

LEGAL COLLABORATIVE FOR SURVIVORS

Wraparound Victim Legal Assistance Network Demonstration Project

Legal Collaborative for Survivors Implementation Plan

May 2015

The Implementation Plan is based on the results from the Legal Collaborative for Survivors' Los Angeles Needs Assessment. The Collaborative's partners are Asian Americans Advancing Justice, Legal Aid Foundation of Los Angeles, Center for the Pacific Asian Family, Los Angeles Community Action Network and Los Angeles Center for Law and Justice and the Los Angeles LGBT Center.

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Background

The Wraparound Victim Legal Assistance Network Demonstration Project aims to “develop comprehensive, wraparound, pro bono legal assistance networks to meet the range of legal needs of crime victims.”¹ The Legal Collaborative for Survivors (Collaborative), a group of legal and social service agencies serving Greater Los Angeles, was convened to ensure that survivors of crime receive the broad range of legal services needed to help rebuild their lives in the aftermath of a crime. The LA Collaborative uses the term “survivor” in lieu of “victim” in order to keep the focus on the person who has been harmed rather than on the person who has done the harming, with a goal of helping survivors reclaim power and move forward with their lives.

The Collaborative chose to define survivor of crime broadly because there are many injustices that fall into the category of criminal activity but go unreported by survivors. Thus, the Collaborative serves survivors that have experienced more traditional crimes such as domestic violence, sexual assault, trafficking, and financial fraud, as well as those that are not traditionally thought of as crimes such as housing- and employment-related injustices. The Collaborative places importance on increasing access to justice for survivors of all types of crimes including those for which criminal justice remedies are not a viable option.

The Collaborative was convened with the understanding that there are insufficiently coordinated efforts amongst services providers in Los Angeles who serve survivors of crime. In order to determine the appropriate direction and priorities of the Collaborative, a needs assessment was conducted to better understand the needs, barriers to accessing services, and service gaps for survivors of crime in the Greater Los Angeles area. The Collaborative’s Implementation Plan draws from the findings and recommendations of the needs assessment.

Below are some key findings of the needs assessment:

- The survivor target population represented multiple races and ethnicities and were often Limited-English Proficient (LEP). Those interviewed were also mostly low income, earning less than \$25,000 annually.
- Survivors often face multiple and recurring victimizations.
- Many crimes were committed by people in positions of power with the top three victimizations reported by interviewees being intimate partner violence, property crime and other violent crimes (including hate crimes and assaults) and police misconduct.
- Survivors rely on community organizations they already know.
- Survivors often face multiple barriers to accessing legal services. Major barriers include a lack of knowledge about services available, perceived financial cost, LEP, shame/stigma/fear and not identifying as a victim.
- Specific groups in the population such as the LGBTQ community, people of color, LEP, people with disabilities and homeless communities were more susceptible to discriminatory treatment by law enforcement.

Based on the needs assessment, the following recommendations inform the Implementation Plan:

- Address the holistic needs of survivors, such as those arising from lack of language access and economic stability, through the establishment of a Case Navigator model that guides survivors

¹ Office for Victims of Crime. (2012). *FY 2012 Wraparound Victim Legal Assistance Network Demonstration Project* (OVC-2012-3190).

through the process of connecting necessary services and enhances collaboration between agencies.

- Promote healing through the provision of trauma-informed care.
- Develop a comprehensive assessment tool that can be used by all the partners in the network to streamline inter-network referrals.
- Support survivors who have had negative experiences when accessing help.
- Explore ways to outreach to underserved communities through educating and establishing relationships with cultural ambassadors.
- Educate stakeholders and service networks about existing services.
- Continue to monitor gaps in service and assess the changing needs of survivors.

Introduction

Core Values

Understand trauma and its impact on survivors of crime and their families.

1. Promote safety of survivors.
2. Ensure cultural competence of service providers.
3. Maintain survivor autonomy, control and choice.
4. Share power and governance with survivors and within the Collaborative.
5. Meet survivors' holistic needs.
6. Take a strengths-based approach that focuses on resilience and prevents revictimization.

Vision

The Legal Collaborative for Survivors promotes healing and justice to help survivors of crime rebuild their lives.

Mission Statement

The Legal Collaborative for Survivors is a network of legal and social assistance providers that increase crime survivors' access to a broad range of legal services connected with their victimization. We use a case navigator model to connect survivors with complex needs to a trauma-informed, culturally competent network of legal and social service providers.

Goals and Objectives

The Legal Collaborative for Survivors aims to ensure that survivors in Greater Los Angeles receive a broad range of legal services connected with their victimization through the following goals and objectives. Dates and activities associated with the goals are included in the timeline.

1. Leverage Resources to Improve Wraparound Legal Assistance to Survivors of Crime
Objective A – Meet survivors' holistic needs through referral within and outside of the network.
Objective B – Utilize a Case Navigator model to help survivors access a wide array of legal and social assistance services connected with victimization.
Objective C – Develop a referral hotline for survivors that don't meet partner agency eligibility requirements.
2. Strengthen Collaboration to Better Meet Survivors' Holistic Needs
Objective A – Facilitate professional development through training and collaboration.
Objective B – Identify and catalogue a list of resources for survivors of crime.
Objective C – Introduce new partners into the network.
3. Increase Network's Impact

Objective A – Conduct outreach to better reach underserved communities.

4. Evaluate Progress in Creating a Wraparound Legal Assistance Network for Survivor of Crime
Objective A – Test and evaluate forms, policies and procedures during the pilot phase. Obtain OVC approval of evaluation plan.
Objective B – Carry out evaluation plan during Year 1 and 2 of the project.

Scope

The Collaborative will meet the wraparound legal and social service needs of survivors of crime in the Greater Los Angeles area. It specifically endeavors to assist underserved individuals whose needs are not fully met by other programs, such as individuals who are either homeless, HIV+, experiencing mental health issues, LGBTQ, undocumented, LEP and disabled and/or elderly.

The Unique Role of Each Collaborative Partner

Asian Americans Advancing Justice – Los Angeles

Through its Asian Language Legal Intake Project, Advancing Justice provides a wide array of culturally competent legal assistance for the Asian Pacific Islander (API) community. Advancing Justice plays a unique role in the partnership because services are not restricted by immigration status. Advancing Justice is looking to expand holistic services within its domestic violence unit through its involvement in the network.

Legal Aid Foundation of Los Angeles

As the lead agency on the project, LAFLA convenes network gatherings and has seven substantive law units (consumer, immigration, family law, housing law, employment law, government benefits and community economic development). With its highly diverse staff and comprehensive array of legal services, LAFLA has the language capacity to serve clients from many different populations in Los Angeles with issues connected to victimization. The network will help LAFLA develop a process to coordinate wraparound legal assistance for survivors and enhance specific programmatic areas such as financial fraud and victims' rights enforcement during criminal proceedings.

Los Angeles Center for Law and Justice

LACLJ provides legal and supportive services to survivors of domestic violence and sexual assault through its domestic violence, family law, and immigration programs as well as through its Teen/LA program, which offers education and holistic family law, immigration and general civil legal services to young survivors aged 14-24. LACLJ is uniquely positioned to serve victims of crime in the low-income community in the East-Los Angeles area, as well as young and/or undocumented individuals. Participation in the Collaborative will allow LACLJ to provide enhanced wraparound assistance and social services to the survivors LACLJ serves.

Los Angeles Community Action Network

LACAN conducts daily outreach and community education among extremely low-income residents in Downtown Los Angeles. LACAN also partners with LAFLA to provide a legal clinic for the homeless. Participation in the Collaborative will help to provide legal access to marginalized, homeless survivors that typically have trouble accessing assistance around their victimization. LACAN's involvement will increase the network's ability to serve the underserved and help the network to identify policy-oriented, community-based solutions around recurring issues survivors of crime face.

Center for the Pacific Asian Family

CPAF specializes in assisting Asian and Pacific Islanders who are surviving sexual assault and/or domestic violence through a 24-hour hotline, shelter, and community case management program. CPAF will help increase network partners' access to holistic, social services available to survivors of crime. The Collaborative will allow the domestic violence and sexual assault survivors CPAF serves access legal assistance connected to their victimization.

Los Angeles LGBT Center

The Los Angeles LGBT Center provides direct legal services to lesbian, gay, bisexual, transgender and queer (LGBTQ) survivors of crime through its Legal Clinic and programs such as its Domestic Violence Legal Advocacy Project, the Anti-Violence Project, the Transgender Economic Empowerment Project and the Immigration Law Project. The LA LGBT Center offers LGBTQ culturally competent services to LGBTQ survivors of crime such as hate crimes and domestic violence/intimate partner violence. The LA LGBT Center's expertise in working with LGBTQ survivors increases the collaborative's ability to identify LGBTQ survivors and to provide survivors with LGBTQ informed survivor support services.

