



**National
Children's
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*The Force Behind
Children's Advocacy Centers*

State of State Chapters

2026 REPORT



Table of Contents

Executive Summary.....	1
Introduction.....	3
1 Chapter Staffing.....	4
Staffing Levels and Roles	4
Staffing Changes, Unmet Staffing Needs, and Turnover	5
Salaries and Salary Increases.....	10
Benefits	11
2 Chapter Funding.....	15
Annual Budget	15
Funding Sources	18
Impacts of Funding Climate on Membership	20
3 Chapter Governance.....	21
Boards of Directors.....	21
Advisory Boards	24
4 Chapter Membership.....	25
Membership Size and Dues Structure.....	25
Data Infrastructure	27
5 Training and Technical Assistance	29
Training Topics and Modality.....	29
Accreditation Support.....	32
6 Chapter Capacity and Priority Growth Areas	33
Chapter Strengths.....	33
Chapter Growth Areas.....	35
Chapter Future Priorities	38
Conclusion.....	39
References.....	40



Executive Summary

The *2026 State of State Chapters report* provides a national and regional snapshot of the capacity, operations, activities, strengths, and needs of State Chapter Organizations serving Children's Advocacy Centers (CACs) in each state. The report is based on data from the 2026 National Children's Alliance (NCA) Chapter Census and Needs Assessment Survey, a joint effort of NCA and the four Regional Children's Advocacy Centers (RCACs). All 50 State Chapters responded to the online survey during March and April 2026, with chapter directors submitting information on staffing, salaries, benefits, turnover, funding, governance, membership, training and technical assistance, and capacity development needs. Findings are presented nationally and regionally, and where appropriate, historical data is reported to highlight trends over time. This summary highlights key findings within each domain covered in the survey.

Chapter Staffing Salaries and Benefits

Survey findings point to modest growth in chapter staffing, but also to continued needs in some key roles. Chapters reported an average of 6.2 full-time equivalent staff in 2026, up from 5.7 in 2024, with growth concentrated in assistant/deputy director, program coordination, data/quality assurance, public policy, and communications roles. At the same time, the rate of staffing growth slowed a bit since 2024: only 28% of chapters added positions in the past year, down from 44% in 2024, while 10% reported downsizing. Unmet staffing needs remain, particularly in the domains of development and fundraising, outreach/prevention, legal counsel, and data/quality assurance. Still, Chapters continued to make strong efforts to support staff through increased salaries and particularly through the enhanced availability of benefits such as health, life, vision, and disability insurance since 2024.

Chapter Funding

Chapter funding grew modestly between 2024 and 2026, but at a slower rate than the prior two-year period. Federal funding continued to decline as a share of Chapter budgets, which rendered state funding a larger share of Chapter budgets nationally. Even with these gains, the funding climate is affecting local service capacity: more than 40% of Chapters reported that at least one or more of the CACs in their state experienced negative impacts such as staff reductions, service reductions, or program cuts.

Chapter Governance

Nearly all State Chapter organizations now have Boards of Directors, and these boards are increasingly interdisciplinary rather than populated exclusively with CAC/MDT representatives. Only 33% of boards are now comprised of a majority of CAC/MDT representatives, down from 64% of boards in 2019. Boards of Directors are primarily focused on governance and strategy, with most responsible for strategic planning (89%), committee work (84%), and serving as a resource to the Chapter Director (78%). A minority of Chapters reported being supported by an Advisory Board (30%), a percentage that has been stable since 2024. Advisory Boards tend to be more heavily composed of CAC and MDT representatives.

Chapter Membership

Nationally, State Chapters served a median of 19 CACs in 2026 (range 3–70) which is a slight increase in membership since 2024. The engagement of Chapters' membership remains robust, with nearly half of Chapters meeting with members monthly, 40% meeting quarterly or every other month, and nearly all describing member engagement as strong or moderately strong. Membership dues structures shifted since 2024, with the share of Chapters using a flat annual dues rate rising from 32% in 2024 to 47% in 2026.

Training and Technical Assistance

Training, technical assistance, and CAC mentorship are core Chapter functions. Nationally, Chapters provide the greatest level of direct access, either via their own staff or via contract, for foundational forensic interviewing, foundational victim advocacy, and forensic interviewing peer review training. Many Chapters indicated an interest in expanding training capacity, particularly with respect to MDT facilitator training. Chapters also play a major role in accreditation support, with 80% of Chapters reporting a moderate to significant level of accreditation-related technical assistance for their member CACs.

Chapter Capacity and Priority Growth Areas

Chapters reported strong existing capacity in several core operational areas, and described experienced staff, strong member relationships, responsive training and technical assistance services, and growing statewide influence as key strengths. Survey findings highlight similar priority capacity growth areas for Chapters as in 2024, inclusive of a desire to expand awareness and education efforts and to enact geographic growth and coverage goals. In their open-ended comments about challenges and opportunities, Chapters emphasized that a difficult funding landscape, understaffing, and the need to build stronger internal infrastructure in data, communications, training, and grants management are important factors in their ability to meet rising and more complex services demands from their membership.

Taken together, the report's findings suggest that State Chapters remain resilient and continue to expand in planful, intentional ways. This is happening in the context of increased CAC needs as the field broadens and becomes more complex, as well as of relatively flat budgets and understaffing in key roles. These patterns indicate that future growth will depend not only on sustaining service capacity, but also on strengthening the operational and financial foundations that support statewide Chapter leadership.

Introduction

The *State of State Chapters Report* is a biennial snapshot of the activities, successes, and needs of Children's Advocacy Center State Chapter Organizations. Chapters provide support to CACs in their respective states, inclusive of but not limited to providing in-depth training and technical assistance to CAC staff, fostering the growth and development of the CAC field and expanding access to CACs, supporting CACs to onboard new leadership and engage in strategic planning, and serving as a voice for CACs in policy and legislative matters. All 50 State Chapter Organizations are accredited by NCA.

This report is based on data from the 2026 NCA Chapter Census and Needs Assessment Survey. A joint effort of NCA and all four RCACs, the survey elicits information about Chapter staffing, salaries, benefits and turnover, as well as funding, governance, membership support, training and technical assistance activities, and capacity development needs. The report serves as a benchmarking tool for Chapters to assist with strategic planning, staffing decisions, and capacity building. Data in the report assists Chapters, Regional CACS, and NCA to pinpoint trends and needs over time related to these critical statewide organizations' work.

As in past years, all 50 Chapters responded to the survey, with data collection occurring in March and April of 2026. Very few questions on the survey "required" an answer, however, and Chapters had the ability to skip items; thus, most, but not all results presented below are based on a sample of 50 Chapters. Chapter directors submitted survey responses on behalf of their organizations via an online survey.

Results reflect a comprehensive summary of all data collected in the survey. In each section of the report, findings are presented both nationally and regionally; 2026 national findings are highlighted in blue. To assist with benchmarking, some topics are also broken down and presented by Chapter budget, membership size, or number of full-time employees (FTE). Where possible, trends and changes over time are highlighted. When direct comparisons with 2024 data can be made, this data is included in charts in italics, and when appropriate, comparisons with 2022 data are also described in the text. The report concludes with a summary of key findings, including areas of strength, growth, and challenge for the country's State Chapter organizations.



Staffing Levels and Roles

Chapters were asked to report on their current staffing levels and the functions that are covered either as a primary or secondary role across staff. As summarized in Table 1.1, on average, Chapters employ roughly six staff members, although this staffing level varies widely across states. On the whole, Chapter staff size increased slightly since 2024. Chapters added assistant/ deputy directors, program coordinators, data/quality assurance staff, public policy/ legislative coordinators, and communications staff since the last survey. Sixteen Chapters reported a role other than those specified in **Table 1.1**. Most commonly, these were direct service providers (lead advocates, mental health clinicians) or staff involved in implementing a special initiative or taskforce unique to the state.

Table 1.1 Average FTE and Role Coverage in Chapters

	Midwest 2026	Northeast 2026	Southern 2026	Western 2026	National 2026	National 2024
FTE per Chapter	N=12	N=9	N=16	N=13	N=50	N=50
Mean total FTE	M=5.2	M=8.2	M=8.9	M=2.4	M=6.2	M=5.7
Range of FTE	.75 - 18	2 - 14.5	2 - 48	0.5 - 6.5	0.5 - 48	0.5 - 49
Percent of Chapters with at Least Partial FTE in Each Position as Primary or Secondary Role	N=12	N=9	N=16	N=13	N=50	N=50
None; Chapter only has director/coordinator Role	16.7% (2)	0.0% (0)	0.0% (0)	7.8% (1)	6.0% (3)	10.0% (5)
Assistant director	75% (8)	44.4% (4)	56.2% (9)	21.3% (3)	48.0% (24)	36.0% (18)
Training coordinator	58.3% (7)	88.9% (8)	56.2% (9)	53.8% (7)	62.0% (31)	56.0% (28)
Program/project coordinator	50.0% (6)	77.8% (7)	75.0% (12)	61.5% (8)	66.0% (33)	58.0% (29)
Outreach/prevention coordinator	16.7% (2)	33.3% (3)	6.3% (1)	7.8% (1)	14.0% (7)	20.0% (10)
Data/quality assurance	33.3% (4)	44.4% (4)	56.2% (9)	15.6% (2)	38% (19)	26.0% (13)
Finance/accounting/grants	58.3% (7)	88.9% (8)	75.0% (12)	30.8% (4)	62% (31)	60.0% (30)
Legal counsel	0.0% (0)	0.0% (0)	18.8% (3)	7.8% (1)	8.0% (4)	8.0% (4)
Public policy/legislative	42.7% (5)	33.3% (3)	43.7% (7)	23.0% (3)	36.0% (18)	24.0% (12)
Admin/office management	50.0% (6)	44.4% (4)	43.7% (7)	30.8% (4)	42.0% (21)	44.0% (22)
Communications/marketing	33.3% (4)	77.8% (7)	50.0% (8)	0.0% (0)	38.0% (19)	30.0% (15)
Mental health coordinator	16.7% (2)	33.3% (3)	6.3% (1)	15.6% (2)	16.0% (8)	16.0% (8)
MDT coordinator/facilitator	33.3% (4)	22.2% (2)	37.5% (6)	15.6% (2)	28% (14)	24.0% (12)
Development/fundraising	16.7% (2)	11.1% (1)	6.3% (1)	7.8% (1)	10.0% (5)	12.0% (6)
Other	8.3% (1)	44.4% (4)	50.0% (8)	21.3% (3)	32.0% (16)	30.0% (15)

Staffing Changes, Unmet Staffing Needs, and Turnover

Although overall Chapter staffing increased slightly since 2024, the rate of growth slowed. As shown in **Table 1.2**, only 14 Chapters reported increasing the size of staff in the last year, compared to 22 Chapters who reported that they increased in 2024 and 23 Chapters who increased staff in 2022. More Chapters reported layoffs or downsizing in the past year as well, with 10% of Chapters recently losing positions. Chapters identified the specific roles that they need coverage for, but do not currently have the resources to hire. Most common among these were development/fundraising staff (58% of Chapters, up from 44% in 2024), legal counsel (34% of Chapters), outreach/prevention staff (34% of Chapters), and data/quality assurance staff (30% of Chapters). Many Chapters commented that they have someone on staff who does some of the work of the needed roles as a small part of their overall job responsibilities, but that a full-time staff member for each role is needed to adequately meet demand.

Chapters were also asked to report the number of times each of their staff roles turned over in the past year. On average, each state chapter had about one staff vacancy over the prior 12 months, with a range of zero to four vacancies reported across Chapters. The overall turnover rate across Chapter staff positions was 15.2%. The most common roles in which vacancies occurred were Executive Director (14% turnover rate), Training Provider/Coordinator (22% turnover rate), Project/Program Coordinator (18% turnover rate), and Finance/Grants staff (21% turnover rate).

