



DC Legal Aid Transformations Network 2021 Report

VisibleNetworkLabs



This report was produced by **VISIBLE NETWORK LABS** using **PARTNER** (Platform to Analyze, Record & Track Networks to Enhance Relationships).

VISIBLE NETWORK LABS is a data science company developing tools and technology to help people measure, understand and evolve the personal and professional networks that influence the communities where they live.

PARTNER is a social network analysis data tracking and learning tool designed to measure and monitor collaboration among people/organizations. It is a scientifically validated way to design data-driven network strategies that generate social impact.

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Project Background

INTRODUCTION

Through the DC Legal Aid Transformations Network, the DC Bar Foundation (DCBF) hopes to bring together legal aid providers, funders, community activists, social service providers, and other stakeholders to build a network that will help them achieve a vast goal: to ensure that every DC resident has a fair and equitable civil legal experience.

As one initial step in achieving this goal, they asked for feedback about how this new network should function, and about the existing ecosystem of organizations and community stakeholders that currently support access to justice for District residents. This survey provided insights about the ways the DC Legal Aid Transformations Network currently works together and identified opportunities for effective collaboration in the future.

METHODS

In June 2021, following a rigorous, community-engaged design process facilitated by the Interaction Institute for Social Change (interactioninstitute.org), 75 initial organizations were invited to join the DC Legal Aid Transformations Network and to participate in a Social Network Analysis of their current organizational partnerships. These organizations were sent a network survey using Visible Network Labs' PARTNER platform (www.partnertool.net). Forty-three organizations responded to the survey, for a 57% response rate.

The survey asked respondents to describe themselves, their current collaborative partnerships, and their views on how the new network should be organized. The DC Legal Aid Transformations Network will use the PARTNER data to understand how to build on current collaborative strengths and how to develop an effective structure to achieve its goals.

ABOUT THE DC BAR FOUNDATION

The DC Bar Foundation is the leading funder of civil legal aid in the District of Columbia. The Foundation is committed to the vision that residents of the District have equal access to justice, regardless of income. Our mission is to fund, support, and improve legal representation of people who are financially disenfranchised or who are otherwise under served in the District of Columbia. More information can be found here: <https://www.dcbfoundation.org/>.

Introduction to Networks

WHAT IS A NETWORK?

A network is any interconnected group or system. For the purposes of this report, networks refer to any formal partnerships created among three or more people or organizations to achieve mutually desired objectives. Networks of organizations working across sectors to tackle big social problems are one approach to achieve social impact.

A NETWORK SCIENCE LENS

Network science provides theories and methods that can be used to guide the study and practice of working in networks. Intuitively, we know the kind of connectivity that is good and that which is not. However, very few people know how to manage these processes or leverage them in any kind of strategic way that may actually result in better connectivity. We learn at an early age that more connectivity is better – the more friends we have, the more popular we are; the more people we know, the more likely we are to succeed professionally. However, network science (the science of the interconnectedness among human and organizational entities) is based on a definitive principle that **more is not always better**.

So how can we leverage the power of networks while working within the reality of resource scarce environments? While the appeal to create a larger and more diverse network is strong, we are equally challenged with the reality that we **have limited relationship budgets** – that is, limited resources to build and manage diverse networks. We know that networks have advantages, but there is a limit on how many relationships we can manage before we lose the collaborative advantage altogether. We simply cannot exponentially grow networks without incurring costs attributed to that approach.

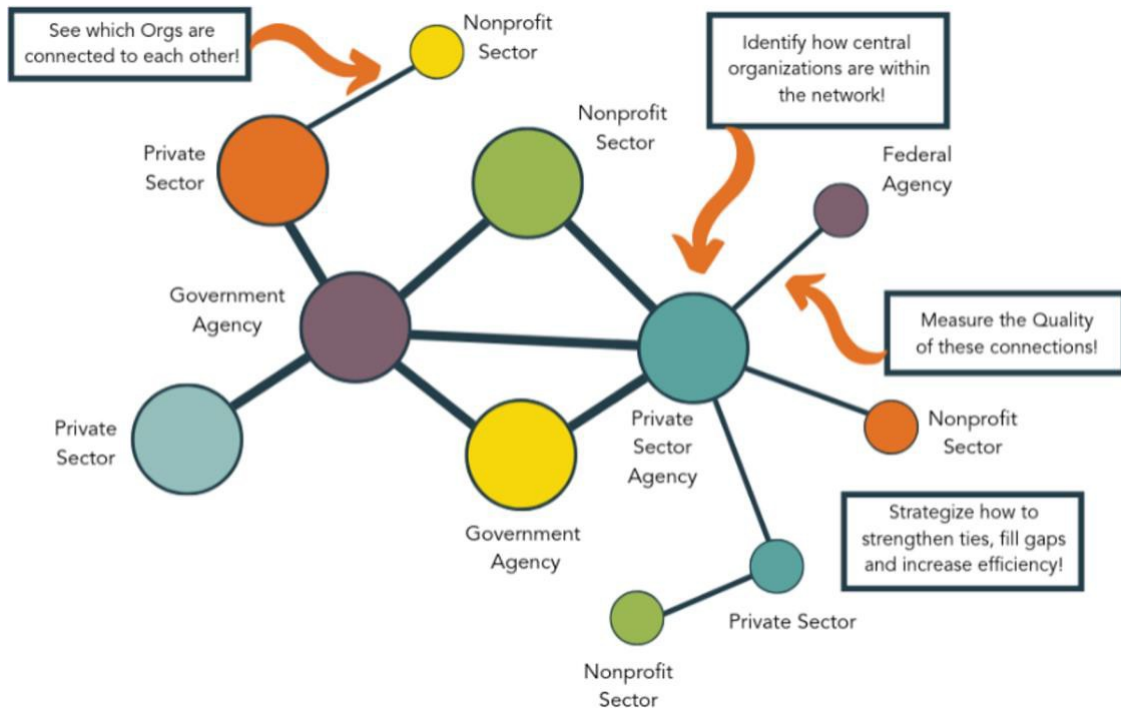
Network science can provide the theories and methods that together offer an evidence-based approach to building networks that are based on data and lead to strategies, actions, and interventions. Social network analysis (SNA) – which is the study of the structural relationships among interacting network members and of how those relationships produce varying effects – is a tool that provides unique data to inform these practices.

Sometimes people wonder, "Why is '*social network* analysis' being applied to my organizational network or community coalition? Don't 'social networks' refer to platforms like 'Facebook' and 'LinkedIn'?" While it is true that in popular culture, these online platforms have become associated with the term 'social network,' social scientists used the term 'social network' for decades prior to the advent of these platforms, to refer broadly to any type of network of relationships--be it online or face-to-face--that exists among people or groups of people (i.e., organizations).

How To Use This Report

HOW TO INTERPRET A NETWORK MAP

In a network map, partnerships are visualized as “nodes” (circles) and “edges” (lines), which represent the network members and the relationships among them. Nodes may be color-coded by certain organizational characteristics, such as jurisdiction or sector. Nodes may also be sized according to “centrality” or the number of relationships they hold with others in the network. Larger nodes have more relationships, whereas smaller nodes have fewer.



HOW TO USE THE RESULTS IN THIS REPORT

Members of the network and other stakeholders in the community may use this report to continuously improve how they work with one another to achieve common goals. Using this report, you can:

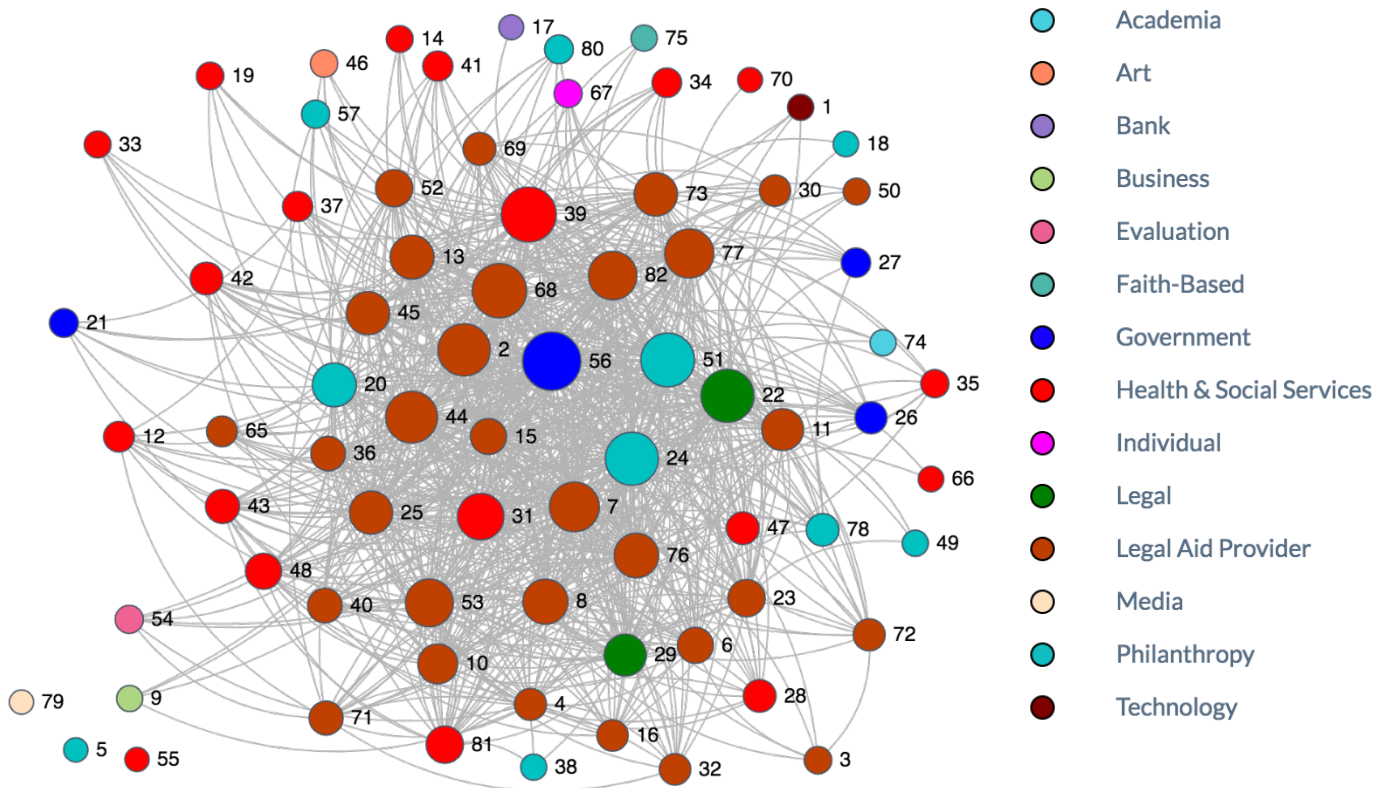
- Assess the quality, quantity, and outcomes of partnerships;
- Identify areas of strength and opportunities for improvement in the network;
- Track growth and measure progress in community partnerships; and
- Create a strategic plan to invest in relationships that leverage resources, reduce redundancy, and capitalize on collaborative advantage among network members.

Network Map

Below is a network map of the DC Legal Aid Transformations Network. This map shows each organization represented as a circle (node). The lines among the nodes represent all relationships that were reported by respondents. Nodes are colored by organizational type. The size of the node shows which organizations have the greatest number of connections (they are larger). The node labels, their corresponding organization names, and their organizational types are listed on the following pages.

Forty-one percent of the organizations in the network are those that primarily provide legal aid (colored **brown**), with another 25% of organizations providing health and social services (colored **red**) and 13% constituting philanthropic organizations (colored **teal**). While the organizations at the center of the map, with the most connections, represent all three of these organizational types, legal aid providers are dominant at the center. More health and social services organizations, philanthropies, and other types of organizations are located on the periphery of the map, meaning they are less well-connected or integrated into the network as compared with legal aid providers.

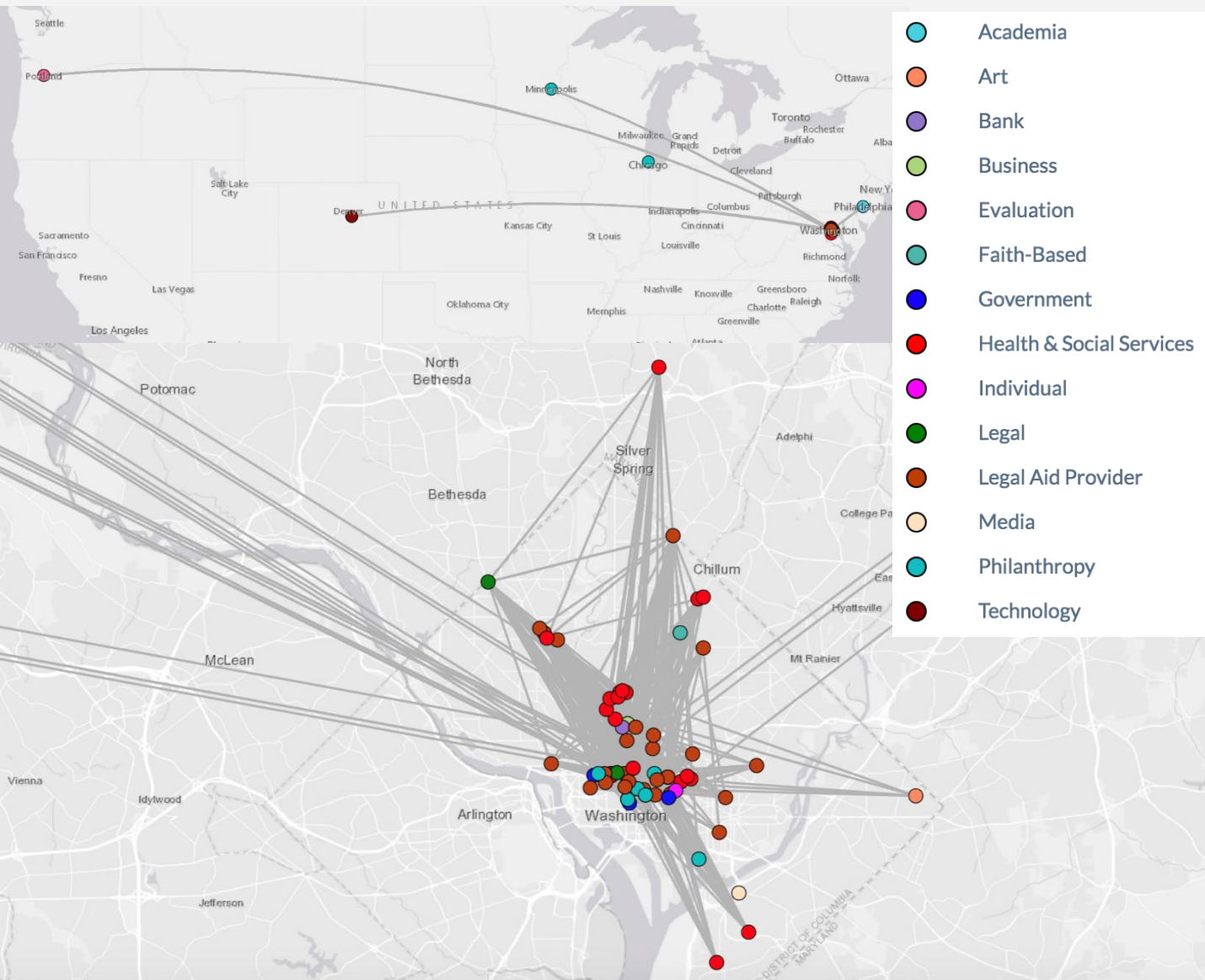
DC Legal Aid Transformations Network (n = 75 members)



Network Map (Cont.)

