The University of Texas at Austin
Institute on Domestic Violence & Sexual Assault
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Texas Access to Justice Foundation
LASSA Evaluation
Strategic Planning
Meeting Report

FEBRUARY · 2019

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Acknowledgements

The Institute on Domestic Violence & Sexual Assault (IDVSA) research team members express their deep-felt gratitude to the individuals and organizations who participated in the strategic meeting. Their participation and eagerness to learn and engage in challenging conversation is commendable and appreciated. In addition, we owe a heartfelt thank you to Lisa Melton, Special Projects Manager of Texas Access to Justice Foundation (TAJF), for her support, organization, and willingness to work in partnership with IDVSA.

Introduction

BACKGROUND

On behalf of the Texas Access to Justice Foundation (TAJF), the Institute on Domestic Violence & Sexual Assault (IDVSA) facilitated a two-day strategic planning meeting as a component of a project to evaluate the Legal Aid for Survivors of Sexual Assault (LASSA) network. Attendees included personnel from all currently participating LASSA network grantee organizations as well as TAJF leadership. The meeting was held in Burnet, Texas on December 3 and 4, 2018.

MEETING OBJECTIVES

The meeting was designed to:

- Inform grantees about the process IDVSA used to evaluate the LASSA network
- Gain a shared understanding of key evaluation findings
- Strengthen relationships among network partner members
- Increase understanding of the current network
- Increase knowledge of model networks and opportunities to apply elements of best practice models to the LASSA network
- Identify strengths, liabilities, and actionable steps with stakeholders involved in the existing network
- Develop actionable next steps for the network based on participant interest.

IDVSA PRINCIPLES

IDVSA's foundational principles informed the strategic planning process and were applied as follows.

PRINCIPLE 1: LEADERSHIP We embrace our responsibility as leaders and commit to be deliberate and thoughtful in guiding the development of the LASSA strategic plan.

PRINCIPLE 2: DISCOVERY We are confident in our ability to inform a research-based strategic plan by analyzing scientific research, asking innovative questions, and providing informed,

applicable, and actionable recommendations to build on and improve LASSA's networking structure in order to better serve survivors of sexual assault.

PRINCIPLE 3: INTERSECTIONAL We approach end goals with a commitment to an intersectional framework, recognizing that the people we are working with have diverse experiences and these experiences impact their goals.

PRINCIPLE 4: COLLABORATIVE We understand that influencing institutional change in LASSA is predicated on solutions from strong leaders and stakeholders who can offer innovative, transformational approaches.

STRATEGIC PLANNING

Foundational Statement
A strategic plan is a decision-making tool that has deliberate steps, is grounded in research, and is purposeful and deliberate.

Approach
IDVSA applied the following methodological framework in order to develop a researched-informed strategic plan

Knowledge
Analysis of qualitative research and literature review as well as integration of scholarship and expertise

Application
Group discussion, group exercises, individual and group reflection

Action
Group development of action items, next steps, and overall strategic plan

Methodological Framework
IDVSA researchers' analyzed LASSA qualitative data and conducted additional research to develop a framework that could be educational, guide discussion, allow flexibility for individual and group reflection, and ultimately build the foundation for a path to action for the group. The creation and introduction of two concepts, the visionary network and the networked nine, were developed from IDVSA's research analysis and guided the strategic discussion. See Appendix A for Methods.

Meeting Participants

TAJF invited all of its grantees to attend the strategic planning meeting. All nine grantee organizations (as listed below) were present during the meeting, many sending multiple personnel. A full meeting roster and grantee list are located in Appendix B.

- The Cabrini Center
- Catholic Charities of Dallas
- Equal Justice Center
- Legal Aid Society of Lubbock
- Lone Star Legal Aid
- Tahirih Justice Center
- Texas Advocacy Project
- Texas Legal Services Center
- Texas Rio Grande Legal Aid (Northwest and Southwest)

Meeting Activities & Outcomes

Lisa Melton, Special Projects Manager for TAJF, began the meeting by: welcoming participants; sharing successes since the network was created; inviting participants to speak and share openly about their experiences and hopes for the LASSA network, and introducing IDVSA facilitators. The following IDVSA staff facilitated the two-day meeting: Dr. Noël Busch-Armendariz, Director and Principal Investigator and Melanie Susswein, Director of Marketing and Communications.

Facilitators led participant introductions, reviewed the agenda, and communicated the meeting objectives listed at the start of this document.

During the introductions, participants were asked to share one goal they had for the meeting. Reponses were similar and can be grouped into the following four themes:

- Getting to know the other members of the network.
- Learning how the grantees can work together.
- Renewing a sense of purpose.
- Learning the results of the evaluation.

The group agreed upon these ground rules:

- All perspectives are valid.
- Treat each other with respect and compassion.
- Speak loudly and clearly.
- Stay focused on the topic. Use the "parking lot" for things to be explored later.
- Explain all acronyms.
- Turn cell phones off or place them on silent. Leave the room to take/make a call. Limit texting.
- Handle personal needs.

- Make decisions by consensus. Consensus means each person is at least 80% comfortable with the decision. If not, speak up, and the group will address any concerns and rework the language/concept until all are at the 80% comfort level.

Meeting Structure

The meeting model had a strategic and purposeful facilitation design, as illustrated below. It informed participants about the LASSA evaluation results, engaged them in the development of next steps through interactive small group exercises, and created and/or strengthened relationships among existing network members.