Table 1.2. Staffing Changes and Unmet Staffing Needs

	Midwest 2026	Northeast 2026	Southern 2026	Western 2026	National 2026	National 2024
Past Year Overall Staffing Changes	N=12	N=9	N=16	N=13	N=50	N=50
Chapter gained new positions	41.7% (5)	33.3% (3)	25.0% (4)	15.4% (2)	28.0% (14)	44.0% (22)
No change	58.3% (7)	55.6% (5)	56.3% (9)	76.9% (10)	62.0% (31)	50.0% (25)
Chapter lost positions/ downsizing	0.0% (0)	11.1% (1)	18.8% (3)	7.7% (1)	10.0% (5)	6.0% (3)
Unmet Staffing Needs	N=12	N=9	N=16	N=13	N=50	N=50
None – No Unmet Staffing Needs	8.3% (1)	22.2% (2)	25.0% (4)	23.1% (3)	20.0% (10)	24.0% (12)
Outreach/Prevention	41.7% (5)	33.3% (3)	37.5% (6)	23.1% (3)	34.0% (17)	34.0% (17)
Development/Fundraising	75.0% (9)	66.7% (6)	50.0% (8)	46.2% (6)	58.0% (29)	44.0% (22)
Training Provision/Coordination	16.7% (2)	11.1% (1)	43.8% (7)	23.1% (3)	26.0% (13)	30.0% (15)
Public Policy/Legislative	25.0% (3)	66.7% (6)	6.3% (1)	30.8% (4)	28.0% (14)	34.0% (17)
Admin/Office Management	16.7% (2)	44.4% (4)	25.0% (4)	23.1% (3)	26.0% (13)	22.0% (11)
MDT Coordination	25.0% (3)	0.0% (0)	25.0% (4)	30.8% (4)	22.0% (11)	24.0% (12)
Program/Project Coordinator	41.7% (5)	22.2% (2)	12.5% (2)	23.1% (3)	24.0% (12)	16.0% (8)
Finance/Accounting/ Grants/Contracts	25.0% (3)	11.1% (1)	18.8% (3)	15.4% (2)	18.0% (9)	12.0% (6)
Data/Quality Assurance	25.0% (3)	22.2% (2)	31.3% (5)	38.5% (5)	30.0% (15)	34.0% (17)
Legal Counsel	33.3% (4)	44.4% (4)	31.3% (5)	30.8% (4)	34.0% (17)	44.0% (22)
Communications/Marketing	50.0% (6)	11.1% (1)	18.8% (3)	30.8% (4)	28.0% (14)	28.0% (14)
Mental Health Coordinator	16.7% (2)	33.3% (3)	25.0% (4)	38.5% (5)	28.0% (14)	24.0% (12)
Other	8.3% (1)	0.0% (0)	12.5% (2)	15.4% (2)	10.0% (5)	8.0% (4)

Salaries and Salary Increases

Executive Director / CEO Salaries

Each year, the Chapter Census benchmarks compensation for the most common staff roles at State Chapter Organizations. **Tables 1.3** and **1.4** summarize Executive Director salaries by region and by Chapter budget, respectively. Only full-time positions are reflected in salary data to ensure comparability. The mean Executive Director salary increased by 14% since 2024. Although Executive Director salaries vary widely across Chapters of different sizes; salary increases were highest among the smallest Chapters. The mean Executive Director salary in Chapters with budgets less than 250,000 per year rose 27% (from \$70,536 in 2024 to \$89,666 in 2026), while the mean reported Executive Director Salary in Chapters with budgets that exceed five million dollars increased roughly 9% since 2024 (from \$121,424 in 2024 to \$138,380 in 2026).

Table 1.3 Executive Director/CEO/Executive Leader Position Salary Information by Region

	Midwest 2026	Northeast 2026	Southern 2026	Western 2026	National 2026
Salary Range*	N =11	N=8	N=14	N=9	N=42
Mean for 1.0 FTE	\$110,292	\$131,227	\$130,867	\$100,341	\$119,006
Median for 1.0 FTE	\$112,000	\$136,500	\$125,500	\$97,000	\$115,500
Minimum for 1.0 FTE	\$80,000	\$93,500	\$97,500	\$68,000	\$68,000
Maximum for 1.0 FTE	\$155,000	\$161,000	\$190,000	\$165,256	\$190,000
Type of Employment	N=12	N=9	N=15	N=12	N=48
% Chapter employee	83.3% (10)	100% (9)	100% (15)	91.7% (11)	93.7% (45)
% Chapter paid contract	16.7% (2)	0.0% (0)	0.0% (0)	8.3% (1)	6.3% (3)

*N reflects number of *chapters* contributing data in each region.

Table 1.4. Director Salary by Annual Chapter Budget

	> 250K	250-500K	501K-1M	1-2M	2-5M	5M+
Salary Range*	N=5	N=5	N=5	N=9	N=9	N=6
Mean for 1.0 FTE	\$89,666	\$97,024	\$107,800	\$128,366	\$132,136	\$138,380
Median for 1.0 FTE	\$80,000	\$97,760	\$112,000	\$125,000	\$126,000	\$137,000
Min. for 1.0 FTE	\$68,000	\$84,500	\$93,500	\$97,000	\$100,000	\$115,000
Max. for 1.0 FTE	\$134,000	\$109,000	\$120,000	\$190,000	\$190,000	\$165,256

*Note salary data is based on 1.0 FTE positions reported by Chapters who also provided total Chapter budget data.
N reflects number of chapters contributing data in each category.

Salaries – Other Chapter Positions

Chapters also reported salaries for roles beyond the Executive Director/CEO. **Tables 1.5** through **1.12** describe salary ranges and employment type for positions for which there were at least six data points nationally. **Table 1.13** provides median salary estimates for staff roles with five or fewer data points. The sample in these tables (N) represents the number of full-time employees in each role nationally, not the number of Chapters with each respective role. Not all data regarding salaries, FTE, etc. was provided for every single position listed by a Chapter. Thus, the sample size on which each estimate is based is specified in each chart. Only data for full-time employees was included in salary estimates for each staff role to ensure congruence. Since 2024, the staff roles with the largest increase in mean salaries included Program Coordinators (15% increase), Data / Quality Assurance staff (12% increase), and MDT Coordinators (12% increase).

Table 1.5 Assistant/Deputy Director

FTE for Position	N=32
Less than 1.0 FTE	3.1% (1)
1.0 FTE	96.9% (31)
Salary Range	N=25
Mean for 1.0 FTE	\$89,952
Median for 1.0 FTE	\$87,000
Range for 1.0 FTE	\$68,316 - \$123,240
Type of Employment	N=32
% Employee	96.9% (31)
% Chapter-Paid Contract	3.1% (1)
% Other Paid Contract	(0.0% (0)

Table 1.7 Finance/Accounting/Grants Management

FTE for Position	N=45
Less than 1.0 FTE	13.8% (8)
1.0 FTE	86.2% (50)
Salary Range	N=27
Mean for 1.0 FTE	\$73,554
Median for 1.0 FTE	\$69,150
Range for 1.0 FTE	\$40,000 - \$120,000
Type of Employment	N=45
% Employee	87.9% (51)
% Chapter-Paid Contract	8.6% (5)
% Other Paid Contract	3.4% (2)

Table 1.6 Program/Project Coordinator

FTE for Position	N=45
Less than 1.0 FTE	17.8% (8)
1.0 FTE	82.2% (37)
Salary Range	N=27
Mean for 1.0 FTE	\$70,133
Median for 1.0 FTE	\$70,000
Range for 1.0 FTE	\$45,900 - \$100,000
Type of Employment	N=45
% Employee	91.1% (41)
% Chapter-Paid Contract	8.9% (4)
% Other Paid Contract	0.0% (0)

Table 1.8 Training Provider/Coordinator

FTE for Position	N=33
Less than 1.0 FTE	21.2% (7)
1.0 FTE	72.2% (26)
Salary Range	N=22
Mean for 1.0 FTE	\$65,193
Median for 1.0 FTE	\$63,500
Range for 1.0 FTE	\$52,000 - \$85,000
Type of Employment	N=36
% Employee	88.9% (32)
% Chapter-Paid Contract	11.1% (4)
% Other Paid Contract	0.0% (0)

Table 1.9 Office Management/Administrative Assistant

FTE for Position	N=19
Less than 1.0 FTE	10.5% (2)
1.0 FTE	89.5% (17)
Salary Range	N=12
Mean for 1.0 FTE	\$58,774
Median for 1.0 FTE	\$55,453
Range for 1.0 FTE	\$26,659 - \$86,994
Type of Employment	N=19
% Employee	94.7% (18)
% Chapter-Paid Contract	5.3% (1)
% Other Paid Contract	0.0% (0)

Table 1.11 Communications/Marketing

FTE for Position	N=16
Less than 1.0 FTE	0.0% (0)
1.0 FTE	100% (16)
Salary Range	N=14
Mean for 1.0 FTE	\$64,204
Median for 1.0 FTE	\$63,500
Range for 1.0 FTE	\$49,500 - \$85,000
Type of Employment	N=16
% Employee	100% (16)
% Chapter-Paid Contract	0.0% (0)
% Other Paid Contract	0.0% (0)

Table 1.10 Data/Quality Assurance

FTE for Position	N=18
Less than 1.0 FTE	0.0% (0)
1.0 FTE	100% (18)
Salary Range	N=14
Mean for 1.0 FTE	\$70,147
Median for 1.0 FTE	\$72,984
Range for 1.0 FTE	\$54,356 - \$87,000
Type of Employment	N=18
% Employee	100% (18)
% Chapter-Paid Contract	0.0% (0)
% Other Paid Contract	0.0% (0)

Table 1.12 MDT Coordination

FTE for Position	N=13
Less than 1.0 FTE	15.4% (2)
1.0 FTE	84.6% (11)
Salary Range	N=11
Mean for 1.0 FTE	\$72,224
Median for 1.0 FTE	\$71,700
Range for 1.0 FTE	\$52,000 - \$90,177
Type of Employment	N=13
% Employee	92.3% (12)
% Chapter-Paid Contract	7.7% (1)
% Other Paid Contract	0.0% (0)

Table 1.13 Other Staff Roles

Staff Role	Median Salary for 1.0 FTE
Outreach/Prevention	\$67,240 (N=4)
Development/Fundraising	\$80,200 (N=3)
Mental Health Coordinator	\$83,824 (N=5)
Public Policy/Legislative	\$65,650 (N=3)
Legal Counsel*	Median expenditure: \$35,500 (N=5)

*All positions but one are partial FTE

Salary data presented above is, of course, specific to State Chapter Organizations within the Children's Advocacy Center field. Similar roles in other non-profit organizations, organizations situated within hospitals or government entities, and in the private for-profit sector may have different salary medians and ranges. Salary benchmarks in other contexts vary widely based on geographic region and cost of living, organization size and budget, employee tenure and credentials, and differential role operationalization. Resources for salary information for roughly comparable roles in other sectors are available through the US Bureau of Labor Statistics (2026) and the Giddings Consulting Group's Nonprofit Salary Guide (2026) linked in the reference section at the end of this report.

Salary Increases

A similar proportion of Chapters provided salary increases to their staff in 2026 as in 2024. The types of increases offered shifted a bit, with fewer Chapters providing merit or general, across-the-board increases, and slightly more Chapters providing cost of living increases. Chapters reported that their budget for staff salaries remained mostly steady in the past year, with 43% of Chapters reporting that their budget for salaries remained the same as the prior fiscal year, 41% reporting an increase, and 16% reporting a decrease (49 Chapters reported on this datapoint). This is slower growth than in 2024, when 68% of Chapters reported an increased budget for salaries over the prior fiscal year, and only 6% reported a decrease. Factors that impact salary increase-related decisions in 2026 included job performance (70% of Chapters), budgeted amount (58% of Chapters), and general organizational fiscal health (84%). These percentages are similar to those reported by Chapters in 2024.