Below are two GIS network maps of the DC Legal Aid Transformations Network at different zoom levels that show each organization represented in the survey as a circle (node) and the lines shown demonstrate all relationships that were reported by respondents (selected to show all reported relationships). Nodes are colored by organizational type. The **43 organizations** that answered the survey described **888 unique partnerships** (a partnership is defined as any two organizations and their connections).

DC Legal Aid Transformations Network (n = 75 members)



Network Map (Cont.)

Map Label	Organization	Org Type
1	A2J Tech	Technology
2	Advocates for Justice and Education	Legal Aid Provider
3	African Communities Together	Legal Aid Provider
4	Amara Legal Center	Legal Aid Provider
5	Arizona State U. and American Bar Foundation	Philanthropy
6	Asian Pacific American Legal Resource Center	Legal Aid Provider
7	Ayuda	Legal Aid Provider
8	Bread for the City	Legal Aid Provider
9	Bus Boys & Poets	Business
10	Capital Area Immigrants Rights Coalition	Legal Aid Provider
11	Catholic Charities Legal Network	Legal Aid Provider
12	Center for Nonprofit Advancement	Health & Social Services
13	Central American Resource Center	Legal Aid Provider
14	Children's Defense Fund	Health & Social Services
15	Children's Law Center	Legal Aid Provider
16	Christian Legal Aid of DC	Legal Aid Provider
17	City First Broadway Bank	Bank
18	Civil Legal System Modernization (The Pew Charitable Trusts)	Philanthropy
19	Coalition for the Homeless	Health & Social Services
20	Community Foundation of Greater Washington	Philanthropy
21	Cong. Norton's Constituent Services Office	Government
22	DC Access to Justice Commission	Legal
23	DC Affordable Law Firm	Legal Aid Provider
24	DC Bar Foundation	Philanthropy
25	DC Bar Pro Bono Center	Legal Aid Provider
26	DC Council Committee on the Judiciary and Public Safety	Government
27	DC Public Library	Government
28	DC Rape Crisis Center	Health & Social Services
29	DC Volunteers Lawyers Project	Legal
30	Disability Rights DC at University Legal Services	Legal Aid Provider
31	District Alliance for Safe Housing (DASH)	Health & Social Services
32	Domestic Violence Legal Empowerment and Appeals Project	Legal Aid Provider
33	ERAP - Greater Washington Urban League	Health & Social Services
34	ERAP - United Planning Organization	Health & Social Services
35	Father McKenna Center	Health & Social Services
36	First Shift Justice Project	Legal Aid Provider
37	Food & Friends	Health & Social Services
38	Hill-Snowden Foundation	Philanthropy

Network Map (Cont.)

Map Label	Organization	Org Type
39	Housing Counseling Services	Health & Social Services
40	Howard University School of Law, Fair Housing Clinic	Legal Aid Provider
41	Jubilee Housing	Health & Social Services
42	La Clinica del Pueblo	Health & Social Services
43	Latin American Youth Center	Health & Social Services
44	Legal Aid Society of the District of Columbia	Legal Aid Provider
45	Legal Counsel for the Elderly	Legal Aid Provider
46	Life Pieces to Master Pieces	Art
47	Martha's Table	Health & Social Services
48	Mary's Center	Health & Social Services
49	Mayor's Office on Fathers, Men, and Boys	Philanthropy
50	Mid-Atlantic Innocence Project	Legal Aid Provider
51	Morris & Gwendolyn Cafritz Foundation	Philanthropy
52	Neighborhood Legal Services Program	Legal Aid Provider
53	Network for Victim Recovery of DC	Legal Aid Provider
54	NPC Research	Evaluation
55	Ntianu Center for Healing & Nature	Health & Social Services
56	OVSJG	Government
57	Pew Charitable Trusts	Philanthropy
65	Quality Trust for Individuals with Disabilities	Legal Aid Provider
66	Rebuilding Together	Health & Social Services
67	Mary McClymont	Individual
68	Rising for Justice	Legal Aid Provider
69	School Justice Project	Legal Aid Provider
70	Service 2 Justice	Health & Social Services
71	The Safe Sisters Circle	Legal Aid Provider
72	Torture Abolition & Survivors Support Coalition	Legal Aid Provider
73	Tzedek DC	Legal Aid Provider
74	University of Pennsylvania Carey School of Law	Academia
75	Washington Interfaith Council	Faith-based
76	Washington Lawyers' Committee for Civil Rights and Urban Affairs	Legal Aid Provider
77	Washington Legal Clinic for the Homeless	Legal Aid Provider
78	Washington Regional Association of Grantmakers	Philanthropy
79	We Act Radio	Media
80	Wells Fargo Foundation	Philanthropy
81	Wendt Center	Health & Social Services
82	Whitman-Walker Health	Legal Aid Provider

* Note that although map labels range from 1 to 82, there are only 75 organizations in the network due to some non-consecutive label numbering.

Key Players and Isolates

KEY PLAYERS

Eleven organizations emerged as key actors in the network, indicated by their high number of network connections to at least half of the members of the network. These include:

1. OVSJG (#56): 70% connected
2. Housing Counseling Services (#39): 64% connected
3. Rising to Justice (#68): 62% connected
4. Morris & Gwendolyn Cafritz Foundation (#51): 61% connected
5. DC Access to Justice Commission (#22): 59% connected
6. DC Bar Foundation (#24): 59% connected
7. Advocates for Justice and Education (#2): 58% connected
8. Legal Aid Society of DC (#44): 57% connected
9. Ayuda (#7): 53% connected
10. Washington Legal Clinic for the Homeless (#77): 51% connected
11. Whitman-Walker Health (#82): 50% connected

In general, there was a high level of connectivity reported among organizations. Eleven additional organizations (other than these eleven) are connected to at least 33% of the network.

ISOLATES

Three organizations had no connections in the network. “Isolates” may occur in a network when certain organizations are not able to participate in the network analysis survey, and therefore are not able to report on their partnerships. “Isolates” in a network may also indicate that some organizations actually do have fewer connections in the network, and may benefit from efforts to better integrate them into the network. The organizations with no reported connections in the DCLAT network were:

- Arizona State U. and American Bar Foundation (#5)
- Ntianu Center for Healing & Nature (#55)
- We Act Radio (#79)

A **key player** is a member of the system who is connected to most of the network. The network in this community heavily relies on these key players. If they no longer participated in the network, there would be a risk that the system would not function as effectively.

An **isolate** is a member of the system who is not connected to the network, meaning they did not choose any partners and respondents did not chose them as a network partner.

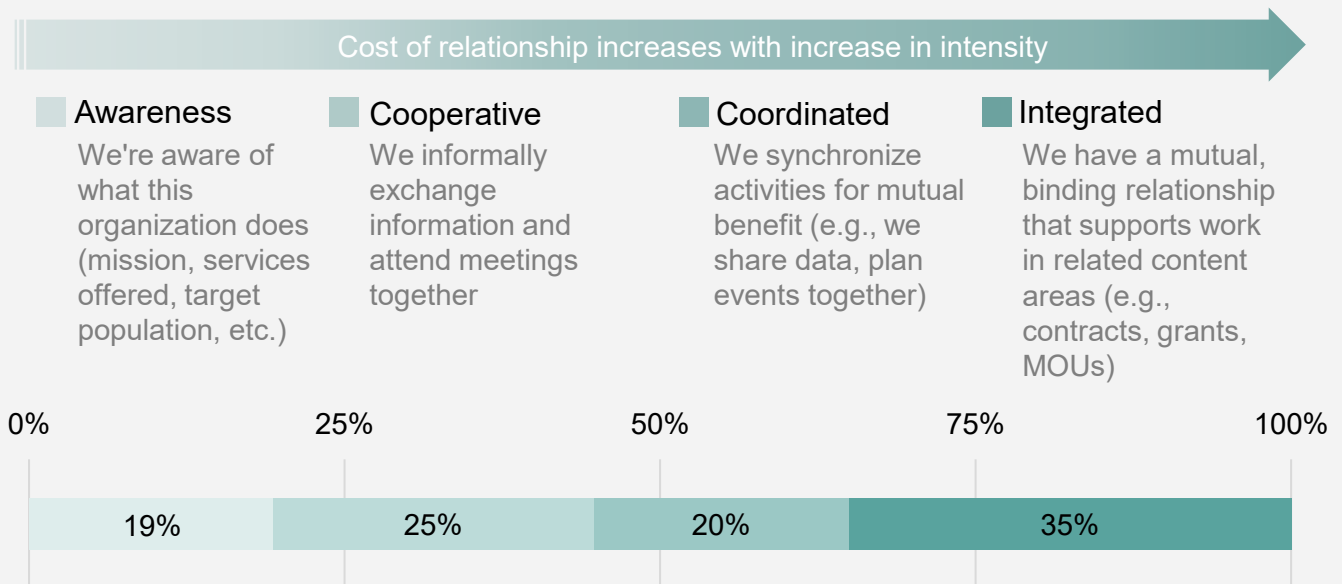
Intensity of Relationships

Most relationships operate at the integrated level, the highest level of relational intensity.

Network relationships were assessed according to their level of intensity. This is important, because more connections and greater intensity of connections do not necessarily result in a thriving and sustainable network. While the appeal to create a more diverse network is strong, organizations are equally challenged with the reality that they have limited relationship budgets – that is, limited resources to build and manage diverse networks. We know that networks have advantages, but there is a limit on how many relationships we can manage before we lose the collaborative advantage altogether. And while it is our intuition that more network connections should indicate a better functioning network, this approach can be endlessly resource intensive.

Q14: Using the below definitions, identify your organization’s method of interacting with this organization. (Select one)

Of 802 relationships reported for this question:



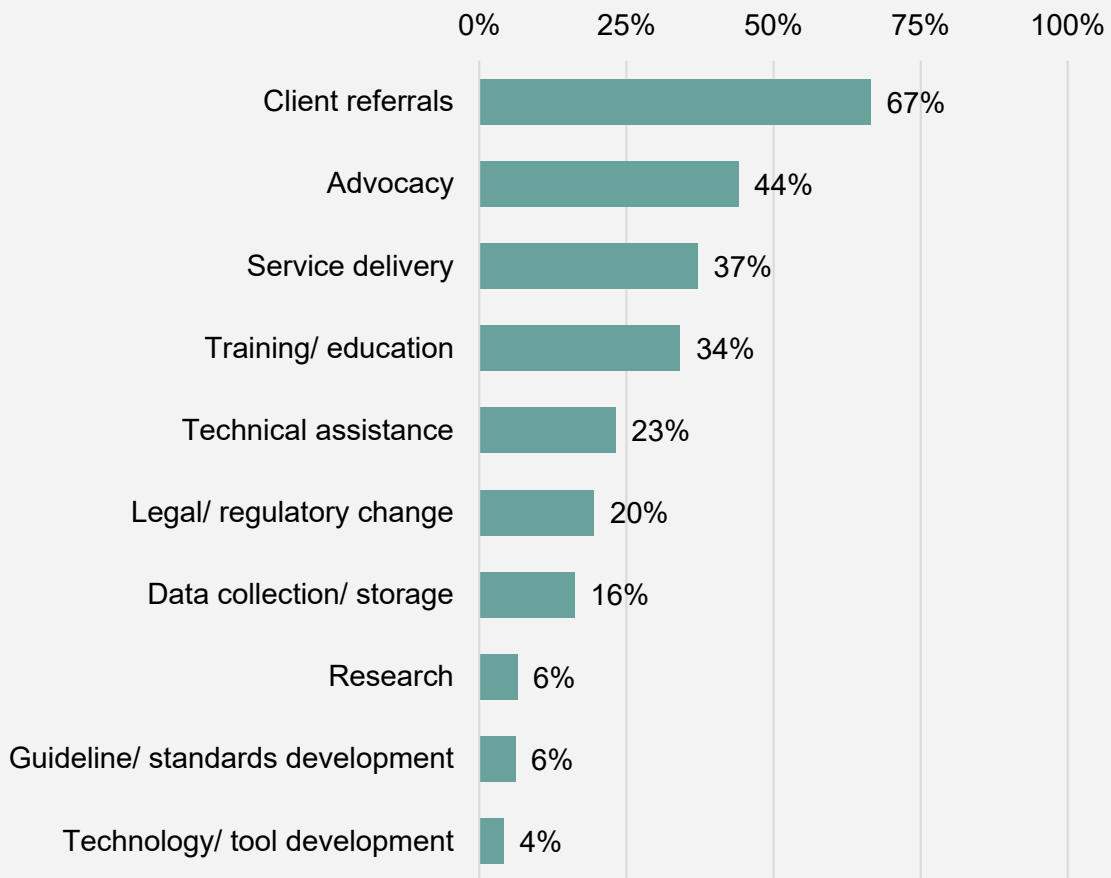
It is a positive result that connections are somewhat distributed across the levels, with most relationships categorized as cooperative or integrated. If a majority of relationships involved awareness only, that would indicate that the network is not fully leveraging its collaborative advantage. If a majority of relationships were at the integrated level, they would require a greater number of resources to maintain and the network might not be sustainable over time.

