

# The Legacy of the Strong Field Project



May 19, 2015

**Prepared for:**

Lucia Corral Peña  
Senior Program Officer  
Blue Shield Against Violence  
Blue Shield of California  
Foundation

50 Beale Street  
San Francisco, CA 94105  
Tel: (415) 229-5462  
[www.strongfieldproject.org](http://www.strongfieldproject.org)  
[www.blueshieldcafoundation.org](http://www.blueshieldcafoundation.org)  
Project No. 4208

**Prepared by:**

Hanh Cao Yu, Ph.D.  
Jennifer Henderson-Frakes  
Miloney Thakrar  
Castle Sinicrope  
Lydia Nash  
Allie Bollella

**With contributions from:**

Mika Clark  
Eduardo Ortiz  
1333 Broadway, Suite 310  
Oakland, CA 94612  
[www.spra.com](http://www.spra.com)



## **Acknowledgements**

In the course of witnessing leaders and organizations become re-energized and re-ignited to end domestic violence in California, the Social Policy Research Associates (SPR) team was greatly moved by the many stories of transformation. We are grateful for the generosity of many individuals in sharing their space, time, and reflections with us. First, we would like to acknowledge the Blue Shield Against Violence team of Bess Bendet, Christi Tran, Lucia Corral Peña, and Nikki Dinh. The Strong Field Project greatly benefited from their vision and openness to listening to and partnering with the field. We would also like to express our deep appreciations to the members of the Advisory Group and the highly dedicated and innovative Coordinating Committee: Fran Jemmott, Carlene Davis, Taigy Thomas-Gooding, Jonathan "Mac" Macaranas of the Jemmott Rollins Group; Marissa Tirona, Michelle Gislason, and Erin Lingren of CompassPoint Nonprofit Services; Beckie Masaki of Asian Pacific Islander Institute on Gender-Based Violence; Maya Thornell-Sandifor, Fabiola DeCaratachea, and Alison Brody formerly with the Women's Foundation of California; and Jacquie Marroquin, Kathy Moore, and Tara Shabazz of the California Partnership to End Domestic Violence.

In addition, the evaluation would not have been possible without the insights and generosity of the participants and alumni of the Leadership Development Program, the Organizational Strengthening Grants, and the Network Building and Knowledge Sharing Strategy. We are indebted to their willingness to share their stories and engagement in a collective journey that will impact many generations to come in the domestic violence field.



# Executive Summary



Since its early years, the Blue Shield of California Foundation (BSCF) has been strongly committed to ending domestic violence (DV) in California. This commitment to large-scale social change has led the Foundation to adopt a field-level lens for creating the conditions necessary for DV leaders and organizations to become more effective in addressing domestic violence.

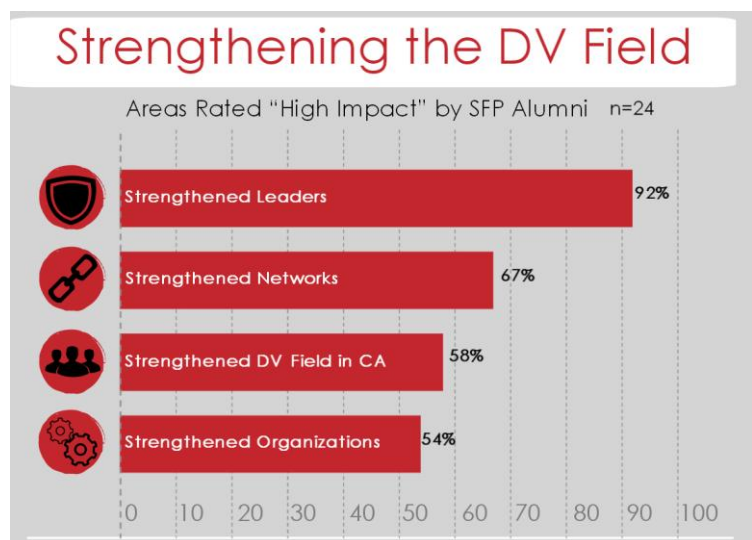
In response to a comprehensive scan of the strengths and needs of the DV field in California, the Foundation launched a bold, multi-million, five-year initiative called the Strong Field Project (SFP) in 2010. The SFP's ultimate goal was to strengthen a DV field that is "equipped with a critical mass of diverse leaders and organizations with sufficient capacity and the right support, tools, skills and knowledge to lead a stronger movement forward to prevent and end DV." The SFP has a three-pronged approach: (1) leadership development program (LDP), (2) organizational strengthening grants (OSG), and (3) networking building and knowledge sharing (NBKS).

BSCF engaged Social Policy Research Associates (SPR) to assess the SFP's impact and contributions to strengthening the DV field. In this final initiative report, we look at the legacy of the SFP at the individual, organizational, and field levels and implications for the field as leaders move beyond the SFP to make their own legacy.

SPR used various methods to assess progress towards the major SFP outcomes. These included (1) interviews with 66 SFP participants, alumni, Advisory Group members, Coordinating Committee members, and DV field leaders; (2) an SFP Alumni Follow-up Survey, (3) LDP organizational case studies; and (4) information gathered from training evaluations, pre and post assessments, observations, and document review.

## Overview of The Legacy of the Strong Field Project

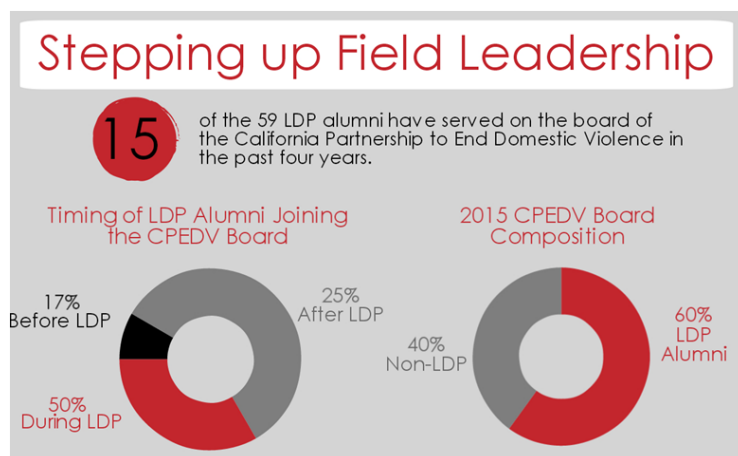
In the final year of the SFP, SPR conducted The SFP Alumni Follow-Up Survey with LDP and OSG alumni. Our goal for this survey was to understand the longer-term impact of the SFP on individuals, organizations, and the field—especially now that leaders and organizations have had some amount of distance from the program and time to apply their learnings and experience. The results, shown above, were fairly consistent with previous survey findings. Nine-two percent (92%) of alumni rated



“strengthened leaders” as the highest area of SFP impact. This was followed by about two-thirds (67%) rating “stronger networks” across the state as the highest area of impact, and more than half (58%) rating a “stronger DV field in California” as the highest area of impact. We take a deeper dive into each of these areas in the remainder of the report.

### **Strengthened Leaders**

One of the most powerful legacies of the Strong Field Project is the cadre of strengthened leaders that this initiative has fostered. LDP alumni, as well as those who have worked with these individuals, report profound impacts from participation in the LDP. Our analysis of pre- and post-leadership assessments and interviews with leaders showed that the LDP has had significant impacts on DV leaders’ leadership and management skills overall, and in the following specific areas: increased self-awareness as a leader, increased self-confidence, increased multicultural leadership, increased financial leadership, improved succession planning and management of change and conflict, and increased field leadership. Furthermore, at the end of their LDP participation, **67% of LDP alumni reported holding leadership positions in local, regional, and statewide DV networks and the Partnership Board consists of 60% LDP alumni leaders.** Indicative of the persistence of difficult working conditions, self-care and work-life balance continue to be areas of challenge for leaders in the DV field, and showed the least LDP effect. In general, LDP has fostered leaders who are not only empowered and re-energized, but also well positioned to become more effective field and movement leaders.



### **Strengthened Organizations**

The Strong Field Project has strengthened domestic violence organizations through multiple channels, including the two cohorts of 27 OSG grantees funded to build capacity in various priority areas. Key outcomes for OSG I grantees included the implementation of transformative organizational models such as shared leadership models, and models that integrated community organizing and child abuse services. **In discussing their progress and most valuable outcomes, OSG II grantees stressed the importance of infrastructure, systems, and groundwork laid, as well as larger culture shifts** that occurred as a result of their OSG projects.

To what extent are grantees stronger organizations as a result of their work? While the assessment of OSG I grantees was challenged by inconsistent data here, for OSG II grantees, organizational strengthening can be described both quantitatively and qualitatively. Quantitatively, OSG II grantees took a short survey to assess the status of key capacity areas for their organizations prior and after their OSG grant periods. **OSG II grantees reported increases in all capacity areas. Increases were particularly pronounced in two of the weakest areas at baseline: systems to manage and coordinate goals and activities; and the use of monitoring and evaluation data.** This reflects much of the infrastructure and process-oriented outcomes highlighted by OSG II grantees.

In a *qualitative* sense, OSG II grantees continued to reflect on how their organizations have been strengthened in the areas of operations/administration, programming, and/or finances. **OSGII grantees’ administration was strengthened in a number of ways, ranging from facilities**

**and operations, to increased knowledge and heightened inter-departmental collaboration.** Infrastructure strengthening was also a theme in this area, particularly around capacity to do fund development work. **Overall, effects on programming included: larger shifts in philosophy or framework for service provision; expansion of services or capacity to serve; and co-location of services and partnerships.** A broad group of OSG II grantees reported fund development-related strengthening as a result of their OSG II work. OSG II grantees **made changes to their approach to fundraising, and increased their organizational capacity to engage with potential funders. Capacity was heightened not always by hitting original revenue targets, but by putting critical infrastructure in place with strong promise for the future.**

In addition to the OSG II grants, LDP also provided a unique opportunity for organizational strengthening through the strengths-based leadership organizational retreats. This extra organizational support was a direct response to the challenges that some LDP leaders reported facing in bringing innovative learnings back to their organizations. Four selected LDP III organizations took advantage of this retreat opportunity to deepen individual and collective understanding of how to utilize strengths-based leadership principles.

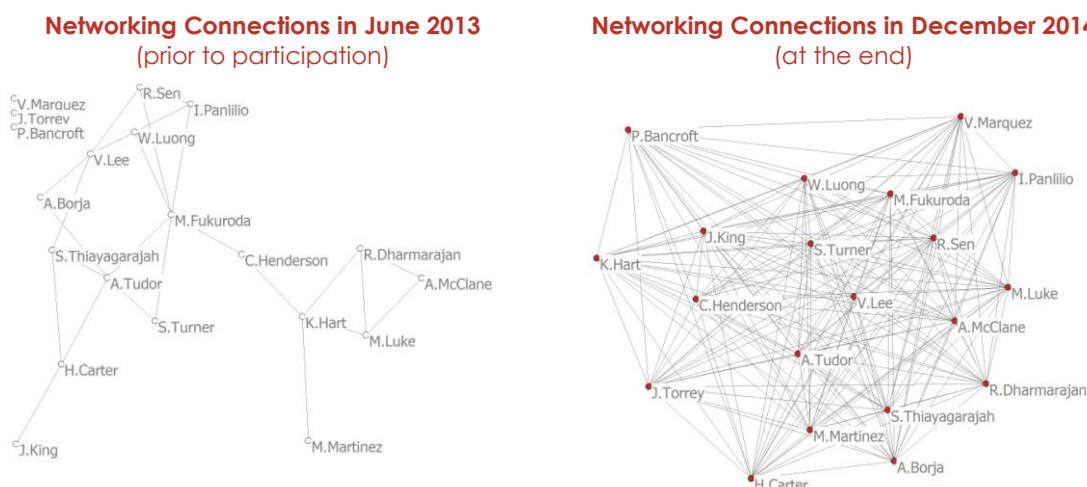
Although the long-term effects of these recent strengths-based organizations are yet to be seen, the survey results and interviews conducted showed that the **organizational retreats were most effective in the short term at helping participants understand and become aware of their personal strengths.** Moreover, all four organizations reported some noticeable organizational changes that can be attributed to the strengths-based leadership retreat.

Key factors that contributed to the success and effectiveness of the LDP organizational retreats included the following: **(1) a critical mass among senior leadership and peers to champion strengths-based practices; (2) multiple mechanisms to facilitate reflection and integration of strength-based leadership practices and tools; and (3) concerted efforts to integrate strengths-based content into organizational policies, systems, and culture.**

### Strengthened Field and Network

The SFP has been strongly guided by the value of collaboration as well as by long-term objectives to strengthen statewide and local coalitions to network, support, and sustain the DV field in California. The final report reflects on connections among LDP and SFP participants in fall-winter 2013-2014, complemented by a case study of how the SFP has contributed to increased connections and collaboration among Cohort III with the potential to strengthen the DV network in California.

Over the course of their participation, LDP Cohort III transformed from disparate groups and



individuals with few or no connections to each other, to a dense and highly interconnected network. Prior to joining LDP Cohort III, several cohort members had no previous connections with other cohort members, even at the networking level. Within the first six months of the program, connections among cohort members exploded and by the end of the program, all members reported interactions and connections with each other.

At the end of the program, there is evidence that strong relationships and supports are in place among LDP Cohort III participants. Participants frequently check in with one another via phone calls, text, and e-mail to discuss personal and professional challenges and accomplishments. Cohort III has also put in place a resilient support system to sustain their current relationships and facilitate further growth beyond the conclusion of the LDP program. Finally, Cohort III has also begun taking action and self-organizing around specific projects, such as collaborating on BSAV Cultural Competency grants and serving on the Partnership Board.

In terms of connections to the broader field, as of fall and winter of 2013-2014, LDP participants filled important places in the SFP network. Representatives from all cohorts occupied central roles in the network, reflecting a high level of interconnectivity with other central leaders in the field. Examples of cross-cohort LDP connections include: improved collaboration on a regional level, co-facilitating capacity-building trainings, developing the Domestic Violence Information Resource Center (DVIRC) (an online collaborative community for domestic violence agencies to share resources and network), joining the Partnership's Board, and partnering to apply for grant funding from Blue Shield and other sources.

While many SFP participants acknowledged the field has room for continued growth and development, they also noted several areas of change and transformation since 2010, including:

- **The field has stronger networks, and there is less feeling of isolation.** Many SFP participants recognized the important role SFP has played in bringing together leaders, providing the space for connecting, and building the capacity of leaders to network
- **The SFP has provided space for critical conversations and infused the field with new life and momentum.** Numerous field leaders and LDP alumni highlighted how SFP has provided the space to have critical conversations that have been historically too risky or scary.
- **The field has become more diverse and made progress towards bringing in innovation, new leaders, and non-traditional partners.** Participants reflected on a host of ways the field has become more diverse since 2010, from a new openness to approaches (e.g., trauma-informed care, cultural competence) to regional diversity and including individuals from rural organizations.
- **The field has made progress towards shared language and a shared vision.** While SFP participants did not feel the field has been fully united around a shared vision, many agreed that there is evidence of an emerging shared language and vision and that many leaders in the field are reaching agreement on the topics that need to be addressed for a common vision and agenda to be fully fleshed out.

### **Strengthened Knowledge Base**

From the Leadership Development Program, the Regional Institutes, and SFP Institutes, **the DV field in California has already begun to learn about the LDP “gems” and has practiced applying the strength-based leadership tools, multicultural leadership, and adaptive leadership models in organizational processes and systems.** These powerful ideas and concepts are gaining critical



mass with in many organizations as multiple participants from the same DV organization are taking part in LDP and as LDP alumni are being trained to effectively share valuable knowledge with those who have not been part of the SFP.