Legal Collaborative for Survivors Logic Model					
Inputs	Goals	Activities	Outputs	Short-term Outcomes	Impacts
<ul style="list-style-type: none"> Financial resources from OVC grant Project Manager 1 full-time Project Coordinator Network of 6 organizations that serve survivors of crime (AJ-LA, CPAF, LACAN, LACLJ, LAFLA, LA LGBT Center, DRC – only for need assessment) Future network partners Steering Committee Agency Navigators Harder+Company Research Partner ICF Evaluation Plan Guidance from OVC Inter-network collaboration through NCVLI 	1. Leverage resources to provide wraparound legal assistance to survivors of crime.	Meet survivors' wraparound needs through referrals within network and to community-based organizations.	<ul style="list-style-type: none"> Conduct assessments to coordinate wraparound legal assistance for survivors of crime. Make referrals to outside partners as necessary for legal and social assistance needs not covered by the network (ex. disability rights, housing, mental health). 	<ul style="list-style-type: none"> Survivors of crime receive culturally appropriate wraparound legal and social service assistance. Survivors of crime gain knowledge of their legal rights and receive wraparound legal assistance centered around their victimization. Survivors have trusting relationships with their case navigator. 	<ul style="list-style-type: none"> Survivors have increased access to justice. Survivors know they have a network of agencies that can support them with the aftermath of victimization. Survivors have increased access to community resources and holistic support. Survivors are better able to navigate the legal system.
		Establish a case navigator model to create a network of navigators to assist survivors.	<ul style="list-style-type: none"> Train 6 navigators during the pilot phase. Train additional navigators as new partners join the network. 		
		Develop a referral hotline for survivors that don't meet partner agency eligibility requirements.	<ul style="list-style-type: none"> Provide referrals to survivors that do not fall within partner agencies' eligibility criteria. 	<ul style="list-style-type: none"> Survivors of crime that do not fall within partner agencies' eligibility criteria receive community referrals. 	
	2. Strengthen collaboration to better meet survivors' needs.	Provide regular training to members of the Collaborative.	<ul style="list-style-type: none"> Train Collaborative on 12 different topics related to improving wraparound legal assistance for survivors. 	<ul style="list-style-type: none"> Collaborative members learn about service gaps and ways that they can help to fill them. 	<ul style="list-style-type: none"> Improve access to justice for survivors of crime.

		Catalogue resources for survivors of crime.	<ul style="list-style-type: none"> Share a list of resources by area of language, legal and social service need with members of the network. 	<ul style="list-style-type: none"> Increase list of referring agencies to provide holistic support to survivors. 	<ul style="list-style-type: none"> Improve access to resources for survivors of crime.
		Introduce new partners into the network.	<ul style="list-style-type: none"> Introduce 10 new partners into the Collaborative. 	<ul style="list-style-type: none"> Strengthen Collaborative's ability to provide holistic services and close service gaps. 	<ul style="list-style-type: none"> Improve access to justice for survivors of crime.
	3. Increase network's impact.	Conduct outreach to better reach underserved populations.	<ul style="list-style-type: none"> Establish relationships with 3 cultural ambassadors. Educate 3 groups working with underserved communities. Educated the community regarding services for survivors of crime by attending 3 community events. 	<ul style="list-style-type: none"> Improve connections between the network and underserved communities. 	<ul style="list-style-type: none"> Historically underserved survivors have increased access to justice and increased security in protecting their basic needs.
	4. Evaluate Progress in Reaching Goals.	Test and evaluate forms, policies and procedures during the pilot phase.	<ul style="list-style-type: none"> Make decisions on the following: <ul style="list-style-type: none"> a) Forms, policies and procedures; b) Goals for Year 1 and 2 of implementation. 	<ul style="list-style-type: none"> Integrate feedback to increase effectiveness of the Collaborative. 	<ul style="list-style-type: none"> Collaborative is responsive and able to adapt to the complex needs of the survivors it serves.
		Develop and obtain approval of evaluation plan during pilot phase.			
		Carry out evaluation plan during Year 1 and 2 of the project.	<ul style="list-style-type: none"> Engage in quarterly and semi-annual evaluation activities. 		

Phases of Implementation

Phase 1: Pilot Project

Timeline – Once the Implementation Plan is approved by OVC, the project will enter the pilot phase until September 30, 2015.
Goal – This is the preliminary stage of execution where Collaborative forms, policies and procedures will be tested out. There will be minimal changes to each of the partners' intake processes during this phase. Additional screening questions may be added to assess for crime victimization.
Method – Each organization will flag clients with a presenting problem around victimization and introduce wraparound services that are available through the Collaborative. If the client agrees to participate in the project, client will meet with a Case Navigator that will facilitate access to wraparound legal assistance through the network.
Evaluation – Collaborative partners will meet monthly to discuss changes to forms, policies and procedures that must be made. Project partners will work with local research partner, Harder+Company Community Research (Harder+Company), to obtain OVC approval on an evaluation plan. Quantitative and qualitative data that is gathered throughout the pilot phase will be used to inform implementation moving forward.
Milestones – <i>Service Delivery Milestone:</i> By September 30, 2015, Collaborative and research partner, Harder+Company, will analyze effectiveness of the network. The steering committee will make recommendations on the following areas of inquiry: <ol style="list-style-type: none">1) Capturing survivors – Is the network capturing enough survivors that need wraparound legal assistance by serving clients with a victimization-related presenting problem? If not, how will each partner improve outreach to vulnerable communities and/or adapt their intake process to further screen for victimization?2) What are the major areas of legal and social assistance needs survivors being served by the network have? Is the network appropriately responding to the needs? If not, what are some recommendations for improving wraparound legal assistance for survivors? <i>Network Collaboration Milestone:</i> By September 30, 2015, the Coordinator will have feedback in order to update Collaborative's implementation plan, including policies and procedures.

Phase 2: Year One Initial Implementation

Timeline – Initial implementation will be conducted from October 1, 2015 to September 30, 2016.
Goals – Network partners will use policies and procedures that were updated from the pilot project to deliver wraparound legal assistance to survivors of crime. The goals during this phase are to: 1) Improve wraparound legal assistance for survivors, 2) Develop collaborative network, 3) Increase the network's impact, and 4) Evaluate Progress in Reaching Goals.
Method – During Year 1, each partner will carry out the recommendations made during the pilot phase. The network will follow policies and procedures to provide wraparound legal assistance to survivors, continuing to revise policies and procedures as necessary. New partners will join the network and outreach activities will also begin. Monthly navigator and/or steering committee meetings will be held to facilitate communication, planning and execution of Year 1 goals.
Evaluation – Engage in approved evaluation activities.
Milestones – <i>Service Delivery Milestone:</i> Based on information gathered, each partner will come up with quarterly goals to improve holistic legal assistance for survivors. <i>Network Collaboration Milestone:</i> Based on information gathered during evaluation, each partner will

come up with quarterly goals to improve collaboration. Start introducing new partners at month 3.

Phase 3: Year Two Expanded Implementation

Timeline – Expanded implementation will be conducted from October 1, 2016 to January 31, 2017.

Goal – Network partners will use policies and procedures that were updated from Year 2 to expand wraparound legal assistance to survivors of crime. The goals during this phase are to: 1) Expand wraparound legal assistance for survivors, 2) Expand collaborative network, and 3) Expand the network's impact, and 4) Evaluate Progress in Reaching Goals.

Method – Continue carry out wraparound legal assistance to survivors of crime. Build relationships with cultural ambassadors and other community partners based on evaluation of demographic and issue gaps in service from Year 1.

Evaluation – Engage in approved evaluation activities.

Milestones –

Service Delivery Milestone: Develop based on evaluation of Year 1.

Network Collaboration Milestone: Develop based on evaluation of Year 1.

Governing Structure

Although LAFLA serves as the lead agency, the Collaborative operates under a shared governance structure where decisions are made by consensus amongst the network's founding members, the steering committee. In order for the process to run smoothly, it is optimal for the level of trust between organizations to be high and the number of decision-making bodies to be fairly low, around 6 to 8.² Currently there are 6 organizations in the Collaborative. Although the Collaborative operates in a mostly autonomous fashion, it does operate within the guidelines set forth by the funding agency, the Office for Victims of Crime in the Office of Justice Programs at the U.S Department of Justice.

The Collaborative's unifying purpose is to better meet the holistic needs of survivors of crime by providing a space for shared learning and strengthening partnerships. It is a strategic alliance that facilitates the discovery of more efficient and effective ways to serve survivors of crime. It aims to do this by working together and leveraging existing resources, thereby increasing the ability to address complex problems and identify gaps in service. The Collaborative aims to provide value to crime survivors and professionals working in the field by developing streamlined expertise that meets the wraparound needs of crime survivors.