Table 1.14 Types of Salary Increases Provided in Past Year

	Midwest 2026	Northeast 2026	Southern 2026	Western 2026	National 2026	National 2024
Types of Salary Increases	N=12	N=9	N=16	N=13	N=50	N=50
Merit increase provided	41.7% (5)	11.1% (1)	25.0% (4)	15.4% (2)	24.0% (12)	34.0% (17)
Average % merit increase	4.0%	3.5%	1.5%	2.5%	3.0%	6.6%
General increase provided	0.0% (0)	11.1% (1)	25.0% (4)	15.4% (2)	14.0% (7)	30.0% (15)
Average % general increase	--	4.0%	3.5%	7.4%	4.7%	4.9%
Cost of living increase provided	50.0% (6)	44.4% (4)	43.8% (7)	23.1% (3)	40.0% (20)	36.0% (18)
Average % cost of living increase	2.8%	3.1%	3.2%	2.8%	3.0%	3.9%
Length of service inc. provided	0.0% (0)	0.0% (0)	0.0% (0)	7.7% (1)	2.0% (1)	2.0% (1)
Average % length of svc increase	--	--	--	2.0%	2.0%	1.5%
Promotion increase provided	8.3% (1)	22.2% (2)	6.3% (1)	0.0% (0)	8.0% (4)	10.0% (5)
Average % promotion increase	5.0%	16.0%	15.0%	0.0%	12.0%	8.8%
Other increase provided	16.7% (2)	22.2% (2)	12.5% (2)	23.1% (3)	18.0% (9)	18.0% (9)
None of the above - no increase	16.7% (2)	11.1% (1)	18.8% (3)	46.2% (6)	24.0% (12)	22.0% (11)

Benefits

Paid Leave

Chapters reported a range of employee benefits, including paid leave, medical insurance, retirement, and other benefits. **Table 1.15** describes holiday, vacation, personal, and sick leave. Few substantial shifts since 2024 were evident. On average, Chapters provide 11 paid holidays and six vacation days to newer employees, and an average of 10 vacation days to more veteran employees. Chapters tend to provide either a combination of vacation and sick days or personal days—these were fairly mutually exclusive categories.

Chapters were also asked to indicate whether they provide paid maternity/adoption/parenting leave and other family medical leave. In 2026, 54% of Chapters provided parenting leave; of these, three had no maximum leave established. The remaining Chapters offer a mean of 57 days of paid parenting leave (range=10-180 days). A smaller number of Chapters – 18 (36%) provided paid family medical leave. Three of these do not have an established maximum paid leave duration, with the remaining 15 Chapters offering an average of 60 days of paid family leave (range=3-180).

Table 1.15 Paid Leave - Holidays, Vacation Days, Sick Time, and Personal Days

	Midwest 2026	Northeast 2026	Southern 2026	Western 2026	National 2026	National 2024
Annual Accrual at Start of Employment for FTE	N=11	N=9	N=16	N=13	N=49	N=48
Number of paid holidays - mean	8.6	13.1	12.3	10.7	11 days	11 days
Number of paid holidays - range	0-17	11-18	8-15	0-17	0-18	0-20
Number of vacation days-mean	5.2	7.9	6.6	5.5	6 days	7 days
Number of vacation days-range	0-20	0-15	0-14	0-13	0-20	0-20
Number of sick days-mean	2.2	5.0	5.4	4.6	4 days	5 days
Number of sick days-range	0-12	0-12	0-14	0-13	0-14	0-13
Number of personal days-mean	9.2	10.7	10.5	7.9	9 days	9 days
Number of personal days-range	0-21	0-28	0-27	0-24	0-28	0-25
Annual Accrual After 5 Years for FTE	N=11	N=9	N=16	N=13	N=49	N=48
Number of vacation days-mean	8.5	13.9	8.5	9.6	10 days	12 days
Number of vacation days-range	0-23	0-30	0-30	0-27	0-30	0-43
Number of sick days-mean	2.0	5.0	5.0	4.6	4.5 days	6 days
Number of sick days-range	0-12	0-12	0-30	0-13	0-30	0-13
Number of personal days-mean	12.1	13.6	14.4	9.1	12 days	13 days
Number of personal days-range	0-36	0-35	0-36	0-30	0-36	0-40

Retirement

As described in **Table 1.16**, the proportion of Chapters providing retirement benefits and the mean employer match has remained steady since 2024. 401(k) plans remain the most commonly offered retirement saving plan. “Other” types of retirement plans made available by Chapters include Simple IRAs and, for Chapters housed within a government context, state government retirement plans.

Table 1.16 Retirement Benefits

	Midwest 2026	Northeast 2026	Southern 2026	Western 2026	National 2026	National 2024
Chapter Offers Retirement Plans	N=12	N=9	N=16	N=13	N=50	N=50
Yes	83.3% (10)	100% (9)	100% (16)	61.5% (8)	86.0% (43)	86.0% (43)
No	16.7% (2)	0.0% (0)	0.0% (0)	38.5% (5)	14.0% (7)	14.0% (7)
Types of Retirement Plans (among Chapters who provide plans)	N=10	N=9	N=16	N=8	N=43	N=43
Defined Benefit Pension Plan	0.0% (0)	0.0% (0)	0.0% (0)	25.0% (2)	4.6% (2)	7.0% (3)
401(k)	30.0% (3)	22.2% (2)	50.0% (8)	50.0% (4)	39.5% (17)	34.9% (15)
403(b)	10.0% (1)	44.4% (4)	12.5% (2)	12.5% (1)	18.6% (8)	18.6% (8)
SEP (Simplified Employee Pension)	10.0% (1)	0.0% (0)	25.0% (4)	0.0% (0)	11.6% (5)	11.6% (5)
Other	50.0% (5)	33.3% (3)	31.3% (5)	25.0% (2)	34.9% (15)	30.2% (13)
Minimum Employment Length for Eligibility	N=10	N=9	N=16	N=8	N=43	N=43
Mean in months	2.1 mon	6.4 mon	3.7 mon	1.6 mon	3.6 mon	3.6 mon.
Maximum Employer Contribution	N=10	N=8	N=16	N=7	N=41	N=43
Mean % of Base Pay	3.1%	3.9%	4.3%	4.0%	3.9%	3.8%

Medical Insurance

The proportion of Chapters who provide some form of medical insurance increased slightly to 80% in 2026, up from 78% in 2024. **Table 1.17** describes the types of medical insurance provided to Chapter employees. More Chapters offered access to HMO plans in 2026, and slightly fewer offered access to Preferred Provider Organizations. More chapters (38%) offered access to a Healthcare Spending Account in 2026, up from 32% in 2024. Other approaches to offering medical insurance described by Chapters include providing a monthly or annual stipend, reimbursement for coverage purchased on the market, and access to a Point of Service plan.

Chapters were also asked whether health coverage extends to spouses and dependents (not charted below). This extended coverage was offered by 73% of Chapters (N=8) who provide HMO plans, 72% of Chapters (N=18) who offer PPO plans, and 67% of Chapters (N=2) who offer High-Deductible Plans.

Table 1.17 Medical Insurance: Types of Coverage by Region

	Midwest 2026	Northeast 2026	Southern 2026	Western 2026	National 2026	National 2024
Chapter Offers Medical Insurance	N=12	N=9	N=16	N=13	N=50	N=50
Yes	75.0% (9)	88.9% (8)	100% (16)	53.8% (7)	80.0% (40)	78.0% (39)
No	25.0% (3)	11.1% (1)	0.0% (0)	46.2% (6)	20.0% (10)	22.0% (11)
Types of Insurance Benefits Among Chapters Providing Insurance	N=9	N=8	N=16	N=7	N=40	N=39
HMO	22.2% (2)	25.0% (2)	12.5% (2)	71.4% (5)	27.5% (11)	20.5% (8)
PPO	66.7% (6)	75.0% (6)	68.8% (11)	28.6% (2)	62.5% (25)	69.2% (27)
High-Deductible Health Plan	11.1% (1)	0.0% (0)	6.3% (1)	14.3% (1)	7.5% (3)	10.3% (4)
Other	22.2% (2)	0.0% (0)	31.3% (5)	14.3% (1)	20.0% (8)	12.8% (5)
Organization Offers Healthcare Spending / Reimbursement	N=12	N=9	N=16	N=13	N=50	N=50
Yes	33.3% (4)	55.6% (5)	50.0% (8)	15.4% (2)	38.0% (19)	32.0% (16)
No	66.7% (8)	44.4% (4)	50.0% (8)	84.6% (11)	62.0% (31)	68.0% (34)

Insurance and Other Benefits

Table 1.18 summarizes other insurance and employee benefits offered by Chapters. Since 2024, Chapters have expanded access to several additional types of insurance. The largest increases were in the provision of life insurance (up to 46% of Chapters in 2026 from 40% in 2024), short-term disability insurance (up to 36% of Chapters from 22% in 2024), and vision insurance (up to 64% of Chapters from 54% in 2024). Simultaneously, there was a decrease in the number of Chapters who offer no additional insurance. Most Chapters (94%) provide at least one other benefit; most common among these benefits were travel reimbursement, training attendance, and workplace flexibility and telecommuting options, with 90% of Chapters reporting offering all these benefits. “Other” types of insurance or benefits mentioned by Chapters include Accidental Death and Dismemberment insurance, pet insurance, access to financial planning, time off for volunteering, office shutdown over winter holidays, and mental health wellness days.

Table 1.18 Benefits: Leave - Other Types of Paid Leave by Region

	Midwest 2026	Northeast 2026	Southern 2026	Western 2026	National 2026	National 2024
Other Insurance	N=12	N=9	N=16	N=13	N=50	N=50
Life insurance	41.7% (5)	44.4% (4)	56.3% (9)	38.5% (5)	46.0% (23)	40.0% (20)
Long-term disability insurance	25.0% (3)	33.3% (3)	50.0% (8)	15.4% (2)	32.0% (16)	28.0% (14)
Short-term disability insurance.	33.3% (4)	33.3% (3)	56.3% (9)	15.4% (2)	36.0% (18)	22.0% (11)
Dental insurance	58.3% (7)	88.9% (8)	93.8% (15)	46.2% (6)	72.0% (36)	66.0% (33)
Vision insurance	58.3% (7)	55.6% (5)	87.5% (14)	46.2% (6)	64.0% (32)	54.0% (27)
Personal liability insurance	16.7% (2)	11.1% (1)	12.5% (2)	0.0% (0)	10.0% (5)	4.0% (2)
None of the above	41.7% (5)	0.0% (0)	6.3% (1)	46.2% (6)	24.0% (12)	30.0% (15)
Other Benefits	N=12	N=9	N=16	N=13	N=50	N=50
Employee assistance (EAP)	16.7% (2)	11.1% (1)	18.8% (3)	15.4% (2)	16.0% (8)	22.0% (11)
Travel reimbursement	91.7% (11)	100% (9)	93.8% (15)	76.9% (10)	90.0% (45)	90.0% (45)
Tuition reimbursement	25.0% (3)	0.0% (0)	0.0% (0)	15.4% (2)	10.0% (5)	8.0% (4)
Professional membership dues	33.3% (4)	55.6% (5)	50.0% (8)	23.1% (3)	40.0% (20)	38.0% (19)
Cell phone purchase or expenses	58.3% (7)	44.4% (4)	56.3% (9)	38.5% (5)	50.0% (25)	60.0% (30)
Childcare benefits	0.0% (0)	11.1% (1)	0.0% (0)	0.0% (0)	2.0% (1)	0.0% (0)
Wellness programs	16.7% (2)	0.0% (0)	6.3% (1)	15.4% (2)	10.0% (5)	14.0% (7)
Support attaining / keeping licensure (CEUs, etc.)	25.0% (3)	44.4% (4)	37.5% (6)	7.7% (1)	28.0% (14)	28.0% (14)
Training/conference attendance	91.7% (11)	100% (9)	93.8% (15)	76.9% (10)	90.0% (45)	90.0% (45)
Workplace flexibility, telecommuting, etc.	91.7% (11)	88.9% (8)	100% (16)	76.9% (10)	90.0% (45)	86.0% (43)
None of the above	8.3% (1)	0.0% (0)	0.0% (0)	15.4% (2)	6.0% (3)	8.0% (4)

1. CHAPTER STAFFING

In **Table 1.19**, selected employee benefits are summarized by Chapter size, based on Chapter budgets. Not surprisingly, Chapters with more financial resources tend to be in the position to offer medical, dental, and vision insurance as well as retirement benefits. The threshold at which a majority of Chapters are able to offer health insurance benefits was a budget of \$250,000 and above; for dental and vision insurance, this threshold was a budget of \$500,000 or higher.

