

DC Legal Aid Transformations Network FALL 2022 Comparison Report

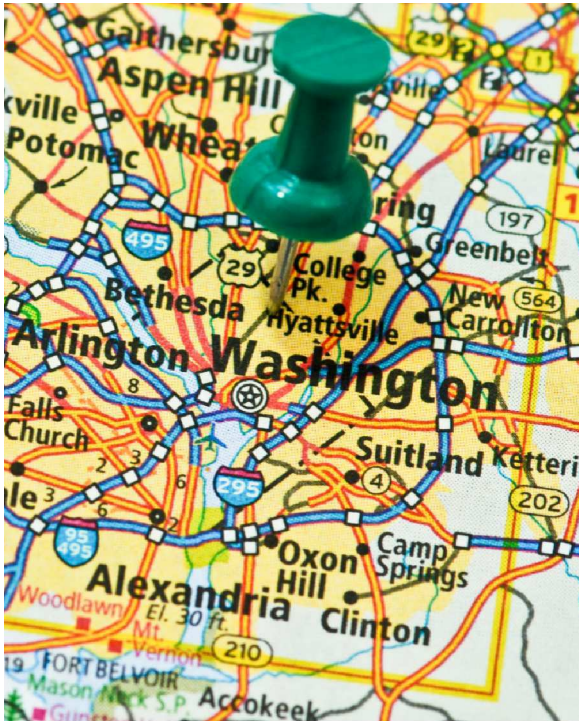
VisibleNetworkLabs



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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.

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.

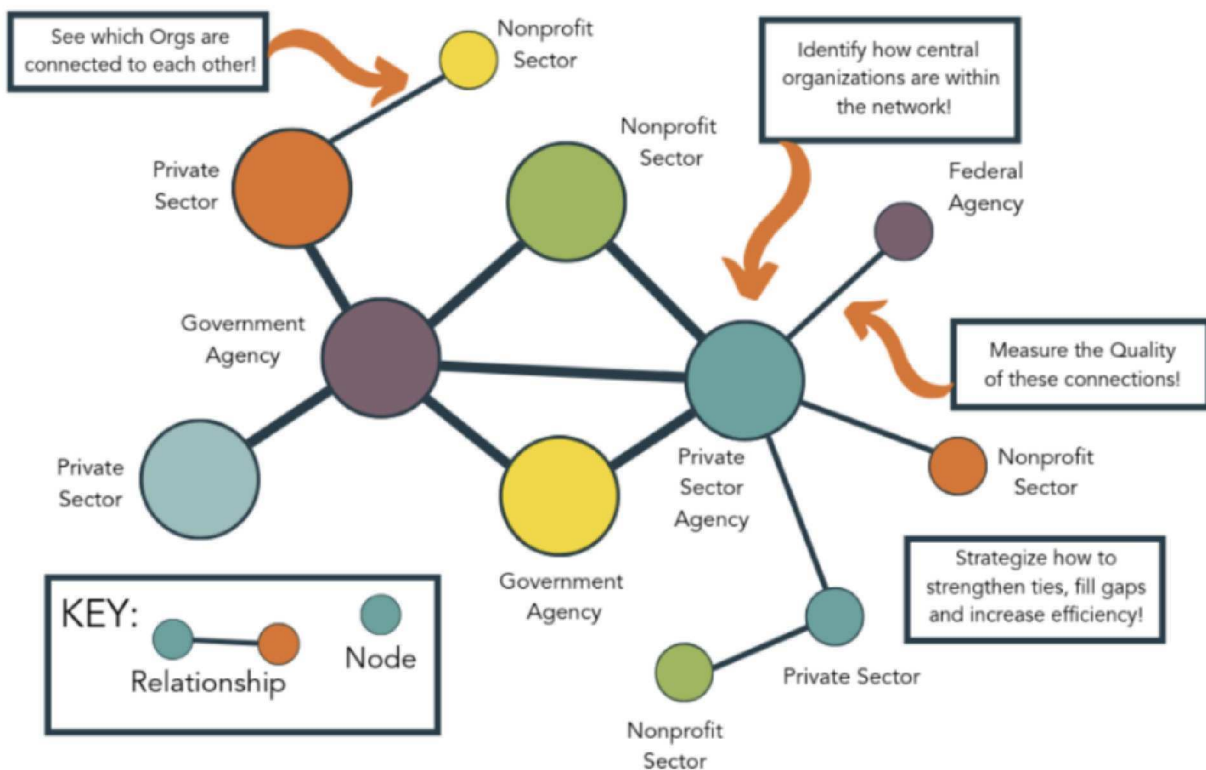


How To Use This Report

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.

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 services 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, 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 justice for District residents. The Summer 2021 (June) and Fall 2022 (September) surveys provide insights into the ways the DC Legal Aid Transformations Network currently works together and identified opportunities for effective collaboration in the future.

METHODS

Through the DC Legal Aid Transformations Network (DC LATN), the DC Bar Foundation (DCBF) is bringing together legal aid providers, funders, community activists, social service providers, and other stakeholders to build and sustain a network that will help us achieve a big goal: advancing a user-centered system grounded in wellbeing, anti-racism, and anti-poverty, starting with creating a coordinated intake and referral system in DC and evolving into a "network of networks" for connectivity, alignment, and action.

Since DC LATN's first convening in June 2021, DCBF asked the network at the September 2022 convening for feedback about how the network is doing, the progress made and about the existing ecosystem of organizations and community stakeholders that currently support access to legal aid for District residents. In September 2022, 103 organizations were invited to participate in a Social Network Analysis of their current organizational partnerships, compared to 75 organizations in June 2021. These organizations were sent a network survey using Visible Network Labs' PARTNER CPRM platform (www.partnertool.net).

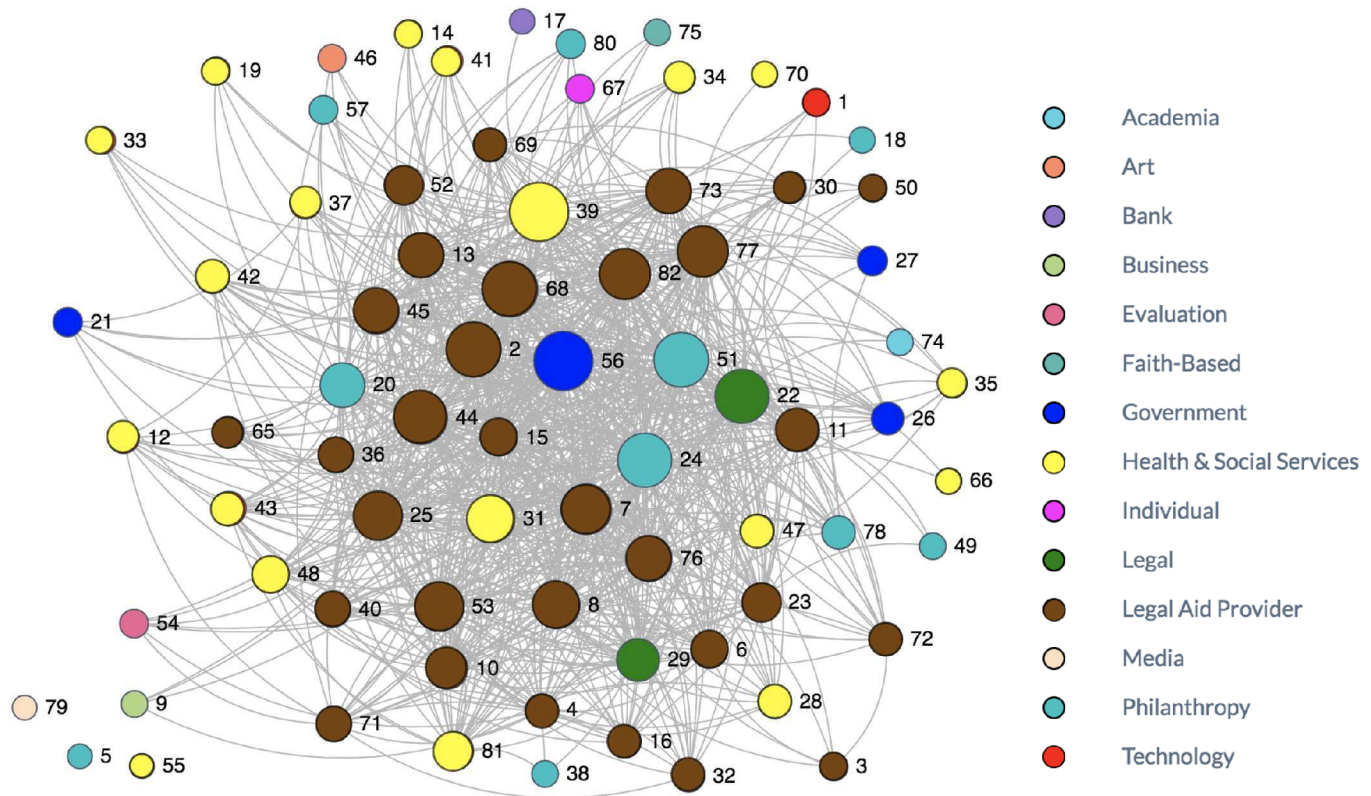
In September 2022, sixty-one organizations responded to the survey, for a 59% response rate. Comparatively, in June 2021 forty-three organizations responded to the survey, for a 57% response rate. The survey asked respondents to describe themselves, their current collaborative partnerships, and their 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, identify opportunities for effective collaboration in the future 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 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. More information can be found here: <https://www.dcbfoundation.org>.

2021 Network Structure (Time 1)

Network Map 2021



- Above is a social network map of the partnerships within the June 2021 (Time 1) DC Legal Aid Transformations Network. 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.
- The June 2021 (Time 1) network is composed of 75 organizations, and these organizations reported having 888 relationships with one another. The table on the next page lists the names of the organizations and their corresponding map labels.
- 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.

2021 Network Structure (Time 1)

The table below lists the organizations invited to take the 2021 survey, their map labels, and organizational types (Org Type).

Map Label	Organization	Org Type
1	Access to Justice 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

2021 Network Structure (Time 1)

The table below lists the organizations invited to take the 2021 survey, their map labels, and organizational types (Org Type).

Map Label	Organization	Org Type
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	Emergency Rental Assistance Program - Greater Washington Urban League	Health & Social Services
34	Emergency Rental Assistance Program - 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
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

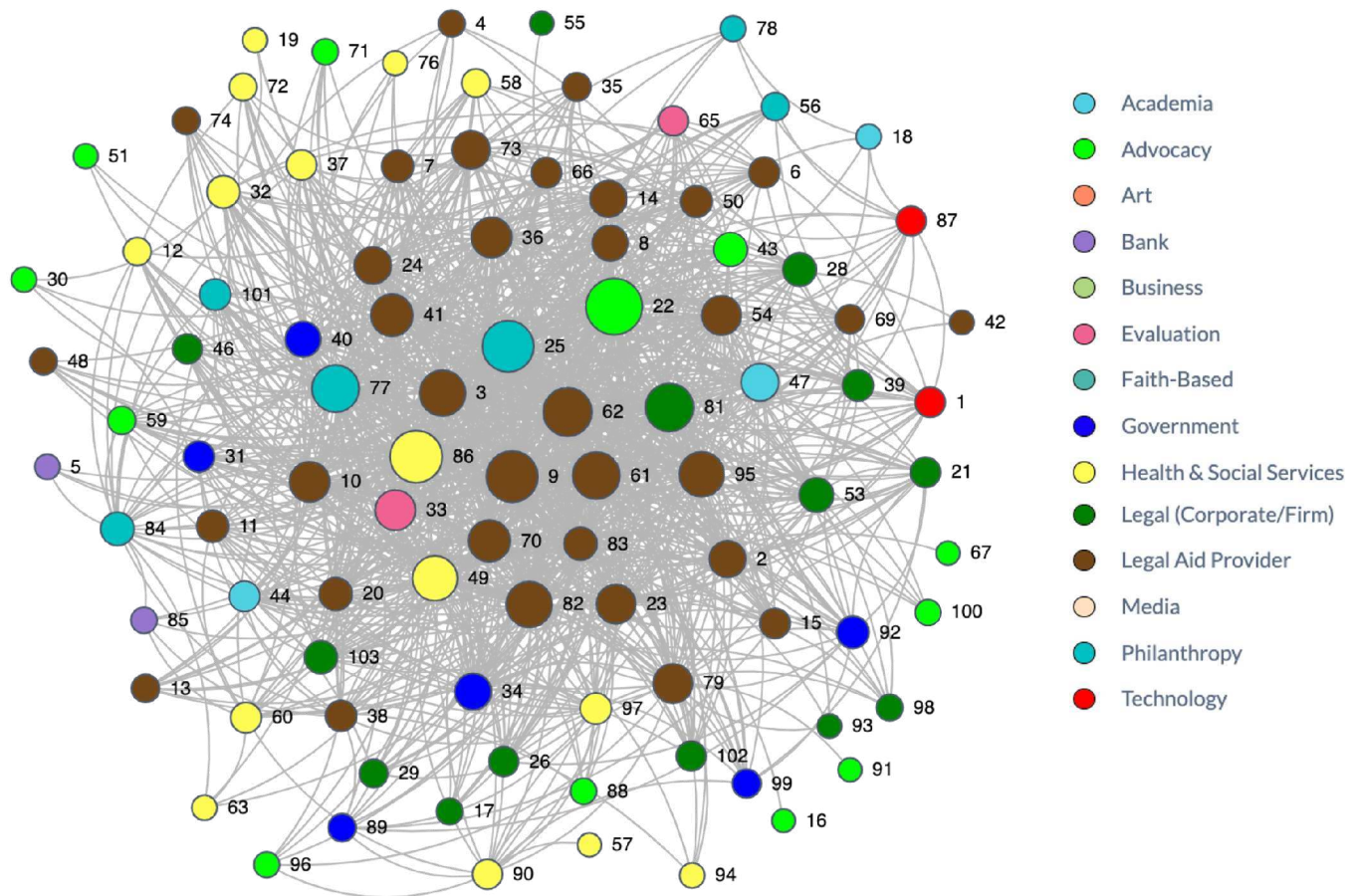
2021 Network Structure (Time 1)

The table below lists the organizations invited to take to the 2021 survey, their map labels, and organizational types (Org Type).