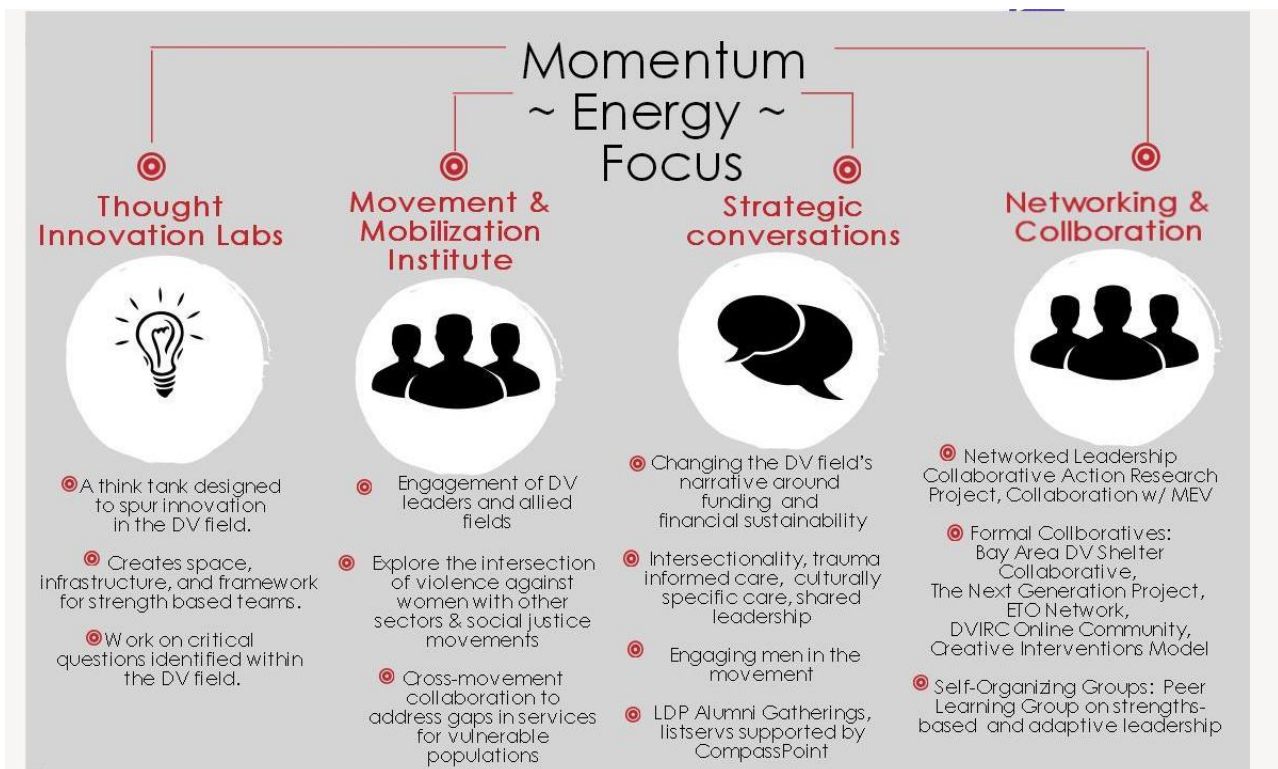
From the OSG, critical groundwork and infrastructure has been laid, and invaluable lessons learned, from the organizational development work of the OSG II grantees. **Particularly rich knowledge resides in the areas of fund development, theories of change, mergers and holistic service delivery, shared leadership models, and leadership development/policy advocacy.**

While in some cases the full impact of these efforts and models have yet to be felt, the implementation lessons, outputs, and initial outcomes have rich implications for the field.

### Beyond the SFP

As the SFP ended, the momentum continued to build as leaders, organizations, and networks began to mobilize across California to continue the field-changing conversations that occurred at the 2014 SFP Institute and the LDP Alumni convenings.

**Efforts Underway Leading to Action.** SFP alumni were asked where there has been momentum and what has been seen as promising. The graphic below presents major areas of focus that were most frequently mentioned. With hope and excitement, leaders pointed to efforts that are field generated and supported by the Foundation, including the Thought Innovation Labs and the Movement & Mobilization Institute. LDP leaders unanimously expressed interest in continuing to have strategic conversations and taking action on topics such as intersectionality, culturally specific and trauma-informed care models, changing the narrative of what the movement needs to end DV, funding for sustainability, and engaging men in the movement. In addition to involvement in the Legacy Projects, a number of efforts were cited by both DV leaders and BSCF as already underway to foster informal and formal networking and collaboration in California's DV field (e.g., Networked Leadership Collaborative Action Research Project, Efforts to Outcomes Database Collaboration, The Bay Area DV Shelter Collaborative, etc.)



**Challenges to Moving to Action.** While the level of energy and sense of optimism are high, LDP alumni and others highlight some potential barriers in order to transition to an “action network.” Identified barriers include: **cohort silos and cliques** between SFP participants and others. Looking forward, key questions that remain are whether the network should move forward with cohort-based workgroups leading the charge in specific areas, or should the network take a broader, more movement-minded approach. Although there is evidence of growing cross-cohort collaboration among LDP participants, it is critical alumni not fall into siloed groups and cliques without the benefits and perspective that the increasingly diverse DV field can bring.

Some divisions exist within key issues, despite broadly agreeing on what key areas need to be addressed. Movement to an “action network” will require **infrastructure and continued support from foundations and intermediaries**. Many LDP alumni and others feel there will need to be field, organizational and state level support for the Legacy Projects. Another challenge will be to **find additional resources to support the action network and the in-person convenings**.

**Next Steps by Field Leaders.** In response to the question of what is needed to ensure success in moving to action, DV leaders had many ideas and suggestions to share especially around the need to engage new stakeholders and ensure that adequate infrastructure is in place to support the work.

- **Engage new stakeholders.** To move the field to become an action network, LDP alumni pointed to the need for engaging new stakeholders outside the SFP to lift up new and diverse voices.
- **Ensure networking infrastructure is effective.** Leaders also identified the need to ensure there are continued in-person meetings and convenings. In order to continue the momentum of SFP, leaders strongly believed that there needs to be space for continued face-to-face collaboration and that it has to be as inclusive as possible. Also, cognizant of the fact that most of these leaders have full-time jobs, many leaders expressed the need to figure out what “backbone” support mechanisms will look like for the Legacy Projects.
- **Communicate the goals and structure of the Legacy Projects.** Most importantly, leaders are unsure what the future of the Legacy Projects will be. Their focus, structure, and impact are not clear yet and many leaders feel the legacy projects will need extensive support after the sunsetting of SFP.
- **Define the Partnership’s role.** DV leaders agree that the responsibility of the Partnership is to continue providing many of the types of trainings and gatherings started by SFP. Leaders also see the role of the Partnership as taking the lead on finding resources and funding to sustain convenings and trainings. Finally, leaders see the Partnership as also being the holder of knowledge, and sharing information to build inclusivity for the movement.

## Conclusion

Through careful planning, implementation, and sunsetting of the Strong Field Project, The Blue Shield of California Foundation has made a lasting and far-reaching impact on the entire DV field. The success of this initiative has largely been the result of Coordinating Committee partners and the Advisory Group members’ deep insights into the field’s strengths and needs, and the unwavering commitments of leaders to be vulnerable and authentic in re-building themselves, their organizations, and the movement to end domestic violence. Moreover, individuals involved in the SFP strongly recognize the value and significance of this initiative as a rare opportunity for the entire DV field to be resourced and challenged on “habits” and approaches

that were not working; to fail and learn from mistakes; to have courageous conversations; and to experiment with innovations. While the SFP is at an end, leaders are boldly charting a new course for the DV field to become more effective in advancing a stronger movement to prevent and end domestic violence in California.



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## ABOUT THE STRONG FIELD PROJECT AND THE EVALUATION

*Systemic change is critical for solving some of the greatest social challenges in our nation today, and one of the most important levers for bringing about such change is field building — coordinating the efforts of multiple organizations and individuals around a common goal and creating the conditions necessary for them to succeed.*

- *The Strong Field Framework*<sup>1</sup>

Since its early years, the Blue Shield of California Foundation (BSCF) has been strongly committed to ending domestic violence (DV) in California. This commitment to large-scale social change has led the BSCF to adopt a field-level lens for creating the conditions necessary for DV leaders and organizations to become more effective in addressing domestic violence.

In response to a comprehensive scan of the strengths and needs of the DV field in California, the BSCF launched a bold, multi-million, four-year initiative called the Strong Field Project (SFP) in 2010. The SFP's ultimate goal was to strengthen a DV field that is "equipped with a critical mass of diverse leaders and organizations with sufficient capacity and the right support, tools, skills and knowledge to lead a stronger movement forward to prevent and end DV." Toward that end, the SFP used a three-pronged approach to meet its goals and objectives:

**Leadership:** The Leadership Development Program (LDP) developed and empowered a critical mass of individuals with stronger leadership and management skills and more robust networks in order to meet individual goals for better serving the field. Expanding from the original plan to support two cohorts, BSCF committed to supporting the launch of a third cohort in 2013 to end as the SFP sunsetted. A team from CompassPoint Nonprofit Services, in partnership with Beckie Masaki, oversaw the design and implementation of this component.

**Organizational Capacity:** The Organizational Strengthening Grants Program (OSG) provides funding for DV organizations to build capacity in ways important to them and to develop and test new practices that will benefit the entire field. The Women's Foundation of California (WFC) was responsible for overseeing this component.

**Network Building and Knowledge Sharing:** The Network Building and Knowledge Sharing (NBKS) strategy, jointly administered by the Jemott Rollins Group (JRG) and the California Partnership to End Domestic Violence (the Partnership), strengthened the networks that connect California's DV organizations through convenings, trainings, and the fostering of a learning community to share new models and best practices.

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<sup>1</sup> The Strong Field Framework: A Guide and Toolkit for Funders and Nonprofits Committed to Large-Scale Impact (June 2009), The Bridgespan Group. <http://www.bridgespan.org/Publications-and-Tools/Advancing-Philanthropy/The-Strong-Field-Framework-A-Guide-and-Toolkit-for.aspx#.VO0wOCyVmgw>

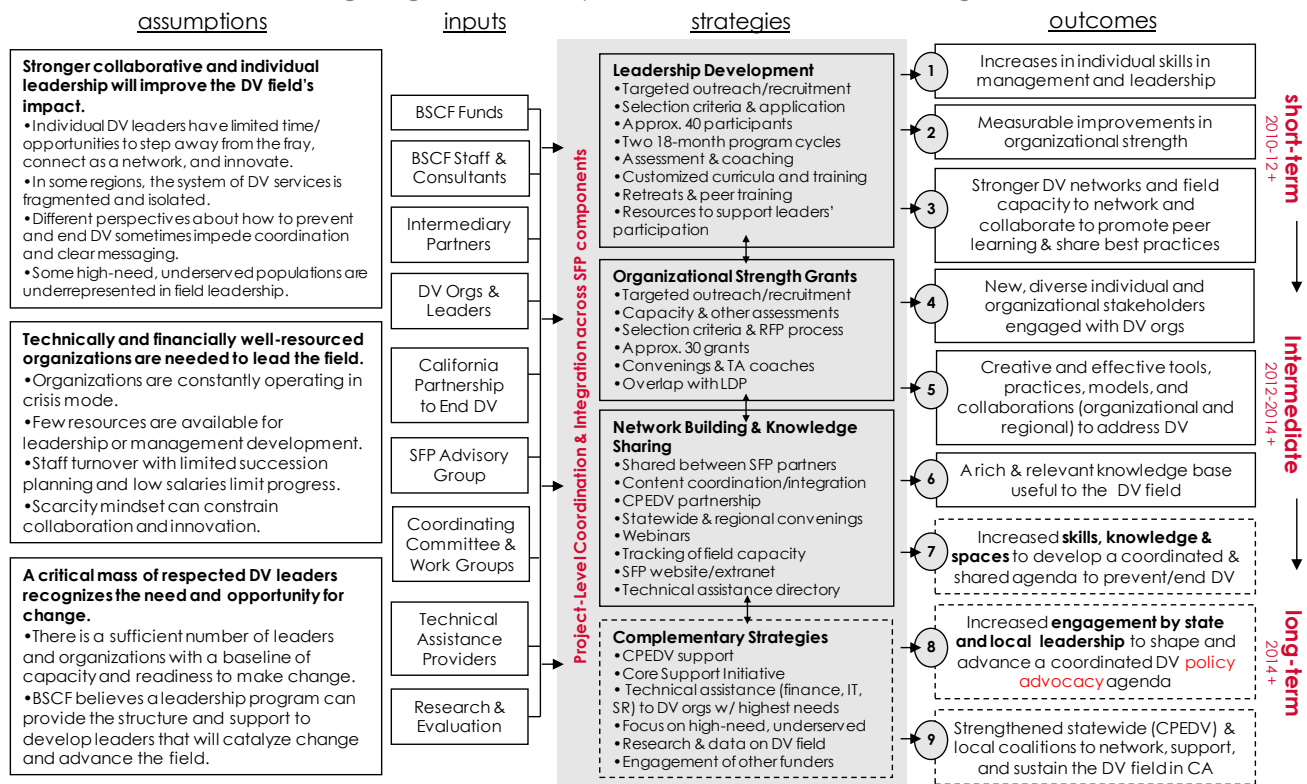
Along with the Advisory Group (AG) of DV field leaders, which was established to advise BSCF on Blue Shield Against Violence (BSAV), a collaborative body called the Coordinating Committee (CC) took responsibility for the design and implementation of SFP's three primary components. This group consisted of BSCF and the key intermediary partners who ensured the following:

- Establishment of the criteria for participant/grantee selection;
- Establishment of an efficient venue for brainstorming, coordinating, troubleshooting, and clarifying roles and responsibilities;
- Solicitation/incorporation of input from multiple stakeholders;
- Responsiveness to and anticipation of field needs; and
- Creation of an environment supportive of learning, evaluation and continuous improvement of the SFP.

Established in 2010 with in-depth input from the AG and CC, the SFP Logic Model provides an overview of the Strong Field Project's values, assumptions, strategies, and goals. A living document which guided BSCF, the Coordinating Committee partners' decision making, this logic model underwent some important revisions in 2011 and 2012 in response to the evaluation feedback provided by SFP participants and SPR.

## strong field project model

guiding values: diversity, collaboration, innovation, learning



**ultimate impact:** a strengthened DV field, equipped with a critical mass of diverse leaders and organizations that have sufficient capacity and the right support, tools, skills and knowledge to lead forward a stronger movement to prevent and end DV

## About the Evaluation

Building on the four previous Annual Evaluation Reports, this Final Evaluation Report assesses cumulative accomplishments and takes a retrospective look at the impact of the SFP since its inception. Our evaluation is guided by several process questions that address how well the SFP is being implemented, and by a number of impact questions that measure the effect the SFP is having on the DV field as well as on individual participants and organizations (see exhibit below.) The goal of this Final Evaluation Report is to more fully address the impact evaluation questions. The year 2014 marked the end of Cohort III’s participation in the Leadership Development Program and final implementation for OSG Cohort II. Much of the evaluation data collected and analyzed came from these two strategies, the SFP Institute 2014, as well as the SFP Alumni Follow-Up Survey. Please see Appendix A for a list of interviewees and Appendix B for the SFP Alumni Survey.

## SFP evaluation questions





Process Evaluation Questions	Impact Evaluation Questions
<p><b>Project Level</b></p> <ol style="list-style-type: none"> <li>1. What are the successes, challenges, and lessons learned as the SFP strategies are being implemented?</li> <li>2. How are knowledge and information being coordinated, gathered, and shared across the SFP, with The Partnership, and the broader DV field?</li> </ol> <p><b>Participant Level</b></p> <ol style="list-style-type: none"> <li>5. How are participants responding to SFP opportunities to strengthen individual, organizational, and network capacities to advance the DV field?</li> </ol>	<p><b>Project Level</b></p> <ol style="list-style-type: none"> <li>3. How are the DV networks strengthened by the SFP?</li> <li>4. How does the SFP ultimately lead to a strengthened DV field overall, as evidenced by reaching a “critical mass” of well-equipped leaders and organizations?</li> </ol> <p><b>Participant Level</b></p> <ol style="list-style-type: none"> <li>6. To what extent have SFP leaders experienced measurable changes in their leadership and management skills as a result of their participation?</li> <li>7. To what extent have SFP organizations gained greater capacity as a result of their participation?</li> </ol>



## Data Methods

We used a mixed-methods approach in order to assess progress towards the expected SFP outcomes and answer key evaluation questions. These methods included: semi-structured interviews conducted from the fall of 2014 to early 2015 with 66 SFP stakeholders; the SFP Alumni Survey administered to 24 LDP and OSG alumni; and in-depth information gathered from evaluation forms, observations, and document review (e.g., final grantee reports). The following table summarizes key data sources for the Final Evaluation Report.



