

# DC Social Justice Transformations Network

## 2021-2024 Comparison Report

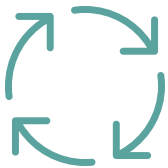


VisibleNetworkLabs



# Executive Summary

This report reflects findings from three surveys capturing data about the DC Social Justice Transformations Network (DCSJTN) using the PARTNER CPRM™ platform. Below, we present key summary information about the survey and findings.



**Method:** We used a social network analysis approach to learn about partnerships in the network, how members engage with each other, and network member perceptions of the network's efforts and successes. We used a bounded list of members to solicit participation across time points; the list was developed based on expertise from the DC Bar Foundation about who participates in the network. Members were invited via email to complete the survey online.



**Achievements:** The network is demonstrating promising progress toward its goals. Members report the network is deepening their relationships with partners. They also report observing the network's effectiveness in a number of domains, including anti-racism and DEI efforts. Members also see the DC Bar Foundation as a key player in the network and an effective convener, supporting its role as a successful leader.



**Sustainable structural development:** The network is developing in ways that align with VNL's lifecycle of a sustainable network (see Appendix D). Focusing on a smaller set of relationships that include the most relevant activities for each member protects against overburden and supports sustainability.



**Resources & roles:** Over time, network members increasingly report advocacy and legal aid expertise as their most important contribution or potential contribution to the network. Members are less frequently reporting voices/perspectives of people with lived experience over time. Across time points, members most commonly report participating as a general member of the network.



**Relational trust & value:** Members were asked to rate their partnerships in terms of several key dimensions of trust and value. Across all three time points, the network surpassed the ideal benchmark for relational trust and value scores, indicating a stable foundation on which to achieve network goals and objectives.



**Considerations for the future:** These findings indicate a number of opportunities to celebrate the network's success and make plans for future efforts. A key step to use these findings is to engage in a process of making sense of them. Engaging network members in this effort can help gain a breadth of perspectives on the findings and what they mean for the network. Key questions might include:

- How do network resources, activities, and roles align with the network's goals and objectives?
- What opportunities exist to mobilize key players to advance the network's efforts?
- Which efforts have contributed most to the network's current success? Where are their opportunities to deepen work that has been effective?

# Table of Contents

Project Background	4
Network Structure	7
Key Players	9
Network Composition	10
Wards Served	14
Roles in the Network	15
Resource Contributions	17
Effectiveness in Anti-Racism, DEI	20
Organizational Effectiveness	21
Benefits to Members	22
Barriers	25
Development of Relationships	27
Intensity of Relationships	28
Relational Activities	29
Working Groups	30
Relational Value and Trust	31
Conclusions and Next Steps	33
Appendix A: Introduction to Networks	39
Appendix B: How to Use This Report	31
Appendix C: Network Members	40
Appendix D: Network Lifecycle	46
Appendix E: Potential Members	47

# Project Background

## Introduction

The DC Social Justice Transformations Network (DCSJTN) creates space to meet, collaborate, and identify strategic action steps for establishing and advancing anti-racist, anti-poverty, user-centered systems that promote the wellbeing of all District residents. We have begun by establishing a Coordinated Intake and Referral system in DC, ensuring fair and easy access to legal aid services.

As one initial step in achieving this goal, DCBF 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 social justice for District residents. The Summer 2021 (June), Fall 2022 (September), and Summer 2024 (August) surveys provide insights into the ways the DC Social Justice Transformations Network members partner and opportunities for effective collaboration in the future. In 2021 and 2022, since the network had just formed, we invited more stakeholders to participate, particularly legal aid providers. As the network develops, its priorities have shifted to broader issues related to access to social justice. For the 2024 survey, we focused on surveying senior leadership of member organizations that were engaged with the in-person convenings.

The goal of this work is to use the network data captured via the PARTNER platform<sup>1</sup> to understand how to build on collaborative strengths of the existing relationships, identify opportunities for effective collaboration in the future and how to develop an effective structure to achieve goals.

## About the DC Bar Foundation

As the leading funder of civil legal aid in the District of Columbia, the DC Bar Foundation is committed to the vision that all residents of the District have equal access to justice, regardless of income. Its mission is to fund, support, and improve the legal representation of people living in poverty and in vulnerable situations, or who are otherwise underserved in the District of Columbia. The Foundation's investment in DCSJTN reflects its strategy of engaging all stakeholders, not just legal aid providers, to promote a more integrated and comprehensive approach to addressing social justice issues in the District and ensuring the wellbeing of DC residents. More information can be found here: <https://www.dcbfoundation.org>.



1. PARTNER is a social network analysis data tracking and learning platform designed to measure and manage collaboration among people and organizations. It is a new, scientifically validated way to design data-driven network strategies that generate social impact. PARTNER is a registered product of Visible Network Labs, 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.

# Project Background

## Methods

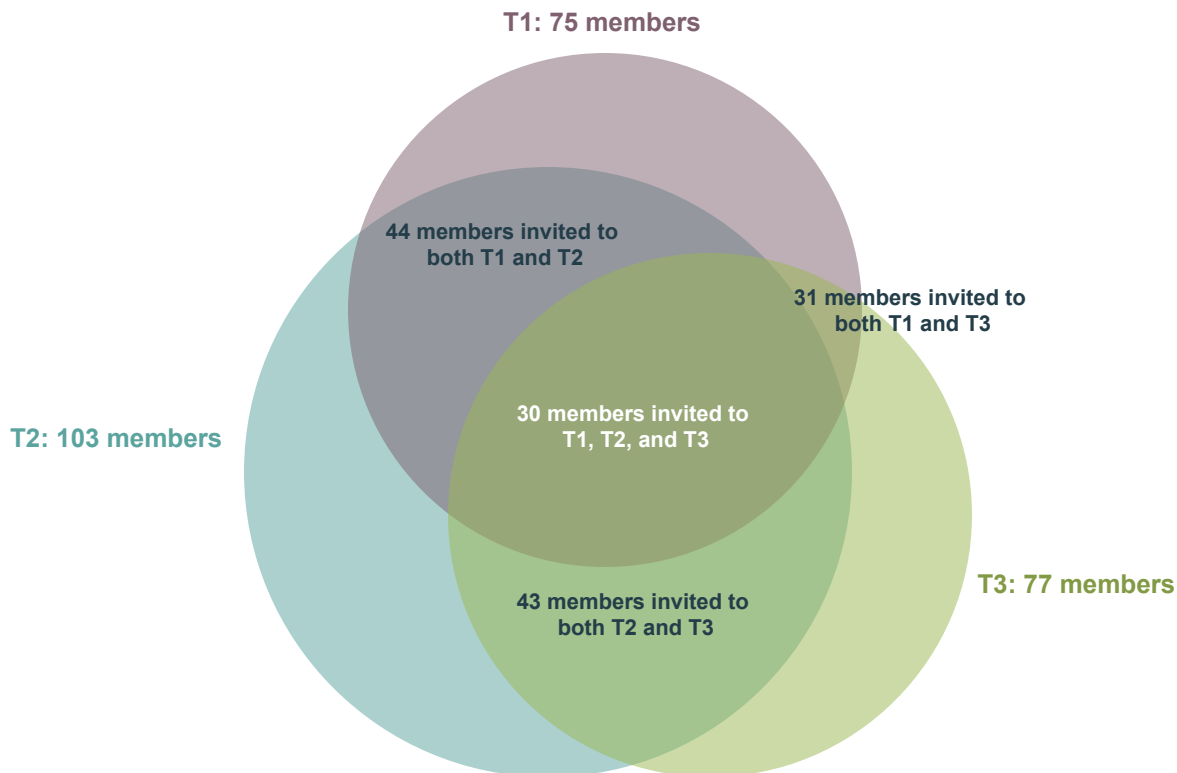
Since DCSJTN's first convening that brought together organizations and community stakeholders in June 2021, DCBF surveyed them for feedback about how the existing ecosystem that support access to social justice for District residents was doing. Specifically, network members were asked to describe themselves, their current partnerships, and their views on the network's efforts. Since then, the survey has been updated and repeated in 2022 and 2024. Survey participation is summarized in the table below.

Survey Year	# Invited	# Responded	Response Rate
2021 (T1)	75	43	57%
2022 (T2)	103	61	59%
2024 (T3)	77	53	69%

Network members completed the survey via the PARTNER platform and were recruited using emails over a period of 4-6 weeks during each data collection period.

## Overlap of T1, T2, and T3 Members

The Venn diagram below shows the number of members that were invited to participate in the T1, T2 and T3 surveys, reflecting both the continuity and evolution of DCSJTN's membership over time. For the full list of organizations and which surveys they were invited to participated in, please see Appendix C.



# Project Background

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## Survey Evolution

This survey provides key information about how members of the DCSJTN are partnering over time. As the network evolves and grows, the survey has also changed to best assess the partnership process. In the first year of conducting the network survey, it was intended to capture a baseline and learn about the potential of the network. In 2024, the survey was intended to assess the network, tell the story of its trajectory, and to understand the current state of partnering.

As the priorities of the network and the purpose of the survey have evolved, the survey questions have also changed over time. As a result, some questions in this report reflect data from only one or two time points, rather than all three. Additionally, certain response options have been adjusted over time to align with these changes. These updates are necessary for ensuring the questions remain relevant and for respecting participants' time by eliminating questions that no longer serve an evaluative purpose. To this end, we have avoided re-asking questions that participants have already answered, particularly when responses are unlikely to change over time (e.g., the wards their organization serves).

## Limitations

The survey also has several limitations to consider when interpreting findings:

1. First, a social network analysis is not intended to provide a full assessment of network impact. The primary focus is on understanding the process of partnering and outcomes that derive from them. As a result, assessing impact on the larger community falls outside the scope of this work.
2. Second, while many survey questions remain consistent over time (e.g., perceptions of value and trust), others have evolved alongside the network's development. As a result, not all questions allow for direct comparisons across time points.
3. Third, the organizations and associated respondents are not always the same over time. Although we strive for a high response rate, not every organization participates in each time period. The contact who responds on behalf of the organization may also change as a result of staff turnover or changes in responsibilities. These changes can have an effect on the consistency of responses as different individuals may have differing levels of awareness of their organization's partnership activities. To address potential inconsistencies, we encourage respondents to complete the survey with input from other members of their organization.

## Intended Use for These Results

Results from this survey can support several uses. Because the questions focus heavily on partnership process and partnership outcomes, the findings can support continuous improvement efforts facilitated by network leadership. Changes in relational outcomes can also provide opportunities to celebrate success and identify how improvement efforts have led to desirable shifts.

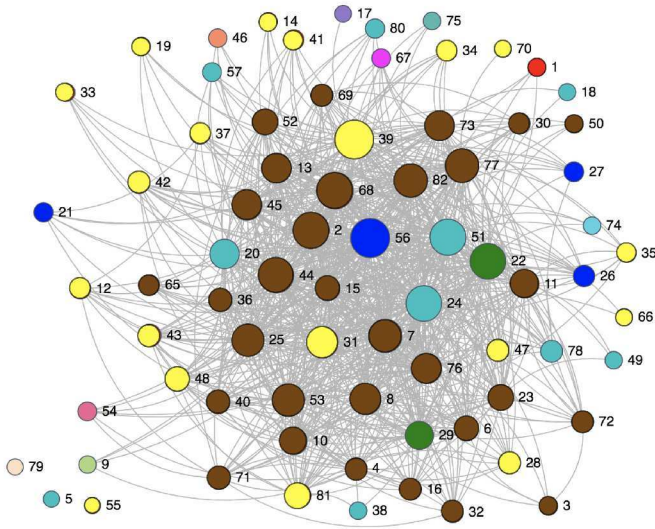
Network members can also use these results and to track their own capacity for collaboration, the structure of their organization's network, and the outcomes that have emerged from partnering. We have specifically designed member profiles to report back to members about their individual networks and the contributions they make to the larger DCSJTN.

# Network Structure (T1-T3)

- Below are the a social network maps of the partnerships of the June 2021 (Time 1), September 2022 (Time 2), and July 2024 (Time 3) DCSJTN. Each organization identified as a member is represented as a circle (**node**) and the lines demonstrate all **relationships** that were reported by an individual member of that organization. Nodes are colored by organization type.
- Nodes in the map are sized by **centrality**, which refers to the number of relationships each organization holds with others. Organizations with more connections appear as larger nodes on the map.

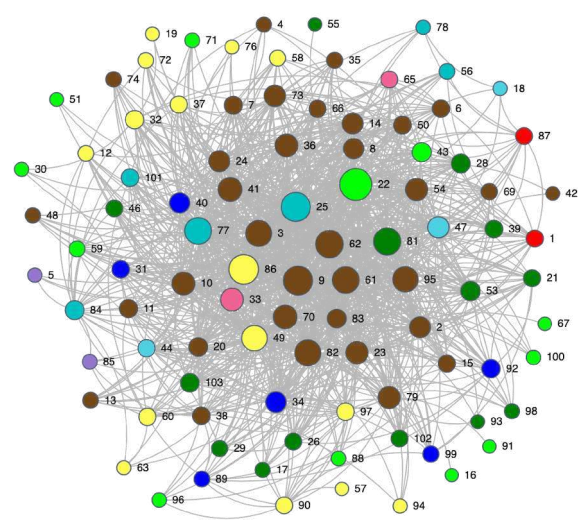
## Network Map 2021

75 members, 888 relationships; Density = 16%



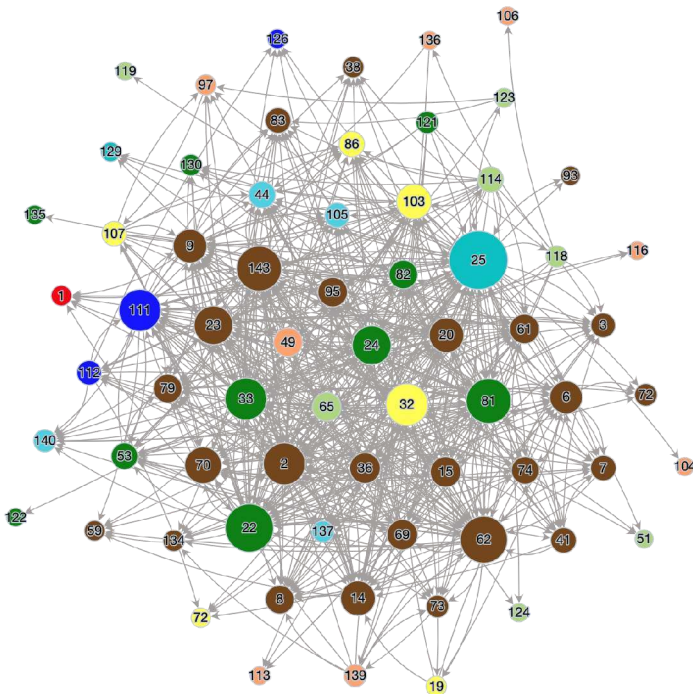
## Network Map 2022

103 members, 1,257 relationships; Density = 11.7%



## Network Map 2024

77 members, 674 relationships; Density = 11.5%



### Nodes are colored by organizational type:

- |  |   |
|--|---|
| <span style="color: #00AEEF;">●</span> Academia    | <span style="color: #FFD700;">●</span> Health & Social Services |
| <span style="color: #008000;">●</span> Advocacy    | <span style="color: #DDA0DD;">●</span> Individual               |
| <span style="color: #FF8C00;">●</span> Art         | <span style="color: #006400;">●</span> Legal                    |
| <span style="color: #6A5ACD;">●</span> Bank        | <span style="color: #8B4513;">●</span> Legal Aid Provider       |
| <span style="color: #90EE90;">●</span> Business    | <span style="color: #FFDAB9;">●</span> Media                    |
| <span style="color: #FF69B4;">●</span> Evaluation  | <span style="color: #ADD8E6;">●</span> Philanthropy             |
| <span style="color: #4682B4;">●</span> Faith-Based | <span style="color: #FF0000;">●</span> Technology               |
| <span style="color: #0000FF;">●</span> Government  |   |

Network **density** measures the proportion of actual connections relative to the total possible connections within a network. A network's density is calculated as the ratio of existing edges (actual connections) to the maximum possible edges (potential connections, given by  $N \times (N-1)$  where  $N$  is the number of members).

