting experience. We teach these skills so the family can be self-sustaining. From the moment a woman and her children enter shelter, we work on a transition plan that includes a needs assessment and short-term goal planning. While national statistics indicate that a victim may need to enter shelter 7-8 times before she is able to successfully leave the abusive living environment, in 2009, only 18% of victims exiting our shelter returned to their previous living situation (see chart below).

---

5 US Department of Commerce, Bureau of Census 1990 Census
In 2007, we implemented transitional and permanent housing to 12 households overcoming domestic violence; these programs offer families rental subsidies and long-term (~24 months) support services to increase self-sufficiency. The program is now at full capacity and we have just received funding to increase the program to assist 50% more people. Our case managers and housing programs work with clients not just to exit an abusive situation, but to develop skills and resources so they achieve independence from the social services system. The CDBG-funded shelter counselor provides referral and linkage to these programs.

We attribute this outcome to the intensive work we do with families in shelter to support self-sufficiency goals. In 2009 we achieved the following milestones:

- 47 persons obtained housing
- 29 adults attained employment and an additional 7 advanced their employment
- 38 adults received custody/child support
- 51 adults received an order of protection

We will measure success based upon the following indicators:

- percentage of families that achieve violence-free living after shelter
- number of adults who apply for housing/rental subsidies
- number of adults who attain permanent safe housing for themselves and their families
- number of adults who access an order of protection, or temporary support or custody
- number of adults who apply for employment and who access employment
- number of adults who access entitlements so they may reduce financial dependence
- number of adults who access medical, mental health or substance abuse treatment

1E. TIMETABLE AND SCHEDULE
We request continuation funds to support 75% of a full-time shelter/counselor that will:

- Develop a comprehensive curriculum offered to each shelter resident to improve financial management and employment skills.
- Meet with each new shelter resident within one business day of when she enters shelter to develop a safety plan, complete an assessment of transitional needs and develop short-term goals for housing plans, employment, childcare and financial management.
- Assist the shelter resident to develop a budget and save for housing and relocation costs
- Review goal progress in weekly meetings and adjust the goal plan as necessary.
- Assist the resident with housing applications, apartment searches and accessing furnishings

1F. REQUIRED LICENSURE
DVRC is licensed by the New York State Office of Children and Family Services to operate the county’s only domestic violence shelter. This project requires no additional licensure.

2. ORGANIZATIONAL CAPACITY
DVRC has been in operation for 25 years. We have an active board of directors who oversee strategic planning, quality assurance resource development, fiscal oversight and personnel management (see attached board roster). We have benefited in the past from generous funding by the City of Saratoga Springs. In 2003 we received $31,000 funding to improve handicapped accessibility in our shelter. Most recently CDBG funds supported a shelter case manager: 2004-5 @ $13,000; 2005-7 @ $16,000/ and, 2008-10 @ $15,000.
2B. ORGANIZATIONAL EXPERIENCE
We have extensive background in helping domestic violence victims achieve self-sufficiency. In 2009 DVRC responded to 1,959 hotline calls and provided in-person services to 713 clients. While our shelter provides a safe living environment for women and children fleeing abuse, our services are far more comprehensive. For a victim to successfully leave an abusive relationship, she/he needs to be able to access services and supports to adequately meet the family’s basic living needs, such as: employment, housing, childcare, medical coverage, transportation, and legal protections. Without these skills and services the family has an increased risk of repeat victimization or chronic homelessness.

We engage in highly collaborative relationships with other local service providers; including the Saratoga County Homelessness Alliance, the Rental Assistance Program, and the Crisis Action Network. These affiliations enable us to find housing and treatment options to meet the needs of families rendered homeless by family violence.

While other community-based services exist that assist individuals with case management and vocational needs, we offer the only services specific to the needs of domestic violence victims and their families. As domestic violence is a leading cause of homelessness for families, DVRC’s services are a critical component in the plan to end homelessness in Saratoga Springs. Three of our recent self-sufficiency initiatives include:

- our financial Literacy program, Project Hope and Power, and
- hiring a housing and employment specialist to work with clients on job-readiness training and with local employers who may be interested in hiring graduates of this program
- transitional and permanent housing programs to provide rent subsidies and on-going support services to individuals and families working toward self-sufficiency.

In 2010 we are expanding our housing programs and also launching, Powering Up, a follow-up program to keep graduates of Hope and Power focused on and achieving employment and self-sufficiency goals.