## data sources

Data Sources	Description
 <b>Document Review</b>	<p><b>Extensive document review</b> of background and SFP materials including:</p> <ul style="list-style-type: none"> <li>• Commissioned studies and documents that helped inform the evaluation of the SFP</li> <li>• Coordinating Committee, BSAV Advisory Group, and Work Groups meeting minutes</li> <li>• OSG proposals and grantee reports</li> <li>• OSG detailed convening agendas</li> <li>• LDP cohort selection and summary documents and LDP application forms of accepted participants</li> <li>• LDP detailed in-person training agendas</li> <li>• LDP peer coaching reports</li> <li>• SFP Institute and Regional Institutes and webinar training agendas</li> </ul>
 <b>Interviews (N = 66)</b>	<p><b>In-depth interviews</b> including interviews completed in fall of 2014 to early 2015 with a total of 60 key individuals. All semi-structured interviews, which lasted between 35 to 90 minutes, were recorded and transcribed. SPR and its DV consultant conducted interviews with the following individuals and groups:</p> <ul style="list-style-type: none"> <li>— 8 Coordinating Committee members (including from BSAV, intermediaries, The Partnership and one additional CC member/DV field representative)</li> <li>— 8 Advisory Group members</li> <li>— 5 DV field leaders, 5 within California and 1 from Washington State</li> <li>— 20 LDP Cohort 3 participants (final round interviews took place in December 2014 and January 2015)</li> <li>— 11 LDP Cohort 3 organizational case study representatives: 4 Cohort 3 members and 4 of their organizational colleagues, 1 CompassPoint trainer, and 2 LDP alumni trainers</li> <li>— 14 OSG grantee organizations</li> </ul> <p>For seven respondents, we conducted multiple or multi-part interviews due to their various affiliations with the SFP (e.g. an LDP alumni who received an OSG grant and also served on the Advisory Group).</p>
 <b>SFP Alumni Follow-Up Survey</b>	<p><b>SFP Alumni Follow-Up Survey.</b> We administered the SFP Alumni Follow-Up Survey in an effort to understand how SFP participants (e.g., LDP Cohort 1 and 2, OSG Cohort I) have continued to network, collaborate, and share knowledge and skills with their organizations and DV colleagues.</p> <p>This survey asked questions on: (1) participation or leadership in the California DV field; (2) rating of the SFP's level of impact on individuals, organizations, networks, and the DV field; (3) what worked and what didn't about the SFP initiative; (4) SFP's legacy in 5-10 years; (5) current efforts and next steps to continue to strengthen the CA DV field; and (6) the Partnership's Role in lifting up the SFP's learnings and carrying forward the SFP's legacy. We had a 51% response rate with 24 of 57 invited individuals completing the survey.</p>
 <b>LDP Cohort Pre-</b>	<p><b>Pre- &amp; Post-Leadership Assessments.</b> At the beginning and end of each LDP cohort, members were asked to take a pre- and post-assessment to gauge their leadership skills and working conditions. We collected and analyzed data from the following sources:</p> <ul style="list-style-type: none"> <li>• <b>Cohort 1:</b> A total of 20 members took both the pre-and post-assessment in 2010 and 2012.</li> </ul>

Data Sources	Description
<b>and Post-Leadership Assessments</b>	<ul style="list-style-type: none"> <li>• <b>Cohort 2:</b> 20 cohort members took the pre-assessment in November 2011 and 19 took a post assessment, as one cohort member dropped out early on.</li> <li>• <b>Cohort 3:</b> 20 cohort members took both the pre-assessment in 2013 and post-assessment in 2014.</li> </ul>
 <b>Observations and Evaluations of SFP Events</b>	<p><b>The SPR team attended and observed major SFP events.</b> Evaluation of events included working with our Coordinating Committee partners to set up participant evaluation forms. In addition to taking detailed observation notes, we reviewed completed participant evaluation forms and facilitators' reflection forms.</p> <p><b>Key SFP events that we observed</b> included:</p> <ul style="list-style-type: none"> <li>• <b>Two LDP in-person gatherings and three LDP webinars:</b> <ul style="list-style-type: none"> <li>— <b>In-person gatherings:</b> (1) Cohort 3 Network Leadership Convening in Sacramento (September 2014), (2) Cohort 3 and Alumni in-person convening in Aptos (December 2014).</li> </ul> </li> <li>• <b>Two OSG convenings:</b> Observations at the February 2014 and September 2014 convening, both in Los Angeles, focused on fund development and peer exchanges.</li> <li>• <b>The SFP Institute:</b> This two-day event took place in Los Angeles in April 2014 with approximately 183 in attendance.</li> </ul>
 <b>Organizational Assessment Data</b>	<ul style="list-style-type: none"> <li>• OSG II grantees provided responses to scaled survey questions on organizational capacity from the perspective of the beginning of the grant period, as well as immediately after.</li> </ul>

## Overview of the Report

In addition to these introductory sections, this report includes three major sections. Section II focuses on the legacy of the Strong Field Project and how various SFP components have strengthened leaders, organizations, networks, the DV field, and the knowledge base. Section III focuses on what has worked, what is promising, and what has not worked in the SFP's design and implementation. We end the report with next steps for the field. As the SFP sunsets, we look to efforts that are underway to build "international" networks and review next steps by field leaders to sustain SFP's momentum and build critical mass to end DV in California.

## THE LEGACY OF THE STRONG FIELD PROJECT

When the Strong Field Project (SFP) launched in 2010, the Blue Shield of California Foundation (BSCF) laid out in the SFP Logic Model a compelling set of reasons why it was important to focus at the field level. In order to effectively end domestic violence, BSCF needed to focus beyond individual organizations and specific programs. The SFP was designed to impact several key areas to leverage capacity and infrastructure changes in the California domestic violence field. These included:

- Stronger collaborative and individual leadership to improve the DV field's impact;
- Technically and financially well-resourced organizations to lead the field; and
- A critical mass of respected DV leaders who recognize the need and opportunity for change.

The BSCF drew from the Strong Field Framework<sup>2</sup> to inform its thinking about the potential impact of this initiative. This framework stated that, when successful, such field-building efforts would *improve the overall infrastructure of a field*, enabling the organizations within it to achieve greater social impact. Moreover, this approach was a way to *enhance understanding among peers working towards similar goals* and *improve communication and coordination throughout the field*. Finally, it would enable a variety of *organizations to operate and collaborate more effectively*.

In the 2013 Annual Evaluation Report, SPR reported notable trends from the 2013 SFP Survey. More than 140 California DV leaders and practitioners were asked, “How has the field changed since the Strong Field Project's inception in 2010?” Compared to when the SFP began, their responses suggest that the SFP was already having a substantial influence on the DV field, vis-à-vis the three areas described above:

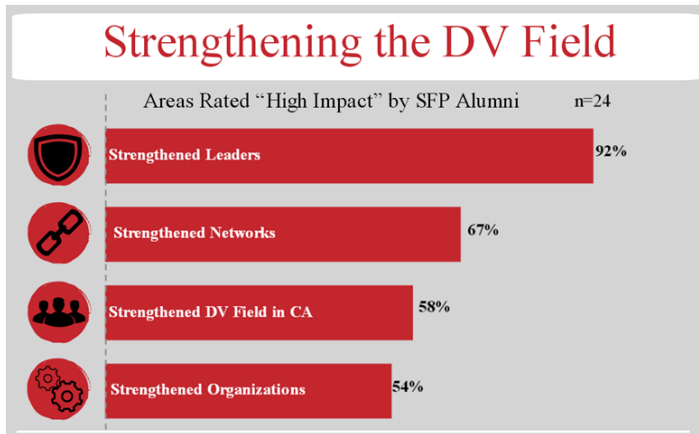
- The **most noticeable shift has been the development of a larger critical mass of respected leaders**. Specifically, 91% agreed or strongly agreed that a larger critical mass exists of respected DV leaders who recognize the need and opportunity for change. In addition, 84% of survey respondents also agreed that more leaders and organizations exist now with the capacity and readiness to make change.
- **A second major shift in the DV field was movement toward stronger and more collaborative and individual leadership**. Ninety-six percent (96%) of those who

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<sup>2</sup> The Strong Field Framework: A Guide and Toolkit for Funders and Nonprofits Committed to Large-Scale Impact (June 2009), The Bridgespan Group. <http://www.bridgespan.org/Publications-and-Tools/Advancing-Philanthropy/The-Strong-Field-Framework-A-Guide-and-Toolkit-for.aspx#.VO0wOCyVmgw>

responded to the survey agreed that collaborative and individual leadership is stronger in the California DV field. Leaders reported experiencing more time and opportunities to reflect, connect as a network, and innovate (83% agreed or strongly agreed) and reported experiencing less of a sense of fragmentation and isolation (77% agreed or strongly agreed).

- Finally, fewer, but still a substantial number of individuals agreed that a shift had occurred **towards more technically and financially resourced organizations**. Specifically, more than two-thirds (68%) agreed that “More technically and financially well-resourced organizations are in existence,” and 71% agreed that there was less of a scarcity mindset.



In the final year of the SFP, SPR conducted The SFP Alumni Follow-Up Survey with LDP and OSG alumni.<sup>3</sup> Our goal for this survey was to understand the longer-term impact of the SFP on individuals, organizations, and the field—especially now that leaders and organizations have had some amount of distance from the

program and time to apply their learnings and experience. The results, shown to the left, were fairly consistent with the previous survey findings. Nine-two percent (92%) of alumni rated “strengthened leaders” as the highest area of SFP impact. This was followed by about two-thirds (67%) rating “stronger networks” across the state as the highest area of impact, and more than half (58%) rating a “stronger DV field in California as the highest area of impact. In reflecting on the SFP’s field-level impact in particular, respondents highlighted different factors, including engaging new leaders and being comfortable with making and learning from mistakes:

*The legacy of the SFP are the learnings from the SFP—all the success and fabulous flops...We will be an inspired, flexible, and creative group of people who honor the roots of our movement, yet are not tied to the way things have always been done. The SFP has also grown a greater appreciation for the non-competitive approach.*

- LDP Cohort II Alumni

<sup>3</sup> Among the 47 who were invited to take the survey, more than half responded (a 51% response rate). Of the 24 who responded, 22 were LDP alumni while two were former OSG recipients.

As with the previous survey, the lowest area of rated impact was “strengthened organizations” (54% of respondents rated SFP’s impact as high here). Given that (1) most of the survey respondents were LDP participants, and (2) that LDP’s primary focus was to strengthen leaders, it is notable that more than half of the survey respondents reported high impact (and another 48% reported medium impact) on their organizations. This reflects LDP’s focus on multiple levels of leadership development—not just on the individual, but also on organizational and field levels as well.

Building on the alumni survey findings above, in this chapter we examine the ways in which the SFP has strengthened leaders, organizations, DV networks and the field, and the DV knowledge base.

## STRENGTHENED LEADERS

*The SFP has been transformational for me as an individual leader. The SFP opportunity came to me at just the right time, when I was not receiving any support from my supervisors/executive leadership in developing my own leadership capacity. The SFP has helped me to identify my own skills and strengths and to leverage those when faced with challenges. It gave me the tools necessary to have courageous conversations with co-workers, community partners and potential collaborators. I no longer fear change or transition. Instead, I view it as an opportunity. Additionally, over time, my role as a leader with my agency has shifted. Since participating in LDP, I have taken a larger role in bringing learnings back to the agency and the executive management team.*

- Cohort II Alumni

It is apparent that one of the most powerful legacies of the Strong Field Project is the cadre of strengthened leaders that this initiative has fostered. LDP alumni, such as the one above, are able to articulate the profound impact that participation in the SFP has had on them as individuals. In addition, those who have worked with these individuals, as well as field leaders, have taken notice of the transformation that LDP participants have undergone.

The evaluation has tracked outcomes that reflect CompassPoint's domains of leadership development for LDP participants: (1) leading self, (2) leading others/organization, and (3) leading the field. Since 2010, we have tracked key leadership outcomes through a pre-and a post-assessment for participants, as well as through in-depth participant interviews conducted throughout LDP. Now that all LDP cohorts have completed the program, this section on strengthened leadership examines the assessment results for all three cohorts.<sup>4</sup>




### Leading Self

To lead self effectively and sustainably, leaders need to have self-awareness and self-management skills. While leading self has been an important focus of LDP, we know that self-care and self-management in the DV field can be challenging due to the

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<sup>4</sup> The LDP pre-assessment and post-assessment asked LDP participants to rate themselves in areas such as self-awareness, self-confidence, self-care, etc. on a four- to six-point scale (from "strongly disagree to strongly agree," "not at all confident to extremely confident," "seldom to most of the time," etc.). We present the post- assessment results as changes in the total percentages at the top end of the scales (e.g., agree and strongly agree). The changes typically represent an increase (or positive change) in the outcome measures.

crisis-oriented nature of DV work and the culture of scarcity and heroic leadership in DV organizations and the broader movement. Interestingly, the pre-and post-assessment results related to leading self show both the highest and lowest areas of change

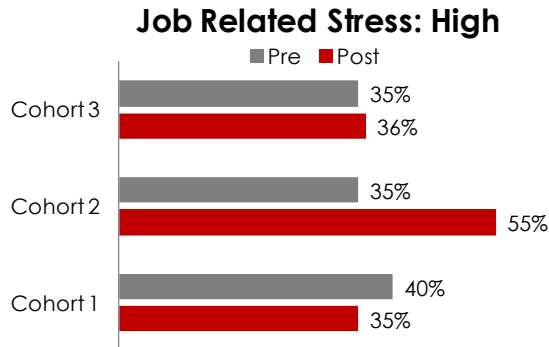
leading self...		Pre-assessment n=58	Post-assessment n=58	Increase/ Decrease	Percentage Change
	Increased Self Awareness	43%	84%	↑	41%
	Increased Self Confidence	74%	91%	↑	18%
	Increased Self-Care and Sustainability	64%	68%	↑	4%

<b>Increased Self Awareness</b>	<p><b>Self-awareness is one of the highest areas of impact in DV leaders as a result of participating in LDP.</b> This area shows the most significant change between the pre- and post-assessment in that participants demonstrate a heightened self-awareness of their strengths and weaknesses as leaders. The pre- to post-assessment shows the highest area of increase—almost a two-fold increase, or a 41% jump in self-awareness (from 43% at pre- to 84% at post). Leaders directly attributed their increased self-awareness to a number LDP trainings and tools. Top among them were the StrengthsFinder and coaching provided to participants. The LDP participants described the process through which they gained a better understanding of themselves:</p> <p style="padding-left: 40px;"><i>During my participation, I truly became more aware of myself and understood exactly what leadership really meant. I also realized what type of leader that I wanted to become.</i></p> <p style="text-align: right; padding-right: 40px;">– Cohort I Leader</p> <p style="padding-left: 40px;"><i>The program has given me many useful models for self-reflection that have led to many useful insights as to my own desires, goals, "blind spots" and growth areas as a leader.</i></p> <p style="text-align: right; padding-right: 40px;">– Cohort II Leader</p> <p style="padding-left: 40px;"><i>I have a much clearer picture of what my strengths and challenges are as a leader and a manager. I can articulate my strengths and figure out how they compliment the strengths of others at my agency.</i></p> <p style="text-align: right; padding-right: 40px;">– Cohort III Leader</p>
<b>Increased Confidence</b>	<p><b>Leaders' confidence in themselves and in their leadership abilities has shot up.</b> This is evident from a 17% increase (from 74% pre-to 91% post-assessment) in leaders' reported level of self-confidence in multiple areas of leadership competencies. This is also demonstrated in their willingness to advocate for themselves and their co-workers for new leadership roles and opportunities, for promotions, and for salary raises. Following are some illustrative quotes:</p> <p style="padding-left: 40px;"><i>I have a newfound awareness of and appreciation for my unique skills and strengths. I have much more confidence and belief in my abilities and take credit for my accomplishments rather than crediting luck or being in the right place at the right time.</i></p> <p style="text-align: right; padding-right: 40px;">– Cohort I Leader</p>

	<p><i>Participation in LDP has given me the confidence to engage in leadership roles that I didn't think I could participate in 18 months ago. I will be moving into a leadership role within my local Domestic Violence Council (County level) and participating in a City Wide Leadership Development Program beginning this fall.</i></p> <p style="text-align: right;">– Cohort II Leader</p> <p><i>I really struggled to own my own skills, my own worth, and my own abilities, and also I really struggled with balancing work and life...Through the 18 months, not only have I kind of reclaimed myself, but I feel like it allowed me to – I learned to love myself, and that has translated into me being a vastly better leader, manager, working, and I think it's going to enable me to stay in this field, in this work.</i></p> <p style="text-align: right;">– Cohort III Leader</p>
<p><b>Job Promotions and Organizational Advancements</b></p>	<p><b>Cohort members readily shared some specific examples of promotions due to the increased knowledge, skills, and confidence in their own leadership.</b> At least <b>33% of the LDP alumni (20 of 59) reported promotions and/or formal shifts in their job titles</b> that recognized their strengths and substantive contributions to their current or new organizations. For example, after having been at her organization for many years, one LDP participant was promoted to Client Services Manager and her first raise in 12 years. She credits LDP for playing a strong role in giving her the confidence to voice her ideas and take on more responsibility.</p> <p>During the course of their LDP participation, <b>six LDP members became the executive director (ED) of their organizations.</b> These leaders spoke about the pivotal role that LDP played in supporting their advancement and success as organizational leaders. As a Cohort II member shared:</p> <p style="text-align: center;"><i>Having so many people step up to help me learn about my new role as ED was pivotal in our budgeting, our interaction with funders and within our small leadership team.....Without this knowledge, our agency may not still be here, I can say with certainty that we would not be as strong as it is today.</i></p> <p><b>In addition to those who were promoted to EDs, another 9 were promoted to the director level of their organizations</b> (e.g., Director of Programs, Director of Community Development, Operations Manager, etc.)</p>
<p><b>Self-Care and Sustained Commitment to the DV Field</b></p>	<p><b>Self-care and work-life balance are continuing areas of challenge for leaders in the DV field and showed the least LDP effect.</b> Despite the LDP emphasis on self-care and sustainability, there was only a 4% overall change in this area (from 64% engaging in self-care pre-assessment to 68% at the post-assessment). The assessment results suggest that while they are now more aware of the importance of self-care, these leaders continually struggle with work/life balance and making their job responsibilities manageable. After LDP participation, some inter-cohort differences emerged, with 20% of Cohort I and II members reporting “often” to “always” experiencing burnout, while only 5% of Cohort III members reporting often or always..</p> <p>Interestingly, while Cohort I's reported level of job stress went down and Cohort III's remained relatively the same from pre- to post-, the chart below shows an increase to more than half (55%) of Cohort II members' reporting high levels of job stress after their LDP participation (up from 35%). This was explained by their reporting of organizational issues with which they had to contend or increased pressures due to a job promotion. In addition, they reported plans for leaving their organizations due to awareness of lack of fit with their organizations or conflicts they were experiencing.</p> <p><b>More than 25% of leaders across all three cohorts were planning to leave their organization in two years or less as of the post-assessment.</b> Among Cohorts I, II and III,</p>



eleven of 59 members left their organizations during and after the program, representing a 19% turnover rate.<sup>5</sup>



**What happened to those leaders who left their DV agencies?** The evaluation tracked what happened to the 11 individuals who left the organizations that they were affiliated with when they started the LDP. Among these leaders, four went into organizations that provided DV services, three went into multi-service agencies that had DV programs, and two went to work for housing agencies, one went into consulting work with DV agencies, and one went on to work for a foundation and obtain a law degree.