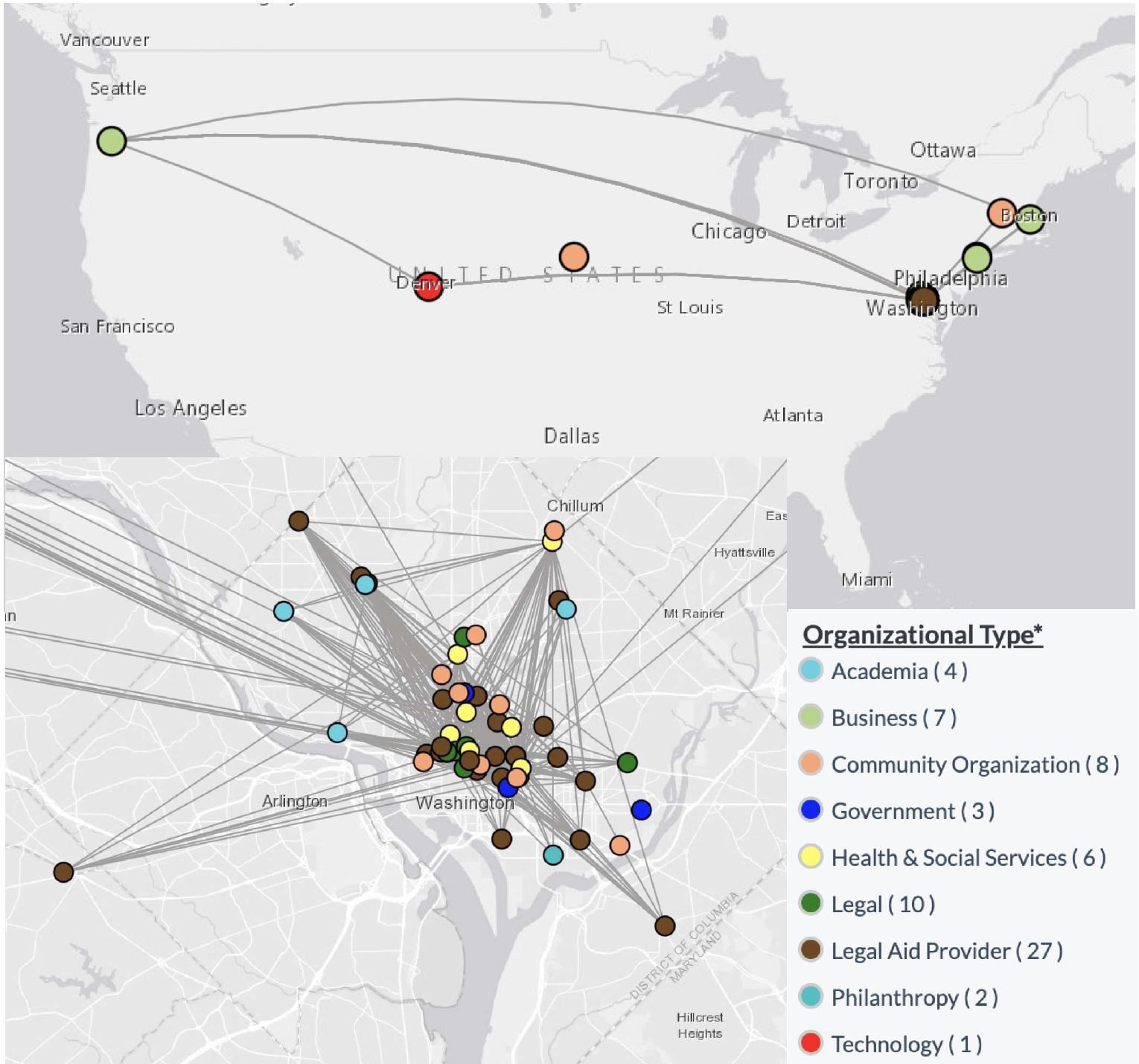
DCSJTN's density from 2021 to 2024 has been typical of a network of its size. It decreased from 2021 to 2022, while remaining roughly the same from 2022 to 2024. This reflects the the network's development toward a more sustainable structure.

# 2024 Network Structure (Time 3)

Below are two GIS social network maps of the 2024 (Time 3) DCSJTN. The two views display the geographic locations of the respondent organizations. Each organization represented in the survey is a circle (**node**) and the lines demonstrate all **relationships** that were reported by respondents. Nodes are colored by organization type. Please refer to page 14 for a breakdown of the District Wards served by organizations in the network.

The 53 organizations that answered the survey described 674 unique partnerships (a partnership is defined as any two organizations and their connections).

## GIS Maps August 2024 (Time 3)





# Key Players (T1-T3)

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 participate in the network, there is a risk that the system may not function as effectively. Eleven organizations in T1 (2021), eight organizations in T2 (2022), and six organizations in T3 (2024) were connected to at least 50% of the rest of the network in each time point and emerged as key actors in the network. The gradual decrease in the number of key players over time reflected the network's development toward a more sustainable structure, as members became more focused on allocating their relationship budget to partnerships that are the most valuable and meaningful to them.

Note: Members who appeared as key players across multiple time points are **bolded**.

## June 2021 (Time 1) Key Players

1. Office of Victims Services and Justice Grants (map label #56): 70% connected
2. Housing Counseling Services (#39): 64% connected
3. Rising to Justice (#68): 62% connected
- 4. The 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**

## September 2022 (Time 2) Key Players

- 1. DC Access to Justice Commission (map label #22): 71% connected**
- 2. Whitman-Walker Health (#86): 62% connected**
3. Bread For The City (#9): 60% connected
- 4. DC Bar Foundation (#25): 60% connected**
- 5. Network for Victim Recovery of DC (#62): 54% connected**
- 6. Washington Council of Lawyers (#81): 53% connected**
7. Neighborhood Legal Services Program (#61): 51% connected
- 8. The Morris and Gwendolyn Cafritz Foundation (#77): 51% connected**

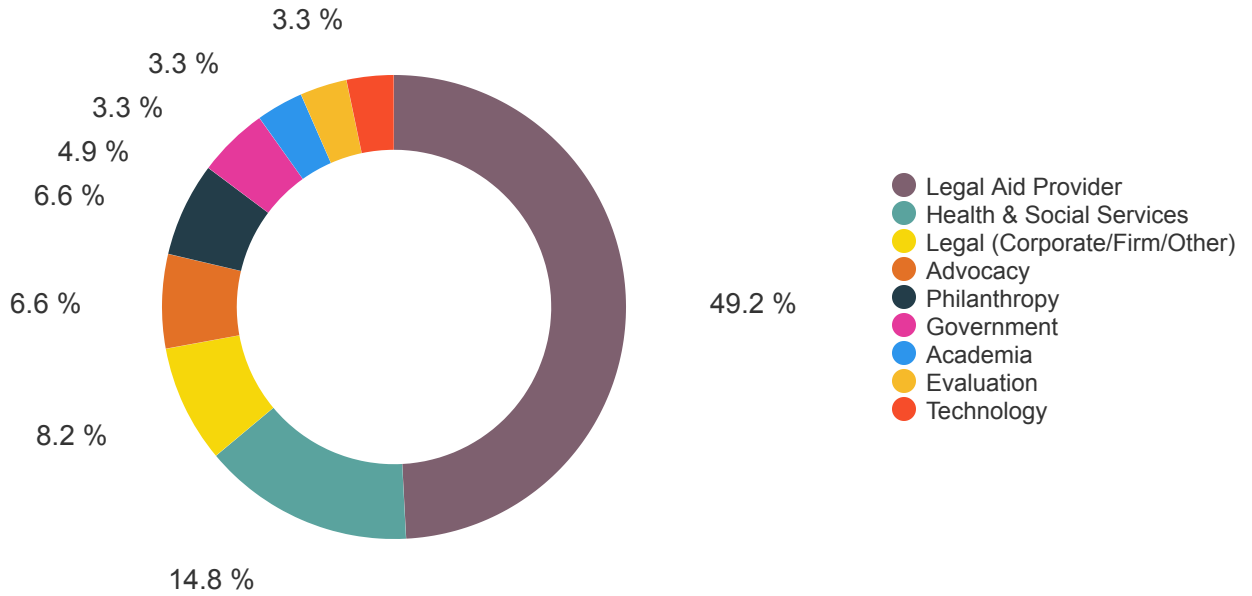
## July 2024 (Time 3) Key Players

- 1. DC Bar Foundation (map label #25): 79% connected**
- 2. Network for Victim Recovery of DC (#62): 59% connected**
- 3. DC Access to Justice Commission (#22): 57% connected**
- 4. Washington Council of Lawyers (#81): 55% connected**
5. Legal Aid DC (#143): 53% connected
6. DC Rape Crisis Center (#32): 50% connected

# Network Composition: Sectors

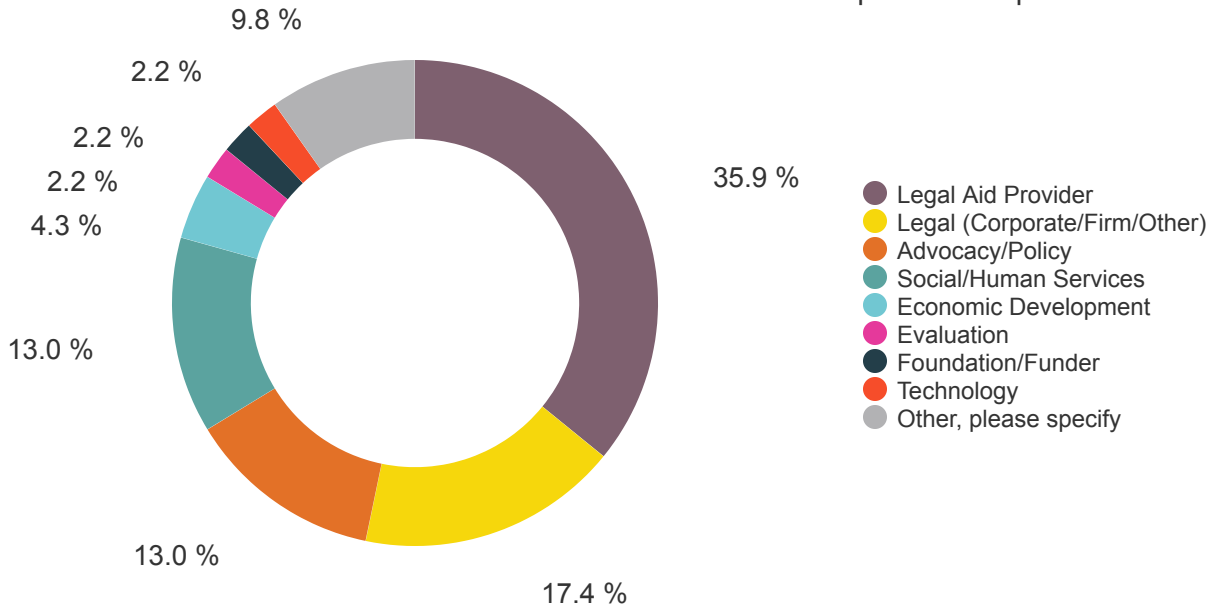
In September 2022, about 50% of organizations in the network identified as legal aid providers, while 15% identified as health and social services organizations, and 8% identified as legal (corporate/firm/other) organizations.

T2 Q4: What sector does your organization most closely identify with? (Select only one)  
n = 61 respondents reported for this question



In July-August 2024, about 36% of respondent organizations in the network identified as legal aid providers, while 17% identified as legal (corporate/firm/other) organizations. The decrease in representation of legal aid providers since 2022 can be attributed to growing representation of other organizational functions, as the network membership became more diverse over time.

T3 Q3: Broadly, which field best describes your organization's primary function? (Select only one)  
n = 51 respondents reported for this question



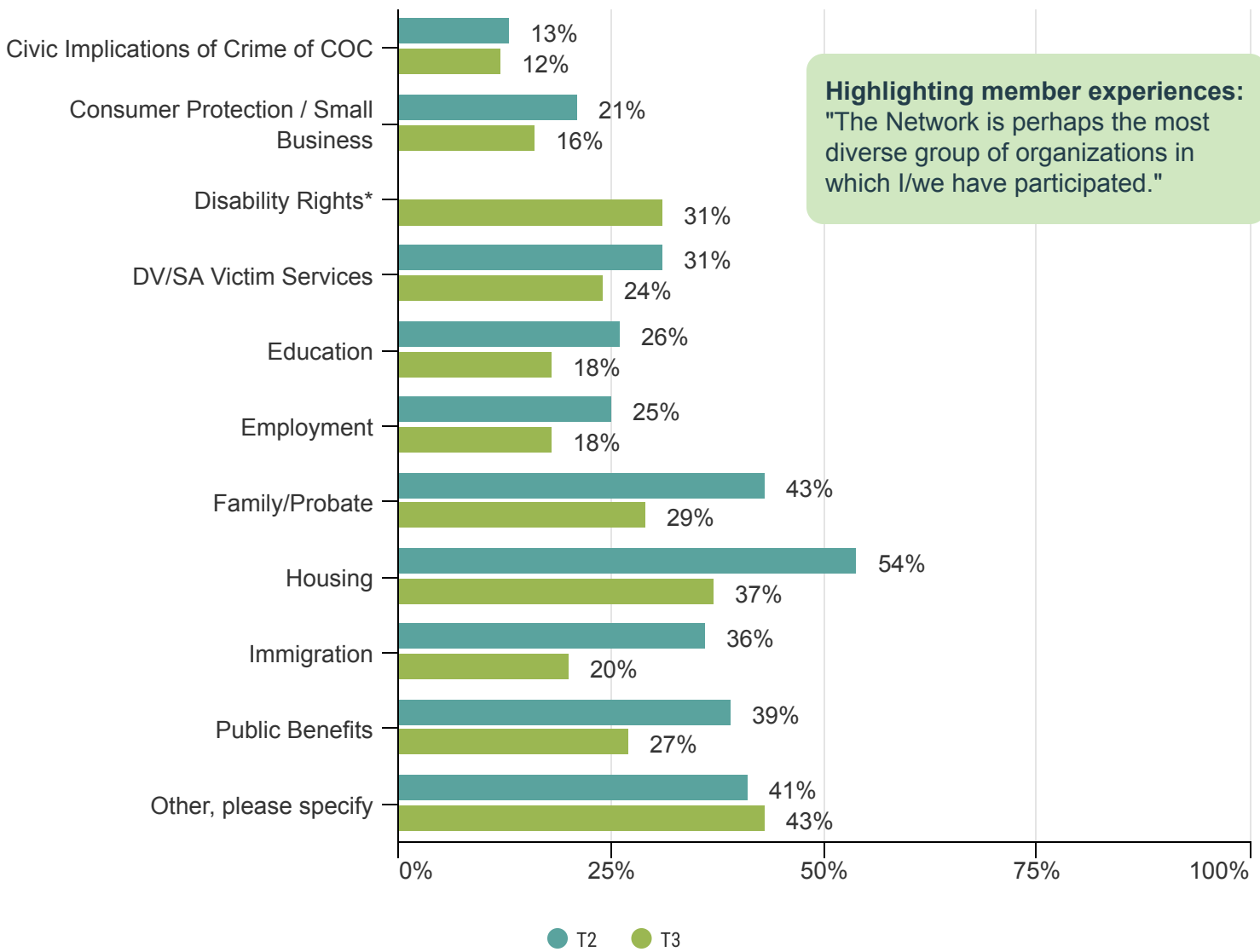
# Network Composition: Issue Areas



In T2, housing was the top area of focus, with 54% of organizations working on it, followed by family/probate (43%), public benefits (39%), and immigration (36%). In T3, housing remained the leading issue at 37%, followed by disability rights (31%), family/probate (29%), and public benefits (27%). While the results are broadly consistent across T2 and T3, the decreases in the percentage of responses for some legal aid and social justice issues may be linked to the overall decline in legal aid organizations within the network, as noted on the previous page.

T2 Q5; T3 Q4: Specifically in the context of issues related to legal aid and social justice, which of the following does your organization focus on? (Select all that apply)

n = 61 respondents in T2 and 49 in T3 reported for this question



\*Response option appears in the T3 only

Please see the next page for responses by respondents who selected "Other, please specify"

# Network Composition: Issue Areas



Between the T2 and T3 surveys, the "other, please specify" responses shifted from specific legal aid topics, such as disability rights and victims' support, to broader themes emphasizing structural support and professional development within the legal aid network. This change partly reflects the inclusion of "disability rights" as a predefined response option in T3. While access to justice and civil legal aid remained central, there was a growing emphasis on staff support, including coaching, leadership training, and community-building for public interest lawyers. New areas, such as environmental health and intellectual property related to sustainable development, also emerged, highlighting an expanding scope of issues and a growing awareness of interdisciplinary approaches within the DCSJTN.

The responses by respondents who selected "other, please specify" in Q5 of the 2022 survey and Q4 of the 2024 survey (see the previous page) are listed below and on the next page

T2 Q5 Other, please specify (25)

## **Access to Justice and Legal System Support**

- Access to Justice
- Civil Justice Research
- Disability/Health, Tax/Bankruptcy, Veterans, Civil Rights, Civil Justice Reform
- Evaluation of legal services across all issue areas
- Fines and Fees justice; wealth-building; credit-building
- Improving consumers' access to legal assistance generally
- Indigent Criminal Defense and collateral civil matters
- Law

## **Disability, Health, and Mental Health Services**

- Behavioral/mental health services
- Disability
- Disability and Health
- Disability Rights, police misconduct
- Victims' Rights, Reentry, and Community Cohesion
- All Victims' Rights (broader than GBV)
- DV issues related to CPOs and ASOs; criminal record clearing; impact litigation related to the displacement of DC residents
- Prison/Jail reentry, neighborhood cohesion, conflict resolution
- Sex trafficking
- Shelter

## **Family, Estate Planning, and Elderly Services**

- Barriers to obtaining identity documents
- Foreclosure, elder law, veterans' benefits, estate/life planning
- Guardianship alternatives
- We do not provide services in Family Law, so focusing on Probate and Estate Planning would be a more relevant pairing for us. We also focus on criminal record sealing, so that is what connects our work to the Civic Implications of Crime.

