

Table of Contents

I. INTRODUCTION.....1
II. NEEDS ASSESSMENT.....4
III. SCOPE.....7
IV. DEPLOYMENT.....35
V. EXPANSION.....44
VI. PROJECT CHALLENGES.....44
VII. BUDGET.....45
VIII. POLICIES AND PROTOCOLS.....49
IX. APPENDIX.....51

I. Introduction

1) Background

The City of Denver has a well-established victim services culture that exemplifies meaningful collaboration. Since 1997, the Denver District Attorney’s Office has successfully facilitated the Victim Services Network (“VSN”), a collaborative network that connects and supports agencies and communities in providing innovative, seamless and integrated services to victims of crime in Denver, Colorado. Leaders from over 40 public and private agencies unite to provide expertise in their area of victims’ services, as well as to provide relevant cross-training in order to stay abreast of emerging issues in victim services and ensure the accuracy of referrals. VSN agencies have identified a widening gap in legal services to victims. An essential next step in the development of effective collaboration in the Denver victim services community is a focus specifically addressing gaps in legal services for crime victims.

In 2012, upon being awarded the OVC Wraparound Grant, Rocky Mountain Victim Law Center (“RMVLC”), in completion of the first objective of the FY 2012 Wraparound Victim Legal Assistance Network Demonstration Project (“the Denver Wraparound Legal Services Project,” “WLSP,” or “the Project”)¹ formed a Steering Committee to guide the vision for WLSP. VSN is one of the nine original Steering Committee members. The combination of the members of the Steering Committee, along with the 40 members of VSN, provides a stable foundation for the implementation and expansion of WLSP. The funding provided by the Office for Victims of Crime (“OVC”) will build on the existing collaborative foundation of the Denver victim services community to effectively develop and administer the model to deliver comprehensive wraparound legal services.

¹ The Wraparound Victim Legal Assistance Network Demonstration Project, in its entirety, will hereinafter be referred to as the “Denver Wraparound Legal Services Project,” “WLSP,” or “the Project.” WLSP, commenced on November 1, 2012 and ended on January 31, 2014, will hereinafter be referred to as “Year 1.” Fiscal Year 2013 of WLSP, which commenced on February 1, 2014 and will end on January 31, 2015, will hereinafter be referred to as “Year 2.” Fiscal Year 2014 of WLSP, which will commence on February 1, 2015 and end on January 31, 2016, will hereinafter be referred to as “Year 3.”

During the past two years of WLSP, the Denver community has become more aware, engaged, and supportive of WLSP. During Years 1 and 2, key WLSP partners emerged from the Denver legal community. For example, the Colorado Bar Association (“CBA”), which spearheads the Modest Means Task Force² and staffs the Access to Justice Commission,³ became a member of the Steering Committee. The CBA’s participation ensures that the model developed in Year 2 will expand with the support of the Denver private legal community.

In addition, in furtherance of WLSP, RMvlc has continued to foster long-term strategic victim services relationships by participating in topic specific consortiums, specifically, the SOS Project,⁴ the Sexual Assault Interagency Council,⁵ the Denver Anti-Trafficking Alliance,⁶ and the Rose Amond Domestic Violence Center.⁷ These groundbreaking collaborations address some of the most pressing victims’ issues.

During Years 1 and 2, a Needs Assessment was conducted to evaluate the gaps and strengths in legal services to crime victims. Numerous direct service provider organizations and private attorneys participated in the Needs Assessment.⁸ Notwithstanding Denver’s stable foundation of collaboration among the majority of direct service providers, the Needs Assessment, set forth in detail below, identified evidenced based gaps in legal services to crime victims. The gaps identified by the Needs Assessment provided much needed guidance and confirmation for the creation of the Pilot Phase of WLSP.

With the information gained from the Needs Assessment, the members of the Steering Committee have rallied to develop a model for closing the identified gaps. The Denver community is engaged, accessible, and enthusiastic about WLSP and its implementation. Denver is truly the ideal jurisdiction to implement and expand a robust model to deliver seamless, holistic, comprehensive wraparound legal services to victims of crime.

² The Modest Means Task Force, a subcommittee of the Colorado Bar Association, studies and shares service to the moderate-income client.

³ The Colorado Access to Justice Commission’s purpose is to develop, coordinate, and implement policy initiatives to expand access to civil legal matters.

⁴ The SOS Project, developed in collaboration with the Denver District Attorney’s Office, bridges RMvlc and the Denver District Attorney’s Office to assist victims of crime and educate on victims’ rights.

⁵ The Sexual Assault Interagency Council is a consortium of various agencies and organizations providing services to individuals who have been sexually assaulted.

⁶ The Denver Anti-trafficking Alliance is a consortium of agencies and organizations joined together to create a victim-centered, multidisciplinary response to human trafficking in Denver.

⁷ Rose Amond Center is a “wrap-around” service delivery model to provide domestic violence victims with one central location for coordinated services involving 25 distinct agencies.

⁸ Pursuant to FY 2012 Wraparound Victim Legal Assistance Network Demonstration Project, RMvlc was charged with conducting a needs assessment to identify the gaps in legal services to crime victims in the City and County of Denver (“Needs Assessment”). RMvlc contracted with the University of Denver, Psychology Department, to conduct the Needs Assessment.

2) Mission

The Denver Wraparound Legal Services Project is a united network dedicated to identifying gaps in legal services for crime victims in Greater Denver, and closing those gaps by providing relevant education, and supporting skilled, wraparound, legal services for crime victims.

3) Vision

Every crime victim will have the ability to get their legal needs met.⁹

4) Purpose

The Denver Wraparound Legal Services Project's goal is to develop a comprehensive and replicable model for delivering wraparound legal services to crime victims, which meets the legal needs that arise in connection with their victimization.

5) Values

WLSP's values serve as a compass for this project, guiding every decision made.

Consistency

- WLSP will ensure that victim service providers know where to get different types of legal help, and who does what in the WLSP network of legal and non-legal service providers.

Wraparound Services

- Wraparound services means victims will not have to wait to access legal services.
- WLSP creates victim access to a continuum of legal services based on their needs, and ensures victims of crime have access to on-line legal information to aid in self-advocacy and finding legal services.

Respect and Sensitivity

- Victims will experience a trauma-informed, thorough intake at any victim service agency within the WLSP network.

Education and Support

- Educate the community service providers about crime victims' legal needs and resources.
- Educate the judiciary about crime victims' legal needs and resources.
- Educate law enforcement and other members of the criminal justice system about the legal needs of crime victims.
- Educate victims about common legal needs and resources so they can advocate for themselves.

Sustainability and Growth

- The coordinated WLSP network will replicate what works and sustain collaboration.

⁹ To be sensitive to gender identification, WLSP will use "their" or "they" in place of he and she.

II. NEEDS ASSESSMENT

During Years 1 and 2, a three-phase Needs Assessment was implemented by the Principal Researcher, in consultation with the Steering Committee, to identify the gaps and strengths in legal service needs in the Denver Metro area that arise out of victimization (e.g., domestic violence and sexual assault; child abuse and neglect; elder abuse; human trafficking). Phase 1 involved interviews with 25 representatives from organizations that provide legal services for crime victims or work on crime-victim and related issues in some capacity (e.g., through research, education, or policy). Phase 2 involved 15 focus groups with 88 diverse individuals (including Spanish speakers) exposed to crime or who knew someone well (such as a loved one) exposed to crime. To ensure focus groups reflected legal needs across the lifespan, three groups were comprised of volunteers who worked closely with child or older adult crime victims. Based on analysis of transcripts from Phases 1 and 2, a survey instrument to assess perceptions of legal needs and barriers to getting legal needs met following crime was developed. In Phase 3, 114 diverse individuals exposed to crime or who knew someone well (such as a loved one) exposed to crime, and 122 professionals working with crime victims, completed the survey.

Drawing on diverse samples of participants across the three phases of study, the Needs Assessment findings revealed crime victims have interconnected and complex legal needs that span civil and criminal systems, and face a host of barriers to getting their legal needs met. Data from this multi-method assessment converge on four primary problems that reflect inadequate 1) information/knowledge about legal issues; 2) resources and funding; 3) trauma-informed, victim-sensitive, and victim-centered approaches; and 4) system coordination.

1) Problem 1: Lack of Information/Knowledge

In focus groups, crime victims reported great difficulty accessing information about legal issues as well as problems with inconsistency and/or inaccuracy in information received from service providers. Focus group participants highlighted the urgent need for accessible information about legal terms and procedures. They described difficulty asking for help and seeking services when they did not understand the legal terms and systems in play. Focus group participants emphasized the importance of web-based resources (website, videos available on the Internet) that could be open to victims (regardless of whether they were enrolled in services at a particular agency) and that used accessible language. The sentiments from focus groups about lack of information were clearly supported in the survey data, which revealed that both crime victims and professionals perceived information barriers as serious problems. The survey data revealed particular concerns about the timing of information (e.g., that information given in the aftermath of the crime might be lost/forgotten when needed later), lack of

awareness about services, lack of knowledge about crime victim rights, and insufficient legal clinics/workshops/educational opportunities.

2) Problem 2: Lack of Resources and Funding

In both interviews and focus groups, participants – professionals and victims – described the stresses and pressures of accessing and providing legal services in environments of limited resources. There was widespread recognition among participants that low-income legal service providers do not have adequate staffing given the volume of need in the Denver area, and that individual victims do not have the personal resources to seek out private attorneys. Beyond a general recognition of the need for more legal professionals, focus group participants talked about limited resources across service agencies (legal and otherwise) that make it difficult for providers to take adequate time with individuals and for professionals to get the relevant training they need to help victims effectively interface with legal systems. Focus group participants recognized the importance of training resources for service providers and the value in having adequate staffing and support. Focus groups also illustrated the interaction of larger resource and economic issues with legal service needs. All of these findings were supported in the survey data, in which participants noted significant barriers to getting legal needs met, such as inadequate legal resources (e.g., insufficient availability of guardians ad litem and low-cost attorneys); long waitlists; impediments to accessing services (either physically getting to service locations or lack of technology); and difficulty getting basic needs met.

3) Problem 3: Lack of Trauma-Informed, Victim-Sensitive, and Victim-Centered Approaches

Data from the interviews and focus groups made clear the critical importance of legal services that are trauma-informed, victim-sensitive, and victim-centered. Focus group participants talked about barriers to engaging with the legal system when providers did not understand the impact of trauma and related mental health issues on victims. For example, victims may ask for information multiple times or in multiple formats because cognitive consequences of trauma make the acquisition and retention of information difficult in the aftermath of a crime. Across all three phases of the assessment, both professionals and victims noted that legal professionals often do not appear to know enough about trauma and its consequences, including trauma related to specific crimes such as domestic violence. Adding to this lack of knowledge, the data revealed the need for victim-centered approaches that take into account the social and psychological consequences of crime. For example, lack of social support, discrimination, and shame may interfere with victims' ability to seek out and effectively use legal services.

4) Problem 4: Lack of Legal and Non-Legal System Coordination

In interviews and focus groups, both professionals and crime victims recognized that legal needs intersect and overlap with many other human and social service

needs following crime (e.g., mental health, housing, transportation, financial). Not surprisingly, data from all three phases of the assessment pointed to the difficulty victims (and professionals seeking to help victims) have navigating the complex, inter-related legal, human, and social service systems. Across all phases of study, data pointed to the need for continued improvement of coordination across legal and non-legal systems to help victims get their legal needs met. Within the criminal and civil legal systems specifically, several barriers related to system-wide coordination emerged. For example, both focus group and survey data revealed substantial concerns from victims about their overall safety when engaging with the legal system (e.g., during prosecution of an offender, during civil protection order proceedings, or when seeking enforcement of protection orders) as well as concerns about their loved ones (e.g., fears that they would lose their children or loved ones would have their legal status in the United States challenged). Findings also revealed significant concerns with the length of time and complexity of cases in the legal systems. While WLSP cannot change the pace at which courts work, victims may benefit from practical and realistic information about the length and complexity of proceedings, and cross-trainings may help advocates better inform victims. Also across all phases of data collection, both victims and professionals reported significant concerns relating to lack of communication among members of the judiciary (e.g., judges/magistrates not being aware of cases, lack of communication across judicial districts for cases that involve the same victims/offenders).

Strengths and Limitations of the Needs Assessment

Several methodological strengths and limitations should be considered in interpreting the findings from the Needs Assessment. An overall strength of the approach to the Needs Assessment was the flow from Phase 1 interviews with professionals to Phase 2 focus groups with crime victims to Phase 3 surveys of both professionals and crime victims. In Phase 1, the Research Team targeted interview invitations to ensure the inclusion of broad perspectives– from criminal- and community-based respondents serving in agencies that varied in size and structure as well as clients served. Based on findings in Phase 1, the Research Team incorporated crime victim voices into the Needs Assessment in Phase 2 through focus groups. Cognizant of the importance of including legal needs for minors (who were not included in the research methods due to the need for parental consent, which was beyond the scope of this project) as well as older adults, three focus groups with volunteers who worked with child and older adult victims were conducted. The focus groups complemented and extended what was learned from professionals. For example, the urgent need for accessible educational materials about legal services (including terms, processes, etc.) and the importance of trauma-informed legal services emerged more clearly in the focus group data than professional interviews. Given potential response characteristics of people willing to participate in interviews/focus groups, the Phase 3 survey approach allowed the Research Team to assess the generalizability of findings from Phase 1 and 2 to a larger sample. Another important strength of the Needs Assessment was the partnership between the Research Team and the Steering Committee, allowing for a

thorough assessment and interpretation of findings that took into account the realities of practice/policy.

While the Needs Assessment reached a diverse sample of respondents, demand characteristics of the focus group and survey methods should be weighed in generalizing the findings. Focus group methods require that participants are willing to talk about issues publicly, which can mean that the sample comprises people at a particular stage of coping with the crime (e.g., further out from the crime) or with strong viewpoints that they would like to share publicly (e.g., dissatisfaction with their own experiences). Unfortunately, the degree to which the sample matches (or not) the larger population of crime victims in the Denver area cannot be known; however, these concerns are tempered by the inclusion of the Phase 3 survey approach that did not have the demand characteristics of the focus group method. While Phase 3 did include a diverse sample of professional and crime victim participants (including mono-lingual Spanish speaking participants), there were limitations to the sample that should be considered. The survey was very comprehensive, requiring about 30 minutes of time; thus, potential participants who were not willing to complete such a measure may have been lost. Further, while surveys in both English and Spanish were received back, no surveys in other languages (e.g., French, Amharic) were received back. Though Phase 1 and Phase 3 professional interviews/surveys did include individuals serving non-English/Spanish-speaking clients, the degree to which Phase 3 crime victim findings are generalizable to individuals seeking legal services in languages other than English and Spanish is unknown.

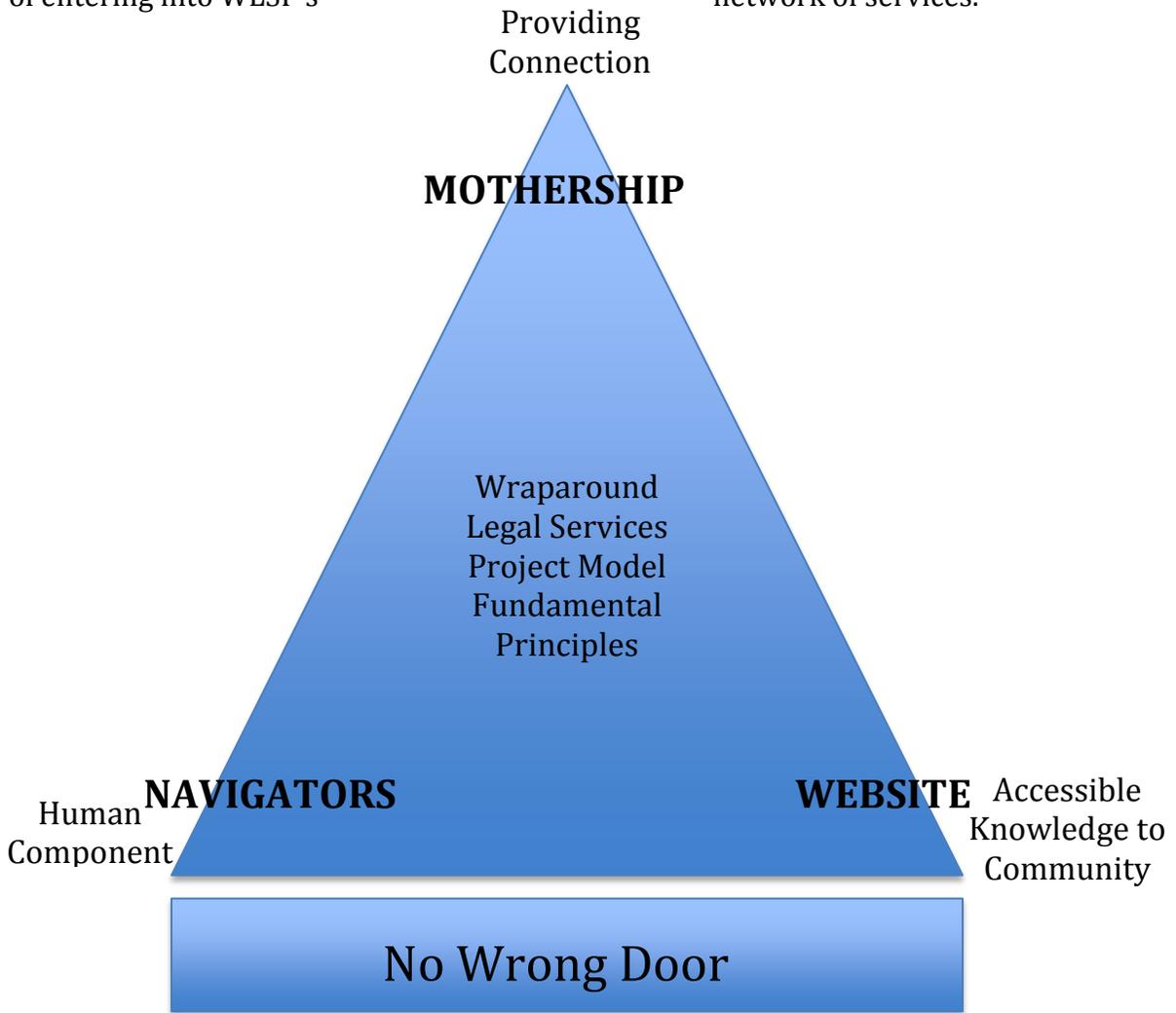
Implications of the Findings

Findings from the three-phase Needs Assessment point to the urgent need for wraparound services to crime victims that prioritize the lack of 1) information/knowledge about legal issues; 2) resources and funding; 3) trauma-informed, victim-sensitive, and victim-centered approaches; and 4) system coordination. These four problem areas would be addressed through an interconnected model of victim service that values (1) developing effective and efficient connections among victims, victim service providers, and the community; (2) providing accessible legal information to the community; and (3) helping victims navigate the legal service systems in a way that is trauma-informed and victim-centered. While such principles could underlie a range of programs, the Needs Assessment findings point to the urgent need for broadly-accessible, accurate, up-to-date legal information available in multiple formats (e.g., via web, phone, person) and at multiple levels of intervention (e.g., from formats that empower victims with information to advocate for themselves to close support of victims who need help navigating complex legal systems).