Table 1.19. Selected Benefits by Chapter Budget*

	> 250K	250-500K	501K-1M	1-2M	2-5M	5M+
Chapter Offers Medical Insurance	N=8	N=7	N=6	N=9	N=10	N=7
Yes	25.0% (2)	71.4% (5)	100% (6)	88.9% (8)	90% (9)	100% (7)
No	75.0% (6)	28.6% (2)	0.0% (0)	11.1% (1)	10% (1)	0.0% (0)
Types of Insurance Benefits Among Chapters Providing Insurance*	N=2	N=5	N=6	N=8	N=9	N=7
HMO	100% (2)	40.0% (2)	33.3% (2)	25.0% (2)	11.1% (1)	28.6% (2)
PPO	50.0% (1)	20.0% (1)	33.3% (2)	67.5% (5)	88.9% (8)	85.7% (6)
High-Deductible Health Plan	0.0% (0)	0.0% (0)	0.0% (0)	12.5% (1)	11.1% (1)	14.3% (1)
Other	0.0% (0)	40.0% (2)	33.3% (2)	12.5% (1)	11.1% (1)	14.3% (1)
Chapter Offers Healthcare Spending Account (FSA, etc.)	N=8	N=7	N=6	N=9	N=10	N=7
Yes	25.0% (2)	14.3% (1)	33.3% (2)	44.4% (4)	50.0% (5)	71.4% (5)
No	75.0% (6)	85.7% (6)	66.7% (4)	55.6% (5)	50.0% (5)	28.6% (2)
Other Insurance	N=8	N=7	N=6	N=9	N=10	N=7
Life Insurance	37.5% (3)	14.3% (1)	33.3% (2)	55.6% (5)	70.0% (7)	71.4% (5)
Long-term disability insurance	12.5% (1)	0.0% (0)	16.7% (1)	22.2% (2)	70.0% (7)	71.4% (5)
Short-term disability ins.	12.5% (1)	0.0% (0)	33.3% (2)	33.3% (3)	70.0% (7)	71.4% (5)
Dental insurance	25.0% (2)	57.1% (4)	83.3% (5)	77.8% (7)	90.0% (9)	100% (7)
Vision insurance	12.5% (1)	42.9% (3)	66.7% (4)	77.8% (7)	80.0% (8)	100% (7)
Personal liability insurance	12.5% (1)	0.0% (0)	16.7% (1)	0.0% (0)	30.0% (3)	0.0% (0)
None of the above	62.5% (5)	28.6% (2)	0.0% (0)	22.2% (2)	10.0% (1)	0.0% (0)
Chapter Offers Retirement Plans	N=8	N=7	N=6	N=9	N=10	N=7
Yes	50.0% (4)	71.4% (5)	50.0% (3)	100% (9)	100% (10)	100% (7)
No	50.0% (4)	28.6% (2)	50.0% (3)	0.0% (0)	0.0% (0)	0.0% (0)
Types of Retirement Plans Among Chapters who Offer Plans	N=4	N=5	N=3	N=9	N=10	N=7
Defined Benefit Pension Plan	25.5% (1)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	14.3% (1)
401(k)	25.5% (1)	0.0% (0)	100% (3)	44.4% (4)	50.0% (5)	42.9% (3)
403(b)	25.5% (1)	20.0% (1)	0.0% (0)	22.2% (2)	20.0% (2)	14.3% (1)
SEP (Simplified Employee Pension)	0.0% (0)	40.0% (2)	0.0% (0)	0.0% (0)	10.0% (1)	28.6% (2)
Other	25.5% (1)	80.0% (4)	100% (3)	33.3% (3)	30.0% (3)	14.3% (1)

*Three Chapters did not provide annual budget numbers

Annual Budget

Chapters reported their total budget for the most recent fiscal year, the sources that comprise that budget, and the amount that they administer as pass-through funds to their membership. **Table 2.1** summarizes Chapters' annual budgets nationally and by region, inclusive of pass-through funding. Average funding across all Chapters increased roughly 9% over two years, which is a smaller increase compared to the period between 2022–2024, when the average Chapter budget increased by nearly 21%.

Table 2.1 Chapter Annual Budget by Region

	Midwest 2026	Northeast 2026	Southern 2026	Western 2026	National 2026	National 2024
Chapter Annual Budget	N=12	N=8	N=15	N=12	N=47	N=49
Mean*	\$2,695,947	\$2,167,423	\$10,103,010	\$1,543,149	\$4,675,561*	\$4,280,995
Median	\$765,044	\$1,437,950	\$3,421,915	\$379,685	\$1,216,370	\$1,014,349
Range	\$173,409 to \$21,491,738	\$112,760 to \$7,661,527	\$354,545 to \$92,661,228	\$124,375 to \$10,848,184	\$112,760 to \$92,661,228	\$127,534 to \$87,080,279
Total	\$32,351,362	\$17,339,380	\$151,545,145	\$18,517,791	\$219,753,677	\$209,768,776
Chapter Annual Budget – Employee Salaries	N=12	N=8	N=15	N=11	N=46	N=49
Mean	\$388,397	\$555,874	\$926,186	\$197,461	\$547,231	\$485,324
Median	\$297,193	\$488,645	\$553,322	\$117,470	\$371,498	\$313,213
Range	\$82,200 to \$1,351,312	\$65,531 to \$1,770,000	\$176,122 to \$5,741,949	\$28,000 to \$615,032	\$28,000 to \$5,741,949	\$0 to \$5,529,624
Total	\$4,660,775	\$4,446,994	\$13,892,793	\$2,172,073	\$25,172,635	\$23,780,856
Chapter Annual Budget – Employee Benefits	N=12	N=8	N=15	N=11	N=46	N=48
Mean	\$76,497	\$104,634	\$205,332	\$44,652	\$115,787	\$104,314
Median	\$46,848	\$44,457	\$103,800	\$16,877	\$44,457	\$48,360
Range	\$0 to \$353,119	\$12,261 to \$401,500	\$24,949 to \$1,588,283	\$0 to \$290,998	\$0 to \$1,588,283	\$0 to \$1,447,313
Total	\$917,963	\$837,073	\$3,079,989	\$491,178	\$5,236,204	\$5,007,094

*Mean Chapter budget without \$92M outlier is \$2,762,879

2. CHAPTER FUNDING

As summarized in **Table 2.2**, nearly half (48%) of Chapters administer pass-through funds, with Chapters in the Southern Region more likely to serve as pass-through agents. Of the 24 Chapters administering pass-through funds in 2026, 21% (5) administer Victims of Crime Act (VOCA) funds, 17% (4) administer federal funding other than VOCA dollars, and 88% (21) administer state funds.

Table 2.2 Pass-through Funding Over Time

Dollar Amount of Pass-Through Funding Administered by Chapter	N=24
Mean in 2026	\$6,729,137
Median in 2026	\$1,600,000
Range in 2026	\$35,700 to \$80,339,865
Total in 2026	\$154,770,160 (N=23) *
Total in 2024	\$156,835,968 (N=23)
Total in 2022	\$125,409,816 (N=25)
Total in 2019	\$84,226,759 (N=31)

*One Chapter did not provide a dollar amount for pass-through funds in 2026.

In **Table 2.3** and **2.4**, Chapter budgets are broken down by pass-through status and number of FTE in Chapters, respectively. Chapters who serve as pass-through entities, on average, have roughly 10 times the median budget of those who do not administer pass-through funds. Not surprisingly, Chapter budgets increase as FTE grows, likely reflecting a jump in FTE necessary for administering pass-through funds.

Table 2.3 Chapter Budget by Pass-Through Status

	Pass-Through Organization	Non-Pass-Through
Chapter Annual Budget	N=23	N=24
Mean	\$8,874,215	\$651,947
Median	\$3,427,046	\$360,196
Range	\$323,375 to \$92,661,228	\$112,760 to \$2,287,246
Chapter Annual Budget - Employee Salaries	N=22	N=24
Mean	\$835,035	\$283,410
Median	\$551,661	\$160,240
Range	\$75,115 to \$5,741,949	\$28,000 to \$1,185,830
Chapter Annual Budget - Employee Benefits	N=22	N=24
Mean	\$188,010	\$49,583
Median	\$96,900	\$25,474
Range	\$16,877 to \$1,588,283	\$0 to \$354,173

Table 2.4 Budget by FTE

	2 or Fewer FTE	2.1-4 FTE	4.1-7 FTE	7.1+ FTE
Chapter Annual Budget	N=13	N=9	N=12	N=13
Mean	\$249,923	\$930,414	\$4,647,611	\$11,719,971
Median	\$208,747	\$659,216	\$3,424,480	\$2,138,817
Range	\$124,375 to \$419,714	\$112,760 to \$2,287,246	\$833,752 to \$13,491,272	\$961,374 to \$92,661,228
Chapter Annual Budget - Employee Salaries	N=13	N=8	N=12	N=12
Mean	\$109,467	\$355,111	\$504,228	\$1,142,917
Median	\$99,250	\$271,929	\$542,752	\$665,869
Range	\$28,000 to \$176,122	\$65,531 to \$1,185,830	\$340,385 to \$669,800	\$485,343 to \$5,741,949
Chapter Annual Budget - Employee Benefits	N=13	N=8	N=12	N=12
Mean	\$14,235	\$68,498	\$93,691	\$266,836
Median	\$9,449	\$25,475	\$62,432	\$136,148
Range	\$0 to \$41,511	\$12,261 to \$354,173	\$27,532 to \$290,998	\$77,480 to \$1,588,283

Funding Sources

Table 2.5 summarizes the average proportion of Chapters' budgets composed of various funding sources. The proportion of Chapter budgets comprised of federal funding has stabilized somewhat since 2024, after a precipitous fall between 2022-2024. Still, the percentage of Chapter budgets comprised of Victim of Crime Act (VOCA) funding and other federal sources decreased a bit, even as inflation was high during that same period. The continued drop in federal funds meant that state funding, membership dues, and "other" funding such as corporate donors, product sales, and earned income comprise a larger proportion of Chapters' annual budgets than in 2024.

Not charted in **Table 2.5** are the percentage of Chapters who receive each type of funding. In brief, nearly all Chapters receive funds through NCA, and across Chapters these funds cover between less than 1% to 100% of Chapters' budgets. Roughly 38% of Chapters receive at least some VOCA funds, 50% receive other forms of federal funding (CAPTA, TANF, etc.), 78% directly receive some form of state funding, and 48% receive money from private grants and foundations. Most Chapters (84%) collect member dues, 24% hold special events, and 58% receive donations from individual donors. Roughly the same number of Chapters held fundraising efforts as in 2024, but the percentage reporting that they have a fund development plan in place decreased to 40.8% in 2026, down from 50% in 2024.