## **Training, Funding, and Public Interest Support**

- Funding
- Government
- Nonprofit
- Pro Bono opportunities, training, educational programming, and community-building across practice areas and organizations in the public interest

# Network Composition: Issue Areas

T3 Q4 Other, please specify (21)

## **Access to Justice and Civil Legal Support**

- Access to Justice
- General support and funding for civil legal aid and access to civil justice in all the above areas
- Low bono services to people of modest means
- The DC Bar Foundation (DCBF) supports and funds a diverse group of organizations and individuals operating in different areas of law.
- Through CIR and other work with DCBF, we will be addressing civil justice broadly (all case types).
- Generalist; no specialization

## **Victims' Rights and Crime-Related Issues**

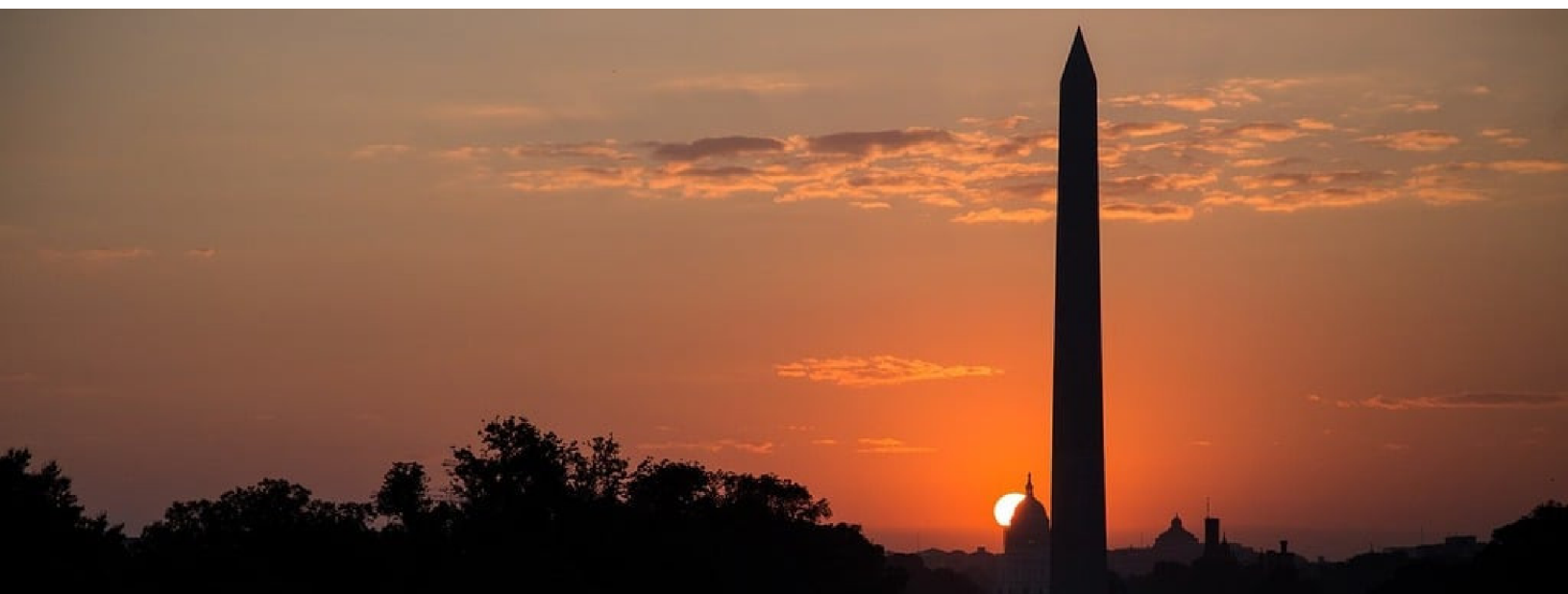
- All crime victims - I continue to be concerned that our focus on this in the CIR is only DV/SA given DC's unique experiences with hate violence, homicide, and other victimization types
- Commercial Sexual Exploitation of Children
- Sex trafficking
- Health, Environment, and Elderly Care
- Environmental health
- Health
- Long-term care; Seniors
- Legal Processes, Court Reform, and Specific Law Areas

## **Court Reform and Processes**

- DC CODE
- Estate Planning, Criminal Record Sealing
- Intellectual Property Rights to support the UN Sustainable Development Goals
- Professional Development, Training, and Community Building

## **Coaching for Staff**

- N/A but i'm interested in helping with building self-awareness, trauma resilient leaders, conflict resolution, leadership effectiveness & design, and community engagement
- Training and relationship/community building for public interest lawyers and pro bono volunteers



# Wards Served

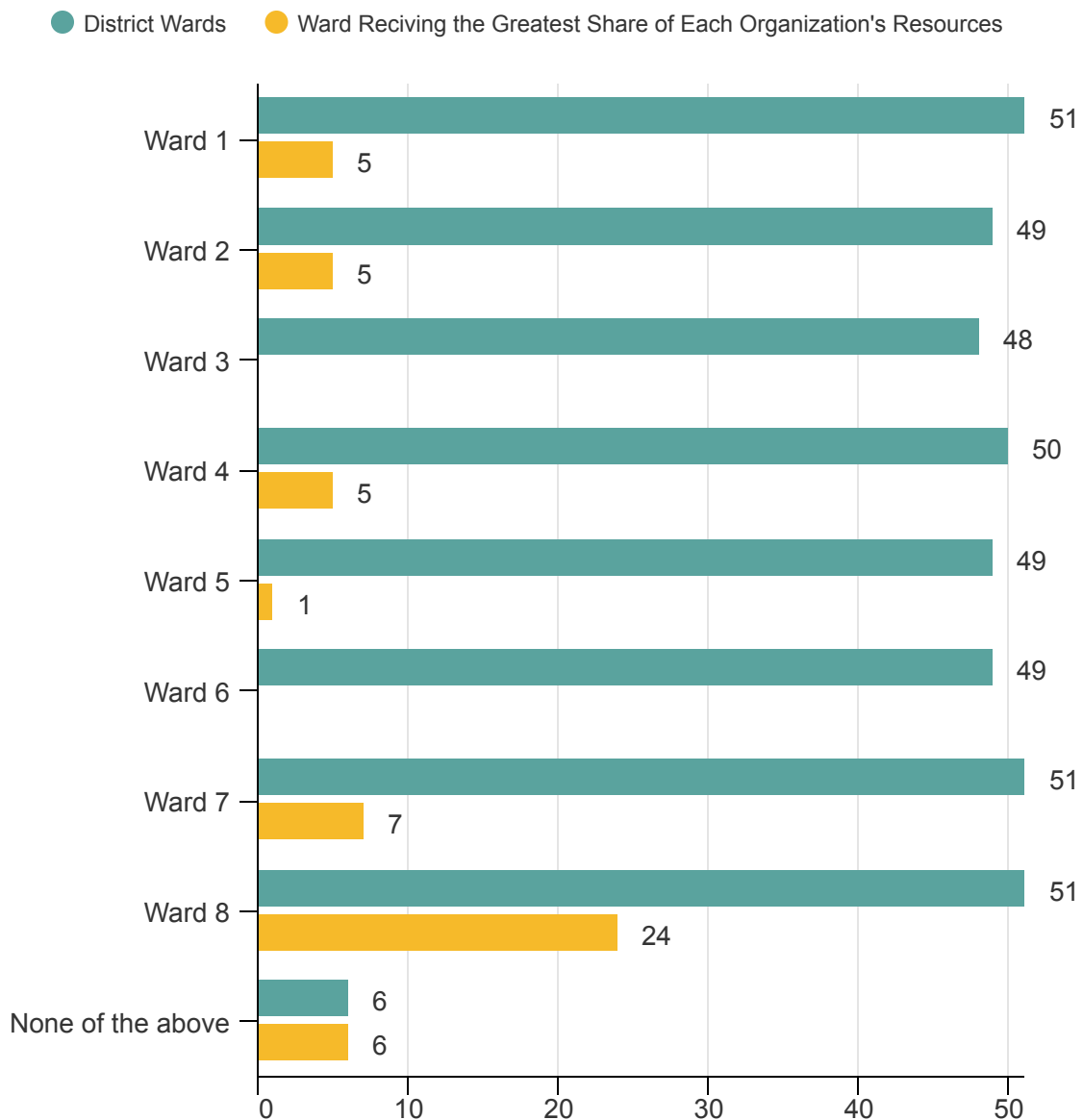


Washington, DC is divided into eight wards and each ward is represented by its own council member. The boundaries of a ward are based on population, with approximately 86,000 residents in each as of 2022.

From the 2024 survey, all eight DC District Wards are served by at least 48 organizations of the DCSJTN. Ward 8 receives the greatest percentage of 24 organizations' resources.

Q1: Please select all of the District wards that your organization serves: (Select all that apply)

Q2: Of the Wards you selected above, which one receives the greatest percentage of your organization's resources? (Select only one)



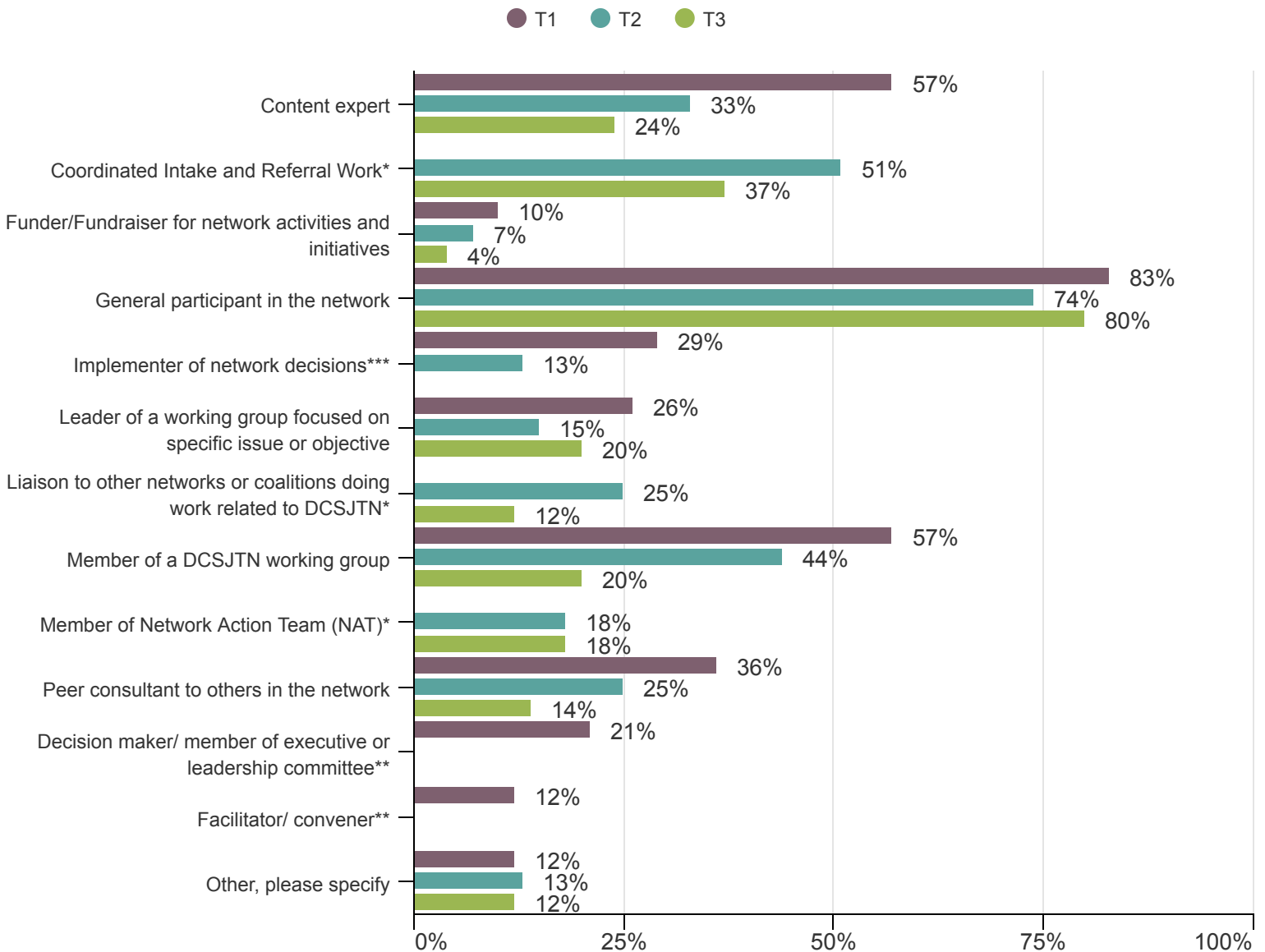
# Roles in the Network



Across the three time points, at least 70% of the respondent organizations identified as general participants in the network. Additionally, there were notable decreases from 2021 to 2024 in the following roles: content expert, member of a DCSJTN working group, and peer consultant to others in the network. Network members often gain role clarity and focus on the most relevant roles for their organization as the network develops. This may explain decreases in some roles over time.

T1 Q3; T2 Q6; T3 Q5: What roles would your organization like to play in the DCSJTN?  
(Select all that apply)

n = 42 respondents in T1, 61 in T2, and 49 in T3 reported for this question



Please see the next page for responses by respondents who selected “Other, please specify.”

\*Response option appears in the T2 and T3 surveys only

\*\*Response option appears in the T1 survey only

\*\*\* Response option appears in the T1 and T2 surveys only

# Roles in the Network



The "other please specify" responses across the three time points reflect an evolving understanding of roles within the DCSJTN. In T1, participants offer general support without specifics, reflecting the network's nascent and less defined stage. By T2, there is a greater focus on coordination, national engagement, and capacity assessment, indicating a shift towards strategic thinking. By T3, roles diversify further, with some individuals taking on specific roles like advisors or pilot members, while others remain open to possibilities. This progression shows many participants aligning with clearer roles as the network develops.

## T1 Other, please specify (5)

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.

## T2 Other, please specify (7)

1. Assist with convening, coordination, resource development, strategy development
2. Connecting to national networks and strategies for deepening investments and coordination around civil justice.
3. Government engagement
4. I am not entirely sure.
5. Not sure what we have capacity for. We have only 3 attorneys.
6. Supportive listener
7. Unsure at this time, as soon as we have a better idea of the structure of the DC LATN we can then determine the role that our office can play.

## T3 Other, please specify (6)

1. Former LATN Design Team member; active participants in CIR and CIR Pilot.
2. I would like to become a trusted advisor for any SJTN seeking support/guidance on their own leadership, internal cohesion, diversifying outreach and engagement, trauma resilience, and public affairs/corporate partnerships
3. Member of CIR Pilot
4. Open to other roles - still figuring this out since going independent
5. Seeking complementart partnerships
6. Undefined



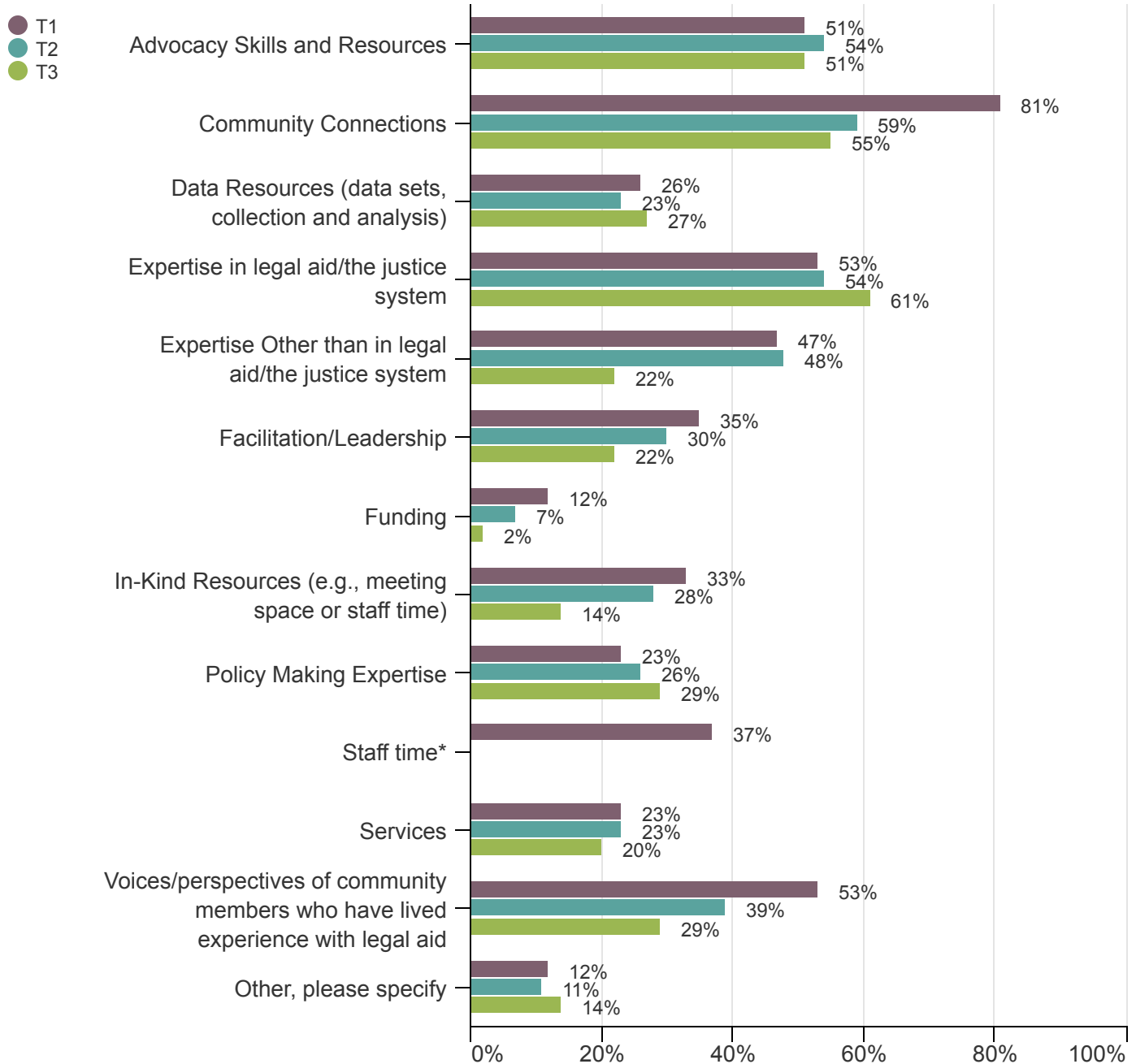
# Resource Contributions



In both June 2021 and September 2022, the top resources contributed by members are community connections, advocacy skills and resources, and expertise in legal aid/the justice system. Changes in network resources may reflect shifts in the focus of the network that can affect resource relevancy. Resources can also change as members enter or leave the network and as individual organizations shift the resources they can offer.