III. SCOPE

1) WLSP Model

The WLSP is based on a tripartite interconnected model of serving victims, buttressed by three fundamental principles. The principles of the model are: (1) connecting victims, victim service providers, and the community; (2) providing accessible knowledge to the community; and (3) instituting a human component to help guide victims. These principles were distilled from the findings of the Needs Assessment and are manifested as programs resting on each point of the triangular model. The WLSP project model rests on the foundational Denver Victim Services Network principle, “no wrong door” policy, by providing victims with multiple ways of entering into WLSP’s network of services.



The Mothership

The first principle, connecting victims, victim service providers, and the community, will be met by creating a centralized hub of information and resources for the community, as well as training and guidance for Navigators. This hub is fondly nicknamed the “Mothership.” The Mothership will oversee and direct all activities of the Project.

The Mothership will employ a Navigator in Chief to carry out all of the Mothership's duties as well as act as the designated Navigator at the Mothership. The Mothership will create a hotline number for victims, service providers, and the community. The hotline will be staffed by the Navigator in Chief, and will serve as one of the portals for victims to enter into the network. The Navigator in Chief will facilitate the continual communication between Navigators and the Mothership through a variety of methods, including teleconferences, list-servs, webinars, and meetings.

The Mothership will create a comprehensive training curriculum for Navigators, which will include training on the Navigator Manual (also developed by the Mothership). The purpose of the manual will be to provide Navigators with clear protocols and policies on how to service victims once entered into the Project network, as well as to allow protocols and policies to be easily learned and passed on in the event of Navigator turnover. Substantive and informational legal training will be provided in the areas identified by the Needs Assessment as the most commonly cited barriers to victims.¹⁰

The Mothership will maintain and update the website and continually field observations from Navigators regarding existing gaps in legal services. The Mothership will present all identified gaps to the Steering Committee so that the Steering Committee can review the data and create or modify existing programming to address identified gaps.

Website

The second principle, providing accessible knowledge to the community, will be demonstrated by creating a robust and interactive website for victims and victim service professionals. The website will provide in-depth information regarding substantive areas of law; an updated and extensive resource list; videos explaining how to navigate the criminal and civil legal systems; modules to help victims understand and fill out forms; and links to existing helpful websites.¹¹ The website will also provide a diagnostic tool to help victims identify the proper resources and referrals for their specific legal issues.

The website will feature a separate portal for WLSP partners, which will contain helpful online webinars and video trainings for victim service professionals, as well as a forum for the WLSP partners to discuss existing gaps in legal services for the crime victims they serve. The website will connect all of the Navigators and offer a way for Navigators to communicate easily with the Mothership.

¹⁰ DePrince, A.P., *Partnering to Access Legal Services (PALS): A Needs Assessment for the Denver Wrap Around Legal Services for Victims of Crime Project*, Table 6.

¹¹ The website links would include the Colorado Court, Self-represented Litigant Coordinators, Colorado Legal Services, Colorado Bar Association, District Attorney's Office, Colorado Attorney General, Department of Human Services.

Navigator

The third principle, instituting a human component to help guide victims, will be effectuated by each WLSP partner assigning one or more of its staff to be a Navigator to help guide victims through the legal systems. Navigators will be housed at each WLSP partner's location, and will provide victims with sound and accurate legal information as well as social service referrals in a victim-centered, trauma-informed way. When the WLSP partner fields a request from a victim who needs services other than what the WLSP partner provides, the WLSP partner's employees will field those intakes through the Navigator. The Navigator will then enter the victim into the network and will guide the victim through the legal process by either empowering the victim to access legal information through the website and modules, or by reaching out to Navigators at other WLSP partners, the Mothership, and/or other service providers to ask for availability of services and appropriateness of referrals. Navigator-to-Navigator referrals are structured to take advantage of evidence based best practices shown to increase the victim's likelihood to obtain services and decrease some of the effects of the crime.¹²

Navigators will receive specialized training through a curriculum formed by the Mothership. As aforementioned, the training will focus on essential topics and skills identified by the Needs Assessment. For example, training will be provided on how to perform trauma-informed and victim-centered services; understanding what level of assistance the victim needs and knowing the best and most effective referrals for the victim; expertise in diagnosing the victim's legal needs; and developing an in-depth understanding of the criminal and civil legal systems.

The WLSP model is created to provide the support each Navigator needs to effectively case-manage victims in the various legal systems. Victim advocates currently do this type of triage and referral; however, because victim service providers are disparate and not connected, consistency of information or knowledge of effective referrals does not exist. The Navigator model is a means of connection, so each Navigator can do their existing job better, more efficiently, with support, and armed with the knowledge they need to effectively provide legal information and referrals.

Goals

- a. Create a united network that has a centralized hub, connecting all Partner Organizations and Navigators, and executing all activities of the Project.¹³

¹² "By making outreach directly to victims, community based agencies remove barriers that might otherwise impede women from seeking out community-based services to address psychological needs." DePrince, A.P., Labus, J., Belknap, J., Buckingham, S., & Grover, A. (2012, February 13). *The Impact of Community-Based Outreach on Psychological Distress and Victim Safety in Women Exposed to Intimate Partner Abuse*. *Journal of Consulting and Clinical Psychology*.

¹³ The goal for a united partnership formed from the data from the Needs Assessment conducted by the Primary Researcher (the, "Needs Assessment" or "PALS"), which "pointed to the need for

- b. Create a united network that will replicate the successes of the Pilot Project, and sustain collaboration.¹⁴
- c. Continually identify gaps in crime victims' legal services to ensure sustainability.
- d. Utilize evidence based identified gaps data to support advocacy for legal change, as well as to refine the Project.¹⁵
- e. Community service providers, members of the judiciary and the legal community will receive relevant education about crime victims' legal needs and resources.¹⁶
- f. Victims will receive relevant education about common legal needs and resources to promote self-advocacy and awareness.¹⁷
- g. Services to victims will be provided in a trauma-informed and victim-centered manner.¹⁸
- h. All victims will receive adequate time with professionals who have relevant training to effectively assist with victims' legal issues.¹⁹

continued improvement of coordination across legal and non-legal systems to help victims get their legal needs met." PALS, p. 49. Of crime victims' top 25 barriers, crime victims listed as a barrier that they had to "re-tell [their] story many times." PALS, pg. 39, Table 6.

¹⁴ Crime victims and victim service professionals "illustrated the interaction of larger resource and economic issue with legal service needs" and survey data revealed "significant barriers to getting legal needs met, such as inadequate legal resources..., long waitlists, impediments to accessing services..., and difficulty getting basic needs met." PALS, p. 48. WLSP seeks to form a united partnership that addresses these important barriers by building upon the successes and failures of the Pilot Phase of WSLP, keeping sustainability at the forefront when developing WSLP programs.

¹⁵ The Steering Committee relied on the data from the needs assessment to create the WSLP and has made the commitment to continue relying on evidence based data to inform WLSP's additional programs

¹⁶ The goal to provide relevant education to professionals and judiciary stems from data collected from crime victims and professionals. Both professionals and victims reported significant concerns related to lack of communication among the judiciary, PALS, p. 50, crime victims reported problems with inconsistency and/or inaccuracy in information received from service providers, PALS, p. 47, and crime victim professionals and crime victims perceived overall difficulty in navigating legal services in the aftermath of a crime. PALS, pg. 46.

¹⁷ Crime victims reported "great difficulty accessing information about legal issues as well as problems with inconsistency and/or inaccuracy of information received from service providers. Focus group participants highlighted the urgent need for accessible information about legal terms and procedures." PALS, pg. 47 (emphasis added). Based on the data, it is abundantly clear to the Steering Committee that any model they create must provide victims and professionals access to legal information in understandable language.

¹⁸ "Data from the interviews and focus groups made clear the critical importance of legal services that are trauma-informed, victim-sensitive, and victim-centered." PALS, p. 49. Of the top 25 barriers to accessing legal services, crime victims stated that feeling traumatized, alone, ashamed or embarrassed made it hard for them to ask for help with their legal needs. PALS, pg. 40, Table 6. The Needs Assessment showed that lack of trauma-informed, victim-sensitive, and victim-centered resources would impede a victim's ability to use legal services or participate in the prosecution of a crime.

¹⁹ Lifted directly from the Needs Assessment, data revealed that "limited resources across service agencies (legal or otherwise) that make it difficult for providers to take adequate time with individuals and for professionals to get the relevant training they need to help victims effectively interface with the legal system." PALS, pg. 48.

- i. Increase victims' access to legal services and information.²⁰

2) Objectives

In the following section, each aforementioned goal is listed with the objectives that meet that goal.

- a. Create a united network that has a centralized hub, connecting all Partner Organizations and Navigators, and executing all activities of the Wraparound Project.

OBJECTIVES:

- By September 15, 2014, choose one organization capable of housing a centralized hub with the capacity and commitment to carry out WLSP activities.
- By November 1, 2014, identify at least three (3) agencies with the capacity and commitment to be a part of the Pilot WLSP.
- By November 1, 2014, conduct a meeting with the Pilot Navigators, Mothership Executive Director, and Pilot agency directors to launch the WLSP and ensure all parties involved in the Pilot Phase understand the requirements of the WLSP and its policies and procedures.

- b. Create a united network that will replicate the successes of the Pilot Project, and sustain collaboration.

OBJECTIVES:

- , By January 15, 2015 institute a confidentiality and release of information policy that protects clients' confidentiality and allows for agency initiated referrals.
- Beginning in March 2015 and continuing through the Pilot Phase, institute bi-weekly phone calls with all Pilot Navigators.
- By September 1, 2015, in anticipation of launching the Full Program Expansion Phase, the Steering Committee and the Mothership, shall identify at least five (5) strategic new partners for the Full Program Expansion Phase, and recruit them to join the network.

- c. Continually identify gaps in crime victims' legal services to ensure sustainability.

OBJECTIVES:

- By September 1, 2015, institute as a duty for the Steering Committee to review the gaps and barriers to legal services and to formulate a plan to advocate for the broader, needed changes in the legal system.
- For the duration of the Pilot Phase, as part of monthly Navigator meetings, incorporate an agenda item for the Navigators to discuss gaps in crime victims' legal services.

²⁰ See FN 16.

- By September 1, 2015, create a forum on the website for Navigators to communicate gaps in legal services to the Mothership and Navigator in Chief.
- d. Utilize evidence based identified gaps data to support advocacy for legal change as well as to refine the Project.
- OBJECTIVES
- For the duration of the Pilot Phase, the Principal Researcher will have a designated agenda item at every Steering Committee meeting to discuss the data collected from the WLSP with the Steering Committee.
- e. Community service providers, members of the judiciary and the legal community will receive relevant education about crime victims' legal needs and resources.
- OBJECTIVES:
- A website will be created by September 1, 2015 to provide information about crime victims' legal needs and resources.
 - By September 1, 2015, the Mothership will develop a curriculum for trainings that will be available to the professional community and Navigators.
- f. Victims will receive relevant education about common legal needs and resources to promote self-advocacy and awareness.
- OBJECTIVE:
- A website detailing common legal needs and resources and explained in plain, easily understood terms will be created by September 1, 2015.
 - By May 31, 2015, as part of the Navigator training curriculum, the Mothership will compile information concerning victims' common legal needs and resources.
- g. Services to victims will be provided in a trauma-informed and victim-centered manner.
- OBJECTIVE:
- Each Navigator in the Pilot Phase will be required to receive training regarding how to provide trauma-informed and victim-centered services by March 2, 2015.
 - Additional trainings will be offered on an on-going basis as new Navigators begin implementation during the Pilot Phase as well as throughout the Full Program Expansion Phase.
- h. All victims will receive adequate time with professionals who have relevant training to effectively assist with victims' legal issues.
- OBJECTIVE:
- Navigators for the Pilot Phase will be trained on how to provide victim-centered services by March 2, 2015

- Additional trainings will be offered on an on-going basis as new Navigators begin implementation during the Pilot Phase as well as throughout the Full Program Expansion Phase.
- i. Increase victims' access to legal services and information.
- OBJECTIVE:
- A hotline to the Mothership, allowing victims to access the Navigator in Chief to obtain information and referrals to legal services, will be created by March 2, 2015.
 - A website providing relevant and up-to-date legal information and resources written in a manner easily understood by crime victims, will be created by September 1, 2015.
 - By September 1, 2015, the website will have an intake function, allowing victims to submit requests for assistance via the Internet.

3) Logic Model

The following are the elements of the WLSP logic model. The logic model is included in the Appendix.

Implementation Support (Inputs)

- a. Partner agencies
- b. OVC Funding
- c. OVC Program Manager
- d. Steering Committee
- e. Principal Researcher
- f. Project Director

Grant Activities

- a. Provide legal services, information, and guidance to crime victims in a way that is trauma-informed and victim-centered.
- b. *To Operate the Pilot Phase:*
 1. Create or designate the Mothership.
 2. Develop a job description of the Navigator in Chief.
 3. Mothership to designate a Navigator in Chief.
 4. Each Pilot WLSP Partner Organization to designate a Navigator in an existing job position at the organization.
 5. Create and finalize Pre-Survey for Navigator training.
 6. Provide training regarding tracking client data pursuant to the ongoing efforts of the University of Denver's Research Team.
 7. Create the Navigator protocol.
 8. Create a standard online and hard copy intake form.
 9. Create intake procedures.
 10. Create orientation regarding the fidelity of implementation of the WLSP.
 11. Mothership to host a meeting for the Navigators and executive directors of the Pilot Phase Partner Organizations to introduce them to the Pilot Phase.

12. Mothership to develop training for Navigators in the Pilot Phase.
 13. Mothership to host Navigator training(s).
 14. Memorandum of Understanding signed by Mothership, Lead Agency, and Pilot Phase Partner Organizations.
- c. *During Pilot Phase*
1. Create a standard referral form.
 2. Draft the processes and procedures of WLSP to ensure the consistency of the implementation as well as that best practices and evidence based approaches are followed when providing services to victims.
 3. Draft processes and procedures of WLSP regarding a code of conduct and ethics to be followed by WLSP agencies in providing services to victims.
 4. Create the Navigator Manual.
 5. Develop a hotline at the Mothership to access the Navigator in Chief.
 6. Identify WLSP Partner Organizations.
 7. Provide training to Navigators, the Navigator in Chief, and the Steering Committee regarding the fidelity of implementation of the WLSP.
 8. Develop the website.
 9. Develop a sustainability plan.
 10. Identify resources for Navigators and victims.
 11. Principal Researcher to track data regarding victims and programs.
- d. *To Expand the Pilot Phase*
1. Create an outreach and marketing plan.
 2. Recruit additional WLSP Partner Organizations for expansion.
 3. Strengthen connectivity among Navigators in the community through trainings, regular meetings among Navigators, and through the interactive website.

Outputs

Collaborative Model

A comprehensive, collaborative model for delivering wraparound legal services to crime victims to meet the legal needs that arise in connection with their victimization.

Victim Satisfaction

Victim satisfaction with the major components of the new program will be assessed; the Research Team will oversee data collection and analyses.

Output Measures

Collaborative Model Output Measures

- a. # of partner agencies.
- b. # of services provided.
- c. # of victims who sought services on the website.

- d. # of victims who sought services on the hotline.
- e. # of victims who sought services from a Navigator.
- f. # of victims who received legal information.
- g. # of victims who went thru intake.
- h. # of victims who received services at the referral organization pursuant to that organization’s definition of receiving services.
- i. # of people referred to the website.
- j. # of victims referred to other agencies.
- k. # of outreaches to community agencies.
- l. # of victims served by demographic.
- m. # of Navigators hired.
- n. # of Navigators trained.
- o. # of Navigator-to-Navigator contacts.
- p. # of Navigator-to-Navigator in Chief contacts.
- q. # of Navigator in Chief-to-Navigator contacts.
- r. # of Navigator-to-other resources outside of WLSP.
- s. Responses to the satisfaction survey tied to website, hotline, and Navigator.