TAJF/LASSA STRATEGIC PLANNING MEETING MODEL

Figure 1.1 Strategic Meeting Model

DAY ONE

Introduction

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IDVSA & House Bill 1751

⬇

Common Terminology Review

⬇

Review of Evaluation Findings

⬇

Review & refinement of brainstorm ideas

⬇

Visionary network brainstorm

DAY TWO

Examining Change

⬇

Model Networks

⬇

Prioritization of ideas

⬇

Actionable next steps and work group development/assignment

⬇

Meeting summary, reflection, & evaluation
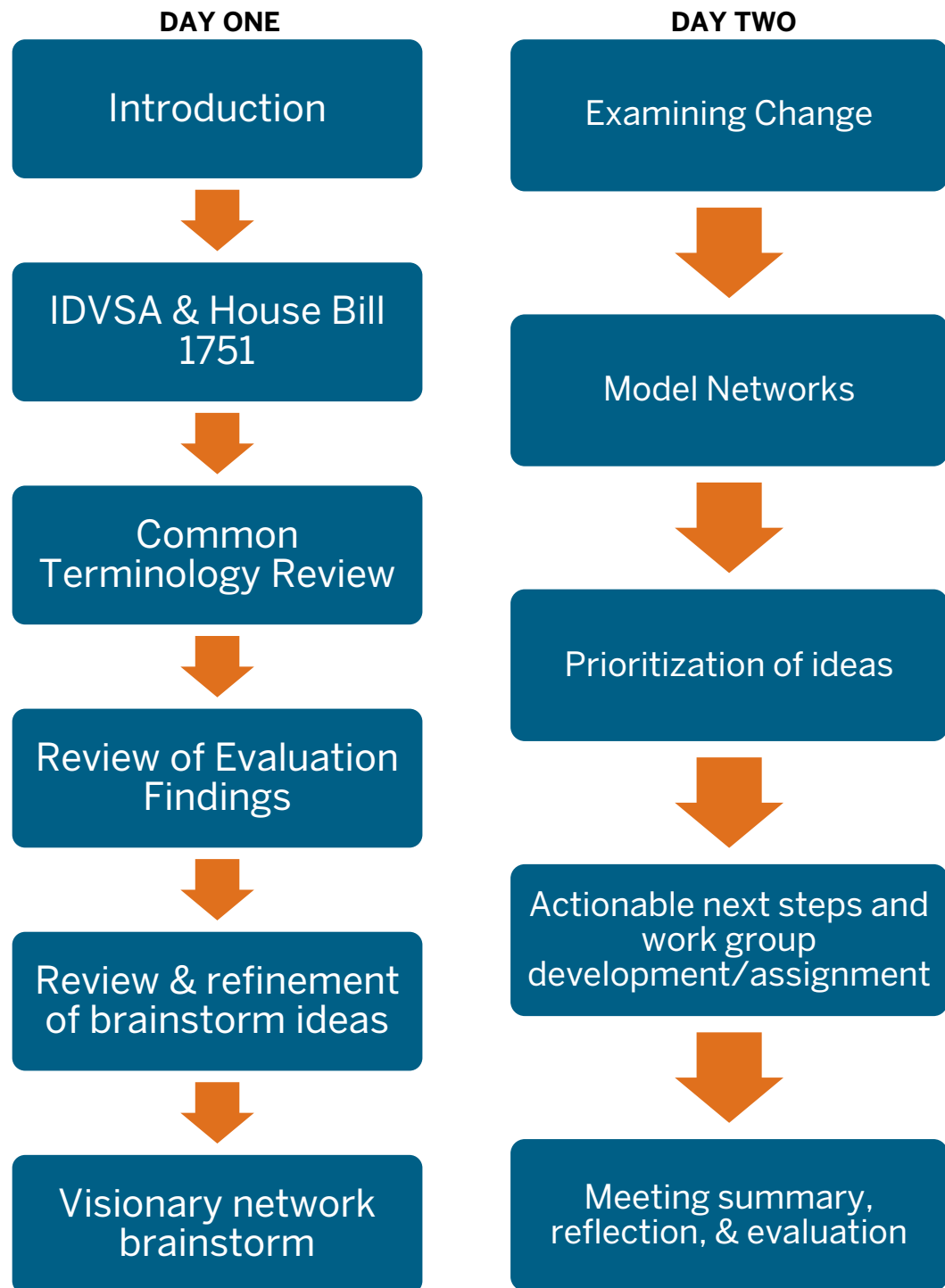
Day One

After the official welcome, introductions, and lunch, the IDVSA facilitators moved the meeting into a content phase focused on the items laid out in the graphic above and described below.

IDVSA HISTORY AND HOUSE BILL 1751

Dr. Busch-Armendariz shared IDVSA's history and research related to the Texas Legislature's House Bill 1751 that was passed by the 80th Legislature in 2007 and funds TAJF's work with LASSA by imposing an Adult Entertainment Fee on certain businesses. A 2009 research project, a collaboration between the Bureau of Business Research and IDVSA at The University of Texas at Austin, assessed the socioeconomic impact of Texas' sexually-oriented business industry on the Texas economy, analyzed the impact of the Adult Entertainment Fee on Texas' economy, and provided recommendations for further regulating the sexually-oriented business industry in Texas.

COMMON UNDERSTANDING OF TERMINOLOGY

IDVSA created a *Definitions* sheet to help guide the meeting discussion and to ensure that participants and facilitators shared a mutual understanding of key terms. The full handout is provided in Appendix C. For clarity, please note the following definitions that will be used throughout this report.

> ***networked nine:*** A provisional label grounded in the research findings reflective of the current grantees involved in the LASSA evaluation.

> ***visionary network:*** A provisional label given to a preferred outcome as reflective in the evaluation findings and a stated goal of the LASSA grant.

REVIEW OF EVALUATION FINDINGS: A SNAPSHOT

IDVSA facilitators distributed the handouts entitled "LASSA Project Findings: A Snapshot" (see Appendix D) and shared high-level research findings as well as the design of the LASSA evaluation. The findings are a synthesis and analysis of the qualitative research conducted during the evaluation project, which was guided by two overarching research questions:

1. What are the goals/objectives, activities, outputs, and outcomes for LASSA?
   a. Are these elements aligned?
   b. Are there recommendations for improvement, additional resources or staffing, and/or programmatic changes?
2. What are the perceptions, attitudes, and/or objectives of LASSA's partnering agencies?
   a. What are their recommendations for improvement?
   b. How can these agencies work together to best serve the needs of clients?

Findings included the following: strengths of the visionary network; strengths of the networked nine; and liabilities in the continuum.

Strengths

- There is universal commitment from networked nine members to provide legal services to survivors of sexual assault.
- The visionary network members understand the importance of the benefits of the network itself and understand the hazards of not having such a network.
- The networked nine, the group that existed prior to the funding, are deeply rooted in individual communities and depends on each other with professional trust and relationships. The network is maintained by seasoned professionals.

Liabilities

- Strengths can become liabilities if not appropriately managed.
- The informality of the networked nine can transform into a liability if there is not purposeful planning.
- Change is interconnected with credibility.
- Change is a process. Ideally, the development of a a strategic plan at the formation of the network would have established a shared vision, goals, and measurable outputs because thorough and advanced planning leads to better services.
- Acknowledging mistakes is important to learning and to moving forward.
- There must be a balance between serving individuals and planning.
- Pragmatics improve utility and functioning.
- The network needs to clarify its purpose, structure, decision making process, and expectations around branding (i.e., individual grantee vs. network branding).
- Agreement on the network's deliverables, standards of services, accountability measures, outputs, and outcomes is needed.
- Prospectus about roles and responsibilities.

- The network needs to be mindful and strategic, from an organizational standpoint, about secondary trauma and its impact on the ecosystem, related policies, and professional burnout.

Description of Model Networks

Subsequent to the research findings discussion, IDVSA facilitators distributed Structure of Networks, a handout created by IDVSA for this meeting (see Appendix E) that provides high-level information on networks, including three primary types, the kinds of issues networks typically try to address, case examples, and visual illustrations. It is designed to educate participants and assist them in envisioning desired characteristics for their network. Participants were also provided with a handout entitled "Charge to Create a Legal Service Network for Sexual Assault Survivors," (see Appendix F) which provided the Texas Supreme Court directive to create a network.

Exercise on Model Network Characteristics

Facilitators then divided attendees into five workgroups. The groups were tasked with reviewing the Structure of Networks document and identifying network characteristics that resonated with them. The workgroups had common responses as listed below.