Table 2.5 Funding Sources

	Midwest 2026	Northeast 2026	Southern 2026	Western 2026	National 2026	National 2024
Proportion of Annual Budget by Source (Mean)	N=12	N=8	N=16	N=13	N=49	N=50
NCA - VOCAA funds	36.4%	32.4%	18.1%	52.4%	34.0%	33.8%
VOCA	4.3%	13.0%	10.2%	3.8%	7.5%	7.9%
Other federal funds	5.2%	19.0%	4.3%	3.9%	6.8%	10.6%
Regional CAC funds	0.0%	0.0%	0.0%	0.6%	0.2%	1.9%
State funds (e.g. Legislative funding or contracts)	41.7%	29.2%	49.5%	27.9%	38.5%	34.4%
Individual donors	1.0%	0.7%	1.2%	1.8%	1.2%	1.0%
Private grants/Foundations	6.4%	1.3%	6.8%	2.0%	4.6%	4.8%
Member dues	2.0%	0.8%	2.3%	2.4%	2.0%	1.7%
Special events	2.4%	2.5%	2.3%	0.0%	1.7%	0.8%
Other	0.6%	1.1%	5.3%	5.2%	3.5%	3.1%
Chapter has a fund development plan	N=12	N=8	N=16	N=13	N=49	N=50
Yes	41.7% (5)	50.0% (4)	37.5% (6)	38.5% (5)	40.8% (20)	50.0% (25)
No	58.3% (7)	50.0% (4)	62.5% (10)	61.5% (8)	59.2% (29)	50.0% (25)
Chapter conducted fundraising campaign in past 5 years	N=12	N=8	N=16	N=13	N=49	N=50
Yes	41.7% (5)	50.0% (4)	56.3% (9)	30.8% (4)	44.9% (22)	44.0% (22)
No	58.3% (7)	50.0% (4)	43.8% (7)	69.2% (9)	55.1% (27)	56.0% (28)

2. CHAPTER FUNDING

For the first time, the 2026 Chapter Census Survey asked Chapters to describe the amount and allocation type of state funding in more granular detail. **Table 2.6** summarizes the amount, range, and type (recurring, predictable appropriation vs. one-time special allocation) of state funding dedicated to CACs in the prior fiscal year. Nationally, about 80% of state funding for CACs is a predictable, annual allocation, with the remaining 20% of state funding comprised of one-time allocations. One-time allocations may happen each year in some states but are not institutionalized in annual state budgets and therefore may fluctuate from year to year and require significant annual advocacy efforts. Nationally, Tribal Nations are eligible for state CAC funding in nearly 60% of states that provide state funding to CACs.

Table 2.6. State Funding: Amount and Type of Annual State Allocations

	Midwest 2026	Northeast 2026	Southern 2026	Western 2026	National 2026
State Provides Funding to CACs	N=12	N=8	N=16	N=13	N=49
Yes	91.7% (11)	100% (8)	100% (16)	69.2% (9)	89.8% (44)
No	8.3% (1)	0.0% (0)	0.0% (0)	30.8% (4)	10.2% (5)
CACs led by Tribal Nations eligible for state funds	N=11	N=8	N=14	N=9	N=42
Yes	66.7% (8)	37.5% (3)	35.7% (5)	100% (9)	59.5% (25)
No	27.3% (3)	62.5% (5)	64.3% (9)	0.0% (0)	40.5% (17)
State Funds Allocated to CACs	N=11	N=8	N=16	N=9	N=44
Mean	\$4,168,202	\$3,266,606	\$7,330,050	\$4,318,878	\$5,184,859
Median	\$2,225,000	\$969,000	\$3,477,244	\$1,620,000	\$2,600,000
Range	\$942,183 - \$12,837,948	\$30,000 - \$14,460,000	\$232,216 - \$48,025,897	\$100,000 to \$13,000,000	\$30,000 - \$48,025,897
State Funds Allocated to CACs	N=11	N=8	N=16	N=9	N=44
Recurring appropriation	80.0%	95.3%	78.9%	76.7%	80.4%
One-time allocation	20.0%	4.7%	21.1%	23.3%	19.6%

Impacts of Funding Climate on Membership

Although overall funding for Chapters and CACs increased slightly over the past two years nationally, these gains were not equivalent across all states. As described in **Table 2.5** above, the funding sources that comprise Chapter budgets vary widely regionally. For the first time in 2026, Chapters were asked to indicate whether CACs in their state had experienced adverse impacts from local, state, or federal funding fluctuations over the past year. The results are summarized in **Table 2.7**. Over 40% of Chapters reported that at least one or more of the CACs in their state were negatively impacted by the current funding landscape; most commonly this involved a reduction in a CAC's staff (37% of Chapters saw member CACs experience this) and/or reducing services or eliminating programs (27% of Chapters reported this among their membership).

Table 2.7 Impact of Funding Landscape on Member CACs in Chapters' States.

	Midwest 2026	Northeast 2026	Southern 2026	Western 2026	National 2026
Percent of Chapters with Member CACs who were Negatively Impacted by Funding Landscape	N=12	N=8	N=16	N=13	N=49
At least one CAC in State closed or suspended services	0.0% (0)	0.0% (0)	6.3% (1)	0.0% (0)	2.0% (1)
CACs reduced staff	25.0% (3)	50.0% (4)	43.8% (7)	30.8% (4)	36.7% (18)
CACs reduced services or eliminated programs	25.0% (3)	25.0% (2)	31.3% (5)	23.1% (3)	26.5% (13)
None of the above	66.7% (8)	50.0% (4)	50.0% (8)	69.2% (9)	59.1% (29)



03 Chapter Governance

Boards of Directors

Most State Chapter organizations have a Board of Directors (BOD). As summarized in **Table 3.1**, the share of Chapters with boards increased from 90% in 2024 to 96% in 2026. At the same time, BODs have become more interdisciplinary and less dominated by CAC/MDT representatives. In 2019, 64% of Chapter Boards were made up primarily of CAC representatives; by 2026, only 33% of Chapters reported boards with a majority of CAC/MDT representatives. About 20% of Chapters meet with their BOD monthly, and 77% meet every other month or quarterly.

Table 3.1 Composition and Nature of Boards of Directors by Region

	Midwest 2026	Northeast 2026	Southern 2026	Western 2026	National 2026	National 2024
Chapter has Board of Directors	N=12	N=9	N=16	N=13	N=50	N=50
Yes	100% (12)	100% (9)	100% (16)	84.6% (11)	96.0% (48)	90.0% (45)
If Chapter has Board, Composition:	N=12	N=9	N=16	N=11	N=48	N=45
100% CAC/MDT members	8.3% (1)	0.0% (0)	0.0% (0)	9.1% (1)	4.2% (2)	8.9% (4)
75-99% CAC/MDT members	16.7% (2)	0.0% (0)	12.5% (2)	9.1% (1)	10.4% (5)	15.6% (7)
50-74% CAC/MDT members	8.3% (1)	33.3% (3)	6.3% (1)	36.4% (4)	18.8% (9)	22.2% (10)
25-49% CAC/MDT members	16.7% (2)	22.2% (2)	43.8% (7)	36.4% (4)	31.3% (15)	22.2% (10)
1-24% CAC/MDT members	41.7% (5)	33.3% (3)	25.0% (4)	0.0% (0)	25.0% (12)	20.0% (9)
100% Community members	8.3% (1)	11.1% (1)	12.5% (2)	9.1% (1)	10.4% (5)	11.1% (5)
Percent of Board Members Contributing Financially	N=12	N=9	N=16	N=11	N=48	N=45
100%	8.3% (1)	66.7% (6)	37.5% (6)	18.2% (2)	31.3% (15)	35.6% (16)
50-99%	25.0% (3)	22.2% (2)	12.5% (2)	9.1% (1)	16.7% (8)	17.8% (8)
Less than 50%	66.7% (8)	11.1% (1)	50.0% (8)	72.7% (8)	52.1% (25)	46.7% (21)

	Midwest 2026	Northeast 2026	Southern 2026	Western 2026	National 2026	National 2024
Frequency of Meeting	N=12	N=9	N=16	N=11	N=48	N=45
About monthly or more frequently	8.3% (1)	22.2% (2)	18.8% (3)	36.4% (4)	20.8% (10)	17.8% (8)
3-6 Times per Year	83.3% (10)	77.8% (7)	81.2% (13)	63.6% (7)	77.1% (37)	80% (36)
1-2 Times per Year	8.3% (1)	0.0% (0)	0.0% (0)	0.0% (0)	2.1% (1)	2.2% (1)

Board composition: Of the 48 Chapters with a BOD, 27% have state agency representatives on their boards, 50% (24) have representatives from community partner organizations other than MDT-related agencies, 42% (20) have former or retired CAC/MDT partners, 10% (5) have Tribal partners, and 84% (40) have other community members. Chapters also mentioned having university partners, current or former elected officials, and legislative staff as members. Chapters with BODs with higher levels of community representation and lower CAC/MDT partner representation also tended to have higher average annual budgets, though it is not possible to determine causality in either direction. Of the 48 Chapters with BODs, 31% (15) report difficulty filling seats.

Board roles and committees: The most commonly endorsed BOD roles and responsibilities included strategic planning (89% of Chapters with boards), fundraising (65% of Chapters), committee work (84% of Chapters), serving as a resource for the Chapter director (78%), oversight of funding (50%), and exercising voting privileges (86%). A smaller percentage of BODs have managing board responsibilities, including oversight of day-to-day operations (10% of Chapters with boards), and payroll/bookkeeping (8% of Chapters). Standing Board committees include Executive Committee (84% of Chapters with boards), Finance (78% of Chapters), Fund development (42% of Chapters), and Public Policy (44%). Less commonly mentioned committees, with fewer than 15% of Chapters reporting the following, include committees focused on marketing, training and technical assistance, governance, board development, community awareness, and committees that address standards, evaluation, and compliance. These are presented by Chapter budget in the chart below, along with board composition by Chapter budget.