Victim Satisfaction Output Measures:

Website users will be alerted to the opportunity to complete a brief user satisfaction survey. As illustrated in sample items below, the survey will include closed (e.g., How easy was it to use the [website name]?) as well as open-ended questions, with the open-ended questions allowing website developers to modify the website according to user needs/preferences. If users elect to provide feedback, a link will re-direct them to a Qualtrics survey. To minimize the risk that human and/or computer bot responses are included in the data analyses, respondents will be asked two questions to be used in data screening. First, respondents will be instructed, “To ensure that people (and not computer programs) are filling out this survey, please ignore the question below about how you are feeling and instead check the ‘none of the above’ box as your answer.” Respondents will then see a selection of feelings as well as a “none of the above” box. Second, respondents will be instructed, “Please type the name of the city where you live.” in a text response box; only data from users living in the Denver metro area will be included in analyses.

Sample satisfaction survey items include:

How easy was it to use the [website name]?

1	2	3	4	5
Very difficult	Difficult	Average	Easy	Very easy

How satisfied were you with the [website name]?

1 Very dissatisfied	2 Dissatisfied	3 Neutral (Neither dissatisfied no satisfied)	4 Satisfied	5 Very satisfied
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How helpful was the information you found on the [website name] for getting your legal needs met?

1 Very unhelpful	2 Unhelpful	3 Neutral (Neither helpful nor unhelpful)	4 Helpful	5 Very helpful
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What other information would you like to see on this website?
[text entry]

What would make the [website name] easier to use or more helpful?
[text entry]

Hotline users will be asked by the call-taker if they are willing to complete a brief survey. When possible, the client will be routed to another phone representative so the person collecting satisfaction information differs from the initial call-taker. The data collected by the phone representative will track whether the initial call-taker or someone else collected the satisfaction survey to control for social desirability when the survey is administered by the initial call-taker. The survey will parallel those used in the web satisfaction survey. The representative will access a Qualtrics survey to enter clients' responses to the satisfaction survey.

Clients working with Navigators will be asked to complete a satisfaction survey towards the end of their work together. Navigators will use their best judgment to time the administration of the satisfaction survey toward the end of their work with clients. Clients willing to do the satisfaction survey will be connected to the hotline call-taker, who will administer the survey items (to minimize socially-desirable responding if information is collected by the Navigator with whom the client has been working). The procedure will parallel that described above.

Outcomes and Outcome Measures

To assess the relevant outcomes, the Research Team will coordinate the implementation of assessment procedures, manage data, and conduct relevant analyses. The five major outcomes and their measurement are detailed below.

Outcome 1: Increased Navigator Knowledge. Navigators who undergo training will show increases in knowledge to provide one-to-one assistance to crime victims navigating legal systems.

Outcome 1 will be assessed with survey items developed by the Research Team after the Steering Committee finalizes the Navigator training curriculum. With guidance from the Steering Committee about the key components of the curriculum, the Research Team will develop multiple choice items/short answer items to assess knowledge of key concepts. The measure will be administered immediately before (pre) and after (post) the training to assess changes in knowledge related to the training.

Outcome 2: Decreased Barriers to Legal Services. As different facets (e.g., website, navigators, hotline) of this wraparound program roll out and are fine-tuned in their implementation, crime victims and service providers will experience decreases in barriers to getting legal service needs met. The different facets of this program target four major types of barriers identified in the Needs Assessment and assessed in this outcome measure: 1) lack of information/knowledge about legal issues; 2) lack of resources and funding; 3) lack of trauma-informed, victim-sensitive, and victim-centered approaches to coordinated legal services; 4) lack of legal system coordination.

Using an interrupted time-series approach, outcome measures will be collected over time to examine trends in perceptions of barriers to legal services as programs roll out. This approach will build on strengths of the Needs Assessment. For example, this outcome will be assessed with items developed in Phase 3 of the Needs Assessment; perspectives of both crime victims and victim service providers will be collected. Procedures for collecting these outcome measures will also be informed by limitations of the Needs Assessment. For example, experiences in Phase 3 point to the reticence of crime victims to complete a long, comprehensive survey. Thus, the Research Team will use a smaller subset of key questions from Phase 3 that will be administered to crime victims and victim service providers over the course of the WLSP Pilot Phase. The crime victim measure will take approximately 1-5 minutes; the victim service provider measure will take approximately 5-10 minutes.

Crime Victim Perspectives on Barriers to Legal Services. One week of every month (e.g., the 4th week; the specific week will be determined based on the roll out of programs), all crime victims accessing the hotline, website, and/or Navigators will be invited to complete a brief survey about barriers to legal services. Based on data from Phase 3 of the Needs Assessment, this crime victim outcome measure will target the 25 biggest barriers reported by crime victims in Phase 3 of the Needs Assessment (notably, these 25 items span the 4 major types of barriers identified in

the Needs Assessment. Of the 25 biggest barriers identified in Phase 3 of the Needs Assessment, each crime victim will be asked to respond to a randomly selected subset of eight (8) items. Reflecting the overall weighting that crime victims gave the major types of barriers in the Needs Assessment, two (2) of the items administered will relate to information/knowledge barriers; two (2) will relate to resources and funding barriers; two (2) will relate to trauma-informed/victim-centered barriers; and one (1) will relate to system coordination. The following is a draft of the items selected from Phase 3 of the Needs Assessment:

Brief Questionnaire

Think about trying to get your legal needs met after a crime. How much of a problem are the following things:

[Respondents will see eight (8) items total, randomly selected from the following larger list of items below. All items will be presented with a response scale ranging from 1 (very small problem) to 5 (very big problem). A separate “not a problem for me” response will also be included for respondents to select when the problem is not applicable (e.g., people without children will not face barriers related to fears of their children being taken away).]

Information/knowledge about legal issues (two (2) items will be selected)

I don't know what services are available to help me.
I can't remember or take in all the information people give me.
I don't know my rights as a victim.
I am afraid that I or someone I love might be deported or have their legal status in the United States affected.

Resources and funding (two (2) items will be selected)

I need to hire an attorney and/or interpreter but don't have enough money to do so.
I need a private lawyer to help me, but there are not enough who work at low- or no-cost to help crime victims.
I need certain services, but I don't qualify or was unable to get them even though I was in need.
There isn't support for child victims who are turning 18.
There aren't enough guardian ad litem (GALs) to help child victims.
There aren't enough victim advocates to help crime victims.
I need help from a legal clinic or workshop, but there aren't enough of them, or it is difficult to be seen there (for example, self-help clinics in courthouses).

Trauma-informed, victim-sensitive, and victim-centered approaches (three (3) items will be selected)

I am afraid that my kid(s) will be taken away from me.
I am afraid that the perpetrator will try to get back at my loved ones or me.
I had to re-tell my story many times.
When people make mistakes in legal cases, they do not apologize or take responsibility. People (such as police, victim advocates, lawyers, judges) do not know enough about the effects of trauma on crime victims.
People (such as police, victim advocates, lawyers, judges) do not know enough about mental health issues.
People (such as police, victim advocates, lawyers, judges) do not know enough about the crime committed against me.
People (such as police, victim advocates, lawyers, judges) did not understand how the crime

has hurt me emotionally or physically.
I don't trust the people in the system, such as police, lawyers, and/or judges.
I feel traumatized, alone, ashamed, or embarrassed. These feelings make it hard for me to ask for help with my legal needs.
Lawyers and advocates do not have enough time to help crime victims.

System coordination (one (1) item will be selected)

Criminal and civil courts don't talk to each other.
The court system takes too long.
Judges/magistrates don't talk to each other.

The survey will be available via Qualtrics (for online data collection), phone, and/or paper. If hotline and/or Navigator users want to complete this brief survey by phone, the procedures outlined in the Victim Satisfaction Output Measures section will be followed (i.e., where possible, a different representative from the person providing services will administer questions). As an incentive to participate, potential respondents will be informed that they can be entered into a raffle to win a \$50 gift certificate to Target if they live in the Denver metro area; one winner will be selected each month during outcome data collection. To be entered into the raffle, respondents will be invited to give their name and address. Replicating procedures from the Needs Assessment, this information will be separated from the surveys so that names are never linked with substantive responses. A physical address in the Denver metro area to which the prize certificate can be mailed will be required for anyone wishing to enter the raffle. The survey will explicitly state that P.O. Boxes and/or shelter addresses are accepted to assure that crime victims living in transition are able to enter the raffle.

Victim Service Providers' Perspectives on Barriers to Legal Services. As with the corresponding crime victim survey, items for the victim service provider survey will be drawn from those identified by service providers in Phase 3 of the Needs Assessment. Service providers will be asked to respond to a full list of the top 25 barriers identified by service providers in Phase 3 of the Needs Assessment (instead of only a subset, as in the case of crime victims).

Two versions of this survey will be administered. The first version will target Navigators in particular. With a small number of Navigators, changes in their perceptions of barriers from pre-to-post Pilot involvement can be tracked. Thus, the survey will be administered at the first and last Navigator meeting attended. Using procedures developed and successfully implemented in DePrince's research group, the Navigators will create a code by which their pre- and post-responses can be connected without collecting names. The second version will target victim service providers more broadly in the Denver metro area. The Steering Committee will work with standing committees on which they serve to hand out the surveys once/month (parallel to the crime victim survey). As an incentive to participate, potential respondents will be informed that they can be entered into a raffle to win a \$50 gift certificate to Target if they work in the Denver metro area; one winner will be selected each month during outcome data collection. To be entered into the raffle, respondents will be invited to give their name and a physical mailing address. Replicating procedures from the Needs Assessment, this information will be separated from the surveys so that names are never linked with substantive responses. Items for the professional survey will include:

Please rate your current thoughts, feelings, or beliefs about the following items.
 All items are on a scale from 1 (Very small problem) to 5 (Very big problem).

Information/knowledge about legal issues

Clients don't know what services are available to help them.
Clients don't know their rights as victims.
People give clients lots of information, but clients can't remember or take everything in.
Clients are afraid that their perpetrator will try to get back at them or their loved ones.
Clients are afraid that their kid(s) will be taken away from them.
Clients are afraid that they or someone they love might be deported or have their legal status in the United States affected.

Resources and funding

Clients don't qualify for certain services even though they have a need for those services.
Clients cannot get help on time with their legal needs (for example, they are put on a waitlist to get services).
Clients need to hire an attorney and/or interpreter but do not have enough money to do so. Clients need private lawyers to help them, but there aren't enough who work at low- or no-cost to help crime victims.
Clients can't get basic needs met (such as housing, food, medical care), which stops them from getting their legal needs met.
Clients need low-cost counseling/mental health services to support them while they go through the legal process, but there aren't adequate services available.
Clients need help from legal clinics or workshops, but there aren't enough to help them, or it is difficult to be seen there (for example, self-help clinics in courthouses).
Clients don't have access to the technology they need to get legal information (such as a telephone, cell phone, computer, Internet).
Clients don't have a way to get to legal offices or court (for example, they don't have cars or don't know what bus to take).

Trauma-informed, victim-sensitive, and victim-centered approaches

Clients don't trust the people in the system, such as police, lawyers, and/or judges.
Clients have to re-tell their stories many times.
Clients feel traumatized, alone, ashamed, or embarrassed. These feelings make it hard for them to ask for help with their legal needs.
People (such as police, victim advocates, lawyers, judges) do not know enough about mental health issues.
Clients are afraid that the police will arrest them instead of the offender.
People (such as police, victim advocates, lawyers, judges) do not know enough about the effects of trauma on crime victims.
Clients do not receive enough social support after the crime.
There isn't support for child victims who are turning 18.

System coordination

Clients have to go to many different agencies to get legal help.
The court system takes too long.

Outcome 3: Decreases in Unmet Legal Needs. Given the coordinated and comprehensive model form which Navigators will be working, clients involved in the WLSP program will experience decreases in unmet legal needs in the areas identified in the Needs Assessment: Criminal case issues (e.g., receiving updates on case status, knowledge of case process); Law enforcement issues (e.g., contacting/reporting to the police, getting police to enforce orders); Safety issues (e.g., enforcement of restraining order, changing/protection of identity); Housing (e.g., finding emergency shelter, applying for affordable housing); Bankruptcy, Compensation, Benefits (e.g., applying for victims' compensation, applying for benefits); and Translation/interpretation (e.g., translation of paperwork, translation/interpretation in court).

Measurement of this outcome will focus on the change in legal service needs from the start to close of work between clients and Navigators. To measure this outcome, Navigators will invite clients to complete surveys at the start and as close to the end of their work together as possible; responses from pre- and post-surveys will be linked by a code to allow anonymous data storage and within-subject analyses of change. Sample items from the survey are included below, as is the code that will be used to link respondents' surveys over time. The survey will be available via Qualtrics (for online data collection), paper, in person, and/or over the phone to accommodate client preferences. Procedures described earlier (e.g., to minimize socially desirable responses) will be followed here.

To create a code that only you know, please tell us:

What are the first 2 letters of your mother's first name? For example, someone whose mother's name was Jane would say "JA".

On what day of the month were you born? For example, someone born on September 21 would say "21".

What are the first 2 letters of the town where you were born? For example, someone born in Fort Collins would say "FO".

Demographics (these questions will only be asked at the start of the work with the Navigator):

What was the crime you experienced that led you to seek information or help? Please select all that apply.

- Domestic violence
- Sexual assault
- Child abuse/neglect
- Older adult abuse/neglect/financial exploitation
- Human trafficking
- Identity theft
- Financial fraud
- Homicide
- Burglary/Robbery
- Labor crime
- Property crime
- Stalking
- A violent crime not covered above
- Other; please specify: _____

How old are you? _____

How many people are currently living in your household including yourself?

What is the annual gross (before taxes) income for your entire household?

\$_____

What is the highest level of education you have completed?

- No schooling
- 1st-8th grade
- Some high school
- High school graduate/GED
- Some college
- Associate's (2-year college) degree
- Four-year college degree
- Postgraduate

Other (trade school, specialized training): please specify _____

Which of the following categories best describes your racial/ethnic background?
Please check all that apply to you.

- White/Caucasian
- Black or African-American
- Asian
- Pacific Islander
- Native American or Alaskan Native
- Hispanic/Latino
- Other - please specify: _____

How would you describe your gender?

- Male
- Female
- Transgender
- Other (please specify): _____

How would you describe your sexual orientation? Please check all that apply to you.

- Heterosexual/Straight
- Lesbian/Gay
- Bisexual
- Other (please specify): _____

What best describes your citizenship status? Please check all that apply to you.

- US citizen by birth
- US citizen by naturalization
- Legal permanent resident
- Immigrant visa holder
- Non-immigrant visa holder
- Refugee
- Asylum-seeker
- Undocumented resident
- Other (please specify): _____

[The following items will be asked at the start and end of the work with the Navigator.]

Thinking about your legal needs after a crime, please tell us:

Do you understand enough about the legal system?

1 Definitely not enough	2 Probably not enough	3 Probably enough	4 Definitely enough
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Do you understand enough about your legal rights and responsibilities?

1 Definitely not enough	2 Probably not enough	3 Probably enough	4 Definitely enough
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How confident are you that you will be able to solve your legal problems?

1 Not confident at all	2 A little confident	3 Mostly Confident	4 Very Confident
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How fair is the legal system?

1 Very unfair	2 Unfair	3 Fair	4 Very fair
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Please tell us how much help you need now with the following:

Criminal case issues (e.g., receiving updates on case status, knowledge of case process)

1 No help	2 Little help	3 Some help	4 Moderate help	5 Lots of help
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Civil case issues (e.g., filing in family court, filing for restitution/compensation)

1 No help	2 Little help	3 Some help	4 Moderate help	5 Lots of help
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Mental health issues (e.g., finding services, receiving compensation for services)

1 No help	2 Little help	3 Some help	4 Moderate help	5 Lots of help
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Law enforcement issues (e.g., contacting/reporting to the police, getting police to enforce orders)

1 No help	2 Little help	3 Some help	4 Moderate help	5 Lots of help
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Safety issues (e.g., enforcement of restraining order, changing/protection of identity)

1 No help	2 Little help	3 Some help	4 Moderate help	5 Lots of help
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Housing (e.g., finding emergency shelter, applying for affordable housing)

1 No help	2 Little help	3 Some help	4 Moderate help	5 Lots of help
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Bankruptcy, Compensation, Benefits (e.g., applying for victims' compensation, applying for benefits)

1 No help	2 Little help	3 Some help	4 Moderate help	5 Lots of help
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Translation/interpretation (e.g., translation of paperwork, translation/ interpretation in court)

1 No help	2 Little help	3 Some help	4 Moderate help	5 Lots of help
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Other; please specify:

1 No help	2 Little help	3 Some help	4 Moderate help	5 Lots of help
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[The following items will be asked only at end of work with the Navigator.]

What agencies/organizations/people helped you with your legal needs (please list as many as apply)?