Map Label	Organization	Org Type
56	Office of Victims Services and Justice Grants	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

2022 Network Structure (Time 2)

Network Map 2022



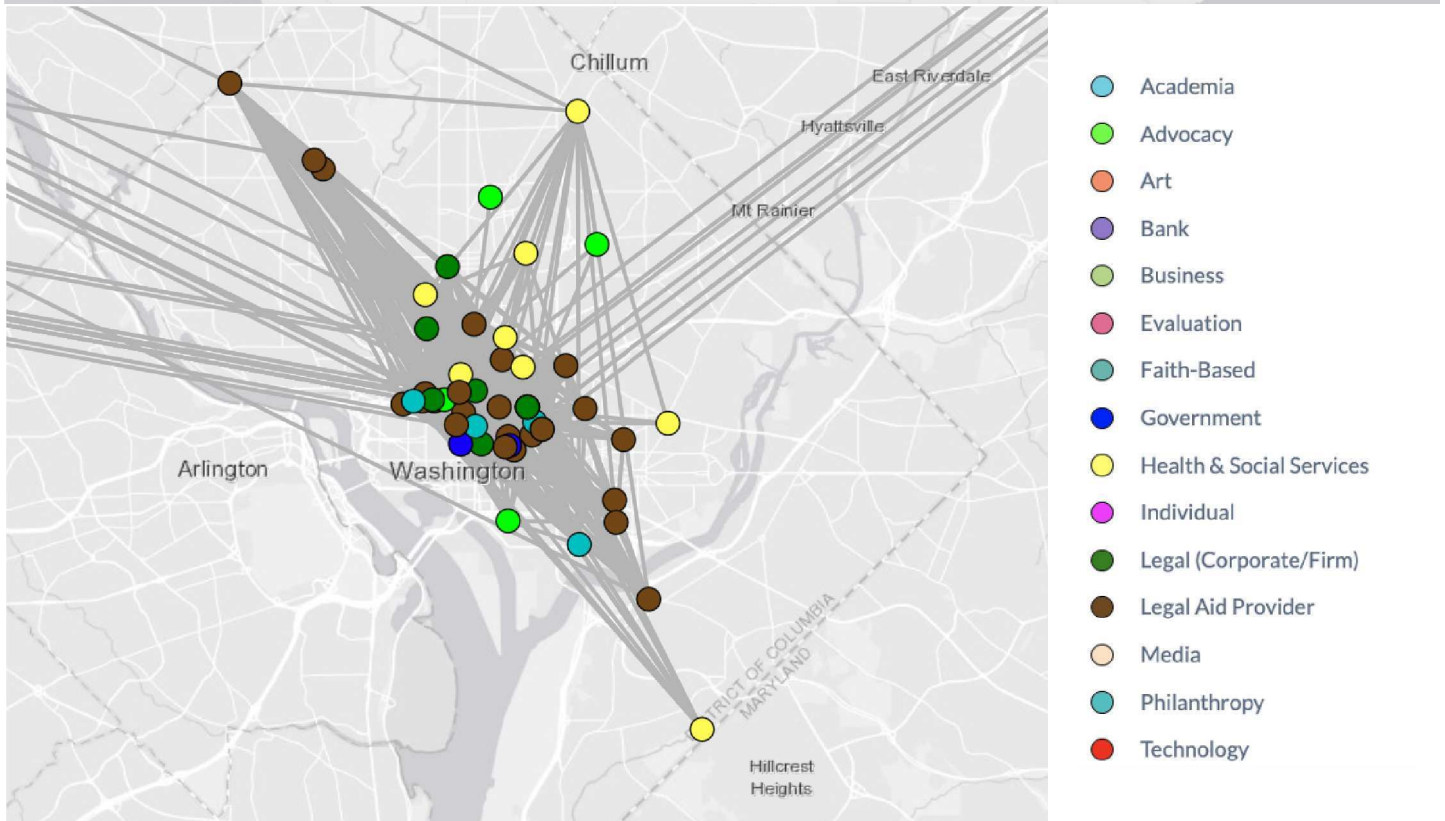
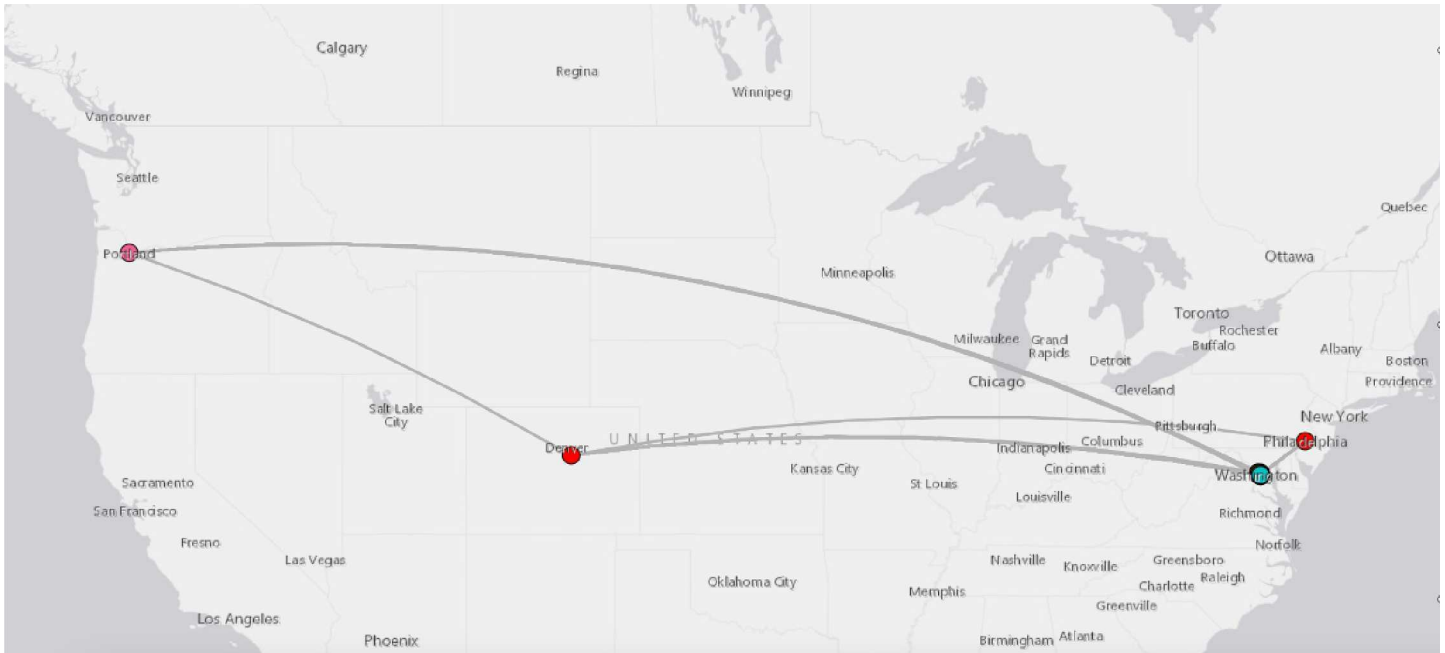
- Above is a social network map of the partnerships within the September 2022 (Time 2) DC Legal Aid Transformations Network. Each organization identified as a member is represented as a circle (**node**) and the lines demonstrate all **relationships** that were reported by an individual member of that organization. Nodes are colored by organization type.
- The September 2022 (Time 2) network is composed of 103 organizations, and these organizations reported having 1,253 relationships with one another. The table on the next page lists the names of the organizations and their corresponding map labels.
- 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.

2022 Network Structure (Time 2)

Below are two GIS social network maps of the September 2022 (Time 2) DC Legal Aid Transformations Network. 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.

The 61 organizations that answered the survey described 1,253 unique partnerships (a partnership is defined as any two organizations and their connections).

GIS Maps September 2022 (Time 2)



2022 Network Structure (Time 2)

The table below lists the organizations invited to take the 2022 survey, their map labels, and organizational types (Org Type).

Map Label ◇	Organization ◇	Org Type ◇
1	Access to Justice Tech	Technology
2	AARP: Legal Counsel for the Elderly	Legal Aid Provider
3	Advocates for Justice and Education	Legal Aid Provider
4	African Communities Together	Legal Aid Provider
5	Amalgamated Bank	Bank
6	Amara Legal Center	Legal Aid Provider
7	Asian Pacific American Legal Resource Center	Legal Aid Provider
8	Ayuda	Legal Aid Provider
9	Bread For The City	Legal Aid Provider
10	Capital Area Immigrants Rights Coalition	Legal Aid Provider
11	Catholic Charities	Legal Aid Provider
12	Center for Nonprofit Advancement	Health & Social Services
13	Central American Resource Center	Legal Aid Provider
14	Children's Law Center	Legal Aid Provider
15	Christian Legal Aid of DC	Legal Aid Provider
16	Citizens for a Responsive Legal System (Responsive Law)	Advocacy
17	Cooley LLP	Legal (Corporate/Firm)
18	American Academy of Arts & Sciences	Academia
19	Courtney's House	Health & Social Services
20	DC KinCare Alliance	Legal Aid Provider
21	DC Tenants' Rights Center	Legal (Corporate/Firm)
22	DC Access to Justice Commission	Advocacy
23	DC Affordable Law Firm	Legal Aid Provider
24	DC Bar	Legal Aid Provider
25	DC Bar Foundation	Philanthropy
26	Arnold & Porter	Legal (Corporate/Firm)
27	Transitional Resources	Health & Social Services
28	DC Consortium of Legal Services Providers	Legal (Corporate/Firm)
29	DC Justice Lab	Legal (Corporate/Firm)
30	Generation Hope	Advocacy

2022 Network Structure (Time 2)

The table below lists the organizations invited to take the 2022 survey, their map labels, and organizational types (Org Type).

Map Label ◇	Organization ◇	Org Type ◇
31	DC Office of Victim Services and Justice Grants	Government
32	DC Rape Crisis Center	Health & Social Services
33	Council for Court Excellence	Evaluation
34	Council of the District of Columbia	Government
35	DC Survivors and Advocates for Empowerment	Legal Aid Provider
36	DC Volunteer Lawyers Project	Legal Aid Provider
37	District Alliance for Safe Housing	Health & Social Services
38	Disability Rights DC at University Legal Services	Legal Aid Provider
39	Equal Justice Works	Legal (Corporate/Firm)
40	Executive Office of the Mayor	Government
41	First Shift Justice Project	Legal Aid Provider
42	Foreclosure Legal Aid	Legal Aid Provider
43	George Washington University Law School	Advocacy
44	Georgetown University	Academia
45	Global Legal and Compliance Technology at Meta	Advocacy
46	Greater Washington Community Foundation	Legal (Corporate/Firm)
47	Georgetown Law	Academia
48	Health Justice Alliance, Georgetown Law Center	Legal Aid Provider
49	Housing Counseling Services, Inc	Health & Social Services
50	Howard University School of Law	Legal Aid Provider
51	Interaction Institute for Social Change	Advocacy
52	Law Office of Kevin C. Gustafson	Legal (Corporate/Firm)
53	DC Refers	Legal (Corporate/Firm)
54	Legal Aid Society of DC	Legal Aid Provider
55	Legal Link	Legal (Corporate/Firm)
56	Legal Services Corporation	Philanthropy
57	MedStar Family Choice DC	Health & Social Services

2022 Network Structure (Time 2)

The table below lists the organizations invited to take the 2022 survey, their map labels, and organizational types (Org Type).