Steering Committee

A designated staff person that is a department head or the Case Navigator from each of the six founding agencies, the grant Project Manager and Project Coordinator – will serve as the Steering Committee for the Collaborative. The Steering Committee will protect the interests of the network and the clients it serves by acting as the decision-making authority of the Collaborative. Its main functions are to review and to provide feedback on processes during the development and implementation of the Collaborative and to problem solve issues that may arise. Once the Collaborative is ready to expand to outside agencies, the Steering Committee will monitor the process by which this occurs. It is projected that new partners will be brought into the Collaborative at Month 7 of implementation. Although the Collaborative will continue to grow throughout the timeline of the grant the Steering Committee will

² Provan, K.G, & Kenis, P. (2007). *Modes of Network Governance: Structure, Management, and Effectiveness*. Journal of Public Administration Research and Theory, Inc, 18:229-252.

most likely remain constant. Subcommittees will be formed on a small project basis such as developing a plan to outreach to cultural ambassadors. Subcommittees will be formed as topics needing more focused attention arise such as developing an outreach plan to cultural ambassadors.

Timeline Activities: A combination of the steering committee and/or navigators will meet on a monthly basis for year one of implementation. After year one the steering committee will assess how often the group should meet. The steering committee will engage in outreach to partner organizations at month 7 of implementation.

Staffing/Anticipated Expansion

Below is a list of current staffing of the Collaborative. Staffing may change due to organizational restructuring throughout implementation. Agencies will notify Coordinator of changes in staff assigned to the network as changes occur.

Legal Aid Foundation of Los Angeles – Lead Agency

Joann Lee, Project Manager

Lucy Oh, Project Coordinator and Navigator

Asian Americans Advancing Justice – Los Angeles – Partner Agency

Anthony Roh, Interim Navigator

Carolyn Kim, Interim Navigator

Center for the Pacific Asian Family – Partner Agency

Ellen Hong, Interim Navigator

Jongling Wu – Senior Advocate

Los Angeles Community Action Network – Partner Agency

Becky Dennison, Navigator

Steve Diaz, Navigator

Los Angeles Center for Law and Justice – Partner Agency

Diane Trunk, Navigator

Los Angeles LGBT Center – Partner Agency

Anabel Martinez, Navigator

Mieko Failey

Timeline Activities: At the end of the pilot phase of implementation, the Collaborative will assess the effectiveness of the current network structure to decide whether to allocate additional funding to legal services.

Conflict Resolution

The LA Collaborative will use an interest-based relational approach that adheres to the following principles to resolve conflict:

- Respect personal differences.
- Rely on cooperation and effective communication between all parties.³
- Prioritize good relationships.
- Explore options together.⁴

³ <http://www.livestrong.com/article/287646-workplace-conflict-resolution-strategies/>

⁴ http://www.mindtools.com/pages/article/newLDR_81.htm

Network Communication

The Collaborative will meet on a monthly basis for the first year. Changes and updates will be announced at monthly meetings and meeting minutes will be emailed out within one work day by the Project Coordinator. Updates, shared resources and training opportunities will be emailed by the Project Coordinator as necessary. The Collaborative will also have access to an updated version of the Implementation Plan. The plan contains shared documents that do not contain any client information such as the steering committee contact list. The Collaborative contact list (Appendix A) containing the address, phone number and email of the Navigator and other staff supporting the project will ensure that partners have a single point of contact, the assigned agency Navigator, to directly reach out to for help with accessing an organization, for consultation and when making a referrals.

Timeline Activities:

- Meet on a monthly basis for the first year.
- Updated contact list monthly.

Goal One: Leverage Resources to Improve Wraparound Legal Service Delivery to Survivors of Crime

Objective A. Meet survivors' holistic needs through referral within and outside of the network.

Policy on Eligibility

Since a goal of this project is to leverage existing resources and each organization has funding to serve a target population, partners' criteria for eligibility will not change. However, partners will identify survivors of crime with complex needs that can be better served through the Collaborative than through the referring agency's usual scope of services. Since this partnership is focused on the provision of legal services, the referred client must have at least one legal service need as well as other legal and/or social service needs in order to qualify for this program. Qualifying characteristics may include:

1. Specific language need not covered by the referring agency.
2. Multiple legal needs that do not all fall within referring agency's area of expertise but are covered by a partner agency.
3. Legal or social service needs that are not met at referring agency or will be better served by the expertise of Collaborative Navigators.
4. Not currently receiving wraparound services such as LAFLA's CalWorks Domestic Violence Program.

Areas of Legal Assistance	Areas of Social Service
Civil	Basic Needs
Consumer	Housing
Criminal	Education
Employment	Employment
Family	Family
Housing	Health
Immigration	Mental Health
Probate	Social Support

Partner Intake Models and Screening Eligible Survivors

Partners in the network utilize different models to intake clients. While all network partners serve survivors of crime, each agency's ability to capture victimization through the intake process varies. For example, partners that provide general legal assistance such as LAFLA, the LACAN-LAFLA legal clinic and AJ-LA do not specifically screen for victimization but may provide legal assistance when victimization is the presenting problem. Other partners such as CPAF, LACLJ and LA LGBT Center serve specific groups of survivors and screen for victimization accordingly. Once partners identify a survivor needing wraparound legal assistance, all of the partners will use the same assessment tool, the Legal Collaborative for Survivors Legal/Case Management Assessment (Appendix B), to further identify a client's wraparound needs. The following chart outlines partners' intake models and recommended location for the Collaborative Assessment.

Intake Model	Description	Recommended Location of Collaborative Assessment
Hotline	LAFLA, AJ – LA, LACLJ and The LA LGBT Center utilize a hotline model where clients have initial contact with the agency through a centralized telephone system. Trained staff or volunteers screen clients for their eligibility and the nature of their issue during an initial phone call. Afterwards, a follow-up intake that is more substantive and directly related to a survivors' area of need is conducted by attorneys, law students or service professionals.	LAFLA, AJ-LA, LACLJ, and LA LGBT Center – Navigator completes Collaborative Assessment with client after initial intake and before or during interview with assigned program area.
Legal Clinic	The LACAN-LAFLA legal clinic is a walk-in clinic. Intakes are conducted by volunteer attorneys or agency staff/volunteers. Clients with more complicated legal issues will be referred to LAFLA for follow-up. LACAN will assist with helping client navigate the process and with legal issue follow-ups as needed.	Integrate the assessment into the legal intake at the clinic. Connect client to LACAN Navigator.
	LA LGBT Center's legal clinic is accessible by appointment only. Clients access the clinic by calling the legal services department, who conducts a brief intake and schedules client with appropriate pro bono clinic attorney. Clinic attorney conducts a more detailed legal issue intake.	Either the Navigator or those trained by a Navigator integrate the assessment into the legal intake before client sees clinic attorney for a more detailed legal issue intake.
Outreach	LACAN uses canvassing and community outreach to initiate contact with community members. LACAN volunteers and organizers collect name and basic contact info from survivors that are interested in hearing more.	LACAN may consider having the Navigator conduct individual assessments with members or integrating assessments into membership meetings.
Clinical Case Management	CPAF clients receiving community case management services undergo an intake to identify their holistic needs.	Navigator will conduct Collaborative assessment with client before client is connected with an attorney at a partner agency.

Timeline Activities:

Pilot Project – Flag changes that need to be made in partners’ intake process to improve screening for victimization.

Initial Implementation – Partners adapt intake process to better identify survivors in need of wraparound legal assistance.

Expanded Implementation – Partners continue identifying survivors in need of wraparound legal assistance at intake.

Intake and Referral Procedure

Screening - Each organization in the Collaborative will develop a process by which intake screeners flag appropriate clients.
Verbal Introduction – For clients that are eligible for the partners’ services, the agency’s intake staff will introduce clients to the Collaborative by describing the partnership, role of the Navigator, and obtaining verbal consent to introduce client to the Navigator.
Assessment - Case Navigators will further screen clients’ needs and eligibility for the Collaborative wraparound services by filling out the Assessment Tool (Appendix B).
Placement - If it is determined that the client must be referred out to another network partner, the Conflict Check Form (Appendix C) and a Release of Information (Appendix D) must be filled out with the client. No Collaborative Assessment must be filled out by the referring agency. The Navigator will help clients access different organizations in a trauma-informed and culturally competent manner to help ease barriers to seeking assistance. Depending on the situation, the client will remain with the current Navigator or be switched to a Navigator in the partner agency. The agency working with the client will fill out the Collaborative Assessment form.
Joint Collaboration – When more than one organization is working with a client, a conflict check must be completed first. Once that passes, a confidentiality form must be signed by agencies collaborating to meet clients’ holistic needs.

As the Collaborative grows and more organizations become aware of the services provided by the network, the partner agency receiving the outside referral will refer clients into the network through its usual intake procedure. New partners coming into the network will also be trained on the Collaborative’s policies, procedures and tools.