T1 Q4; T2 Q7; T3 Q6: Leveraging resources is a key function of a network. Please indicate what your organization can potentially contribute to the DCSJTN: (Select all that apply)

n = 43 respondents in T1, 61 in T2, and 49 in T3 reported for these questions



\*Response option appears in the T1 survey only

Please see the page 19 for responses by respondents who selected "Other, please specify."

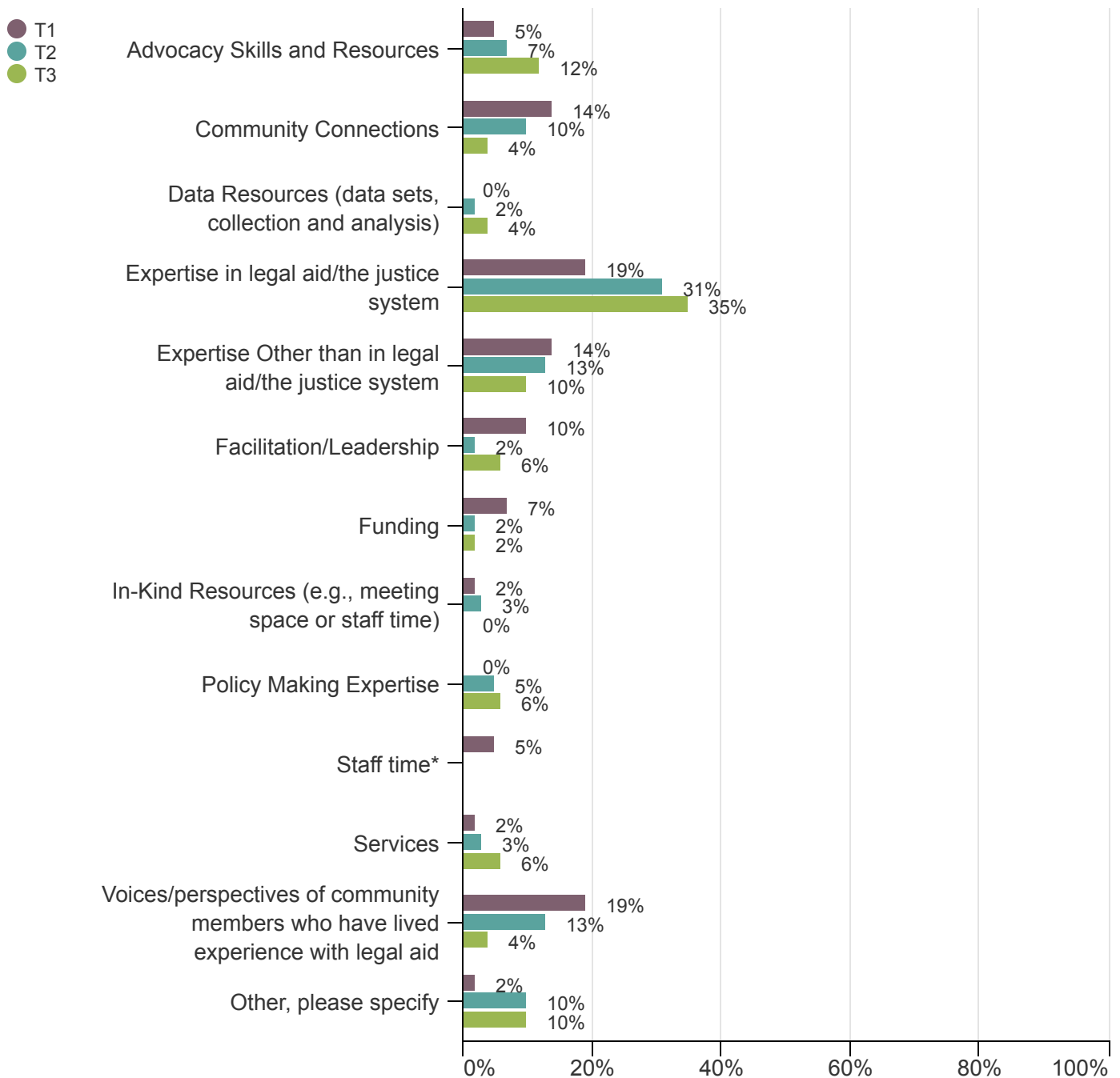
# Resource Contributions



Across the the three time points, expertise in legal aid/the justice system was seen by the most respondents as their most important contribution to the DCSJTN and has grown from the first to third time point. Organizations that primarily contribute perspectives from people with lived experience have decreased over time.

T1 Q5; T2 Q8; T3 Q7: Of those you selected in the previous question, what is your organization's most important contribution to the DCSJTN? (Select only one)

n = 42 respondents in T1, 61 in T2, and 49 in T3 reported for these questions



\*Response option appears in the T1 survey only

Please see the next page for responses by respondents who selected "Other, please specify."

# Resource Contributions



The "other, please specify" responses to the resource contributions questions evolved from general offers of engagement and resource-sharing (T1) to more specialized contributions (T2 and T3). In T1, participants focus on partnerships and providing space. By T2, responses specify expertise in areas like criminal justice and system reform. In T3, contributions become even more targeted, with focus on senior issues, intake processes, and active participation. This shift suggests increasing confidence in offering specialized skills as the DCSJTN's structure solidifies.

Note: Responses by respondents who selected "Other, please specify" in the resource contribution questions (page 17) are listed below. **Bolded** items correspond to respondents' reported most important contributions (page 18).

## T1 Q4 Other, please specify (5)

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.**

## T2 Q7 Other, please specify (7)

1. Again, not entirely clear.
2. **Expertise in criminal justice matters and collateral civil matters**
3. **Funder's briefing, connection to/webinar with Criminal Justice Working Group, amplification on social media and The Weekly WRAG**
4. **Knowledge of system reform efforts nationwide**
5. **Network creation expertise**
6. **Potential communications engagements or panel invitations to brief stakeholder audiences.**
7. **We are experts in representing adults and children in immigration detention.**

## T3 Q6 Other, please specify (7)

1. Connections with other community leaders (courts, government leaders, the DC Bar, etc)
2. **Expertise in senior issues**
3. Expertise in single-stream intake from FLAN, for use in CIR and CIR Pilot.
4. **I don't think we are even on there**
5. Law Enforcement
6. **Not sure. We are active participants in the convenings and try to make meaningful contributions to the conversations that happen in that context.**
7. **Please see prior responses**

# Effectiveness in Anti-Racism, DEI

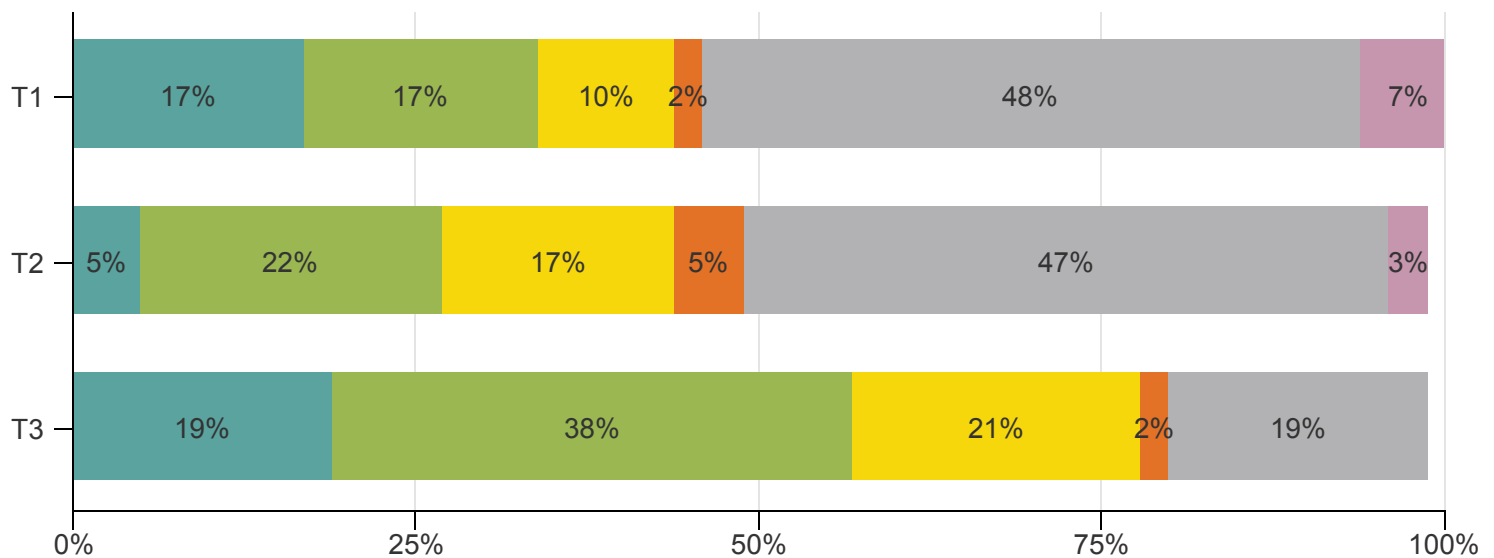


From 2021 to 2024, respondents indicated greater clarity about the effectiveness of the network at exploring issues of anti-racism, diversity, equity, and inclusion (DEI). The share of respondents that found the network to be either very effective or effective in creating a forum to explore the issues of anti-racism, diversity, equity and inclusion increased from 34% in T1 to 57% in T3, while the share of respondents who selected "Not sure/it's too early to tell" decreased from 48% in T1 to 19% in T3. This result validates the growing clarity around the effectiveness of the DCSJTN at exploring and addressing anti-racism and DEI issues over time.

T1 Q9; T2 Q11; T3 Q9: To truly have a strong ecosystem, the DCSJTN needs to explore issues of anti-racism, diversity, equity, and inclusion within and across the network of partners and the work being done in the community. How effective has the DC Social Justice Transformations Network been in creating this forum?

n = 42 respondents in T1, 59 in T2, and 47 in T3 reported for this question

● Very Effective   
 ● Effective   
 ● Somewhat Effective   
 ● Not Effective   
 ● Not sure/it's too early to assess   
 ● Other, please specify



## T1 Other, please specify (3)

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.

## T2 Other, please specify (2)

1. A lot of "exploration" has been done on these topics; I think it would be helpful to identify concrete steps that we can take as a community of service providers to be more anti-racist, diverse, and inclusive.
2. Not familiar enough to answer

# Organizational Effectiveness (T2 & T3)

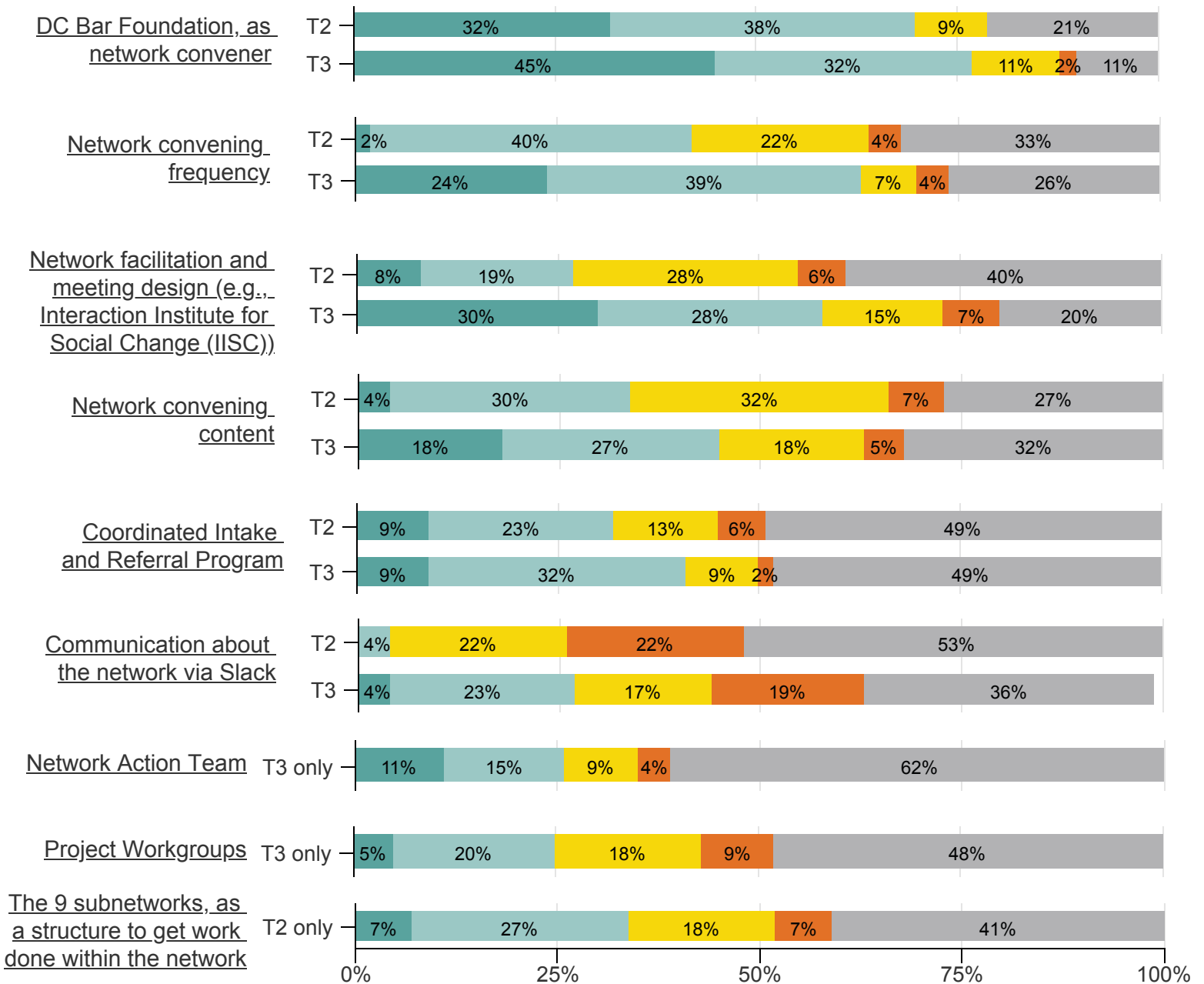


From T2 to T3, across all organizational and logistical aspects of DCSJTN, there were increases in the shares of respondents that found the network to be either effective or very effective. In both T2 and T3, at least 70% of respondents found the DC Bar Foundation to be either effective or very effective as network convener. Overall, survey respondents appear increasingly satisfied at how the network is run and managed.