Map Label	Organization	Org Type
58	MedStar Washington Hospital Center	Health & Social Services
59	Mothers Outreach Network	Advocacy
60	N Street Village	Health & Social Services
61	Neighborhood Legal Services Program	Legal Aid Provider
62	Network for Victim Recovery of DC	Legal Aid Provider
63	New Endeavors by Women	Health & Social Services
64	No Means No Worldwide	Advocacy
65	NPC Research	Evaluation
66	Public Defender Service	Legal Aid Provider
67	Pyxis Partners	Advocacy
68	New American Funding	Business
69	Quality Trust for Individuals with Disabilities	Legal Aid Provider
70	Rising for Justice	Legal Aid Provider
71	Restaurant Opportunities Centers United	Advocacy
72	Safe Shores: The DC Children's Advocacy Center	Health & Social Services
73	Safe Sisters Circle	Legal Aid Provider
74	School Justice Project	Legal Aid Provider
75	Tanzania Network of Legal Aid Providers	Legal Aid Provider
76	The Father McKenna Center	Health & Social Services
77	The Morris and Gwendolyn Cafritz Foundation	Philanthropy
78	The Pew Charitable Trusts	Philanthropy
79	Tzedek DC	Legal Aid Provider
80	Walker & Associates	Advocacy
81	Washington Council of Lawyers	Legal (Corporate/Firm)
82	Washington Lawyers' Committee for Civil Rights and Urban Affairs	Legal Aid Provider
83	Washington Legal Clinic for the Homeless	Legal Aid Provider
84	Washington Regional Association of Grantmakers	Philanthropy
85	Wells Fargo	Bank

2022 Network Structure (Time 2)

The table below lists the organizations invited to take the 2022 survey, their map labels, and organizational types (Org Type).

Map Label	Organization	Org Type
58	MedStar Washington Hospital Center	Health & Social Services
59	Mothers Outreach Network	Advocacy
60	N Street Village	Health & Social Services
61	Neighborhood Legal Services Program	Legal Aid Provider
62	Network for Victim Recovery of DC	Legal Aid Provider
63	New Endeavors by Women	Health & Social Services
64	No Means No Worldwide	Advocacy
65	NPC Research	Evaluation
66	Public Defender Service	Legal Aid Provider
67	Pyxis Partners	Advocacy
68	New American Funding	Business
69	Quality Trust for Individuals with Disabilities	Legal Aid Provider
70	Rising for Justice	Legal Aid Provider
71	Restaurant Opportunities Centers United	Advocacy
72	Safe Shores: The DC Children's Advocacy Center	Health & Social Services
73	Safe Sisters Circle	Legal Aid Provider
74	School Justice Project	Legal Aid Provider
75	Tanzania Network of Legal Aid Providers	Legal Aid Provider
76	The Father McKenna Center	Health & Social Services
77	The Morris and Gwendolyn Cafritz Foundation	Philanthropy
78	The Pew Charitable Trusts	Philanthropy
79	Tzedek DC	Legal Aid Provider
80	Walker & Associates	Advocacy
81	Washington Council of Lawyers	Legal (Corporate/Firm)
82	Washington Lawyers' Committee	Legal Aid Provider
83	Washington Legal Clinic for the Homeless	Legal Aid Provider
84	Washington Regional Association of Grantmakers	Philanthropy
85	Wells Fargo	Bank

2022 Network Structure (Time 2)

The table below lists the organizations invited to take the 2022 survey, their map labels, and organizational types (Org Type).

Map Label ⚡	Organization ⚡	Org Type ⚡
86	Whitman-Walker Health	Health & Social Services
87	University of Pennsylvania Carey Law	Technology
88	DC Central Kitchen	Advocacy
89	DC Mayor's Office of Returning Citizens	Government
90	Building Bridges Across the River/ Skyland Workforce Center	Health & Social Services
91	Working Credit	Advocacy
92	Office of Attorney General Consumer Protection	Government
93	Justice Access DC	Legal (Corporate/Firm)
94	United Planning Organization	Health & Social Services
95	DC Bar Pro Bono Center	Legal Aid Provider
96	Wider Circle / Ward 8 Hub	Advocacy
97	Community Mediation DC	Health & Social Services
98	Family ADR, Multi-Door Dispute Resolution Center, DC Superior Court	Legal (Corporate/Firm)
99	Office of the Tenant Advocate	Government
100	Urban Institute and Full Frame Initiative*	Advocacy
101	Meyer Foundation	Philanthropy
102	Crowell	Legal (Corporate/Firm)
103	Central American Resource Center	Legal (Corporate/Firm)

* The organizational contact is a fellow at both of these organizations and therefore it is listed as one. However, these organizations are two separate organizations.

Key Players

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) and eight organizations in T2 (2022) emerged as key actors in the network, indicated by their high number of network connections.

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. 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

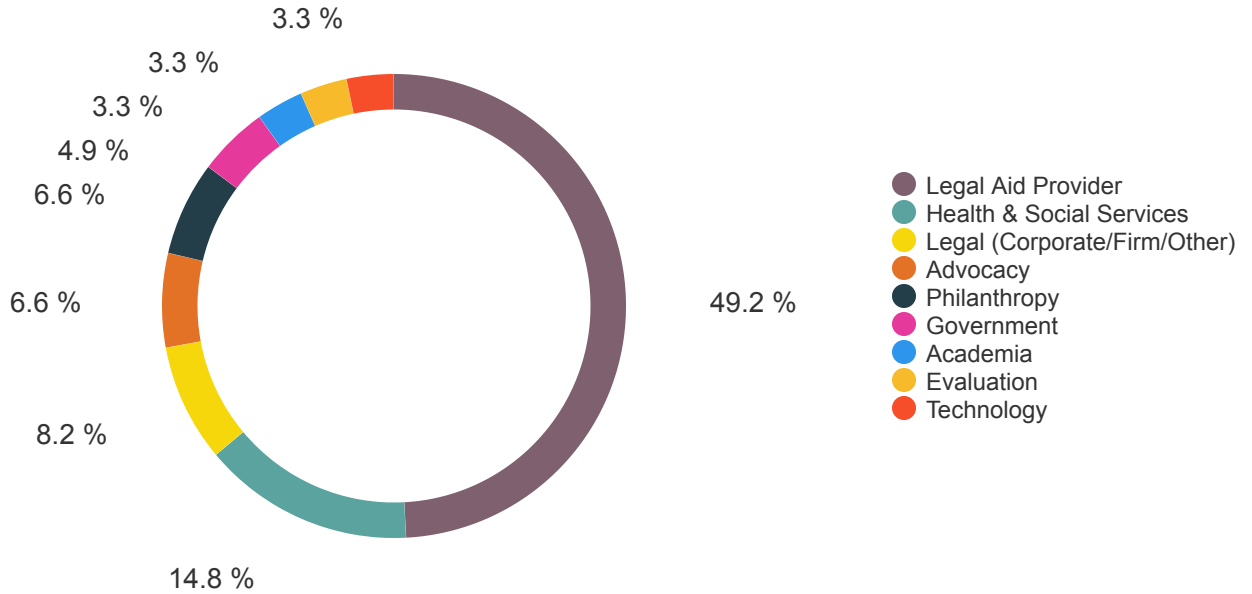
September 2022 (Time 2) Key Players

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

2022 Network Composition (Time 2)

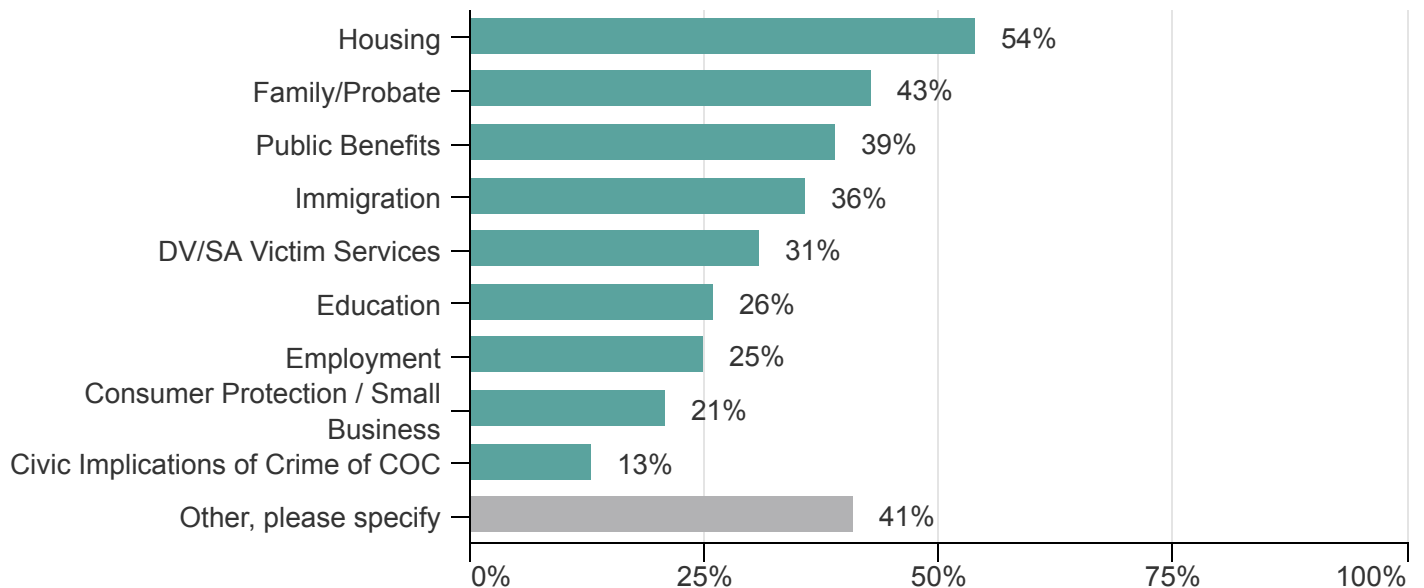
In September 2022, about 50% of organizations in the network identified as legal aid providers, while 15% are health and social services organizations, and 8% are legal (corporate/firm/other) organizations.

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



In September 2022, housing is the area that most (54%) organizations work on, followed by family/probate (43%), public benefits (39%), and immigration (36%).

Q5: We realize that your organization may work in multiple issue areas. What are the primary areas you want to collaborate on with others in this network? (Select all that apply)
n = 61 respondents reported for this question



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

2022 Network Composition (Time 2)

Respondents who selected "other, please specify" in Q5 of the 2022 survey (see the previous page) are listed below.

T2 Q5 Other, please specify (25)

1. Access to justice
2. All victims' rights (broader than GBV)
3. Barriers to obtaining identity documents.
4. Behavioral/mental health services
5. Civil Justice Research
6. Disability
7. Disability and Health
8. Disability rights, police misconduct
9. Disability/Health, Tax/Bankruptcy, Veterans, Civil Rights, Civil Justice Reform
10. DV issues related to CPOs and ASOs; criminal record clearing; impact litigation related to the displacement of DC residents
11. Evaluation of legal services across all issue areas
12. Fines and Fees justice; wealth-building; credit-building.
13. Foreclosure, elder law, veterans' benefits, estate/life planning
14. Funding
15. Government
16. Guardianship alternatives
17. Improving consumers' access to legal assistance generally.
18. Indigent Criminal Defense and collateral civil matters
19. Law
20. Nonprofit
21. Prison/Jail reentry, neighborhood cohesion, conflict resolution
22. Pro Bono opportunities, training, educational programming, and community-building across practice areas and organizations in the public interest.
23. Sex trafficking
24. Shelter
25. 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.