What else do you want us to know about your legal needs following crime? Please add any other comments/questions in the space below:

Outcome 4: Improved Network Effectiveness. The Pilot Phase is designed to increase network effectiveness over time among Navigators and across agencies. The Research Team will use two adaptations of the Team Effectiveness Inventory, which was developed for use with an interdisciplinary team serving crime victims (Navarro, Wilber, Yonashiro, & Homeier, 2010), to measure improvements in effectiveness over time. The first adaptation focuses on the effectiveness of Navigators working as a team and will be administered at monthly meetings. The code described above will be used to link respondents' surveys over time to look at within-group change in effectiveness across the Pilot Phase. The second adaptation focuses on the broader network of agencies involved in WLSP as Steering Committee members and/or Partner Organizations. The network measure will be administered at each Steering Committee and/or working group meeting and trends in effectiveness will be monitored over time. The two versions are as follows:

Team Effectiveness Inventory for Navigators (adapted from Navarro, Wilber, Yonashiro, & Homeier, 2010)

The survey items below use the term “team” to refer to the team of Navigators working on WLSP.

Please check the box that best describes how long you have been on this team:

- o 1–3 meetings o 4–6 meetings o 6–10 meetings o 11 or more meetings

Using the scale below, circle the number that corresponds with your assessment of the extent to which each statement is true about your team:

5 = strongly agree, 4 = agree, 3 = neutral, 2 = disagree, 1 = strongly disagree

1	Everyone on my team knows why our team does what it does.	5	4	3	2	1
2	The Project Director consistently lets the Project members know how we are doing in accomplishing the process.	5	4	3	2	1
3	Everyone on my team has significant say or influence on the team’s decisions.	5	4	3	2	1
4	If outsiders were to describe the way we communicate within our team, they would use such words as “open”, “honest”, “timely”, and “two-way”.	5	4	3	2	1
5	Team members have the skills and knowledge to contribute to the task we have been assigned.	5	4	3	2	1
6	Everyone on this team knows and understands the team’s priorities	5	4	3	2	1
7	As a team, we work together to set clear, achievable, and appropriate goals.	5	4	3	2	1
8	I would rather have the team decide how to do something than have the team leader give step-by-step instructions.	5	4	3	2	1
9	As a team, we are able to work together to overcome barriers and conflicts rather than ignoring them.	5	4	3	2	1
10	The role each member of the team is expected to play is well-designed and makes sense to the whole team.	5	4	3	2	1
11	If my team does not reach a goal, I am more interested in finding out why we have failed to meet the goal than I am in reprimanding the team members.	5	4	3	2	1
12	The team has so much ownership of the work that, if necessary, we would offer to stay late to finish the job.	5	4	3	2	1
13	The team environment encourages every person on the team to be open and honest, even if people have to share information that goes against what some of the team members would like to hear.	5	4	3	2	1
14	There is a good complementarity between the capabilities and responsibilities of everyone on the team	5	4	3	2	1
15	Everyone on the team is working toward the larger mission of the Wraparound Project.	5	4	3	2	1
16	The team has the support and resources it needs to meet the goals expected of it.	5	4	3	2	1

17	The team knows as much about what is going on in the organization as the Project Director does, because the Project Director always keeps everyone up-to-date.	5	4	3	2	1
18	The team process shows that everyone on the team has something to contribute- such as knowledge, skills, abilities, and information- that are a value to all.	5	4	3	2	1
19	Team members clearly understand the team's unwritten rules of how to behave within the group.	5	4	3	2	1
20	The team is supportive and provides essential mentoring for new people.	5	4	3	2	1
21	Overall, at this point in time, how effective is this team at meeting its goals?	5	4	3	2	1

Comments:

Network Effectiveness Inventory (adapted from Navarro, Wilber, Yonashiro, & Homeier, 2010)

The survey items below use the term “network” to refer to the victim service providers connected to the Wraparound Project.

Please check the box that best describes how long you have been in this Network:

- 1–3 months 4–6 months 6–10 months 11 or more months

Using the scale below, circle the number that corresponds with your assessment of the extent to which each statement is true about your team:

5 = strongly agree, 4 = agree, 3 = neutral, 2 = disagree, 1 = strongly disagree

1	Everyone in our network knows why our network does what it does.	5	4	3	2	1
2	The Wraparound Project Director consistently lets the Project members know how we are doing in accomplishing the process.	5	4	3	2	1
3	Everyone in our network has significant say or influence on the network’s decisions.	5	4	3	2	1
4	If outsiders were to describe the way we communicate within our network, they would use such words as “open”, “honest”, “timely”, and “two-way”.	5	4	3	2	1
5	Network members have the skills and knowledge to contribute to the task we have been assigned.	5	4	3	2	1
6	Everyone in this network knows and understands the network’s priorities	5	4	3	2	1
7	As a network, we work together to set clear, achievable, and appropriate goals.	5	4	3	2	1
8	I would rather have the network decide how to do something than have the Project Director give step-by-step instructions.	5	4	3	2	1
9	As a network, we are able to work together to overcome barriers and conflicts rather than ignoring them.	5	4	3	2	1
10	The role each member of the network is expected to play is well-designed and makes sense to the whole network.	5	4	3	2	1
11	If my network does not reach a goal, I am more interested in finding out why we have failed to meet the goal than I am in reprimanding the network members.	5	4	3	2	1
12	The network has so much ownership of the work that, if necessary, we would offer to stay late to finish the job.	5	4	3	2	1
13	The network environment encourages every person in the network to be open and honest, even if people have to share information that goes against what some of the network members would like to hear.	5	4	3	2	1
14	There is a good complementarity between the capabilities and responsibilities of everyone in the network	5	4	3	2	1
15	Everyone in the network is working toward the larger mission of the Wraparound Project.	5	4	3	2	1
16	The network has the support and resources it needs to meet the goals expected of it.	5	4	3	2	1

17	The network knows as much about what is going on in the Wraparound Project as the Project Director does, because the Project Director always keeps everyone up-to-date.	5	4	3	2	1
18	The network process shows that everyone in the network has something to contribute- such as knowledge, skills, abilities, and information- that are a value to all.	5	4	3	2	1
19	Network members clearly understand the network's unwritten rules of how to behave within the group.	5	4	3	2	1
20	The network is supportive and provides essential mentoring for new people.	5	4	3	2	1
21	Overall, at this point in time, how effective is this network at meeting its goals?	5	4	3	2	1

Comments:

4) Pilot Phase Milestones

Milestone Date	Milestone Name	Milestone Description
9/15/2015	Designate Mothership	Choose organization to act as Mothership during Pilot and Full Program Phases.
9/15/2015	Pilot Partners Identified	All Pilot Partner Organizations identified and committed.
9/15/2015	Orientation Surveys	Primary Researcher to create Pre-Survey and Post-Survey for Navigator Orientation.
2/20/2015	Checklist Distribution	All Pilot Partner Organizations to be given Navigator Check-list to begin preparing for Navigator.
2/20/15	Nav Protocol Finalized	The Protocol and Procedures for Navigators finalized by Steering Committee, Mothership, and OVC.
2/20/15	Intake	Intake Procedures and Policies Finalized by Steering Committee, Mothership, and OVC.
2/20/15	Survey	Pre-Survey of Navigators completed.
11/1/14	Pre-Meeting	Meeting with Navigators, Mothership Executive Director, Navigator in Chief, and Pilot Partner Organization Directors.
11/1/2015	Orientation Finalized	Steering Committee to develop Orientation program and materials for Navigators by November 1, 2014.
11/1/2015	Navigator in Chief	Mothership to hire and train NIC to be primary Navigator by November 1, 2014.
3/2/2015	Orientation	Orientation Training held for Navigators by November 1, 2014. First session was held on 10/23/14. Sessions 2 and 3 will be held by 2/26/15.
3/2/15	Start Date	Pilot Start Date, open for business.
5/31/2015	Website	Plan for interactive website completed by May 31, 2015
3/2/2015	Helpline	Hotline created at Mothership by 3/2/2015
5/31/2015	Training Curriculum	Mothership to hire an outside consultant to develop the Navigator training curriculum by May 31, 2015.
5/31/2015	Sustainability	Steering Committee and Mothership to develop a long-term sustainability plan by May 31, 2015.
5/31/2015	Marketing	Mothership will hire an outside marketing consultant for the Project by May 31, 2015.
9/1/15	New Partners	Steering Committee with Mothership to identify and recruit new strategic Partner Organizations for Project.
9/1/15	Website Done	Website will be in full operation.
9/1/15	Training Done	Training curriculum will be finalized and scheduled for the year.
9/1/15	Full Program	Begin Full Program Expansion Phase

5) Pilot Phase Deliverables

Navigator in Chief:

- Mothership will hire a full-time Navigator in Chief.
- Navigator in Chief will be the designated Navigator of the Mothership organization.

Hotline:

- Hotline for both community and Navigators to directly access the Navigator in Chief.

Navigator Orientation:

- Half day Orientation held for all Pilot Navigators on the Protocols and Procedures of the Project.

Navigators

- Three (3) Navigators will participate in the Pilot Phase.

6) Full Phase Deliverables

The vision for WLSP is for the Mothership and the Navigators to collaborate to expand WLSP based on experiences and lessons from the Pilot Phase. Because the Pilot Phase has yet to take place, WLSP can only predict what the deliverables will be, with the understanding that these deliverables will be developed further during the Pilot Phase.

Website:

- Website to have the ability to submit online intake forms directly to Mothership.
- Website to have a portal for Navigators to access training videos, webinars, materials, and other resources.
- Website to have the ability for Navigators to submit updates, corrections, questions, and concerns quickly to the Navigator in Chief.

Training:

- Navigator training provided regularly.
- Webinars will be hosted on the Navigator Portal for Navigators to easily access trainings.
- Written materials will be hosted on the Navigator Portal for Navigators to easily access materials.

Navigators:

- Additional Navigators to be added on a rolling basis.

Marketing:

- Marketing collateral advertising WLSP and services distributed widely.
- Project branding describing the WLSP network created.

7) Constraints

- a. Schedule:

- The website must be completed prior to starting the Full Program Expansion Phase.
 - The Navigator Manual must be completed prior to the Full Program Expansion Phase.
 - The Navigator in Chief must be hired and trained prior to the Navigator Orientation and beginning of the Pilot Phase.
 - The Navigators must be oriented prior to March 2, 2015, when the Pilot Phase begins.
 - The hotline must be operational prior to starting the Full Program Expansion Phase.
 - The plan for the interactive website must be complete prior to the website going live on September 1, 2015.
 - The training curriculum must be finalized prior to beginning the Full Program Expansion Phase set for September 1, 2015.
- b. Cost:
- The budget allocations for WLSP will likely change throughout the course of the Pilot Phase as the Pilot Phase is meant to test the current model and inform changes for the Full Program Expansion Phase. The changes in the budget allocation will impact the timeline of the Project, as well as the quality of the Project.
- c. Scope:
- During the Pilot Phase and the Full Program Expansion Phase, geographical boundary of the Project is limited to the Denver metro area.
 - The Pilot Phase is limited to three (3) Partner Organizations.
 - The Project is limited by the capacity of Project Partner Organizations to meet the need and demand of victims.

IV. DEPLOYMENT

1) Governing Structure

- **Steering Committee**
The Steering Committee is governed by two documents. First, each member of the Steering Committee has signed a Memorandum of Understanding (“MOU”) outlining the goals, responsibilities, and expectations of the Steering Committee. See Appendix A. Second, the Steering Committee drafted and enacted Bylaws which govern the internal function of the group, including voting policies, the Committee’s composition, and reiterates the responsibilities of the Steering Committee, the Project Director, and the Lead Agency. See Appendix B. The Steering Committee acts in an advisory capacity for the Lead Agency and the Mothership, and is tasked with ongoing analysis of the data gathered by Dr. Anne DePrince, Ph.D. (hereinafter,

“Principal Researcher”) to determine how to meet the gaps and eradicate barriers in legal services to crime victims.

- **Lead Agency**

A Board of Directors governs the Lead Agency, RMvlc. Day to day operations are managed by an Executive Director. For purposes of WLSP, RMvlc has full decision-making power, and reports to the Steering Committee for feedback and direction. RMvlc is a signatory to the Steering Committee MOU and Bylaws.

- **Project Director**

The Project Director is an employee of RMvlc, and as such, shall be subject to the Lead Agency’s personnel policies including hiring and terminating decisions. The Project Director must abide by all agency policies and procedures. The Project Director reports directly to RMvlc’s Executive Director on all matters concerning WLSP.

- **Mothership**

For purposes of the initial Pilot Phase and Full Program Expansion Phase, the Mothership will be located within the Lead Agency, RMvlc. The Mothership is bound by all of RMvlc’s policies and procedures and must abide by them.

- **Navigator in Chief**

For purposes of the initial Pilot Phase and Full Program Expansion Phase, the current Project Director will fill the Navigator in Chief role. At such time as the Navigator in Chief position demands a full time employee, RMvlc will hire a full time employee. The Navigator in Chief shall answer to the Executive Director for RMvlc. The Navigator in Chief will be responsible for fostering connectivity among the Navigators and executing WLSP activities. These activities are set forth in detail in the Navigator in Chief Job Description, attached as Appendix F.

- **Navigators**

Navigators are responsible first and foremost to their respective organizations. The Navigators’ respective organizations shall sign, and abide by the Pilot Phase Memorandum of Understanding (PPMOU). See Appendix D. This MOU will be between WLSP and the Partner Organizations, and will outline the responsibilities, expectations, and policies associated with becoming a partner of WLSP. The Navigator in Chief will oversee the Navigators’ activities as they relate to WLSP.

2) WLSP Network Member’s Roles and Responsibilities

- **Steering Committee**

The Steering Committee is a subcommittee of the Victim Services Network. The Steering Committee shall serve to set and guide the strategic vision for WLSP and collaborate with the Lead Agency to achieve all goals and objectives for WLSP. The Steering Committee shall assist the Principal Researcher and shall follow the direction of the Principal Researcher and participate in all activities requested of the Steering Committee by the Principal Researcher. The Steering Committee shall consist of no more than fourteen (14) organizational members (hereinafter, "Committee Members"). The initial Committee Members shall consist of the organizational signatories to the Memorandum of Understanding, which includes the Lead Agency and the Project Director. The original MOU is set forth in its entirety in Appendix A.

1. The Committee Members shall enjoy membership until WLSP dissolves, the Committee Member's voluntary departure, or, pursuant to voting guidelines set forth in Article III, Section 2(d) of the Bylaws, the organization's membership is terminated by the other Committee Members.

- **Lead Agency**

The Lead Agency for WLSP is the RMvlc. The primary responsibility of the Lead Agency with regard to WLSP is to develop a comprehensive, collaborative model for delivering wraparound legal assistance to crime victims, in the City and County of Denver, to meet the legal needs that arise in connection with a victim's victimization. The Lead Agency is a Steering Committee member and shall collaborate with the other Committee Members to achieve the goals and objectives of WLSP. The Lead Agency shall have sole responsibility for personnel oversight and control, especially concerning the Project Director, Mothership and Navigator in Chief. Accordingly, the Lead Agency shall maintain the necessary policies and procedures including those directing hiring and terminating decisions. The principal office of WLSP shall be in the Rocky Mountain Victim Law Center offices, currently located at 1557 Ogden Street, Floor 3, Denver, Colorado 80218.

- **Mothership**

The Mothership will oversee and direct all activities of WLSP and provide a central connection hub for the Navigators. During the Pilot Phase, the Mothership will be the umbrella term for WLSP and its activities that are housed at RMvlc. It is conceivable that at some future date, the Mothership will be a stand-alone entity. While the Mothership is located in Rocky Mountain Victim Law Center, all of the Mothership's activities and responsibilities set forth below will be the sole responsibility of Rocky Mountain Victim Law Center.

The Mothership will employ a Navigator in Chief to carry out all of the Mothership's duties and to act as the designated Navigator at the Mothership.

The Mothership will create the training curriculum for the Navigators. The Mothership will maintain and update the website (See website description in Section III (1), p. 9.). The Mothership will continually field observations from the Navigators regarding existing gaps in legal services and present those gaps to the Steering Committee. The Mothership will set the agenda for the Steering Committee meetings and facilitate the addition or removal of Steering Committee members based on the Bylaws and Memorandum(s) of Understanding. The Mothership will create and maintain an internal database for tracking and managing the WLSP initiatives.

- **Project Director**

The Project Director shall manage all facets of WLSP and coordinate all of WLSP funding, including the annual budget; WLSP communications and activities; and WLSP reporting. The Project Director shall serve as the primary contact between the Steering Committee, Principal Researcher, and the Office for Victims of Crime. The Project Director shall keep detailed records of all meetings and monitor activities and tasks of WLSP.

- **Navigator in Chief**

The hotline will be staffed by the Navigator in Chief and will serve as a portal for victims to enter into the WLSP network, to access sound and accurate legal information, and to obtain social service referrals. The Navigator in Chief will also receive victim intakes from the website or by referral from a Partner Organization (See definition below.), nonpartner organization, or any other method. The Navigator in Chief will facilitate the continual communication between the Navigators and the Mothership through a variety of methods, including teleconferences, list-servs, webinars, and meetings.

- **Partner Organizations**

The Partner Organizations are responsible for keeping the Mothership updated of all program changes. Specifically, the Partner Organizations are responsible for notifying the Mothership of any changes to programs that are referred to by the Navigators and Navigator in Chief, such as changes in contact person or contact information. Within one month of signing the Pilot Phase Memorandum of Understanding, a Partner Organization will modify the job description for one of their employees to be a Navigator. See Appendix D for Draft PPMOU. Within six months of signing the PPMOU, a Partner Organization will direct the designated Navigator to attend the Navigator training and make time available for the designated Navigator to attend the training. The current Partner Organizations for the Pilot Phase are as follows.