Types of Case Placement

1. *Legal Primary Partner Placement* – In this situation, the goal is to provide wraparound legal assistance to a client the organization would already serve. If a client can be assisted at the primary agency with the assistance of the Collaborative and outside organizations, the client will not need to be referred to another agency within the partnership. The primary agency will consult with appropriate Navigators in the Collaborative to increase its capacity to deal with the case and be able to apply this knowledge to future clients. For example, if legal needs can be met by the primary partner, that partner can reach out to the Collaborative to assist in meeting the holistic social service or language needs of the client. The client will be referred into the Partnership but may not need to be transferred to another agency within the network.
 - a. Once the intake screener flags the client as appropriate for the Collaborative, the client will be connected with a Navigator and fill out a Collaborative Assessment Tool (Appendix B).

2. *Legal Secondary Partner Placement* – If the client is determined to be outside the area of expertise of the primary partner but is appropriate for another partner in the Collaborative, the client can be referred out to a another partner agency. Ex. legal → legal organization or social service → legal organization, This can occur through the following steps:
 - a. Once the intake screener determines that the client is not eligible for services, the screener will gather basic conflict check information (Appendix C) and obtain a Release of Information (Appendix D).
 - b. The Legal Service Matrix (Appendix E) and Service Grid (Appendix F) can help the Navigator determine the appropriate agency referral.
 - c. Navigator will contact the Navigator at the agency client is being referred to in order to complete a conflict check.
 - d. If the conflict check passes, an appointment will be scheduled with Navigator for client to compete partner agency's intake and Collaborative assessment.
 - e. If there are conflicts, the Navigator can reach out to other organizations within and outside of the Partnership to make a referral.
3. *Joint Partner Placement* – If the clients' legal and social service needs are met through the collaboration of more than one partner, the agency that first establishes a relationship with the client will go through the regular intake procedure into the Collaborative and ascertain appropriate partners for collaboration.
 - a. Legal Primary Partner and Legal Joint Partner Placement – The legal primary partner will go through the steps to refer a client into the network. After completing the Conflict Check (Appendix C) and Release of Information (Appendix D), a Legal- Legal Confidentiality Form (Appendix G) form must be filled out.
 - b. Social Primary Partner and Legal Joint Partner Placement – Same as the Legal Primary Partner and Legal Joint Partner Placement except that a Social-Legal Confidentiality Form (Appendix I) must be filled out.
 - c. Legal Primary Partner and Social Joint Partner Placement – Same steps to bring a client in to be served by the network, but no conflict check must be performed and a Legal-Social Confidentiality Form (Appendix H) must be filled out. In bringing in a social service partner to collaborate with on a case, extra care must be taken to explain the limits to confidentiality when working with a social service provider (see Policy on Collaborating with Social Service Providers).
4. *Outside or Unclear Placement* – If a partner, comes across a victim of crime that falls outside the partners' eligibility criteria and has no referrals for the client, the client can be referred to the Collaborative's Internal Survivor Hotline (see Objective C below).

Conflict Check Policy

Completing a conflict check is the first step of making a referral into a legal service organization in the Collaborative. No conflict check is required when referring to a social service organization. No identifying information will be shared during network meetings, eliminating the need for a conflict check.

Policy on Cultural Competency

Cultural competency refers to the practice of being respectful, responsive, adaptive and thoughtful about working with diverse populations.⁵ Culturally competent practice involves assessing the needs of diverse clients and being able to respond to those needs through intentional and respectful strategies. It

⁵ California Rural Legal Assistance & National Center for Lesbian Rights. *LGBT Cultural Competency Training for Legal Aid Services Participant Workbook*.

also means practicing mindfulness to create a culture of respect for the dignity of clients with respect to culture. Cultural competency encompasses identities such as homeless, LGBTQ identities, race, religion, gender identity, migration, language, ability, class and educational level and the intersections of these identities. The Collaborative will practice cultural competence by providing inclusive services, providing knowledge and access and offering relevant legal support. The network will also establish relationships with cultural ambassadors to better reach various groups that are not seeking legal services associated with their victimization.

Language Access Policy and Procedure

The Collaborative is committed to providing culturally competent services that are available in a client's own language. Network partners will be mindful of capacity and relevance of legal need when assessing whether a client should be referred to a Collaborative partner. In general, clients will not be referred solely based on language need. Clients will be referred when they are an overall better fit with the partner agency due to their language and legal needs. If an agency covers the legal need of the client but not the language need, that primary agency will work with the client and consult with partner agencies to better serve the LEP client with culturally specific referrals and language support as necessary.

As part of Navigator's role in helping clients maneuver the system, the language section of the Service Grid (Appendix F) can be referred to when working with an LEP client that has a language need not covered by the Navigator's agency. This gives Navigators a list of organizations and their language capacity. The following principles will be upheld:

- Ongoing language services shall be provided to any client upon reasonable request at no cost.
- The use of adult family or friends as interpreters is discouraged.
- The preferred method of providing services to LEP clients is to use bilingual advocates that are proficient in the client's preferred language. Bilingual staff, however, should not be overburdened with cases, nor should LEP clients experience delays in service due to unavailability of bilingual staff.

Below are some tips in screening an LEP survivor:

- 1) Once a client walks or calls in, identify the language and ask the client to wait while an interpreter is called according to your organization's policy and protocol.
- 2) If no one is available, use a telephonic service.
- 3) With the interpreter assess the client's needs.

If the screening process determines that a client is eligible for the network, follow these steps:

- 1) Refer to the Service Grid (Appendix F) for list of staff and their languages.
- 2) Work with appropriate Navigator partner to determine whether client should be referred to agency with language capacity.
 - a. If client is to be referred, send Release of Information (Appendix D) and make an appointment for client to speak/meet with referring agency
 - b. If client will stay with screening agency, arrange a time to complete Assessment Tool (Appendix B) and fill out Confidentiality Forms with interpreter from partner agency.
 - c. Coordinate times with interpreter to follow up with client's needs.

Policy and Procedure on Collaborating with Mandated Reporters

As the Collaborative develops a network to provide holistic care centered on crime survivors' legal needs, it is inevitable that partnering with various social service and health care providers will be necessary. A partnership between legal and social service providers presents unique challenges due to

the conflicts presented by each profession's ethics. Legal professionals are held to attorney-client privilege to best serve clients while professionals such as social workers, health care providers and law enforcement have mandated reporting requirements when safety issues arise. Although social service providers also have a privileged relationship with clients, there are limits to confidentiality.

- 1) Welfare & Institutions Code for Elder Abuse – Mandatory reporting of physical abuse, neglect, self neglect, sexual abuse, mental suffering, financial abuse, isolation, abandonment or abduction of an elder 65 or older or dependent adult in these circumstances:
 - a. Victim reports the abuse.
 - b. Mandated reporter observes the incident.
 - c. Injury or condition reasonably leads the mandated report to suspect abuse.
- 2) Child Abuse and Neglect Reporting Act – Mandatory reporting of physical abuse, sexual abuse, willful cruelty or unjustified punishment, unlawful corporal punishment or injury and neglect involving anyone under the age of 18.
- 3) Domestic Violence Reporting & California Penal Code 11160 – Health care providers are required to make a report if they provide medical services to a patient whom she or he suspects is suffering from a physical injury due to a firearm or assaultive or abusive conduct.
- 4) Tarasoff Duty to Warn and Ewing v. Goldstein – A therapist has a duty to warn if she or he learns from the client or a family member that the client poses a risk of grave bodily injury to another person.
- 5) California Welfare and Institutions Code Section 5150 – Mandated reporting of a client that is a danger to herself or himself, others, or gravely disabled due to a mental health issue.

The Collaborative's services are centered on survivors' legal needs. Thus, when partnering with social service providers to meet clients' holistic needs, legal service providers have an ethical obligation to disclose the limits of confidentiality when discussing referrals to social service partners. The goal of informing clients of the limits to confidentiality when working with social service partners is to maintain client autonomy, control and choice. Legal providers exploring social service referrals with clients should follow these steps:

- Explain the difference between attorney-client privilege and social service provider's mandated reporting.
- Describe the limits to the confidential relationship with the social service provider with the goal of keeping survivors', their families and the community safe.
- Explain that once a referral is made, social service providers will also describe the limits of confidentiality with clients and work with clients to achieve stability.
- If this serves as a barrier to survivor seeking services, the following options can be explored:
 - Send an email to the social service provider, give a hypothetical client situation, ask how client can be helped
 - Give client options:
 - Give client anonymous 24-hour hotline number to get advice on a situation.
 - Let client know that no report can be made obtaining information on a hypothetical situation.

Objective B. Utilize a case navigator model to help survivors access a wide array of legal and social assistance connected with victimization.