T2 Q14; T3 Q10: How effective are the following organizational and logistical aspects of DCSJTN?  
(Select only one answer per row)

n = 56 respondents in T2 and 47 in T3 reported for this question

Very effective Effective Somewhat effective Not effective Not sure



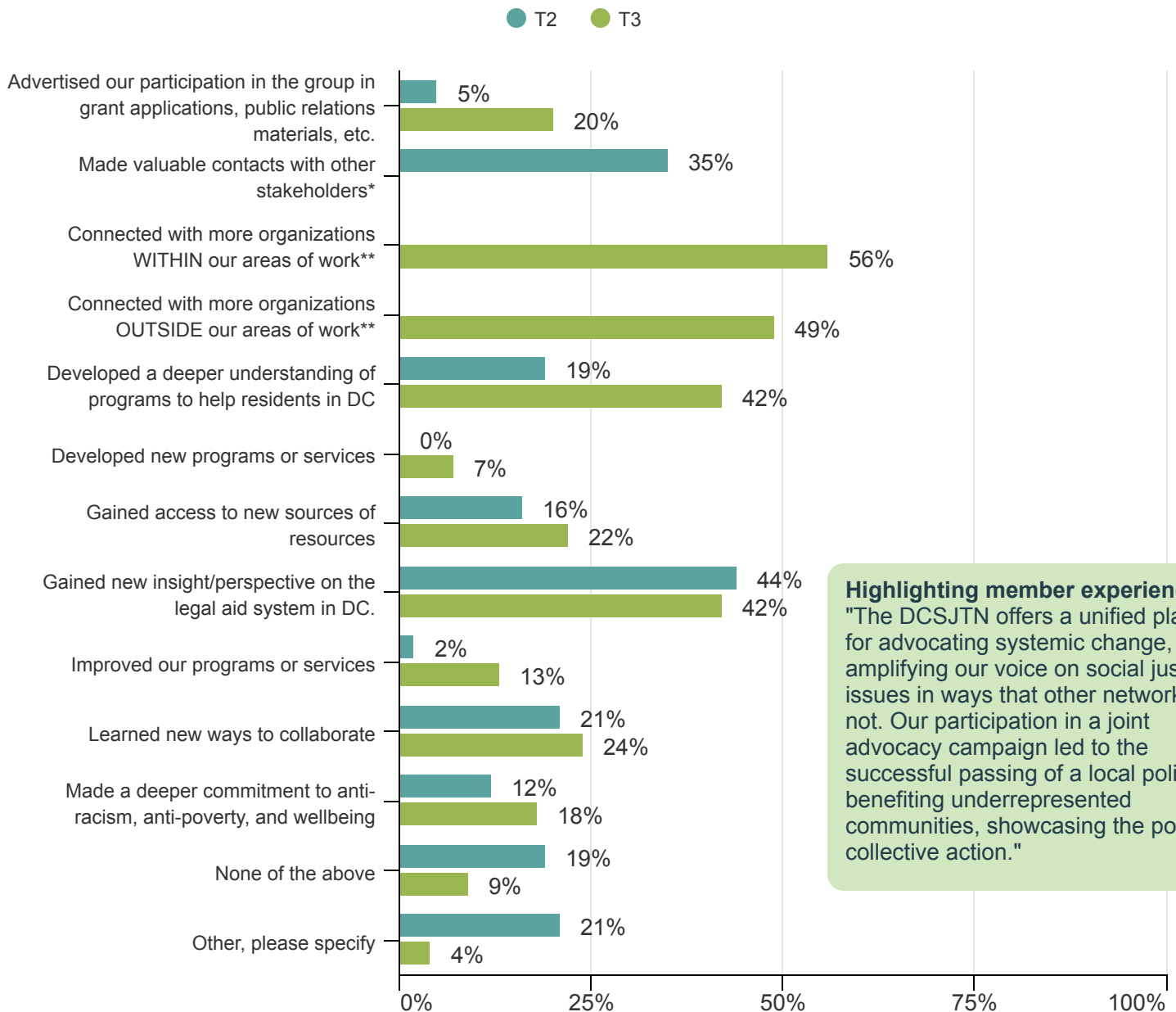
# Benefits to Members (T2 & T3)



In both T2 to T3, over 40% of respondents reported that they gained new insight/perspective on the legal aid system in DC. From T2 to T3, there were increases in the shares of respondents that reported positive organizational outcomes of participating in the network across nearly all response options. For example, there was an 11-percentage-point increase in respondents who reported improvements to programs or services from T2 to T3.

T2 Q16; T3 Q11: As a result of participation in the DCSJTN, my organization has:  
(Select all that apply)

n = 57 respondents in T2 and 45 in T3 reported for this question



**Highlighting member experiences:**  
"The DCSJTN offers a unified platform for advocating systemic change, amplifying our voice on social justice issues in ways that other networks do not. Our participation in a joint advocacy campaign led to the successful passing of a local policy benefiting underrepresented communities, showcasing the power of collective action."

\*Response option appears in the T2 survey only

\*\* Response option appears in T3 survey only

Please see the next page for responses by respondents who selected "Other, please specify"

# Benefits to Members (T2 & T3)

## T2 Other, please specify (11)

1. I am involved as an individual professional and not as a representative of my organization.
2. I cannot assess this as we have only attended one meeting.
3. I think we are still reflecting on how the information gained can impact our organization.
4. In the VERY FIRST meeting, I developed a deeper understanding of how civil legal aid supports families in avoiding the criminalization of poverty!
5. Learned about upstream
6. Made valuable contacts with other stakeholders
7. Not a participant
8. We are new to this.
9. We are too new to the network to have seen benefits, but I am sure we will soon!
10. We have not yet participated in the DC LATN.
11. We haven't yet been active.

## T3 Other, please specify (2)

1. Hoping to assist in the development of collaboration between social services organizations and legal services organizations
2. Recently went independent, so have yet to participate much in my new role



# Benefits to Members (T3)

T3 Q24: What unique benefits and value, if any, do you derive from participating in DCSJTN that you don't derive from participating in other networks or coalitions? Feel free to include any stories of the impact the network has had on your organization.

n = 32 respondents

**Highlighting member experiences:** "DCSJTN is the most visionary network that I engage with. Every meeting fills me with a sense that the people showing up that day are driven to improve or transform DC's public and non-profit systems to be more accessible to the people we are ultimately called to serve. The collaborative and living/changing/growing nature of the network is exciting and reflects our human (rather than organizational) emphasis for results. It's also a source of challenges, though, as the network's immediate vs. long-term goal is not always clear."

**Summary of themes:** Respondents identified a number of unique benefits they derive from participating in the network. Key themes in the benefits named include: the fact that the network facilitates access and engagement among a diverse group of organizations, members are coming to alignment on goals and actions, and the network creates a space for connection among executive directors. There were also some respondents who identified that they have not yet benefitted from participating in the network.

**Below we present key themes in response to this question along with representative quotes from respondents:**

## **Access to a diverse group of organizations:**

- "The Network is perhaps the most diverse group of organizations that I/we in which have participated."
- "The DCSJTN is the largest network of diverse individuals and organizations in which I have ever participated."

## **Alignment on goals and actions:**

- "Feeling part of a larger group moving in the same direction"
- "Getting everyone together in one place to identify common issues"

## **Connections among executive directors:**

- "The ability to connect with other EDs in a safe space to share experiences is of great impact and highly appreciated."
- "The ED breakout group is really helpful, particularly because it is EDs of legal-aid-related orgs."

## **Not benefitted yet:**

- "I hope to have something to say here in 2025, but since I am just getting engaged in the summer of 2024 I don't have anything to report just yet."
- "Still developing"



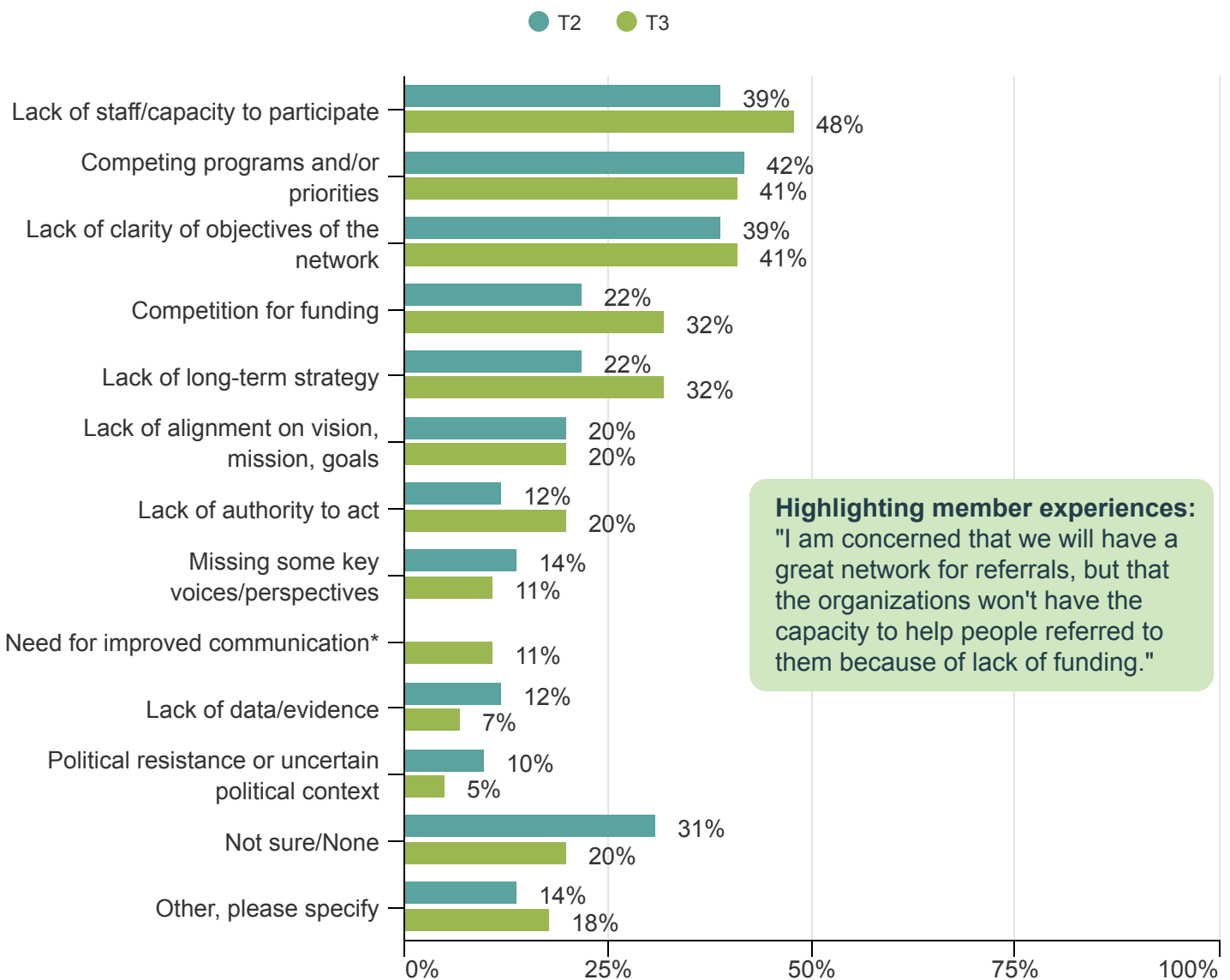
# Barriers (T2 & T3)



The results were broadly similar from T2 to T3. In both time points, the top barriers that prevent the DCSJTN from having a bigger impact in the community were lack of staff/capacity to participate, competing programs and/or priorities, and lack of clarity of objectives of the network, according to the respondents.

T2 Q13; T3 Q12: Which barriers prevent the DCSJTN from having a bigger impact in the community?  
(Select all that apply)

n = 59 respondents in T2 and 44 in T3 reported for this question



\*Response option appears in the T3 survey only

Please see the next page for responses by respondents who selected "Other, please specify."

# Barriers (T2 & T3)



Between T2 and T3, "other please specify" responses somewhat shifted from concerns about structural and leadership issues within the network to frustrations with external barriers and effectiveness. In T2, participants noted unclear goals, limited client involvement, and as well as racism in the nonprofit sector. By T3, focus moved to issues like service duplication, missing client voices, communication gaps, funding limits, and post-pandemic challenges. This reflects growing awareness of operational and external barriers that prevent the network from having a bigger impact in the community.

## T2 Other, please specify (8)

1. Existing networks, coalitions, and groups already working on common issues/projects and the ability to incorporate those efforts without adding work for orgs.
2. I think it is difficult to have a major funder leading an effort that has a direct bearing on the way legal services providers who receive that funding and run their programs. I have not heard that publicly acknowledged or addressed.
3. I would like to see more client involvement/leadership in making decisions
4. It is sometimes unclear how the discussions that occur during the convenings will advance the initial goal of the Network, which is CIR
5. Lack of a product or service
6. Need more time to achieve impacts
7. Racism within the nonprofit sector
8. We had not heard about this effort for over a year before being invited to participate in this survey, so I don't know much about what DC LATN has been up to.

## T3 Other, please specify (8)

1. Diversity of voice, supporters, and influencers to include DC residents who may not utilize city services and who may in fact be the impetus for causing someone else to seek those services. The DC resident who works here and makes more than a standard living needs to know what DC Bar and the SJNW is doing.
2. Duplication of existing networks/services
3. I am concerned that we will have a great network for referrals, but that the organizations won't have the capacity to help people referred to them because of lack of funding..
4. I have reported "not sure" about the efficacy of aspects of the program simply because we did not have staff capacity to attend consistently for the last 2-3 meetings (certainly not the SJTN's fault, just more a product of having most staff very focused on day-to-day client service and programmatic work, and a standing conflict for the past year).. As a result, one challenge is not knowing what the discussions were at those missed meetings (what discussions were had, what decisions were made, what working groups are tackling, etc.). Perhaps additional communication between network meetings will help with that, or minutes for those who truly care about the network's activities, but may miss a meeting for one reason or another.
5. Missing key voices from client population.
6. Sharing meaningful objective data on results in a compelling, persistent and consistent way.
7. The turbulent post pandemic period the sector is trying to navigate.
8. We work with mostly minors and honestly i don't think people even get the issue the other organizations say they work with the population we do but they never refer and we don't see that

# Development of Relationships (T2 & T3)

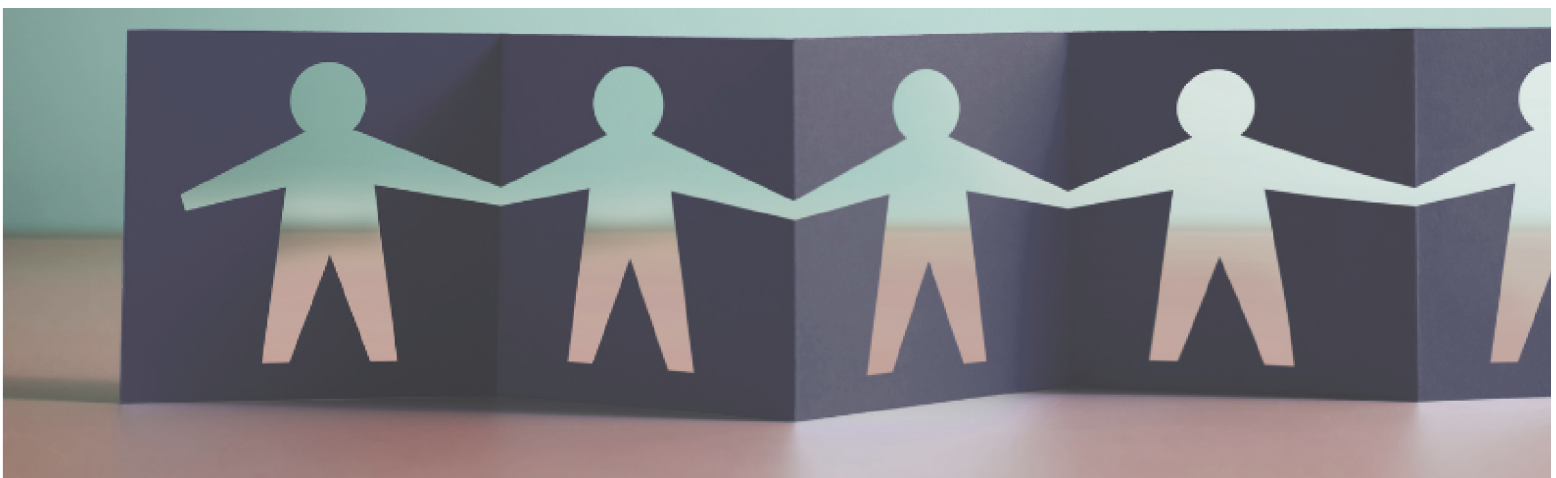
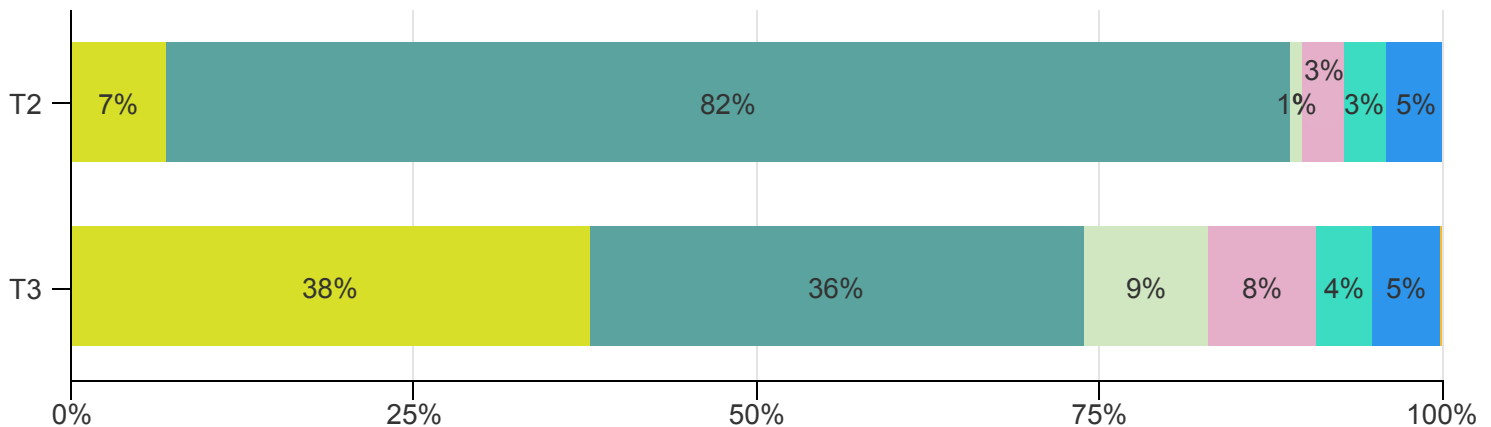


From 2022 to 2024, the share of relationships that were developed through other community venues/work not related to the network decreased from 82% to 36%, while the share of relationships that were deepened by the network increased from 7% to 38%. Also the share of relationships that were developed through the network increased from 1% to 9%. This result is indicative of the increasing role that DCSJTN plays in the supporting and developing partnerships for its members.