Regardless of where they landed, all of these individuals remain connected to DV programs and policy work in one way or another. These individuals, along with other LDP participants, spoke poignantly about the role that LDP played in preventing them from leaving the DV field altogether. Following are some representative comments:

*This is a journey and process [that is] just beginning it has helped me open up and see opportunities where I may not have seen it before because of the burnout, frustration, lack of support, etc. My cohort [and the program] kept me grounded when I felt most untethered, which helped me see myself as part of the movement, not just part of an organization and mired in a narrow-view of service provision. I always wanted to feel that passion I had when I first began this work, and LDP and my peers helped me get back to that.*

- Cohort III member

*[As LDP alumni], we holders of information that's innovative and new for us... I'm in the position where I'm outside of the DV-centric agency and I can be that bridge [because] I'm a part of a huge network of DV leaders.*

- Cohort III member








## Leading Others and Organizations

As leaders learn to lead themselves more effectively, they are developing better techniques to lead others and their organizations. A notable gain in this area is the increased focus on emergency succession planning for key management team members. In fact, across all three cohorts, there was an increase of 25% (from 24% to

<sup>5</sup> How does this figure compare to turnover rates in other nonprofit organizations? According to the [Nonprofit Employment Practices Survey](#), the average turnover rate for 2012 was 17%" and for 2014 was 19%. This makes the recorded turnover rate among DV leaders comparable.

49%) in individuals reporting that their organizations now have an emergency succession plan in place for key management team members. Although the emphasis is on an emergency succession plan, this step is critical for the long-term sustainability of DV organizations. Additionally, we have seen gains in other key organizational areas, which are discussed below.

Leading organization...

	Increased Multicultural Leadership	55%	87%	↑	32%
	Increased Financial Leadership	49%	76%	↑	27%
	Improved Succession Planning	24%	49%	↑	25%
	Increased Programming, Communication, and Marketing Skills	67%	91%	↑	24%
	Increased Strategic Leadership	74%	93%	↑	19%
	Management Challenges and Conflicts	78%	94%	↑	17%
	People and Relationship Management	78%	89%	↑	11%

### Increased Multicultural Leadership

**The ability to provide multicultural leadership was the biggest area of growth for many LDP leaders.** Prior to the LDP, only 55% of the cohort members said they knew how to apply a cultural lens to their leadership and work. By the end of the program, this figure jumped to 87%, as cohort members were much more confident in their ability to engage and interact with diverse stakeholders (a 32% increase).

White leaders expect that their increased awareness of power and privilege, and the cultural lens acquired through the LDP training, will help them engage diverse stakeholders.

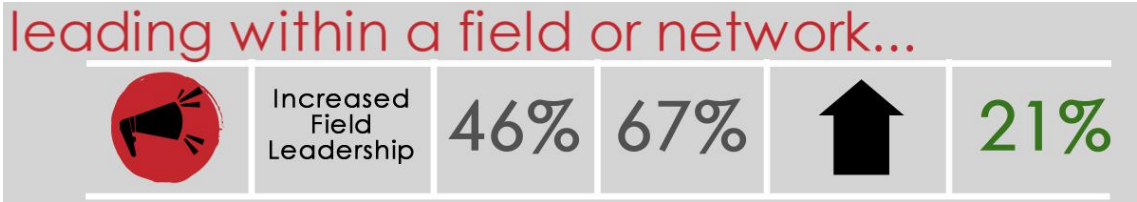
LDP leaders of color expressed greater courage and determination to uphold their values and beliefs, and to improve their agency's ability to provide services and engage in deeper and more authentic work with various cultural communities. Following are some powerful testimonies of how LDP's multicultural leadership training has impacted leaders:

	<p><i>Before the LDP, I was completely unaware of the power and privilege that may be seen in me, because of my ethnicity [as a white woman]. LDP helped me to understand this, embrace it, and be more aware of it in my dealing with people of all cultures. This was my biggest lesson learned and I am very grateful.</i></p> <p style="text-align: right;">- Cohort I Member</p> <p><i>For me that is very important to keep a strong cultural lens. In my group of leaders and managers, that there are only three woman of color...Being a woman of color, I strongly believe it's my responsibility to always keep that lens very clear to the agency. The importance of having that sensitivity at all times toward the different types of communities that we work with. I have expressed that many times to remind the ED and get a little push back.</i></p> <p style="text-align: right;">- Cohort II Member</p> <p><i>It's helped me to take some initiative to highlight some of the Asian Pacific Islander leaders who are in a mainstream program, or Asian Pacific Islander advocates ... to pull them out to be leaders.</i></p> <p style="text-align: right;">- Cohort III Member</p>
<p><b>Increased Financial Leadership</b></p>	<p><b>Cohort members came into the LDP with strong needs to improve financial and fund development leadership.</b> With lower pre-assessment scores at the beginning of their participation (only a small percentage of the cohort members thought of themselves as financial or fund development leaders in their organizations), LDP provided training on key financial planning tools to improve cohort members' skills in this area.</p> <p>Training assessments showed noticeable improvements with an overall increase of 27% in reported level of financial and fund development skills and knowledge. However, Cohort III's absolute score in the area of fund development (53%) suggests there is still ample room to grow. A number of non-ED participants identified fund development as a major impediment to their desire to pursue an executive director position. However, LDP is making a noticeable difference in helping participants make strategic organizational financial decisions.</p>
<p><b>Enhanced Strategic Leadership</b></p>	<p><b>Overall, all three cohorts reported modest impact on their strategic organizational leadership.</b> Many of the items in this area have to do with efforts that result in strategic thinking, their organizations having a clearly defined mission statement, and staff and board members who are aligned with the organization's mission. Some cohort members reported coming into the program already with some key areas of strength in this area. From pre- to post, there was an average increase for all three cohorts from 74% to 93%, a 19% point gain. These more modest effects could be attributed to several reasons:</p> <ul style="list-style-type: none"> <li>• There are some key areas of weakness that require broader organizational development support that is beyond the scope of LDP (e.g., development of clearly articulated strategies or action plans for achieving goals).</li> <li>• There were a large number of non-EDs. Therefore, some of these areas are beyond cohort members' spheres of influence or they encountered some resistance from their executive directors to implement new ideas or strategies for organizational improvement;</li> <li>• Organizational change is hardest to impact for a leadership development program without a more comprehensive and integrated plan in place and ongoing technical assistance and plans to garner broad-based buy-in.</li> </ul>
<p><b>Management of conflicts, and challenges</b></p>	<p><b>Participation in the LDP had modest impact on leaders' ability to manage conflicts and challenges.</b> From pre- to post, there was an average increase for all three cohorts from 78% to 94%, a 17% point gain. Increase skills in this area has taken the form of learning how to step back from the day to day to look at the larger view of their organization and DV field, make adaptive decisions (rather than "technical fixes"), think strategically, and engage in change management. For example, one leader from Cohort 1 shared, "I was a brand new ED with an organization that needed a major overhaul, on all levels. My participation in LDP gave me the support, skills and knowledge necessary to navigate the myriad of changes we were undergoing."</p>

<b>Improved relationships with staff and ability to manage people</b>	<p><b>Coming into LDP, most reported good working relationships with their team and coworkers.</b> However, by learning about StrengthsFinder, asking appreciative questions, and developing coaching techniques, leaders reported improvements in their ability to work effectively with the teams they supervise, their peers, and their supervisors—a 11% gain from 78% to 89% across all three cohorts. In addition, all three cohorts reported improvements in their ratings of their working relationships. Less noticeable was Cohort I's improved relationships with peers in their organizations, which may be because many of Cohort I members are EDs, and do not have obvious peers.<sup>6</sup></p>
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### Leading Field/Networks

With increased confidence in their leadership abilities and opportunities to network beyond their region, LDP leaders are showing readiness and progress toward providing leadership for the DV field.



<b>Increased Field Leadership</b>	<p><b>Field leadership is another key area in which LDP has greatly impacted leaders.</b> Although some cohort members already had local and statewide leadership roles, their participation in LDP served to greatly increase their sense of connection to the field/movement, their interest in applying what they learned from LDP, and their courage to raise issues that are not well addressed or discussed within the broader field. The pre- and post- results show a strong increase of 21% in field or network leadership. Specifically, Cohort I's level of participation in state-level leadership doubled by the end of LDP (from 20% pre- to 40% post), and Cohort III's is even more impressive from 20% to 63% (a 43% increase). Overall, all the cohorts showed significant gains in local and state leadership, reporting increased activities in many different roles.</p> <p>The 2013 SFP Survey responses highlights ways in which the LDP has promoted DV field leadership:</p> <p>[The SFP] has brought out new leaders in the field who haven't been active in the statewide networks until the SFP. These new leaders are bringing about new ideas and challenging established norms pushing the evolution of the field. Without the SFP, the established leaders and founders of the movement wouldn't be as willing to open up the space to new voices and opinions.</p> <p style="text-align: center;">- LDP Participant and OSG grantee</p> <p>SFP has tapped emerging leaders into current leadership in the DV field and there is desire to work together with less competition, and less differences of philosophies of service provision. If SFP had not happened then I feel that the DV field would not have been moving toward being more inclusive at the same rate as they are today.</p>
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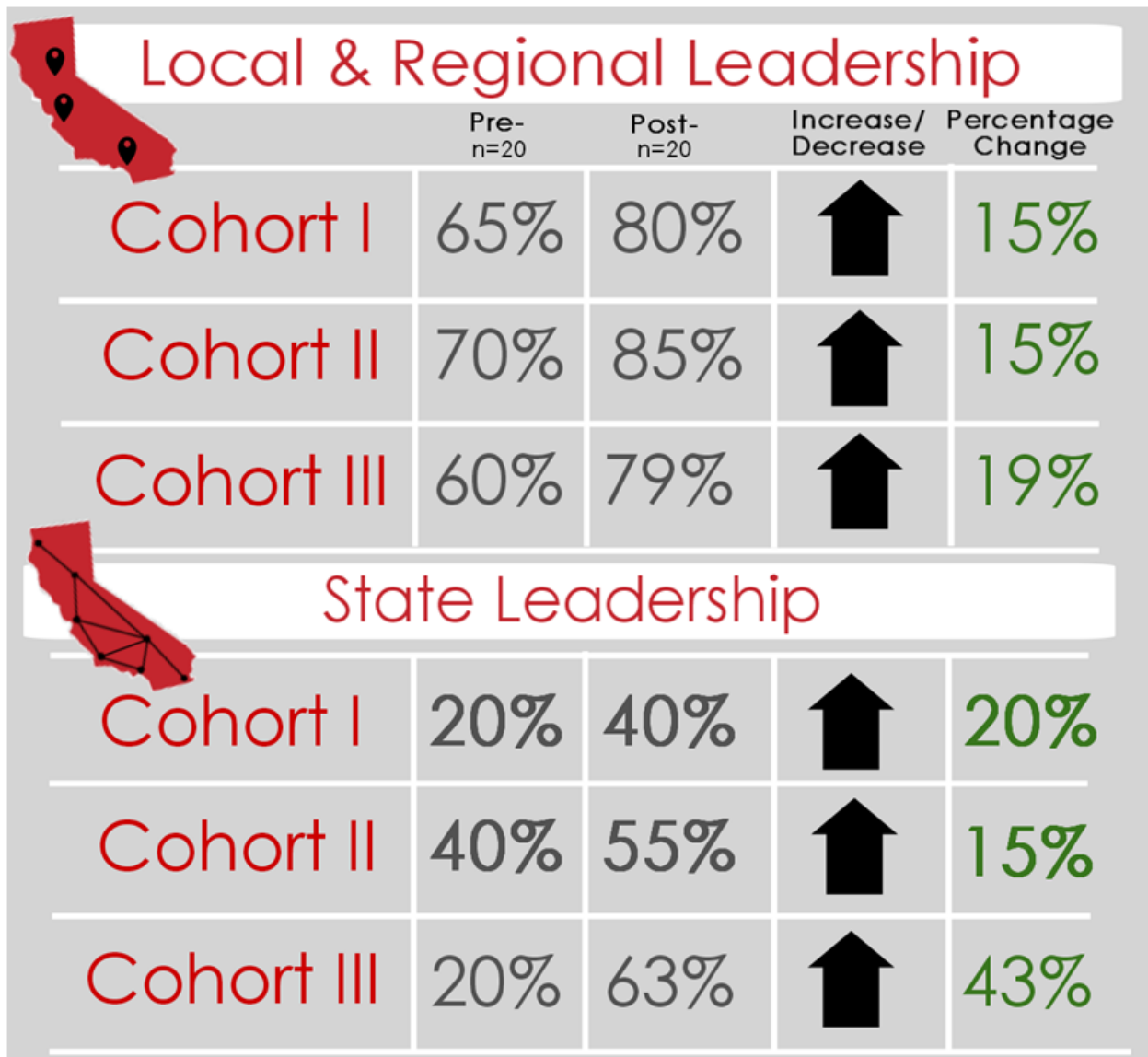
<sup>6</sup> See also the prior SFP evaluation reports for extensive discussions of the impact of the strengths-based leadership framework on leaders' relationship with staff and their ability to lead and manage others.

- LDP Participant

LDP has played a critical role in shifting the way that our local DV consortium works together. Over the past 4 years, our consortium has undergone a lot of staff turnover, and new emerging leaders have rotated into the group. With 5 of our members having participated in LDP, there have been some noticeable shifts. For example, there is an inherent trust amongst many of the staff members because of the shared experience through LDP. As a result collaborative relationships have shifted/or healed; there is a new collective experience and language that is available amongst the participants.

- LDP Participant

Finally, our social network analysis from the 2013 SFP Survey and the pre- and post LDP Cohort III data sheds light on the extent to which LDP leaders are central and integral to multiple networks of field leadership. This will be discussed in Section C on Strengthened Networks of this chapter.



## Stepping Up to Field Leadership

### State-level Leadership

- **CPEDV's Board and Committees.** *Of the 12 current LDP alumni on The Partnership's Board, seven became board members during the course of their participation in LDP and four after.*

They credit their increased self-confidence from LDP training and

interaction with more senior LDP leaders on the Partnership Board in helping them make the decision to run and serve.

One of these cohort members serves as the chair of the Search Committee for the new Executive Director and directly attributed her CPEDV participation to LDP. She elaborated as follows:

*The program reminded me that an agency in one city will never get the same amount of work done as a group of organizations working in the same direction. The talk about what [the] movement can look like, what successful movements have done in the past reminded me of the need for a collaborative process...that's what inspired me to join the Board [of The Partnership], and to take on the role of chairing a committee on the board.*

- Cohort II Leader

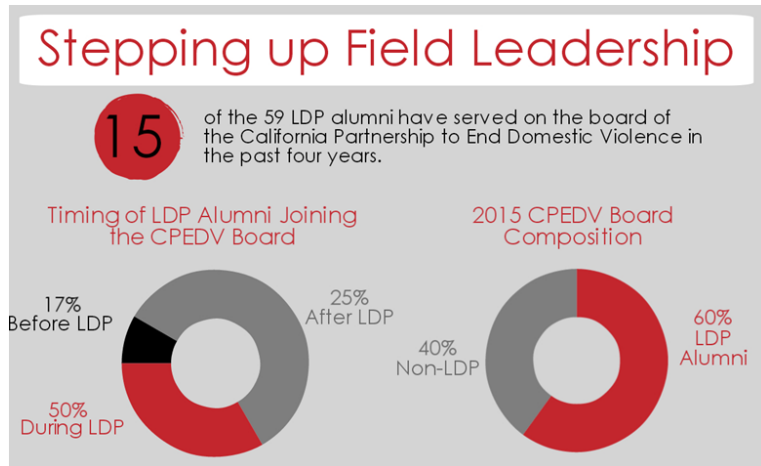
In addition, there were seven other mentions of service on annual CPEDV conferences, public policy reviews, and/or other committees.

- **Other State-level Leadership.** Four LDP alumni were invited to serve on the Strong Field Project Advisory Group, and six served on the 2014 SFP Institute Design Team. These individuals include a mixture of newer as well as established leaders. One alumna is on the Board of CALCASA.