2022 District Wards (Time 2)

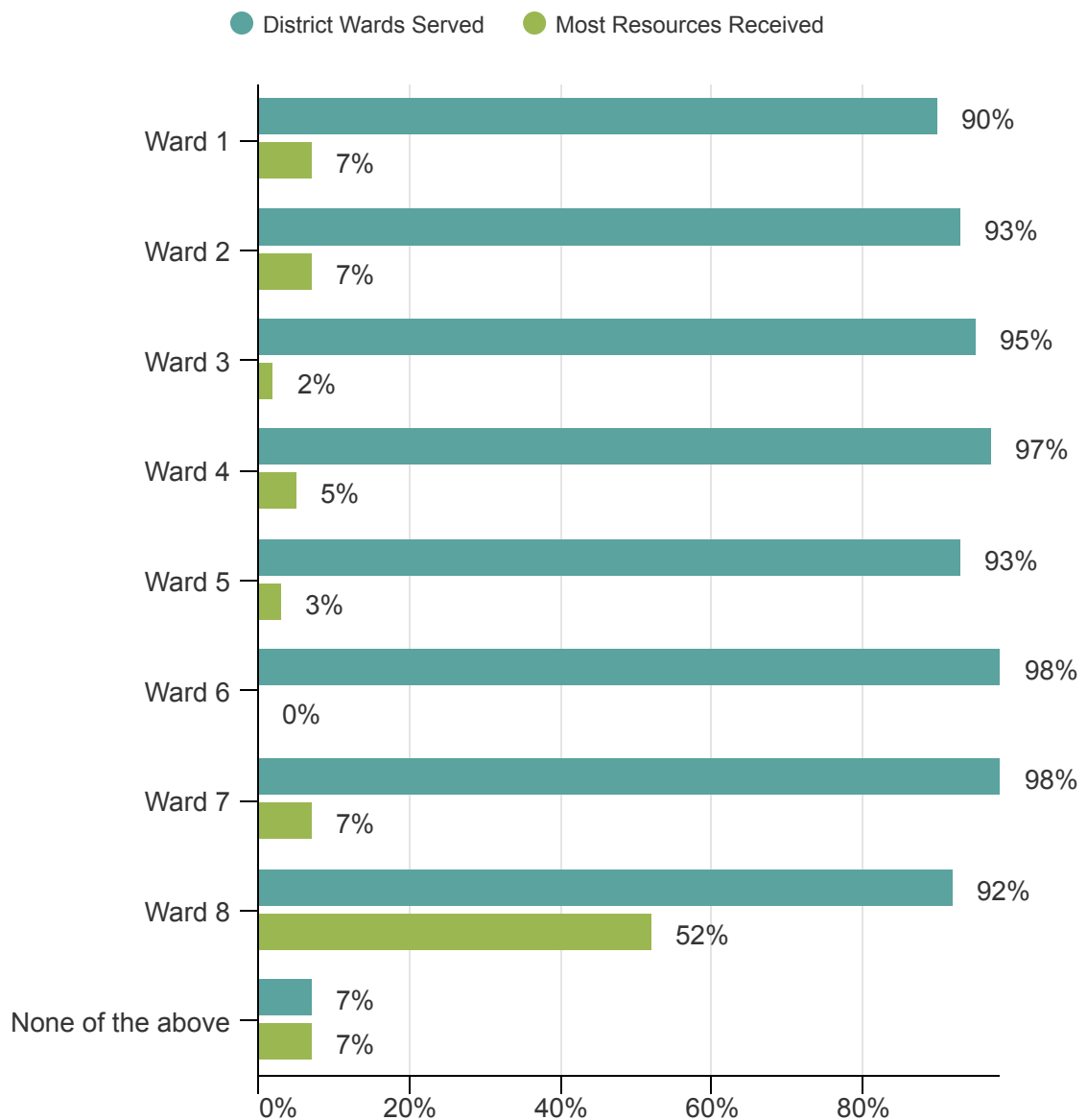


All eight District wards are served by 90% or more respondents. Meanwhile, over 50% of respondents contribute the most resources to Ward 8.

Washington, D.C. 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 75,000 residents in each, and were updated following the last U.S. Census in 2012.

T2 Q2: Please select all of the District wards that your organization serves:
 T2 Q3: Of the wards you selected above, to the best of your knowledge, which one receives the greatest percentage of your organization's resources?

n = 61 respondents reported for these questions



Roles in the Network

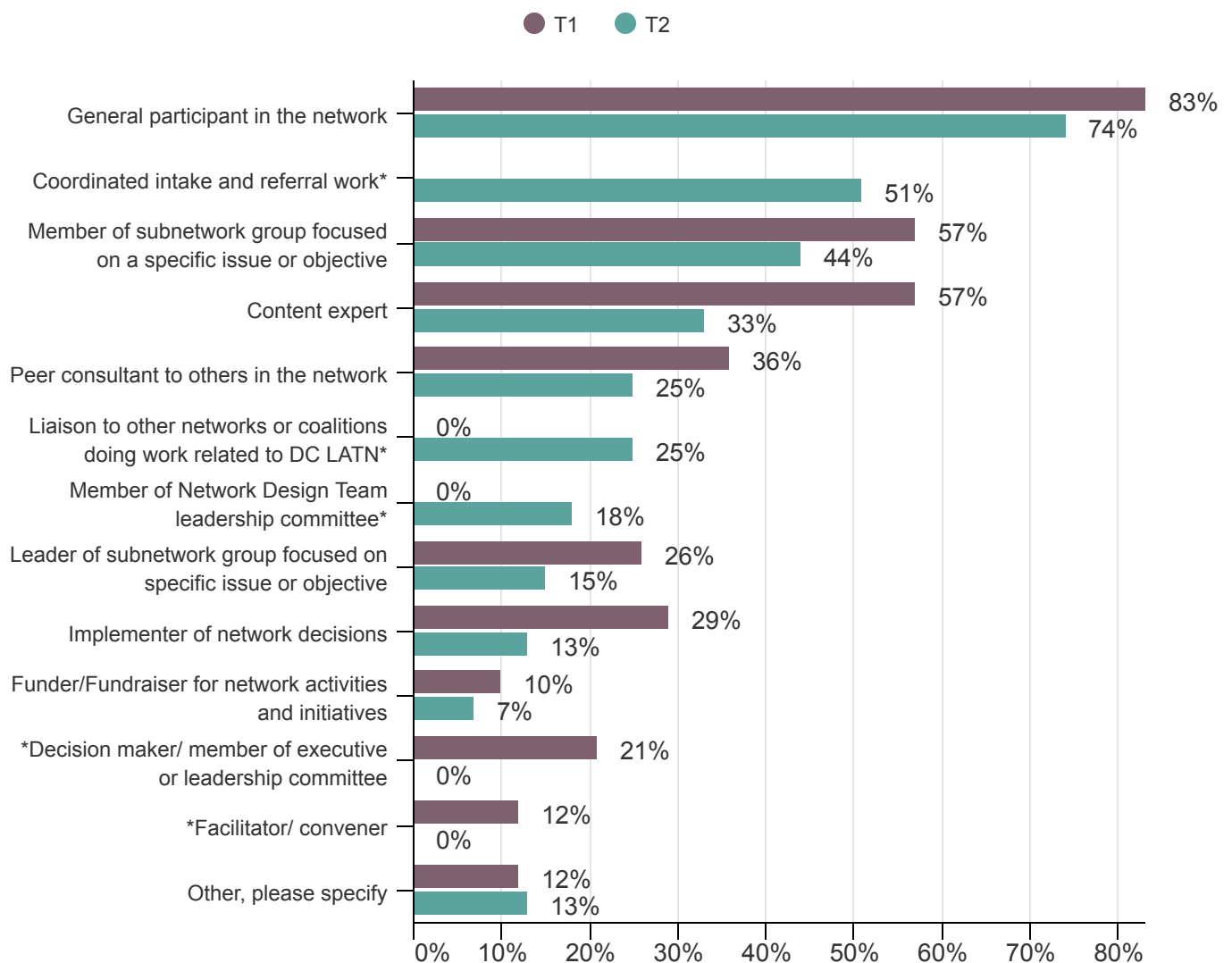


In both June 2021 (Time 1) and September 2022 (Time 2), most organizations identify as general participants in the network. Also, over half of 2022 respondents would like to play the role of Coordinating intake and referral work, a new response option in the Time 2 survey.

Additionally, there was a notable decrease from 2021 to 2022 in the following roles: Content expert, Leader, and Implementer

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

n = 42 respondents in T1 and 62 respondents in T2 reported for this question



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

*Response option appears in the T2 (September 2022) survey and not the T1 (June 2021) survey.

Roles in the Network

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.

Resource Contributions



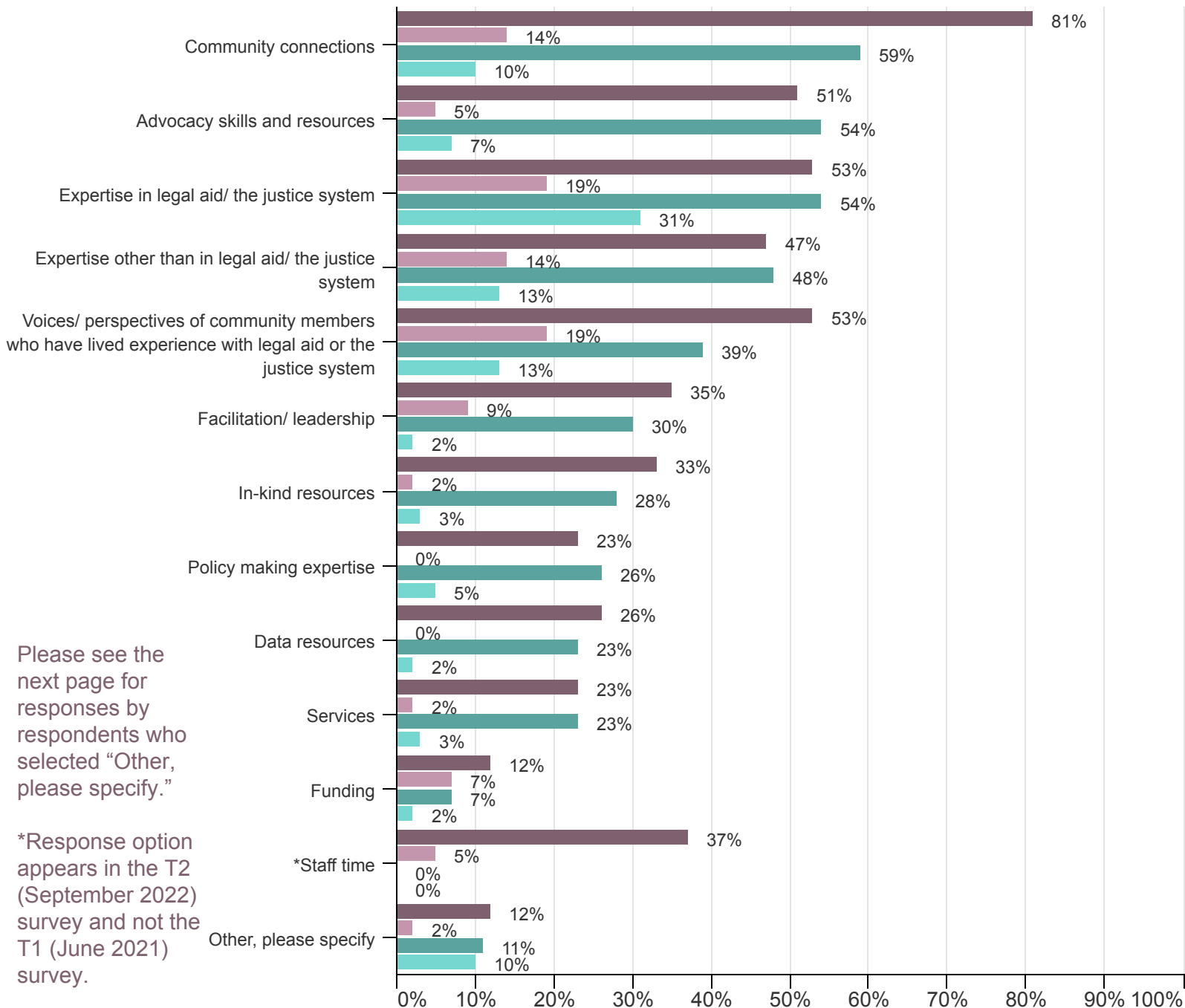
In both June 2021 and September 2022, the top resources contributed by members are community connections, advocacy skills and resources, and expertise in legal aid/the justice system. Also, 31% of 2022 respondents consider expertise in the legal aid/justice system as their most important contribution to DC LATN.

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

T1 Q5; T2 Q8: What do you think will be your organization's most important contribution to the DC LATN?

- T1 Resource Contributions
- T1 Most Important Contribution
- T2 Resource Contributions
- T2 Most Important Contribution

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



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

*Response option appears in the T2 (September 2022) survey and not the T1 (June 2021) survey.

Resource Contributions

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.