Table 3.2 Board Composition and Function by Chapter Budget

	> 250K	250-500K	501K-1M	1-2M	2-5M	5M+
Chapter has Board of Directors	N =8	N=7	N=6	N=9	N=10	N=7
Yes	100% (8)	100% (7)	83.3% (5)	100% (9)	100% (10)	85.7% (6)
If Chapter has Board, Composition:	N=8	N=7	N=5	N=9	N=10	N=6
100% CAC/MDT members	25.0% (2)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
50-99% CAC/MDT members	37.5% (3)	57.1% (4)	20.0% (1)	11.1% (1)	30.0% (3)	0.0% (0)
1-49% CAC/MDT members	12.5% (1)	43.9% (3)	80.0% (4)	77.8% (7)	50.0% (5)	100% (6)
0% CAC/MDT partners	25.0% (2)	0.0% (0)	0.0% (0)	11.1% (1)	20.0% (2)	0.0% (0)

3. CHAPTER GOVERNANCE

	> 250K	250-500K	501K-1M	1-2M	2-5M	5M+
Roles/Responsibilities of Board	N=8	N=7	N=5	N=9	N=10	N=6
Strategic planning	75.0% (6)	85.7% (6)	100% (5)	88.9% (8)	100% (10)	83.3% (5)
Fundraising	62.5% (5)	57.1% (4)	80.0% (4)	77.8% (7)	40.0% (4)	66.7% (4)
Committees	50.0% (4)	71.4% (5)	100% (5)	100% (9)	90.0% (9)	83.3% (5)
Resource for Chapter Director	37.5% (3)	71.4% (5)	100% (5)	88.9% (8)	70.0% (7)	100% (6)
Oversight of day-to-day operations	12.5% (1)	14.3% (1)	0.0% (0)	11.1% (1)	0.0% (0)	16.7% (1)
Payroll/bookkeeping	12.5% (1)	14.3% (1)	0.0% (0)	0.0% (0)	10.0% (1)	16.7% (1)
Oversight of funding	75.0% (6)	42.9% (3)	20.0% (1)	44.4% (4)	40.0% (4)	50.0% (3)
Voting privileges	75.0% (6)	71.4% (5)	100% (5)	77.8% (7)	90.0% (9)	100% (6)
If Board has committees, which ones?	N=8	N=7	N=5	N=9	N=10	N=6
Fund development	12.5% (1)	28.6% (2)	40.0% (2)	66.7% (6)	40.0% (4)	83.3% (5)
Public policy	25.0% (2)	57.1% (4)	80.0% (4)	44.4% (4)	50.0% (5)	33.3% (2)
Executive committee	62.5% (5)	85.7% (6)	80.0% (4)	77.8% (7)	90.0% (9)	100% (6)
Finance	37.5% (3)	71.4% (5)	60.0% (3)	77.8% (7)	70.0% (7)	83.3% (5)
Marketing	0.0% (0)	28.6% (2)	20.0% (1)	22.2% (2)	10.0% (1)	16.7% (1)
Training and technical assistance	12.5% (1)	42.9% (3)	0.0% (0)	22.2% (2)	0.0% (0)	0.0% (0)

Advisory Boards

The proportion of Chapters with Advisory Boards has not changed markedly over time. The membership and nature of Chapters' Advisory Boards is summarized in **Table 3.3**. These were not broken out by region because of the small number of Chapters with advisory boards. Generally, Advisory Boards are comprised more heavily of CAC and MDT partner representatives than are BODs. Advisory Boards are principally involved in strategic planning, serving as a resource to Chapter Directors, and voting on Chapter-related matters. "Other" Advisory Board roles mentioned by Chapters include advising the Board of Directors and providing input on projects and public policy issues. Over one third of Advisory Boards meet monthly or more often, half meet every other month or quarterly, and 14% meet annually or semi-annually.

Table 3.3 Advisory Board Membership and Roles

Chapter Has Advisory Board	National 2026 (N=50)	National 2024 (N=50)
Yes	30.0% (15)	28.0% (14)
No	70.0% (35)	72.0% (36)
Membership of Advisory Board	N=15	N=14
CAC Directors	73.3% (11)	78.6% (11)
CAC staff members	40.0% (6)	21.4% (3)
MDT members	40.0% (6)	35.7% (5)
Tribal partners	0.0% (0)	Not asked
Community members	26.7% (4)	35.7% (5)
Umbrella agency representation	13.3% (2)	21.4% (3)
Other	6.6% (1)	14.3% (2)
Roles/Responsibilities of Advisory Board	N=15	N=14
Strategic planning	66.7% (10)	78.6% (11)
Fundraising	6.6% (1)	21.4% (3)
Committee work	26.7% (4)	57.1% (8)
Resource for Chapter Director	73.3% (11)	71.4% (10)
Oversight of day-to-day operations	0.0% (0)	14.3% (2)
Operations (payroll, etc.)	0.0% (0)	7.1% (1)
Oversight of funding	6.6% (1)	21.4% (3)
Voting privileges	33.3% (5)	35.7% (5)
Other	20.0% (3)	28.6% (4)

Membership Size and Dues Structure

This section summarizes findings regarding the size of Chapters' membership bodies, their approach to and use of membership dues, membership engagement, and Chapter activities in support of membership. **Table 4.1** details Chapters' membership size, dues structure, and use of membership dues. The number of member CACs varies significantly across Chapters and regions. Nationally, the median number of CACs served by Chapters is 19, with a range of 3-70 CACs. Chapters increased slightly in size since 2024, adding 22 member CACs nationally. About one fifth of Chapters count Tribal-led CACs among their membership. Chapters were also asked about the frequency and nature of their engagement with their membership; Nearly half of chapters meet with their membership monthly, and 40% meet on a quarterly or every other month basis. Three chapters meet annually with their membership, and two meet weekly. Nearly all Chapters assess their membership's level of engagement as strong or moderately strong.

Since 2024, the percentage of Chapters that have a flat membership rate for all CACs in their state increased to 47%, up from 32% in 2024. The influx of new Chapters using a flat rate approach to membership fees appears to have brought the mean fee down a bit (to \$745 from \$906 in 2024), although the median dues remained stable at \$550 annually. Chapters who use a tiered dues structure variously peg those dues to accreditation status, CAC budget, size of population in a CAC's service area, and/or whether a CAC's service area is rural, suburban, or urban. When dues are tied solely to accreditation status, the range for accredited centers is \$375-\$2500 (average=\$900). The most common uses to which membership dues are put include legislative advocacy, unrestricted funds, and expenses related to holding meetings. "Other" activities funded through dues which are not reflected in **Table 4.1** include fundraising, mileage, and technical assistance.

Table 4.1 Membership Size and Annual Dues by Region

	Midwest 2026	Northeast 2026	Southern 2026	Western 2026	National 2026	National 2024
Number of Member CACs in Chapter	N=12	N=8	N=16	N=13	N=49	N=50
Mean	19	20	28	18	22	21
Median	16	13	21	19	19	17
Range	4 to 41	4 to 47	3 to 70	3 to 55	3 to 70	1 to 70
Total	228	156	446	237	1067	1045
Number of Member CACs led by Native Nations	N=12	N=8	N=16	N=13	N=49	New in 2026
Count of Tribal-led CACs in region	3	1	3	15	22	--

4. CHAPTER MEMBERSHIP

	Midwest 2026	Northeast 2026	Southern 2026	Western 2026	National 2026	National 2024
Percent of States with Native-led CACs in Membership	25.0% (3)	12.5% (1)	18.8% (3)	38.5% (5)	24.4% (12)	--
Type of Membership Dues	N=12	N=8	N=16	N=13	N=49	New in 2026
Flat rate for all members	33.3% (4)	50.0% (4)	56.3% (9)	46.2% (6)	46.9% (23)	32.0% (16)
Tiered structure based on Membership level, CAC size, or CAC budget	50.0% (6)	25.0% (2)	37.5% (6)	38.5% (5)	38.8% (19)	52.0% (26)
No dues charged	16.7% (2)	25.0% (2)	6.3% (1)	15.4% (2)	14.3% (7)	16.0% (8)
If Flat Rate, Dollar Amount:	N=4	N=4	N=9	N=6	N=22	N=16
Mean	\$500	\$275	\$831	\$1108	\$745	\$906
Median	\$500	\$225	\$700	\$1125	\$550	\$550
Range	\$250 to \$750	\$150 to \$500	\$200 - \$2000	\$300 to \$2000	\$150 - \$2000	\$150 - \$4500
Activities Supported by Membership Dues	N=10	N=6	N=15	N=11	N=42	N=42
Legislative	60.0% (6)	66.7% (4)	86.7% (13)	54.5% (6)	69.0% (29)	66.7% (28)
Unrestricted	80.0% (8)	50.0% (3)	80.0% (12)	100% (11)	81.0% (34)	95.2% (40)
NCA Dues	20.0% (2)	16.7% (1)	26.7% (4)	45.5% (5)	28.6% (12)	33.3% (14)
Audit	30.0% (3)	0.0% (0)	20.0% (3)	27.2% (3)	21.4% (9)	33.3% (14)
Meeting expenses	60.0% (6)	66.7% (4)	53.3% (8)	72.7% (8)	61.6% (26)	57.1% (24)
Chapter operations (e.g., staffing)	30.0% (3)	0.0% (0)	20.0% (3)	18.1% (2)	19.0% (8)	23.8% (10)
Cash match for VOCA	0.0% (0)	16.7% (1)	6.7% (1)	0.0% (0)	4.7% (2)	0.0% (0)
Training programs	10.0% (1)	33.3% (2)	13.4% (2)	9.1% (1)	14.2% (6)	14.3% (6)
Other	20.0% (2)	0.0% (0)	0.0% (0)	9.1% (1)	7.1% (3)	11.9% (5)

Findings regarding membership dues are summarized by the size of Chapters' total membership in **Table 4.2**, to facilitate comparison with similarly sized peers. Generally, median annual dues increase as membership increases, although the CACs with the largest number of CACs in their states are more likely to use a tiered dues structure. Chapters with the smallest membership (1-8 CACs) are more likely not to charge annual dues.

Table 4.2 Membership Dues by Membership Size

	1-8 members	9-15 members	16-21 members	22-34 members	35+ members
Type of Membership Dues	N=10	N=11	N=10	N=7	N=11
Flat rate for all members	50% (5)	54.5% (6)	70.0% (7)	42.9% (3)	18.2% (2)
Tiered structure based on Membership level, CAC size, or CAC budget	0.0% (0)	36.4% (4)	30.0% (3)	42.9% (3)	81.8% (9)
No dues charged	50% (5)	9.1% (1)	0.0% (0)	14.3% (1)	0.0% (0)
If Flat Rate, Dollar Amount:	N=5	N=6	N=7	N=3	N=2
Mean	\$420	\$1030	\$792	\$733	\$700
Median	\$300	\$500	\$600	\$750	\$700
Range	\$250 - \$750	\$150 to \$2000	\$150 to \$1500	\$600 to \$850	\$200 to \$1200

Data Infrastructure

Chapters were asked to describe their infrastructure and software systems for tracking services provided to their membership as well as for membership data management. The period between 2024-2026 did not see marked changes in the percentage of Chapters using software systems for tracking purposes, although the percentage of Chapters using a donor management system did decrease to 36% in 2026 from 44% in 2024. Use of software to track various activities varied widely by region as described in **Table 4.3**. In 2026, over half of Chapters had a statewide case tracking database. Of these, most reported that 100% of their membership uses the statewide system, and about one quarter reported that the statewide system is connected to child welfare data.

Table 4.3 Data Systems by Region

	Midwest 2026	Northeast 2026	Southern 2026	Western 2026	National 2026	National 2024
Activities Tracked with Software	N=12	N=9	N=16	N=13	N=50	N=50
Project management	66.7% (8)	33.3% (3)	75.0% (12)	38.5% (5)	56.0% (28)	58.0% (29)
Donor management	33.3% (4)	77.8% (7)	37.5% (6)	7.7% (1)	36.0% (18)	44.0% (22)
Tracking TTA	75.0% (9)	55.6% (5)	87.5% (14)	53.8% (7)	70.0% (35)	76.0% (38)
Other	16.7% (2)	22.2% (2)	25.0% (4)	15.4% (2)	20.0% (10)	20.0% (10)
None	8.3% (1)	11.1% (1)	0.0% (0)	38.5% (5)	14.0% (7)	14.0% (7)
Chapter has Statewide Case Tracking Database	N=12	N=9	N=16	N=13	N=50	N=50
Yes - Chapter offers statewide database	50.0% (6)	55.6% (5)	68.8% (11)	38.5% (5)	54.0% (27)	58.0% (29)
No - CACs select own system	50.0% (6)	44.4% (4)	31.2% (5)	61.5% (8)	46.0% (23)	42.0% (21)

4. CHAPTER MEMBERSHIP

	Midwest 2026	Northeast 2026	Southern 2026	Western 2026	National 2026	National 2024
If yes, What System?	N=6	N=5	N=11	N=5	N=27	N=29
NCAtrak	66.7% (4)	40.0% (2)	9.1% (1)	60.0% (3)	37.0% (10)	37.9% (11)
Collaborate	16.7% (1)	20.0% (1)	54.5% (6)	20.0% (1)	33.3% (9)	31.0% (9)
Other	16.7% (1)	40.0% (2)	36.4% (4)	20.0% (1)	29.7% (8)	31.0% (9)
What Percent of Member CACs use the System?	N=6	N=5	N=11	N=5	N=27	N=29
100%	50.0% (3)	100% (5)	72.7% (8)	60.0% (3)	70.4% (19)	69.0% (20)
76% - 99%	16.7% (1)	0.0% (0)	18.2% (2)	0.0% (0)	11.1% (3)	20.7% (6)
75% or less	33.3% (2)	0.0% (0)	9.1% (1)	20.0% (2)	18.5% (5)	10.3% (3)
Chapter Has Direct Access to Statewide Data, of Chapters with Statewide System	83.3% (5)	80.0% (4)	81.8% (9)	80.0% (4)	81.5% (22)	82.8% (24)
Statewide Case Database Directly Tied to CPS Data, of Chapters with Statewide System	0.0% (0)	0.0% (0)	54.5% (6)	20.0% (1)	25.9% (7)	20.7% (6)



05 Training and Technical Assistance

A core role of Chapters is to “identify and address the evolving training and technical assistance needs of existing and emerging Children’s Advocacy Centers throughout the state.” (NCA, 2026). The 2026 Chapter Census and Needs Assessment Survey elicited more granular training provision data than in past surveys, asking Chapters to report both which specific trainings they facilitate access to, and how those trainings are provided.