2C & D. PERSONS RESPONSIBLE
The Executive Director is responsible for oversight of the program. The clinical program director provides direct supervision of all program staff. The shelter counselor provides direct one-on-one case management assistance; this proposal requests partial funding for this position. The shelter counselor oversees and assists with Project Hope and Power, a financial literacy program aiding participants in attaining sustained increases in financial skills and earning potential. The shelter counselor also oversees transitional goal planning which includes safety planning, housing, employment, childcare, and treatment and support service goals.

2D. OTHER PARTNERS
The shelter counselor works collaboratively and refers clients for needed assistance with a full range of housing and service providers e.g., mental health or substance abuse services, legal assistance, day care, job skills training, housing assistance and budgeting assistance. However, primary responsibility for case management services and homelessness prevention will be the responsibility of DVRC. Soroptimist volunteers provide assistance with Project Hope and Power, a new financial literacy program offered quarterly by DVRC. This program, serving 50 women annually supplements the activities of the case manager/shelter counselor by providing instruction in specific skills areas and individual mentoring.
(ATTACHMENT I)

PROGRAM OPERATING BUDGET

(Entitlement Grant + Leveraged Funds = Total Activity Cost)

<table>
<thead>
<tr>
<th></th>
<th>Entitlement Grant</th>
<th>Leveraged Funds*</th>
<th>Total Activity Cost</th>
<th>*Source of leveraged Funds and In-Kind Services</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PERSONNEL</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries</td>
<td>22,500</td>
<td>7,500</td>
<td>30,000</td>
<td>Fundraising, Donations</td>
</tr>
<tr>
<td>Fringe</td>
<td>5625</td>
<td>1,875</td>
<td>7,500</td>
<td>Fundraising, Donations</td>
</tr>
<tr>
<td>Other (consultants, etc.)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>28,125</td>
<td>9,375</td>
<td>37,500</td>
<td></td>
</tr>
</tbody>
</table>

| **OVERHEAD**     |                   |                  |                     |                                               |
| Advertising/Marketing |                |                  |                     |                                               |
| Program Supplies  |                   |                  |                     |                                               |
| Rent & Utilities  |                   |                  |                     |                                               |
| Other – list below|                   |                  |                     |                                               |
| **Subtotal**     |                   |                  |                     |                                               |

**TOTAL COST**   | 28,125            | 9,375            | 37,500              |                                               |
Office of Management and Budget (OMB) Circular A-133
Monitoring of Federal Financial Assistance to Subrecipients

Organization: Domestic Violence and Rape Crisis Services of Saratoga County

Mailing Address: 480 Broadway, LL20, Saratoga Springs, New York 12866

Federal ID #: 14-1644567 Phone: (518) 583-0280 Fax: (518) 583-2215

1. Please identify your fiscal year (mth/yr to mth/yr): 01/10 to 12/10

Please identify the funding received during your last fiscal year:

2. Community Development Block Grant Entitlement Funding (CDBG):

CDBG Activity Name: Homelessness Prevention and Intervention - Shelter Counselor
CDBG Funding Program Year: 2010 CDBG Funding Amount: $28,125 requested

3. Other Federal Financial Awards (cash & non-cash):

<table>
<thead>
<tr>
<th>Grant Name</th>
<th>Amount of Awards</th>
</tr>
</thead>
<tbody>
<tr>
<td>Family Violence Prevention and Services Act Grant</td>
<td>$36,965</td>
</tr>
<tr>
<td>TANF (LDSS-3922) through Saratoga County</td>
<td>$12,500</td>
</tr>
<tr>
<td>NYS Department of Health (Center for Disease Control)</td>
<td>$27,500</td>
</tr>
<tr>
<td>NYS DCJS (VAWA Act)</td>
<td>$33,845</td>
</tr>
<tr>
<td>VOCA</td>
<td>$127,394</td>
</tr>
<tr>
<td>HUD</td>
<td>$94,056</td>
</tr>
</tbody>
</table>

4. During your last fiscal year, has your organization expended more than $500,000 in total federal financial awards (incl. CDBG & all other federal assistance)?

   YES * ___  No X

   * If "yes", include a copy of your last a copy of your latest Single Audit Report with this completed and signed form as part of your application. If you answered "no", please complete, sign and return this form. N/A

5. Are you aware of any financial audit violations, findings or questioned costs related to any activity funded with federal financial assistance?