Desired Network Characteristics
- Effective communication
- Clear understanding of roles
- Service coordination and planning
- Interdisciplinary partners

Shared Interests/Goals
- Secure funding
- Centralize hub
- Set boundaries/define roles

Table 1.1 on the next page captures other model network characteristics that the group found to be important and desirable in each category listed.

Table 1.1 Desirable Network Characteristics

System/Network Specifics	• Flexibility • Responsiveness • Two-way communication • Soft hand-off of clients • Statewide • Dynamic • Centralized hub
Needs	• Communication among members and externally with allied partners • Operationalize mechanisms • Create community by type, frequency, & variation of communications • Funding/ sustainability • Self-care for members
Services	• Capacity • Community knowledge • Honor unique needs due to geographical region • Demonstrate competency
Principles/Values	• Long-term • Agreed upon • Grounding
Evaluation	• To understand how we are doing • Drive improvement • Be done regularly

EXAMINING CHANGE

Participants were then asked to work in their small groups on an exercise related to the change process. Three groups were asked to reflect on and answer the following question: "What does it mean to acknowledge change as a process?" Two groups were asked to reflect on and answer the following question: "What does it mean to increase credibility?"

As each group shared their responses, participants engaged in thoughtful discussion about change in the current network. The following lists of trends emerged.

What does it mean to acknowledge change as a process?

- Identifying and moving toward a common goal
- Evaluating work
- Reflection and adaptation
- Recommitting to or altering original goal

- Operationalizing activities
- Having a deep understanding of the process
- Accountability

What does it mean to increase credibility?

- Transparency
- Dedicated to the same goal and understanding key partners' perspectives
- Honest communication
- Implementing best practices as individual organizations and as a collaborative
- Showcase and brand work

The final activity for Day One was the distribution and discussion of a worksheet entitled, *Research Findings 2: Preferred Outcomes (AKA: getting to where you want to be)*. This document provides actionable and relevant steps for moving the network forward and is grounded in the LASSA evaluation research findings. The facilitated discussion moved the group from reflection and prepared them to consider more actionable steps on Day Two. (See Appendix G)

Day Two

When the group reconvened on Day Two, participants were strategically assigned to sit with colleagues from other grantee organizations in an effort to continue to build relationships among network members.

After an initial teambuilding exercise, participants began working in earnest on creating the LASSA visionary network through a series of exercise detailed below. Representatives from TAJF left the room during the following discussion so grantee representatives could speak freely.

FRAMEWORK BUILD-OUT PROCESS

Prior to the meeting, IDVSA synthesized evaluation project findings to develop a visionary network framework. Key elements of the framework include: Resiliency, Operations, Principles of Care, Resources, Purpose and Principles, Evaluation, and Funder Responsibilities. Participants worked together to identify core components of each element and to prioritize actionable next steps.

The participants completed a four-step process on four of the elements. IDVSA had originally named an element self-care. Through group discussion the participants chose to rename that element resiliency. Additionally, they decided to change another element from standards of care to principles of care. The process of renaming key elements of the visionary network indicates a high level of support and member buy in.

Three of the elements (Purpose and Principles, Evaluation, and Funder Responsibilities) were discussed during the Brainstorm and Review and Refinement steps only.

Figure 2.1 Visionary Network Framework

Resiliency · Operations · Principles of Care · Resources · Purpose & Principles · Evaluation · Funder
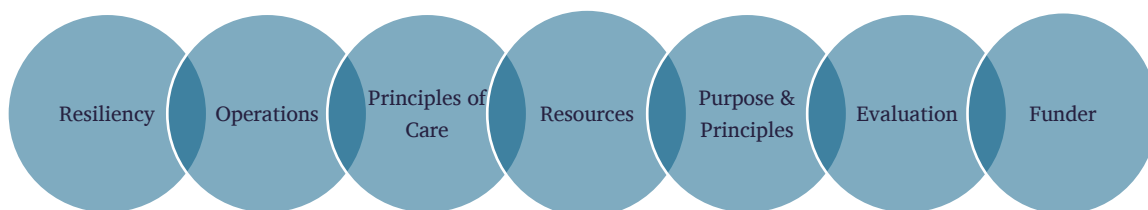
Step 1) Brainstorm: During the brainstorming session participants worked in their small group to list ideas related to the framework element they were assigned.

Step 2) Review and Refinement of Brainstorm Ideas: During this step, the entire group reviewed and clarified the documented ideas from brainstorming sessions as well as added concepts they felt were missing. They were encouraged to review ideas without judgment.

Step 3) Prioritization of Ideas: During this exercise, facilitators gave the documented brainstorming concepts for each element to another small group, one that did not work on the original brainstorming. That small group prioritized the concepts.

Step 4) Actionable Next Steps and Work Group Development/Assignment: During this exercise the group created actionable next steps for each of the framework elements. There are two outputs from this exercise. The first is a list of actionable next steps. The second is a list of priority workgroups with dedicated members who signed up to work on the priority task for each of the four framework domains.

The tables on the following pages capture the key discussion points for each of the visionary network framework elements in each process step.

Visionary Framework Brainstorming to Action: Initial Framework Elements

Table 2.1 Framework Element: Resiliency

Brainstorm	Prioritization of Ideas	Priority Tasks	Next Step

Administrative
1. Organizational policies
   2. Org. mechanisms
   3. Therapists on hand and/or wellness room
   4. Supervision
      a. Case limits
      b. Case strategies
      c. Policy for breaks
   5. Training on (topics/issues)
      a. Asking for help
      b. Vicarious trauma
      c. Burnout
      d. Time management
      e. Limiting exposure
      f. Guilt
      g. Humility
Staff
1. Individual strategies
   2. Massages
   3. Ways to unwind /disconnect
	Network
	   1. Specialist/therapist on hand
	   2. Funder retreats
	   3. Trainings
	   4. Shared toolkits/resources
	   5. Limit trauma
	   6. Consistent funding
	Organization
	   1. Best practices
	   2. Wellness room
	   3. Group exercises
	   4. HR policies
	   5. Limiting exposure
	Supervision
	   1. Case limits
	   2. Case strategies
	Individual
	   1. Scheduled breaks
	   2. Speaking client
	   3. Disconnecting
	   4. Time management
	   5. Asking help – humility
	   6. Ways to unwind
	   7. Not feeling guilty
	   8. Kind to self
		Create organizational policies with mechanisms in place to support the adoption of policies	Research to see if there are org. self-care standards and policies and review data to recommend for our standards of care

Table 2.2 Framework Element: Operations

Brainstorm	Prioritization of Ideas	Priority Tasks	Next Step

Communications
    1. Access
    2. Services
    3. Referral and collaboration
    4. Education and outreach
Communications – regular meetings
    1. As a network
    2. Region
    3. Issue
Feedback loop – from person who makes referral
Meetings with funder
    1. Direct feedback
    2. Two-way communications
Sharing activity/funder sharing activities
	1. Identifying expertise by agency
	2. Development of procedures for access to services
	3. Procedures for collaboration within network:
	    a. On referrals
	    b. Two-way communication between network partners and funder
	4. Procedures for external collaboration
		Establish organizational expertise by agency to better understand which services each grantee provides and how they contribute to the network	Develop pitch/platform to share information about our agency with other agencies