Types of Relationship Activities

Respondents mostly work on client referrals, advocacy activities, service delivery, and training/education with their partners. The least common joint activities are technology/tool development, guideline/standards development, and research. When considering these results, network members should consider if partners' current joint activities align with the mission of the network, or if additional or different partnership activities should be encouraged and facilitated among network members in order to ensure that the network's objectives are achieved.

Q15: What kinds of activities does your relationship with this organization entail? (Select all that apply)

Of the 574 relationships that reported for these questions






Relational Trust and Value

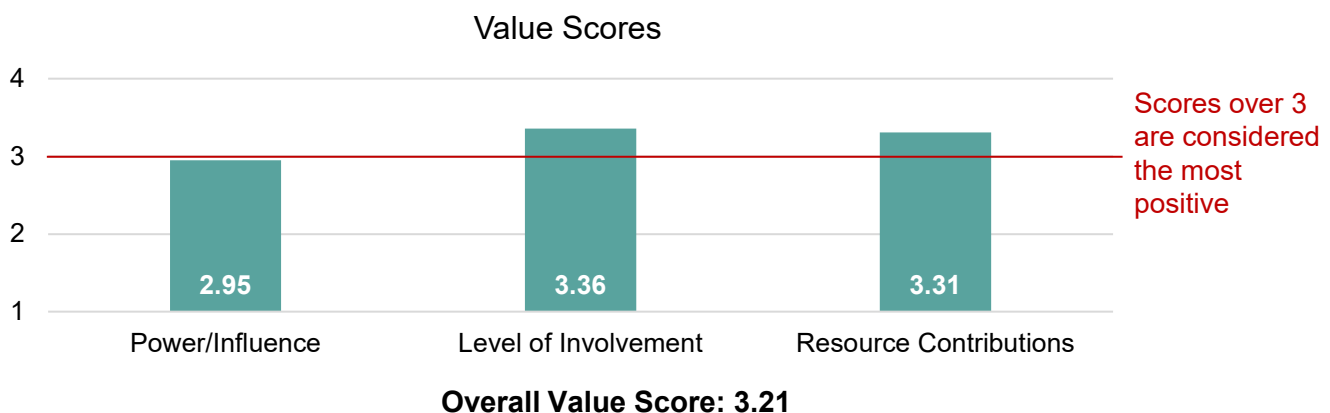
Overall, network partners were perceived as highly trusted, while their level of value tended to be perceived as slightly lower, especially around Power/Influence.

Organizational partners bring different forms of value to a network. The survey assessed three validated dimensions by which partners may be valued: power and influence, level of involvement, and resource contribution (see definitions below). Survey participants assessed each of their reported relationships on these three dimensions according to a 4-point scale, with 1 = Not at all, 2 = A Small Amount, 3 = A Fair Amount, and 4 = A great deal. Scores over 3 are considered the most positive. In most organizational networks, average value scores tend to be slightly lower than average trust scores.

Understanding the perceived value of network relationships is important in leveraging the different ways in which members contribute to the network. The column chart below depicts the average value scores within the network. Of the three dimensions of value, survey respondents rated their network partners' level of involvement the highest and their power/influence the lowest.

	Power & Influence: To what extent does this partner hold a prominent position in the community by being powerful, exerting influence, displaying leadership, and achieving success as a change agent?
	Level of Involvement: To what extent is this partner involved in and devoting time to doing work related to the mission of the network?
	Resource Contribution: To what extent does this partner contribute resources related to the mission of the network?




Q16-18 Value Scores



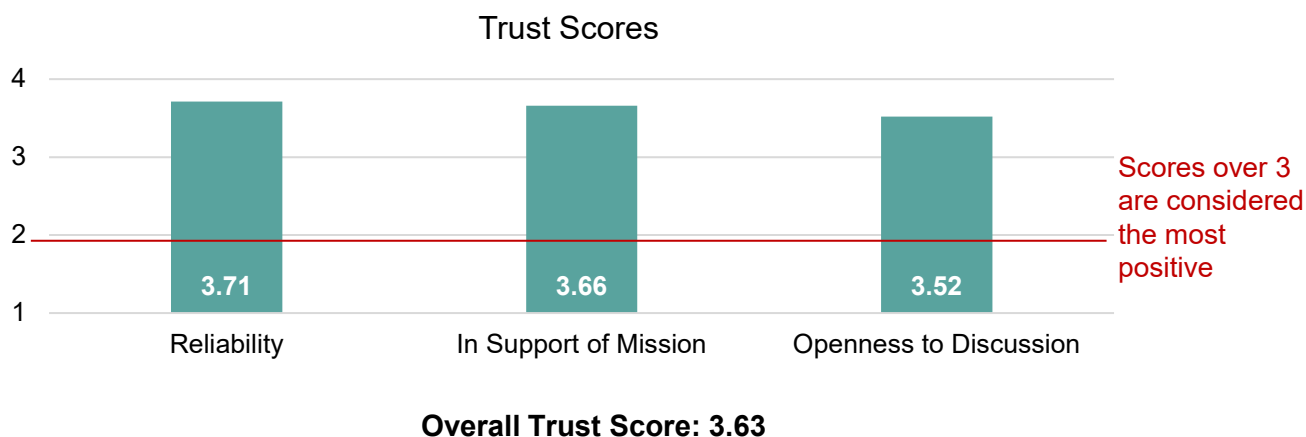
Relational Trust and Value (Cont.)

Trust in inter-organizational network relationships facilitates effective information exchange and decision-making, and reduces duplication of effort among groups that may have previously competed. The survey assessed trust among network partners on three validated dimensions: reliability, mission congruence, and openness to discussion (see definitions below). Survey participants assessed each of their reported relationships on these three dimensions according to a 4-point scale, with 1 = Not at all, 2 = A Small Amount, 3 = A Fair Amount, and 4 = A great deal. Scores over 3 are considered the most positive.

The column chart below depicts the average trust scores within the network. Members placed a very high level of trust in their network relationships. In particular, network partners were perceived as extremely reliable.

	Reliability: To what extent does this partner follow through on commitments?
	Mission Congruence: To what extent does this partner share a mission with your organization and the larger network?
	Openness to Discussion: To what extent is this partner willing to engage in frank, open, and civil discussion, especially when disagreement exists?

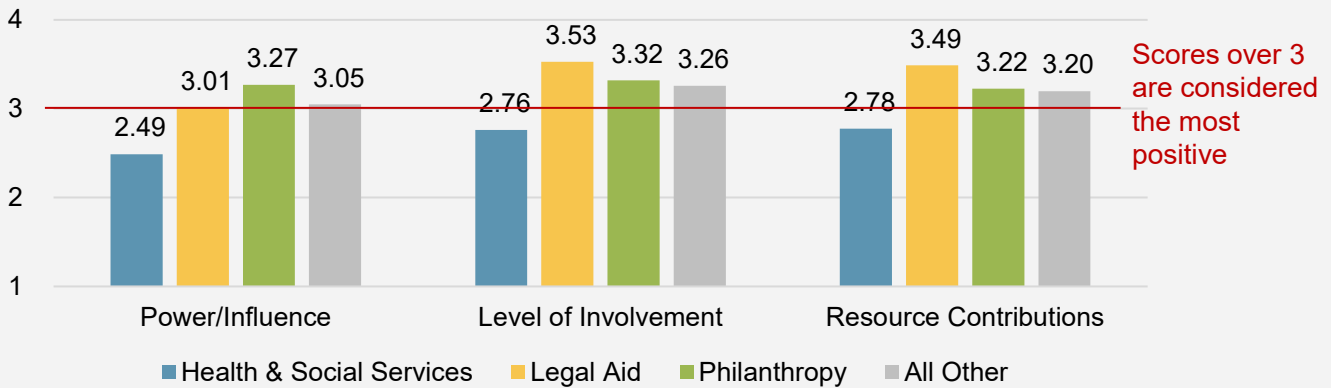
Q19-21 Trust Scores



Relational Trust and Value (Cont.)

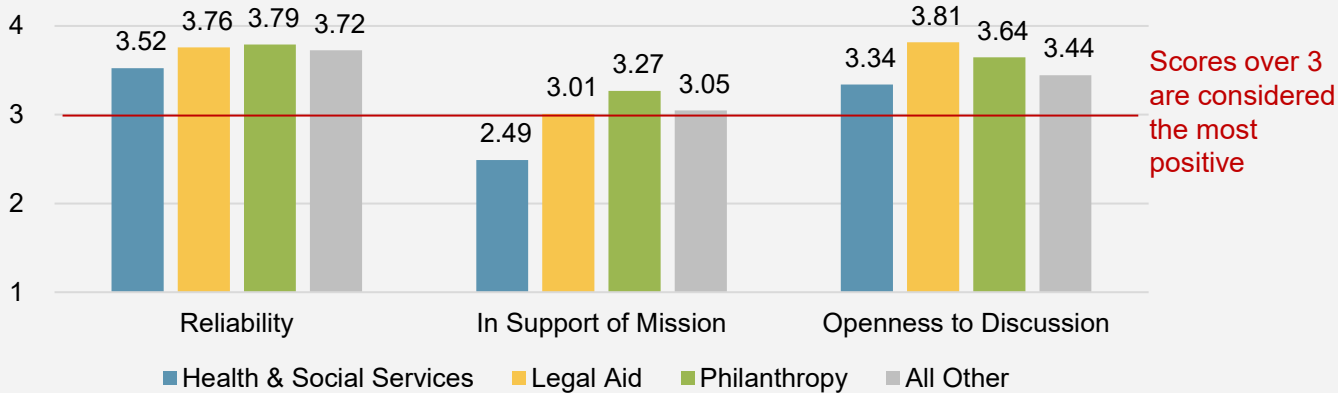
The charts below show the average trust and value scores received by members from these four organization types: (1) health and social services, (2) legal aid providers, (3) philanthropy, and (4) all other.

Value Scores by Organization Type



Overall Value Score: 3.21

Trust Scores by Organization Type



Overall Trust Score: 3.63

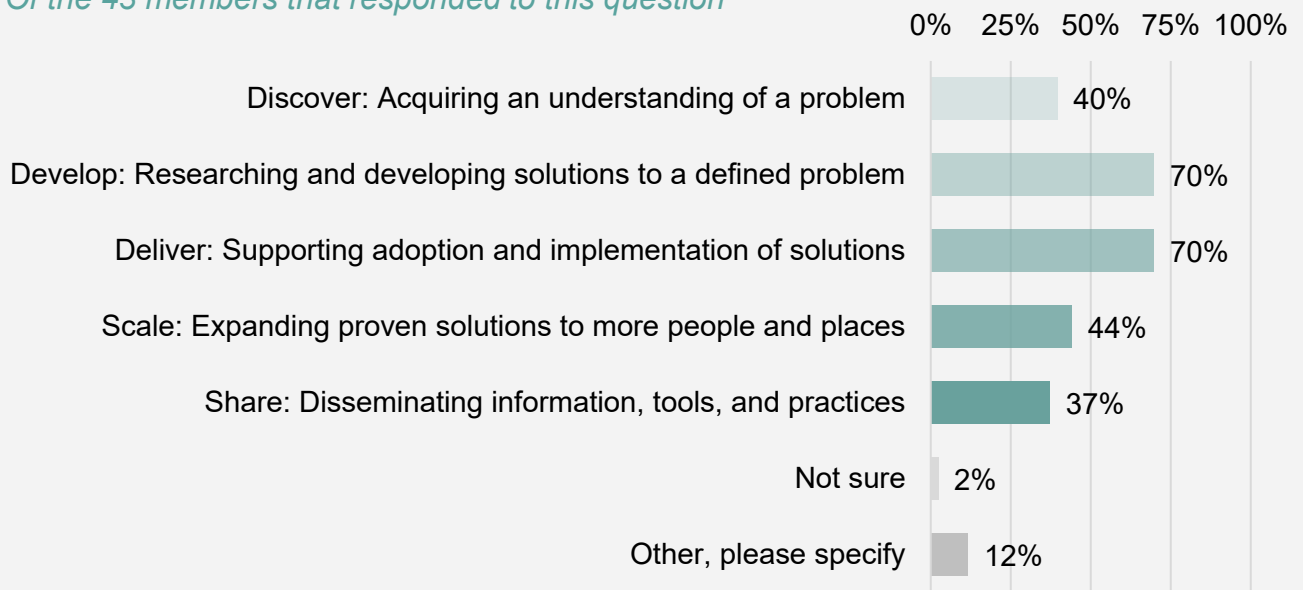
Primary Purpose of the Network

The remaining pages of this report shift focus from describing the nature of existing relationships among stakeholders to outlining survey respondents' visions for future directions and organizational structures for the new DC Legal Aid Transformations Network.

When asked about what should be the primary purpose of the network, most respondents (70%) selected *Develop* (see definitions of each type of network purpose below) and *Deliver*. These selections suggest network members hope the network will both develop and deliver solutions to improve legal aid, rather than focusing on one task or the other but not both. Fewer respondents chose *Scale*, *Discover*, or *Share* as the primary purpose for the network.