- Child Advocates-Denver CASA
- Denver City Attorney's Office

- Rocky Mountain Victim Law Center

The Mothership will continue to recruit Partner Organizations during the Pilot and Full Program Expansion Phases.

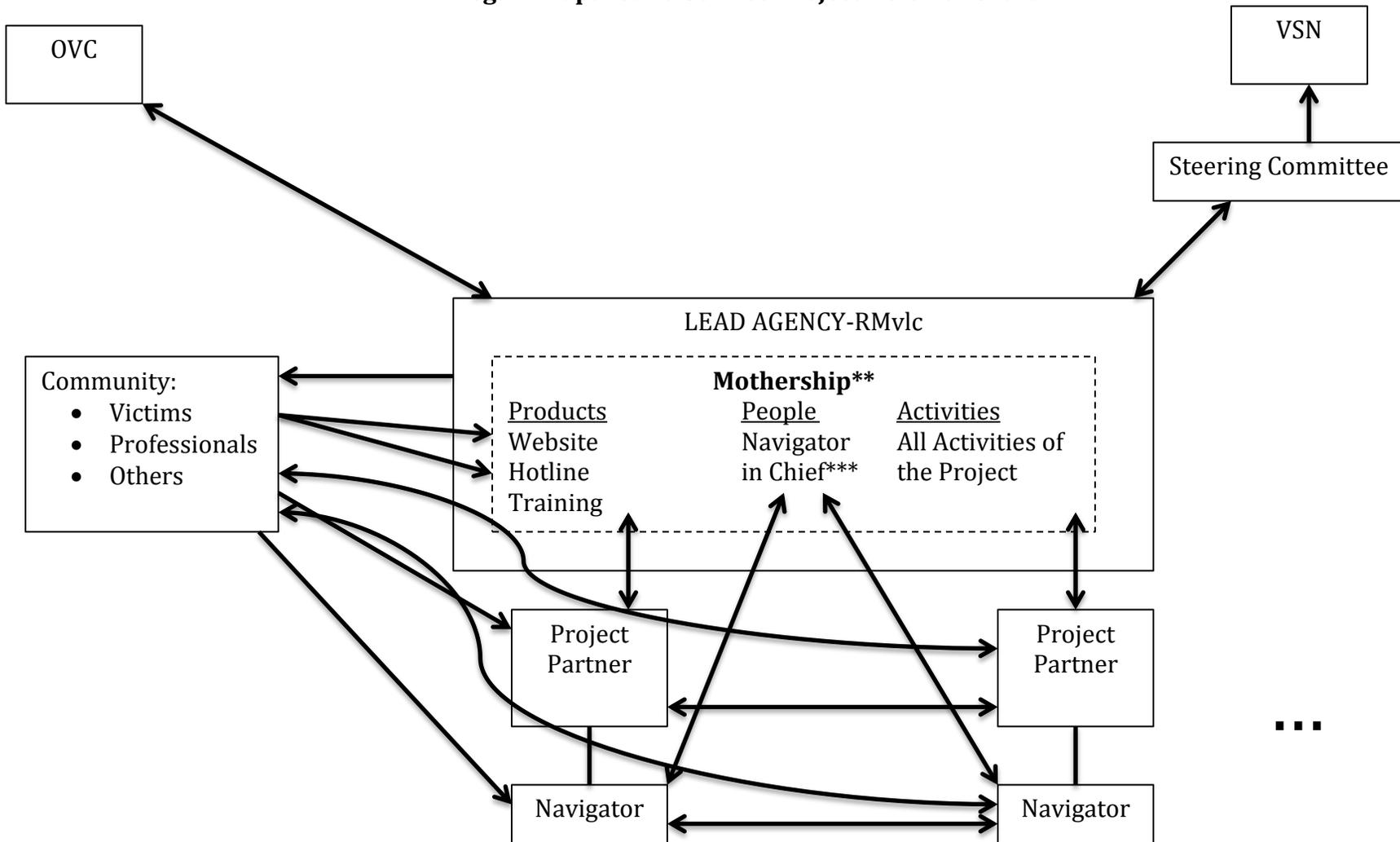
- **Navigators**

Navigators will provide legal information and social services information to victims, be responsible for communicating with the Mothership, collect data necessary for WLSP, and attend mandatory trainings as directed by the Mothership. The Navigator will have an in-depth understanding of the various legal systems to be able to triage a victim's legal needs. The current Navigators for the Pilot Phase serve the following organizations:

- Child Advocates-Denver CASA
- Denver City Attorney's Office
- Rocky Mountain Victim Law Center

The Mothership will continue to recruit Navigators during the Pilot and Full Program Expansion Phases.

Legal Wraparound Service Project Referral Chart



3) Instructional Processes

Each new Partner Organization will be given a checklist to complete prior to implementation of WLSP in their organization. Upon completion of the checklist, the new Partner Organization will be able to effectively begin implementation of WLSP. See Appendix C.

4) Recruitment/Outreach

During the Pilot Phase, the Steering Committee and Mothership will identify strategic new partners to recruit for the Pilot Phase as well as for the Full Program Expansion Phase. Though there are only three Partner Organizations that have committed to host on-site Navigators, the Mothership and Steering Committee will recruit additional Partner Organizations throughout the Pilot Phase and the Full Program Expansion Phase. As an additional incentive, Partner Organizations will receive compensation for participating when hosting a Navigator during the Pilot Phase. It is the hope of the Mothership that this financial incentive will increase participation during the Pilot Phase and will be phased out during the Full Program Expansion Phase, to ensure the sustainability of the project.

Future Partner Organizations should include a diverse cross-section of the civil legal community, including court programs, local and statewide bar associations, and legal service organizations, among others. The Full Program Expansion Phase roll-out will add new partners on a rolling basis to ensure each partner has adequate time for orientation. The Navigator in Chief shall utilize membership on other committees and boards locally to educate potential new partners about WLSP. The Mothership shall hire a marketing consultant to develop a plan for WLSP. The marketing plan will incorporate a plan for community outreach, press coverage, and community awareness of WLSP, which will contribute toward recruiting new partners.

Additionally, the outreach efforts will provide victims and non-partner community agencies with information about the services offered through the Navigators, website, and hotline of WLSP. As part of the outreach plan, organizations that do not directly provide legal services (such as shelters, counseling centers and clinics) will be made aware of WLSP so victims who have not already entered the criminal justice or legal systems will receive information on the services offered by the Project.

5) Training

Needs assessment data on gaps and barriers in legal services can be categorized into four main problem areas: (1) inadequate information/knowledge about legal issues; (2) inadequate resources and funding; (3) inadequate trauma-informed, victim-sensitive and victim-centered approaches; and (4) inadequate system coordination. Within each of these problem areas are a panoply of seemingly separate and specific gaps and barriers. However, across the four problem areas, the one constant

solution that emerged was that the training of professionals could alleviate many of the gaps and barriers that exist within these problem areas.²¹ Based on the overwhelming data supporting training of victims and professionals as a solution to reduce gaps and barriers, WLSP made training a focal point of the network. A consultant will be hired to develop a full training curriculum utilizing the experiences and data from the Pilot Phase. This training curriculum will be implemented during the Full Program Expansion Phase.

- **Pilot Phase**

Orientation: At the beginning of the Pilot Phase, all Navigators will go through an Orientation that will be developed by the Steering Committee. Orientation will include topics such as: (a) avoiding the unauthorized practice of law; (b) confidentiality issues particular to participating in a network; and (c) protocols and procedures of WLSP. While not required, Steering Committee members will be encouraged to attend the Orientation.

Monthly Meetings: During the Pilot Phase, Navigators will meet in person with the Navigator in Chief once a month for training and to provide feedback about the Project. The topics for the training will be based on needs that arise during the Pilot Phase, and as determined by the Navigator in Chief and Mothership based on the Quality Control deviation reports.

Training: Prior to the beginning of the Pilot Phase, Pilot Navigators will be asked to fill out a Pre-Survey which will provide feedback on the topics and type of trainings they desire. Feedback will also be gathered throughout the duration of the Pilot Phase and used to inform the development of the Full Phase training curriculum. The Mothership, in conjunction with the Steering Committee, will interview and hire a consultant to develop the training curriculum.

- **Full Program Expansion Phase**

Orientation: Orientations will be ongoing as new partners are added to the project. Prior to implementing the Full Program Expansion Phase, the Navigator in Chief, in conjunction with the Steering Committee and

²¹ For inadequate lack of information and knowledge, focus group and survey data revealed, “both crime victims and professionals perceived information barriers as serious problems.” PALS, pg. 47. Focus group participants, with regard to inadequate resource and funding, “recognized the importance of training resources for service providers” and that “limited resources across service agencies...make it difficult for providers...to get the relevant training they need to help victims effectively interface with legal systems.” PALS, pg. 48. For lack of trauma-informed, victim-sensitive services, “across all three phases of the assessment, both professionals and victims noted that legal professionals often do not appear to know enough about trauma and its consequences” and that a barrier to accessing legal services were providers that did not understand the impact of trauma and related mental health issues of victims. PALS, pg. 49. Finally, with regard to inadequate legal and non-legal system coordination, data revealed that “victims may benefit from practical and realistic information about the length and complexity of proceedings, and cross-trainings may help advocates better inform victims.” PALS, pg. 50.

Mothership, will amend the orientation materials and topics based on feedback gathered during the Pilot Phase.

Training: An independent contractor will develop the training curriculum with input from the Steering Committee and the Mothership, and based on information gained from the Needs Assessment about desired training types and topics. There will be regularly scheduled in-person trainings during the Full Program Expansion Phase. Trainings will be recorded and uploaded to the Navigator side of the website. Short, topic specific webinars will be located on the Navigator Portal on the website for easy access and quick learning. Navigators will be expected to attend trainings when they are offered. The Steering Committee members are encouraged to attend trainings.

6) Quality Control/Fidelity Plan

Maintaining the fidelity of WLSP is of highest importance. While on a whole, deviations should be avoided to ensure consistency and thoroughness of services, at times deviations can be used to inform changes that may need to be made to the overall structure of the program. WLSP has created a process to track deviations from the protocol to ensure the deviation, and the reason for the deviation, are captured.

- **Navigators**

First, all Navigators must attend an in-person orientation at the beginning of their involvement with WLSP. This orientation will discuss the criteria of the Project, the referral process and the Navigator Protocol. During the Pilot Phase, this orientation will take place prior to March 2, 2015. Every time a new Navigator is brought on, whether by virtue of a new Partner Organization joining WLSP, or by turnover within an existing Partner Organization, the new Navigator must attend the orientation. At the end of the orientation, Navigators will be given a short test to determine their level of competency with WLSP's protocols, policies, and procedures.

Second, each Navigator will be given a deviation-tracking sheet in their Manual. This tool will provide a means for Navigators to report deviations to the Navigator in Chief. The tracking sheet is due to the Navigator in Chief prior to the bi-weekly, check-in phone calls. Deviations will be discussed on the calls to ensure clarity and consistency among the Partner Organizations and to answer any questions or concerns that may arise.

- **Navigator in Chief**

The Navigator in Chief will compile a list of the Navigator deviations and provide the list to the Mothership. The Navigator in Chief will also be given a deviation-tracking sheet, which will be due to the Mothership on a monthly

basis. This tool will provide a means for the Mothership to track the fidelity of the Navigator in Chief's actions. Based on information gained from deviation reporting, the Navigator in Chief will develop a Frequently Asked Questions document for the Navigator Protocol, to be located in the Navigator Portal on the website.

- **Mothership**

The Mothership will complete a bi-monthly evaluation of the Navigators and report back to the Steering Committee. The Mothership is tasked with reporting to the Steering Committee both the Navigator and the Navigator in Chief's deviations along with a proposal for addressing the deviations. The Mothership and the Steering Committee together are charged with determining what action should be taken in response to deviations, including whether protocols should be modified.

7) WLSP Grant Timeline	8/1	9/1	9/15	10/1	10/15	11/1	11/15	12/1	12/15	1/1	1/15	2/1	2/15	2/20	3/1	3/15	4/1	4/15	5/1	5/15	6/1	
Designate Mothership	█	█																				
Identify Pilot Partner Orgs	█	█																				
Mothership Hire NIC	█	█																				
Nav. Pre-Survey Created								█	█	█	█	█	█									
Checklist Distribution	█	█	█	█	█	█	█	█	█	█	█	█	█									
Navigator Protocol Finalized					█	█	█	█	█	█	█	█	█									
Intake Procedures and Form Done					█	█	█	█	█	█	█	█	█									
Pre-Meeting Held					█																	
Helpline Set Up								█	█	█	█	█	█	█	█							
SC Develop Nav. Orientation				█	█																	
Nav. Orientation Held					█																	
Pilot Phase Begins																█	█	█	█	█	█	█
Complete Website Plan													█	█	█	█	█	█	█	█	█	█
Navigator Training Curriculum													█	█	█	█	█	█	█	█	█	█
Marketing Plan Completed													█	█	█	█	█	█	█	█	█	█
Sustainability Plan Completed													█	█	█	█	█	█	█	█	█	█
New Partners Recruited													█	█	█	█	█	█	█	█	█	█
Website Completed													█	█	█	█	█	█	█	█	█	█
Training Curriculum Finalized													█	█	█	█	█	█	█	█	█	█
Full Program Expansion Phase Begins																						

V. EXPANSION

Expansion of WLSP will largely be guided by the experiences and data collected from the Pilot Phase. Below are some activities projected to take place during expansion of WLSP. Additional activities will be added by the Mothership, after analyzing the Pilot Phase data.

1) Full Program Expansion Phase

During Year 1 of the Full Program, from, September 1, 2015 to September 30, 2016, WLSP will conduct ongoing Partner Organization recruitment and onboarding. During this year, WLSP will be focused on building for statewide expansion by recruiting statewide agencies to the Steering Committee. During this year, WLSP will also focus on expanding regionally to the Denver metro area, which includes the neighboring counties of Arapahoe County, Adams County, Jefferson County and Douglas County.

2) Full Program Year 2

During Year 2 of the Full Program, from September 30, 2016 to September 30, 2017, WLSP will expand the program to include the front range of Colorado. This area is located east of the Rocky Mountains, and runs North to South from Fort Collins to Pueblo. The counties that will be added during this phase include Larimer, Weld, Boulder, Broomfield, El Paso and Pueblo. Subject to OVC approval, it is possible that during this expansion stage, the Principal Researcher will be asked to conduct a statewide needs assessment, building on the data collected from the original needs assessment. The Steering Committee and Mothership will be tasked with developing a rural delivery plan for WLSP. This expansion is subject to the approval of OVC, as well as the availability of funds.

Full Program Year 3

Subject to the availability of funds after OVC funding ends, during Year 3 of the Full Program, from September 30, 2017 to September 30, 2018, statewide expansion will be implemented. Additional personnel will be hired to meet the growing needs of the Mothership. The Mothership and Steering Committee will also be tasked with developing rural and geographic specific training modules.

VI. PROJECT CHALLENGES

The first challenge WLSP will face is the adoption and installation of the WLSP in other organizations. Steering committee organizations have been hesitant to partner for fear that their employees, designated as Navigators, will have to perform additional tasks that will overburden their already busy schedules. In order to address this challenge, WLSP will financially compensate Partner Organizations that host Navigators during the Pilot Phase. WLSP will phase out this financial compensation during the Full Program Expansion Phase to ensure the sustainability of the Project. WLSP is hopeful that during the Full Program Expansion Phase, after

having seen the accessibility and success of the project during the Pilot Phase, organizations will not have the same fears and concerns.

The second challenge WLSP faces is the challenge of combining varying degrees of organizational infrastructure together under one protocol for handling victims of crime. WLSP seeks to create a united network that joins disparate agencies under one common goal, resulting in a seamless referral system for victims. To create a seamless experience for victims, each Partner Organization must fully adhere to the policies, procedures, and protocols put in place for the network; the united network cannot be achieved without the full commitment of the Partner Organizations, Navigators, and the Mothership. The navigation of the confidentiality and privilege requirements of each organization must also be addressed to allow the network to function as intended. In addition, the Partner Organizations' technology and phone handling protocols may impact the overall effectiveness of WLSP.

The third challenge WLSP faces is whether the Project will be sustainable. The long-term costs to run and maintain WLSP are unknown at this time. However, every effort is being made during the planning phases of WLSP to ensure its longevity regardless of future funding and personnel changes.

The fourth challenge WLSP faces is the potential for network fatigue. Due to the length of this project, it is anticipated that the enthusiasm and participation of some of the Partner Organizations could lag or cease altogether.

Finally, the fifth challenge for WLSP is overcoming the victim and community perception of the current social services and legal systems. Specifically, the Needs Assessment showed that victims perceive the legal system as inaccessible and overwhelming, and that service providers lacked knowledge and training.²²

VIII. WLSP POLICIES AND PROCEDURES

1) Pilot Phase Partner Organization Memorandum Of Understanding

The Pilot Phase Partner Organization Memorandum of Understanding (PPMOU) shall be the agreement between the Steering Committee and Pilot Phase Partner Organizations. The PPMOU will last for the duration of the Pilot Phase, when a new agreement shall be entered into as appropriate. The agreement outlines the goals and mission of the Pilot Phase and includes responsibilities and expectations of the Pilot Phase Partner Organizations. The PPMOU is attached as Appendix D. This is a Draft, and has not yet been executed by the parties involved. The PPMOU will be executed on or before February 20, 2015.

2) Confidentiality Policy

²² PALS, Pg. 39, Table 6, Crime Victim Respondent Perceptions of Barriers, from Largest to Smallest.