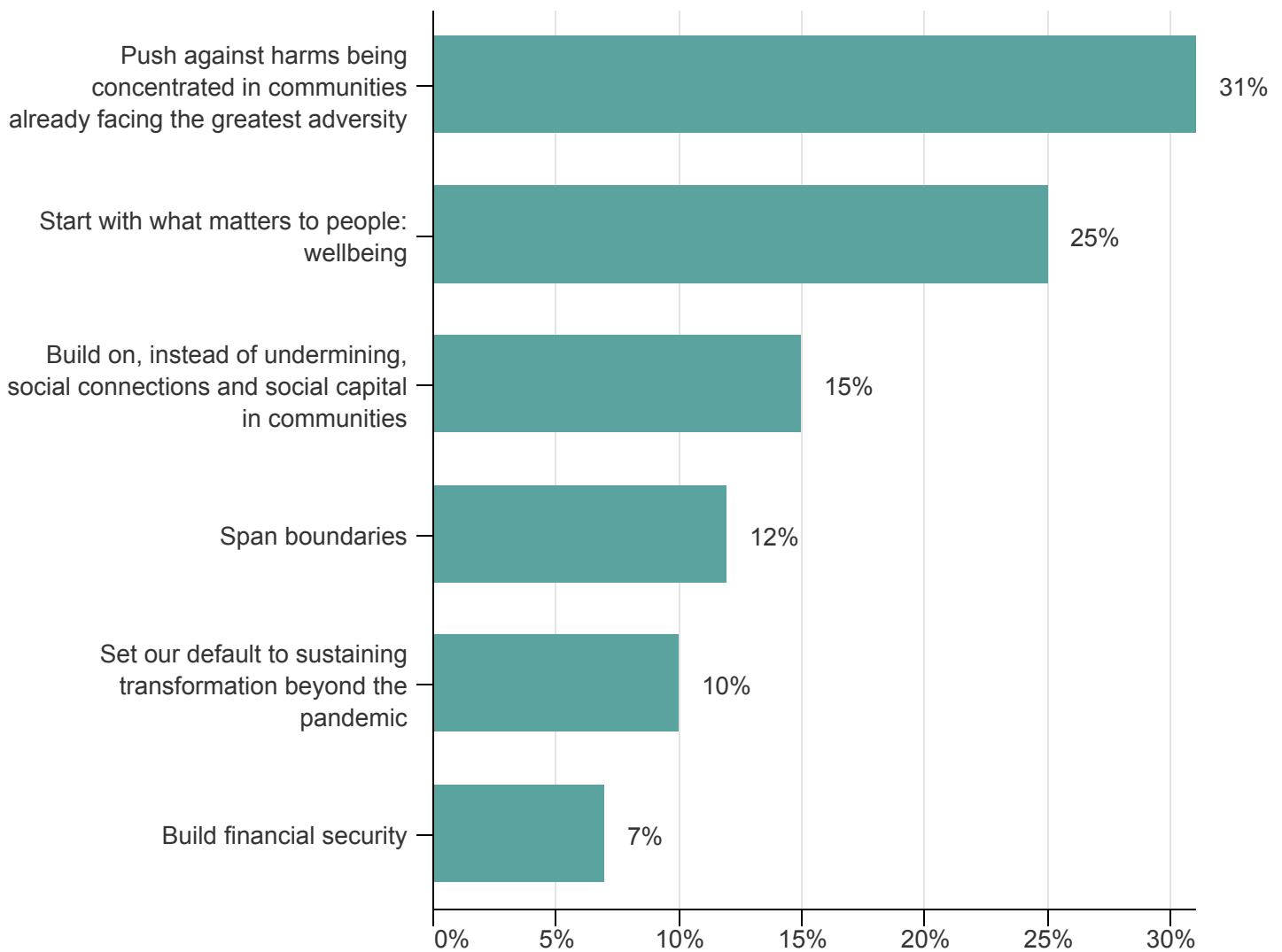
2022 Wellbeing Blueprint Principles (Time 2)



Of the six principles of the Wellbeing Blueprint, 31% of respondents would most like to focus on "push against harms being concentrated in communities already facing the greatest adversity," while only 7% would like to focus most on "building financial security."

T2 Q9: The DC LATN has adopted the Full Frame Initiative's Wellbeing Blueprint as a guiding foundation for its work. Of the following six principles of the Wellbeing Blueprint, which one would your organization most like to focus on and contribute to in its work with the DC LATN?

n = 59 respondents reported for this question



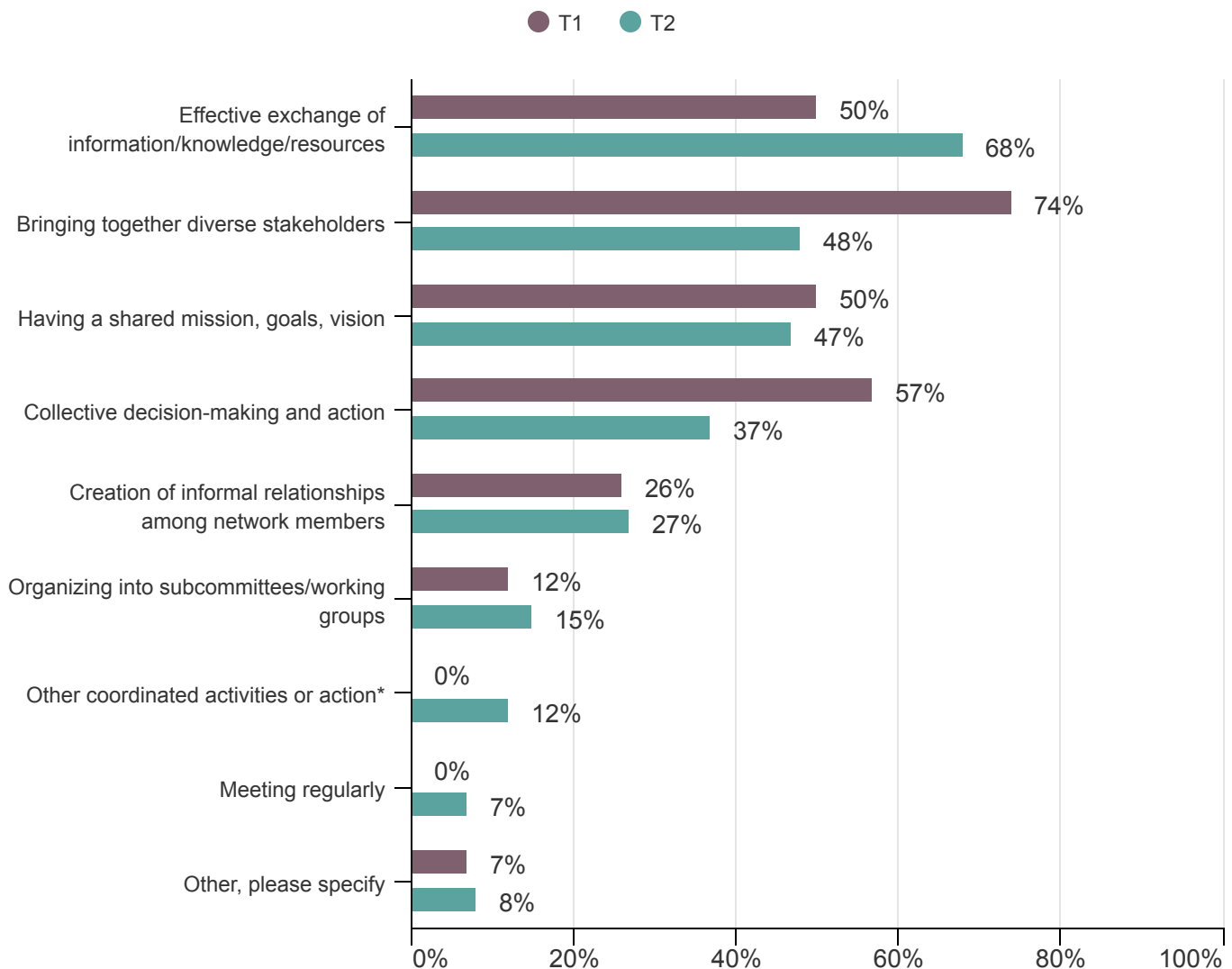
Factors of Success



In September 2022, most respondents (68%) believe the effective exchange of information/knowledge/resources will be important to DC LATN's success, while a year ago (June 2021) most respondents (74%) selected bringing together diverse stakeholders.

T1 Q6; T2 Q10: What aspects of collaboration will be the most important to the DC LATN's success?
(Select up to 3)

n = 42 respondents in T1 and 60 respondents in T2 reported for this question



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

*Response option appears in the T2 (September 2022) survey and not the T1 (June 2021) survey.

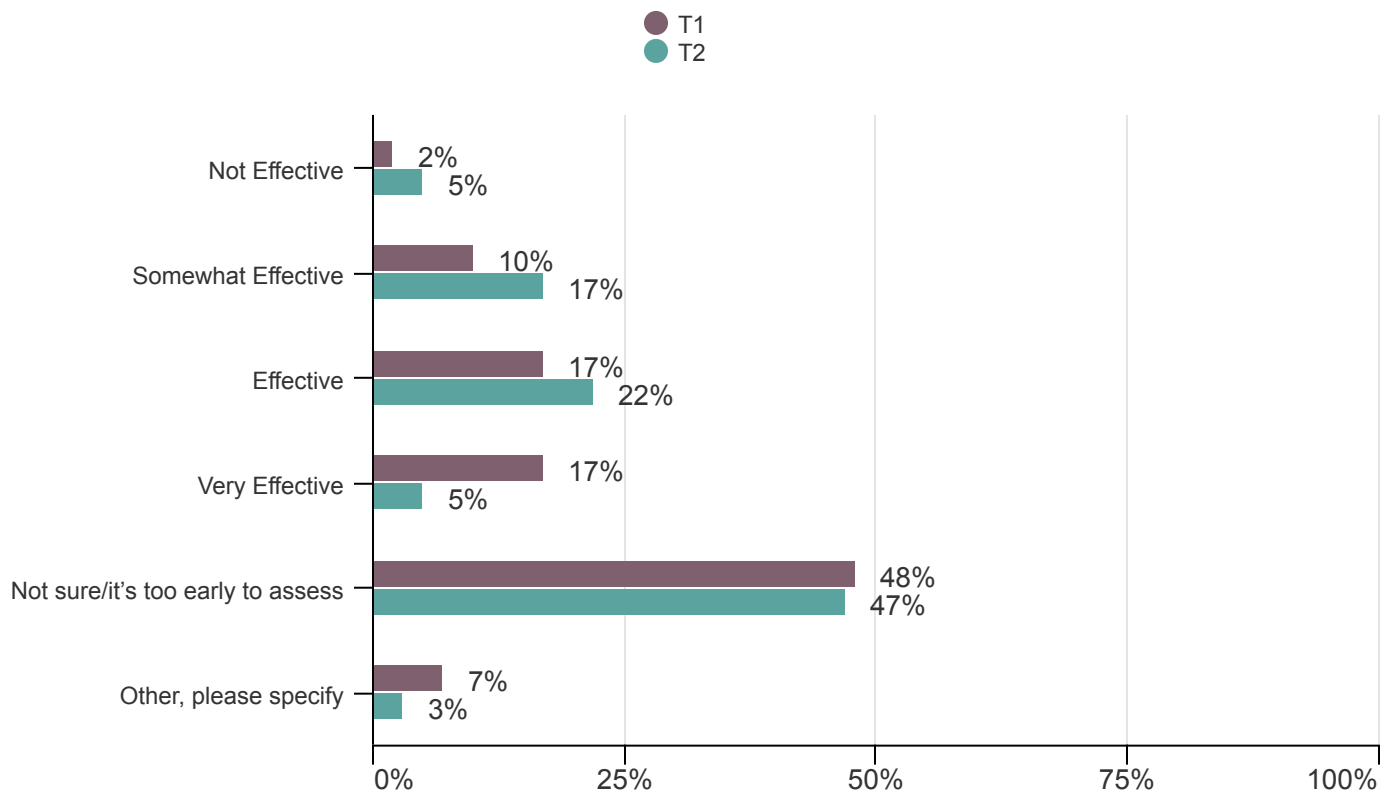
Effectiveness on Anti-Racism, DEI



Responses in 2022 are very similar to those in 2021, with under half of the respondents suggesting it's too early to assess the DC LATN's effectiveness in creating a forum to explore the issues of anti-racism, diversity, equity, and inclusion.

T1 Q9; T2 Q11: To truly have a strong ecosystem, the DC LATN 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 Legal Aid Transformations Network been in creating this forum?

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



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

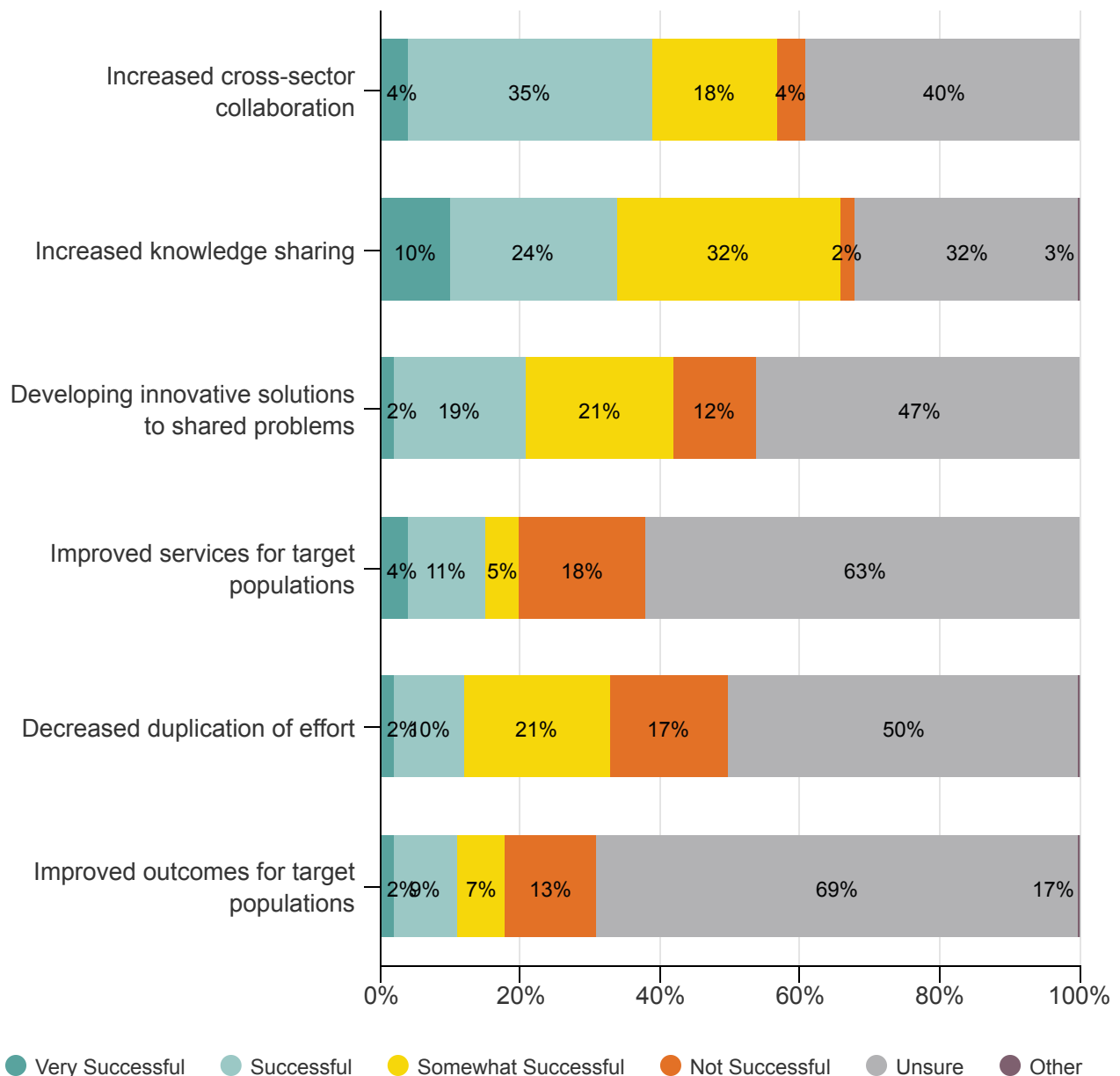
2022 Network Success (Time 2)



Increased cross-sector collaboration and increased knowledge sharing are the outcomes where the greatest share of respondents see the DC LATN has been successful at facilitating or achieving.