Q1: From your perspective, what should be the primary purpose(s) of the DC Legal Aid Transformations Network? (Select up to 3)

Of the 43 members that responded to this question



Other, please specify:

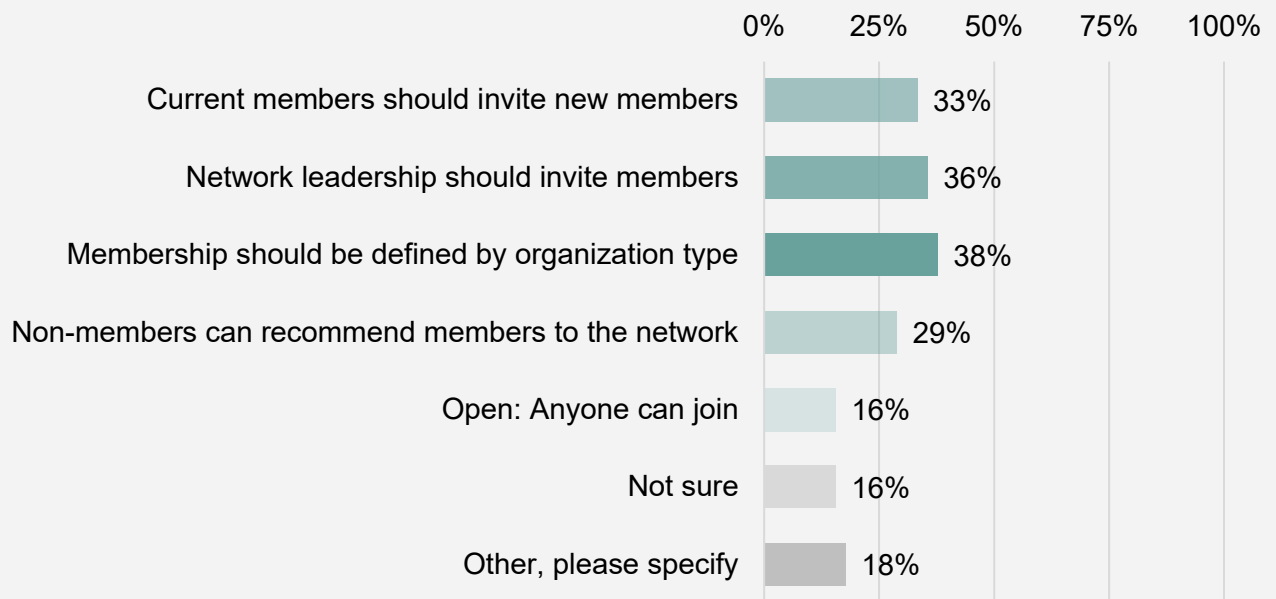
1. All of the above [purposes] at various stages over the next period of years. Presently, Discover and to some extent Develop.
2. Better coordination among existing civil legal aid providers and the non-legal partners with whom they collaborate
3. Depending on what problem the network chooses, the DCLATN could play all of those roles and at different times.
4. Enhance coordination among legal service providers to create a "no wrong door" approach for individuals seeking legal services.
5. Ensuring impacted communities are centered in the network configuration, the strategic application of resources, reduce duplication, promote innovation.

Network Membership

Respondents did not agree on how membership should be determined. At least a third of respondents indicated that membership should be defined by organization type (38%), a third said network leadership should invite members (36%), and another third said current members should invite new members (33%).

Q2: As the DC Legal Aid Transformations Network evolves, how should membership be determined? (Select all that apply)

Of the 43 members that reported for these questions



See the next page for responses by respondents who selected “Other, please specify”

Network Membership (Cont.)

Other, please specify:

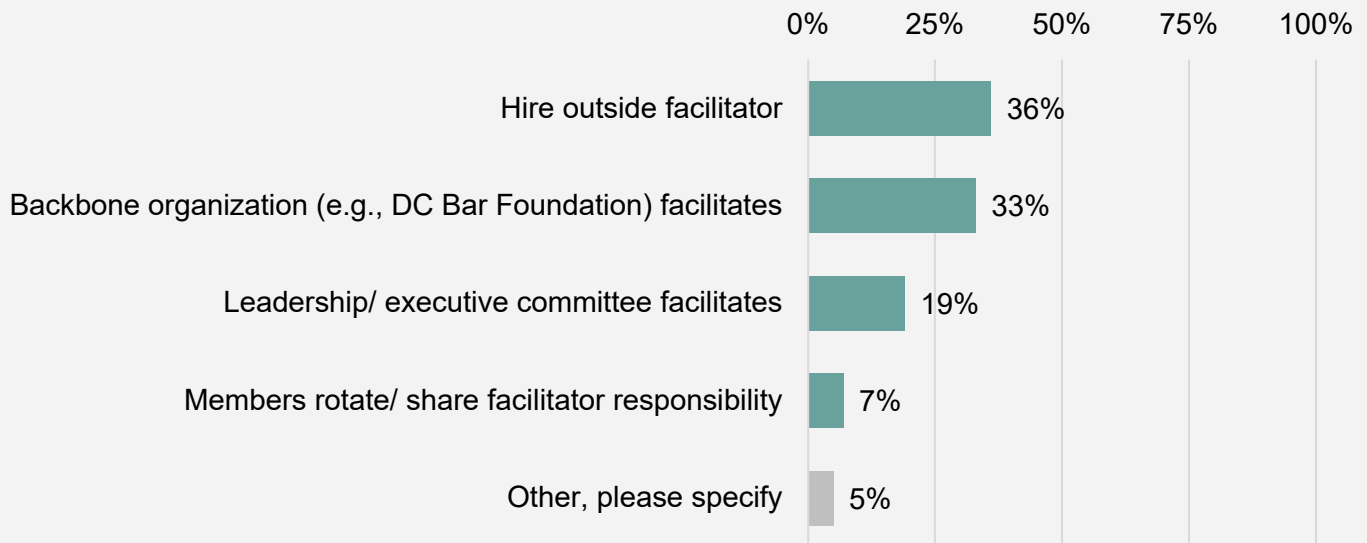
1. By scope of the system and the services it is designed to provide (i.e. is it targeted to DC legal aid services - does the member applying meet that requirement or are they a national provider that happens to take DC cases, etc.)?
2. Contingent on ultimate objectives, especially if more than a referral forum
3. I could see the value in both of the above. I think the varying perspectives at the workshop in June were powerful and valuable. I also see the value in limiting to more narrow membership. I guess it would ultimately depend on the goal, but my inclination is wider perspective is better.
4. Include leaders from organizations of impacted communities and organizers.
5. The current network should define criteria for membership and apply that to new groups - with an eye toward a manageable size. Inclusion doesn't mean everyone needs to be a member of the network - some can be consulted but not active.
6. The goal should be to be strategic and comprehensive when inviting members. For example, if we are inviting funders who support civil legal aid, we should invite all those who support civil legal aid, not just one. We should also think about the key constituencies who may not be in the network but should be. For example, if we don't have anyone from the health community, we should pursue that membership. Finally, as an initial matter, we should do a scan of existing network members for those with whom they partner to ensure those existing partnerships and "networks" are acknowledged and incorporated.
7. The network should be open and as inclusive as possible representing a diverse stakeholder group that perhaps only requires some identified commitments to participation. Membership should not be limited to just organizations.
8. The network should decide.

Meeting Facilitation

Many respondents expressed that meetings should be facilitated by an outside facilitator or by having a backbone organization (like the DC Bar Foundation) act as the facilitator. Fewer respondents preferred having a leadership/executive committee act as a facilitator or having members rotate or share that responsibility.

Q7: How should the DC Legal Aid Transformations Network meetings be facilitated?

Of the 42 members that reported for these questions



Other, please specify:

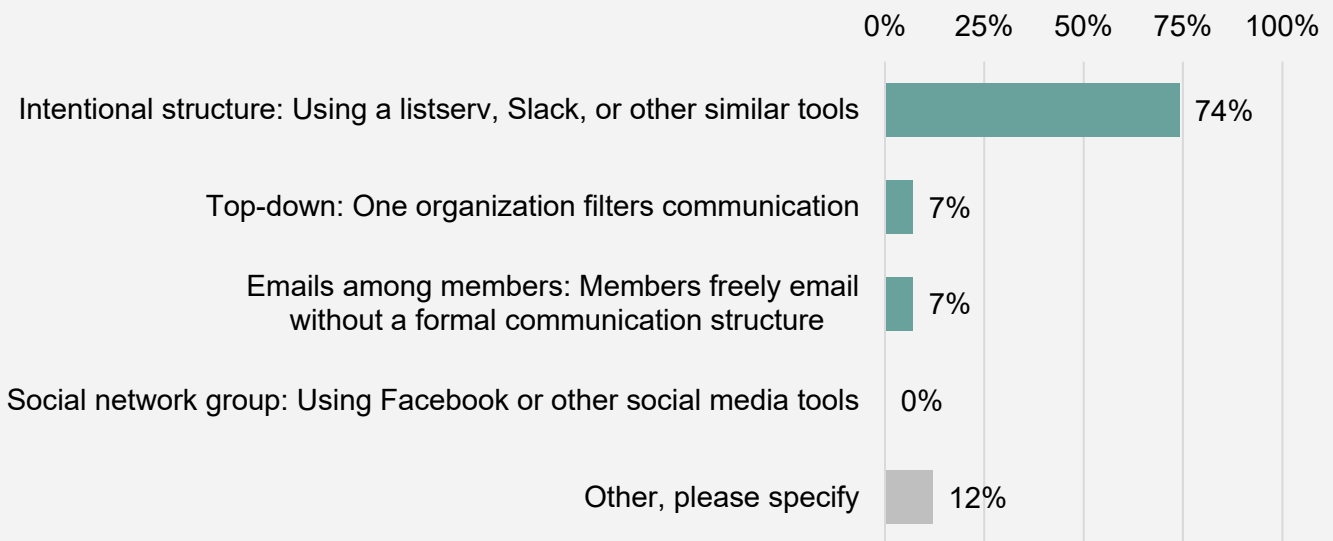
1. Combined leadership of local leaders and community members with lived experience.
2. Until we know for sure what we are aiming for it is hard to know. To get us to that, DCBF should provide an outside facilitator.

Communication Structure

Respondents overwhelmingly agreed that the communication structure should be an intentional structure using a listserv, Slack, or other similar tool. There was less agreement around using a top-down structure or a structure of emails among members. No respondent chose a social network group such as Facebook or LinkedIn as an option for communication.

Q8: What should be the communication structure of the DC Legal Aid Transformations Network?

Of the 42 members that reported for these questions



Other, please specify:

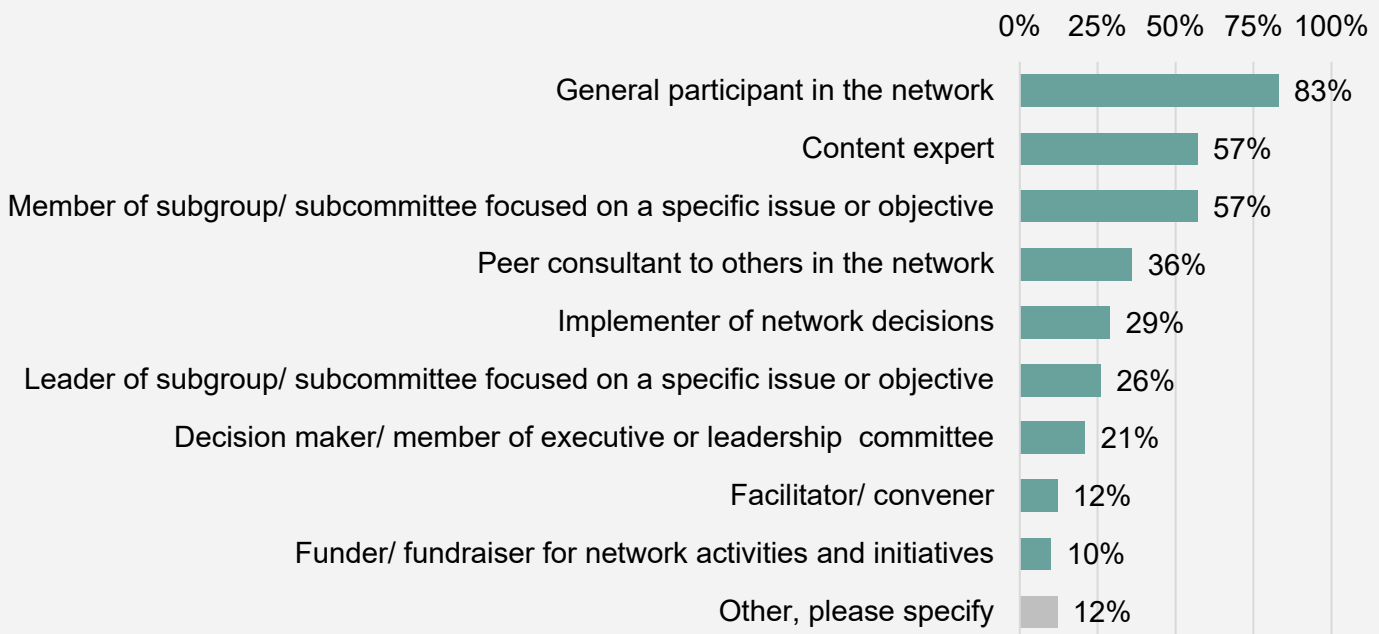
1. Depends on which communication - there needs to be an informal capacity, but also more rules around how to communicate decisions.
2. I think it would be beneficial to have a "top down" approach to ensure efficient and streamlined communication that is comprehensive (as opposed to email by email). That said, it would also be helpful to have an intentional structure for more organic communication between members (e.g., list serv or comparable tool)).
3. It depends on the purpose of the communication in question. All have a place for certain contexts.
4. Need more input from the members before choosing an option; will probably need to use multiple communication channels.
5. Network should decide.

Roles in Network

Most respondents (83%) indicated they wanted their organization to play a general participant role in the network. At least half indicated they could play a content expert role or be a member of a subgroup/subcommittee focused on a specific issue, while at least a third mentioned being a peer consultant to others. The funder/fundraiser role and facilitator/convener role were selected by the least number of respondents.

Q3: What roles would your organization like to play in the DC Legal Aid Transformations Network? (Select all that apply)

Of the 42 members that reported for these questions



Other, please specify:

1. TBD depending on the focus and problems the group will be addressing.
2. We are all in and want to be very active.
3. We would love to host a funders' briefing on the network as it develops.
4. We'd be glad to plug in wherever the greatest need is.
5. When I say "funder/fundraiser" - we do not provide direct funding, but we do advocate for others to support civil legal aid and would continue to do so.