The Confidentiality Policy governs the standards and expectations for client confidentiality within the WLSP network. The Confidentiality Policy was created out of a desire to ensure all Navigators are aware of, and committed to, client confidentiality regardless of their respective Partner Organization's or professional confidentiality mandates. The Confidentiality Policy shall be created and adopted by the Steering Committee, in conjunction with the Mothership, and shall govern the Steering Committee members in addition to the Partner Organizations. The Confidentiality Policy shall be finalized and adopted prior to February 20, 2015.

3) Conflict Resolution Policy

The Conflict Resolution Policy is adopted from the Denver Victim Services Network 2000 Conflict Resolution Policy. As a collaborative body, the WLSP network recognizes that conflict will arise and that the network will strive to provide an environment that ensures that members feel comfortable acknowledging, discussing, and problem solving around these issues. The Steering Committee, in conjunction with the Mothership, will develop and execute this policy prior to February 20, 2015..

4) Code of Ethics Policy

The Code of Ethics Policy is based on the Denver Victim Services 2000 Code of Ethics, which was based on the Code of Ethics created by the National Association for Victim Assistance. The Policy lays out the standards for victim service provider's conduct and standardizes the victim service provider expectations. The Steering Committee, in conjunction with the Mothership and the Pilot Phase Partner Organizations, will execute this Policy prior to February 20, 2015.

5) Navigator Protocol

The Navigator Protocol outlines the duties and purpose of the Navigator role. This Protocol sets forth a Navigator Job Description, and includes information such as how to make a clear referral. The Navigator Protocol is attached as Appendix E and is currently in draft form. The Protocol will be finalized prior to February 20, 2015, and will be amended as needed throughout the Pilot Phase.

- The **Referral Protocol** is a set of procedures and expectations that govern the WLSP network. The Protocol covers the many different ways a referral may happen, and has a suggested procedure to follow to ensure the mission and vision of WLSP is upheld. The Protocol is currently in draft form, and will be finalized and adopted by the Mothership prior to October 1, 2014, when the Pilot Phase begins. It is expected that this Protocol will change over the course of the Pilot Phase, as conditions warrant. The Referral Protocol is included within the Navigator Protocol and is attached as Appendix E.

6) Navigator Manual

The Navigator Manual is a guidebook for Navigators. The premise behind the Manual is that anyone in the Partner Organization should be able to pick it up and

start performing the Navigator duties before any substantial training, coaching, or mentoring. The Manual will contain relevant substantive law; network contact information; a script for Navigators to use when answering a call; protocols for referrals and intake; and other helpful resources. The Manual will be created during the Pilot Phase, as the Pilot Navigators inform the substance and content required to be included in the Manual. The Manual will be completed prior to the Full Phase Expansion Program that is set to begin September 1, 2015.

7) Navigator in Chief Job Description

The Navigator in Chief Job Description sets forth the role and responsibility of the position, and shall be used by the Mothership in hiring for, and assessing the performance of the position. The Job Description is attached as Appendix F.

8) Release of Information Form

The Release of Information Form will be included in the Navigator Manual, described in detail above. The form shall be signed (physically or verbally) by clients when Navigators make referrals to other Navigators and/or a nonpartner organization. The Release of Information Form is designed to protect clients' confidentiality and privilege by clearly setting forth the information Navigators are allowed to share with another organization for the purposes of obtaining services for clients. The Release of Information Form is attached as Appendix H in draft form. The Release of Information Form will be completed prior to the Pilot Phase set to commence on March 2, 2015..

XI. APPENDIX

TABLE OF CONTENTS

- A. Steering Committee Memorandum Of Understanding—Pages 1-8**
- B. Steering Committee Bylaws—Pages 9-14**
- C. Organizational Readiness Checklist—Page 15**
- D. Pilot Phase Partner Organization Memorandum Of Understanding {Draft}—
Pages 16-21**
- E. Navigator Protocol {Draft}—Pages 22-26**
- F. Navigator in Chief Job Description—Pages 27-28**
- G. Release of Information Form {Draft}—Page 29**

**DOJ, OJP, and OVC FY 2012 Wraparound Victim Legal Assistance Network
Demonstration Project**

Memorandum of Understanding

WHEREAS, **Rocky Mountain Victim Law Center (RMvlc), Child Advocates – Denver CASA, Denver Center for Crime Victims (DCCV), Denver City Attorney’s Office, Denver District Attorney’s Office, Project Safeguard, Elder Justice Colorado, Colorado Legal Services (CLS), and Rocky Mountain Children’s Law Center** (the, “Partners”) have come together to collaborate and to make an application for the **DOJ, OJP, and OVC FY 2012 Wraparound Victim Legal Assistance Network Demonstration Project** grant; and

WHEREAS, the Partners listed above have agreed to enter into a collaborative agreement in which the **Rocky Mountain Victim Law Center** is the lead agency and named applicant and the other agencies will be partners in this grant project; and

WHEREAS, the Partners herein desire to enter into a Memorandum of Understanding setting forth the services to be provided by the collaborative; and

WHEREAS, the application prepared and approved by the collaborative through its Partners was submitted to the Office for Victims of Crime and awarded;

I) Description of Partner Agencies

Rocky Mountain Victim Law Center

The Rocky Mountain Victim Law Center provides pro-bono legal representation for crime victims in criminal cases to enforce victims’ rights in criminal proceedings, to protect the privacy rights of crime victims, to identify issues that pose challenges to the provision of state and federal rights to crime victims, and to assure the ongoing review and assessment of system successes and barriers to state and federal victims’ rights. RMvlc strives for every victim represented to fully understand their rights at each stage of the criminal justice process and to be able to meaningfully exercise and enforce those rights in the criminal justice system.

Child Advocates – Denver CASA

CASA, which stands for Court Appointed Special Advocates, is a nationwide program of volunteers who are appointed to abused and neglected children in the Juvenile Court System and then make recommendations to the judge for the children’s long-term welfare. CASA volunteers speak up for these children and help them find safe, permanent homes. They also develop a relationship with the children. Judges appoint CASA volunteers to watch over and advocate for abused and neglected children, to ensure they

Appendix A

do not get lost in the overburdened legal and social service system or languish in inappropriate group or foster homes. Volunteers stay with each case until it is closed and the child is placed in a safe, permanent home. For many abused children, their CASA volunteer is the one constant adult presence in their lives. Independent research demonstrates children served by a CASA volunteer prove substantially less likely to spend time in long-term foster care and less likely to reenter care.

Denver Center for Crime Victims (DCCV)

The Denver Center for Crime Victims (DCCV) is a nonprofit agency that provides culturally and linguistically responsive services, health promotion and crime prevention education for crime victims. All services are offered at no cost in 41 languages and dialects. Since 1987, DCCV has served over 165,000 people. Specifically, DCCV may provide language services to partner agencies.

Denver City Attorney's Office

The mission of the City Attorney's Office is to provide the highest quality legal counsel and representation to the City and County of Denver, including the Mayor, City Council, the City Auditor, Clerk and Recorder, and the City Agencies. This mission is accomplished by providing prompt, effective, thoughtful and courteous service. Every employee is a steward of the public trust. The Prosecution and Code Enforcement Section of the City Attorney's Office prosecutes all Denver municipal ordinance offenses (including domestic violence cases), commitment proceedings in Probate court, cases filed by code enforcement agencies, and some minor state violations. The Prosecution and Code Enforcement Section also manages the Victim Resource Program which provides advocacy and support to victims of crime whose cases are moving through the criminal justice system.

In 2009, the Prosecution and Code Enforcement Section secured funding from the U.S. Dept. of Justice Office on Violence Against Women to develop the technical ability to train law enforcement, Adult Protective Services workers, prosecutors, and victim and elder service providers to identify and better address abuse later in life. This project has led to the creation and coordination of the Justice Program for Older Adults, a multidisciplinary team dedicated to improving Denver's response to victims later in life. This collaborative effort has trained more than 350 law enforcement officers, prosecutors, investigators, victim and elder service providers, advocates and others. We have also successfully launched a coordinated community response team that meets monthly to identify gaps in services for older victims, conduct needs assessments, develop common messaging, host cross trainings, and provide e-consultation on difficult cases. The JPOA also implemented an e-Consultation forum to allow participating agencies to efficiently and confidentially staff difficult cases with one another to more effectively provide victims with the services and interventions needed to best address their needs.

Denver District Attorney's Office

Appendix A

The Office of the Denver District Attorney is the chief law enforcement office in the City and County of Denver and is responsible for prosecuting all of the felonies, misdemeanors and serious traffic offenses committed in the city. The mission is to professionally and completely prosecute crimes and investigate potential crimes on behalf of the people of the State of Colorado and in doing so, do justice, advocate victims' rights and advise and consult in the deterrence and prevention of crime; to ensure the open, even handed and humane administration of justice. Under the leadership of Denver District Attorney Mitchell R. Morrissey, the office maintains two priorities: prosecuting criminals to the fullest extent possible, and protecting the rights and interests of innocent victims. To accomplish this the Office has several divisions and special units: County and District Court Divisions, Family Violence, Economic, Gang, Drug, Juvenile Units and special units which include: Victim Compensation, Confiscation, Appellate, Intake, Information Services and Administration. The Special Programs Unit includes: Juvenile Diversion, Victim Services Network, Witness Protection, Family Violence Early Intervention, and Courtrooms to Classrooms. The Office has a long history of exploring and implementing special programs to address the needs of crime victims since the early 1980s.

Project Safeguard

Project Safeguard, founded in 1981 and incorporated in 1984, is a non-profit organization committed to helping end domestic violence by holding society responsible for developing, implementing and enforcing sanctions against abusers while increasing safety and survival options for victims of abuse and their children. Project Safeguard's mission is dedicated to providing safety planning, legal advocacy, and direct court support to victims of domestic violence and abuse, ensuring their safety and survival.

Elder Justice Colorado

Elder Justice Colorado (EJCO) views senior citizens in Greater Denver as a growing and vital segment of our community. These seniors are often overlooked and underserved. Elder Justice Colorado seeks to remedy this by protecting senior's interests through free or subsidized legal services, advocacy, and referrals to existing resources. Further, Elder Justice Colorado seeks to effect change by educating the community concerning matters specific to the senior population. Elder Justice limits the population served to 60 years of age and older. This ensures that EJCO is focusing 100% of its resources to meet the needs of the senior population. EJCO seeks to fill in the gaps, rather than duplicate existing services and partner with existing agencies and nonprofits in order to create a unified network of support.

Colorado Legal Services (CLS)

Colorado Legal Services is a non-profit corporation that has assisted persons with low income and seniors in the State of Colorado for over 85 years. The mission of Colorado Legal Services is to provide meaningful access to high quality, civil legal services in the pursuit of justice for as many low-income persons and members of vulnerable

Appendix A

populations throughout Colorado as possible. CLS provides family, custody, immigration, employment, and administrative legal services to low-income individuals, including victims of crime, in Colorado.

Rocky Mountain Children's Law Center

The mission of the Rocky Mountain Children's Law Center is to change the lives of abused and neglected children through compassionate legal advocacy, education and public policy reform. Our programs reflect that mission by utilizing our legal and clinical expertise to ensure the safety and well-being of our young clients. We implement individualized, innovative legal strategies to shepherd our young clients through a sometimes overwhelming legal process, always keeping in focus what is in the best interest of each child. Our clinical consultants and attorneys work in collaboration to promote stability, preserve relationships, and access therapeutic and educational support programs. Children's Law Center advocates for more than 1,500 children each year through a combination of direct representation and information sharing on our crisis line; our public policy reform and appellate work provides positive outcomes for abused and neglected children across the state.

II) History of Relationship

Denver has a history of collaborative relationships because a collaborative network of victim service providers was established in Denver in 1998. The training and technology initiatives of VSN 2000 have linked these victim-service collaborators and programs so that they operate as a *network* of programs, sharing information and resources to serve victims in a collaborative rather than independent fashion. Victim Services Network 2000 transitioned in April of 2002 from a temporary grant funded project to an ongoing collaborative effort among Denver's victim service agencies. The local network of over 50 victim service agencies operates under the name Victim Services Network (VSN). VSN continues to work as one in order to enhance the network of services. This model allowed creation of a multi-disciplinary, comprehensive, integrated, seamless network of service delivery that addresses service gaps and barriers to access that are so often a source of frustration for victims of crime. The model also places special emphasis on outreach to previously un-served or under-served populations. The Denver VSN 2000 model is a broad-based collaborative effort. Participants include nonprofit agencies, criminal justice-based victim service programs, and allied professionals in the corporate sector, communities of faith, institutions of higher education and the health care community.

However, the VSN initiative in Denver has one unfortunate and large gap: the ability to provide a referral network of pro-bono legal services for crime victims in Denver. VSN is convening a new Steering Committee committed to eradicating this gap in legal services for victims. This Steering Committee will be made up of legal representatives and executive directors from the Partners. These Steering Committee members have the knowledge, expertise, and experience necessary to provide comprehensive pro-bono legal services to crime victims in Denver, as well as the capacity, and a commitment to partner

Appendix A

with other organizations and key stakeholders to deliver comprehensive, seamless legal services to victims in Denver. It is the long range goal of this Steering Committee that these Partners will provide seamless pro-bono legal services for crime victims in Denver to include family, custody and dependency, employment, administrative legal services related to victimization, enforcement of victims' rights in criminal proceedings, assistance for victims of identity theft and financial fraud, and immigration legal assistance.

III) GOALS AND OBJECTIVES

Goal: Develop a comprehensive, collaborative model for delivering wraparound legal assistance services to crime victims, in the City and County of Denver, to meet all legal needs that arise in connection with their victimization.

Objectives:

1. Within one month of award of funding, convene the Steering Committee as a subcommittee of Denver's Victims Services Network (VSN) to oversee the project and collaborate with the lead agency to ensure the completion of all goals and objectives and timely submission of all deliverables.
2. Manage the project, in collaboration with the Steering Committee, as a model for a partnership network of holistic, comprehensive, wraparound, pro bono, legal services for crime victims, suitable for replication in other jurisdictions of similar sizes.
3. Within 12 months of award of funding, develop and conduct a needs assessment of legal assistance services to crime victims in the City and County of Denver.
4. Within 15 months of award of funding, based on the results of the needs assessment, design a detailed plan that includes policies, procedures, and protocols for providing victims with necessary legal services and referrals within the VSN network.
5. Within 15 months of award of funding, determine the feasibility of expanding the needs assessment and development of a plan for wraparound victims' legal assistance services to the entire Metropolitan Denver area.

IV) Roles and Responsibilities

NOW, THEREFORE, it is hereby agreed by and between the Partners as follows:

1. The Rocky Mountain Victim Law Center is designated as the Lead Agency for the FY 2012 Wraparound Victim Legal Assistance Network Demonstration Project and is responsible for hiring a Program Coordinator who will work with the Partners and the VSN Steering Committee to coordinate all aspects of the FY 2012 Wraparound Victim Legal Assistance Network Demonstration Project.
2. The Partners agree to participate in monthly VSN Steering Committee meetings dedicated to the creation of seamless pro-bono legal services for crime victims in Denver to include family, custody and dependency, employment, administrative legal services related to victimization, enforcement of victims' rights in criminal proceedings, assistance for victims of identity theft and financial fraud, translation and interpreting services, and/or immigration legal assistance. The Partners agree to attend at least 90% of the monthly meetings.

Appendix A

3. Contingent upon the award of grant funding, and for the first 15 months of the grant cycle, the Partners agree to assist Dr. Anne DePrince with distributing research surveys to the crime victims those Partners serve and the Partners agree to be responsible for planning, developing, and implementing project activities with the VSN Coordinator and the Program Coordinator. The Partners will receive compensation for reasonable compliance with this requirement. The Project Coordinator will keep a record of Dr. Anne DePrince's requests and each Partner's contribution.

4. Contingent upon the award of continued funding past the initial 15 month grant cycle, the Partners agree to dedicate staff and necessary agency resources, commensurate with the funding that each particular agency receives from any potential grant award, to provide seamless pro-bono legal services for crime victims in Denver to include family, custody and dependency, employment, administrative legal services related to victimization, enforcement of victims' rights in criminal proceedings, assistance for victims of identity theft and financial fraud, translation and interpreting services, and/or immigration legal assistance.

V) Timeline

Responsibilities under this Memorandum of Understanding shall be from the date of the award of funding for the "DOJ/OJP/OVC FY 2012 Wraparound Victim Legal Assistance Network Demonstration Project," November 1, 2012, through 15 months from the date of the initial funding award, January 31, 2014. At the end of that term additional MOU'S will be executed if program funding continues.

VI) Commitment to Partnership

- 1) The collaboration service area includes **the entire Metropolitan Denver area.**
- 2) The Partners agree to collaborate and provide seamless pro-bono legal services for crime victims in Denver to include family, custody and dependency, employment, administrative legal services related to victimization, enforcement of victims' rights in criminal proceedings, assistance for victims of identity theft and financial fraud, translation and interpreting services, and/or immigration legal assistance pursuant to the program narrative of the grant application attached to this agreement.
- 3) Compensation for Partners' contribution to this project is \$3000 per agency for the initial 15 months of the Project. The money will be disbursed in 3 equal increments of \$1000. The specific date will be set forth in the Technical Proposal. To receive the disbursement, the Partners will submit detailed invoices thirty (30) days prior to the disbursement date based on the work each did pursuant to Section IV, *supra*. Upon compliance with the requirements set forth in Section IV, RMvlc will make disbursements to each partner on the date of disbursement.
- 4) We, the undersigned have read and agree with this MOU. Further, we have reviewed the proposed project and approve it.