Table 2.3 Framework Element: Principles of Care

Brainstorm	Prioritization of Ideas	Priority Tasks	Next Steps

1. Victim centered
  a. Holistic and comprehensive services
2. Self-care
3. Referrals
4. Trauma informed
5. Intake
6. Confidentiality
7. Competency
  a. Ongoing education for partners
8. Partner collaboration
9. Network wide
  a. Agreed upon best practices
10. Share best practices and partner expertise at scheduled meetings
11. Culture
12. Use of innovation and emerging practices
13. Ongoing system of evaluation
14. Roles – specific by discipline
	Establish best practices, emerging practices, and innovative practices that are VTHCC!
	  • Clients
	  • Disciplines (multi-disciplinary within network/orgs.)
	Topic Issues
	1. Victim centered
	2. Trauma informed
	3. Holistic
	4. Comprehensive intake
	5. Confidentiality
	6. Competency
	  a. Adopt by consensus ABA best practices, VAWA, etc.
	  b. Different civil remedies
	  c. Each partner does
	  d. Network procedures
	  e. Create definitions of what each means in practice
	  f. Each means in practice
	  g. Emerging legal trends, case law, and share as a network to create greater impact
	7. Referral
		Develop competency standards of care to be shared among network members.	Review principles of care around intake from other organizations and adopt by consensus.

Table 2.4 Framework Element: Resources

Brainstorm	Prioritization of Ideas	Priority Tasks	Next Steps
1. Coordinator to facilitate communication and activities 2. Listserv 3. Meetings 4. Manage referrals 5. Map of resources/services by county 6. Outside network providers 7. Website/dashboard 8. Funding/sustainability 9. Funding for social workers and advocates 10. One telephone hotline number to decrease confusion 11. Other service providers and relationships 12. Coordinated united outreach/brand a. One interface—social media 13. Critical policy issues –sharing between agencies 14. Tool for consistent referrals 15. Accountability 16. Media consultant/ marketing expertise 17. Pleadings/materials bank and resources from other states	1. Dashboards/website (internal/external) 2. Geomap 3. Toolkit (pleading materials, inventory of forms) 4. Media consultant 5. Social media guiding documents	Develop dashboard for uniform metrics and explore possible website development.	Establish workgroup to determine what should be on dashboard website and hire web consultant.

FINAL FRAMEWORK ELEMENTS

Participants discussed the final three framework elements – Purpose and Principles, Evaluation, and Funder Responsibilities – using the Brainstorm, then Review and Refinement processes without TAJF leadership present.

Purpose and Principles

This discussion centered on what members see at the network's purpose, principles, and collective values. The following ideas, themes, and elements emerged.

Purpose:

Increase and enhance delivery method of comprehensive civil legal services for sexual assault survivors

Principles:

- Cooperation
- Sharing information
- Collaboration, not competition
- Responsiveness
- Doing quality work
- Communication – clear, regular, directional
- Survivor centered
- Trauma informed
- Living your values in respect to organizational capacity

Values:

- Survivor safety at the forefront
- Commitment
- Integrity
- Accountability
- Survivor privacy
- Respect
- Trust
- Transparency
- Clear expectations from our funder
- Efficiency and effectiveness
- What justice means for survivor

Evaluation

Participants responded to the question "how do we know we're doing ok?" and discussed evaluation needs and goals for the network. The following list captures their answers to the question and related discussion.

- Clear feedback
- Clear expectations
- Sharing network
- Suggestions on improving outcomes
- Ongoing flexibility (adaptability)
- Metrics based on shared expectations
- Issue meetings and geographic meetings
- Measure qualitative success and level of service
- Needs assessment of clients
- Do peer evaluations, community partnership evaluations, 360 reviews
- Use an interactive method for understanding network structure: Learn – Modify – Learn – Modify
- Involve survivor voice as we develop our goals
- Reach a shared vision/consensus on identifying data metrics
- Use a 3rd party evaluator
- Report evaluation findings to the entire network
- Have a template to gather survivor feedback

Annual report of accomplishments and an evaluation for internal use

Funder Responsibilities

In short, the participants desire and need the funder to facilitate and manage the network in a more proactive active manner. Suggested actions include:

- Develop clear expectations for the individual organization and the network
- Establish and communicate clear expectations and metrics
- Facilitate regularly scheduled, in person network meetings

The following lists of funder roles and responsibilities were compiled during the Brainstorm step and discussed further during Review and Refinement and Prioritization exercises.

Communication

- Set and communicate clear expectations for individual organizations and the network
- Share individual grantee information to the entire networked nine
- Adapt our reporting to better showcase and highlight our work
- Give consistent feedback

- Give guidance in developing best practices
- Offer more guidelines on education and outreach
- Share information on the following:
- How the visionary network should ideally function
- What is the vision?
- What are the absolute deliverables and what deliverables are flexible?
- Clarify roles between individual agency, network, and funder

Funding

- Provide consistent and transparent funding
- Acknowledge that there are implications of not having funding for the end user

Other

- Specific expectations on intake numbers
- Offer flexibility on deliverables
- Acknowledge that all calls may not yield a case
- Give feedback on allocating education and outreach
- Facilitate more consistent and in-depth calls for the network
- Engage network in storytelling for the Legislature
- Provide protocols for adding members to the network, including new staff at grantee organizations (onboarding and off-boarding guidance)
- Take an active leadership role

Preliminary Strategic Plan

Participants created four ongoing workgroups (see Appendix H for the LASSA Small Workgroup Assignments and Participants document) with members from various grantee organizations. Each workgroup plans to convene and to address the priority task identified in the preliminary strategic plan below.

Table 3.1 Preliminary Strategic Plan

Framework Element	Priority	Next Step
Resiliency	Create organizational policies with mechanisms in place to support the adoption of policies	Research to see if there are org. self-care standards and policies and review data to recommend for our standards of care
Operations	Establish organizational expertise by agency to better understand which services each grantee provides and how they contribute to the network	Develop pitch/platform to share information about our agency with other agencies
Principles of Care	Develop competency standards of care to be shared among network members	Review principles of care around intake from other organizations and adopt by consensus
Resources	Develop dashboard for uniform metrics and explore possible website development	Establish workgroup to determine what should be on dashboard website and hire web consultant

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Appendix A

METHODS

Guiding Principles of the LASSA Network Evaluation

1. Responsive, inclusive, collaborative, and empirically driven.
2. Practice and action-oriented.
3. Sexual assault survivors' safety and well-being at the forefront.

Research Questions

The LASSA Network Evaluation was guided by two (2) overarching research questions, with focused questions under each that guided a detailed analysis. Find the research questions listed below.