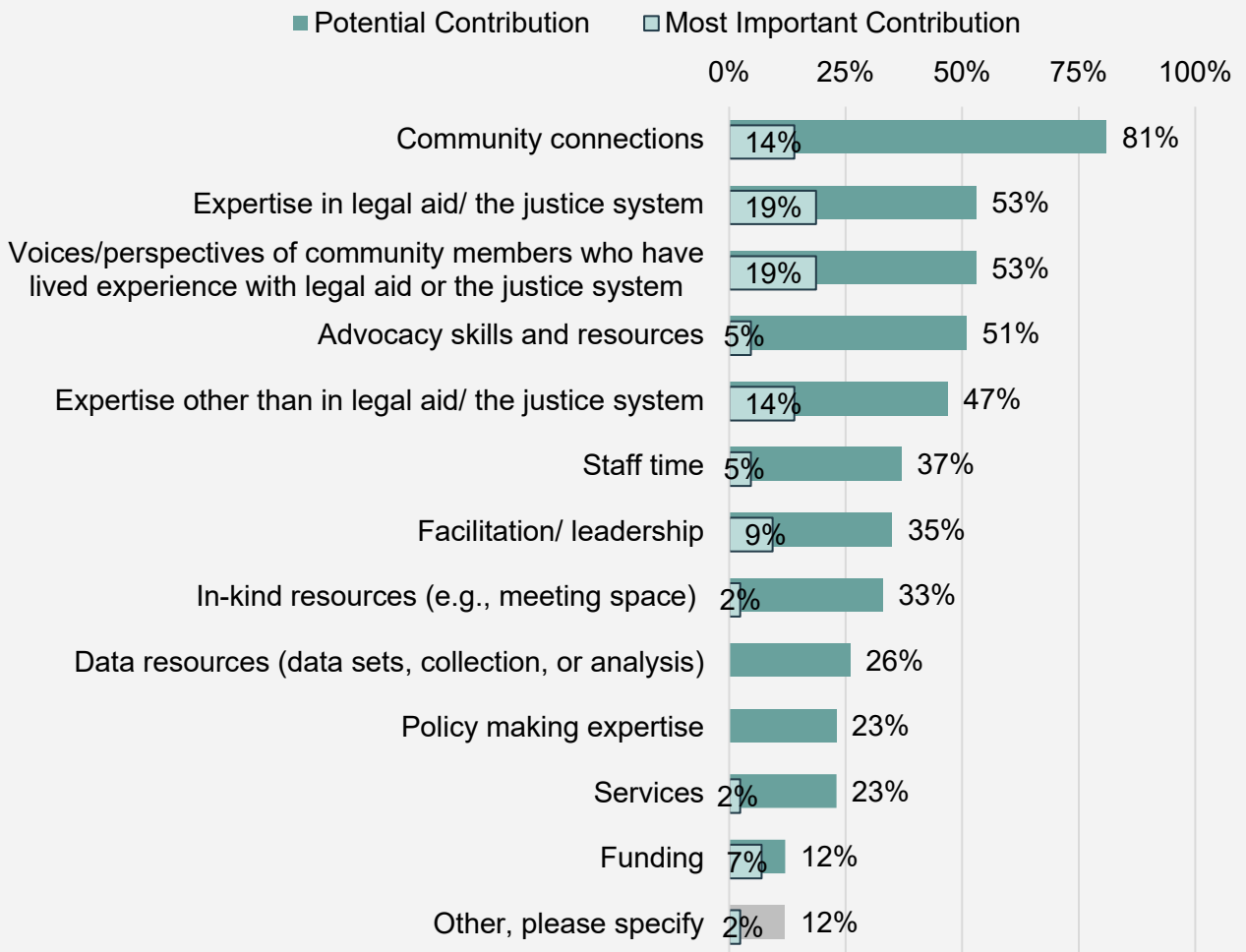
Resource Contributions

Respondents contribute a variety of valuable resources to the DC Legal Aid Transformations Network, with at least one organization providing each resource. At least half of respondents can contribute community connections, expertise in legal aid/the justice system, voices/perspectives of community members, and advocacy skills/resources. Fewer respondents can contribute funding, services, policy making expertise, or data resources to the network. In the chart below, darker green represents the percentage of respondents who said they could contribute that resource, and lighter green represents the percentage who said that this was their most *important* contribution.

Q4: Leveraging resources is a key function of a network. Please indicate what your organization can potentially contribute to the DC Legal Aid Transformations Network: (Select all that apply)

Q5: What do you think will be your organization's most important contribution to the network?

Of the 43 members that reported for these questions



See the next page for responses by respondents who selected “Other, please specify”

Resource Contributions (Cont.)

Other, please specify (Q4):

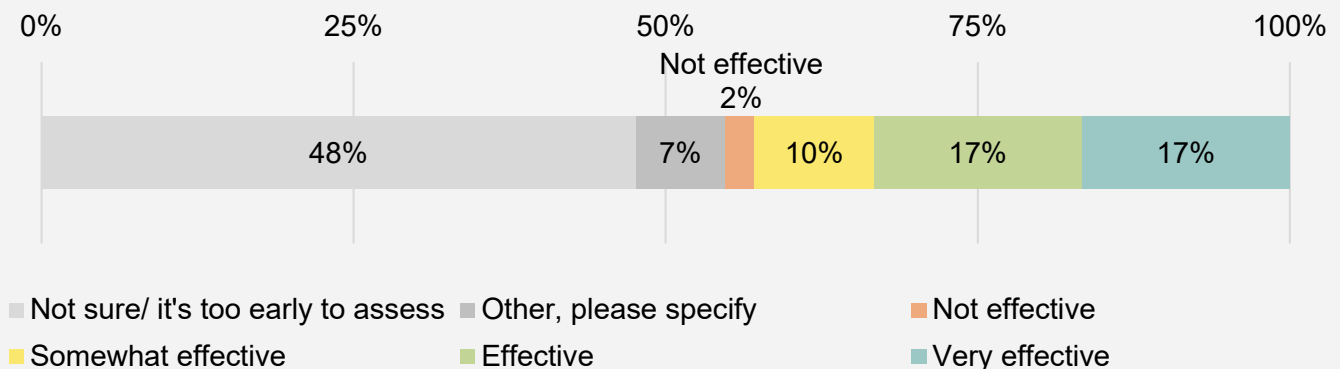
1. As to voices, we can work with clients and partners to bring community voices to the network.
2. Connections with other community leaders (courts, government leaders, the DC Bar, etc.)
3. Happy to provide space for convening at Howard.
4. May be able to dedicate more time once the Dir of Programs & Partnerships is hired.
5. We are happy to offer any resources where helpful. I do think DCBF should seriously consider how to use the existing networks as potential hosts in this effort.

Diversity, Equity, and Inclusion

Most respondents were not sure or indicated it was too early to assess the effectiveness of the DC Bar Foundation in creating a forum that explores issues of diversity, equity and inclusion within and across the network of partners and the work being done in the community. However, of the respondents who did select a response for this question, 34% indicated the DC Bar Foundation has been effective or very effective in creating this forum.

Q9: To truly have a strong ecosystem, the DC Legal Aid Transformations Network needs to explore issues of diversity, equity and inclusion within and across the network of partners and the work being done in the community. So far, how effective has the DC Bar Foundation Network been in creating this forum?

Of the 42 members that reported for these questions



Other, please specify:

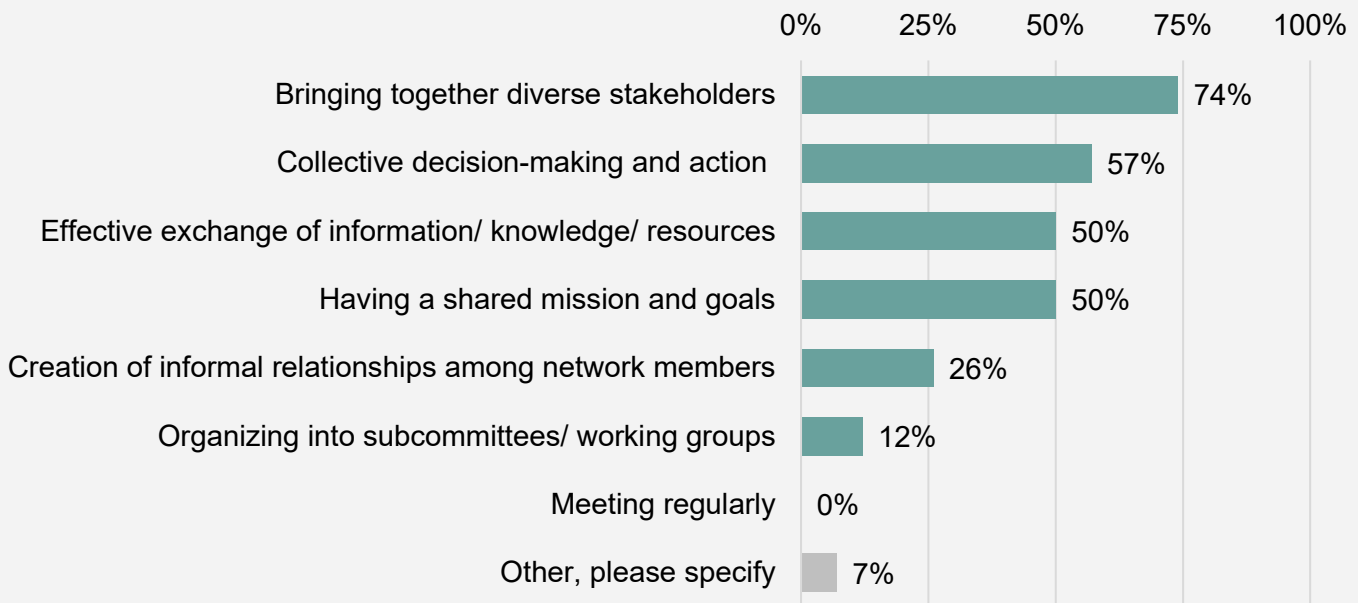
1. Effective in inclusion but less so regarding communicating clear scope and intent and impact on stakeholders.
2. The training opportunities and support have been critical. We as a community need to build on that with actionable items.
3. To date, very effective, but certainly early in the process.

Successful Network Collaboration

Respondents agreed on four aspects of network collaboration that will be the most important to the success of the network. At least half of respondents indicated that bringing together diverse stakeholders, collective decision-making and action, effective exchange of information/knowledge/resources, and having a shared mission are the most important factors for success.

Q6: Which aspects of collaboration will be most important to the success of the DC Legal Aid Transformations Network? (Select up to 3)

Of the 42 members that reported for these questions



Other, please specify:

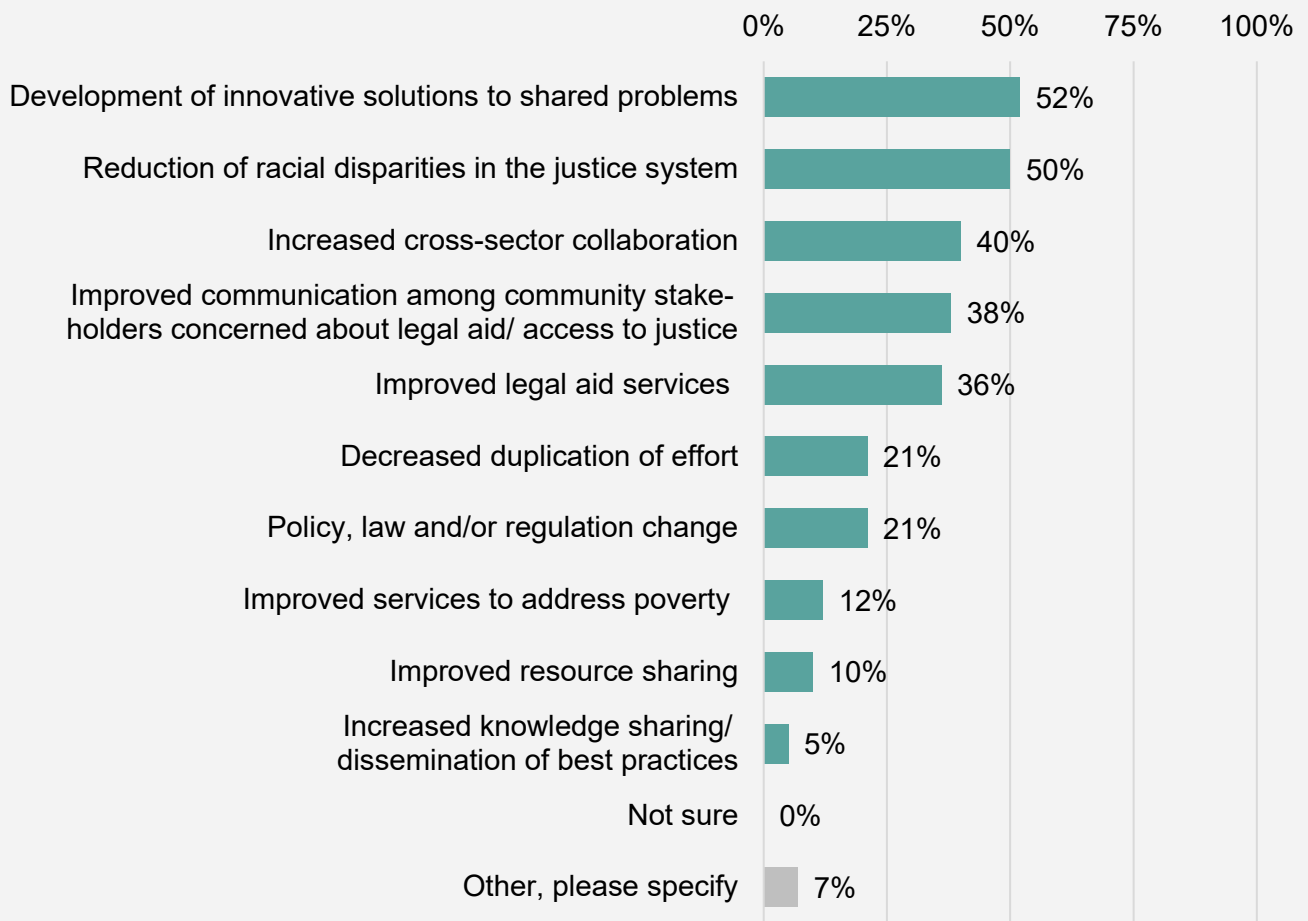
1. Community engagement building off the Community Listening Project. Consolidation/merger of programs. Development of emerging leadership of color.
2. Effective facilitation. The facilitation of the session in June was probably the best I've ever seen. Skilled facilitators make all the difference.
3. Implementing solutions with a level of specificity and clarity of role to be effective.