Training Topics and Modality

Results regarding the percentage of Chapters that provide direct access to training, either through their own staff or through contracts with trainers or other organizations, are summarized in **Table 5.1**. Direct access to foundational training required for accreditation is most available for foundational forensic interviewing, foundational victim advocacy, and forensic interviewing peer review training. The direct availability of these trainings varies widely across regions. For example, over 75% of Chapters in the Western region provide direct access to foundation forensic interviewing training, compared to only about 40% of Chapters in the Northeast. In contrast, more Chapters in the Northeast provide direct access to foundational sexual abuse medical training and foundational mental health training than Chapters in other regions. **Table 5.1** can be useful for pinpointing regions in which there is training saturation on a particular topic, as well as opportunities for collaboration within and across regions to access training and avoid the duplication of effort. The two training types that are least available nationally are foundational sexual abuse medical training, and training on partnering with Tribal Nations.

Chapters also indicated whether they currently support statewide training, education, or other awareness campaigns and activities aimed at child sexual abuse prevention. Seventeen Chapters (34%) are involved in such statewide efforts. Of these, 53% (9) support mandated reporter training, 71% (12) support prevention programming for adults, 41% (7) support school-based prevention for children, and 59% (10) support a community awareness campaign.

It should be noted that it is not feasible for every Chapter to provide direct access to every type of training. Further, most Chapters who do not directly offer a specific training type via their own staff or contract instead provide funding to access required training and/or regularly disseminate information about where training can be obtained. Some training is also directly available via NCA, including foundational victim advocacy and foundational mental health training. Still, many Chapters expressed an interest in expanding their training capacity. **Table 5.2** summarizes the percent of Chapters who indicated interest in adding specific new trainings to the slate of offerings to which they provide direct access.

5. TRAINING AND TECHNICAL ASSISTANCE

Table 5.1 Training Topics and Modality by Region

	Midwest 2026	Northeast 2026	Southern 2026	Western 2026	National 2026
Foundational Forensic Interviewing	N=12	N=8	N=16	N=13	N=49
Provided directly by chapter staff	33.3% (4)	25.0% (2)	31.3% (5)	69.2% (9)	40.8% (20)
Chapter contracts with external trainer	16.7% (2)	25.0% (2)	37.5% (6)	38.5% (5)	30.6% (15)
Chapter partners with external organization to provide training	16.7% (2)	25.0% (2)	25.0% (4)	38.5% (5)	26.4% (13)
Chapter does not provide direct access to training via Chapter staff or contract	50.0% (6)	62.5% (5)	31.3% (5)	23.1% (3)	38.7% (19)
Foundational Victim advocacy	N=12	N=8	N=16	N=13	N=49
Provided directly by chapter staff	66.7% (8)	87.5% (7)	68.8% (11)	76.9% (10)	73.5% (36)
Chapter contracts with external trainer	33.3% (4)	25.0% (2)	25.0% (4)	30.8% (4)	28.6% (14)
Chapter partners with external organization to provide training	16.7% (2)	12.5% (1)	12.5% (2)	7.7% (1)	12.2% (6)
Chapter does not provide direct access to training via Chapter staff or contract	16.7% (2)	12.5% (1)	18.8% (3)	15.4% (2)	16.3% (8)
Forensic Interviewing Peer Review	N=12	N=8	N=16	N=13	N=49
Provided directly by chapter staff	66.7% (8)	87.5% (7)	68.8% (11)	76.9% (10)	73.5% (36)
Chapter contracts with external trainer	33.3% (4)	25.0% (2)	25.0% (4)	30.8% (4)	28.6% (14)
Chapter partners with external organization to provide training	16.7% (2)	12.5% (1)	12.5% (2)	7.7% (1)	12.2% (6)
Chapter does not provide direct access to training via Chapter staff or contract	16.7% (2)	12.5% (1)	18.8% (3)	15.4% (2)	16.3% (8)
MDT Facilitator Training	N=12	N=8	N=16	N=13	N=49
Provided directly by chapter staff	25.0% (3)	50.0% (4)	50.0% (8)	15.4% (2)	34.7% (17)
Chapter contracts with external trainer	33.3% (4)	62.5% (5)	31.3% (5)	30.8% (4)	36.7% (18)
Chapter partners with external organization to provide training	0.0% (0)	25.0% (2)	31.3% (5)	15.4% (2)	18.4% (9)
Chapter does not provide direct access to training via Chapter staff or contract	58.3% (7)	25.0% (2)	25.0% (4)	53.8% (7)	40.8% (20)
Foundational Sexual Abuse Medical Training	N=12	N=8	N=16	N=13	N=49
Provided directly by chapter staff	16.7% (2)	25.0% (2)	6.3% (1)	23.1% (3)	16.3% (8)
Chapter contracts with external trainer	16.7% (2)	37.5% (3)	6.3% (1)	23.1% (3)	18.4% (9)
Chapter partners with external organization to provide training	0.0% (0)	25.0% (2)	12.5% (2)	15.4% (2)	12.2% (6)
Chapter does not provide direct access to training via Chapter staff or contract	75.0% (9)	50.0% (4)	75.0% (12)	69.2% (9)	69.3% (34)

5. TRAINING AND TECHNICAL ASSISTANCE

	Midwest 2026	Northeast 2026	Southern 2026	Western 2026	National 2026
Foundational Mental Health Training	N=12	N=8	N=16	N=13	N=49
Provided directly by chapter staff	16.7% (2)	25.0% (2)	6.3% (1)	23.1% (3)	16.3% (8)
Chapter contracts with external trainer	16.7% (2)	37.5% (3)	6.3% (1)	23.1% (3)	18.4% (9)
Chapter partners with external organization to provide training	0.0% (0)	25.0% (2)	12.5% (2)	15.4% (2)	12.2% (6)
Chapter does not provide direct access to training via Chapter staff or contract	75.0% (9)	50.0% (4)	75.0% (12)	69.2% (9)	69.3% (34)
Working with Tribal Nations	N=12	N=8	N=16	N=13	N=49
Provided directly by chapter staff	8.3% (1)	0.0% (0)	6.3% (1)	15.4% (2)	8.2% (4)
Chapter contracts with external trainer	16.7% (2)	0.0% (0)	6.3% (1)	15.4% (2)	10.2% (5)
Chapter partners with external organization to provide training	25.0% (3)	0.0% (0)	6.3% (1)	30.8% (4)	16.3% (8)
Chapter does not provide direct access to training via Chapter staff or contract	66.7% (8)	100% (8)	93.8% (15)	61.5% (8)	79.6% (39)

Table 5.2 Chapter Interest in Training Provision Expansion.

Percent of Chapters Interested in Increasing Capacity to Directly Offer Specified Training via Staff or Contract (N=49)	
Foundational Victim Advocacy	20.4% (10)
Foundational Forensic Interviewing	14.2% (7)
Forensic Interviewing Peer Review	10.2% (5)
MDT Facilitator Training	22.4% (11)
Foundational Sexual Abuse Medical	12.2% (6)
Foundational Mental Health	14.2% (7)
Working with Tribal Nations	16.3% (8)

Accreditation Support

Another key function of State Chapter Organizations is to support CACs in their state through the development and accreditation process. Accordingly, Chapters were asked to describe the depth of accreditation-related support provided in the past year. Across all Chapters, 42% report providing a high-level of assistance with the accreditation process by providing training, and on-site technical assistance. A “medium” level of accreditation assistance was reported by 38% of Chapters, who review applications and provide regular technical assistance, with the remaining Chapters reporting that they provide a low level of assistance, typically by answering questions via phone calls and emails. Additionally, fourteen Chapters (28%) reported that their state has state-specific requirements or standards for CACs that are independent of NCA Accreditation Standards, for which Chapters also provide technical assistance.



06 Chapter Capacity and Priority Growth Areas

The Chapter Census Survey included a Chapter needs assessment designed in partnership with the four Regional Children’s Advocacy Centers. Questions on this portion of the survey elicited information about Chapter’s priorities for capacity development in key activities outlined within Chapter accreditation standards. Chapters were asked to indicate whether they are at full capacity, or whether they were interested in additional growth and capacity development related to engaging in each activity. The primary purpose of these questions was to inform RCACs and NCA about the highest priority needs for support and technical assistance for Chapters in the coming years.

Chapter Strengths

Table 6.1 describes strengths for Chapters nationally and summarizes the key Chapter functions for which the greatest proportion of Chapters report full organizational capacity. Chapters report the greatest capacity for functions including but not limited to service provision data collection, financial and grants management, and engaging membership and stakeholders in meaningful opportunities for connection and strategic planning. These strengths are very similar to those reported in 2024, although the percentage of Chapters reporting full capacity

for data collection increased to 80% in 2026, up from 72% in 2024, and more Chapters reported in 2026 that their Executive Director is effectively supported by their board or other governance body. It should be noted that all Chapters engage in the activities described in **Table 6.1**, but some Chapters expressed a desire to further enhance their capacity to fulfill these functions; Chapters reflected in the table below reported that they have met their own capacity-related goals for these functions.

Table 6.1 Chapter Capacity Strengths

Percent of Chapters Reporting Full Capacity for the Specified Activity (N=49)	
The Chapter collects service provision data from all CACs in the state.	80% (39)
The Chapter’s cash flow allows it to meet its financial obligations in a timely manner.	76% (37)
The Chapter provides meaningful peer networking opportunities for CAC staff and MDT professionals.	76% (37)
The Chapter’s staff have the skills and resources to effectively administer grants.	74% (36)

Percent of Chapters Reporting Full Capacity for the Specified Activity (N=49)	
The Chapter's Executive Director/Leader is effectively supported and supervised by the Board, designated governing body or other designated supervisor.	74% (36)
The Chapter engages relevant stakeholders in the development of a strategic plan.	67% (33)
The Chapter's staff and governing body regularly review the objectives within the strategic plan.	59% (29)
The Chapter has a needs assessment process to identify training and technical assistance opportunities statewide.	59% (29)
The Chapter effectively builds consensus among membership on critical issues or decisions affecting the state.	57% (28)
The Chapter has a concrete mechanism for eliciting feedback from CACs on statewide practice and strategy.	57% (28)
The Chapter's Board of Directors or other governing body has clearly defined roles and responsibilities.	55% (27)
The Chapter effectively works with CACs and their governing bodies to respond to crisis situations.	55% (27)

Chapters were also invited to provide open-ended comments about their strengths across the domains of awareness and education, growth and development, membership support, organizational capacity, and training and technical assistance. Themes across these domains were fairly similar and are summarized collectively below.