Appendix A

<p>By _____ Director, Rocky Mountain Victim Law Center Date _____</p>
<p>By _____ Director, Child Advocates – Denver CASA Date _____</p>
<p>By _____ Director, Denver Center for Crime Victims Date _____</p>
<p>By _____ Director, Project Safeguard Date _____</p>
<p>By _____ Director, Elder Justice Colorado</p>

Appendix A

Date _____
By _____ Director, Colorado Legal Services Date _____
By _____ Director, Rocky Mountain Children's Law Center Date _____
By _____ Director, Prosecution and Code Enforcement, Denver City Attorney's Office Date _____
By _____ Director, Special Programs Unit, Denver District Attorney's Office Date _____

DENVER WRAPAROUND PROJECT

Bylaws

Article I

General Provisions

Section 1. Name. The name of the project that is created pursuant to the FY 2012 – Department of Justice, Office for Victims of Crime Wraparound Victim Legal Assistance Network Demonstration Project shall be the Denver Wraparound Project (hereinafter, the “Project”).

Section 2. Office. The principal office of the Project shall be in the Rocky Mountain Victim Law Center (hereinafter, “Lead Agency”) offices, currently located at 1557 Ogden St., Floor 3, Denver, Colorado 80218.

Article II

Purpose

Section 3. Purpose. The purpose of the Project is to develop a comprehensive, collaborative model for delivering wraparound legal assistance services to crime victims to meet all legal needs that arise in connection with victimization. The first phase of the Project will be an extensive planning for and designing of a model for collaborative, comprehensive efforts to holistically meet the legal needs of victims. Included within the first phase, the Project shall develop and conduct a needs assessment in Denver. Based on the results of the needs assessment, the Project shall design a detailed plan that includes policies, procedures and protocols for providing victims with necessary legal services and referrals within the network. The outcome of the Project shall be successful multi-disciplinary collaborations among community legal services agencies and direct service providers to create a robust model for delivering an array of necessary legal services to all crime victims.

Article III

Membership

Section 1. Lead Agency. The Lead Agency for the Project is the Rocky Mountain Victim Law Center (hereinafter, “Lead Agency”).

- (a) Duties. The primary goal of the Lead Agency is to develop a comprehensive, collaborative model for delivering wraparound legal assistance to crime victims, in the City and County of Denver, to meet the legal needs that arise in connection with a victim’s victimization. The Lead Agency is a Steering Committee member and shall collaborate with the other Steering Committee members to achieve the goals and objectives of the Project.

Section 2. Steering Committee. The Steering Committee is a subcommittee of the Victim Services Network.

- (a) Duties. The Steering Committee (hereinafter, “Committee”) shall serve to set and guide the strategic vision for the Project and collaborate with the Lead

Agency to achieve all goals and objectives for the Project. The Committee shall assist the research partner, Dr. Anne DePrince, Ph.D. (hereinafter, "Principal Researcher"). The Committee shall follow the direction of the Principal Researcher and participate in all activities requested of the Committee by the Principal Researcher.

- (b) Composition and Term. The Committee shall consist of no more than fourteen (14) organizational members (hereinafter, "Members"). The initial Committee Members shall consist of the organizational signatories to the Memorandum of Understanding, set forth in its entirety in Appendix A (which includes the Lead Agency) and the Project Director. The Committee Members shall enjoy membership until the Committee Member dissolves, the Project dissolves, the Committee Member's voluntary departure, or, pursuant to voting guidelines set forth in Article III, Section 2(d), the organization's membership is terminated by the other Committee Members.
- (c) Elections. Any Committee Member may nominate an organization to become a Committee Member. The nominating Committee Member shall notify the Project Director that it nominates a potential Member at least seven (7) days prior to the next Steering Committee meeting. The Project Director shall put the nomination on the next Steering Committee meeting agenda. At the Steering Committee meeting, the nominating Committee Member shall speak as to why the nominee should be a Committee Member. The Steering Committee shall delay elections until the next Steering Committee meeting. At the next Steering Committee meeting, the Members shall vote to determine whether the nominee organization shall be a Committee Member. At least two-thirds of the Committee Members must vote in favor of the nominated organization for it to be instated as a Committee Member.
- (d) Termination. Any Committee Member may forward a request to vote on another Committee Member's termination of membership. The Committee Member wishing to terminate another's membership shall notify the Project Director at least seven (7) days prior to the next Steering Committee meeting or Special Meeting. The Project Director shall put the discussion of termination of membership on the meeting agenda. At the Steering Committee meeting, the Member wishing to terminate another's membership shall speak as to why the membership should be terminated. The Member whose termination is requested has an equal opportunity to speak their stance on the issue(s) presented. The Committee shall delay terminating membership until the next Committee meeting or Special Meeting. Thirty days must pass before the Meeting at which termination will be voted upon. At the next Committee meeting, the Members shall vote to determine whether the Member's membership to the Steering Committee shall be

- terminated. At least two-thirds of the Committee Members must vote in favor of termination for the termination to be effective. If membership is terminated, the termination shall be effective in two weeks, giving time for the terminated Member to close all business with the Steering Committee. Compensation earned will be provided to the terminated Member, subject to the Member's satisfaction of the compensation requirements set forth in Appendix A, Memorandum of Understanding.
- (e) Vacancies. The Committee Members shall fill any vacancy in membership, except a vacancy in the Project Director post, by the Elections process set forth in Article III, Section 1(c). The Project Director shall notify the Office for Victims of Crime (hereinafter, "OVC") of any vacancy and shall document that communication in the official Project file.
 - (f) Regular Meetings. The Committee shall meet on the second Tuesday of every month for the duration of the Project, unless otherwise agreed upon. The meetings shall be held in the City of Denver. Meetings are open to the public, unless the Committee determines otherwise, and non-Member attendees may speak to any issue and to such an extent as is appropriate. The Committee shall not be bound by any words of such non-Member attendees.
 - (g) Special Meetings. The Committee or the Project Director may call a Special Meeting of the Committee. Seven (7) days' notice by email, telephone, or in person may be given for the Special Meeting. A notice need not specify the purpose of the Special Meeting.
 - (h) Absence. Any Committee Member unable to attend a meeting shall communicate their absence by email or telephone stating the reason for the Committee Member's absence.
 - (i) Quorum. At any meeting of the Committee, a majority of Members shall constitute a quorum for the transaction of business.
 - (j) Action. At any meeting in which a quorum is present, the vote of a majority of those Members present shall decide any matter, except for the instatement of membership, which shall be decided in the manner stated in Part III, Section 2(c), and termination of membership, which shall be decided in the manner stated in Part III, Section 2(d).
 - (k) Action by Consent. Any action by the Committee may be taken without a meeting if written consent thereto is signed by all the Committee Members and filed with the records of the Committee meetings. Such consent shall be treated for all purposes as a vote at a meeting.
 - (l) Meeting by Teleconference. Members may participate in a Committee meeting by means of teleconference or any other communications method that allows all persons participating in the meeting to hear each other

contemporaneously. Participation by teleconference shall constitute presence in person at a meeting for all purposes.

- (m) Compensation. For the first fifteen (15) months of the Project, Committee Members shall be paid for their participation pursuant to the Memorandum of Understanding, set forth in its entirety in Appendix A. Payment after the initial fifteen (15) months is subject to OVC approval, budget approval, and availability of funds.

Section 2. Non-voting Committee Partners. The Committee may create honorary non-voting classes of partners (hereinafter, "Partners") and may appoint persons to those classes for such terms and on such conditions as the Committee may determine. The Committee is aware that as the Project grows, the number of Partners will also grow. The Committee Members shall take an expansive view on including additional Partners and shall only reject Partners if they deem the potential Partner's purpose or organization is not aligned with Project's goals and objectives.

Section 3. Project Director.

- (a) Programmatic Duties. The Project Director shall serve as the primary contact between the Steering Committee, Principal Researcher and the OVC. The Project Director shall manage all facets of the Project and coordinate all of the Project funding, Project coordination, and Project reporting. The Project Director shall facilitate Committee meetings, conduct outreach to allied legal professionals, and support and facilitate the Principal Researcher's research needs. The Project Director shall keep detailed records of all meetings, monitor activities and tasks taken on by *pro bono* legal entities working with the Committee and the Victim Services Network, and assist with preparation and delivery of technical assistance based on the needs assessment and implementation plan. The Project Director shall identify and create *pro bono* holistic victim civil-legal assistance networks for crime victims in Denver. This shall entail working with all local legal agencies to increase access to *pro bono* legal services for crime victims to include family, custody and dependency, employment, administrative issues related to victimization, enforcement of victims' rights in criminal proceedings, assistance for victims of identity theft and financial fraud, immigration assistance, and assistance with probate issues for family members of homicide victims. The Project Director shall assist in accessing additional funds needed to sustain the efforts of the Project. The Project Director shall draft and submit all required reports.
- (b) Financial Duties. The Project Director shall manage the Project financial budget. The Project Director shall create procedures for financial disbursements that are aligned with the Lead Agency's financial policies and

approved by the Lead Agency. The Project Director may disburse funds from the Project as needed. Disbursements pursuant to the budget and within the description and remaining funds allotted to that budget line item may be made by the Project Director with approval from the Executive Director of the Lead Agency. For all other disbursements, the Project Director must first obtain approval from the Committee by the voting methods stated in Article III, Section 2(j), *supra*, and the Executive Director of Lead Agency.

(c) Composition and Term. The Project Director, as an employee of the Lead Agency, shall be subject to the Lead Agency's personnel policies including hiring and terminating decisions. The Project Director shall report directly to the Project Lead Supervisor.

Section 4. Project Lead Supervisor.

(a) Duties. The Project Lead Supervisor is the Legal Director of the Lead Agency. The Project Lead Supervisor supervises all aspects of the Project, except the financial aspects of the Project.

(b) Composition and Term. The Project Lead Supervisor, as an employee of the Lead Agency, shall be subject to the Lead Agency's personnel policies including hiring and terminating decisions.

Article IV
Amendments

These Bylaws may be modified from time to time as needed by the affirmative vote of two-thirds of the Committee Members present and voting at any meeting. Notice of the proposed modification shall be given at least seven (7) days prior to a regularly held or special meeting. Prior to any modification taking effect, the Project Director and Project Lead Supervisor shall determine whether the modification is subject to the OVC's approval. If the Project Director and Project Lead Supervisor deems OVC's approval necessary, the modification shall not be effective until the OVC approves the modification. Otherwise, the modification shall be effective immediately.

Article V
Compliance with Legal Requirements

All activities of the Project shall be conducted in accordance with state and federal law.

Article VI
Effective Date

The foregoing bylaws are effective as of August 1, 2013.

[Signatures to Follow]

Date: _____

Rocky Mountain Victim Law Center
Date: _____

Colorado Legal Services
Date: _____

Denver District Attorney's Office
Date: _____

Denver City Attorney's Office

Date: _____

Denver Center for Crime Victims

Date: _____

Project Safeguard
Date: _____

Rocky Mountain Children's Law Center

Date: _____

Denver CASA
Date: _____

ADDITIONAL SIGNATORIES TO BYLAWS

Colorado Bar Association

Date: _____

Organizational Readiness Checklist

- 1) Sign Memorandum of Understanding with Mothership.
- 2) Choose employee who will be Navigator.
- 3) Change employee's job description to include Navigator duties.
- 4) Complete all paperwork, including confidentiality agreement.
- 5) Designate phone line/call handling process for organization to handle Navigator phone calls.
- 6) Attend pre-implementation orientation.
- 7) Navigator-to-be to complete the Pre-Survey for training needs and return to Mothership.
- 8) Provide to Navigator in Chief details of the organization's service to victims, parameters of service, and capacity.
- 9) Do test run of the website log-in to ensure system compatibility.

Wraparound Legal Services Project Pilot Phase Memorandum of Understanding

The Denver Wraparound Legal Services Project is a united network dedicated to identifying gaps in legal services for crime victims in Greater Denver, and closing those gaps by providing relevant education, and supporting skilled, wraparound, legal services for crime victims.

WHEREAS, Child Advocates-Denver CASA, Denver City Attorney's Office, and Rocky Mountain Victim Law Center (RMVLC) have come together to participate in the Pilot Phase of the Denver Wraparound Legal Services Project ("WLSP"); and

WHEREAS, the Partners listed above have agreed to enter into a collaborative agreement in furtherance of the WLSP mission; and

WHEREAS, the Partners herein desire to enter into a Memorandum of Understanding setting forth the services to be provided by the network;

I. Description of Partner Organizations

Child Advocates – Denver CASA

CASA, which stands for Court Appointed Special Advocates, is a nationwide program of volunteers who are appointed to abused and neglected children in the Juvenile Court System and then make recommendations to the judge for the children's long-term welfare. CASA volunteers speak up for these children and help them find safe, permanent homes. They also develop a relationship with the children. Judges appoint CASA volunteers to watch over and advocate for abused and neglected children, to ensure they do not get lost in the overburdened legal and social service systems or languish in inappropriate group or foster homes. Volunteers stay with each case until it is closed and the child is placed in a safe, permanent home. For many abused children, their CASA volunteer is the one constant adult presence in their lives. Independent research demonstrates children served by a CASA volunteer prove substantially less likely to spend time in long-term foster care and less likely to reenter care.

Denver City Attorney's Office

The mission of the City Attorney's Office is to provide the highest quality legal counsel and representation to the City and County of Denver, including the Mayor, City Council, the City Auditor, Clerk and Recorder, and the City Agencies. This mission is accomplished by providing prompt, effective, thoughtful and courteous service. Every employee is a steward of the public trust. The Prosecution and Code Enforcement Section of the City Attorney's Office prosecutes all Denver municipal ordinance offenses (including domestic violence cases), commitment proceedings in

Appendix D

Probate court, cases filed by code enforcement agencies, and some minor state violations. The Prosecution and Code Enforcement Section also manages the Victim Resource Program which provides advocacy and support to victims of crime whose cases are moving through the criminal justice system.

In 2009, the Prosecution and Code Enforcement Section secured funding from the U.S. Dept. of Justice Office on Violence Against Women to develop the technical ability to train law enforcement, Adult Protective Services workers, prosecutors, and victim and elder service providers to identify and better address abuse later in life. This project has led to the creation and coordination of the Justice Program for Older Adults ("JPOA"), a multidisciplinary team dedicated to improving Denver's response to victims later in life. This collaborative effort has trained more than 350 law enforcement officers, prosecutors, investigators, victim and elder service providers, advocates and others. The Denver City Attorney's Office has also successfully launched a coordinated community response team that meets monthly to identify gaps in services for older victims, conduct needs assessments, develop common messaging, host cross trainings, and provide e-consultation on difficult cases. The JPOA also implemented an e-Consultation forum to allow participating agencies to efficiently and confidentially staff difficult cases with one another to more effectively provide victims with the services and interventions needed to best address their needs.

Rocky Mountain Victim Law Center

The Rocky Mountain Victim Law Center ("RMVlc") provides pro-bono legal representation for crime victims in criminal cases to enforce victims' rights in criminal proceedings; to protect the privacy rights of crime victims; to identify issues that pose challenges to the provision of state and federal rights to crime victims; and to assure the ongoing review and assessment of system successes and barriers to state and federal victims' rights. RMVlc strives for every victim represented to fully understand their rights at each stage of the criminal justice process and to be able to meaningfully exercise and enforce those rights in the criminal justice system.

WLSP Steering Committee

The WLSP Steering Committee provides programmatic guidance to WLSP. The WLSP Steering Committee is made up of up to 14 organizations. The Steering Committee acts in an advisory capacity for the Lead Agency and the Mothership, and is tasked with ongoing analysis of the data gathered by the Principal Researcher to determine how to meet the gaps and eradicate barriers in legal services to crime victims. The Steering Committee is governed by two documents, a separate MOU and the Bylaws.

II. History of WLSP

In 2012, upon being awarded the OVC Wraparound Grant, Rocky Mountain Victim Law Center in completion of the first objective of the FY 2012 Wraparound Victim Legal Assistance Network Demonstration Project (the Denver Wraparound Legal Services Project)²³ formed a Steering Committee to guide the vision for the WLSP.

During Years 1 and 2, a Needs Assessment was conducted to evaluate the gaps and strengths in legal services to crime victims. Numerous direct service provider organizations and private attorneys participated in the Needs Assessment.²⁴ Notwithstanding Denver's stable foundation of collaboration among the majority of direct service providers, the Needs Assessment, set forth in detail below, identified evidenced based gaps in legal services to crime victims. The gaps identified by the Needs Assessment provided much needed guidance and confirmation for the creation of the Pilot Phase of the WLSP.

With the information gained from the Needs Assessment, the members of the Steering Committee have developed a model for closing identified gaps. The Denver Wraparound Legal Services Project's goal is to develop a comprehensive and replicable model for delivering wraparound legal services to crime victims, which meets the legal needs that arise in connection with their victimization.

III. Goals

- a. Create a united network that has a centralized hub, connecting all Partner Organizations and Navigators, and executing all activities of the Wraparound Project.
- b. Create a united network that will replicate the successes of the Pilot Project, sustain collaboration, and organize to advocate for broader, needed changes in the legal system.
- c. Continually identify gaps in crime victims' legal services to ensure sustainability.
- d. Utilize evidence based identified gaps data to support advocacy for legal change, as well as to refine the Project.
- e. Community service providers, members of the judiciary and the legal community will receive relevant education about crime victims' legal needs and resources.
- f. Victims will receive relevant education about common legal needs and resources to promote self-advocacy and awareness.