Network Outcomes

As the top three outcomes the network should prioritize, respondents selected development of innovative solutions to shared problems (52%), reduction of racial disparities in the justice system (50%), and increased cross-sector collaboration (40%). The least selected outcomes to prioritize were increased knowledge sharing/dissemination of best practices, improved resource sharing, and improved services to address poverty.

Q10: Which of the following outcomes should the DC Legal Aid Transformations Network prioritize? (select up to 3)

Of the 42 members that reported for these questions



See the next page for responses by respondents who selected “Other, please specify”

Network Outcomes (Cont.)

Other, please specify:

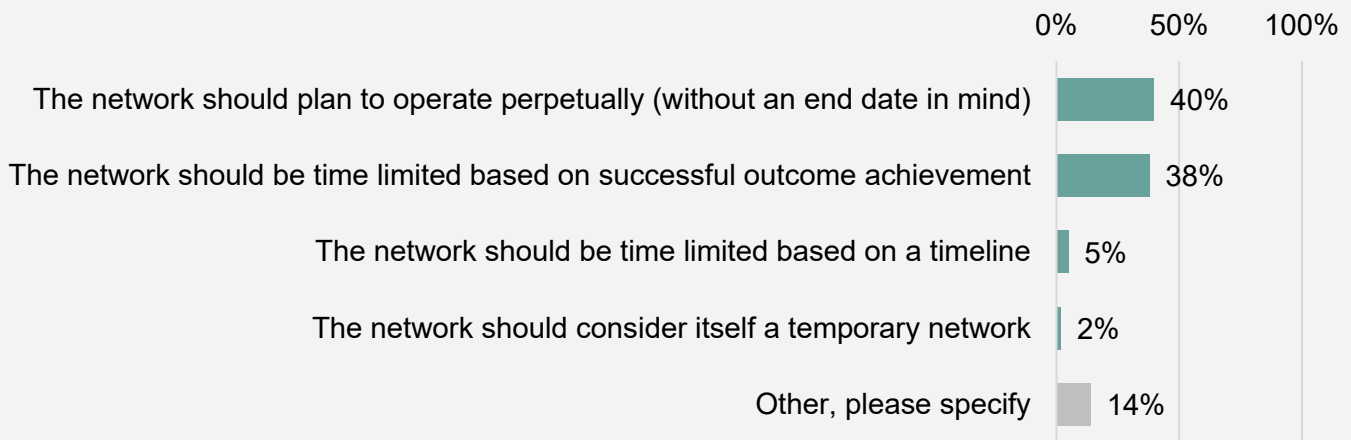
1. Build power in communities to achieve racial equity and justice.
2. More accessible and responsive services from the client perspective.
3. To explain our two priorities above - Although the long term goal might be ending poverty and racial disparity, we think that the network should start with more operational and quality goals.

Long-term Role for the Network

Respondents indicated opposite views on what they see as the long-term role for the DC Legal Aid Transformations Network in the access to justice/legal aid space. Forty percent of respondents reported that the network should plan to operate perpetually while 38% reported the network should be time-limited based on successful outcome achievement.

Q11: What do you see as the long-term role for the DC Legal Aid Transformations Network in the access to justice/legal aid space?

Of the 42 members that reported for these questions



Other, please specify:

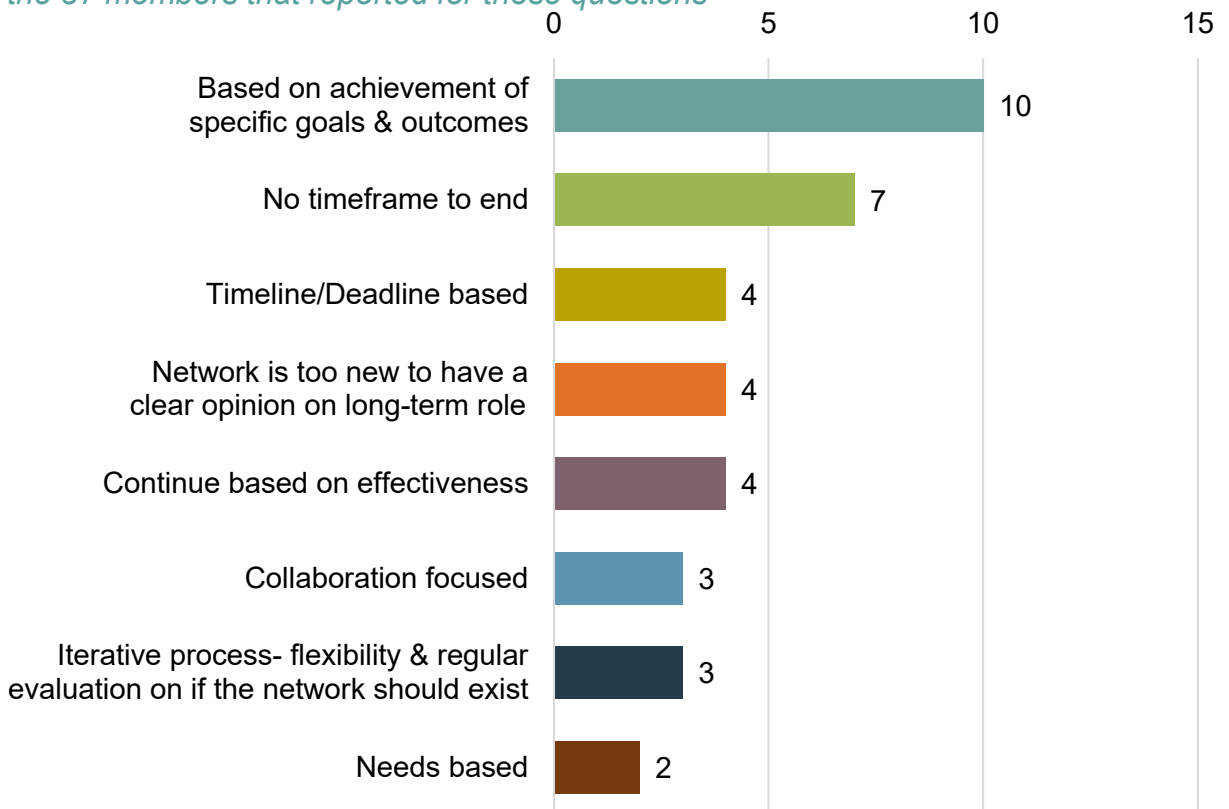
1. Dependent upon the ultimate goals and objectives of the Network.
2. Long term role should be informed by evaluation results, which should be guided by best practice standards.
3. Once goals are established, the answer will be clearer.
4. Probably time limited with a built-in assessment to determine how and to what extent to make permanent after a multi-year initial phase.
5. Unsure

Long-term Role for the Network (Cont.)

Respondents were asked to elaborate in an open-ended text field on their thinking about the appropriate long-term role for the network. Responses to this question were coded for common themes. The content and frequency of these themes is summarized in the below chart, and the full text of the responses is displayed on the following pages.

Q12: Please explain your thinking on why you chose your response to the previous question.

Of the 37 members that reported for these questions



All open-ended responses are listed on the next three pages, grouped by the themes summarized in the chart.

Long-term Role for the Network (Cont.)

Based on achievement of specific goals & outcomes

1. Initially the network should set clear goals and work to accomplish them. Once that is achieved, we should re-evaluate the need.
2. I suspect that more results will come from a group that has a defined goal and timeline in place; many members are already members of similar coalitions whose work varies from specific (min. wage increase) to vague (decrease poverty in DC). Those with vague goals are less likely to attract new resources, new time commitments, or new ideas. How will this network differ from the DC Consortium?
3. If the network is focused on achieving certain outcomes, then we can structure membership, communication, and leadership styles to suit our purpose. Once those outcomes are achieved, we can dissolve, renew, or reconvene a different network that is fit for purpose around the most relevant and pressing needs at that time.
4. If there are specific goals, once accomplished, the organization needs new goals or needs to disband.
5. Network needs to identify its goals and objectives. Network membership shifts to meet those goals/objectives. And network changes in response to achieving goals, identifying new goals (that may need different members), or goals not met that may be the result of the wrong people at the table. Membership/roles should shift over time based on shared goals.
6. The success of this network hinges on having defined goals/objective and work plans to address them. Imposing an end date feels artificial until there is robust clarity around the network's goals and firm action plans. In an ideal world, the network would flourish into an organic being that could continue for the long haul, but that does require resources committed to leading the efforts.
7. We don't know what shape the network will take, its goals, or who will be involved - makes sense to identify outcomes and work towards those and see how effective it is before making decisions about how long it will exist.
8. How long the network exists should not be driven by an arbitrary timeframe. To the extent that the network is making demonstrable progress on its goals, then it should continue to operate.
9. I find that group efforts are most effective when there is a specific outcome or goal that they're looking to achieve.
10. I have been assuming the network had as one of its key goals coordinated intake, which is a gargantuan task. If so, then this could perhaps be the goal of the network and it could end when it is accomplished. But my answer may change as the Network has even broader aspirations.

Long-term Role for the Network (Cont.)

No timeframe to end

1. I think the development of a Network such as this is a long-term effort to address long-standing and deep-rooted issues, which have not been prioritized as of yet so there is no way to determine a time limit. Further, the function of such a Network could be ever-evolving as new issues arise that need to be addressed to achieve the overall goal of the Network.
2. I think the work that is being done collectively with this network has no time frame. It will take time to get the network up and running and optimally functioning. The issues that will be addressed will be ongoing and the cross collaboration to creating and implementing solutions, based on best practices, will take time to see results and the net effect of our actions. Therefore, I don't think there is a need for an end date, as the hopes are that it will serve as a new model to build upon to affect change at the local level.
3. Not sure I understand why it should end(?) after all of this effort.
4. The need for a network will always exist.
5. There will always be a need for this kind of network.
6. Understanding the current environment we are in living in with the COVID pandemic and racial reckoning, you may not want to put a specific end date because you don't know how long the work will take.
7. I don't see any end to the need any time soon.

Timeline/Deadline based

1. A timeline will help the network to achieve short-term goals. As far as long-term collaboration and communication, the DC Consortium of Legal Service Providers may be helpful in that regard.
2. It seems to me that we should always start with "the end in mind." This network should evaluate itself on a regular basis - every three years? every five years? I believe this keeps us honest and focused on our goals. There will always be a need for this kind of work - evolution happens when we review with a deadline in mind.
3. It will be easier to determine duration once the objectives have been clearly established. There is a need for an ongoing planning body, but the risk of having it open ended is that there will not be the deadlines or milestones to ensure that a robust plan is developed, that rollout dates are scheduled, and implementation is done. It is very easy for planning processes to get bogged down unless there are strict timelines to be met.
4. I like a deadline to achieve explicit goals.

Long-term Role for the Network (Cont.)

Network is too new to have a clear opinion on long-term role

1. I'm not confident in this answer. I think it depends on what the goals of the network are. I'd imagine any cohesive civil legal aid entity would be important long-term, as those needs will not disappear anytime soon. But the goals or tasks of the group may change over time, as other initiatives are launched.
2. My initial thinking was there will always be systems that will need to improve/increase access etc. I guess it really depends on what the defined goal of the network is. If it is defined with a specific goal/ subgoals, then it is easier to plan out a time frame. I see there being a long-term role for the Network, potentially with evolving goals.
3. Top priorities and outcomes are still being developed and this will directly influence the short and long-term roles of the Network
4. I honestly don't know enough about this to have an opinion. I picked an answer for the sake of picking an answer and not with one ounce of information or experience to inform it. So, essentially please disregard my above response.

Continue based on effectiveness

1. I think there will always be work that needs to be done within the DC legal area due to its complex issues and we can only learn and develop better tools as time passes and strengthen the Network and thus, prove more effective with time.
2. If this network is successful, a lot of problems could be discussed as a network and more ideas bring better solutions.
3. It should continue as long as it is effective and there are no better alternatives.
4. We need to build sustainable infrastructure for legal aid access (both for clients and providers).

Collaboration focused

1. I think there should continue to be some collaborative effort amongst the stakeholders, but it might take a different form and/or have different goals and priorities after initial Network goals have been achieved.
2. Issues and problems change, need for collaboration continues.
3. Cross collaboration among legal service providers is important to assisting in expanding access to justice to low-income residents.
By working together instead of as "islands", legal service providers will be able to help impoverished and homeless residents to hopefully get their legal concerns resolved effectively and sooner, no matter how simple or complicated. The DC Legal Aid Transformations Network also needs to have communications with local social services programs, such as the House of Ruth, Salvation Army and SOME to find out more about their consumers' social service and interrelated legal needs in the District of Columbia.

Long-term Role for the Network (Cont.)

Iterative process- flexibility & regular evaluation on if the network should exist

1. I think temporary as in a pilot but one that could become perpetual. See how stakeholders feel after a certain amount of time has gone by and if they see value in continuing.
2. Outcomes relative to the baseline should determine whether a long-term role is appropriate; however, evaluative data collection and analyses must be resourced at a level that can support this objective with attention to the cost/benefit impact of diverting direct service resources to relatively robust evaluative processes.
3. The Network still appears to be at an early stage of clarity in terms of what it will be, so flexibility is needed in terms of any meaningful answer how long and in what form it should exist.

Needs based

1. The legal and supportive service needs of the District are ever evolving. It will be important for the network to intentionally assess success and scope against its defined goals and the changing ecosystem.
2. The needs of individuals or communities are not static, so organizations must change, and networks should be created to accompany organizations as they work to provide legal services to community members.