Case Navigator Role

The Case Navigator plays two roles: 1) helping survivors' access the Collaborative's diverse range of legal services and 2) serving as a single point of contact to help other Navigators in the network access organizational expertise and resources. Case Navigators goal in working with survivors is to demystify the process of accessing services and deliver more efficient services in a trauma-informed and culturally competent manner. The assigned Case Navigator will work with the client until the case is closed and help coordinate legal services as well as social services such as accessing government benefits, healthcare and educational opportunities. Furthermore, the Navigator model aims to improve collaboration between partner agencies by building relationships amongst Navigators so that they can reach out for assistance and share resources with each other. Rather than going through the regular, often lengthy channels to connect with an agency, the Navigator helps a client access services faster by referring clients to an actual person rather than to a hotline.

Objective C. Develop a referral hotline for survivors that don't meet partner agency eligibility requirements.

In situations where a partner agency comes in contact with a victim of crime that falls outside of their eligibility criteria and intake screeners are unsure where to refer the client, the client can be referred to the Collaborative's Internal Survivor Hotline at (323) 801-7992.

Internal Survivor Hotline Policy and Procedures

This hotline will be checked by the Coordinator and is reserved for rare circumstances where an agency comes across a survivor that their organization cannot serve and have no other referrals for that client.

1. Survivors can call the hotline from M-F between 9-12pm and can expect a return phone call within 2 work days (Monday through Friday).
2. The Coordinator will try three times on three different days to contact the prospective client.
3. Messages will be left with the number of the hotline and "Legal Aid" name only. In sensitive situations, a message will not be left.
4. When referring prospective clients to organizations outside the network, Coordinator will explain that the referred agencies have their own policy on accepting cases and that they will not accept their case based solely on the fact that they were referred by LAFLA.
5. When referring to a partner within the network, Coordinator will refer directly to a Navigator in the Collaborative.

Goal Two: Strengthen Collaboration to Better Meet Survivors' Holistic Needs

Objective A. Facilitate professional development through training and collaboration.

An important goal of the network is to improve services for survivors of crime by working together to improve and grow services. Since the Collaborative consists of legal, social service, and community organizing agencies that work with various populations across a wide span of issues, the partnership provides an opportunity for agencies to cross-train each other on their respective areas of expertise and to reduce unnecessary referrals. Cross-trainings will be provided during the regular network meetings

with the first hour being dedicated to trainings and the second hour to sharing information with partners. Below is a preliminary list of cross-trainings that will be given by the Collaborative:

- Trauma-informed Care (CPAF)
- Mandated Reporting when Collaborating with Social Service Professionals (CPAF)
- LGBTQ Cultural Competency/LGBTQ Intimate Partner Violence (LA LGBT Center)
- Working with the Transgender Community (LA LGBT Center)
- Language Access (LAFLA)
- Unique Characteristics and Needs of the Homeless Community (LACAN)

Timeline Activities: One training a month starting April 2015.

Objective B. Identify and catalogue a list of resources for survivors of crime.

As the network partners provide holistic legal assistance and operates a hotline for survivors, a growing list of resources for survivors of crime will be developed. As new resources are utilized, Navigators will update resource spreadsheet on shared google docs for all partners to be able to access. Special attention will be paid to cataloguing services provided in languages other than English.

Timeline Activities: Ongoing basis.

Objective C. Introduce new partners into the network.

Service gaps will be continuously monitored as the Collaborative delivers services to survivors of crime. If the service gap can not be met internally by network partners, outside presenters will be invited to provide trainings to Collaborative partners. Additionally as patterns of services gap are assessed, the Collaborative will engage in strategic outreach efforts to build relationships and strengthen the Collaborative. New partners will be formally brought into the network month 3 of Year 1 of implementation. New partners will be trained on Collaborative protocols as they come into the network. Below are areas the Collaborative has identified as potential areas of growth:

- Financial Fraud and Identity Theft (AJ-LA's contact)
- Abuse in Disabled and Elder Adult Communities
- Survivors' Rights Enforcement

Timeline Activities: Ongoing starting month 3.

Goal Three: Increase Network's Impact

Objective A. Conduct outreach to better reach underserved populations.

Due to its organizational diversity, the Collaborative is a great space for outreaching to and serving underserved populations. In addition to inviting outside partners to join the Collaborative, partners will outreach to underserved groups through establishing relationships with cultural ambassadors, conducting trainings to outside groups, and conducting outreach at community events. Below are some organizations the Collaborative will establish stronger relationships with:

- KFAM's Korean Faith-Community Partnership
- API SA CLASP partners (CPAF)
- Thai CDC
- Skid Row Collaborative
- South LA Collaborative
- Church Collaborative

Timeline Activities: Build relationships with cultural ambassadors and conduct community outreach starting month 6 of the first year of implementation.

Goal Four: Evaluate Progress in Creating a Wraparound Legal Assistance Network

Objective A. Test and evaluate forms, policies and procedures during the pilot phase. Develop an evaluation plan during the pilot phase. Obtain OVC approval of evaluation plan.

Timeline Activities: During the pilot phase, the Collaborative will test out implementation and develop an evaluation plan in the following manner:

- a) Test out forms, policies and procedures;
- b) Develop an evaluation plan pending approval by OVC;
- c) Meet at the end of the pilot phase (September 2015), to evaluate effectiveness of the Collaborative and to set goals for Year 1 of implementation.

Objective B. Carry out evaluation plan during Year 1 and 2 of the project.

In addition to the evaluation coordinated by the national study through ICF, the Collaborative will engage in ongoing evaluation of the project and track the successes and challenges to creating a comprehensive, wraparound legal assistance network for survivors of crime.

Evaluation Plan (pending OVC approval)

During the implementation phase, LCS will evaluate their processes and outcomes with support from the research partner, Harder+Company Community Research (Harder+Company). This evaluation serves three primary functions:

1. To demonstrate the impact of the Collaborative
2. To identify areas of strength and for growth, and
3. To improve services for Collaborative clients

Data Tracking Process

Each Collaborative partner organization will track and report client-level data on survivors they serve. This will be accomplished by entering de-identified data into a standardized template with specified data fields or by exporting specified data from their existing organizational databases. At the end of each fiscal quarter, Collaborative partner organizations will submit data on all active clients to the Legal Aid Foundation of Los Angeles (LAFLA). LAFLA will compile the data into a centralized and secure data file. LAFLA will then share the data file with Harder+Company, who will clean and conduct quality assurance checks on the data. A list of the specific data points to be tracked and reported can be found in the table below.

Client-level Data

The following client-level data will be tracked during Year 1 and 2 of LCS implementation:

Client Navigation		
Data Field	Description	Field Type
Client ID (up to 2 IDs)	Client ID is created by the	Open-Ended Field

	Collaborative organization serving the client. If the client is transferred to another Collaborative organization, a second Client ID will also be assigned.	Collaborative organization follows standard protocols to generate unique, de-identified Client ID
Date Accepted Collaborative Services	The date client accepted Collaborative services. Data field will be used to calculate the duration of time Collaborative services are offered.	Date Field
In Network Transfer	The name of the Collaborative partner organization(s) client was transferred to receive additional needed Collaborative social or legal services.	Drop-Down Menu: <ul style="list-style-type: none"> • AAAJ • CPAF • LACAN • LAFLA • LGBT
Legal or Social Service Need Category (Up to 7)	Documents up to 7 of the client's legal and/or social service needs, considering the client's holistic needs. The Navigator will select the client's legal and social services from 16 general service categories.	Drop-Down Menu: <ol style="list-style-type: none"> 1) Access to Care, Services, Benefits 2) Crime & Violence 3) Disability-Related Issues 4) Domestic/Intimate Partner Violence 5) Elder Abuse/Neglect 6) Employment 7) Family Law 8) Financial Fraud/Consumer 9) Hate Crimes 10) Housing/Eviction/Habitability/Slum Housing 11) Immigration 12) Police Misconduct 13) Property Crime 14) Sexual Assault/Rape 15) Trafficking 16) Victim's Rights
Specific Legal or Social Service Need (Up to 7)	The Navigator will document the specific presenting legal/social service needs that fall within the selected categories.	Open-Ended Field
Outside Organization Client was Referred to	If needed, the name of an organization that the client was referred to and which is not part of the Collaborative. Data field will be used to assess whether additional organizations should	Open-Ended Field

	possibly be added to the Collaborative.	
Outside Referral Need	If needed, the reason that the client was referred to an organization that is not part of the Collaborative. Data field will be used to assess client needs that are not currently served by the Collaborative.	Open-Ended Field
Exit Date	The date in which the client exited services and is no longer served by the Collaborative. Data field will be used to calculate the duration of time Collaborative services are offered.	Date Field
Exit Reason	Documents the reason that a client exited services and/or the case is closed.	Drop-Down Menu: <ul style="list-style-type: none"> • Fully Met Legal Service Needs • Partially Met Legal Service Needs • Client Moved or Did Not Follow Up • Client Refused Services
If needs were partially met or not met, please describe.	If applicable, data field documents the reasons that a client's needs could not be fully met.	Open-Ended Field