1. What are TLSC's LASSA's goals/objectives, activities, outputs, and outcomes?
   a. Are these elements aligned?
   b. Are there recommendations for improvement, resource or staffing needs, and/or programmatic changes needed?
2. What are the perceptions, attitudes, and/or objectives of LASSA's partnering agencies?
   a. What are their recommendations for improvement?
   b. How can these agencies work together to best serve the needs of its clients?

Data Collection

1. Review of legal aid service models for survivors of sexual assault. The research team culled the research from social science journals, law journals, network evaluation guidelines, legal aid service provider guidelines, and best practices for serving survivors of sexual assault, including intimate partners. The findings from this search informed the evaluative approach.

2. Meetings with TLSC's LASSA program and attendance of staff retreat. Early in the project's development, the PI met with leadership of the TLSC's LASSA program to gather background information on the development and goals of the LASSA Network. Our GRA attended the TLSC LASSA retreat to learn about staff perceptions, activities, and objectives for working at the TLSC LASSA program.

3. Assessment of publicly available information on the LASSA Network. Using the internet search engine Google, the research team conducted a general search of the "LASSA Network", "legal aid services sexual assault", and of each of the identified Network partners by agency name.

4. Interviews with LASSA Network member agencies. Using guidance from the literature, consultation from the TLSC LASSA team, and feedback from the Director of Research with IDVSA, the research team developed interview questions for the network partners. The research team conducted individual interviews with participants either a) in person or b) over the phone. Data from the interviews was analyzed using the process outlined below.

5. Secondary data collection. Reports pertaining to population served, client feedback, staff feedback, and funding were requested from each Network agency, including the funder. Data from these reports were employed as rigor checks against qualitative data to understand the number of cases received and referred by each member agency, as well as other activities related to Network such as trainings, calls, and outreach.

Network Evaluation Partners

Nine Texas legal service agencies were selected as part of the 2015-2017 grant cycle for LASSA funding by TAJF. Interviews were conducted with the following number of participants from each agency:

Agency	N
The Cabrini Center	1
Catholic Charities of Dallas	1
Equal Justice Center	1
Legal Aid Society of Lubbock	1
Lone Star Legal Aid	3
Tahirih Justice Center	1
Texas Advocacy Project	1
Texas Legal Services Center	3
Texas Rio Grande Legal Aid (Northwest)	1
Texas Rio Grande Legal Aid (Southwest)	2

Collaboration with sites. Sites were given information about the evaluation's premise and goals before agreeing to participate in the study. The scope of work and potential participants were established in partnership with TLSC's LASSA program. The research team developed data collection tools to encompass a broad range of questions specific to serving survivors of sexual assault, legal aid service needs, service population, and network partnerships, including referrals and data sharing. To check for comprehension and understanding, the research team shared interview and survey questions with representatives of the various professions and sites of study.

Interviews. Transcripts from interviews were analyzed using the grounded theory approach of qualitative analysis (Corbin & Strauss, 2008). The research team coded transcripts manually due

to the project's scope. Three research team members coded individually and met regularly to discuss themes, codes, and rectify differences in coding.

The first phase of coding included open, line-by-line coding of the transcripts by the research team. The next stage of coding included axial coding, where major themes emerged through consolidating codes based conceptual significance and similarity (Corbin & Strauss, 2008). The third phase included focused coding, concepts to broader themes (Charmaz, 2006). The focus coding phase was conducted with the entirety of the research team present to discuss areas of alignment and divergence in understanding of the emerging themes.

Appendix B

LASSA LIST OF GRANTEE ORGANIZATIONS

1. The Cabrini Center
2. Catholic Charities of Dallas
3. Equal Justice Center
4. Legal Aid Society of Lubbock
5. Lone Star Legal Aid
6. Tahirih Justice Center
7. Texas Advocacy Project
8. Texas Legal Services Center
9. Texas Rio Grande Legal Aid (Northwest and Southwest)

ROSTER OF ATTENDEES

Name	Organization	Email
Ball, Kymberly	Catholic Charities of Dallas	kball@ccdallas.org
Bellino, Heather	Texas Advocacy Project	HBellino@texasadvocacyproject.org
Blake, Bronwyn	Texas Advocacy Project	bblake@texasadvocacyproject.org
Caballero, Kay	Legal Aid Society of Lubbock	ckcaballero@hotmail.com
Chandler, Anne	Tahirih Justice Center	annec@tahirih.org
Crumrine, Athena	Texas Legal Services Center	acrumrine@tlsc.org
Duenas, Bianca	Lone Star Legal Aid	bduenas@lonestarlegal.org

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Worthington, Sarah	Texas RioGrande Legal Aid	sworthington@trla.org
Harrington, Isaac	Texas Access to Justice Foundation	

Appendix C

1. *scientific approach* - interpretations and findings are derived from data and or observations, and the processes of data collection, methods, and analyses are systematic, transparent, and when appropriate adhere to human subjects guidelines (Guest, MacQueen, & Namey, 2012).

2. *networked nine* – a provisional label grounded in the research findings reflective of the current grantees involved in the LASSA evaluation.

3. *integration* – or synthesis is "putting together elements or parts to form a whole, arranging or coming pieces, parts, elements, and so on, to develop a pattern or structure that was clear there before…" (Young, 2014, p. 80).

4. *visionary network* – a provisional label given to a preferred outcome as reflective in the evaluation findings and a stated goal of the LASSA grant.

5. *the strategic planning* – results in a decision-making tool for leaders.

6. *strategic planning process* – is the opportunity to (re)affirm guiding principles and determine preferred outcomes through a series of steps that:

Gather	Listen	Plan
Relevant organizational data	Broadly to internal and external stakeholders	Under current conditions
Gather and analyze relevant allied data	Formally and informally	Forecast future conditions
Gather and understand the responsibility and positionality of unmet needs	For deep understanding	

Appendix D

LAASA PROJECT FINDINGS: A SNAPSHOT

Research Finding 1. Strengths and liabilities are on a continuum.

Strengths *visionary network*[1]	Strengths *networked nine*[2]	Liabilities *the continuum*
1.1 Participants understand the importance of legal services in the lives of sexual assault survivors and are highly committed to meeting those needs across the state. 1.2 *The visionary network* - recognizing the benefits of formalizing support among and between *networked nine* and the potential hazards of not doing so.	*1.3 The networked nine* organizations are deeply rooted in their communities and committed to providing qualities services. *1.4 The networked nine* pre-date the *visionary network*; these grantees are genuinely joined by long-term relationships and their professional dependability. 1.5 The *networked nine* is maintained by seasoned, competent, and committed professionals	1.6 Change is often resisted, even when change is recognized and embraced 1.7 The informality of *networked nine* transforms to a liability without between and among purposive planning. *1.8 TAJF* depended on the strength of *networked nine*, these seasoned professionals, to establish operational systems.

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[1] Term is a research-grounded label generated from the current evaluation. It also reflects the charge by the Texas Supreme Court (Section 8.1) and describes the goal of the funding in TJAF Request for Proposal.