### Regional and Local Leadership

- Forty-eight percent (or 28 of 59 LDP cohort members) described taking on leadership roles at the regional and local levels. This includes serving on county level DV committees, councils, and task forces, or serving on regional public policy review committees. One cohort member describes how leaders are able to replicate the benefits of the LDP experience within their localities:

*LDP really was the first comprehensive leadership development program that has ever been put in place for leaders in the*



*domestic violence field. Out of that experience came a [shared] language, friendships, the ability to work together, and those skills have then been relocated to their regions. Leaders are able to understand how they can facilitate that type of process both internally in their organizations and within their regions. This was one of the greatest things that happened.*

*- Cohort I Member*

Specific examples of local regional leadership included increased participation in county DV consortia, regional task forces (e.g., one that created a set of standards for trauma-informed care agencies to use).

### **On a National Level**

- One Cohort III participant has been given a fellowship with the Women's Policy Institute while two Cohort III participants have gone on to participate in national leadership projects.

## **Summary**

It is apparent that one of the major legacies of the SFP is the empowered and re-energized leaders that the Leadership Development Program has fostered. What is most striking is the level of readiness that these leaders now have to step up not only to formal leadership positions, but also to positions as movement leaders.

## **Leaders Ready to Soar**

### **Ready leaders**

- *The DV field is enriched with a set of people who FEEL expanded, nourished, resourced and tasked with bringing their best self forward and to framing their work as impactful and field-building. This is a big shift from feeling depleted and diminished with shrinking resources. Trust and willingness to exchange and collaborate is built up slowly over time through the practice of sharing and building empathy. The SFP has created space and intentionality to this piece of the work. - Cohort I alumni*

### **Re-energized and willing to tackle barriers**

- *SFP has reenergized the field, that the movement is anxious to move itself forward, that we have surfaced the barriers that are preventing us from having as great a growth or movement forward as we would like, and that there is a willingness and a language around how we can communicate around those barriers and surfacing them of course is the very first step of doing that. - Cohort I Alumni*

### **Ready to take on a field or movement leadership role**

- *LDP has opened up the world of field development for me so now I occasionally wonder if I really want to be in an organization providing direct services or doing more field development work. - Cohort III Member*
- *I feel more motivated with respect to the external, community and movement-based work. I want to re-focus and expand my activities in this area. - Cohort III Member*

Not only are LDP alumni ready to instigate conversation and change as movement leaders, they are supported by other important areas of SFP strengthening in organizations and networks, which we turn to next in this chapter.



Strong Field Project Leadership Development Program Leaders



## STRENGTHENED ORGANIZATIONS

The Strong Field Project has strengthened domestic violence organizations through multiple channels. As reported in the 2014 SFP evaluation report, OSG is not the only component that has led to organizational-level effects. For example, 59 leaders applied LDP tools and experiences to their organizations, particularly StrengthsFinder, strengths-based leadership approaches, improved coaching skills, self-care, and collaborative leadership models. Since the last evaluation report, four selected LDP III organizations have also participated in full-day organization-wide retreats designed to facilitate the diffusion of strengths-based leadership practices. A cross-analysis of these four organizations is one strand of the focus of this year's report's on strengthened organizations. However, we begin with the primary strand: a review of OSG grant outcomes and how OSG grantees have become stronger organizations.

### Review of OSG Grant Outcomes

The Strong Field Project supported 27 grantee organizations across two OSG cohorts. The 15 OSG I grantees—funded for a two-year period starting in 2010—fell into four categories: regional and collaborative-based efforts; shared leadership models and organizational transition; technology, data systems, and communications; and staff development and volunteer programs.<sup>7</sup>

The 15 OSG II grantees were funded for two years beginning in 2012—with three of the grantees continuing from the first cohort (The Center for Violence Free Relationships, Community United Against Violence, and STAND!). The OSG II grantees were funded under five priority areas: fund development; new systems and/or technology; strategic restructuring or collaboration; strategic communications and marketing; and policy advocacy.

### Review of Key Outcomes for OSG I Grantees

**Key outcomes for OSG I grantees are summarized in the table below by grant category.** These outcomes were discussed more extensively in previous evaluation reports.

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<sup>7</sup> While we include OSG I grantees in this report, we concentrate primarily on OSG II grantees, as the first cohort was analyzed more extensively in previous SFP evaluation reports. Please see Appendix D for a summary of the OSG I strategies and activities by grantee category.

OSG I Grantee Category	Key Outcomes
<b>Regional and Collaborative-Based Efforts</b>	<ul style="list-style-type: none"> <li>● Implementation, extensive utilization, and evaluation of online Domestic Violence Information and Referral Center (DVIRC) system (Woman Inc.).</li> <li>● Increased visibility and capacity to engage in policy work (Domestic Violence Consortium<sup>8</sup>).</li> <li>● Development of a collective resource-development model (Center for Domestic Peace).</li> <li>● Increased capacity of organizations to serve as community hubs of information and resources (Woman Inc., Center for Domestic Peace, and Domestic Violence Consortium).</li> <li>● Established operating guidelines for a collaborative of DV organizations (Domestic Violence Consortium).</li> <li>● Greater and more diverse community access to information on DV policies and procedures (Woman Inc.).</li> <li>● Manual on how to work with battered women in the criminal justice system (Domestic Violence Consortium).</li> </ul>
<b>Shared Leadership Models and Organizational Transition</b>	<ul style="list-style-type: none"> <li>● Research and development of shared leadership models (CUAV, Asian Women's Shelter, and Mountain Crisis Services).</li> <li>● A more stable organizational infrastructure as a result of shared leadership model and documentation of systems—e.g., personnel policies/manual, board by-laws, internal culture manual (CUAV).</li> <li>● Increased capacity to look at issues through lens of organizational development (Asian Women's Shelter).</li> <li>● Development of organizational model that integrates community organizing into social services (Community United Against Violence).</li> <li>● Development of organizational model that integrates domestic violence and child abuse services (STAND!).</li> <li>● Greater organizational capacity to address interrelated forms of family violence (STAND!).</li> <li>● Heightened organizational visibility (STAND!).</li> <li>● Improved financial stability (STAND!).</li> <li>● New financial management data system and revamped staff performance management system that includes setting professional development goals with every staff member and a modified method of delivering performance appraisals (Mountain Crisis Services).</li> </ul>


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<sup>8</sup> The grantee organization for the Domestic Violence Consortium was Asian Americans for Community Involvement.


OSG I Grantee Category	Key Outcomes
<b>Technology, Data Systems &amp; Communications</b>	<ul style="list-style-type: none"> <li>• Development and implementation of agency-wide performance management system (The Center for Violence-Free Relationships).</li> <li>• Shift in organizational culture to performance management and managing to outcomes (The Center for Violence-Free Relationships).</li> <li>• Cultural shift within organization about the value and use of data (Center for the Pacific Asian Family, The Center for Violence-Free Relationships).</li> <li>• Improved technology infrastructure (Domestic Violence Solutions for Santa Barbara County).</li> <li>• New policies on purchasing, water usage, and waste management to reduce waste and costs (Domestic Violence Solutions for Santa Barbara County).</li> <li>• A heightened sense of interconnection between different parts of organization (The Center for Violence-Free Relationships, Domestic Violence Solutions for Santa Barbara County).</li> <li>• Increased media presence and organizational visibility (Women's Center of San Joaquin County).</li> <li>• New fiscal database implemented (Center for the Pacific-Asian Family).</li> <li>• Improved technology infrastructure (Center for the Pacific-Asian Family).</li> <li>• Revamped online donor system (Peace Over Violence).</li> <li>• Completion of various media strategies—e.g., establishing Facebook page, blog and Twitter feed and re-designing websites (Peace Over Violence).</li> <li>• Communications work integrated into organization's larger strategic plan and division of responsibilities (Peace Over Violence).</li> <li>• Implementation of multi-pronged communications strategy (Women's Center of San Joaquin County).</li> <li>• Creation of a how-to guide for conducting a community assessment and multi-media public awareness/outreach campaign (Women's Center of San Joaquin County).</li> </ul>
<b>Staff Development and Volunteer Programs</b>	<ul style="list-style-type: none"> <li>• Improved volunteer infrastructure, including the hiring of a Volunteer Coordinator and formulation of volunteer manuals (Women's Shelter of Long Beach).</li> <li>• Improved definition of volunteer program success (Women's Shelter of Long Beach).</li> <li>• Cultural shift of organization that facilitates staff input and involvement in decision making (Marjaree Mason Center Inc.).</li> <li>• Updated employee/HR handbook and new performance evaluation process (Marjaree Mason Center Inc.).</li> <li>• Improved intake, referral, orientation, and shelter management processes (Marjaree Mason Center Inc.).</li> <li>• Improved understanding of volunteers' role in organization (Lake Family Resource Center).</li> <li>• Improved retention of volunteers (Lake Family Resource Center).</li> <li>• Development of Volunteer Excellence Program (VEP) and Toolkit and evaluation (Lake Family Resource Center).</li> </ul>


## Key Findings for OSG II Grantees


**Overall, OSG II grantees felt they had met most or all of their grant objectives—giving themselves a grade ranging from an “A” to “B” overall.<sup>9</sup>** However, some noted that they not necessarily meet these objectives in the originally anticipated timeframe or manner.


OSG II Grantee	 <b>Fund Development</b>
<b>Center for Community Solutions (CCS)</b>	<ul style="list-style-type: none"> <li>• Increase unrestricted funds raised to build working capital, raise salaries, and expand services to meet current demand.</li> <li>• Provide outreach and education regarding interpersonal violence, sexual assault, and elder abuse to business leaders and their employees.</li> <li>• Build and/or enhance corporate relationships to increase CCS capacity to serve the community.</li> <li>• Increase CCS staff, board, and volunteers' entrepreneurial skills to aid in CCS' overall fundraising efforts.</li> </ul>
<b>East Los Angeles Women's Center (ELAWC)</b>	<ul style="list-style-type: none"> <li>• Increase ELAWC's capacity to raise funds from individuals, corporations, and foundations.</li> <li>• Develop a written three-year fund development plan.</li> <li>• Increase amount of funds contributed by individuals, corporations, and foundations.</li> <li>• Improve ELAWC's systems for tracking solicitation requests, donor contributions, volunteer hours, and other fundraising related data.</li> </ul>
<b>Jenesse Center</b>	<ul style="list-style-type: none"> <li>• By November 30, 2013, establish a Fund/Resource Development function within the organization where the executive team will review, update, and implement an annual growth and development strategy.</li> <li>• Annually, in collaboration with Jenesse's executive team, identify and implement at least four fundraising strategies and specific activities (i.e., special events, donor programs, designated grants, etc.).</li> <li>• By June 30, 2013, coordinate and mobilize volunteers and Jenesse Angels to meet identified fund development needs.</li> <li>• By December 30, 2013, strengthen, organize, and maintain a centralized database and research hub, to track gifts and donors that will enhance and support the fund development function.</li> </ul>
<b>My Sister's House</b>	<ul style="list-style-type: none"> <li>• Identify possible revenue-generating activities for My Sister's House.</li> <li>• Establish a governing structure to review business plans and advise implementation.</li> <li>• Pilot revenue-generating activities promptly upon the completion of preliminary steps.</li> <li>• Utilize new enterprise to strengthen financial stability of survivors of domestic violence.</li> </ul>
<b>YWCA of San Gabriel Valley (YWCA-SGV)</b>	<ul style="list-style-type: none"> <li>• Build upon the existing Meals on Wheels program by selling upscale home delivered meals to senior and disabled residents in the San Gabriel Valley.</li> <li>• Build upon the existing in-home services program by selling personalized care management and home-care services to enable current older and disabled persons and the aging baby boomer population to remain in their own homes as long as possible.</li> <li>• Build upon the current employment assistance program and job training</li> </ul>

<sup>9</sup> This excludes Community Resource Center, which is the only OSG II grantee with whom we were unable to conduct a final interview. Four OSG II grantees were granted no-cost extensions until December 2014: Center for Community Solutions, Community Resource Center, Family Violence Law Center, and YWCA of San Gabriel Valley.

	<p>program by providing job training for 20 domestic violence survivors each year in marketable skills such as drivers for meal delivery, data entry clerks, food service workers, home-care service workers, and customer service/administrative assistants, with 80% of the graduates securing employment.</p> <ul style="list-style-type: none"> <li>• Share detailed information about the planning and implementation process of this earned income and job training venture with other domestic violence agencies.</li> </ul>
<p><b>OSG II Grantee</b></p>	<p> <b>New Systems and/or Technology for Evaluation or Organizational Efficiencies</b></p>
<p><b>The Center for Violence-Free Relationships (The Center)</b></p>	<ul style="list-style-type: none"> <li>• <i>Develop a theory of change (ToC):</i> Create ToC that will refine The Center's operational strategies and develop an operational blueprint for a client-centric service model; a performance management data system plan, and an implementation plan and timeline.</li> <li>• <i>Develop effective practices for domestic violence organizations:</i> collaborate with Child Trends and Urban Institute to develop effective practices for service delivery including outcomes, indicators, and measurement tools to be published in the Outcomes and Effective Practices Portal (OEPP) for use by the field.</li> <li>• <i>Restructure the agency</i> as deemed necessary by the ToC and effective practices research.</li> <li>• <i>Operationalize performance driven organization:</i> Begin use of new outcomes and indicators for performance management, case management and supervision while creating protocols for ensuring data integrity and continue program improvement.</li> </ul>
<p><b>Family Violence Law Center (FVLC)</b></p>	<ul style="list-style-type: none"> <li>• Develop a theory of change by exploring the philosophical underpinnings of how FVLC defines the problem of domestic violence and identifying an organizational approach in addressing the problem.</li> <li>• Build capacity to become an evaluative agency. Instead of focusing on a specific program evaluation model, tools, and/or technology, FVLC will address the issue of program effectiveness by developing ongoing evaluative capacity within the agency, using existing tools and technology.</li> <li>• Develop a business line analysis to place program effectiveness in an economic context.</li> </ul>
<p><b>Korean Community Center of the East Bay (KCCEB)</b></p>	<ul style="list-style-type: none"> <li>• Institutionalize a system for evaluation by developing a plan with measurable outcomes and appropriate evaluation tools and database to capture the outcomes.</li> <li>• Incorporate an ongoing process of data collection into the program's work, and utilize the data to produce an internal evaluation report on key aspects of Shimtuh's culturally competent framework and services.</li> <li>• Engage external collaborators, partners, and stakeholders to contribute to the planning and evaluation process and to inform the Theory of Change process so that the project reflects the community served.</li> <li>• Publish a case study for widespread dissemination that shares the internal evaluation process and evaluation system that has been developed to highlight promising replication practices in the DV field.</li> </ul>
<p><b>Maitri</b></p>	<ul style="list-style-type: none"> <li>• Create and develop appropriate assessment and evaluation tools.</li> <li>• Train all staff and volunteers in the use of these evaluation tools.</li> <li>• Share these tools with other agencies in the domestic violence field.</li> </ul>

OSG II Grantee	 <b>Strategic Restructuring and/ or Collaboration</b>
<b>Center for a Non Violent Community (CNVC)</b>	<ul style="list-style-type: none"> <li>• Create and implement a two-year Strategic Plan to change the organizational structure.</li> <li>• Establish and implement strategies that increase the knowledge, skills, self-awareness, and experience of staff to engage in appropriate collaborative decision making that affects all areas of the agency including programs and evaluation systems.</li> <li>• Establish and implement strategies that increase the knowledge, skills, self-awareness and experience of Guardian Council members to work in collaboration with Coordinators to make appropriate policy/fiscal/planning decisions affecting the agency, conduct strategic planning and expand fundraising.</li> <li>• Establish an evaluation process that tracks the effectiveness of this strategy over time.</li> </ul>
<b>One Safe Place</b>	<ul style="list-style-type: none"> <li>• Successfully integrate Shasta Women's Refuge and the Shasta Family Justice Center.</li> <li>• Develop a 24-month marketing plan.</li> <li>• Maximize the economies of scale by co-locating service providers.</li> <li>• Integrate primary, secondary, and tertiary prevention approaches into all initiatives, programs, and projects.</li> </ul>
<b>STAND!</b>	<ul style="list-style-type: none"> <li>• Unification of services: STAND! will restructure the service delivery model in accordance with a developed unified agency vision.</li> <li>• External communications: STAND! will strengthen its ability to communicate its vision effectively to the community in order to both meet the needs of clients and enhance the capacity of the domestic violence field itself. The organization will develop curricula for training staff and stakeholders that reflect the transformative process STAND! has undertaken.</li> </ul>
<b>Community Resource Center (CRC)</b>	<ul style="list-style-type: none"> <li>• 67% of participating agencies will report an increase in technical capacity.</li> <li>• 80% of survey respondents who attend DV awareness campaign events or receive project reports will learn new information regarding the unique needs of DV victims in the region.</li> <li>• 67% of participating agencies will secure at least one new funding source as a result of the project.</li> <li>• 67% of participating agencies will develop new partnerships or programs as a result of report findings.</li> </ul>

OSG II Grantee	 <b>Strategic Communications and Marketing</b>
<b>Interval House</b>	<ul style="list-style-type: none"> <li>• Create an organizational manual which documents and operationalizes Interval House's financial, administrative, and programmatic processes and tools and highlights best practices. Use the manual to educate and train staff, Board, advocates and the DV field in Interval House's operating practices.</li> <li>• Develop marketing materials which reflect Interval House's best practices to attract new donors and share with the DV field.</li> </ul>

OSG II Grantee	 <b>Policy Advocacy</b>
<b>Communities United Against Violence (CUAV)</b>	<ul style="list-style-type: none"> <li>• Increase CUAV's organizational capacity to develop and implement strategic campaigns to win concrete local policy improvements in the lives of low-income LGBTQ survivors of domestic violence.</li> <li>• Launch a strategic member-led campaign to impact or pass a local policy that will decrease the vulnerability of low-income LGBTQ survivors to domestic violence.</li> <li>• Produce and distribute key tools within the anti-domestic violence field to share CUAV's service-based community organizing approach to ending domestic violence.</li> </ul>

**In discussing their progress and most valuable outcomes, OSG II grantees stressed the importance of infrastructure, systems, and groundwork laid, as well as larger culture shifts** that occurred as a result of their OSG projects. For example:

- **Center for Community Solutions:** The culture change facilitated by the OSG grant allowed CCS to get **comfortable with charging for services and to become better marketers and fundraisers**. As they observed, "A culture change has happened. Before, our staff were hesitant to...talk about contracting for services. Now our staff has the dialogue." The grant also allowed CCS to lay important groundwork for doing insurance billing and for creating a business plan for opening a world-class trauma center.
- **Center for Violence-Free Relationships:** With the OSG II grant, The Center was able to continue performance management work from OSG I, and staff became more receptive to the **use of performance data** as a constructive rather than punitive tool. As The Center observed, "[Staff] has moved significantly from that punitive mindset around data into understanding that it really just tells the story about the impact that their clients are able to have in making change in their own lives, and it's just a way to quantify that and to identify areas where improvement can be made...and how they can manage their clients to be more successful."
- **East Los Angeles Women's Center:** The OSG grant allowed ELAWC to build the **infrastructure to do fund development work**, with a development plan and staff position being at the foundation, as well as the establishment of e-tapestry donor management system.
- **Interval House:** **New policy structures and operations** were established (e.g., as part of an organizational manual) that "are going to revolutionize things around here," but they are still in the process of adapting and ensuring that all staff members are in the routine of using the new policies and procedures developed. Interval House noted that the documentation of new tools and processes has been the most valuable OSG outcome, as it allows them "to better function in this hectic crisis shelter environment."
- **Jenesse Center:** The OSG grant allowed them to **establish a resource development culture** and a culture of sustainability and accountability

throughout the organization that rests across staff, rather than on just a few individuals.