T2 Q18; T3 Q14: Please describe how your relationship with each of these partners was developed  
(Select all that apply per row)

n = 1,165 relationships in T2 and 615 relationships in T3 reported for this question

- Our relationship was not developed through the network, but the network work has deepened our relationship
- Through other community venues/work not related to the network
- Through the network's meetings, subnetworks, project workgroups, and conversations
- The partnership was mandated for grant funding. ● Through a partner of a network partner agency
- Completely by accident (relationship was not related to work at all, for example we met at a grocery store)
- Other ● Don't Know



# Intensity of Relationships

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.

*T1 Q14; T2 Q20; T3 Q16: Using the below definitions, identify your organization's method of interacting with this organization. (Select only one per relationship)*

n = 802 relationships in T1, 1,041 relationships in T2, and 606 relationships in T3 reported for this question

Cost of relationship increases with increase in intensity

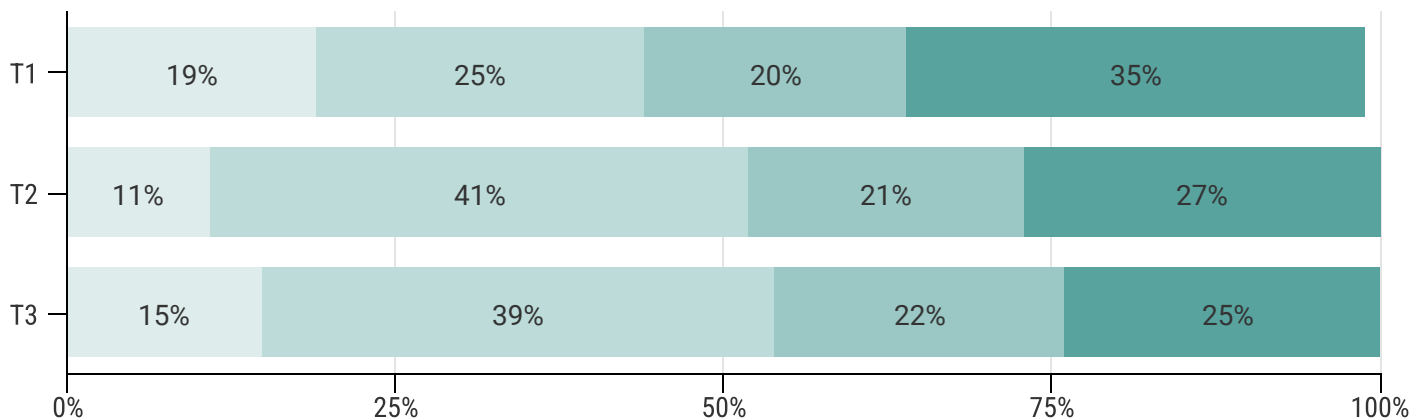
- **Awareness**

Involves awareness of an organization's services, mission, etc.
- **Cooperation**

Involves exchanging information, attending meetings together, and sharing resources
- **Coordination**

Involves synchronization of activities for mutual benefit
- **Integration**

Involves a formal or binding relationship that may involve contracts, grants, etc.



From T1 to T3, the most common level of interaction shifted from integration to cooperation and relationships at T3 were most frequently in the cooperation level of intensity. This means that a greater share of relationships in the network are less resource-intensive to maintain. We find that networks with the majority of partnerships in the cooperation and coordination levels of intensity are most sustainable over time.

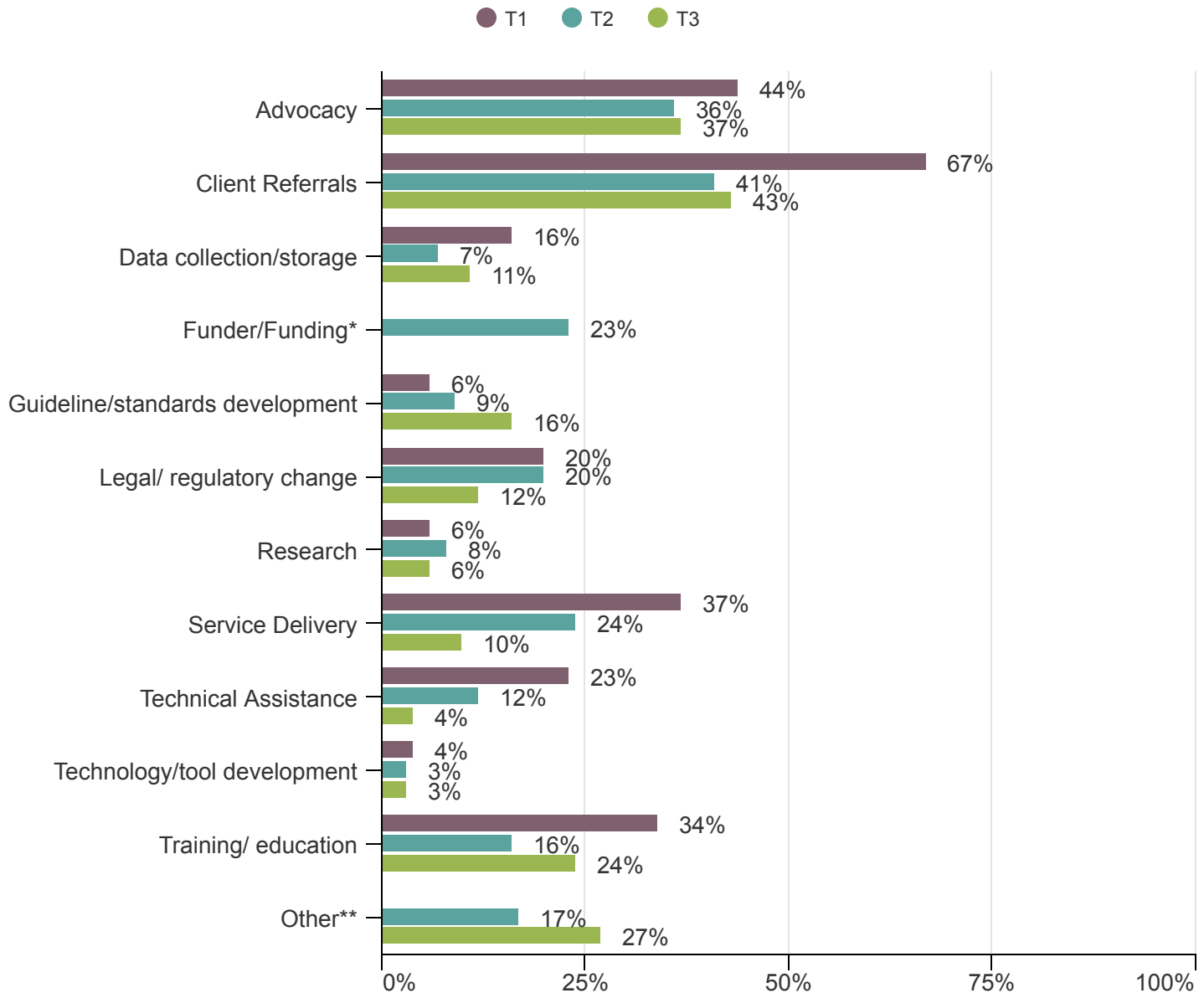
# Relational Activities



In 2021, 2022 and 2024, the most common activities that relationships in the network entail are client referrals and advocacy. The least common activities in the network involved technology/tool development and research. Network referrals and legal/regulatory change activities have decreased across time, while guideline/standards development has increased. **Note:** The response options "funder/funding" and "other" were not included in every survey.

T1 Q15; T2 Q21; T3 Q15 What kinds of activities does your relationship with this organization entail?  
(Select all that apply)

n = 574 relationships in T1, 901 relationships in T2, and 618 relationships in T3 reported for this question



\*Response option appears in the T2 survey only

\*\* Response option appears in T2 and T3 survey only

# Working Groups

T3 Q25: How do you feel the working groups are working? What areas of improvement could make them more effective? What new working groups do you think we should establish?

n = 36 respondents

**Summary of themes:** Respondents primarily focused their responses on opportunities for improving the working groups. They highlighted a need to refine the structure, purpose, and goals of the working groups and to improve communications among members, leads, and network leads. A number of members noted they did not have sufficient knowledge of the working groups to comment or that they feel excluded from the working groups. In general, members suggested refraining from developing additional groups.

**Below we present key themes in response to this question along with representative quotes from respondents:**

## **Working group structure, purpose, and goals could benefit from refinement:**

- "I think it is nice to convene in smaller groups but in my opinion the working groups lack concrete goals or focus and overlap somewhat with work already being done outside the network. Also, the group as a whole and the working groups are too big with too many people that are not in close relationship and don't meet often enough for people to be completely open to problem solving and asking the hard questions required to get anything done even if there were concrete goals."
- "Substructures can become more effective if the NAT clearly defines their structures, decision-making authorities, mandates, expected deliverables, and tenure. New working groups should not be created until NAT has taken the aforesaid action."
- "Unfortunately, the working groups suffer from lack of inconsistency in membership and leadership. The goals/objectives are unclear and there is little alignment between the groups and the larger Network."

## **Members desire improved communication across levels of involvement:**

- "I have no idea how well the groups are working or what they are accomplishing. If the groups only report out at convenings, if you miss a convening (I missed the last one), you don't know what's going on. Maybe they could report out periodically on Slack?"
- "Working group leaders could use more and clearer communication with the network leads and support orgs to ensure we can ID issues and problem-solve effectively."
- "More communication when we are not in-person."

## **Inclusion & knowledge of working groups is lacking:**

- "Again we don't feel included at all which is sad since we are the only [organization in our focus area in the network]."
- "I'm not aware that the working groups are still meeting."

## **Members are generally not in favor of developing new groups:**




- "I think we don't need another working group, I think each working group needs a DCBF staff member that is willing to commit resources to the conversations so that they have a stronger basis and can move forward."
- "I'm hesitant to suggest other working groups until the process seems to be working better."
- "No more working groups."
- Suggested new groups: technology & innovation, mental health & wellness, youth empowerment, economic empowerment, environmental justice, continual improvement review for the network

# Relational Value and Trust

## Value

Organizational partners bring different forms of value to a network. The survey assessed three validated dimensions by which partners may be valued: **power/influence**, **level of involvement**, and **resource contributions** (see definitions below).

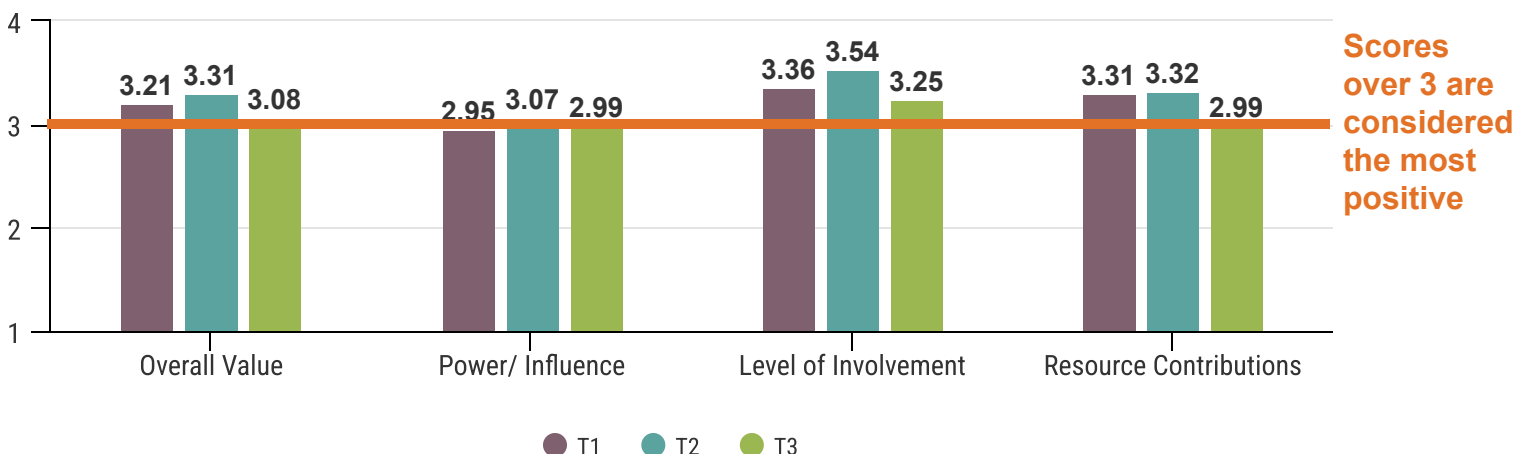
Survey participants assessed each of their reported relationships on these three dimensions according to a 4-point scale, with 1 = Not at all, 2 = A Small Amount, 3 = A Fair Amount, and 4 = A great deal. Scores over 3 are considered the most positive. Understanding the perceived value of network relationships is important for leveraging the different ways in which members contribute to the network.

	<b>Power &amp; Influence:</b> The organization/program/department holds a prominent position in the community by being powerful, having influence, success as a change agent, and showing leadership.
	<b>Level of Involvement:</b> The organization/program/department is strongly committed and active in the partnership and gets things done.
	<b>Resource Contribution:</b> The organization/program/department brings resources to the partnership like funding, information, or other resources.

The column chart below shows the average value scores within the network across T1, T2 and T3. There are slight decreases in the perceptions of value in the network from T2 to T3, although the scores remain high and positive across the three time points.

### T1 Q16, Q17 & Q18; T2 Q22, Q23 & Q24; T3 Q17, Q18 & Q19: Value Scores

n = 666 relationships in T1, 801 relationships in T2, and 600 relationships in T3 reported for these questions






# Relational Value and Trust

## Trust

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.

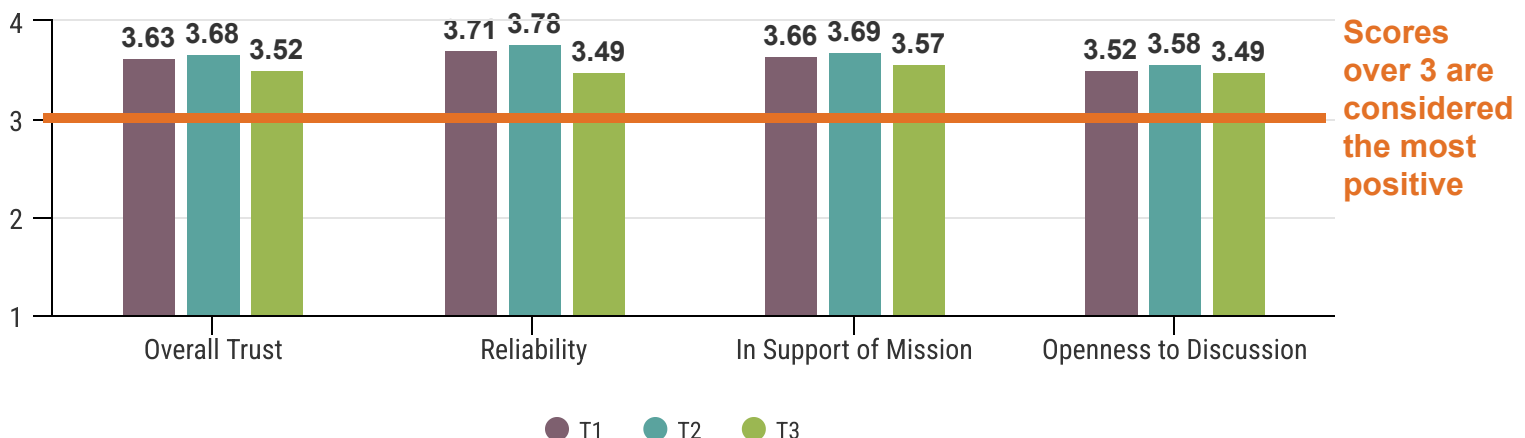
The survey assessed trust between network partners on three validated dimensions: **reliability**, **in support of mission**, and **openness to discussion** (see definitions below). Survey participants assessed each of their reported relationships on these three dimensions according to a 4-point scale, 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.