[2] A provisional label grounded in the research findings reflective of the current grantees involved in the LASSA evaluation.

Research Findings 2. Change is interconnected with creditability.

It is well known that change is a process, not an event. Even when change is recognized as positive, influencing change takes thoughtful planning and time. While strategic planning and project implementation is well documented, it is work that rarely gets funded. This was the case for the LASSA project, in large part because of the urgency and volume, as with many legal and social services provided to low income and marginalized groups. Research indicates project success often hinges on successful planning.

Influencing change is interconnected with creditability. TAJF and the networked nine improve their creditability with each other by understanding historical and current mistakes only as a non-blaming learning approach such that the ultimate aim is to improve and move forward legal services for sexual assault survivors in the most expedited ways.

Research Finding 3. Pragmatics improve utility and functioning.

Stakeholders benefit from further clarifying the purpose of the visionary network, articulating its structure, operations, and decision-making process. Additional infrastructure expectations such as branding (individual vs. organizational) are useful, as are deliverables, products, standards of service, and additional accountability standards should also be defined. Establishing a visionary network using a logic model will assist networked partners to make these pragmatic connections.[1]

Research Finding 4. Prospectus about roles and responsibilities.

Clarity of expectations between the grantor with individual grantees and between grantees themselves as collaborative partners is needed. The visionary network should include a diversified group of individuals from the represented organizations and the roles and responsibilities of these partners should be fully articulated. As the grantor, TAJF has important decision-making authority; networked organizations also have decision-making abilities and responsibilities as grantees and each of these should be articulated.

Expectations also include substantive issues such as whose responsibility are resource provision such as; How-To Guides or Toolkits on topics such as; How To Track and Sharing Client Information, Elements of a "Good" Referral, Trauma-informed Care: A Primer for Legal Aide Lawyers, Documentation 101 for Legal Aide Lawyers, Technology Trouble(shooting) in Legal Aide, Lawyers and Social Workers: A Match Made in Heaven or a Match Made in Purgatory.

There are also more complex issues that impact this work that should not be left undone. It is important to understand that hotline clients present legal needs, but rarely are those their only needs. People have complex lives, and these clients are no exception. Perhaps legal aid clients

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[1] See Appendix E for *Structure of Networks Handout*

using networked services have more complex bio-psycho-social needs requiring intervention with a licensed social worker than other sexual assault victims. However, the LASSA grant does not support the intersection of social work services and some grantees may not have the funding to provide those intersecting support services. [1] Fatigue, burnout, and the ability for organizations to retain their most seasoned lawyers is hampered. This finding will help the visionary network build on the current existing resiliency research that focuses on changing organizational structures, policies, and practices, and not individual practitioners.

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[1] These evaluation data support this finding; however, it is limited to the current study and there is no claim for all legal aid clients.

Appendix E

## STRUCTURE OF NETWORKS

Background

Social networks are defined by the relationships between individuals, groups, or entities. Rather than focusing on a specific actor, the social network focuses on the connections or ties between actors to understand how the system functions. There are three primary types of social networks (Foster & Charles, 2017):

- Egocentric focuses on one specific actor as it relates to the larger system of actors. A visual representation would be of a hub with spokes to a wheel.
- Whole or sociocentric focuses on the mapping of relationships within a certain boundary. This is usually a specific grouping (e.g. a school, agencies serving children, public works in a city).
- Open networks do not have clearly defined boundaries. They may or may not be noticed as network or operate as an informal network.

Networks can also be understood by the types of problems they seek to address (Roberts-Degennaro, 2008):

- Information and resource sharing coalitions collect and disseminate information and create mechanisms for referrals between agencies.
- Technical assistance coalitions work to improve the internal functioning of organizations and provide trainings and resources as needed in order to do so.
- Self-regulating coalitions set standards and monitor members' adherence to them.
- Planning and service coordination coalitions do what the name suggests to develop and maintain relationships between different groups.
- Advocacy coalitions monitor the policymaking process and raise awareness about the effects on others.
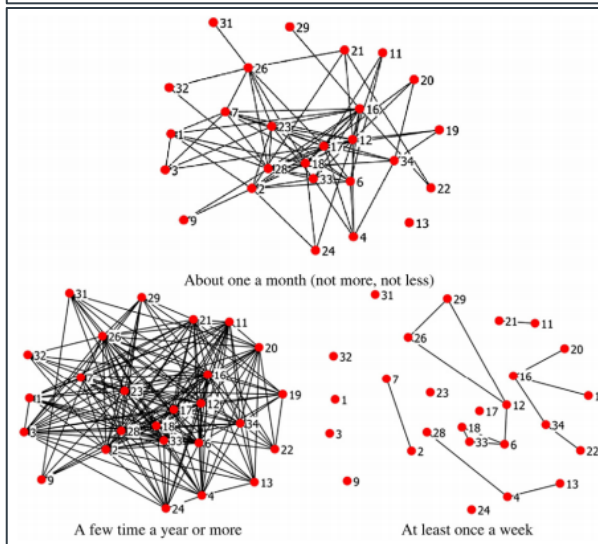
**p. 602
Core/periphery
structure**
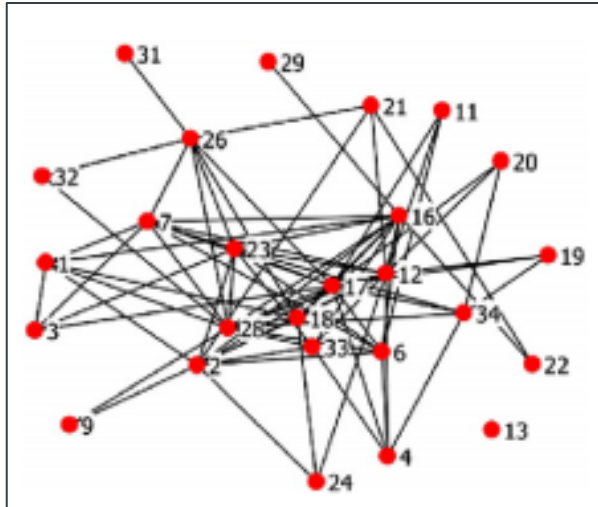
**p. 611
Collaboration of
network by sector
type**
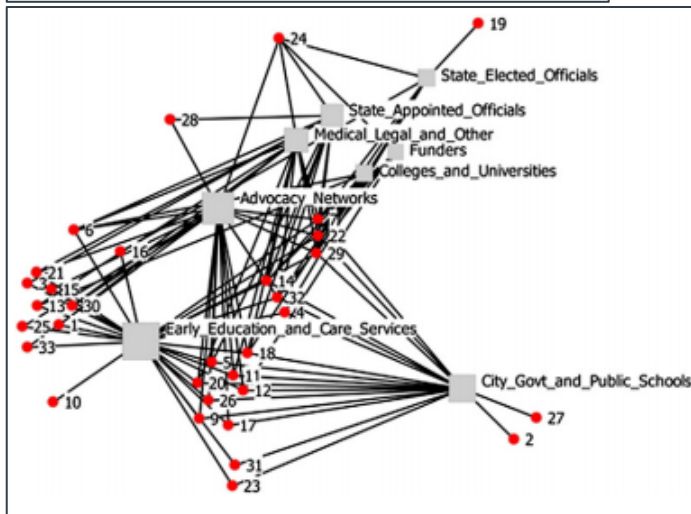
**p. 607 Frequency
of communication**

Frequently, service networks focus on several of these areas and include them as primary objectives or goals.