- **Maitri:** The culture shift at this grantee organization was about **adopting a more evaluative approach** when assessing what is working and what is not working well in their programs.
- **YWCA-SGV:** As a result of the OSG II grant, YWCA-SGV has **developed a revenue mindset** by being able “to look to new revenue streams so we can become more sustainable.”

These types of qualitative outcomes were often described as the most important evidence of heightened capacity (as opposed to meeting original quantitative targets), with promise for sustainability given the deep-seated nature of the change. As one OSG II grantee observed, many of the funded organizations “have rebuilt themselves, or incorporated their projects in a way that is sustainable and that has become part of how they operate as organizations.”

**Other particularly valuable outcomes cited by OSG II grantees were on theories of change** (creation of a ToC that helped define what was core to the organization; a deepened staff understanding of the ToC process); **the implementation of the financial matrix tool** (to show alignment between the organization's mission with its finances); **board development** (heightening capacity and focus with regard to fund development); and **a model combining revenue generation and work-building skill opportunities.**

Overall, OSG II grantees recognized that their progress had to occur in stages (e.g., infrastructure laid, but full operation of new processes still to come), and/or did not have a definitive beginning or end. For example, Maitri described the implementation of their evaluation tools as an ongoing process as new volunteers come and go. CCS discussed their steady increase in unrestricted funds as a moving target, and one that would probably never be enough. Two other OSG II grantees offered their perspectives on their organizational development work as an ongoing process:

- *It's not one of those types of projects that has a clearly defined start and finish, it is an evolutionary process that will continuously be evolving as we have the ability to gather more data, assess it more thoroughly, have larger pools of people to look at the data from, and be able to analyze trends and outcomes over a period of time.*
- *Our main objectives for this work were to work on program integration and coming from a trauma-informed perspective in our service delivery. Both of those are ongoing issues within the organization. They're the kind of thing that probably will never be completely done. But we have made substantial progress in that arena during the period of the OSG grant.*



## How are OSG Grantees Stronger Organizations?

The question of ultimate interest for the OSG Program is, to what extent are grantees stronger organizations as a result of their work?

For OSG I grantees, we do not have robust data, for reasons extensively discussed in the 2012 annual evaluation report.<sup>10</sup> Rather we have a cluster of more anecdotal evidence. For example, we saw evidence of comprehensive transformative organizational models in OSG I (e.g., shared leadership models, and models that integrate community organizing and child abuse services). In some cases, these models translated to increases in organizational strength. Key examples are CUAV and The Center for Violence-Free Relationships. CUAV's **shared leadership model and system documentation has led to a more stable organizational infrastructure**. The Center's implementation of **ETO has transformed the entire organization's culture to one of performance management**. STAND! is also a prime example of a strengthened OSG I grantee, with **increases in organizational visibility, financial stability, and capacity to address interrelated forms of family violence**. All three of these grantees continued on to OSG II.









For OSG II grantees, organizational strengthening can be described both quantitatively and qualitatively. Quantitatively, OSG II grantees took a very short survey to assess the status of key capacity areas for their organizations prior and after their OSG grant periods.<sup>11</sup>

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<sup>10</sup> A primary reason was the inconsistent administration of the CCAT to Cohort I. Please see pages III-3 to III-8 of The Strong Field Project 2012 Annual Evaluation Progress Report.

<sup>11</sup> Grantees were asked to rate their level of agreement with a series of statements designed in part to replace the CCAT as a way of measuring changes in organizational capacity. It must be noted that the pre- or "baseline" assessment was administered approximately 1.5 years after the start of the grant period, so respondents were asked to reflect back on their organizational status as of the beginning of the OSG II grant. The post-assessment was administered in late 2014 after the grant period was over.

# OSG II capacity

on a scale of 1 to 4...		Pre-assessment average (n=15)	Post-assessment average (n=13)	Average Change
	We have an effective system in place to manage and coordinate goals and activities across the organization.	2.4	3.5 ↑	1.1
	We use monitoring and evaluation data to make important decisions about our goals, programs, and activities.	2.3	3.3 ↑	1.0
	We have a systematic approach for tracking our organization's activities and outcomes.	2.4	3.2 ↑	0.8
	We use strategic planning tools to guide our goals, activities, and expected results.	2.7	3.5 ↑	0.8
	We have an appropriate mix of funding sources so that income is predictable and we achieve our full budget.	2.4	3.0 ↑	0.6
	We have a strong and diverse network of individuals and organizations that we can engage or collaborate with on key issues or projects.	2.9	3.6 ↑	0.7
	A shared sense of purpose supports and unites our organization.	3.1	3.8 ↑	0.7
	Our organization is widely known and respected in the community.	3.3	3.8 ↑	0.5

scale: 1 = strongly disagree 2 = disagree 3 = agree 4 = strongly agree

\*For the items above on strategic planning tools and an appropriate mix of funding, n=12 instead of 13.

As revealed by the table above, **OSG II grantees reported increases in all capacity areas.** The amount of increase ranged from 0.5 to 1.1. **Increases were particularly pronounced in two of the weakest areas at baseline: systems to manage and coordinate goals and activities; and the use of monitoring and evaluation data.** This reflects much of the infrastructure and process-oriented outcomes highlighted by OSG II grantees. Notable increases were also observed in: the use of strategic planning tools; and tracking activities and outcomes. The area with the *smallest* amount of increase ("our organization is widely known and respected in the community") was the highest rated area at baseline, reflecting pre-existing capacity and relatively less room to grow.

In a *qualitative* sense, OSG II grantees continued to reflect on how their organizations have been strengthened in the areas of operations/administration, programming, and/or finances, all discussed further below.

## **Increased Strength in Operations and Administration**

OSG II grantees' administration was strengthened in a number of ways, ranging from facilities and operations, to increased knowledge and understanding. While only one OSG II grantee (My Sister's House) cited an ***increase in physical meeting space*** for clients and other stakeholders (through the opening of My Sister's Café), many more grantees discussed how the OSG II grant led to ***revised organizational operations and practices***.

For example, the Center for Violence-Free Relationships noted that systems for staff supervision, reviews, and job descriptions have changed dramatically as part of their development as a performance-driven organization. Case managers now meet weekly with the Client Services Coordinator (CSC) about reports showing their caseload, weekly documentation, and client summaries. The CSC reviews the report with case managers before summarizing their work along eight different data points that are subsequently entered on a spreadsheet that allows the CSC to see caseload trends and manage staff performance. The eight data points are also part of staff's performance reviews and have been incorporated into formal job descriptions. Similarly, OSG funding allowed CUAV to implement more clear and effective work planning for each individual staff person as part of their overall support and accountability model.

Other OSG II grantees discussed ***operational changes with regard to information-sharing and inter-departmental collaboration***. As a result of the OSG grant, the Center for a Non Violent Community has transitioned from a "need-to-know" basis for information sharing, to an open culture where information is shared more readily and documents are placed on a shared drive. Both the Community Resource Center (CRC) and the YWCA of San Gabriel Valley described heightened collaboration between organizational departments. For CRC, this took the form of a collaborative inter-departmental team that "collaboratively looked at the grant as a means of creating a viable information system that focuses on domestic violence." For the YWCA, the OSG grant was an opportunity to work on something as an agency-wide project, not just a project within a single department. More specifically, the relationship between two of the agency's three program directors was strengthened since each program (domestic violence and senior services) works with very different populations and funders, but they were required to jointly develop and implement the OSG fund development project.

**Infrastructural strengthening** was also a theme in this area, particularly around capacity to do fund development work, and building sustainability with an eye toward future staff, volunteers, and board members. For both ELAWC and Jenesse Center, the OSG grant facilitated the necessary **infrastructure to increase fund development capacity** (e.g., a fund development plan, a dedicated fund development staff person, and an e-tapestry donor management system for ELAWC). Jenesse Center's implemented project management tool augmented their ability to manage their fund development work.

For both Interval House and Korean Community Center of the East Bay (KCCEB), **infrastructure was strengthened through documentation** that will facilitate longer-term effectiveness and sustainability. Interval House developed an organizational manual that captures best practices, tools, and practices. As Interval House noted in their final report, "We will be able to use the materials to train future staff and advocates on how we function as an organization. This will help ensure that our DV programming and our work with providing and tracking services to clients remains effective well into the future."

- KCCEB created **a shared protocol for interacting with clients** that puts down on paper the expertise that resides in veteran DV advocates' heads. This shared protocol was both about making client interaction processes more transparent at the organization, and allowing KCCEB to more easily work with new staff and more volunteers.
- At Center for Community Solutions, **the infrastructure and the sustainability of the board** was an important benefit of the OSG II grant. More specifically, in response to the need for board members with skills and dedication to their role as fundraisers, various changes were initiated and made. CCS board members initiated a staggered transition process for members who were not comfortable with the fundraiser role, implemented board member term limits, and developed a checklist for expected board performance. As a result the CCS board has "truly reorganized" from 23 to 14 current members, with additional members coming on in 2015 who are in line with the new board expectations.

Finally, in the area of operations/administration, OSG II grantees reported gaining **greater understanding in various areas important to their organizational development**. For example, STAND! gained an understanding of the administrative and technological barriers to further integration with the organization they merged with and becoming a trauma-informed organization. As they noted in their final report, "We are engaged in an ongoing conversation in order to understand how our internal structure, and not only our direct services, can become trauma-informed." For Maitri, the creation and implementation of program assessment and evaluation tools has strengthened their understanding of what is working well within the organization, how it is aligned with

Maitri's overall vision for client self-sufficiency, and where improvements are necessary. ELAWC, Jenesse, and Center for a Non Violent Community all gained media/social media knowledge and experience that has facilitated their efforts in other areas of the organization (e.g., fund development, outreach, and public relations).

## **Increased Strength in Programming**

OSG impacted the programming of numerous Cohort II grantees, including four of the five fund development grantees. **Overall, effects on programming included: larger shifts in philosophy or framework for service provision; expansion of services or capacity to serve; and co-location of services and partnerships.**

**STAND! and Center for Community Solutions exemplify a broader shift in service provision, both geared toward trauma-treatment framework.** For CCS, OSG helped foster "innovation in our counseling services" that were "huge steps towards CCS' dream of operating a world-class trauma treatment center." These steps included integrating client confidentiality practices with HIPAA standards and developing an intensive outpatient program. For STAND!, the OSG II grant facilitated critical conversations about what it means to provide trauma-informed services as well as to provide services to the entire family, including offenders. As STAND! noted, "The OSG capacity-building work has also pushed STAND! to take on controversial issues like working with men and working with perpetrators, as well as affirming the value of maintaining a shelter despite the costliness of this intervention. With our growing understanding of how domestic violence and trauma fit into the context of family violence as a whole, we are increasing the clarity of our positions."

**OSG II grantees were also strengthened by an expansion of services and increased capacity to serve individuals.** These outcomes were brought about by increased funding, new positions, and/or increased partnerships, including co-location agreements. Key examples are as follows:

- **Center for Community Solutions** is able to reach and **engage a different target population** as a result of the income-generating strategies supported by OSG. As CCS stated, "An Intensive Outpatient Program (IOP) model that is approved by insurance panel can help us reach survivors who otherwise may receive counseling through their insurance companies that lack specific expertise in domestic violence, sexual assault, and best practices in body/mind trauma treatments." CCS also noted that their self-defense classes are appealing to women and girls from diverse backgrounds, and can be used as a way to initially engage populations that they might not be able to otherwise.
- **Center for a Non Violent Community, ELAWC, and One Safe Place** are all bolstering their services through **co-location and partnerships**. Center for

a Non Violent Community strategically co-located advocates at community partner locations, thus “decreasing the stigma for clients walking through our agency’s doors.” ELAWC expanded its reach by now being co-located at the LAC+USC Medical Center—an accomplishment ELAWC attributes to its OSG work because of the ties it facilitated with foundations and health care providers. One Safe Place is working to offer services directly at the site of one of their largest donors to their new shelter (Redding Rancheria US Indian Reservation). One Safe Place is also expanding its services by adding and strengthening partnerships, such as the one it has with local law enforcement (providing tours of client service center and shelter). Overall, One Safe Place has **increased the number of clients seen from 2,500 in 2012, to 5,038 in 2013, to 5,638 in 2014**. They have also documented a rise in male clients seen—now an average of two to three per month.

- **Jenesse Center, My Sister’s House, YWCA and One Safe Place** have used OSG funding to **support and improve existing services**, sometimes with improved outcomes for clients. Jenesse Center was able to strengthen funding for two particular legal services program: Learning Everything Legal workshop series, and IMPACT LA, Empowering DV Survivors through Wrap-Around Legal Services. My Sister’s House used OSG funding to add depth to their existing Women to Work Program. The café started by My Sister’s House provided survivors a “living lab” to develop their career development skills in a way they could not before with resumes and interview skill development. Likewise, YWCA used OSG II funds to build upon their current employment assistance and job training program by providing job training for DV survivors in marketable skills in areas such as meal delivery, data entry clerks, and food service workers. Ultimately, eight survivors were able to gain such marketable skills with at least six securing stable employment afterwards. Finally, One Safe Place hired a staff person who is certified to work with clients with alcohol and drug problems.

## Increased Strength in Fund Development

Five of the OSG II grantees were in the fund development priority area.<sup>12</sup> However, **a broader group of grantees reported fund development-related strengthening as a result of their OSG II work, thus serving as important spillover effects**. Specifically, this broader group **made changes to their approach to fundraising, and increased their organizational capacity to engage with potential funders**. Center for a Non Violent Community (CNVC) is a particularly strong example here, despite not being a fund development grantee. Through the coaching provided through OSG II, CNVC noted that as an organization they “became empowered and learned how to look for new

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<sup>12</sup> A separate learning paper on the experiences and outcomes of the five fund development grantees is forthcoming in spring 2015.

money to bring into our agency... [the coach] coached us on how to apply for grants and how to ask for money from foundations, where in the past, our executive director did all that kind of work." The Center for a Non Violent Community is now pursuing funding that they had not considered before, including foundations and unrestricted funds, which has provided a "newfound freedom." They have secured \$596,000 in new funds.

Other OSG II grantees **increased their capacity to make the case to potential donors**, often because of their deeper grounding in organizational vision and goals. For example The Center for Violence Free Relationships observed the following about its greater fund development capacity: "The Center now can concisely convey to donors and funders our agency goals. This has made funding appeals much easier to draft and more effective." Similarly, FVLC noted that the OSG grant helped them articulate their "core identity," which will help them with their fund development capacity and their ability to reach out to new donors. Furthermore, the financial matrix tool (provided by CompassPoint) enabled FVLC to discern the degree of alignment between its mission and its funding, and map out funding sources for its most critical work. Similarly, STAND!'s increased sense of clarity on its service philosophy has also permitted the organization to more clearly see where they fit in the funding landscape.