	<b>Reliability:</b> This organization/program/department is reliable in terms of following through on commitments.
	<b>In Support of Mission:</b> this organization/program/department shares a common vision of the end goal of what working together should accomplish.
	<b>Open to Discussion:</b> this organization/program/department is willing to engage in frank, open and civil discussion

The column chart below depicts the average trust scores within the network. While there were small variations in the average perceptions of trust in the network over time, potentially attributed to changes in its membership and the partnerships reported, respondents placed a very high level of trust in their relationships in across the three time points.

### T1 Q19, Q20 & Q21; T2 Q25, Q26 & Q27; T3 Q20, Q21 & Q22: Trust Scores

n = 564 relationships in T1, 846 relationships in T2, and 570 relationships in T3 reported for these questions





# Conclusions and Next Steps



## Highlighting member experiences:

"The energy and people are all wonderful."

## Highlighting member experiences:

"There is value in continued connection, outlets, and opportunities to come together as a collective."

The DCSJTN is engaging in a wide range of collaborative activities and is showing key development over time. Below, we draw several conclusions and recommend these next steps for continuing to develop the network and move towards achieving shared goals:

### **Celebrate network successes:**

- The network has enjoyed increased success in its anti-racism and DEI efforts. A greater share of respondents report that the network has been effective or very effective in its efforts in this domain.
- Network members have a well-established base of relational trust and relational value. Scores for these metrics have remained above the benchmark across time points, indicating sustained strength in partnerships among members.
- Participation in the network has had a positive impact on member organizations' partnerships over time. We observed a 31-percentage-point increase in network members who reported that the DCSJTN helped to deepen their relationships with partner organizations from 2022 to 2024.
- Organizations are reporting notable benefits from participating in the network. For example, there was a 21-percentage-point increase in organizations citing a deeper understanding of programs available to assist D.C. residents as a result of their involvement. Additionally, a 15-percentage-point increase was observed in organizations highlighting their network participation in grant applications, public relations materials, and other communications. This trend suggests that members value showcasing their affiliation with the network.
- The DC Bar Foundation is well-positioned to support and maintain this network. DCBF appears as a key player in the network across three time points and at least 70% of network members reported that DCBF is effective or very effective as a convener when asked in 2022 and 2024.

### **Consider the network's development and sustainability:**

- The network has developed over the last several years, with shifts in participants and their relationships. See appendix B for an overview of VNL's lifecycle of a sustainable network.
- Shifts in the network's participation, increasing the number of organizations involved from the first to second time point, then narrowing leading into the third time point, reflects a process of focusing on bringing the right players together.

# Conclusions and Next Steps

## **Consider the network's development and sustainability cont'd:**

- Decreases in the total number of relationships indicate that members may be engaging in relationships more strategically, avoiding overburden.
- Network density (the percentage of observed vs. possible relationships among members) has remained robust over time and is in a sustainable range.

## **Reflect on resource contribution and member roles:**

- Network member resource contributions have shifted over time. We also observed an increase in organizations who bring advocacy skills and resources and expertise in legal aid/the justice system as their primary resource contributions. We observed a decrease in members whose most important resource contribution was voices/perspectives of people with lived experience in legal aid. At present, only two organizations reported this as their primary contribution.
- Consider the resources members are bringing to the network and how they are changing over time. Do these shifts reflect the goals of the network? What adjustments, if any, are necessary to align the network's resources with the goals it aims to achieve.
- Respondents most commonly reported their role as a general participant in the network. We also observed decreases over time in the following roles: content expert, member of a DCSJTN working group, and peer consultant to others in the network.
- Consider the roles that may be important for advancing the network's goals and objectives. Do they align with the roles members are currently playing? In what ways can DCBF create opportunities for members to serve in roles that advance network efforts?

## **Assess relational activities:**

- We observed a decrease of 10% or more in relationships involving the following activities from the first time point to present: referrals, service deliver, technical assistance, training/education.
- We did not observe an increase in any of the activities we specifically asked about from time one to the present but did see an increase in reported 'other' activities and guideline/standards development. This may reflect network members focusing their relationships around the activities that are most relevant.
- Consider whether the prevalence of relational activities in the network reflect its goals and objectives. Are any shifts necessary to support network success?

## **Engage key members to advance the network's goals:**

- We identified a number of key players across time points. These members are critical to the network because of their connectivity. They can serve as opinion leaders and help to get the word out about new efforts or initiatives.
- Consider how these members can help advance the network's efforts. You can dig deeper into these members by exploring their partnerships in the PARTNER CPRM™ platform analyzer to see which members are able to reach critical parts of the network or which may have expertise or resources to support the network's efforts.

## **Make sense of network data with network members:**

- Network members are often well-positioned to reflect on the network's composition and identify additional members who may advance collective work.
- Network members can also make sense of shifts in activities, outcomes, and the resources they bring.

# Conclusions and Next Steps

## Continue developing working groups:

- Twenty percent of network members report participating in the network's working groups in this year's survey. This percentage has decreased over time. Network members also provided open-ended responses with feedback about how the working groups can develop and improve.
- Network leadership can use this feedback to build work groups that align with the network's goals and support participation among network members.

## Assess changes in data over time:

- Across a number of domains, responses have shifted over time. These include, for example, perceptions of the network's effectiveness in anti-racism and DEI work, the network's organizational effectiveness, the resources members bring to the network, and the types of activities in which members engage with their partners.
- These changes may arise from other operational shifts in the network; for example, changes in the goals and focus of the network or a move from virtual to in-person network meetings. Changes may also arise from shifts in the network's membership. As organizations enter or leave the network, member experiences may also change.
- To specifically assess these changes and identify action steps, we recommend network leadership review each shifting data point and reflecting what actions have recently been taken related to that domain. Then, network leaders can use the data to determine if the network should continue current actions or shift them to align with desired outcomes.

## Consider inviting potential members:

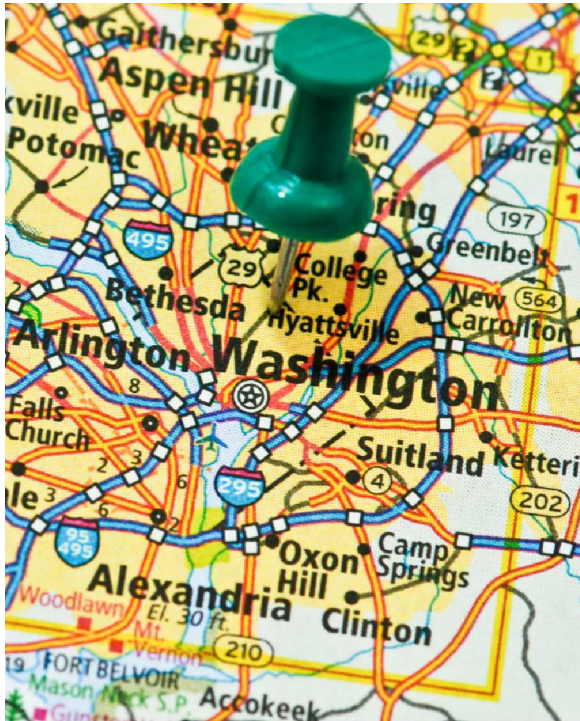
- Respondents identified a number of organizations that they believe are missing from the network. These organizations are listed in Appendix E.
- Network leaders can consider how these potential members fit with the focus and goals of the network and consider inviting those organizations to participate in the network.

## Continue to use the PARTNER CPRM™ platform:

- **Continue to explore your network using the analyzer tool.** Try filtering the network by different types of activities to see how its structure differs when members are working on different activities. Create cross-tabs of survey questions and member attributes using the charts and tables function in the analyzer. Explore node- and network-level metrics in the network metrics section. This can be helpful for further identifying nodes with high scores or those that could benefit from additional engagement
- **Share member profiles with participants.** These profiles provide an individualized report about the network tailored around each network member. They are a good way to thank members for the time they spent filling out the survey and to get everyone on the same page about key results and next steps. You can send these to network members using the email tool in the platform.
- **Build dashboards to highlight key data points:** Dashboards show live graphs of the data captured through the platform and can be helpful when highlighting or sharing a few key data points. Network maps, charts, and graphs can be saved from the analyzer and then included in the dashboards. You have the option to make these dashboards public and to share them with others via a URL.
- **Reach out with questions:** If you'd like to know more about continuing to use the platform to explore your network's data, please reach out to Jenny Lawlor ([jenny@visiblenetworklabs.com](mailto:jenny@visiblenetworklabs.com)) or Michanda Myles ([myles@dcbfoundation.org](mailto:myles@dcbfoundation.org)). We can help think through how to use the platform's tools to achieve a wide range of goals!

The social network analysis was conducted using [PARTNER CPRM](#) by Visible Network Labs. For more information about [Visible Network Labs](#) and the tools and resources available, please visit [www.visiblenetworklabs.com](http://www.visiblenetworklabs.com).





# Appendix A: 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 between 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.

# Appendix A: Introduction to Networks

## NETWORK TERMS

**Network:** A formal partnership created between three or more people or organizations to achieve mutual goals.

**Network Map:** A visualization that shows members of a group as “nodes” and the relationships among them as connecting “edges”.

**Nodes:** Usually represented as circles in a network. A node can be a person, organization, department, etc.

**Edges:** The lines connecting two nodes, which represents a relationship between those nodes.

**Degree:** The total number of edges connected to a node (ingoing and outgoing). Average degree measures average number of edges reported for each node in a network.

**Trust:** A PARTNER scale that measures trust by capturing members’ perceptions of other organization’s reliability, support for the network’s mission, and willingness to engage in frank, open, and civil discussion.

**Value:** A PARTNER scale that measures value by capturing members’ perceptions of other organization’s ability to provide resources, the level of power/influence it has in the community, and the level of involvement it contributes to the group.

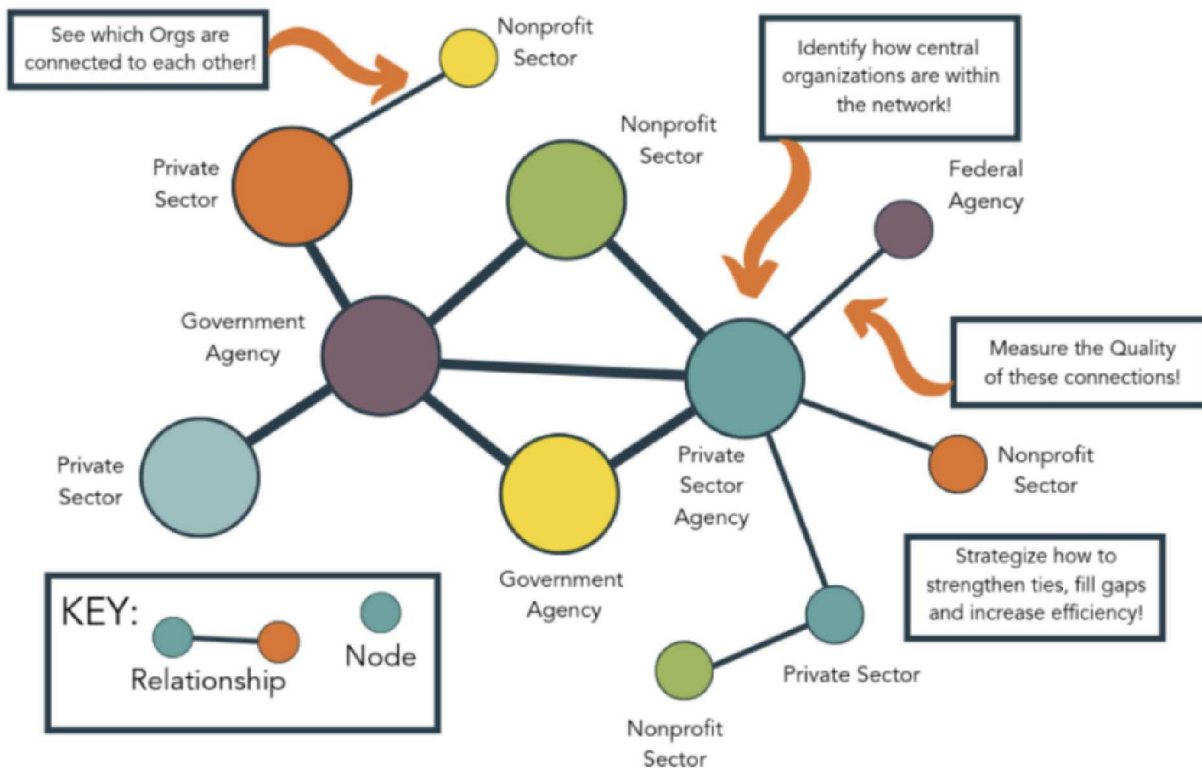


# Appendix B: How To Use This Report

## HOW TO INTERPRET A NETWORK MAP

**Networks** refer to a partnership created between three or more people or organizations to achieve mutually desired objectives.

In a network map, partnerships are visualized as “**nodes**” (circles) and “**edges**” (lines) which represent the network members and the relationships between them. Nodes may be color-coded by certain organizational characteristics, such as jurisdiction or sector.



## 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.

# Appendix C: Network Members (T1-T3)

The table below lists the organizations invited to take the T1-T3 surveys, their map labels, and organizational types.

Map Label	Organization Name	T1	T2	T3	Organizational Type
1	A2J Tech	Yes	Yes	Yes	Technology
3	Advocates for Justice and Education	Yes	Yes	Yes	Legal Aid Provider
4	African Communities Together	Yes	Yes	No	Legal Aid Provider
5	Amalgamated Bank	No	Yes	No	Bank
6	Amara Legal Center	Yes	Yes	Yes	Legal Aid Provider
18	American Academy of Arts & Sciences	No	Yes	No	Academia
105	American University Washington College	No	No	Yes	Academia
5	Arizona State U. and American Bar Foundation	Yes	No	No	Philanthropy
26	Arnold & Porter	No	Yes	No	Legal
7	Asian Pacific American Legal Resource Center	Yes	Yes	Yes	Legal Aid Provider
106	Autistic Women & Nonbinary Network	No	No	Yes	Community Organization
8	Ayuda	Yes	Yes	Yes	Legal Aid Provider
9	Bread For The City	Yes	Yes	Yes	Legal Aid Provider
90	Building Bridges Across the River/ Skyland Workforce Center	No	Yes	No	Health & Social Services
9	Bus Boys & Poets	Yes	No	No	Business
10	Capital Area Immigrants Rights Coalition	Yes	Yes	No	Legal Aid Provider
11	Catholic Charities	Yes	Yes	No	Legal Aid Provider
12	Center for Nonprofit Advancement	Yes	Yes	No	Health & Social Services
103	Central American Resource Center (CARECEN)	Yes	Yes	Yes	Health & Social Services
107	Changing Perceptions	No	No	Yes	Health & Social Services
14	Children's Defense Fund	Yes	No	No	Health & Social Services
14	Children's Law Center	Yes	Yes	Yes	Legal Aid Provider
15	Christian Legal Aid of DC	Yes	Yes	Yes	Legal Aid Provider
16	Citizens for a Responsive Legal System (Responsive Law)	No	Yes	No	Advocacy
17	City First Broadway Bank	Yes	No	No	Bank
18	Civil Legal System Modernization (The Pew Charitable Trusts)	Yes	No	No	Philanthropy
19	Coalition for the Homeless	Yes	No	No	Health & Social Services
20	Community Foundation of Greater Washington	Yes	No	No	Philanthropy



# Appendix C: Network Members (T1-T3)

The table below lists the organizations invited to take the T1-T3 surveys, their map labels, and organizational types.

Map Label	Organization Name	T1	T2	T3	Organizational Type
97	Community Mediation DC	No	Yes	Yes	Community Organization
21	Cong. Norton's Constituent Services Office	Yes	No	No	Government
108	Consumers for a Responsive Legal System	No	No	Yes	Legal
17	Cooley LLP	No	Yes	No	Legal
33	Council for Court Excellence	No	Yes	Yes	Legal
34	Council of the District of Columbia	No	Yes	No	Government
109	Counterdrug	No	No	Yes	Government
19	Courtney's House	No	Yes	Yes	Health & Social Services
102	Crowell	No	Yes	No	Legal
35	DC Survivors and Advocates for Empowerment	No	Yes	No	Legal Aid Provider
22	DC Access to Justice Commission	Yes	Yes	Yes	Legal
23	DC Affordable Law Firm	Yes	Yes	Yes	Legal Aid Provider
24	DC Bar	No	Yes	Yes	Legal
25	DC Bar Foundation	Yes	Yes	Yes	Philanthropy
95	DC Bar Pro Bono Center	Yes	Yes	Yes	Legal Aid Provider
88	DC Central Kitchen	No	Yes	No	Advocacy
28	DC Consortium of Legal Services Providers	No	Yes	No	Legal
26	DC Council Committee on the Judiciary and Public Safety	Yes	No	No	Government
29	DC Justice Lab	No	Yes	No	Legal
20	DC KinCare Alliance	No	Yes	Yes	Legal Aid Provider
89	DC Mayor's Office of Returning Citizens	No	Yes	No	Government
112	DC Metropolitan Police Department	No	No	Yes	Government
31	DC Office of Victim Services and Justice Grants	Yes	Yes	No	Government
27	DC Public Library	Yes	No	No	Government
32	DC Rape Crisis Center	Yes	Yes	Yes	Health & Social Services
141	DC Recovery Community Alliance	No	No	Yes	Community Organization
53	DC Refers	No	Yes	Yes	Legal
111	DC Superior Court	No	No	Yes	Government
21	DC Tenants' Rights Center	No	Yes	No	Legal

# Appendix C: Network Members (T1-T3)

The table below lists the organizations invited to take the T1-T3 surveys, their map labels, and organizational types.