T2 Q12: How successful has the DC LATN been at facilitating or achieving the following activities and outcomes? (Select only one answer per row)

n = 59 respondents in T2 reported for this question



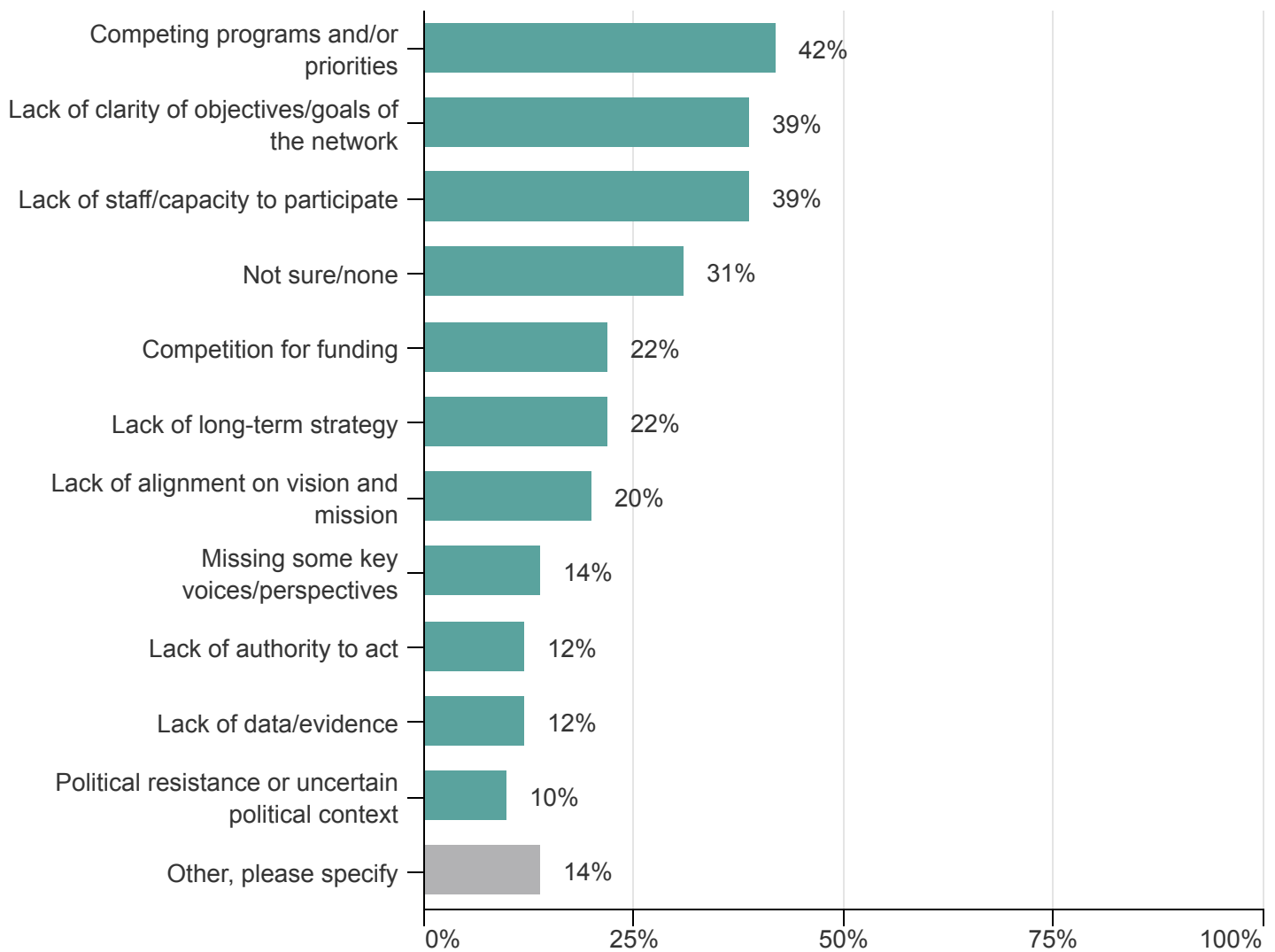
2022 Barriers (Time 2)



Of the barriers that prevent the DC LATN from having a bigger impact in the community, 42% of respondents selected "Competing programs and/or priorities".

T2 Q13: Which barriers prevent the DC LATN from having a bigger impact in the community?
(Select all that apply)

n = 59 respondents reported for this question



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

2022 Barriers (Time 2)

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.

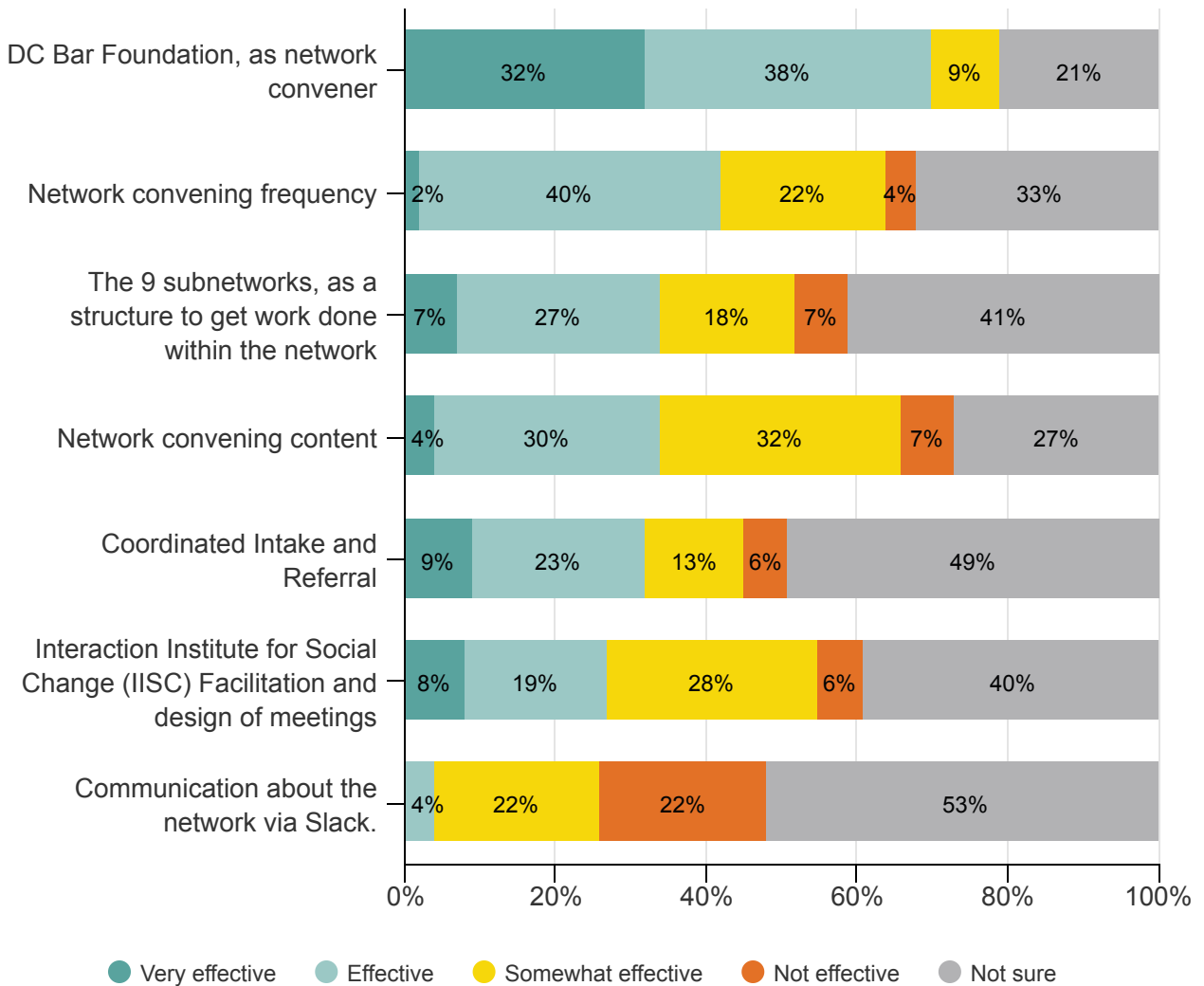
2022 Organizational Effectiveness (Time 2)



In September 2022, 70% of respondents find the DC Bar Foundation has been effective or very effective as a network convener. Meanwhile, 42% find the network convening frequency effective or very effective.

T2 Q14: How effective are the following organizational and logistical aspects of DC LATN?
(Select only one answer per row)

n = 56 respondents in T2 reported for this question



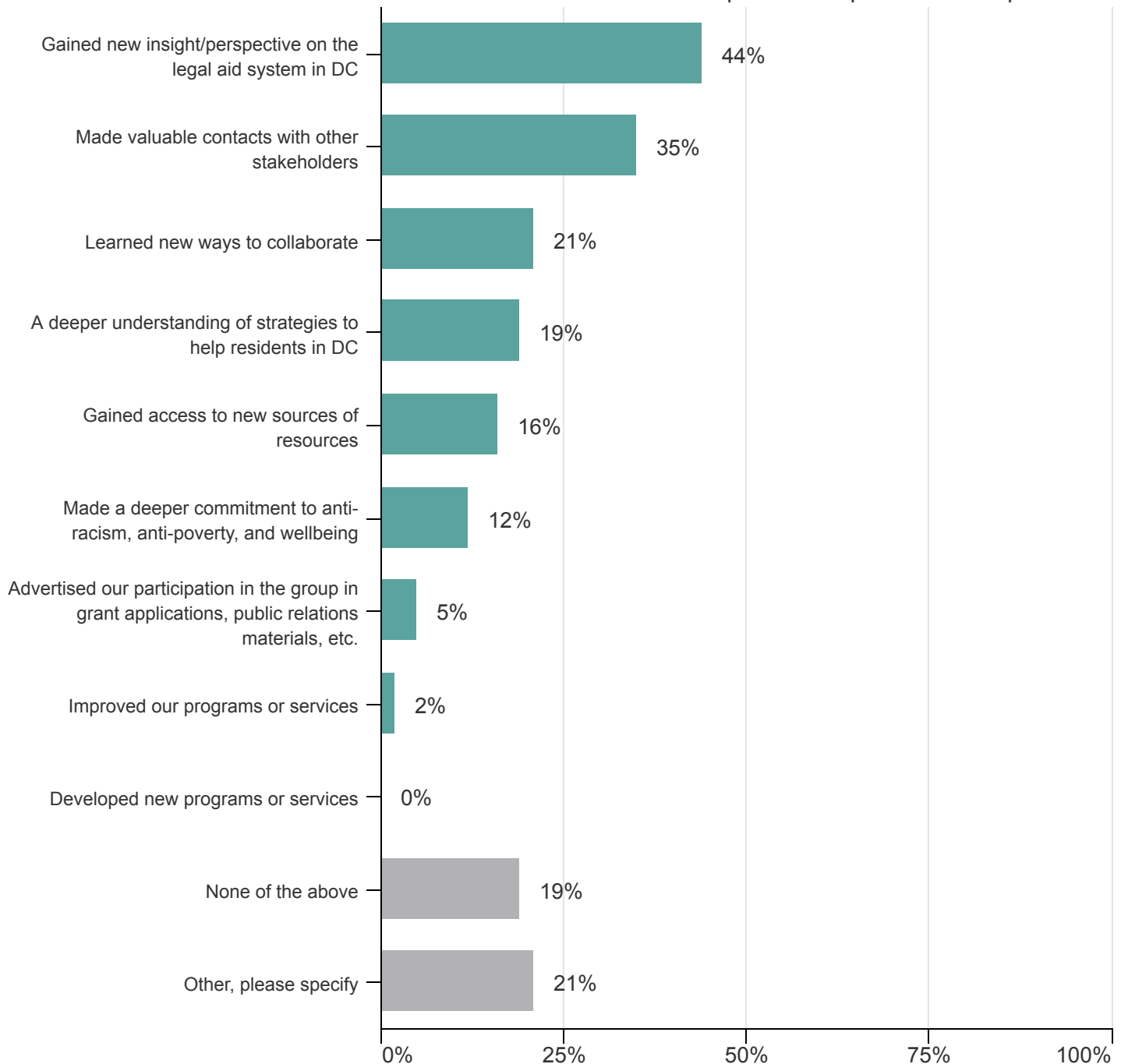
2022 Benefits to Members (Time 2)



In September 2022, 44% of respondents reported that they gained new insight/perspective on the legal aid system in DC and 35% reported that they made valuable contacts with other stakeholders as a result of participation in the DC LATN.