   YES * ___  No X

   * If "yes", please describe:

   __________________________________________________________

   __________________________________________________________

   __________________________________________________________

6. Other Saratoga County Awards (cash & non-cash):

<table>
<thead>
<tr>
<th>Award Name</th>
<th>Identify Amount of Co. Awards</th>
</tr>
</thead>
<tbody>
<tr>
<td>2003 Non-Residential Domestic Violence Program Grant</td>
<td>$38,500</td>
</tr>
</tbody>
</table>

Authorized Signature

1/16/2010
Date
2009 Milestones

- Achieved Housing (Individuals): 47
- Achieved an OP (Households): 51
- Achieved Custody (Households): 24
- Achieved Support (Households): 14
- Achieved Employment (Households): 29
- Achieved a Raise (Households): 7
Shelter Transitional Outcomes 2009

- Alternative Violence Free Housing: 73%
- Back to previous living situation: 18%
- Undisclosed: 7%
- Other-1 hospital, 1 hotel: 2%
# Domestic Violence and Rape Crisis Services of Saratoga County
## Board of Directors
### 9/1/2009

<table>
<thead>
<tr>
<th>Name</th>
<th>Address</th>
<th>Phone / E-mail/ Fax</th>
<th>Community Affiliation</th>
<th>Occupation</th>
<th>Board Committee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Theresa Skaine</td>
<td>c/o Lemery Greisler LLC</td>
<td><a href="mailto:tskaine@lemerygreisler.com">tskaine@lemerygreisler.com</a></td>
<td>Wesley Health Care Center</td>
<td>Member/Attorney Lemery Greisler LLC</td>
<td>Chair: Executive Property</td>
</tr>
<tr>
<td>4/07 President</td>
<td>60 Railroad Place Saratoga Springs, NY 12866</td>
<td>(W) 581-8800 (H) 583-2284</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gary Ferguson</td>
<td>171 South Broadway Saratoga Springs, NY 12866</td>
<td>(W) 583-3114 (C) 339-0012 (F) 583-1823 <a href="mailto:GFERGUSON@ARROWBANK.COM">GFERGUSON@ARROWBANK.COM</a></td>
<td>SS Lions Club Franklin Community Center Streaks Running Club Saratoga County Chamber</td>
<td>Saratoga National Bank VP</td>
<td>Finance</td>
</tr>
<tr>
<td>8/2006 Treasurer</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Michael J Wallner</td>
<td>211 Church Street Saratoga Springs, NY 12866 Attn: Fiscal Services Department-M. Wallner</td>
<td>Ph: 518 583-8348 Fax:518 584-4105 <a href="mailto:MWallner@SARATOGACARE.ORG">MWallner@SARATOGACARE.ORG</a></td>
<td>Leadership Saratoga Alumni Board Member and Newsletter Editor. Co-Chair, Run for the ROC Coach Clifton Park Baseball and Flag Football Education Board &amp; Secretary Member for HFMA (Healthcare Financial Management Association) Northeast Chapter</td>
<td>Director, Financial Planning and Corporate Compliance Saratoga Care, Inc. and Affiliates</td>
<td>Fundraising</td>
</tr>
<tr>
<td>5/1/2008 Vice President</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jennifer Joseph Perry Secretary</td>
<td>8/2006-on leave 5/1/08-7/31/08 Returned 8/1/2008</td>
<td>321-0655 <a href="mailto:jenjperry@gmail.com">jenjperry@gmail.com</a></td>
<td>Leadership Saratoga Alumni Association Saratoga Springboard</td>
<td></td>
<td>Chair: Board Development</td>
</tr>
<tr>
<td>173 Phila Street Saratoga Springs, NY 12866</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Christopher Nicholson</td>
<td>75 Caroline Street, Apt. 1B, Saratoga Springs, NY 12866</td>
<td>(C) 461-1180 <a href="mailto:cnicholson@cgon.com">cnicholson@cgon.com</a></td>
<td>Albany Claims Assoc. Nat'l Association of Safety Professionals</td>
<td>Violence Prevention Specialist</td>
<td>Chair: Fundraising</td>
</tr>
<tr>
<td>7/07</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Marcy Thompson</td>
<td>6 Wampum Saratoga Springs, NY 12866</td>
<td>(H) 580-1418 (W) 584-5844 (W) 581-7513 <a href="mailto:kenmar94@yahoo.com">kenmar94@yahoo.com</a></td>
<td></td>
<td>Adirondack Trust Co. Assistant Treasurer</td>
<td>Personnel</td>
</tr>
<tr>
<td>4/1/06</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