²³ The Wraparound Victim Legal Assistance Network Demonstration Project, in its entirety, will hereinafter be referred to as the "Denver Wraparound Legal Services Project," "WLSP." The WLSP, awarded on November 1, 2012 and ended on January 31, 2014, will hereinafter be referred to as "Year 1." Fiscal Year 2013 of the WLSP, which commenced on February 1, 2014 and will end on January 31, 2015, will hereinafter be referred to as "Year 2." Fiscal Year 2014 of the WLSP, which will commence on February 1, 2015 and end on January 31, 2016, will hereinafter be referred to as "Year 3."

²⁴ Pursuant to FY 2012 Wraparound Victim Legal Assistance Network Demonstration Project, RMvlc was charged with conducting a needs assessment to identify the gaps in legal services to crime victims in the City and County of Denver (the, "Needs Assessment"). RMvlc contracted with the University of Denver, Psychology Department, to conduct the Needs Assessment.

- g. Services to victims will be provided in a trauma-informed and victim-centered manner.
- h. All victims will receive adequate time with professionals who have relevant training to effectively assist with victims' legal issues.
- i. Increase victims' access to legal services and information.

IV. Roles and Responsibilities

NOW, THEREFORE, it is hereby agreed by and between the Partners as follows:

- **Mothership**

The Mothership will oversee and direct all activities of the WLSP and provide a central connection hub for the Navigators. During the Pilot Phase, "the Mothership" will be the umbrella term for WLSP and its activities that are housed at the Rocky Mountain Victim Law Center. It is conceivable that at some future date, the Mothership will be a stand-alone entity. While the Mothership is located in Rocky Mountain Victim Law Center, all of the Mothership's activities and responsibilities set forth below will be the sole responsibility of Rocky Mountain Victim Law Center.

The Mothership will employ a Navigator in Chief to carry out all of the Mothership's duties and to act as the designated Navigator at the Mothership. The Mothership will create the training curriculum for Navigators. The Mothership will maintain and update the website. The Mothership will continually field observations from Navigators regarding existing gaps in legal services and present those gaps to the Steering Committee. The Mothership will set the agenda for the Steering Committee meetings, and facilitate the addition or removal of Steering Committee members based on the Bylaws and Memorandum(s) of Understanding. The Mothership will create and maintain an internal database for tracking and managing the WLSP initiatives.

- **Navigator in Chief**

The hotline will be staffed by the Navigator in Chief, and will serve as a portal for victims to enter into the network, to access sound and accurate legal information, and to obtain social service referrals. The Navigator in Chief will also receive victim intakes from the website or by referral from a Partner Organization, nonpartner organization, or any other method. The Navigator in Chief will facilitate the continual communication between Navigators and the Mothership through a variety of methods, including teleconferences, list-servs, webinars and meetings.

- **Partner Organizations**

The Partner Organizations are responsible for keeping the Mothership updated of all program changes. Specifically, the Partner Organizations are responsible for notifying the Mothership of any changes to programs that are referred to by the Navigators and the Navigator in Chief, such as changes in

contact person or contact information. Within one month of signing the MOU, a Partner Organization will modify the job description for one of their employees to be a Navigator. Within one month of signing the MOU, a Partner Organization will direct the designated Navigator to attend the Navigator training and make time available for the designated Navigator to attend the training.

- **Navigators**

Navigators will provide legal information and social services information to victims, be responsible for communicating with the Mothership, collect data necessary for WLSP, and attend mandatory trainings as directed by the Mothership. The Navigator will have an in-depth understanding of the various legal systems to be able to triage a victim's legal needs.

V. Timeline

Responsibilities under this Memorandum of Understanding shall be effective from 2/20/15 through 8/31/15. At the end of that term additional MOU'S will be executed if program funding continues.

VI. Commitment to Partnership

- 1) The WLSP Pilot Phase service area includes **the City and County of Denver**.
- 2) The Organization Partners agree to collaborate, participate to the fullest, and assist in informing the Full Phase Program of WLSP by attending required meetings, orientations, and trainings.
- 3) The Organization Partners agree to fully abide by the WLSP policies, procedures, and protocols.
- 4) The Organization Partners agree to collect the required data for WLSP and provide the data collected pursuant to the data collection protocol.
- 5) The Organization Partners agree to provide a supportive environment for the Navigators in their organizations.
- 6) We, the undersigned have read and agree with this MOU. Further, we have reviewed the proposed project and approve it.

Appendix D

By _____

Director, Prosecution and Code Enforcement, **Denver City Attorney's Office**

Date _____

By _____

Director, Rocky Mountain Victim Law Center

Date _____

By _____

Director, Child Advocates – Denver CASA

Date _____

NAVIGATOR PROTOCOL

1) Definitions

- **Mothership**: For purposes of the initial Pilot Phase and Full Program Expansion Phase, the Mothership will be located within the Lead Agency for WLSP, Rocky Mountain Victim Law Center. The Mothership will oversee and direct all activities of WLSP as well as provide a central connection hub for the Navigators.
- **Navigator in Chief**: For purposes of the initial Pilot Phase and Full Program Expansion Phase, the current Project Director will fill the Navigator in Chief role. The Navigator in Chief is tasked with carrying out all of the Mothership's duties and to act as the designated Navigator at the Mothership. The Navigator in Chief will oversee the Navigators' duties as they relate to WLSP.
- **Partner Organization**: Partner Organizations are those organizations who sit on the Steering Committee who have also committed to hosting a Navigator on-site. Within one month of signing the Memorandum of Understanding, the Partner Organization will modify the job description for one of their employees to be a Navigator. The Partner Organization is responsible for oversight and supervision of the Navigator on its staff. Further, the Partner Organization is responsible for keeping the Mothership updated of all program changes.
- **Navigator**: The Navigator, housed within a Partner Organization, will provide legal information and social services information to victims of crime; be responsible for being in communication with the Mothership; collect data necessary for the Project; and attend mandatory trainings as directed by the Mothership.
- **WLSP Clients**: The clients who receive services from WLSP are not receiving direct legal representation from WLSP. There is no attorney-client relationship, nor a guarantee of services. The clients are in an application stage, seeking services directly from various Organizations. When clients are successful in obtaining services from Organizations, they will then become direct clients of those respective organizations.

2) Purpose

The Navigator's purpose is to provide victims of crime with knowledgeable, accurate legal information and social service referrals in a victim-centered, trauma-informed way.

3) Navigator Job Responsibilities

The Navigator's main job responsibilities include:

- Triageing and determining the needs of victims.
- Providing legal information to victims and providing a disclaimer that the Navigator is not providing legal advice.
- Navigating victims through the appropriate legal system.
- Providing effective referrals to victims.
- Communicating effectively with the Mothership.
- Attending trainings and orientations.

Desired Skills and Competencies

- The Navigator should have an in-depth understanding of the various Denver legal systems to be able to triage crime victims' legal needs.
- Ability to work with diverse populations.
- Ability to interact sensitively with traumatized populations and to handle crisis appropriately.
- Ability to work independently and as a part of a team.
- Ability to maintain confidentiality.

4) No Wrong Door Policy – Methods of Interactions

A core principal of WLSP is that there is no wrong door when crime victims are seeking civil legal services. This means that no matter what organization crime victims contact, they will be assisted through the WLSP network to find the resources they need. The following scenarios illustrate the various ways crime victims may come into contact with the WLSP network, and how each situation shall be handled in accordance with the No Wrong Door Approach.

- Client Contacts the Mothership, Mothership cannot service
If the Mothership receives an intake, either by an online intake, hotline call, or referral from another organization, which is not serviceable by the Mothership but is suitable for referral within the WLSP network, the Mothership will contact the Navigator at the appropriate Partner Organization, following the referral protocol as set forth in Section (5) of this Protocol.

If the Mothership receives an intake which is not serviceable by the WLSP network or the Mothership, the Navigator in Chief will triage the client's legal issues and make the appropriate referrals to nonpartner organizations and other resources, following the referral protocol as set forth in Section (5) of this Protocol.

- Client Contacts Partner Organization
In this scenario, a Partner Organization receives a direct intake from a crime victim the Partner Organization cannot serve, or additional legal issues are presented outside of the Partner Organization's realm of service. First, the Partner Organization shall refer the crime victim

internally to its designated Navigator. Next, the Navigator will triage the client's legal issues and enter the client into WLSP. If the client has needs outside the parameters of the WLSP network, the Navigator will make appropriate referrals to nonpartner organizations and other resources following the referral protocol as set forth in Section (5) of this Protocol.

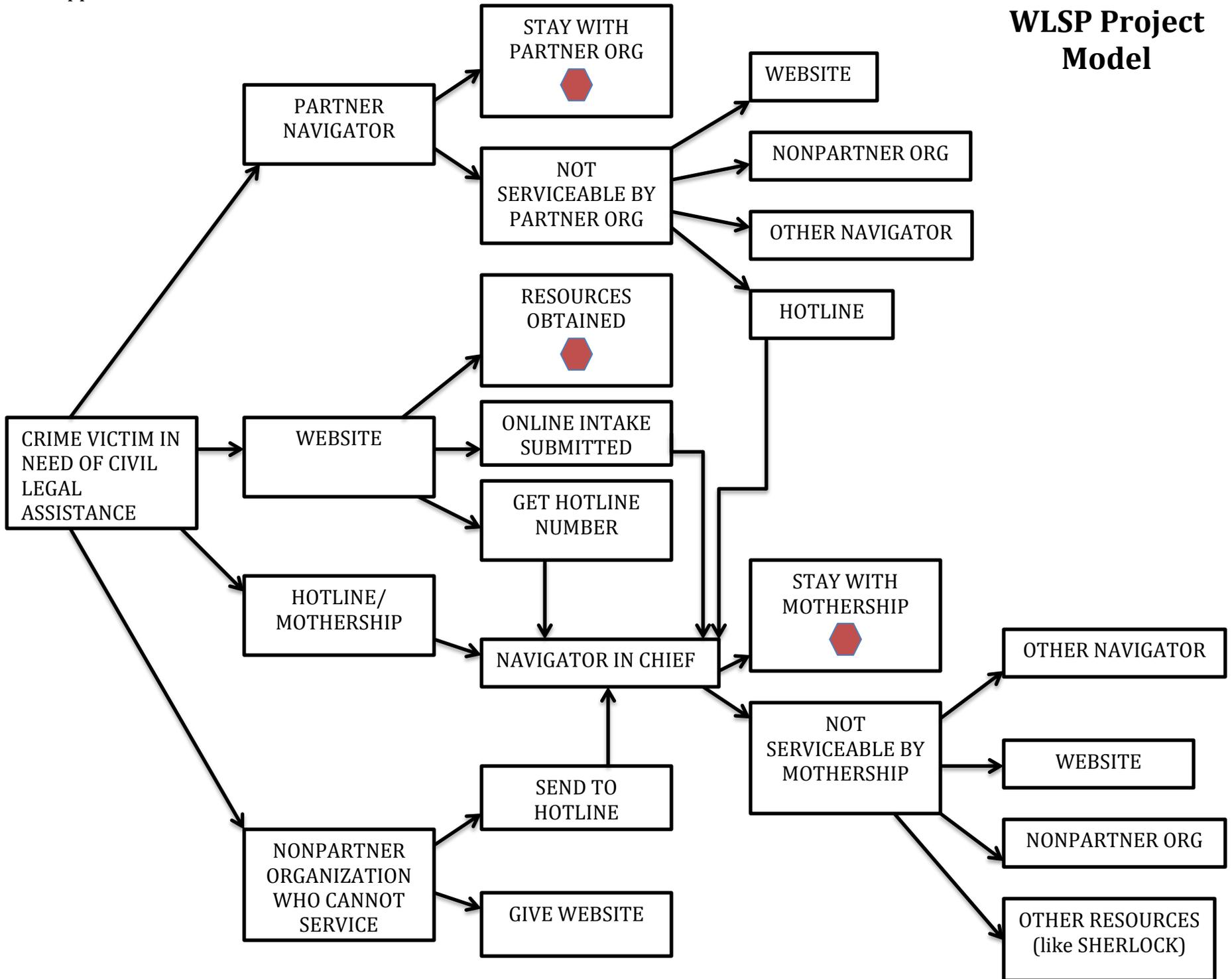
If the client's needs are serviceable within WLSP, the Navigator will refer to a Partner Organization using the Referral Protocol set forth in Section (5).

5) Referral Protocol

- If, after triaging the client, the Navigator determines that a referral to another organization is necessary, the Navigator will utilize the following method of referral:
 - Referral to a Partner Organization within the WLSP network (all Steering Committee member organizations) At the time the Navigator determines the client needs a referral to another organization, the Navigator shall ask the client whether the client would like the Navigator to contact the other organization on behalf of the client.
 - **YES:** If the client agrees the Navigator should contact the organization, the Navigator will prompt the client to complete the Release of Information sheet ("ROI").
 1. The ROI is a single sheet of paper the client must sign either verbally or physically. The ROI will include a disclaimer stating the Navigator is not providing confidential communications by speaking to the other organization, and the client agrees that the Navigator can provide only the specified information to the other organization.
 2. The Navigator will contact the Partner Organization's Navigator and provide the ROI to the Navigator.
 3. The Navigators will then discuss the appropriateness of the referral as well as the capacity of the organization to take the client.
 4. Once the Navigator determines the referral will be effective, the referred-to-Navigator will contact the client within 72 hours, and complete an intake with the client pursuant to the Partner Organization's procedures.
 - **NO:** if the client does not wish the Navigator to contact the Partner Organization on the client's behalf, the Navigator shall provide the client with the preferred contact information to the referral Partner Organization as well as a list of WLSP network resources and other community resources.

- **Referral to Nonpartner Organization:** At the time the Navigator determines the client needs a referral to another organization, outside of the WLSB network, the Navigator shall ask the client whether the client would like the Navigator to contact the other organization on behalf of the client.
- **YES:** If the client agrees the Navigator will contact the organization, the Navigator will prompt the client to complete the Release of Information sheet (“ROI”).
 1. If the referral is to a nonpartner Organization, the Navigator will contact the organization and provide only the information specified on the ROI.
 2. The Navigator will then determine appropriateness and capacity of referral.
 3. If the Navigator determines the referral is effective, the Navigator will ask whether the Navigator can conference in the client.
 4. Once the client is conferenced with the organization, the Navigator will end the phone call and allow the organization and client to speak to each other and complete an intake pursuant to the organization’s procedure.
 5. If the client and organization are unable to be conferenced together, the Navigator will ask the organization for its availability to conduct an intake and set up an appointment with the organization for the Navigator to call with the client to facilitate an intake with the organization.
- **NO:** if the client does not wish the Navigator to contact the nonpartner organization on behalf of the client, the Navigator shall provide the client with a list of community resources.

WLSP Project Model



Navigator In Chief Job Description And Desired Skills

Organizational Tasks

- Carry out all of the Mothership's duties, including but not limited to:
 - Setting the agenda for the Steering Committee meetings;
 - Facilitating the addition or removal of Steering Committee members, based on the Bylaws and Memorandum(s) of Understanding;
 - Field observations from the Navigators regarding existing gaps in legal services and present those gaps to the Steering Committee.

Management

- Oversee the Navigators.
- Facilitate the continual communication between the Navigators and the Mothership through a variety of methods, including teleconferences, listservs, webinars and meetings.
- Facilitate bi-weekly phone calls with Navigators during the Pilot Phase to check-in (fidelity assurance).
- Hold monthly face-to-face meetings with Navigators.
- Oversee day-to-day operation of the website including updates, new training uploads, and monitoring listserv and forums.
- Develop and use a tracking system to manage all survey and assessments in conjunction with Anne DePrince's assessment tools.

Program Development

- Compile a list of the Navigator deviations and provide to the Mothership.
- Compile, update and maintain a comprehensive resource list for website and Navigator Portal.
- Update and make amendments to the Implementation Plan during Pilot Phase.
- Work with website developer to create content for website.
- Work with marketing team to develop content for marketing collateral.
- Develop with Steering Committee and Mothership, manual for Navigators-responsible for updating and editing on consistent basis.
- Identify and recruit new partners for the program.
- Facilitate and coordinate new organization orientation during Full Program Expansion Phase based on structure as developed by Steering Committee.

Advocacy

- Act as the Navigator for the Mothership organization.
- Staff the hotline, which will serve as one of the portals for victims to enter into the network.
- Receive victim intakes from the website or by referral from a Partner Organization, community organization, or any other method.

Navigator In Chief Job Description And Desired Skills

Community Outreach

- Utilize membership on other committees and boards locally to educate potential new partners about the Navigator Project.
- Represent project at various committee meetings across Greater Denver.
- Develop relationships with strategic partners including courts, public and private attorneys, service providers, and others.

Performance Skills

- Commitment to the mission, vision and values of the Project.
- Excellent customer service skills and a commitment to high quality customer service.
- Ability to work with diverse populations.
- Ability to interact sensitively with traumatized populations and to handle crisis appropriately.
- Understanding of trauma-informed care and the empowerment philosophy of advocacy.
- Ability to work independently and as a part of a team.
- Ability to maintain confidentiality.
- Detail Oriented.
- Ability to effectively work on multiple tasks at one time.
- Professional and effective verbal and written communication skills.
- Group facilitation experience a plus.
- Knowledge of, and experience in, the civil and/or criminal legal system.