Client Demographics		
Data Field	Description	Field Type
Age	Documents the age of the client when client is in services.	Open-Ended Field
Gender Identity	Documents the gender identity of the client.	Drop-Down Menu: <ul style="list-style-type: none"> • Male • Female • M to F • F to M • Not Disclosed • Other
Sexual Orientation	Documents the sexual orientation of the client.	Drop-Down Menu: <ul style="list-style-type: none"> • Heterosexual • Bisexual • Gay • Lesbian • Questioning/Unsure • Not Disclosed

		<ul style="list-style-type: none"> • Other
Race/Ethnicity	Documents the race of the client when client is in services.	Drop-Down Menu: <ul style="list-style-type: none"> • African-American/Black • American Indian/Alaskan Native • Asian/Pacific Islander • Caucasian/White (non-Hispanic) • Hispanic/Latino • Multi-racial/Multi-ethnic • Other • Not Disclosed
English Language Proficient?	Documents if client is English Language Proficient.	Drop-Down Menu: <ul style="list-style-type: none"> • Yes • No • Not Disclosed
Preferred Language	Documents the preferred language of the client.	Drop-Down Menu: <ul style="list-style-type: none"> • English • Spanish • Chinese • Khmer • Korean • Other • Not Disclosed
Housing Status	Documents that housing status of the client.	Drop-Down Menu: <ul style="list-style-type: none"> • Stable • Unstable • Decline to State
Zip Code	Documents the zip code where the client currently resides.	Numeric Field
Disability	Documents if a client has a disability.	Open-Ended Field

Collaborative Organization Feedback

In addition to client level data, Navigators will submit narrative data twice yearly. The narratives will generally focus on experiences with clients as well as the Navigators' own experiences within the Collaborative. Specifically, navigators will respond to the following questions:

1. Please explain any successes and/or challenges your organization has faced in providing services to Collaborative clients in the last 6 months (E.g. gaps in service, good stories).
2. Please explain any successes and/or challenges your organization has faced in working with Collaborative partners in the last 6 months.

Analysis and Reporting Out

The data will be analyzed by Harder+Company and the results reviewed by the Collaborative on a regular basis at Collaborative meetings. It is anticipated that the data will facilitate discussions of implementation issues such as:

- How many clients the Collaborative is serving
- Length of time that clients stay in Collaborative services
- The legal and social services most needed by Collaborative clients
- Which Collaborative partners clients work with to meet particular legal and social service needs
- Legal or social service needs not currently offered by the Collaborative
- Potential organizations the Collaborative could partner with to address legal or social service needs not offered at the Collaborative
- Whether clients' holistic legal and social service needs are met by the time the client exits Collaborative services
- Reasons client needs were not fully met by the time the client exited the program.
- Demographics of clients served by the Collaborative, particularly relating to the communities that were the focus of the Needs Assessment (e.g. communities of color, LGBTQ, people with disabilities, people with Limited English Proficiency)

This data will also be available to meet grant reporting requirements and support future funding applications.

Timeline Activities: Network partners will submit client-level data on a quarterly basis and narrative reports semi-annually. The Collaborative will also analyze data at the end of Year 1 to discuss lessons and to set goals moving forward.

Activities Timeline Phase 1: Pilot Project

	Month											
	M1	M2	M3	M4	M5	M6						
I. Goal One: Leverage Resources to Improve Wraparound Legal Assistance to Survivors of Crime												
Task 1. Meet survivors' holistic needs through referral within and outside of the network. Test forms, policies and procedures. Month 1 through 6: Train 6 Navigators.												
Task 2. Test Case Navigator model to help survivors access a wide array of legal and social needs connected with victimization. Month 1 through 6: Provide wraparound legal assistance to ___ survivors of crime.												
Task 3. Develop a referral hotline for survivors that don't meet partners' eligibility requirements.												
II. Goal Two: Strengthen Collaboration to Better Meet Survivors' Holistic Needs												
Task 1. Facilitate professional development through training and collaboration. Monthly meeting with training.												
Task 2. Identify and catalogue a list of resources for survivors of crime. Partners update list on google docs.												
Task 3. Introduce new partners into the network (begin phase 2).												
III. Goal Three: Increase Network's Impact												
Task 1. Conduct outreach to better reach underserved populations (begin Year 1).												
IV. Goal Four: Evaluate Progress in Reaching Goals												
Task 1. Evaluate ability to reach goals in preparation for full implementation.												

Activities Timeline Phase 2: Year 1 Initial Implementation

	Month											
	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
I. Goal One: Leverage Resources to Improve Wraparound Legal Assistance to Survivors of Crime												
Task 1. Meet survivors' holistic needs through referral within and outside of the network.												
Task 2. Provide wraparound legal assistance to ___ clients in the second year. <u>Month 1-3. Provide wraparound services to ___ clients.</u> <u>Month 4-6. Provide wraparound services to ___ new clients.</u> <u>Month 7-9. Provide wraparound services to ___ new clients.</u> <u>Month 10-12. Provide wraparound services to ___ new clients.</u>												
Task 3. Develop a referral hotline for survivors that don't meet partners' eligibility requirements. Provide referrals to ___ survivors. <u>Month 1-3. Provide referrals to noneligible clients.</u> <u>Month 4-6. Provide referrals to noneligible clients.</u> <u>Month 7-9. Provide referrals to noneligible clients.</u> <u>Month 10-12. Provide referrals to ___ new clients.</u>												
II. Goal Two: Strengthen Collaboration to Better Meet Survivors' Holistic Needs												
Task 1. Facilitate professional development through training and collaboration. Ongoing basis. Email updates, shared google documents. Monthly Navigator/Steering Committee meetings – One hour training and one hour Collaborative meeting. 12 different training topics to improve wraparound legal assistance.												
Task 2. Identify and catalogue a list of resources for survivors of crime. Ongoing basis through shared google spreadsheet. Monthly meetings to discuss resources for clients.												
Task 3. Introduce new partners into the network. Month 3 on.												
III. Goal Three: Increase Network's Impact												
Task 1. Establish relationships with cultural ambassadors to better reach underserved communities. <u>Month 6 and 10. Meet with 2 cultural ambassadors.</u> <u>Month 7 and 10. Educate 2 groups working with underserved communities.</u> <u>Month 8 and 12. Conduct outreach at 2 community events.</u>												
IV. Goal Four: Evaluate Progress in Reaching Goals.												
Task 1. Evaluate Year 1 of the Project. Quarterly and semi-annual evaluation of Year 1 goals.												

Activities Timeline Phase 3: Year 2 Expanded Implementation

	Month							
	M1	M2	M3	M4				
Goal One: Leverage Resources to Improve Wraparound Legal Assistance to Survivors of Crime								
Task 1. Meet survivors' holistic needs through referral within and outside of the network.								
Task 2. Provide wraparound legal assistance to ___ clients in the third year. Month 1-3. Provide wraparound services to ___ new clients. Month 4. Provide wraparound services to ___ new clients.								
Task 3. Develop a referral hotline for survivors that don't meet partners' eligibility requirements. Month 1-3. Provide referrals to noneligible clients. Month 4. Provide referrals to noneligible clients.								
I. Goal Two: Strengthen Collaboration to Better Meet Survivors' Holistic Needs								
Task 1. Facilitate professional development through training and collaboration. Ongoing basis. Email updates, shared google documents. Monthly Navigator/Steering Committee meetings – first hour training, second hour Collaborative meeting. 6 wraparound topics & 6 service gap areas.								
Task 2. Identify and catalogue a list of resources for survivors of crime. Ongoing basis through shared google spreadsheet. Monthly meetings to discuss resources for clients.								
Task 3. Introduce new partners into the network. Monthly: Invite partners to monthly meetings.								
II. Goal Three: Increase Network's Impact								
Task 1. Conduct outreach to better reach underserved communities. Month 1 and 3. Meet with 1 cultural ambassadors. Month 2. Educate 1 group working with underserved communities. Month 3. Conduct outreach at a community event.								
III. Goal Four: Evaluate Progress in Reaching Goals.								
Task 1. Evaluate Year 3 as well as overall project.								