Additional Stakeholders to Include

Q22: Are there organizations that were not listed above, that are important stakeholders in the civil legal aid ecosystem in the District, and that should be included in the DC Legal Aid Transformations Network? If yes, please list the organization name (and contact person, if possible) below. If no, please skip to the next question.

Of the 11 members that reported for these questions

1. Catholic Charities Legal Network of the Archdiocese of Washington; Catholic Charities Immigration Legal Services of the Archdiocese of Washington
2. DC Fiscal Policy Institute (policy); The Meyer Foundation (an important partner to support power building in communities); Public Defender Service; ACLU of DC; All DC area law school clinical programs (e.g., UDC David A. Clarke School of Law); DC Action for Children - Kimberly Perry, ED (policy); Fair Budget Coalition; National Women's Law Center (broader perspective); The Advancement Project. Faith-based organizations (e.g. churches); social service organizations (e.g., the collaboratives). I have more but would need more time to share. Also, it would be critically important to include community members.
3. First Shift Justice Project. Community of Hope. I'd also like to see worker organizing groups included, like DC Jobs with Justice. They are not in the courts but they are certainly a stakeholder when it comes to racial equity and fighting poverty, so I guess it depends on the goals of the network. I noticed that you have included the Council Committee on Public Safety and the Judiciary but not any other Council Committees. A lot of legal aid work is done in administrative agencies, not courts. Not sure whether Council Committees should be included at all, but if they are, consider including Labor (DOES) and Govt Operations (OHR).
4. Georgetown Juvenile Justice Legal Clinic.
5. Interfaith Action for Human Rights works on prison reform, efforts to end solitary confinement, and racial disparities in the legal system.
6. **Legal Services Providers/Referral Services:** Veterans Consortium (or other veteran's organizations); Tahirih Justice Center; Open City Advocates; DC Refers (referral service for low bono service); DC Office of the Tenant Advocate; Public Defender Service of DC; Kids in Need of Defense (KIND); Human Rights First (DC Asylum Project); DC Tenant Rights Center; DC KinCare Alliance; ACLU of National Capital Area; Claimant Advocacy Program
Area Law Schools: Georgetown University Law Center (clinical and pro bono programs); George Washington University Law School (clinical and pro bono programs); Catholic University Columbus School of Law (clinical and pro bono programs); UDC David A. Clarke School of Law (clinical and pro bono programs); Howard University School of Law (clinical and pro bono programs); American University Washington College of Law (clinical and pro bono programs)

Additional Stakeholders to Include (Cont.)

6. **Government/Court Entities:** DC Courts (DC Court of Appeals and DC Superior Court); DC Office of Administrative Hearings; DC Office of Human Rights; DC Office of the Attorney General (particularly those Divisions that interact with DV, consumer protection, civil system more generally, etc.)
Other Legal Leaders: Pro bono attorneys (Association of Pro Bono Counsel, DC Chapter; individual law firms; DC Federal Government Pro Bono Program, etc.); D.C. Bar; Washington Council of Lawyers
Funders: Meyer Foundation (there may be other civil legal aid funders you'd want to include)
Community Partners: Children's National Health Center (MLP with Children's Law Center); Unity Health Center (MLP with Children's Law Center); DC Coalition Against Domestic Violence; DC Survivors and Advocates for Empowerment (DC SAFE) (run the DV Intake Center at DC Courts)
7. Maybe Fair Budget Coalition?
8. Mayor's Office on Latino Affairs (Immigrant Justice Legal Services), Betsy Cavendish, General Counsel for the Mayor, betsy.cavendish@dc.gov; The DC Courts; DC Office of Administrative Hearings; UDC David A. Clark School of Law, Kristina Campbell, kcampbell@udc.edu; Kids in Need of Defense (KIND), Andrea Mangones, amangones@supportkind.org; Justice for Our Neighbors, Benjamin Apt, ben@dcmdjfon.org; GW Jacob Burns Community Legal Clinics, Melody Webb, mrwebb@law.gwu.edu; Georgetown Law Clinics, Patrick Griffith, pwg7@georgetown.edu; DC Kincare Alliance, Marla Spindel, marla@dckincare.org; AsylumWorks, Joan Hodges-Wu, joan@asylumprojectdc.org; American University Washington College of Law Clinics, Kathleen Gordon, kgordon@wcl.american.edu; ACLU of the District of Columbia, Elaine Stamp, estamp@acludc.org
9. Open City Advocates; Free Minds
10. The Family Place, ED Haley Wiggins - hwiggins@thefamilyplacedc.org; Washington English Center, ED John Odenwelder - jodenwelder@washingtonenglish.org; Carlos Rosario International Public Charter School, CEO Allison Kokkoros - akokkoros@carlosrosario.org
11. We should involve D.C government agencies, OAH, and the D.C. Courts.

Ideas, Questions, and Comments

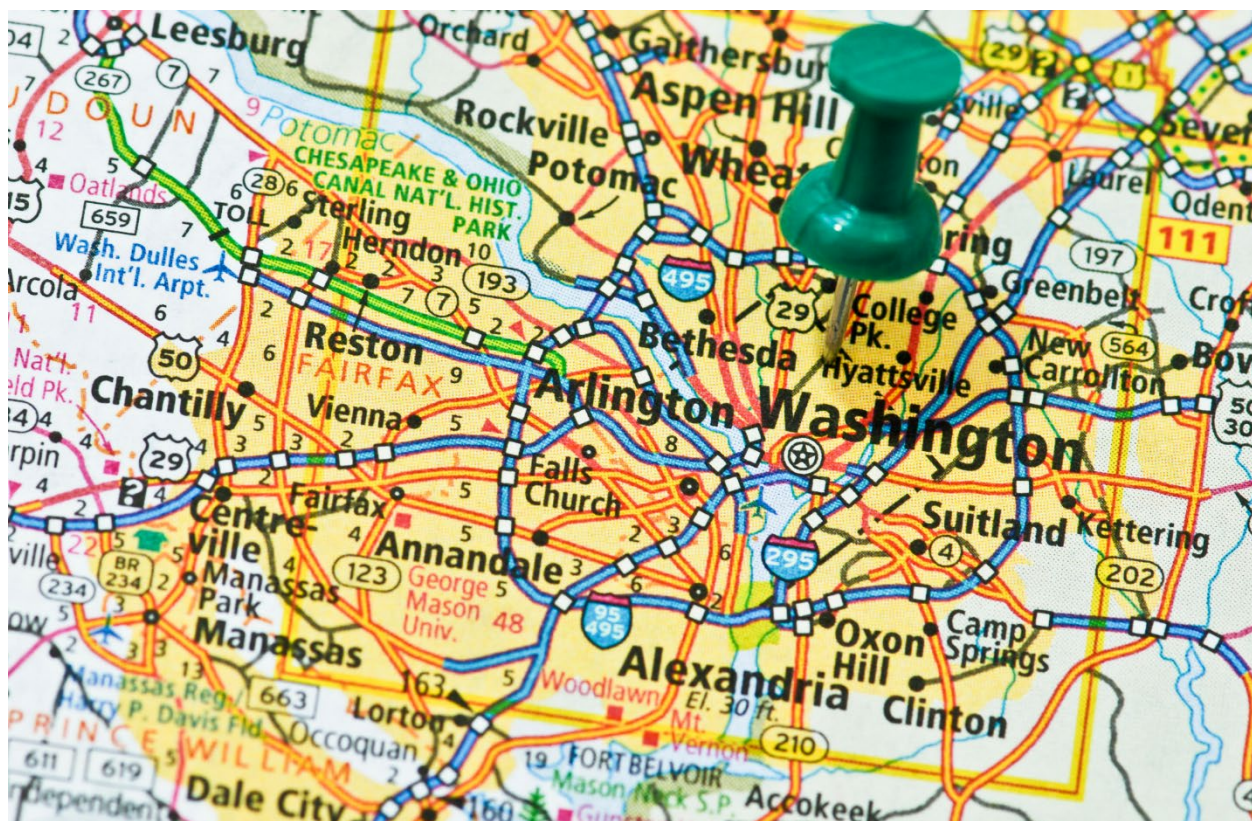
Q23: Do you have any ideas, questions, or comments that could inform the work of the DC Legal Aid Transformations Network?

Of the 10 members that reported for these questions

1. A great start - looking forward to engagement.
2. Hard to answer these questions without an idea about the goal of the network. Also, improving the civil legal aid system is important but it is not as far upstream as we need to go. Even a perfect and fair system of justice is not as good as figuring out what we can do to keep people from needing civil legal aid in the first place. I think that the legal services community should do more as a collective body to engage in community organizing and policy advocacy, to create a more just society.
3. I know it's a Legal Aid network but maybe include some grassroots non legal stakeholders (ie local non legal arts for violence survivor nonprofits) or even government holders (ie ANC members) in the discussion.
4. I think it is critically important for this network to include community members in identifying problems, developing solutions, and implementing them. What can make this network powerful in achieving justice and racial equity is building power in communities most impacted by injustices and inequities for them to be meaningfully involved in the creation and implementation of policies and practices that impact their lives (including as related to this network) so every person has a fair shot.
5. It would be more helpful to have a clearer direction or goal for the network in order to best define necessary members. Is the goal to capture all those who offer direct civil legal services? That'd be a considerable group already - almost 50 entities. Is the goal to include those civil legal aid providers and those with whom they partner? That'd be larger, of course. And what do we want to accomplish together? Better distribution of legal information? More seamless access to civil legal aid? Better coordination among and with organizations who interact with people who need civil legal aid help? Coalition building on issues of importance? This would help inform membership as this process continues. When thinking through the size of membership, it would also be important to have a clearer idea of what members are being asked to do. How could this network interact with existing social services, advocacy and/or medical networks other than through their membership in the network, if we are being strategic about membership? (That is, will the network itself have partners?) It seems that you'd want the network to remain a size to be workable and to have overlapping goals as much as possible. Going broader comes with additional complications (e.g., positional conflicts, etc.)

Ideas, Questions, and Comments (Cont.)

- NOTE: Some answers were left blank b/c I didn't feel like I had the information to respond. (If there was an option for "I don't know" or "not enough information" I would've selected that.) This was particularly true for U. Penn as an institution.
- I'm not sure that my responses on the prior page are particularly helpful, since the context in which we know some of the organizations doesn't situate us to be able to have an opinion about all of the questions that were raised. I realize now that I perhaps shouldn't have responded at all if I didn't have first-hand knowledge, but unfortunately the form isn't letting me go back and un-check any of the boxes.
- Resource sharing portal
- See above - coordination with all of the entities that play a role in access to justice in D.C. should play a role.
- Stay focused on articulating a clear mission, goals and objectives.
- We are not quite sure how we fit into this Network or how we might contribute but interested in learning more. Thanks for your efforts!



Summary of Findings

STRENGTHS

- Leverage the unique roles members play in the network, like those who emerged as key players, as well as those who indicated they can play a specific role within the network like content expert, member of subcommittee, or peer consultant.
- Utilize and grow the four aspects of collaboration that respondents found to be the most important to the success of the network: bringing together diverse stakeholders, collective decision-making and action, effective exchange of information/knowledge/resources, and having a shared mission.
- For meetings, it would be best to use an outside facilitator or have the backbone organization lead meetings.
- Members indicated that an intentional communication structure like a listserv or Slack would be best for the network.
- At least a third of respondents indicated five outcomes that the network should prioritize. Network leaders should ensure there is a strategy in place to adequately make progress in those areas.
- Leverage and grow the activities that members indicated they work on with their partners to achieve the greater mission of the network.
- Network partners are perceived as highly trusted across all dimensions (reliability, support of mission, and openness to discussion) as well as highly valued around level of involvement and resource contribution.

OPPORTUNITIES

- Only 16% of all possible connections exist among all members, showing room for growth. Respondents indicated new stakeholders to bring into the network, which can also increase connectivity.
- Foster opportunities among members to connect, learn more about, and share knowledge and resources with one another.
- Look to fill the unique roles that members can play in the network that few survey respondents indicated they could fill, like funder or facilitator.
- Create a resource inventory of the specific valuable contributions that members bring to the network so others can access and leverage those more easily.
- Most respondents were not sure or indicated it was too early to assess the effectiveness of the DC Bar Foundation in creating a forum that explores issues of diversity, equity and inclusion. If network members prioritize creating such a forum, it may be important to discuss how the network plans to work toward this goal in the future.
- A discussion needs to take place among members to get on the same page around what the long-term role of the network should be since there were opposite views indicated by a similar number of respondents.
- Consider members' "relationship budgets" (see p. 5) when fostering partnerships. Most relationships currently occur at the integrated level in this network, and this level requires a greater number of resources to maintain over time.



Conclusion and Recommended Next Steps

- ❖ Discuss the characteristics of the overall network with network partners and make sense of the network maps together.
 - Consider how network members connect with each other and which ones are considered most valuable to partners.
 - Think through which activities are best suited for different methods of communication and interaction.
 - Are there sectors or types of organizations that are under- or over-represented in the network?
 - Is the network overly dependent on just a few members?
- ❖ Consider whether changes in the nature of the network relationships would improve collaboration or increase impact.
 - Discuss how to manage the expected and recorded levels of activity among members. What is the minimum amount of effort required to reach goals? Where are gaps?
 - Are the resources contributed to the network by members being properly leveraged to achieve network goals? Consider whether there are ways the network could facilitate the further exchange of resources among members. Identify gaps and redundancies in resource contributions to devise member recruitment and engagement strategies.
 - Measuring the outcomes and impact of a network fosters partner accountability to the mission and builds a collective understanding of what network activities do and do not work. Look at the specific outcomes members indicated the network should prioritize most, and which outcomes should have lower priority. What factors explain these findings? If there is disagreement on some of these community impacts, what factors explain the differences in opinion?
- ❖ Use the process outcomes in this report to track, demonstrate, and celebrate progress toward long term goals.
 - Develop intentional strategies for partner engagement and involvement in the network over time.
 - Develop strategies to increase perceptions of the value of power and influence among members of the network.
 - Discuss what success means for the members of the network and develop strategies to achieve it.

The social network analysis of this DC Legal Aid Transformations Network was conducted using **PARTNER** by **Visible Network Labs**. For more information about Visible Network Labs and the tools and resources available, please visit www.visiblenetworklabs.com.