Networks can be visualized in a variety of ways depending on the goals of network analysis, the structure of the network, and the connections between each entity. Several examples of how to think about these networks can be found in Hoppe & Reinelt (2010):

Case Example
The Family Preservation Program
Graddy, E. A. & Chen, B. (2006). Influences on the size and scope of networks for social service delivery, *Journal of Public Administration Research and Theory,* 16(4), 533-552.

The Family Preservation Program in Los Angeles is one of the largest system of networks funded by the Los Angeles County Department of Children and Family Services to promote collaboration between the community and public and private human service providers. Comprised of approximately 30 individual networks grouped by geographic regions, these networks vary greatly in composition and size. In an evaluation of these networks, researchers found that more service-intensive contracts displayed higher levels of interagency collaboration and encouraged more integrated service provision. This network is primarily an information and technical assistance coalition with some elements of the other categories. Due to the distribution of funding to a primary contracted agency to subcontract with community and service partners, the authors visualized the networks as follows (p. 540):
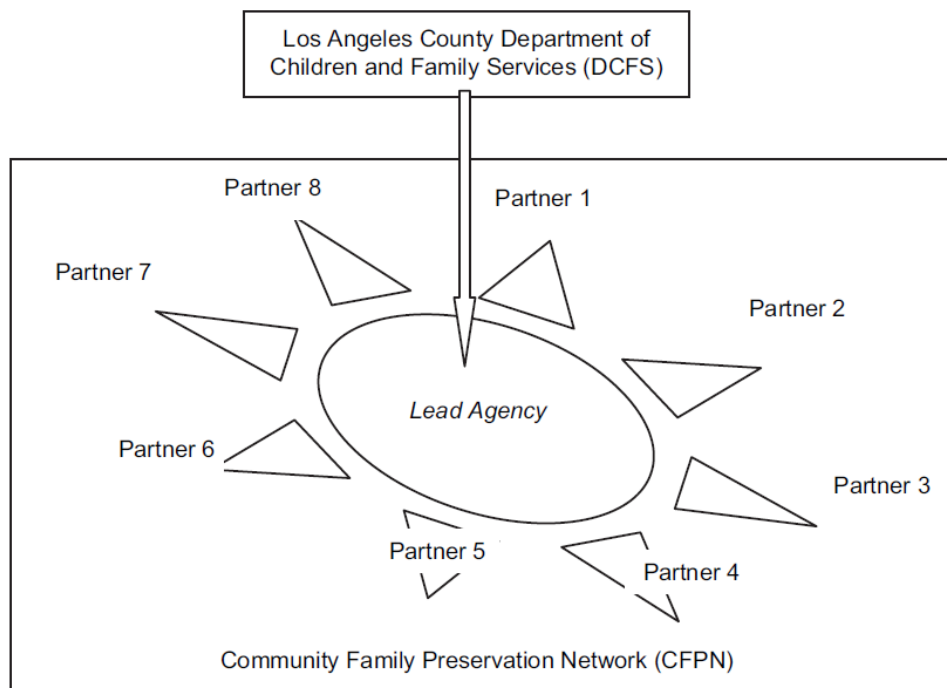
The Tampa Bay Community Cancer Center Network (TBCCN)
Luque, J., Tyson, D., Lee, J., Gwede, C., Vadaparampil, S., Noel-Thomas, S., & Meade, C. (2010). Using social network analysis to evaluate community capacity building of a regional community cancer network. *Journal of Community Psychology, 38*(5), 656-668.

The Tampa Bay Community Cancer Center (TBCCN) evaluation focused on whether the process of engaging in collaboration with other agencies enhanced trust between community partners. The evaluation found that having a strong central organization (the cancer center) provided direction and greater centrality to the nature of the network ties (p. 12). Generally, trust increased over time within the network across partners, with some variation for agencies outside of the geographical region nearest the central agency. The authors suggest that central organizations must have consistent funding to sustain the network as a whole and networks should develop outreach for agencies further from network hubs.
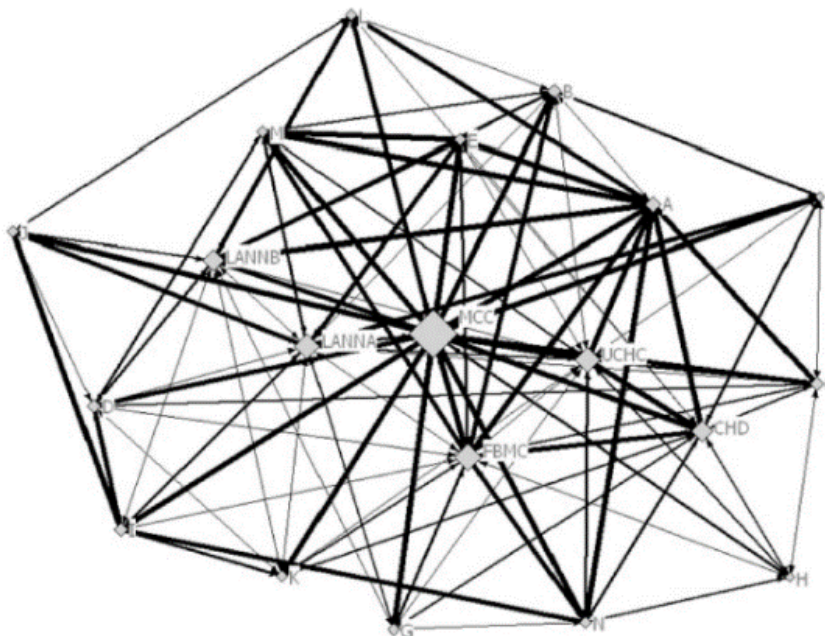
Additional Citations:

Foster, K., & Charles, V. (2017, February 27). Social Networks. *Encyclopedia of Social Work.* Ed.   Retrieved 28 Nov. 2018, from http://oxfordre.com/socialwork/view/10.1093/acrefore/9780199975839.001.0001/acrefore-9780199975839-e-1031

Roberts-Degennaro, M. (2008). Conceptual frameworks of coalitions in an organizational context. *Journal of Community Practice, 4*(1), 91-107

Hoppe, B. & Reinelt, C. (2010). *Social network analysis and the evaluation of leadership networks. Leadership Development Evaluation 2*1(4), 600-619.