Appendix A: Contact List

Name	Organization	Role/Position	Phone	Email
Joann Lee	LAFLA	Project Director, API Unit Directing Attorney	323-801-7976	jlee@lafla.org
Lucy Oh	LAFLA	Navigator, Project Coordinator, Social Worker	323-801-7992	loh@lafla.org
Michael Ortiz	LAFLA	Special Counsel on Immigrant Affairs	213-640-3921	mortiz@lafla.org
Becky Dennison	LACAN	Navigator, Co-Director	213-228-0024	BeckyD@cangress.org
Pete White	LACAN	Co-Director	213-228-0024	petew@cangress.org
Steve Diaz	LACAN	Navigator	213-228-0024	steved@cangress.org
Diane Trunk	LACLU	Managing Attorney	323-980-3500 x.44	diane@lclj.org
Anthony Roh	AJ-LA	Interim Navigator, Direct Services Director	213-977-7500 x.808	aroh@advancingjustice-la.org
Carolyn Kim	AJ-LA	Project Director, Asian Language Legal Intake P	213-977-7500 x.222	ckim@advancingjustice-la.org
Gloria Ho	AJ-LA	Navigator/Housing Preservation Proj Coordina	213-241-0287	gho@advancingjustice-la.org
Giff(Thuwadara) Goldman	AJ-LA	Navigator/Legal Advocate/Thai speaker	213-241-8865	tgoldman@advancingjustice-la.org
Debra Suh	CPAF	Executive Director	323-653-4045 x.318	debras@cpaf.info
Ellen Hong	CPAF	Associate Director	310-784-2525 x.108	ellenh@cpaf.info
Mieko Failey	LA LGBT Center	Domestic Violence Legal Advocacy Project Mar	323-860-3724	mfailey@lalgbtcenter.org
Marco Miranda	LA LGBT Center	Operations Mgr/Legal Clinic	323-860-3710	mmiranda@lalgbtcenter.org
Anabel Martinez	LA LGBT Center	Lead Client Advocate/Navigator	323-860-3716	amartinez@lalgbtcenter.org
Roger Coggan	LA LGBT Center	Director		rcoggan@lalgbtcenter.org

Legal Collaborative for Survivors

Legal/Case Management Assessment

Last Updated 4.10.15

**Please complete after agency's intake is complete. Keep a copy for agency's records and give a copy to referring agency.*

ADDITIONAL SCREENING QUESTIONS

Because many people experience different types of crime in their lives it's something we ask about. Have you experienced any of the following that you may need help with? When did it occur?

*Financial fraud (ex. identity theft, real estate fraud, unauthorized practice of law). ☐ Yes ☐ No

*Violent crimes (ex. assault, sexual assault, homicide, domestic violence)? ☐ Yes ☐ No

*Hate crimes based on your race, color, national origin, sexual orientation, gender or disability? ☐ Yes ☐ No

*Abuse by positions in power (landlord/employment issue)? ☐ Yes ☐ No

*Trafficking (forced labor/sex work)? ☐ Yes ☐ No

CASE INFORMATION

Referred By: _____ Date of Referral: _____

Client's Name: _____ Telephone: _____

DOB: _____ Current Age: _____ Age at time of Victimization: _____ Msgs ok? ☐ Yes ☐ No

Address/Area of Residence: _____

Date of Offense: _____ Date Crime Reported to Law Enforcement: _____

Case Number(s):

☐ Police Report Number ☐ Criminal Court Case # ☐ Civil Case # ☐ Unknown

Has the client given permission to be contacted by a network Case Navigator? ☐ Yes ☐ No

Is this referral urgent? ☐ Yes (If yes, please explain below.) ☐ No

DEMOGRAPHIC DATA and SPECIAL SERVICE CONSIDERATIONS

Gender Identity: _____ Sexual Orientation: _____

Race/Ethnicity: _____ Relationship Status: _____

Translation Needed: ☐ Yes ☐ No Preferred Language: _____

Disability Status (wheelchair, hearing, visual, etc): _____

LEGAL NEEDS

Please check all issues relevant to client's case:

Access to Care, Services, Benefits

☐ Government Benefits _____

☐ Health Access (Medi-Cal, Medicare, ACA issues)

☐ Language Access

☐ Veteran's Benefit

Crime and Violence

☐ Assault/Battery

☐ Drug/Gang-related Violence

☐ Murder /Manslaughter

Disability-related Issues

- ☐ Accessing Services
- ☐ Lack of Accommodation

DV / SA / Rape

- ☐ Family Law Issues
- ☐ Immigration Issues
- ☐ Restraining Order

Elder Abuse / Neglect

- ☐ Conservatorship
- ☐ Restraining Order

Employment

- ☐ Discrimination/Harassment
- ☐ Wage Claims
- ☐ Workers Compensation

Family Law

- ☐ Child Support / Spousal Support
- ☐ Custody / Visitation
- ☐ Divorce / Dissolution
- ☐ Paternity

Financial Fraud / Consumer

- ☐ Bankruptcy
- ☐ Identity Theft
- ☐ Mortgage Fraud
- ☐ Vocational School Fraud

Hate Crimes

- ☐ Based on Gender / Race / Religion / Sexual Orientation (Please circle one)

Housing / Eviction / Slum Housing

- ☐ Rent Control Violations
- ☐ Slum / Habitability Issues
- ☐ Unlawful Detainer Defense

Immigration

- ☐ Asylum
- ☐ Deportation/Removal Hearing
- ☐ Family-based
- ☐ Naturalization
- ☐ Special Immigrant Juvenile Status (SIJS)
- ☐ T or U Visa (Please circle one)
- ☐ VAWA (Please circle one)

Police Report

- ☐ Need Assistance Reporting
- ☐ No Police Report Taken

Trafficking

- ☐ Forced Labor
- ☐ Sex Work

Victims Rights

- ☐ Compensation
- ☐ Other Rights Enforcement during Criminal Proceedings
- ☐ Restitution

Other needs: _____

BRIEF SUMMARY of CONCERN for CASE MANAGEMENT

Please check all issues relevant to client's case:

- | | |
|--|---|
| <input type="checkbox"/> Basic Needs / Food / Income | <input type="checkbox"/> Family / Parenting / Child care |
| <input type="checkbox"/> DV/SA/ Stalking / Safety / Shelter | <input type="checkbox"/> Housing / Homelessness |
| <input type="checkbox"/> Comprehension / Cognitive functioning | <input type="checkbox"/> Mental health / Suicide / Trauma |
| <input type="checkbox"/> Court Support: _____ | <input type="checkbox"/> Mobility / Transportation |
| <input type="checkbox"/> Disability-related issues | <input type="checkbox"/> Physical health |
| <input type="checkbox"/> Education / GED / ESL | <input type="checkbox"/> Public benefits application |
| <input type="checkbox"/> Employment / Job training / Resume | <input type="checkbox"/> Substance use |
| | <input type="checkbox"/> Social support / Spirituality |

BRIEF SUMMARY of LEGAL CASE

Please describe the legal issues:

Please describe the client's objective:

Please describe the anticipated course of representation:

Please describe below any ways in which the client has difficulty participating effectively in his/her representation or any other problems that may interfere in the representation.

BRIEF SUMMARY of SOCIAL SERVICE NEEDS

Please describe the social service needs:

FOLLOW UP

Placed within a single partner agency to: _____

Name of Partner(s) and Navigator

Placed within Collaborative to: _____

Name of Partner(s) and Navigator

☐ Both Case Navigation and Legal Services ☐ Language Support

Place outside of Collaborative to: _____

Agency Referred to

☐ Case Management ☐ Legal Services

Name of staff filling out form: _____ **Date:** _____

***Note:** If you have questions, please contact Lucy Oh at loh@lafla.org directly.

Appendix C: LEGAL COLLABORATIVE FOR SURVIVORS: CONFLICT CHECK FORM

Date:

Referral Source	Client's Name	Opposing Party's Name
Relationship to Victim	Client's DOB	Opposing Party's DOB

Appendix D: Legal Collaborative for Survivors Release of Information for Partnership Placement Form

On behalf of: _____
Name of Client

1. Non-Representation: I understand and acknowledge that the Legal Collaborative for Survivors may investigate the facts in my case for possible placement with a partner agency but will NOT represent me in my case unless specifically set forth in a separate retainer agreement.

2. Partner Agency: I authorize _____ to try to find legal assistance for me in this case. I understand and acknowledge that _____ may not be able to find a partner to take my case and that I should continue to look for assistance myself. If _____ is able to find an agency to take my case, I will not have to pay a legal fee to the agency, but I must pay any court costs if I do not qualify to have them waived.

3. Release of Information: I understand that in order for _____ to place my case with a partner agency, _____ must provide the partner agency with specific information about my case. That information may include: a brief description of the facts of my case; my name and address; the other parties' names and addresses; and names and addresses of any potential witnesses. I authorize _____ to give this information to potential partner agencies. I waive (give up) attorney-client privilege to this information to the extent required. The partner agency will only use this information in order to determine if they can represent me in my case.

4. Consultation between _____ and Partner Agencies: If a partner agency agrees to represent me in this case, I agree to allow the partner agency who will represent me to talk to _____ about my case. I agree to the exchange of information and documents between _____ and the partner agency in order for _____ to provide assistance to the partner agency.