Email: partnertool@visiblenetworklabs.com



Appendix A: Resource Contribution Inventory

Below is a table showing the resource contributions by organizations in the network. The most important contribution by each organization is marked with an asterisk (*).

Organization	Advocacy skills and resources	Community connections	Data resources	Expertise		Facilitation/ leadership	Funding	In-kind resources	Policy making expertise	Staff time	Services	Voices/perspectives of community members who have lived experience with legal aid or the justice system	Other, please specify	# of Resources Contributed
				Expertise in legal aid/ the justice system	Expertise in other than legal aid/ the justice system									
African Communities Together														
Amara Legal Center	X				X			X		X	X	X		5
Asian Pacific American Legal Resource Center	X	X				X				X*	X	X		5
Ayuda		X			X*					X*	X	X		5
Capital Area Immigrants Rights Coalition	X	X			X					X		X		4
Catholic Charities Legal Network		X			X							X		4
Central American Resource Center	X*	X			X*					X	X	X		5
Christian Legal Aid of DC		X*									X			3
DC Bar Pro Bono Center		X			X*					X	X			4
DC Rape Crisis Center	X	X									X	X*		4
District Alliance for Safe Housing (DASH)	X	X		X						X		X		6
Domestic Violence Legal Empowerment and Appeals Project	X	X			X*							X		2
Father McKenna Center		X						X*				X		3
First Shift Justice Project		X			X						X*	X		5
Food & Friends	X											X		1
Housing Counseling Services														2
Legal Aid Society of the District of Columbia	X	X			X			X		X	X	X		7
Morris & Gwendolyn Cafritz Foundation		X					X*	X				X		3
School Justice Project		X			X					X	X	X*		5
The Safe Sisters Circle	X	X			X						X	X*		3
Torture Abolition & Survivors Support Coalition												X		2
Washington Interfaith Council	X													3
Wells Fargo Foundation		X*					X*	X						2
Wendt Center		X												2
Whitman-Walker Health		X			X*			X	X					4
Community Foundation of Greater Washington		X*			X			X	X				X	5
Howard University School of Law, Fair Housing Clinic	X	X*		X				X	X			X		4
Washington Regional Association of Grantmakers		X*						X				X*	X	2
Bread for the City	X	X			X			X						8
Legal Counsel for the Elderly		X			X*									2
DC Access to Justice Commission		X			X*				X					8
A2J Tech	X	X								X			X	1
DC Bar Foundation														7
Network for Victim Recovery of DC	X	X		X	X		X*	X		X	X		X	1
DC Volunteers Lawyers Project	X	X		X	X*		X	X		X	X		X*	13
Advocates for Justice and Education	X	X		X	X				X	X		X		6
Children's Law Center	X	X		X	X			X		X	X	X		8
Washington Legal Clinic for the Homeless	X	X		X	X			X		X	X	X*	X	11
OVSIG		X		X			X*		X					9
Rising for Justice	X*	X		X	X			X	X	X	X			4
Washington Lawyers' Committee for Civil Rights and Urban Affairs	X	X		X	X*			X	X	X	X			7
Tzedek DC	X	X		X	X			X	X	X	X			9
DC Affordable Law Firm	X	X		X	X*			X	X	X	X	X		3
Total	22	35	11	23	20	15	5	14	10	16	10	23	5	209

Appendix B: PARTNER Customized Survey



DC Legal Aid Transformations Network Final

Consent :

By starting the survey, you are agreeing to participate. Your participation is voluntary, and you can stop at any time. There are no known risks to participate in this survey. If you have questions about your participation in the survey, please reply to the email invitation you received, or contact the PARTNER team at partnertool@visiblenetworklabs.com.

Instructions:

Through the DC Legal Aid Transformations Network, the DC Bar Foundation hopes to bring together legal aid providers, funders, community activists, social service providers, and other stakeholders to build a network that will help us achieve a vast goal: to ensure that every DC resident has a fair and equitable civil legal experience.

As one initial step in achieving this goal, we are asking for your feedback about how this new network should function, and about the existing ecosystem of organizations and community stakeholders that currently support access to justice for District residents. This survey will provide insights about the ways we currently work together and identify opportunities for effective collaboration in the future.

The survey will take about 20 to 30 minutes to complete. When answering the questions, please answer from the perspective of your organization, rather than yourself as an individual. Feel free to consult with others in your organization as needed in order to provide accurate answers. At any time, you can save your responses and continue the survey later. When complete, you can review your responses and modify them, if required.

We will share summarized, anonymous results from the survey in a report presented to all survey respondents. We will also provide each respondent with confidential, personalized survey results that will show your organization's network and can be used as collateral for proposals to funders.

Q#	Question Text	Question Response Options	Research Question
Block 1: Planning for the DC Legal Aid Transformations Network			
1	From your perspective, what should be the primary purpose(s) of the DC Legal Aid Transformations Network? (select up to 3)	A. Discover: Acquiring an understanding of the problem B. Develop: Researching and developing solutions to a defined problem. C. Deliver: Supporting adoption and implementation of solutions.	What is/should be the mission and outcomes of the network?
		D. Scale: Expanding proven solutions to more people and places. E. Share: Dissemination of information, tools, practices. F. Not Sure G. Other: _____	
2	As the DC Legal Aid Transformations Network evolves, how should membership be determined? (select all that apply)	A. Current members should invite new members B. Network leadership should invite members C. Mandated by an entity D. Membership should be defined by organization type E. Non-members can recommend members to the network F. Open: Anyone can join G. Not sure H. Others _____	What is/should be the mission and outcomes of the network?
3	What roles would your organization like to play in the DC Legal Aid Transformations Network? (select all that apply)	A. Content Expert B. Decision maker/member of executive or leadership committee C. Facilitator/Convener D. Funder/Fundraiser for network activities and initiatives E. General participant in the network F. Implementer of network decisions G. Leader of subgroup/ subcommittee focused on specific issue or objective H. Member of subgroup/ subcommittee focused on a specific issue or objective I. Peer Consultant to others in the network J. Other, please specify: _____	What are the perceived roles of members in the [DCBF Network]? What should these roles be?
4	Leveraging resources is a key function of a network. Please indicate what your organization can potentially contribute to	A. Advocacy Skills and Resources B. Community Connections C. Data Resources (data sets, collection and analysis)	What are the perceived roles of members in the [DCBF Network]? What should these roles be?

Appendix B: PARTNER Customized Survey (Cont.)

	the DC Legal Aid Transformations Network: (select all that apply)	<ul style="list-style-type: none"> D. Expertise in legal aid/the justice system E. Expertise Other than in legal aid/the justice system F. Facilitation/Leadership G. Funding H. In-Kind Resources (e.g., meeting space) I. Policy Making Expertise J. Staff time K. Services L. Voices/perspectives of community members who have lived experience with legal aid or justice system M. Other: _____ 	
5	What do you think will be your organization's most important contribution to the DC Legal Aid Transformations Network?	The responses a respondent chooses before will populate as possible responses for this question.	What are the perceived roles of members in the [DCBF Network]? What should these roles be?
6	What aspects of collaboration will be the most important to the DC Legal Aid Transformations Network success? (select all that apply)	<ul style="list-style-type: none"> A. Bringing together diverse stakeholders B. Collective decision-making and action C. Effective exchange of information/knowledge/resources D. Having a shared mission, goals E. Creation of informal relationships among network members F. Meeting regularly G. Organizing into subcommittees/working groups H. Working groups Other, please specify: _____ 	What is/should be the mission and outcomes of the network?
7	How should the DC Legal Aid Transformations Network meetings be facilitated?	<ul style="list-style-type: none"> A. Backbone organization (e.g., DC Bar Foundation) facilitates B. Hire outside facilitator C. Leadership/ executive committee facilitates D. Members rotate/ share facilitator responsibility E. Other, please specify: 	What are the perceived roles of members in the [DCBF Network]? What should these roles be?
8	What should be the communication structure of the DC Legal Aid Transformations Network?	<ul style="list-style-type: none"> <u>A. Top-Down:</u> one organization filters communication. <u>B. Emails Among Members:</u> Members freely email without a formal communication structure. <u>C. Intentional Structure:</u> Using listserv, Slack, or other tools and systems. <u>D. Social Network Group:</u> Using facebook or other social media tools. E. Other 	What are the perceived roles of members in the [DCBF Network]? What should these roles be?
9	<p>To truly have a strong ecosystem, the DC Legal Aid Transformations Network needs to explore issues of diversity, equity and inclusion within and across the network of partners and the work being done in the community.</p> <p>So far, how effective has the DC Bar Foundation Network been in creating this forum?</p>	<ul style="list-style-type: none"> A. Not Effective B. Somewhat Effective C. Effective D. Very Effective E. Not sure/it's too early to assess F. Other, please specify 	What is/should be the mission and outcomes of the network?

Appendix B: PARTNER Customized Survey (Cont.)

10	Which of the following outcomes should the DC Legal Aid Transformations Network prioritize? (select up to 3)	<ul style="list-style-type: none"> A. Decreased duplication of effort B. Development of innovative solutions to shared problems C. Improved communication among community stakeholders concerned about legal aid/ access to justice D. Improved legal aid services E. Improved services to address poverty F. Improved resource sharing G. Increased cross-sector collaboration H. Increased knowledge sharing/dissemination of best practices I. Increased Knowledge Sharing/dissemination of best practices J. Policy, law and/or regulation change K. Reduction of racial disparities in justice system L. Not sure M. Other: _____ 	What is/should be the mission and outcomes of the network?
11	From your perspective, what do you see as the long-term role for the DC Legal Aid Transformation Network in the access to justice/legal aid space?	<ul style="list-style-type: none"> A. The network should plan to operate perpetually (without an end date in mind) B. The network should be time limited based on a timeline C. The network should be time limited based on successful outcome achievement D. The network should consider itself a temporary network E. Other, please specify: 	What is/should be the mission and outcomes of the network?
12	Please explain your thinking on why you chose your response to the previous question.	[open-ended response]	What is/should be the mission and outcomes of the network?
Block 2: Understanding the Current Ecosystem			
13	<p>A goal of this project is to visualize or map the network of connections in the ecosystem that supports access to justice for District residents.</p> <p>From the list below, select organizations with which you have an established relationship (either formal or informal).</p> <p>In subsequent questions you will be asked about your relationships with these organizations.</p> <p><i>Note: Questions 13-21 are relational questions, meaning that the respondent will answer each question about the organizations they selected in Q13.</i></p>	Respondents choose from the uploaded bounded list, and/or write in additional organizations and people not on the list.	What is the nature of relationships in the network?
14	<p>Using the below definitions, identify your organization's method of interacting with this organization. (select one)</p> <p><i>Note: The responses increase in level of collaboration.</i></p>	<ul style="list-style-type: none"> A. Awareness: We're aware of what this organization does (mission, services offered, target population, etc.) B. Cooperation: We informally exchange information or attend meetings together C. Coordinated Activities: We synchronize activities for mutual benefit (e.g., we share data, plan events together) D. Integrated Activities: We have a mutual, binding relationship that supports work in related content areas (e.g., contracts, grants, MOUs) 	What is the nature of relationships in the network?

Appendix B: PARTNER Customized Survey (Cont.)

15	<p>What kinds of activities does your relationship with this organization entail? (select all that apply)</p>	<ol style="list-style-type: none"> 1. Advocacy 2. Client Referrals 3. Data collection/storage 4. Guideline/standards development 5. Legal/ regulatory change 6. Research 7. Service Delivery 8. Technical Assistance 9. Technology/tool development 10. Training/ education 	<p>What is the nature of relationships in the network?</p>
<p>The following questions make up the PARTNER Trust and Value Questions:</p>			
16	<p>To what extent does this organization have power and influence to impact the ecosystem that supports access to justice for District residents?</p> <p>*Power/Influence: The organization holds a prominent position in the community by being powerful, having influence, success as a change agent, and showing leadership.</p>	<ol style="list-style-type: none"> A. Not at all B. A small amount C. A fair amount D. A great deal 	<p>What is the nature of relationships in the network?</p>
17	<p>What is the organization's level of involvement in the ecosystem that supports access to justice for District residents?</p> <p>*Level of involvement: The organization is strongly committed to advancing access to justice in the District, and gets things done.</p>	<ol style="list-style-type: none"> A. Not at all B. A small amount C. A fair amount D. A great deal 	<p>What is the nature of relationships in the network?</p>
18	<p>To what extent does this organization contribute resources to supporting access to justice for District residents?</p> <p>*Contributing resources: The organization brings resources to the mission like funding, staff time and information.</p>	<ol style="list-style-type: none"> A. Not at all B. A small amount C. A fair amount D. A great deal 	<p>What is the nature of relationships in the network?</p>
19	<p>How reliable is this organization?</p> <p>*Reliable: The organization follows through on its commitments.</p>	<ol style="list-style-type: none"> A. Not at all B. A small amount C. A fair amount D. A great deal 	<p>What is the nature of relationships in the network?</p>
20	<p>To what extent does this organization share a mission with the ecosystem of other organizations and stakeholders that support access to justice for district residents?</p> <p>*Mission congruence: The organization shares a common vision of the end goal of what working together should accomplish.</p>	<ol style="list-style-type: none"> A. Not at all B. A small amount C. A fair amount D. A great deal 	<p>What is the nature of relationships in the network?</p>
21	<p>How open to discussion is this organization?</p> <p>*Open to Discussion: This organization is willing to engage in frank, open and civil discussion (especially when disagreement exists), and to consider a variety of viewpoints.</p>	<ol style="list-style-type: none"> A. Not at all B. A small amount C. A fair amount D. A great deal 	<p>What is the nature of relationships in the network?</p>

Appendix B: PARTNER Customized Survey (Cont.)

22	Are there organizations that were not listed above, that are important stakeholders in the civil legal aid ecosystem in the District, and that should be included in the DC Legal Aid Transformations Network? If yes, please list the organization name (and contact person, if possible) below. If no , please skip to the next question.	[open-ended response]	
23	Do you have any ideas, questions, or comments that could inform the work of the DC Legal Aid Transformations Network?	[open-ended response]	