Map Label	Organization Name	T1	T2	T3	Organizational Type
36	DC Volunteer Lawyers Project	Yes	Yes	Yes	Legal Aid Provider
38	Disability Rights DC at University Legal Services	Yes	Yes	Yes	Legal Aid Provider
37	District Alliance for Safe Housing	Yes	Yes	No	Health & Social Services
113	District Bridges	No	No	Yes	Community Organization
32	Domestic Violence Legal Empowerment and Appeals Project	Yes	No	No	Legal Aid Provider
33	Emergency Rental Assistance Program - Greater Washington Urban League	Yes	No	No	Health & Social Services
34	Emergency Rental Assistance Program - United Planning Organization	Yes	No	No	Health & Social Services
39	Equal Justice Works	No	Yes	No	Legal
114	Everyday Daniela Professional Coaching Services	No	No	Yes	Business
40	Executive Office of the Mayor	No	Yes	No	Government
98	Family ADR, Multi-Door Dispute Resolution Center, DC Superior Court	No	Yes	No	Legal
116	FAMM	No	No	Yes	Community Organization
41	First Shift Justice Project	Yes	Yes	Yes	Legal Aid Provider
37	Food & Friends	Yes	No	No	Health & Social Services
42	Foreclosure Legal Aid	No	Yes	No	Legal Aid Provider
104	Full Frame Initiative	No	Yes	Yes	Community Organization
30	Generation Hope	No	Yes	No	Advocacy
43	George Washington University Law School	No	Yes	No	Academia
47	Georgetown Law	No	Yes	No	Academia
44	Georgetown University	No	Yes	Yes	Academia
45	Global Legal and Compliance Technology at Meta	No	Yes	No	Advocacy
46	Greater Washington Community Foundation	No	Yes	No	Legal
48	Health Justice Alliance, Georgetown Law Center	No	Yes	No	Legal Aid Provider
38	Hill-Snowden Foundation	Yes	No	No	Philanthropy
49	Housing Counseling Services, Inc	Yes	Yes	Yes	Community Organization
50	Howard University School of Law	Yes	Yes	No	Legal Aid Provider
118	Independent Consultant - Sam Crane	No	No	Yes	Business

# Appendix C: Network Members (T1-T3)

The table below lists the organizations invited to take the T1-T3 surveys, their map labels, and organizational types.

Map Label	Organization Name	T1	T2	T3	Organizational Type
119	Indwelling Consulting	No	No	Yes	Business
51	Interaction Institute for Social Change	No	Yes	Yes	Business
120	Jobs Have Priority Inc.	No	No	Yes	Community Organization
41	Jubilee Housing	Yes	No	No	Health & Social Services
121	Jubilee Law Firm, PLLC	No	No	Yes	Legal
93	JusticeAccess	No	Yes	Yes	Legal Aid Provider
42	La Clinica del Pueblo	Yes	No	No	Health & Social Services
43	Latin American Youth Center	Yes	No	No	Health & Social Services
52	Law Office of Kevin C. Gustafson	No	Yes	No	Legal
122	Law Office of William B. Jaffe, PLLC	No	No	Yes	Legal
143	Legal Aid DC	No	No	Yes	Legal Aid Provider
54	Legal Aid Society of DC	Yes	Yes	No	Legal Aid Provider
2	Legal Counsel for the Elderly	Yes	Yes	Yes	Legal Aid Provider
55	Legal Link	No	Yes	No	Legal
56	Legal Services Corporation	No	Yes	No	Philanthropy
46	Life Pieces to Master Pieces	Yes	No	No	Art
47	Martha's Table	Yes	No	No	Health & Social Services
67	Mary McClymont	Yes	No	No	Individual
48	Mary's Center	Yes	No	No	Health & Social Services
123	Maya Brennan Consulting	No	No	Yes	Business
49	Mayor's Office on Fathers, Men, and Boys	Yes	No	No	Philanthropy
57	MedStar Family Choice DC	No	Yes	No	Health & Social Services
58	MedStar Washington Hospital Center	No	Yes	No	Health & Social Services
101	Meyer Foundation	No	Yes	No	Philanthropy
50	Mid-Atlantic Innocence Project	Yes	No	No	Legal Aid Provider
124	Mission Partners	No	No	Yes	Business
59	Mother's Outreach Network	No	Yes	Yes	Legal Aid Provider
60	N Street Village	No	Yes	No	Health & Social Services
61	Neighborhood Legal Services Program of the District of Columbia	Yes	Yes	Yes	Legal Aid Provider

# Appendix C: Network Members (T1-T3)

The table below lists the organizations invited to take the T1-T3 surveys, their map labels, and organizational types.

Map Label	Organization Name	T1	T2	T3	Organizational Type
62	Network for Victim Recovery of DC	Yes	Yes	Yes	Legal Aid Provider
68	New American Funding	No	Yes	No	Business
63	New Endeavors by Women	No	Yes	No	Health & Social Services
64	No Means No Worldwide	No	Yes	No	Advocacy
65	NPC Research	Yes	Yes	Yes	Business
55	Ntianu Center for Healing & Nature	Yes	No	No	Health & Social Services
126	Office of Advisory Neighborhood Commissions	No	No	Yes	Government
92	Office of Attorney General Consumer Protection	No	Yes	No	Government
99	Office of the Tenant Advocate	No	Yes	No	Government
127	Ounce of Care	No	No	Yes	Health & Social Services
128	Paul Laurence Dunbar Tenant Association	No	No	Yes	Community Organization
129	Philanthropy DMV	No	No	Yes	Philanthropy
66	Public Defender Service	No	Yes	No	Legal Aid Provider
67	Pyxis Partners	No	Yes	No	Advocacy
69	Quality Trust for Individuals with Disabilities	Yes	Yes	Yes	Legal Aid Provider
66	Rebuilding Together	Yes	No	No	Health & Social Services
71	Restaurant Opportunities Centers United	No	Yes	No	Advocacy
130	Retired Attorney - Barbara Kagan	No	No	Yes	Legal
70	Rising for Justice	Yes	Yes	Yes	Legal Aid Provider
72	Safe Shores: The DC Children's Advocacy Center	No	Yes	Yes	Health & Social Services
131	Savills	No	No	Yes	Business
74	School Justice Project	Yes	Yes	Yes	Legal Aid Provider
70	Service 2 Justice	Yes	No	No	Health & Social Services
133	Sinclair Management	No	No	Yes	Business
134	Tahirih Justice Center	No	No	Yes	Legal Aid Provider
75	Tanzania Network of Legal Aid Providers	No	Yes	No	Legal Aid Provider
135	Technology Innovation Law (T-I-L(R))	No	No	Yes	Legal
136	The Arc of the United States	No	No	Yes	Community Organization
137	The Catholic University of America	No	No	Yes	Academia

# Appendix C: Network Members (T1-T3)

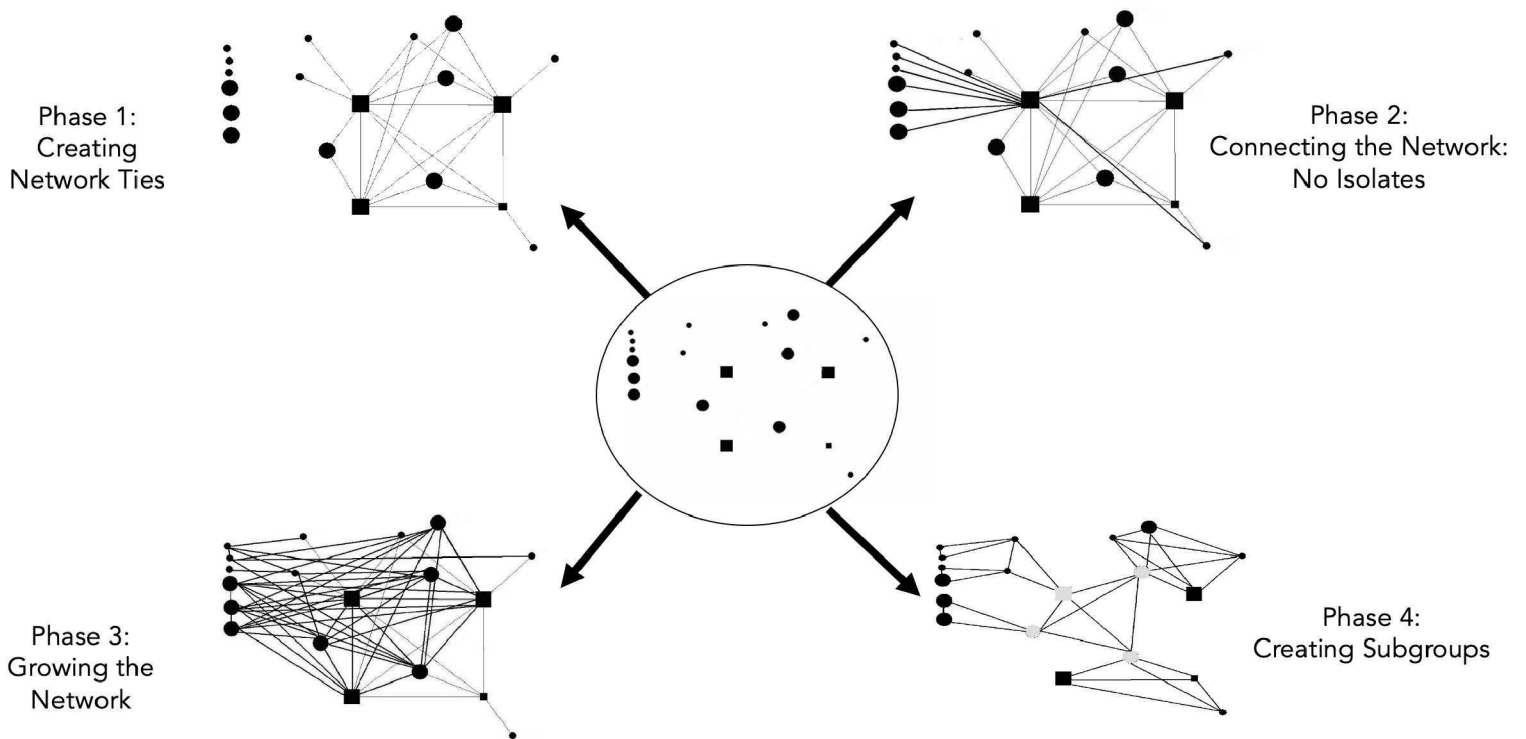
The table below lists the organizations invited to take the T1-T3 surveys, their map labels, and organizational types.

Map Label	Organization Name	T1	T2	T3	Organizational Type
76	The Father McKenna Center	Yes	Yes	No	Health & Social Services
138	The Make It Happen Foundation	No	No	Yes	Business
77	The Morris and Gwendolyn Cafritz Foundation	Yes	Yes	No	Philanthropy
139	The Person Center	No	No	Yes	Community Organization
78	The Pew Charitable Trusts	Yes	Yes	No	Philanthropy
73	The Safe Sisters Circle	Yes	Yes	Yes	Legal Aid Provider
72	Torture Abolition & Survivors Support Coalition	Yes	No	Yes	Legal Aid Provider
27	Transitional Resources	No	Yes	No	Health & Social Services
79	Tzedek DC	Yes	Yes	Yes	Legal Aid Provider
94	United Planning Organization	No	Yes	No	Health & Social Services
87	University of Pennsylvania Carey Law	Yes	Yes	No	Technology
140	University of the District of Columbia	No	No	Yes	Academia
100	Urban Institute	No	Yes	No	Advocacy
80	Walker & Associates	No	Yes	No	Advocacy
81	Washington Council of Lawyers	No	Yes	Yes	Legal
75	Washington Interfaith Council	Yes	No	No	Faith-Based
82	Washington Lawyers' Committee for Civil Rights and Urban Affairs	Yes	Yes	Yes	Legal
83	Washington Legal Clinic for the Homeless	Yes	Yes	Yes	Legal Aid Provider
84	Washington Regional Association of Grantmakers	Yes	Yes	No	Philanthropy
79	We Act Radio	Yes	No	No	Media
85	Wells Fargo	Yes	Yes	No	Bank
81	Wendt Center	Yes	No	No	Health & Social Services
86	Whitman-Walker Health	Yes	Yes	Yes	Health & Social Services
96	Wider Circle / Ward 8 Hub	No	Yes	No	Advocacy
91	Working Credit	No	Yes	No	Advocacy

# Appendix D: Network Lifecycle

## LIFECYCLE OF A SUSTAINABLE NETWORK

Networks typically change their structure over time. The graphic below shows a developmental trajectory that leads to sustainability over time. It also highlights a key principle of network science: **more is not always better**. In this case, network members can focus partnering activities around strategic partnerships to enhance efficiency and sustainability.



**Phase 1.** In phase one, network members are starting to form ties and build on existing relationships. They don't yet have a strategy for connecting members or working together efficiently.

**Phase 2.** In phase two, the network starts to build, often bringing a wide range of organizations into the network, reducing isolated nodes and setting the stage for a network strategy.

**Phase 3.** In phase three, network members engage in a great deal of relationship-building and get to know each other well. Although network members are directly connected with many others, the network's relationships are not sustainable. Many organizations have more partnerships than they can support over time. Now that members know each other well, the network can begin working more strategically to focus on sustainable partnerships.

**Phase 4.** In phase four, network members focus on relevant sub-groups that are interconnected through a few intermediaries. Members are connected to partners that are most relevant to their role in the network but are not over-burdened with participating in every network activity. Intermediaries connecting sub-groups make it easy for information and resources to flow across the network without every member being connected to every other member. This leads to a more sparsely connected network that is efficient and sustainable.

# Appendix E: Potential Members (T3)

Q23: Are there organizations that were not listed above that are important stakeholders who are not already in our ecosystem in the District, and that should be included in the DC SJTN? For example, other businesses, arts, media, community activists, other governmental agencies (federal or other) that could provide value to the work? If yes, please list the organization name (and contact person, if possible) below. If not, please skip to the next question.

n = 28 respondents

Below is a list of organization that members believe should be included in the network:

Organization Name 
African Communities Together
Amerihealth Caritas
Area law schools (clinical programs)
Ben & Jerry's Foundation
Black Lives Matter DC
Building Bridges Across the River
Christian Legal Aid of the District of Columbia
Churches and faith-based organizations providing services to low-income residents and communities
CNHED
Coalition for Nonprofit Housing and Economic Development
Community providers like Community of Hope, Miriam's Kitchen, Martha's Table
Constituent Services Directors for various Councilmembers
DC Consortium of Legal Services Providers (as a separate entity from its member organizations)
DC Council Office of Racial Equity
DC Fiscal Policy Center
DC Interagency Council on Homelessness
DC Office of Human Rights
DC Open Government Coalition
DC Public Defender Services
DCHA
Empower DC
Free Minds (Tara Libert)
George Washington University
George Washington University Law School (Laurie Kohn)

# Appendix E: Potential Members (T3) Cont'd

Q23: Are there organizations that were not listed above that are important stakeholders who are not already in our ecosystem in the District, and that should be included in the DC SJTN? For example, other businesses, arts, media, community activists, other governmental agencies (federal or other) that could provide value to the work? If yes, please list the organization name (and contact person, if possible) below. If not, please skip to the next question.

n = 28 respondents


Organization Name 
Georgetown University Center for Social Justice
Government agencies that are supposed to support equity like the DC Department of Human Services, and perhaps Council members.
Grantmaking organizations within EOM and OVSJG
House of Ruth (DC)
Howard University
Jews United for Justice (policy advocacy)
Kind Inc
La Clinica del Pueblo
Legal Aid Society for the District of Columbia
Major hospitals like Childrens and Medstar
Mamatoto Village
Many Languages One Voice
Mayor's Office of Innovation
More representatives from DC Superior Court (court personnel with decision making power)
My Sister's Place
National Association for the Advancement of Returning Citizens, Eric Weaver
National Endowment for the Arts (NEA)
National Reentry Network for Returning Citizens, Courtney Stewart
Office of Administrative Hearings
Office of the Attorney General
Office of the DC Attorney General
Open City Advocates (Whitney Louchheim or Penelope Spain)
Other law school clinical programs should be invited to participate, depending on the goals and objectives of the current iteration of the network.
Patagonia
SAFE



# Appendix E: Potential Members (T3) Cont'd

Q23: Are there organizations that were not listed above that are important stakeholders who are not already in our ecosystem in the District, and that should be included in the DC SJTN? For example, other businesses, arts, media, community activists, other governmental agencies (federal or other) that could provide value to the work? If yes, please list the organization name (and contact person, if possible) below. If not, please skip to the next question.

n = 28 respondents

Organization Name 
Second Look Project
Senior services
Staff from the Mayor's Office or OVSJG
The AAPI Domestic Violence Resource Project
The Family Place
The school system (the schools are often the easiest way to reach parents)
The Washington Post
U.S. Department of Housing and Urban Development (HUD)
Washington Interfaith Network