Appendix F

CHARGE TO CREATE A LEGAL SERVICE NETWORK FOR SEXUAL ASSAULT SURVIVORS

	Directive
Texas Supreme Court Order of the Court Approving Rules and Procedures Governing the Administration of the Legal Aid for Survivors of Sexual Assault Program. (Section 8.1)	In addition to all other requirements and not by way of limitation, to be eligible to receive funds: (i) Grantees will cooperate and collaborate in their service areas with (a) all other organizations providing civil legal services to survivors of sexual assault, (b) the local organized bar, (c) relevant social and human service organizations, (d) relevant governmental agencies, and (e) other organizations that specifically provide victim-related services. (Supreme Court of Texas)
Texas Access to Justice Foundation (TJAF) Request for Proposals	TAJF intends for funded programs to actively network with each other and with hotlines, shelters and other community-based organizations that provide counseling and social services to victims of sexual assault. The goal is to provide a comprehensive statewide delivery system to handle the civil legal problems that result from sexual assault, including but not limited to: provision of civil protective orders, assistance with lease terminations and relocation-related matters, help in obtaining victim compensation and available privacy protections, and other issues impacting victims' rights and recovery. To collaborate locally, regionally and statewide in pursuit of the goals of the Sexual Assault Legal Services Grant Program. This collaboration requirement includes sharing of any relevant program information with other organizations.

Appendix G

RESEARCH FINDINGS 2: PREFERRED OUTCOMES (AKA: GETTING TO WHERE YOU WANT TO BE)[1]

A cohesive visionary network will improve outcomes.

A networked approach contributes to successful problem-solving and decision-making. Although this approach required additional time, effort, and two-way communication; people learn by listening for understanding (without judgment) to the perspectives of their colleagues about approaches to client, geographical trends and research. The positive final network outcome cannot be understated.

Organized network meetings (in-person and, for example smaller visionary working sub-networks) held by conference call is often expected. These modalities allow the expertise and relationships within the network to gather and share information. It ensures that organizations are not working in isolation without understanding each other and this regular formal contact provides collaborations to allow the visionary network to grow in unexpected ways, and make informed decisions about change and the future.

Build relationships and buy-in.

Support and buy-in at every level is essential. It is important to maintain consistency in the visionary network and also gain support from organizational leaders across all organizations. This is an essential element for success when making policy, process, and procedural, changes, and for obtaining additional project resources. It was also important that our visionary network was made of individuals who represented different "ranks" in their agencies so that different perspectives were represented (e.g. front line staff and administrative roles brought important aspects to the discussions).

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[1] This research finding was adapted from: Busch-Armendariz, N.B., Sulley, C., & Well, W. (2015). *Key elements of a successful action research project* (unpublished work). Austin, Texas: The University of Texas at Austin, Institute on Domestic Violence & Sexual Assault. National Institute of Justice (NIJ) Research Grant #2011-DN-BX-0002.

Be committed and invested.

The visionary network should be comprised of professionals committed to providing exemplary legal assistance to sexual assault survivors in the state of Texas. The visionary group will benefit from "champions" who will persistently seek to understand and define the problem. Some of these champions must hold formal leadership positions with decision-making authority while others must lead through the implementation of action plans. The work is grounded in the value of providing competent, culturally grounded and informed practices including trauma-informed and victim-centered.

Formalize the process and work to obtain resources.

The organizations involved in the LASSA project have benefitted from the TAJF grant funding and will be strengthened by diversifying their funding structures. This work is time consuming and cases are abundant, thus, organizations should seek additional external funding to recognize a sustainable balance. Continuing to formalized mechanisms, like a memorandum of understanding (MOU), regularly scheduled meetings, and deadlines for tasks, will facilitate the visionary network's goals and objectives. NOTE: having resources will not replace any of the other critical key elements on this list. Should TAJF's support expand to include strategizing other grant resources?

Practice Courage and Vulnerability.

The project should never entail blaming and finger pointing. The approach should be one of understanding historical and recent mistakes. A non-blaming approach to learning will help move the ultimate aims for improved legal services for sexual assault survivors forward in the most expedited ways. This strategy also served to improve our credibility and communication among the other stakeholders such as other victim services, funders, and the larger community.

Make changes.

We have all been part of group-based projects that do not produce actual, positive results. Our group has set out to take action. Our meetings and discussions should never intend to be the end results, but help us achieve our objectives, focus our work, and facilitate change when necessary.

Throughout the process members of the group shared information about what was and was not working, and what needs existed. When networked nine identified and understood existing needs, we were and will be in a better position to take action. Many changes will result from the project and the group's work.

Understand problem-solving is a process.

The visionary network will work together on a process of analysis, decision-making, action, and assessment. We begin with the idea that the best responses occur when they are based on a good understanding of the problem and its context. We do not rush to make changes or fail to make changes without first understanding the situation. This means we have to do research; we had to collect, interpret, and share information (data). This has and will require honesty, good

communication, and a willingness to share data. Throughout this (sometimes tedious) process the visionary network should maintain its focus on the ultimate goal of improving services for victims.

Build in Accountability.

The visionary network understands the need for a formalized and maintained network of legal services for sexual assault survivors across the state of Texas. It is imperative going forward to retain accountability among members of the visionary network developed.

Appendix H

LASSA SMALL WORKGROUP ASSIGNMENTS AND PARTICIPANTS

Core Element: Resiliency
Priority: Organizational Policies with Mechanism

Name	Phone	Email	Organization
Pulido, Viri	713-301-9069	vpulido@texasadvocacyproject.org	Texas Advocacy Project (TAP
Meals, Kate	512-637-5419 x148	kmeals@tlsc.org	Texas Legal Services Center (TLSC)
Pulido, Dania	956-975-4477	dpulido@tlsc.org	
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Duenas, Bianca	903-758-9123	bduenas@lonestarlegal.org	Lone Star Legal Aid (LSLA)
Griesmyer, Elise	713-874-6556	egriesmyer@catholiccharities.org	Catholic Charities/ Cabrini Center for Immigration Legal Assistance

Core Element: Operations
Priority: Establish Organizational Expertise

Name	Phone	Email	Organization
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Caballero, Kay	806-762-2325	ckcaballero@hotmail.com	Legal Aid Society of Lubbock (LAS)

Core Element: Principles of Care
Priority: Competency as Standard

Name	Phone	Email	Organization
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Hasse, Libby	713-496-0100	LibbyH@tahirih.org	Tahirih Justice Center (TJC)
Chandler, Anne	713-496-0100	Annec@tahirih.org	
Garza, Maricarmen	210-316-6821	mgarza@trla.org	Texas Rio Grande Legal Aid (TRLA)
Rodriguez, Adriana	210-212-3738	adrianarodriguez@trla.org	
Worthington, Sarah	512-374-2798	sworthington@trla.org	
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Core Element: Resources
Priority: Dashboard

Name	Phone	Email	Organization
Chandler, Anne	713-496-0100	Annec@tahirih.org	Tahirih Justice Center (TJC)
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Duenas, Bianca	903-758-9123	bduenas@lonestarlegal.org	Lone Start Legal Aid (LSLA)
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