T2 Q16: As a result of participation in the DC LATN, my organization has:
(Select all that apply)

n = 57 respondents reported for this question



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

2022 Benefits to Members (Time 2)

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.

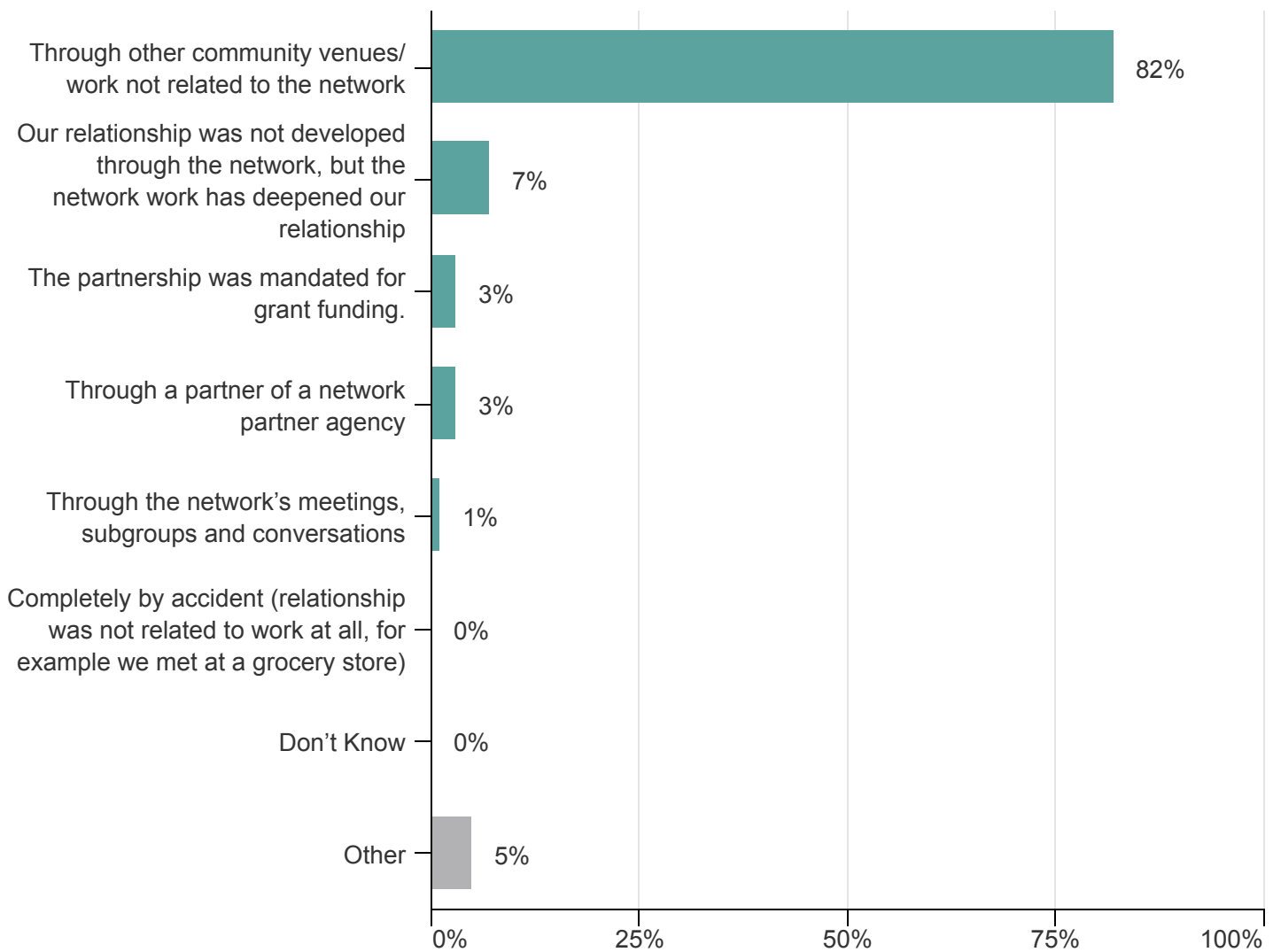
2022 Development of Relationships (Time 2)



In September 2022, 82% of the over 1,000 relationships in the DC LATN network reported that they were developed through other community venues/work not related to the network. Also, respondents reported that 7% of their relationships were deepened by the network work.

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

n = 1,165 relationships reported for this question



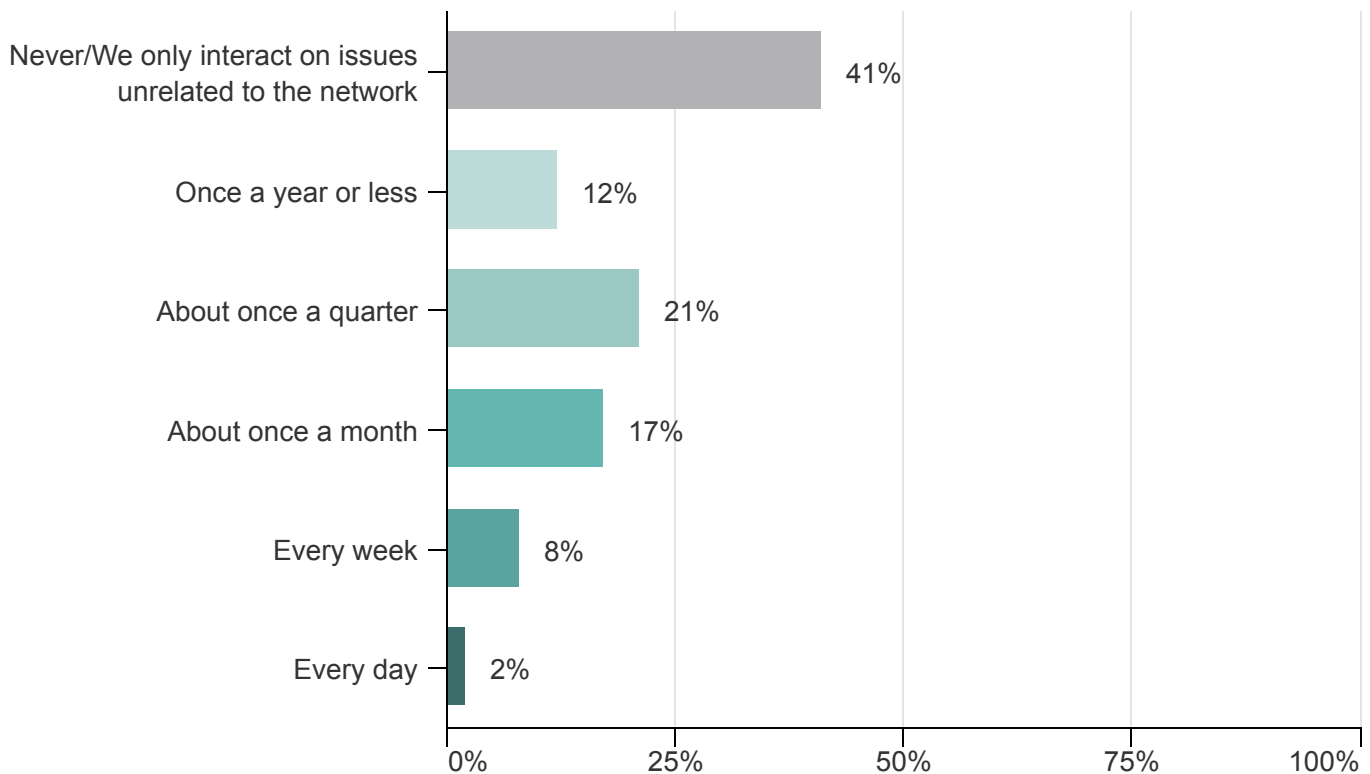
2022 Frequency of Interactions (Time 2)



In September 2022, 41% of the over 1,000 relationships in the DC LATN network reported that they never interacted on issues related to the DC LATN goals, while 27% interacted at least once a month.

T2 Q19: How frequently does your organization work with this organization on issues related to the DC LATN goals? (Select only one)

n = 1,056 relationships reported for this question

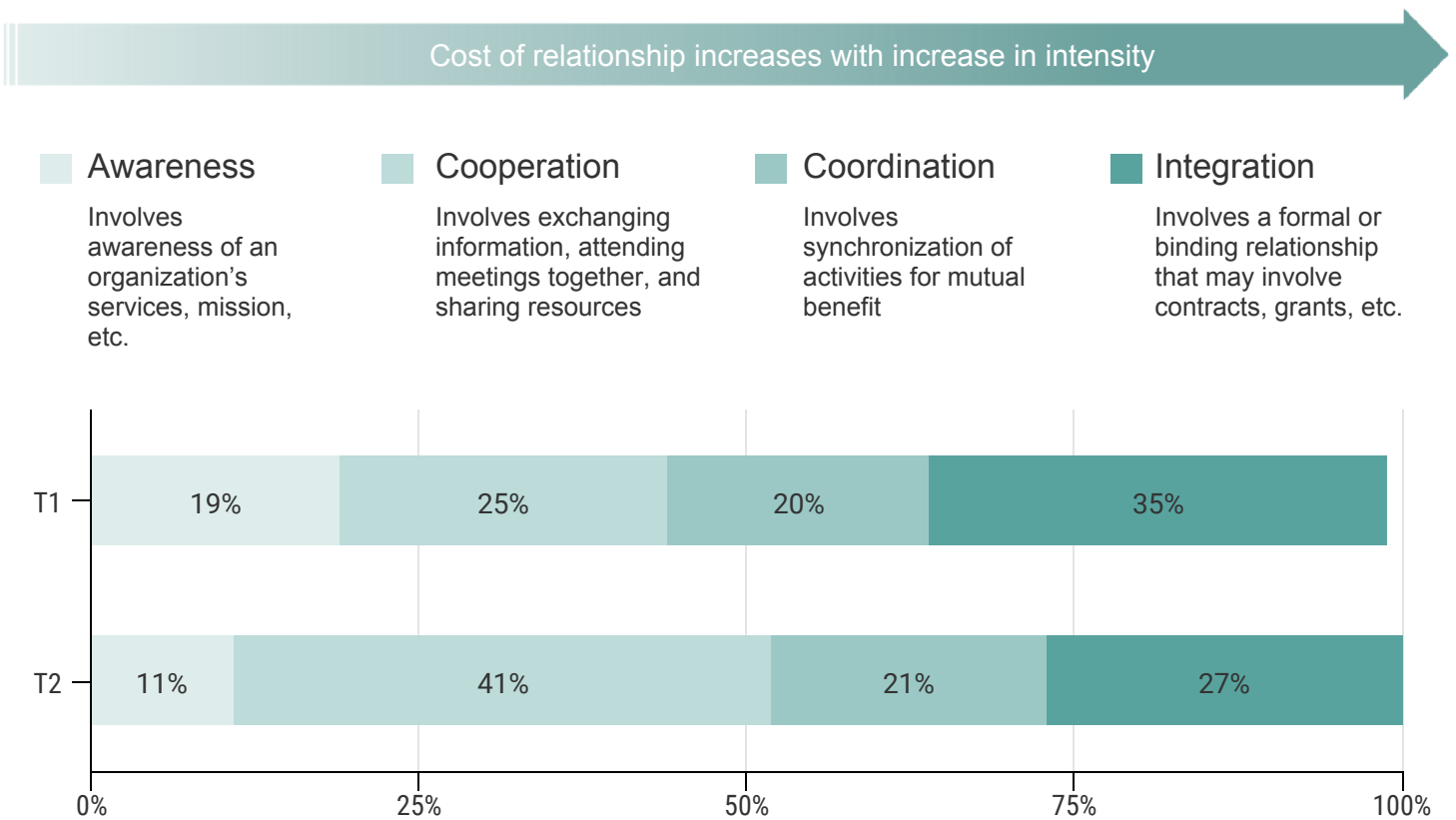


Intensity of Relationships

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

n = 802 relationships in T1 and 2,041 relationships in T2 reported for this question



It is a positive result that connections are somewhat distributed across the levels. From T1 to T2, the most common level of interaction changed from integration to cooperation. This means that a greater share of relationships in the network is now less resource-intensive to maintain, and the network is better positioned to be sustainable over time.