Signature of Client

Date

Print Name

Signature of Witness

Date

Print Name

Appendix E: Legal Service Matrix

	Housing			Immigration						
	Eviction Defense	Foreclosure	Habitability	Citizenship/Naturalization	DACA	Violence Based Visas	Asylum/Refugee	Family Based Petitions	Removal Proceedings	Temporary Protected Status
Advancing Justice - Los Angeles	Limited (Not a formal service offered)	Yes (Representation)	No	Yes (Representation, self-file)	Yes (Representation, self-file)	Yes (Representation)	No	Yes (Fee for Service)	No	No
Center for the Pacific Asian Family	Emergency/Transitional Housing for DV. All other Housing issues refer to legal aid			Refer to legal aid						
Los Angeles Center for Law and Justice	Education Only	No	Education Only	No	Yes	Yes (Representation)	No	No	No	No
Los Angeles Community Action Network*	Refers to LAFLA Shriver Project	Legal Clinic for individual community members. For impact litigation, may refer to LAFLA, Inner City Law, or other legal aid		Legal Clinic						
Legal Aid Foundation of Los Angeles	Eviction Defense Center - Mostly Advice & Council Shriver Project - Representation	Yes (Representation is limited)	Yes	Limited (prioritize existing clients)	Yes, for existing clients (mostly those with DV/SA/Trafficking or potential U eligibility)	Yes	Yes	Limited (prioritize existing clients)	Yes (Representation, priority on victimization cases - DV/SA, asylum/refugee, Trafficking/U Visa)	Yes, for existing clients
Los Angeles Lesbian, Gay, Bisexual and Transgender Center†	Legal Clinic and/or referrals to other legal aids, pro bono attorneys, in-house programs			Legal Clinic and/or referrals to other legal aids, pro bono attorneys, in-house programs		Yes - representation for U-Visa cases	Yes (Starting Sept 1, 2014) - Representation for Asylum cases.	Legal Clinic and/or referrals to other legal aids, pro bono attorneys, in-house programs		

Appendix F: Service Grid

Agency	Priority Population	Fees	Languages	Legal Services Offered	Non-Legal Services Offered
Advancing Justice - Los Angeles	Prioritize low income communities who have challenges around language access and immigration status.	Only for family-based immigration petitions.	Chinese, Khmer, Korean, Thai, Vietnamese, English Plus	Advice & Counsel Representation Impact Litigation	Referrals to social services Policy Leadership development (parents & youth)
Center for the Pacific Asian Family	Prioritize low income communities who have violence-related crises and challenges around language access.	No	Most API languages	Fax filing for restraining orders and supportive Legal Services: Advocacy, court accompaniment, transportation to court.	Emergency & Transitional Housing Crisis Hotline Counseling (short-term) Sexual Assault Response Team Case Management: Referrals to other services (including legal), supportive legal services.
Los Angeles Center for Law and Justice	Prioritize low income communities who have challenges around relationship violence, language access and immigration status.	No	English/Spanish	Advice & Counsel Representation Education	Case management for young adult program. Referrals to social services On-site social work interns Education & Training
Los Angeles Community Action Network	Prioritize low income communities who have an interest in Downtown and South Los Angeles.	No	English/Spanish	LAFLA-LACAN Legal Clinic Representation Assistance with paperwork (based on community member expertise) Advocacy Education	Community Organizing/Civic Engagement Policy Education & Training
Legal Aid Foundation of Los Angeles	Prioritize low income communities.	No	Spanish, English, Chinese, Khmer, Korean, Thai, Vietnamese, Japanese. Access to language bank.	Advice & Counsel Representation Legal Clinics & Self-Help Centers Impact Litigation & Policy Work Education	Referrals to social services On-site social workers Specialized CalWORKs and Veteran's case management program
Los Angeles Lesbian, Gay, Bisexual and Transgender Center†	Prioritize members of LGBTQ community.	Some, limited fees. Can be waived.	English/Spanish Translation Service Available	Legal Clinic (Referrals to Lawyer Referral Service, ProBono, Other Legal Aids, In-House Programs) Assistance with paperwork Education Advocacy	Case management services: referrals to other LA LGBT Center services, other service providers Education & Training

Appendix G: Legal-Legal Collaboration Confidentiality Agreement Form

The _____ (“Counsel”) provides legal representation to individuals who have been victims of crime and seek assistance. Counsel is ethically obliged to maintain the confidentiality of information obtained during the course of our representation pursuant to the attorney-client privilege. The confidentiality of such material may not be waived by the attorney of any of the support staff working with the attorney.

In addition, Counsel may conduct interviews and/or prepare materials during the course of any specific case, or in preparation or investigation of litigation. Such materials, and any communications related to the litigation, are presumptively protected by the attorney-work product privilege.

Partner Agency, _____, has agreed to work with Counsel and any other attorneys associated on the case to help provide holistic legal and social services. You may learn confidential information that is related to the clients or the legal strategy of the attorneys. Such information is presumed to be subject to an attorney-client privilege and/or an attorney work-product privilege.

To maintain the necessary confidentiality, Partner Agency _____ agrees to the following:

1. The presumption is that all information regarding potential clients is subject to confidentiality unless an attorney explicitly says its not. In the interest of protecting confidentiality, attorney-client privilege and attorney work-product privilege, you agree not to write about the facts you learned in your role. This includes emailing, blogging, tweeting, posting on a website, Facebook or other print, electronic or social media. This does not apply to video or photographs provided to you by other individuals.
2. All information collected by you while working on this case, including any video or photographs, is to be turned over to Counsel after receipt by you when necessary without editing.
3. It is important that the attorneys and other professionals, whether paid or voluntary, not make statements adverse to the positions of the clients or the agreed upon legal strategy, or which put at issue the confidentiality of any information and/or discussions subject to any attorney-client or attorney work-product.

Client Name: _____

Date: _____

Primary Agency Staff Signature: _____

Print Name: _____

Secondary Agency Staff Signature: _____

Print Name: _____

On behalf of Partner Agency _____

On behalf of Partner Agency _____

Appendix H: Legal-Social Collaboration Confidentiality Agreement Form

The _____ (“Counsel”) provides legal representation to individuals who have been victims of crime and seek assistance. Counsel is ethically obliged to maintain the confidentiality of information obtained during the course of our representation pursuant to the attorney-client privilege. The confidentiality of such material may not be waived by the attorney of any of the support staff working with the attorney.

In addition, Counsel may conduct interviews and/or prepare materials during the course of any specific case, or in preparation or investigation of litigation. Such materials, and any communications related to the litigation, are presumptively protected by the attorney-work product privilege.

Partner Agency, _____, has agreed to work with Counsel and any other staff associated on the case to help provide holistic legal and social services. You may learn confidential information that is related to the clients or the legal strategy of the attorneys. Such information is presumed to be subject to an attorney-client privilege and/or an attorney work-product privilege.

To maintain the necessary confidentiality, Partner Agency _____ agrees to the following:

4. The presumption is that all information regarding potential clients is subject to confidentiality unless an attorney explicitly says its not. In the interest of protecting confidentiality, attorney-client privilege and attorney work-product privilege, you agree not to write about the facts you learned in your role. This includes emailing, blogging, tweeting, posting on a website, Facebook or other print, electronic or social media. This does not apply to video or photographs provided to you by other individuals.
5. All information collected by you while working on this case, including any video or photographs, is to be turned over to Counsel after receipt by you when necessary without editing.
6. It is important that the attorneys and other professionals, whether paid or voluntary, not make statements adverse to the positions of the clients or the agreed upon legal strategy, or which put at issue the confidentiality of any information and/or discussions subject to any attorney-client or attorney work-product.
7. There are exceptions with respect to mandated reporting requirements:
 - a. When client is a danger to self (suicidal) or unable to take care of self (gravely disabled);
 - b. When there is a serious threat to harm another person’s life; and
 - c. Where there is suspicion that a child or vulnerable adult is being abused.

Client Name: _____

Date: _____

Primary Agency Staff Signature: _____

Print Name: _____

Secondary Agency Staff Signature: _____

Print Name: _____

On behalf of Partner Agency _____

On behalf of Partner Agency _____

Appendix I: Social-Legal Collaboration Confidentiality Agreement Form

The _____ (“Social Service Agency”) provides holistic care to individuals who have survived crime and seek assistance. _____ is ethically obliged to preserve and protect the confidentiality of information obtained during the course of the privileged relationship. The confidentiality of such material may not be waived by the social service staff or any support staff unless mandated reporting issues are disclosed by survivors.

Legal Partner Agency, _____, (“Counsel”) has agreed to work with social service staff and any other partners associated on the case to help provide holistic legal and social services. Counsel provides legal representation to individuals who have been victims of crime and seek assistance. Counsel is ethically obliged to maintain the confidentiality of information obtained during the course of representation pursuant to the attorney-client privilege. The confidentiality of such material may not be waived by the attorney or any support staff working with the attorney.

In addition, Counsel may conduct interviews and/or prepare materials during the course of any specific case, or in preparation or investigation of litigation. Such materials, and any communications related to the litigation, are presumptively protected by the attorney-work product privilege.

Client Name: _____ Date: _____

Primary Agency Staff Signature: _____ Secondary Agency Staff Signature: _____

Print Name: _____ Print Name: _____

On behalf of Partner Agency _____ On behalf of Partner Agency _____