Foremost, Chapters highlighted their fantastic teams. Many Chapters noted that they have experienced staff with deep knowledge of the field, and strong skill sets well-suited to their roles. This has been facilitated by strategic planning and clear mapping of organizational objectives to roles, staff retention and support, highly functioning teams, and for some Chapters, stable or increasing funding. Some Chapters also noted that their boards are a source of strength, and that efforts to diversify the community sectors represented on their board have enhanced the effectiveness of and expertise within the board.

Chapters noted that their excellent staff members, coupled with strategic deployment of resources, "intentional evolving," and greater access to/use of data have contributed to strengths in all other areas of Chapter work. For example, almost all Chapters pointed to their high-quality training and technical assistance offerings that cover foundational training needs while also being responsive to emerging and specialized needs across their diverse memberships.

Many Chapters noted that they are a trusted and first-stop resource for CACs in their state and that technical assistance requests and engagement from membership have increased. Strong engagement of member CACs was further evidence of this. Chapters reported that efforts to form connections both within and among CACs through regular Chapter membership meetings, peer-to-peer calls, in-person site visits, networking opportunities, etc., has resulted in more substantive and frequent engagement with CACs. Many Chapters expanded geographic coverage of CACs in the past two years, achieved 100% coverage, and/or increased the proportion of CACs who are accredited in their state.

More broadly, Chapters also pointed to their relationships with statewide stakeholders and policy makers as a strength, again attributing this to excellent staff and leadership as well as significant outreach, awareness, and education work over time. Several Chapters reported that they are proud of the collaborations and coalitions they are a part of and that they have seats at critical statewide tables. This has allowed chapters to build strategic partnerships to amplify the Chapter voice while also avoiding duplication of services and training within states. Several Chapters also pointed with pride to innovative social media and child abuse awareness campaigns, and statewide prevention and education programs.

What Chapter Directors Highlight about Chapter Strengths

“We have been responsive to the needs and trends of the membership, adapting to their ever-evolving needs.”

“We provide training and technical assistance and support to all CACs equitably. Every CAC has access to the same resources regardless of size, structure, jurisdiction, or accreditation type.”

“Through statewide meetings, trainings, technical assistance, and partner engagement, we help create consistency in messaging and strengthen shared understanding of best practices.”

“The Chapter has more data than ever about the potential demand for CAC services through data sharing with child protection and analysis of this data compared to service provided.”

“We orient new directors as soon as they settle into the job to build relationships as quickly as possible and to explain how we can be helpful. We encourage mentorship of new leadership by seasoned CAC leaders.”

Chapter Growth Areas

Table 6.2 summarizes the areas in which the largest proportion of Chapters expressed a desire for additional capacity development over the next two years. Among the functions and activities for which Chapters are most interested in further enhancing their existing capacity are assessing risk and protective factors in statewide needs assessment and data collection, supporting public awareness efforts in the state, and identifying CAC coverage expansion opportunities in Chapter growth and development plans. Again, high priorities for capacity enhancement are very similar to those reported by Chapters in 2024. One exception was that, although it remains a high priority for capacity development, the percent of Chapters who report desiring further capacity development with respect to orienting new CAC directors fell to 51% in 2026 from 62% in 2024, suggesting that Chapters made significant gains in this domain over the past two years.

Table 6.2 Priority Capacity Growth Areas Reported by Chapters

Percent of Chapters Indicating Desire to Enhance Capacity for the Specified Activity (N=49)	
Chapter's statewide assessment includes data to better understand existing risk and protective factors.	71% (35)
Chapter leads strategic public awareness efforts throughout the year.	65% (32)
Chapter has a growth and development plan that identifies expansion opportunities in existing and new jurisdictions.	59% (29)
Chapter has effective partnerships with coalitions and other statewide agencies to advance policy efforts.	55% (27)
Chapter produces state-specific reports capturing the services provided by CACs or incidence of child abuse.	55% (27)
Chapter conducts an assessment of served, underserved, and unserved areas within the state.	55% (27)
Chapter follows protocols for how member CACs and Chapter partner in legislative advocacy.	53% (26)
Chapter has capacity to orient new CAC directors.	51% (25)
Chapter analyzes assessment data to address formation and sustainability of CACs to provide full array of services.	49% (24)
Chapter staff has professional development opportunities to advance their own essential knowledge and skills.	47% (23)

Chapters were also invited to provide open-ended comments about some of their biggest concerns or self-identified areas of focus across core Chapter functions. These functions included awareness and education, growth and development, membership support, and training and technical assistance. Themes emerging from these comments are summarized by topic, below.

Awareness and Education. Foremost among comments related to awareness and education was that Chapters need additional funding and staffing to fully achieve their goals and meet statewide needs. Chapters identified a challenging cycle; as the CAC model becomes more known and institutionalized in states, and as awareness and education efforts expand, the demand on Chapters only increases. Success breeds demand; this is exemplified by one Chapter Director who noted, "as awareness and education work becomes more successful, it grows the demand for capacity." Several Chapters also indicated a desire to more deeply engage MDT partners and community partners in outreach and awareness efforts. Many expressed the desire to find ways to expand messaging and convey the work of CACs beyond the number of children served, and to clearly communicate to external audiences how Chapter-level work is distinct from that of CACs.

Membership. Here again, Chapters expressed the concern that funding and staffing are inadequate to meet all their membership's support needs. Chapters also commonly noted that they are working to improve the extent to which they engage and meet the range of needs of all their geographically dispersed and very diverse membership, while also fostering cohesion and consistently high standards for service provision. Illustratively, one Chapter noted,

"As our Chapter and the needs of our CACs continue to evolve, we see a significant opportunity to strengthen role clarity, systems, and scalable support so we can meet centers where they are while still advancing statewide consistency and standards. Our members vary in size, capacity, staffing, and stage of development, and that requires a membership approach that is responsive and adaptable."

Finally, Chapters expressed a concern about rates of turnover at CACs, particularly among leadership, and an accompanying desire to have the capacity to provide more support to CAC directors and to deeper levels of CAC staff.

Organizational Capacity. Not surprisingly, nearly every Chapter noted that sustainability, funding levels, the need to diversify funding sources, and currently being understaffed are their biggest concerns related to organizational capacity and trying to meet all the needs of their membership. One Chapter leader noted, “We have had to downsize our staff this year due to state funding cuts. As a result, skillsets and relationships were lost and we have struggled to make up those losses.” Relatedly, Chapters expressed a focus on building internal infrastructure required to meet external demand, including shoring up data, technology, communications, and grants management staff. A few Chapters reported that a primary need is board development inclusive of expanding Boards of Directors, diversifying boards, and helping the boards better understand the current landscape for CACs and State Chapter Organizations.

Growth and Development. Like other domains, Chapters expressed concerns that supporting the growth, development, and expansion of CACs in their states is hindered by inadequate funding and resources. Some Chapters also noted the desire to enhance their needs assessment process, to diversify the data sources leveraged for the needs assessment and to make more thorough use of existing data. Chapters noted a desire to continue to expand the CAC model into underserved and particularly rural areas, to enhance relationships

with CACs who are not currently Chapter members, and to assist stand-alone MDTs to develop towards becoming CACs. These efforts are, again, hindered by a lack of resources. As one Chapter noted,

“While there is interest in some of our unserved counties, we do not have additional funds to support their startup/growth which has significantly stalled our ability to strive for full state coverage.”

Training and Technical Assistance (TTA). Common concerns related to TTA include keeping up with the increasing complexity of the CAC field and the field of child abuse response generally. Chapters noted that it is challenging to both maintain access to foundational training while also meeting the more advanced training and technical assistance needs of long-term CAC staff and directors, as well as addressing emerging issues such as artificial intelligence, and new challenges related to online sexual abuse. Other Chapters noted that turnover at CACs creates challenges in terms of offering adequate access to foundational training. A handful of Chapters noted that training toolkits or templates would be helpful for quickly adopting and adapting foundational trainings to the needs and unique aspects of their state. As one director noted, “Toolkits developed for Chapters to deliver training that is required for CAC accreditation would be a huge help and allow us to deliver training more frequently and in targeted areas.” Some Chapters also reported a desire to increase data collection and utilization to more effectively convey the impact of TTA activities.

Chapter Future Priorities

Finally, Chapters were asked to list their top three priorities and areas of focus for their organization over the next two years. Responses were analyzed for shared themes, and the most common responses are summarized below in order of frequency. These priorities are similar to and an extension of those identified by Chapters in 2024, although enhancing Chapter capacity was a more frequently mentioned priority this year, and developing and diversifying boards of directors was a new top priority in 2026.

1

Increase, institutionalize, and diversify funding for both CACs and the Chapter.

2

Enhance Chapter capacity and increase staff to support strategic initiatives and allow staff specialization in and focus on key areas such as training, data/quality assurance, IT, mental health program support, and development.

3

Expand training and technical assistance resources available to CAC staff and MDT partners, particularly in the areas of mental health, victim advocacy, the commercial sexual exploitation of children, and youth with problematic sexual behaviors.

4

Expand CAC coverage in the state and enhance access to CAC services in rural areas.

5

Build statewide awareness about child abuse more generally, and the role of CACs specifically; enhance the degree to which CACs are viewed as central resources and sources of expertise.

6

Increase state legislative and policy advocacy, including supporting legislation that defines and institutionalizes CACs and MDTs and that makes CAC funding an annual line item.

7

Diversify board membership to include representation from additional community partners and areas of expertise. Enhance board engagement, expertise, and capacity.

8

Enhance the consistency and quality of CAC services statewide.

Conclusion

Chapter organizations are indispensable components of the CAC ecosystem, providing technical assistance, training, strategic planning, funds administration, and advocacy to and on behalf of the Children's Advocacy Center field. In the past two years, Chapters have met these needs in the context of flat or fluctuating funding and minimal growth in Chapter FTE. Key trends and takeaways from the data shared by Chapters include:

A Focus on Stabilizing and Diversifying Funding and Resources.

Echoing the 2024 State of State Chapters Report, funding uncertainties continue to be the most significant concern for Chapters, and a barrier to both planful growth and to meeting all the needs of CACs. Over 40% of Chapters reported that at least one or more CACs in their states had to downsize and/or reduce services in the past year due to funding challenges. Chapters continue to successfully advocate for increases in state funding for CACs and for moving state funding from one-time allocations to a line item in state budgets. Still, many Chapters report that continued efforts to bolster federal funding are needed, as is technical assistance and support to diversify funding sources for their organizations and membership.

Supporting Chapter Staff and CAC Leadership.

Despite a relatively flat funding landscape in the context of inflationary pressures over the past two years, Chapters took steps to increase support for their member CACs and for their staff. More Chapters reported capacity to support new CAC

Directors than in 2024, and Chapters reported expanding the depth and range of topics on which training is available. Average salary growth for many Chapter staff roles exceeded 10% over the past two years, and more Chapters offered benefits in 2026 such as health, life, disability, and vision insurance than in 2024.

Continuing Strategic Growth to Meet Emerging Needs.

Chapters reported that as CAC coverage in their states expands and as more CACs achieve accreditation, the training, technical assistance, funding, and support needs of CACs both increase and become more complex. Chapters are meeting these needs with strategic growth in specific staff roles (or by realigning staff roles or resources), strengthening and diversifying expertise on their Boards of Directors, and increasing partnerships and collaboration with other organizations in their states. Still, Chapters express concerns about the impact of these demands on staff retention and well-being, and about the sustainability of efforts given current funding and resource realities.

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National Children's Alliance

c/o Hill Center at the Old Naval Hospital
921 Pennsylvania Avenue, SE
Washington, DC 20003



membership@nca-online.org



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