Finally, KCCEB and Interval House described how being immersed in their theory of change (ToC) and being better able to communicate key strengths and best practices allowed them to better communicate and engage potential funders. KCCEB in particular noted that this heightened communication and engagement ability was distributed across program staff (who are now equipped with the ToC) instead of resting solely on the executive director's shoulders. As a result, leadership is more comfortable sending different staff members to various community and funder meetings.

**Among the five fund development grantees, fund development capacity was heightened not always by hitting original revenue targets, but by putting critical infrastructure in place with strong promise for the future.** These grantees pursued different models for generating unrestricted income for their organizations—two with an explicit co-objective of furthering workforce development goals as well (My Sister's House and YWCA).

- **Center for Community Solutions** has developed a number of promising initiatives for generating unrestricted income, including the provision of professional training and self-defense workshops for a fee, and billing insurance companies for counseling/therapy for survivors. One of their next steps will be billing Medi-Cal for current counseling clientele since they are now HIPPA covered. As of fall 2014, CCS had **brought in**

**approximately \$76,000 of fee-for-service revenue and raised \$150,000 in working capital.**<sup>13</sup> Based on its fee-for-service work, CCS was able to bring in three corporate sponsors (Triton, Scripps Medical, and the Kaiser Foundation).<sup>14</sup> With Peace Over Violence, CCS also **received a \$1 million grant from The California Endowment** so that staff can be trained in the latest research-based trauma treatment. This is another important step toward CCS' larger vision and business plan development for opening a world-class trauma treatment center.

- **My Sister's House** opened My Sister's Café in March 2014 to generate unrestricted revenue and provide "real-life" work training for survivors as part of the agency's Women to Work program. While it is commonly accepted that restaurants often take two years to reach profitability, for FY 2013-14, My Sister's House **earned a net profit of \$4,252 after being in operation for only approximately four months** (with the assistance of grants). As of September 2014, the average number of customers and the average sales per month have been increasing over the café's six months of operation. The organization still expects to break even (without the assistance of grants), but notes it will take time and revised strategies, especially since My Sister's Café is a combination of a training program and commercial enterprise. In fall 2014, My Sister's House reported an **organizational budget increase of approximately \$100,000 attributable to the café opening**. Finally, as a result of its OSG work, My Sister's House was able to secure space for a month in the same building as the café in order to sell donated wedding dress inventory, and secure a favorable loan to start a shelter.
- **Jenesse Center** has been able to **increase its annual budget from \$2.7 million before OSG, to approximately \$3.2 million post OSG**. This success is due in large part to the team and organization-wide approach to resource development that was engendered through the OSG II work and the implementation of a project management tool that allowed them to effectively manage their fund development work. In the last year of the OSG II grant (2013-2014), Jenesse implemented more than six fundraising strategies and raised approximately \$650,000. Also bolstering their fund development capacity, Jenesse Center crafted a case statement to be used by staff and board for potential donors and supporters, implemented a new donor management system (Fund EZ program), and gained experience with crowd funding platforms.
- **East Los Angeles Women's Center** was able to **increase contributions from individuals, corporations, and foundations by 30 percent** (with half of the

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<sup>13</sup> CCS estimated that working capital would be at \$200,000 by the end of FY 2014-15. As a result of increasing unrestricted funds, CCS has also been able to raise salaries twice for different staff categories in 2014.

<sup>14</sup> Triton provided \$20,000 of cash and in-kind donations. The Kaiser Foundation became a corporate sponsor for CCS events (\$5,000 for two events per year).












increase being from foundations, 30% from corporation, and 20% from individuals). ELAWC's increased fund development capacity is due to fundraising becoming a priority across the organization; creating a fund development infrastructure (hiring a development position and creating/implementing a fund development plan); focusing on attracting corporate sponsors to support fundraising events; and implementing e-tapestry as a donor and fundraising data management system.

- **YWCA of San Gabriel Valley** attempted to build upon its existing Meals on Wheels program by selling upscale home-delivered meals to seniors and disabled residents in the San Gabriel Valley (as well as case management and home-care services). While the for-profit initiative, called HealthYLife Meals, has faced serious implementation challenges and fell well below its goal of selling 6,200 hot meals during the grant period (they sold 1,000), YWCA's experience **served as a critical and rich pilot-test model for combining nonprofit infrastructure and for-profit goals**, and pairing workforce development goals with income-generating ones.

Finally, the five fund development grantees were asked to assess their level of organizational capacity along several dimensions of financial capacity, from the perspective of both before the OSG II grant began and afterwards. They did this by rating their level of agreement with several statements on a scale of 1 to 4, with 1 being strongly disagree, 2 being disagree, 3 being agree, and 4 being strongly agree. The table below show the average scores both pre- and post-OSG II grant.

# OSG II Fund Development capacity

on a scale of 1 to 4...		Pre-OSG II	Post-OSG II	Average Change
	Our organizational leaders have demonstrated understanding of financial data and fiscal picture.	2.7	4.0 ↑	1.3
	We have a fundraising or fund development strategy that is integrated with our long-term strategic plan, financial data, and budget projections.	2.5	3.6 ↑	1.1
	We have a written fundraising or fund development plan with specific goals and its own budget.	2.5	3.6 ↑	1.1
	We have staff with the understanding, skills and time needed to support our fundraising and fund development efforts.	1.9	2.8 ↑	0.9
	We understand the costs and benefits associated with our fundraising activities.	3.0	3.8 ↑	0.8
	Our leaders can articulate resource needs clearly to both internal staff and external supporters.	3.0	3.6 ↑	0.6
	Our funding streams are diversified across multiple sources and types (e.g., foundations, corporations, government, individuals, earned income).	2.9	3.4 ↑	0.5
	We would have to close our doors if one or two key funders stopped giving us money.	1.4	1.8 ↑	0.4
	Our accounting system provides a clear, accurate, and up-to-date picture of our finances.	3.2	3.6 ↑	0.4

1 = strongly disagree    2 = disagree    3 = agree    4 = strongly agree

\*The second-to-last statement above is the only one where the goal would be to keep the average as low as possible.

**Fund development grantees reported gains across all dimensions, with the largest gains being in the areas of financial understanding, an integrated fund development strategy, and a fund development plan.** These results partially reflect the previously discussed outcomes in the area of infrastructure. Increased financial understanding was both an

explicit objective (e.g., increasing board members' financial knowledge and fundraising role), as well, perhaps, a by-product of grantees' opportunity to immerse themselves in their organizations' financial status and goals.

## **Organizational Strengthening from LDP**

In addition to the OSG II grants, LDP also provided a unique opportunity for organizational strengthening through the strengths-based leadership organizational retreats. This extra organizational support was a direct response to the challenges that some LDP leaders reported facing in bringing innovative learnings back to their organizations. In addition to the organizational retreat opportunities, all LDP Cohort III organizations received eight hours of organizational coaching support and \$3,500 in organizational learning grants.<sup>15</sup>

Building upon the work of LDP Cohort II, which focused on strengthening individual leaders, the Strong Field Project provided four LDP organizations—Center for Pacific Asian Families (CPAF), YWCA Silicon Valley, Little Tokyo Services Center (LTSC), and STAND! for Families Free of Violence (STAND!)—the opportunity to deepen individual and collective understanding of how to utilize strengths-based leadership principles and practices in a daylong organization retreat at each organization.<sup>16</sup> Retreat attendees included LDP Cohort III participants and their colleagues.<sup>17</sup> Offering training to a broader group beyond the LDP cohort members had the potential to (1) broaden responsibility for organizational learning from a single program participant, (2) allow for all staff (and board members) to experience cutting-edge content collectively, and (3) enhance the possibility of integrating strengths into the organization's everyday practices.

Motivated by the desire to integrate strength-based leadership practices and tools into their broader organizations, a strong contingent of LDP Cohort III participants (17 out of 20) applied for their organizations to take advantage of this organizational retreat

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<sup>15</sup> A table summarizing how the LDP Cohort III organizations planned to use the organizational learning grants can be found in Appendix A.

<sup>16</sup> See the compendium of mini case studies of these organizations with feedback on the experience and preliminary outcomes from these four organizations' participation in the Strength Base Leadership Organizational retreats.

<sup>17</sup> The number of retreat participants varied across the four selected organizations. CPAF had 30 participants; LTSC had 20 participants; STAND! had 85 participants; and YWCA Silicon Valley had 58 participants.

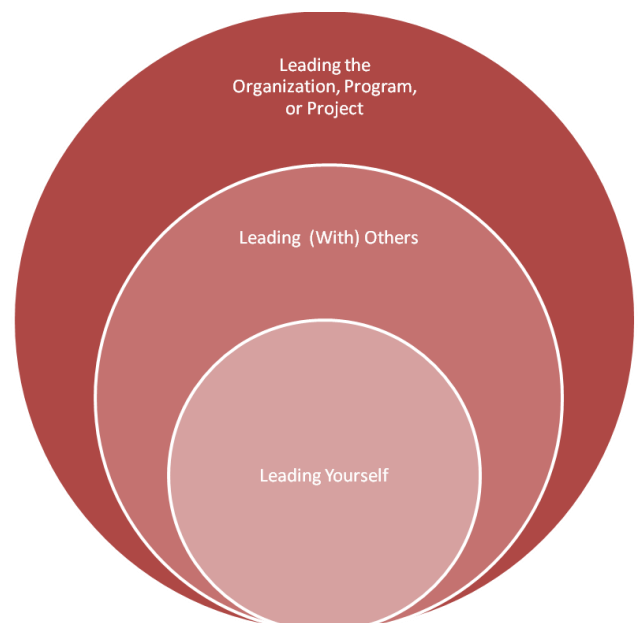
opportunity. When reviewing the applicants, the CompassPoint team considered the following key factors to ensure that participation would have maximal impact.

### Assessing Readiness for Participation

- **Readiness and willingness to engage in strengths-based leadership training.** Participating organizations had to be willing to adapt their performance management systems so that a strengths-based approach could take root in their organizations.
- **Appropriate time for the organization to engage in strengths-based leadership work.** Related to readiness and willingness, it had to be an appropriate time for the organizations to focus on learning and integrating strengths-based leadership practices.
- **Alignment with organizational development goals.** CompassPoint selected organizations that clearly articulated how strengths-based leadership work aligned with their organizational development goals. Moreover, they had to already be implementing some form of strengths-based leadership within the organizations.
- **Influence of LDP Cohort III participants within their organizations.** The LDP Cohort III participants needed to have enough influence to disseminate the strengths-based content and materials throughout their organizations.
- **Strong foundation of support for strengths-based leadership retreat.** The LDP organizational retreat application process screened for whether organizations had senior-level support and allies who fully embraced a strengths-based leadership retreat and could be stewards of the work.
- **Capacity and resources for retreat participation and ongoing application of lessons.** The applicants had to be able to dedicate resources (e.g., staff, space, etc.) to ensure the retreat was successful. Organizations also needed to have the staffing and financial capacity to support ongoing engagement and application of retreat lessons. All of the selected organizations had substantial staffing and financial capacity, with organizational budgets ranging from \$1.97 million to \$8.55 million and 29 or more staff members.

As shown in the figure below, the organizational retreats' primary objectives—leading self, leading with others, and leading the organization—formed the design and structure of the daylong organizational retreats. Accordingly, the retreat was comprised of two activities focusing on leading self, two activities focusing on leading with others, and one activity focusing on creating a strengths-based organization. This format was fairly consistent across all the organizations' retreats, with some customization of activities and delivery to meet the specific objectives of the organization. For instance, two organizations (YWCA Silicon Valley and LTSC) reported that they were hoping to break down silos and create more cohesion within their organizations by holding a strengths-based leadership organizational retreat. Another organization (STAND!) felt that an organizational retreat would support its

### Retreat Objectives



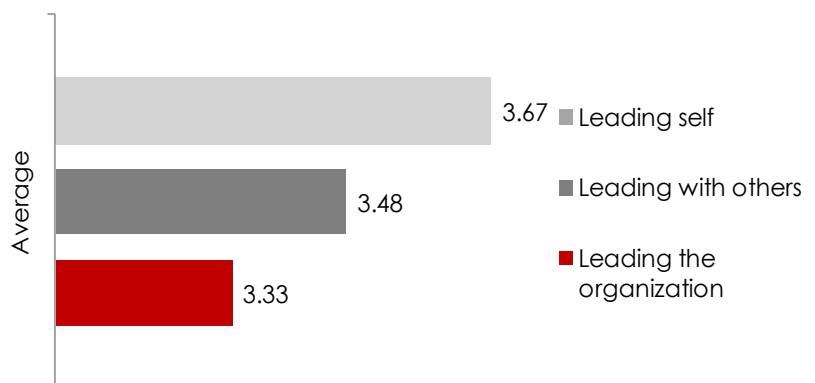
restorative management change process that was underway. To ensure a smooth execution of retreat activities, two organizations (LTSC and YWCA Silicon Valley) provided translation services to accommodate attendees with limited English proficiency.

Prior to attending the retreat, all participants had to complete the StrengthsFinder, an online measure of personal talent that identifies where an individual's greatest potential for building strengths exists. Subsequently, they had eight hours at the retreat to discuss and explore with their colleagues how to capitalize on their greatest talents and apply them to their professional roles and responsibilities.

Each organizational retreat had two facilitators, which included one experienced CompassPoint staff member and a former LDP participant.<sup>18</sup> This model for facilitation was well received by all four organizations. In fact, both the CompassPoint and LDP alumni facilitators received the two highest average ratings (3.69 and 3.62 respectively) among the 21 rated items on the post-retreat evaluation survey.<sup>19</sup> One of the retreat participants explained the value added of having LDP alumni as trainers:

*You can have consultants come in, and everyone sits back with their arms folded. To have a leader from another organization there I thought really helped build the rapport, and the trust, and have some recognition of what we really do in our work that I think helped the staff be open in a way almost subconsciously through the whole day. So it wasn't just some outside consultant consulting, but really one of us that was up there talking about this.*

### Achievement of Retreat Objectives



<sup>18</sup> The goal of this train-the-trainer model was to help ensure greater access to training opportunities and sustainability and broader dissemination of strengths-based leadership practices outside the LDP and through other sources than CompassPoint. Because there was strong interest in this training opportunity, 10 LDP alumni applied for the two trainer slots, all of the applicants received a daylong training on strengths-based leadership to make the content available for other domestic violence organizations.

<sup>19</sup> This evaluation survey consisted of 24 close-ended questions that covered three key topics: retreat elements, retreat logistics, and retreat objectives. For these close-ended questions, retreat participants provided ratings on a scale from 1 to 4, with "1" defined as "not at all useful/poor" and "4" as "extremely useful/excellent."

## Organizational Retreat Outcomes

Although the long-term effects of these recent strength-based organizational retreats are yet to be seen, the survey results and interviews conducted showed that the **organizational retreats were most effective in the short term at helping participants understand and become aware of their personal strengths**, as the “leading self: understanding your strengths” activity received the highest rating across all four organizations. Conversely, the retreats were least effective at creating opportunities to discuss the skills, systems, and cultural dimensions needed in a strengths-based organization. With the exception of a few items, one organization (YWCA Silicon Valley) received the highest average ratings on their retreat while another organization (LTSC) received lower average ratings across the items, some of which have to do with the cultural compatibility with the focus on “self” and language accessibility of this training.

**The experience of at least two of the organizations underscored the importance of ensuring that the format and material are delivered in a culturally competent manner.**

Prior to the retreat, the LDP liaisons worked with the training team to ensure that translation services were provided and the trainers customized the training delivery to complement the cultural dimensions of the organization. For instance, the trainers consciously avoided asking the entire group to answer questions; instead, they would break the participants into smaller sub-groups or pairs to maximize participants' comfort in speaking up. Facilitators also had to assure participants that “non-strengths” were not perceived as “weaknesses.”

In addition to dedicating resources to the organizational retreats, the four agencies also had to invest resources and time post-retreat to move toward cultivating strengths-oriented organizational cultures. While all four organizations are large, multi-service agencies, they differed significantly in their deployment of post-retreat strategies to build on the momentum of their retreats. Two organizations (STAND! and YWCA Silicon Valley) stood out in this regard by holding another agency-wide training that focused on topics related to strengths-based leadership, such as power and privilege. In addition, both organizations posted a chart that showed staff members' strengths and began requiring new hires to complete the StrengthsFinder assessment tool as part of their onboarding process.

YWCA Silicon Valley in particular was in a strong position post-retreat because of their pre-retreat exposure to strengths-based content and resources, especially with their having two LDP participants. YWCA Silicon Valley had been actively using the strengths-based content at different staff levels for several months. Furthermore, the agency's director of clinical services attended the Strong Field Project's regional institute that focused on the StrengthsFinder tool and individual strengths. Using their

positional authority and influence, the two LDP participants and the director of clinical services joined forces to design a daylong in-service training during which all staff in the domestic violence department completed the StrengthsFinder assessment tool. After this training, the shelter program team continued to integrate strengths into their staff meetings.

The other organizations (CPAF and LTSC) encountered post-retreat difficulties with implementing strengths-based leadership practices primarily because of two reasons: 1) limited amount of time and resources to sustain knowledge or skills gained beyond the retreat; and 2) additional guidance was needed on follow-up activities from CompassPoint. This suggests the challenging nature of organizational change, especially in agencies with limited capacity to engage in professional development and organizational development. Moreover, organizations such as these need more structured guidance and support post-retreat (in addition to the three hours of follow-up coaching).