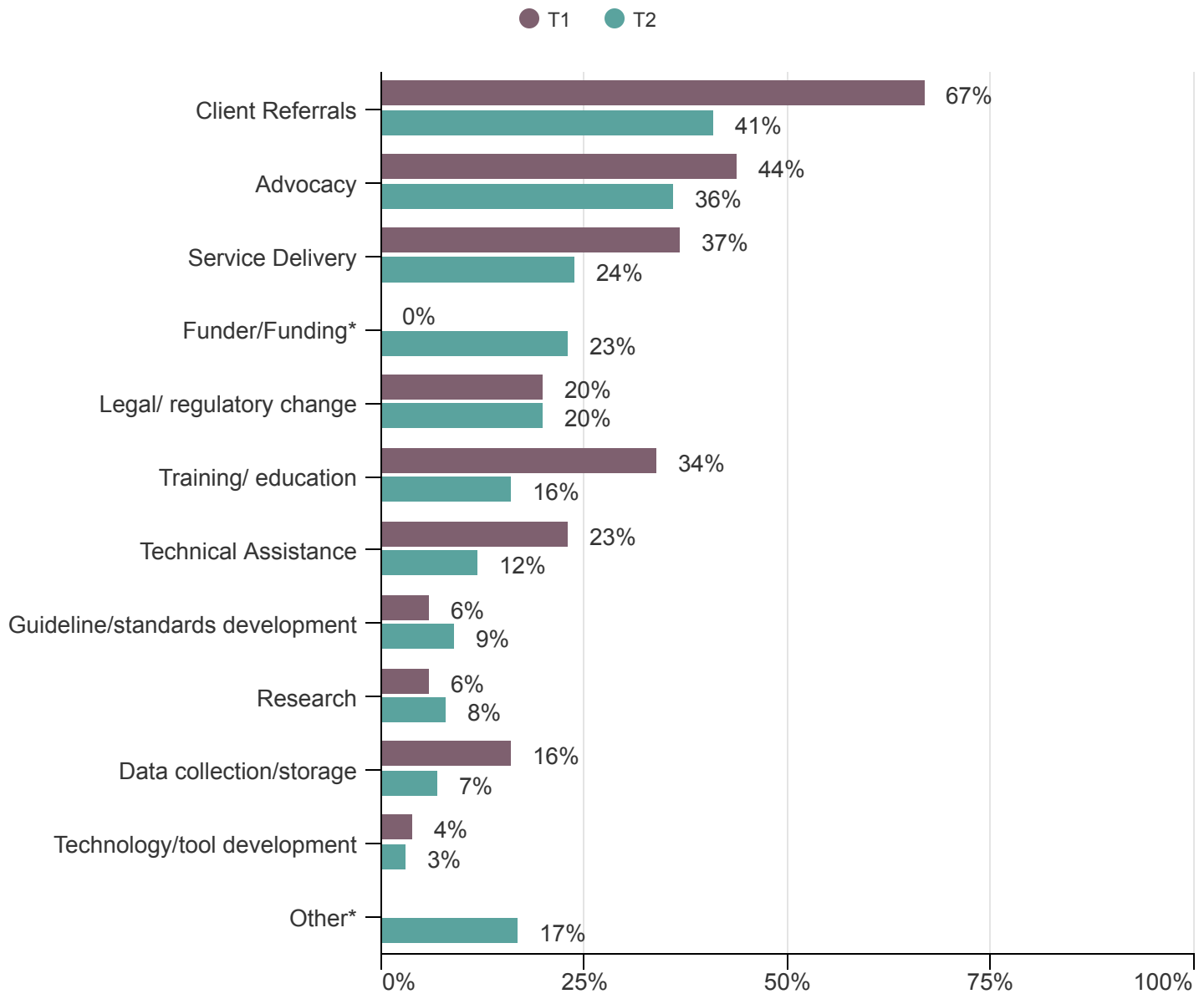
Relational Activities



In both 2021 and 2022, the most common activities that relationships in the network entail are client referrals and advocacy. Please note that the response options "funder/funding" and "other" were additions to the 2022 (Time 2) survey.

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

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



*Response option appears in the T2 (September 2022) survey and not the T1 (June 2021) survey.




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 and influence, level of involvement, and resource contributions (see definitions below).

As with trust, 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.

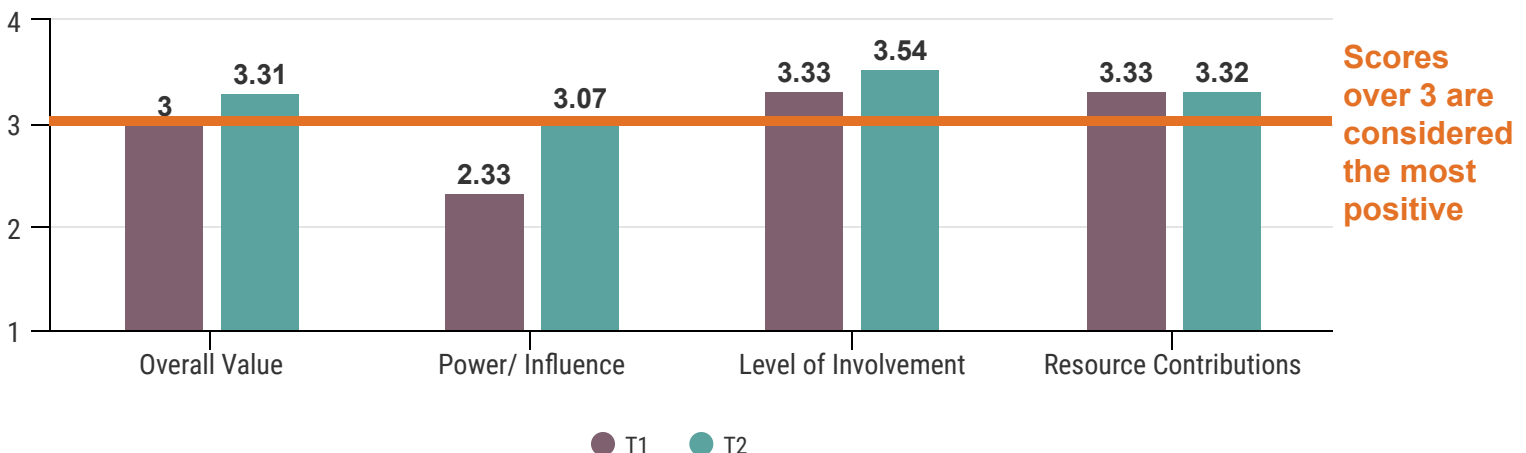
Understanding the perceived value of network relationships is important in leveraging the different ways in which members contribute to the network.

	Power & Influence: The organization/program/department holds a prominent position in the community by being powerful, having influence, success as a change agent, and showing leadership.
	Level of Involvement: The organization/program/department is strongly committed and active in the partnership and gets things done.
	Resource Contribution: 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 and T2. There are notable increases in power/influence and level of involvement perceptions in the network, while resource contribution scores have remained virtually the same.

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

n = 666 relationships in T1 and 801 relationships in T2 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.

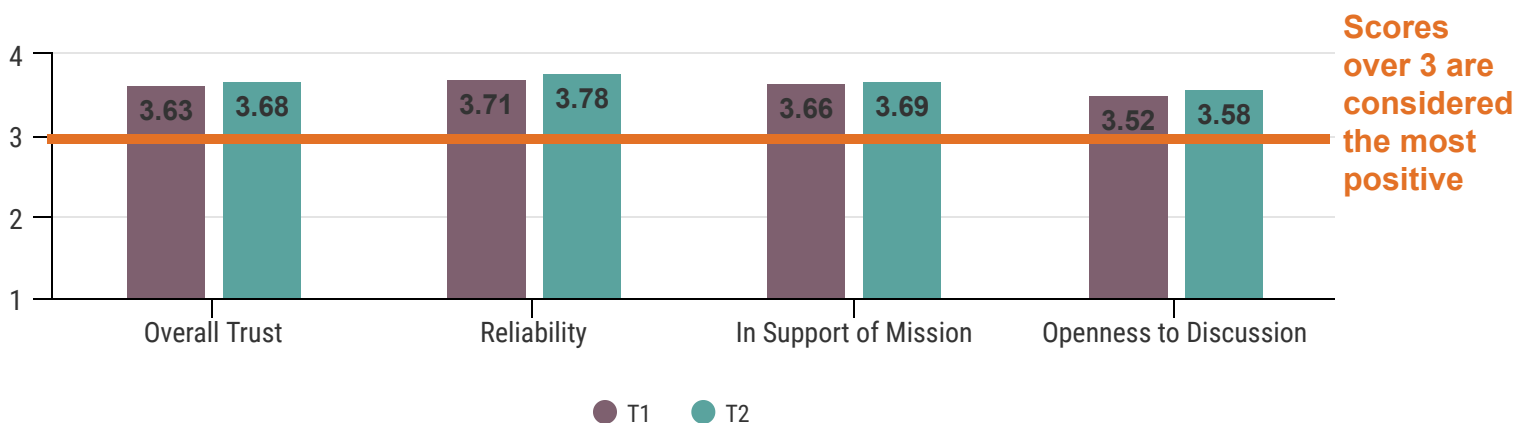
The survey assessed trust between network partners on three validated dimensions: reliability, mission congruence, and openness to discussion (see definitions below). Survey participants assessed each of their reported relationships on these three dimensions according to a 4-point scale, with 1 = Not at all, 2 = A Small Amount, 3 = A Fair Amount, and 4 = A great deal. Scores over 3 are considered the most positive.

	Reliability: This organization/program/department is reliable in terms of following through on commitments.
	In Support of Mission: this organization/program/department shares a common vision of the end goal of what working together should accomplish.
	Open to Discussion: 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. Members placed a very high level of trust in their network relationships in both T1 and T2. In particular, **network partners were perceived as particularly reliable.**

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

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



Conclusions and 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 the 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? Are there disagreements 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.

Key Takeaways

1. The DC Legal Aid Transformations Network (DC LATN) brings together legal aid providers, funders, community activists, social service providers, and other stakeholders to build and sustain a network that will help us achieve a big goal: advancing a user-centered system grounded in wellbeing, anti-racism, and anti-poverty. Now in its third year, DC LATN has grown from 75 to 103 member organizations, and has begun to focus on creating a coordinated intake and referral system in DC. In 2021 and 2022, members participated in a social network analysis survey to assess strengths, achievements, and opportunities for growth.

2. The structure and composition of the network has changed over time in ways that support network sustainability. In both 2021 and 2022, legal aid providers are the most common type of organization in the network and have the most connections with other members, as demonstrated by their central placement on the network map. However, in 2022 there is a more diverse representation of organization types that are more active in the network as compared to the previous year. Although there are more members in 2022, the average number of collaborative relationships per member has decreased, and the average levels of collaborative intensity within these relationships have also decreased. Although we typically think that when it comes to networking, more is better, the opposite is often true, because the most sustainable collaborative efforts are those that don't require participants to continually increase the number and intensity of their collaborative relationships.

3. Perceptions of trust and value among collaborating partners within the network have increased over time. These perceptions are important because they facilitate effective information exchange and decision-making between partners, and reduce duplication of effort among groups that may have previously competed. The 2021 and 2022 surveys assessed trust between network partners on three validated dimensions: reliability, mission congruence, and openness to discussion. The 2022 average overall trust score is high (3.68 out of 4.00), and the scores on each dimension also increased from 2021 to 2022. The surveys also assessed perceived value between partners according to three validated forms of network value: power and influence, level of involvement, and resource contribution. There were notable increases between 2021 and 2022 in partners' power and influence and level of involvement, with an increase in the average overall value score from 3.00 to 3.31 out of 4.00. Network members across both time points consistently cited their organizations' community connections and justice system expertise as key resources they could contribute to the network.

4. Over the past year, DC LATN has succeeded in key metrics of importance to its members and has provided a number of benefits to member organizations. In both 2021 and 2022, network members identified the effective exchange of information and resources, as well as the convening of diverse stakeholders, as key aspects of collaboration critical to the success of the network. In 2022, after a year of participation in the network, 66% of survey respondents rated DC LATN as successful in increasing knowledge sharing among members, and 57% of respondents rated the network as successful in increasing cross-sector collaboration. As a result of participation in the network, survey respondents noted a number of benefits for their organizations, including gaining new perspectives on the DC legal aid system, making valuable contacts with other stakeholders in the system, and learning new ways to collaborate.

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.