General/board of directors/ revised 4/6/2009
<table>
<thead>
<tr>
<th>Name</th>
<th>Address</th>
<th>Phone / E-mail/ Fax</th>
<th>Community Affiliation</th>
<th>Occupation</th>
<th>Board Committee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Richard Ferguson</td>
<td>P.O. Box 1066 Saratoga Springs, NY 12866</td>
<td>(W) 583-3114 (H) 583-2125 (C) 879-9526</td>
<td>Leadership Saratoga Alumni Board</td>
<td>VP Adirondack Trust Co. Adjunct Professor</td>
<td>Personnel</td>
</tr>
<tr>
<td></td>
<td></td>
<td><a href="mailto:fergstar@spa.net">fergstar@spa.net</a></td>
<td>William B. Reed Foundation Ballston Spa Foundation Saratoga Springs Community Advisory Board</td>
<td>Empire State College</td>
<td></td>
</tr>
<tr>
<td>Melinda Bucknam</td>
<td>11 Cobble Hill Drive Wilton, NY 12831</td>
<td>(W) 587-8329 (F) 583-4655 (C) 598-3514 <a href="mailto:m@melindacpa.com">m@melindacpa.com</a></td>
<td>Chamber Ambassador</td>
<td>CPA</td>
<td>Finance</td>
</tr>
<tr>
<td>4/08-1/09-</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Leslie Anderson</td>
<td>317 Jatski Dr. Ballston Spa, NY 12020</td>
<td>(W) 884-5032 (C) 817-1303 Leslie.L.Anderson@gmfs @StateFarm.com</td>
<td></td>
<td>Assistant HR Manager State Farm Insurance</td>
<td>Personnel</td>
</tr>
<tr>
<td>6/08</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>JoAnn LeSage Nelson</td>
<td>Pierce Communications 915 Broadway Albany, NY 12207</td>
<td>(W) 427-1186 (C) 928-4134 <a href="mailto:joann@albanypri.com">joann@albanypri.com</a></td>
<td>Literacy Volunteers, Mohawk Hudson Public Relations Society of America</td>
<td>Vice President, Client Services PierceCommunications</td>
<td>Personnel Board Development</td>
</tr>
<tr>
<td>6/08</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Kristine Reynolds</td>
<td>179 Spring Street, Saratoga Springs, NY 12866</td>
<td>w. 581-3180 h. 583-9654 <a href="mailto:kreyold@skidmore.edu">kreyold@skidmore.edu</a></td>
<td>Leadership Saratoga Alumni Association Board member</td>
<td>Administrative Director, One Roof Holistic Health Center</td>
<td>Fundraising, Chair: Property</td>
</tr>
<tr>
<td>11/08</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Heather Kisselback</td>
<td>113 Silver Bay Road Silver Bay, NY 12874</td>
<td>(W) 792-0947 (H) 543-6815 <a href="mailto:hkisselback@gsneny.org">hkisselback@gsneny.org</a></td>
<td>Leadership Adirondack Alumni Association Glens Falls Rotary LARAC Volunteer</td>
<td>COO Girl Scouts of Northern New York</td>
<td>Property</td>
</tr>
<tr>
<td>4/09</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jeffrey Brady</td>
<td>38 Park Place Saratoga Springs, NY 12866</td>
<td>(c) 321-8710 <a href="mailto:Jeffrevman@gmail.com">Jeffrevman@gmail.com</a></td>
<td>Concert &amp; event promotion</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4/09</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mariesa Coppola</td>
<td>c/o Jones Ferradino 68 West Avenue Saratoga Springs, NY 12866</td>
<td>(w)587-0080 <a href="mailto:mcoppola@saratogaw.com">mcoppola@saratogaw.com</a></td>
<td>Associate Attorney</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4/09</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

General/board of directors/ revised 4/6/2009
DOMESTIC VIOLENCE AND RAPE CRISIS SERVICES OF SARATOGA COUNTY

ORGANIZATIONAL CHART

BOARD OF DIRECTORS

Executive Director

Finance Coordinator

Clinical Program Director

Development Assistant

Rape Crisis Coordinator

Volunteer Coordinator/Victim Advocate

DV/RC Counselor/Case Manager

2 Legal Advocates

Housing & Employment Specialist

Intake Case Manager

Housing Program H&E Specialist

Youth Counselor

Shelter Counselor/Case Manager

DV/RC Counselor/Case Manager (p/t)

Client Services Assistant

Volunteers

General/organizational chart revised 9/1/2007

All program staff are supervised by the clinical program director. The executive director directly supervises management and administrative staff.