**Some noticeable organizational changes have occurred that can be attributed to the strengths-based leadership retreat.** For instance, a LDP Cohort III member from STAND! explained how a strengths-oriented lens is being applied to their ongoing restorative management change process, particularly in the context of helping staff members follow through on their commitments:

*How can you have those conversations about broken commitments? I think in terms of restorative management, as things come up and as people are making new commitments, it will be using their strengths to make those commitments.*

YWCA Silicon Valley also reported significant changes in that there is now a **common understanding of what strengths-based leadership means, which has created “more connection amongst staff members” and increased staff morale.** Similar to YWCA, the organizational retreat has allowed CPAF staff members to use a “new language...in a way that helps [them] understand each other better.” Though LTSC is still determining how to best to apply the strength-based content from the retreat, the LDP Cohort III participant reported that the organizational retreat provided the space and time to step out of the silos that exist within LTSC's social services department and think about the “big picture.”

## **LDP Organizational Retreat Success Factors**

The early outcomes reported show promise in conducting organizational retreats as a way to reinforce key frameworks and tools that LDP participants learn. In addition, this experience emphasized the importance of paying attention to factors that are

contributing to the success and effectiveness of the LDP organizational retreats included the following:

- ***A critical mass among senior leadership and peers to champion strengths-based practices.*** Within the four organizations, garnering the support of multiple individuals, particularly those in senior leadership positions, proved to be a critical facilitator in diffusing the strength-based leadership practices.
- ***Multiple mechanisms to facilitate reflection and integration of strength-based leadership practices and tools.*** While the organizational retreats catalyzed organizations to become more strengths-oriented, their ability to sustain strengths-based leadership practices was greatly contingent on their established systems and processes to continue this work. The organizational retreats, as one-time events, had their limitations in their impact, especially since cultural shifts and organizational transformation often take a significant amount of time and commitment. Retreats can serve as starting points for crucial learning and conversations and one of several strategies for promoting and sustaining strengths-based leadership practices.
- ***Concerted efforts to integrate strengths-based content into organizational policies, systems, and culture.*** Organizations that are showing early signs of success, are continuing to build on the strengths-based practices introduced during the retreat, and making fundamental changes to how they approach their day-to-day work. Two organizations (YWCA Silicon Valley and STAND!), for example, have incorporated strength assessments into their hiring and new staff orientation processes. While such changes may require a significant investment of time and resources, they can foster long-term individual and organizational growth.

## **SFP's Overall Rated Impact on Organizations**

While we have examined OSG and LDP as the specific drivers of organizational strengthening, we also wished to gauge SFP's overall perceived impact on organizations. In both the SFP Alumni Survey as well as a short OSG survey, we asked respondents to rate SFP's overall impact on organizations. Among the 13 OSG survey respondents, 12 rated SFP's impact on organizations as high and one rated the impact as medium. For the SFP Alumni survey, 12 of the 23 respondents to the same question rated the impact as high, while the remaining 11 rated the impact as medium.

For the latter group of respondents (who were mostly LDP participants), their examples of organizational strengthening centered on the diffusion of LDP tools to their organizations such as StrengthsFinder and shared leadership models. In some cases, this diffusion has had "ripple" effect, as shown with the following examples:



- One SFP Alumni Survey respondent stated that as a result of strengths-based tools, “Program directors are working seamlessly together in a supportive manner. There have also been some restructures within departments to capitalize on the strengths of different team members.”
- Another respondent noted that as a result of LDP leadership tools, her organization has been able to develop a leadership structure “to sustain the organization through the past few difficult years because our leaders have stepped up to the table and provided insight and direction and taken on responsibilities that have challenged and stretched them as leaders, while simultaneously helping the organization navigate through difficult waters.”
- Finally, a third respondent noted that as a result of strengthened leadership skills, she was encouraged to “take risks and make changes in my organization that I would not have done otherwise.” As a result, the organization merged with another, with survivors “receiving better/more services, the community is receiving more rounded outreach efforts, and the agency constituents are better positioned to support victims, the community, and prevention efforts.”

## Summary

Both OSG and LDP have served as important mechanisms for strengthening domestic violence organizations. As detailed in both last year's and this year's evaluation report, LDP participants have served as catalysts for organizational strengthening, primarily through the application of strengths-based tools and practices. Within OSG, grantees reported increased capacity levels across the board between pre- and post-assessment. OSG grantees also established infrastructure, systems and groundwork, as well as facilitated larger culture shifts that are critical to realizing the promise of longer-term organizational development goals in areas ranging from fund development to evaluation.

Ultimately, greater organizational innovation and strength is a boon not only for the individual organizations, but also for the strengthening of the larger field. Two OSG participants in particular reflected on this connection in terms of a strengths-based culture and propelling the larger movement forward:

### **Stronger Organizations Leading to Strengthened Field**

- *I think another great outcome from SFP was building a culture around strengths-based leadership and strengths-based organizations. That has taken root and is flourishing, and I think that is really having a significant impact. – Cohort I Member*
- *In the larger picture, I think it has really helped organizations to become stronger, to be connected... to support one another. In a lot of ways it has really strengthened the field, but it's also challenging a few of us to think about where do we go from here? How will we challenge ourselves to .. look at how we move the movement forward? There's a lot of innovation bubbling up. – OSG I and AG Member*



## STRENGTHENED FIELD AND DV NETWORK IN CALIFORNIA

*We understand we are part of a bigger group and as part of a bigger group, we can do bigger things. [To] be able to sit back and see a full room of 400 people, all engaged in the same cause, that creates much energy and excitement.*

- Advisory Group Member

The SFP has been strongly guided by the value of collaboration as well as long-term outcomes to strengthen statewide and local coalitions to network, support, and sustain the DV field in California. Throughout the SFP, the major components have promoted collaboration as a means for individuals and groups to come together to identify shared experiences, challenges, as well as common purpose. Collaboration is also seen as a way to achieve greater efficiency and impact.

In this section, we draw on interviews with SFP participants and networking data to examine how partnerships have evolved among LDP Cohort III participants and reflect on the extent to which the strengthened networks provide a foundation to support the work moving beyond SFP. Network data from LDP Cohort III participants were collected at three points in time, between June 2013 and December 2014, and field-wide data were collected from SFP participants in Winter 2013-2014. The field-wide view provides a snapshot of connections at a point in time and is complemented by a case study of how the SFP has contributed to increased connections and collaboration among Cohort III with the potential to strengthen the DV network in California.<sup>20</sup>

### Levels of Interaction

**No Interaction:** You do not have any current contact or interaction with this individual.

**Networking:** You are aware of each other and have occasional communication (e.g., discuss management practices, DV services or tools, models, practices; share funding opportunities).

**Coordination:** You provide information to each other and have loosely defined partnership roles (e.g., co-present at a workshop at the Partnership's annual meeting, serve on task forces or policy committees).

**Collaboration:** You share ideas and resources with each other; have frequent communication characterized by mutual trust, and have formally defined partnership roles (e.g., conduct joint formal trainings, projects or DV/other services, service referrals).

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<sup>20</sup> In order to provide meaningful context to the data, some quotes and maps have been given attribution in this section.

## Connections among LDP Cohort III Participants

Over the course of their participation, LDP Cohort III transformed from disparate groups and individuals with few or no connections to each other to a dense and highly interconnected network. Many cohort members reflected on the strong ties developed through their participation in LDP and the partnerships and friend-ships formed along the way. As one cohort member reflected, “*I feel like I have a lot of new best friends and ... we’re constantly talking to each other.*” Another commented, “*I have life-long friends and support.*”

The maps on the following page show the evolution of the LDP Cohort III network over the 18 month period, from June 2013 to December 2014. At each point in time, cohort members were asked to rate their levels of interaction with other cohort members along a 4-point scale, from *no interaction* to *collaboration*, defined on the previous page.

Key findings related to the evolution of the LDP Cohort III network include:

- ***Dramatic increase in number and depth of connections.*** Prior to the joining LDP Cohort III, several cohort members had no previous connections with other cohort members, even at the *networking* level (e.g., Vincent Marquez, Jesse Torrey, and Paul Bancroft). Among those who were connected, existing ties, particularly for *collaboration*, the highest level of interaction, were sparse with no central individuals bridging individuals or small clusters. Within the first six month of the program, ***connections among cohort members exploded, with all members reporting interactions and connections with each other at all levels.***
  - As to be expected, connections grew most at the *networking* and *coordinating* levels, as cohort members became familiar with each other and began to take on joint work together. By the end of the 18-month program, the cohort had transformed into a highly interconnected group. Taking all levels of interaction into account, cohort members were connected to each other in nearly all possible ways.

### Reflections on Increased and Strengthened Connections

For me, having been somewhat new to the movement..it's really helped me meet people and ask questions and cultivate a support system. [Vincent Marquez]

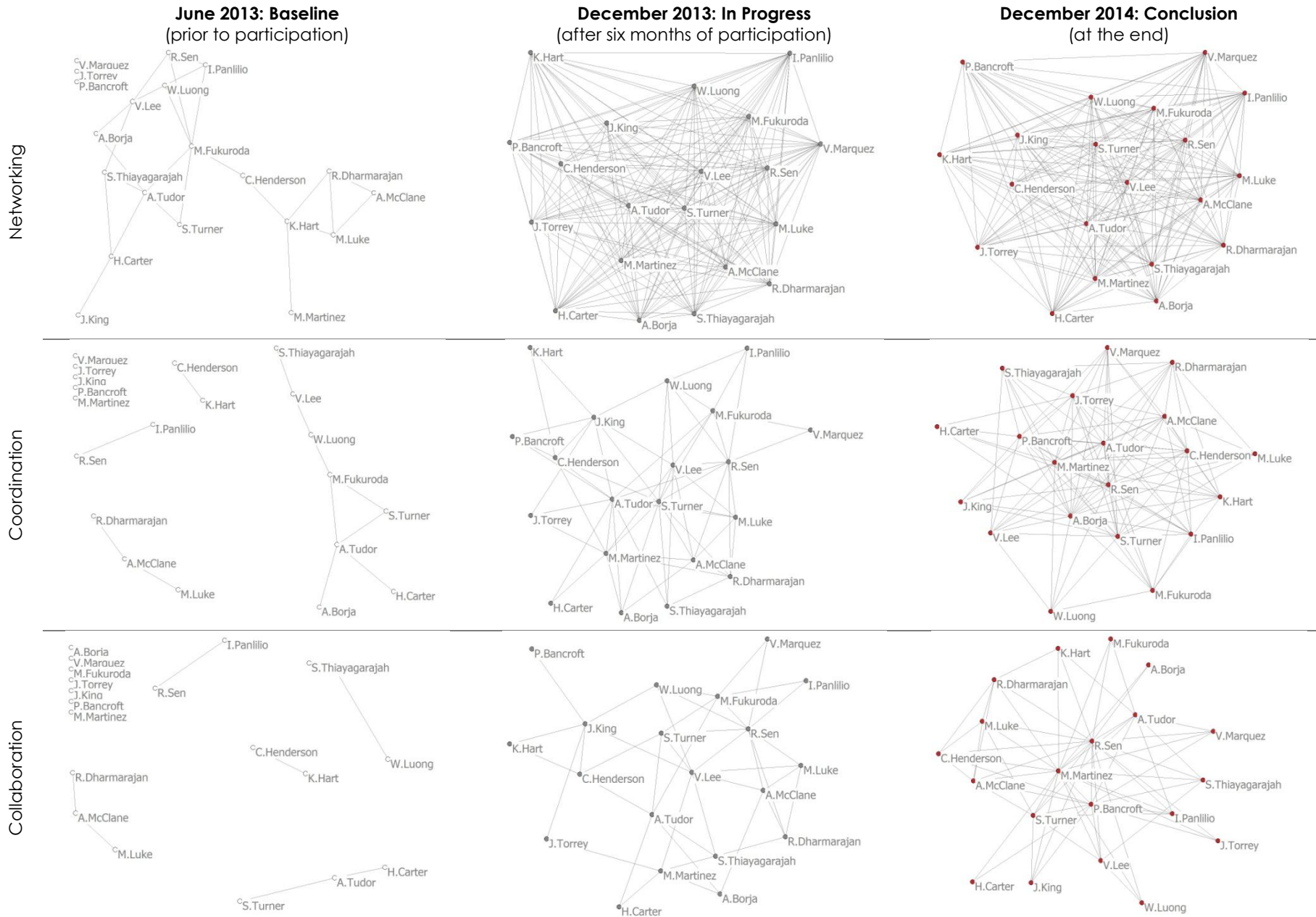
I know I would feel comfortable picking up the phone or emailing anybody within my cohort. [Heather Carter]

I came from the sexual assault side into a large organization so I didn't know anybody... It opened up my whole world in terms of what DV looks like in the California, and I learned so much in such a short amount of time. It wouldn't have been possible without LDP. [Now] I have life-long friends and support...We love each other, we like each other and respect each other... We're scheduling monthly calls because we realize we have more work to do. I know I could call any one of them at any time for support whether its work related or personal, needing to vent, and they would make time for me. [Jessey Torrey]

There are other people working in this field across the state who I would never have met if it hadn't been for this program. More importantly I formed some very deep friendships and partnerships that we have nurtured together in this program between the 20 of us. [Rabeya Sen]

- Across arc of the program, **collaboration, the highest level of interaction, increased from 3% to 24% of all possible connections**, reflecting not only the growing mutual trust among cohort members but also their ability to take on formally defined partnership roles with each other. Examples of collaboration among participants during the program included facilitating trainings for each other's organizations, joining collaborative online communities like the Domestic Violence Information Resource Center, and serving on the Partnership Board and Public Policy and Research Committee together. For more details, see the exhibit featuring relationships, supports, and actions among Cohort III participants.

## Levels of Interaction Among LDP Cohort Members



- **Transformation into a stronger, more diversified network.** By the conclusion of the program, LDP Cohort III members were connected to each other and through each other in multiple ways. For example, prior to joining the cohort, Marci Fukuroda, Allison Tudor, and Colsaria Henderson were key connectors among a group of individuals who did not know each other well. As the program progressed, participants formed personal as well as organizational-level connections with their cohort members, shifting the shape of the network from a “star” or “wheel” to more circle-like network.<sup>21</sup>

**Reflections on Increased and Strengthened Connections**

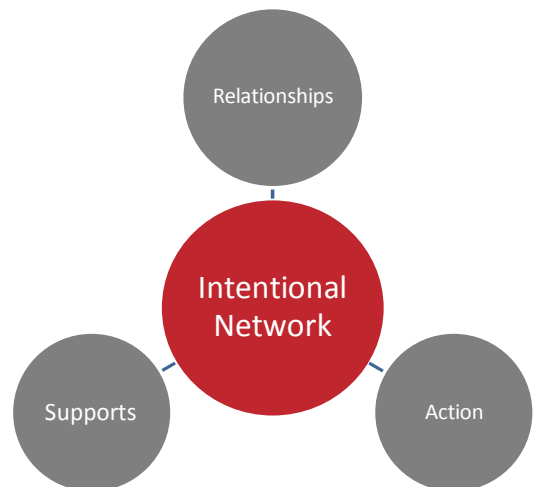
*With some of the local [Cohort III members] we worked together in LA forever. And we've known each other and we've been, you know, working together on a minimal level. But it wasn't until we went through this program together that we were able to deepen that relationship. [Marci Fukuroda]*

Another way to consider how the SFP and the LDP program have strengthened the DV field in California is to reflect on the aspects of networks that support an **intentional DV network** in California. An intentional network is a network that aligns individuals around a shared vision and is ready to tackle opportunities, problems, and issues. Critical building blocks of an intentional network include **relationships, supports, and shared action**, all of which need to be developed to support an intentional network:

- **Relationships** that connect people and build trust;
- **Supports** to build the capacity, systems, and infrastructure of the network; and
- **Action** together around projects and initiatives that foster collaboration.

As highlighted in the following exhibit, **there is evidence that strong relationships and supports are in place among LDP Cohort III participants.** Cohort III members universally reported developing a deep sense of mutual trust and connection over the course of their LDP experience, reflecting the strong relationships formed through their participation. Participants frequently check in with one another via phone calls, text, and e-mail to discuss personal and professional challenges and accomplishments. Cohort III has also put in place a resilient support system to sustain their current relationships and facilitate further growth beyond the conclusion of the LDP programs. Examples include holding monthly cohort-wide phone calls to incubate their follow-up work and continuing to use their e-mail listserv as an avenue for sharing tools, resources, and information. In addition to well-developed relationships and supports, the cohort is has also begun taking action and self-

**Building Blocks of Intentional Networks**



<sup>21</sup> While star-shaped networks perform simple tasks quickly and accurately like disseminating information, they are not well-suited for more complex tasks like movement-building and coalitional work.

organizing around specific projects, such as collaborating on BSAV Cultural Competency grants and serving on the Partnership Board. As the cohort transitions beyond the LDP program, it remains to be seen how the cohort members continue to engage in joint action together. These findings suggest that Cohort III is on the path towards becoming an intentional network as a cohort.

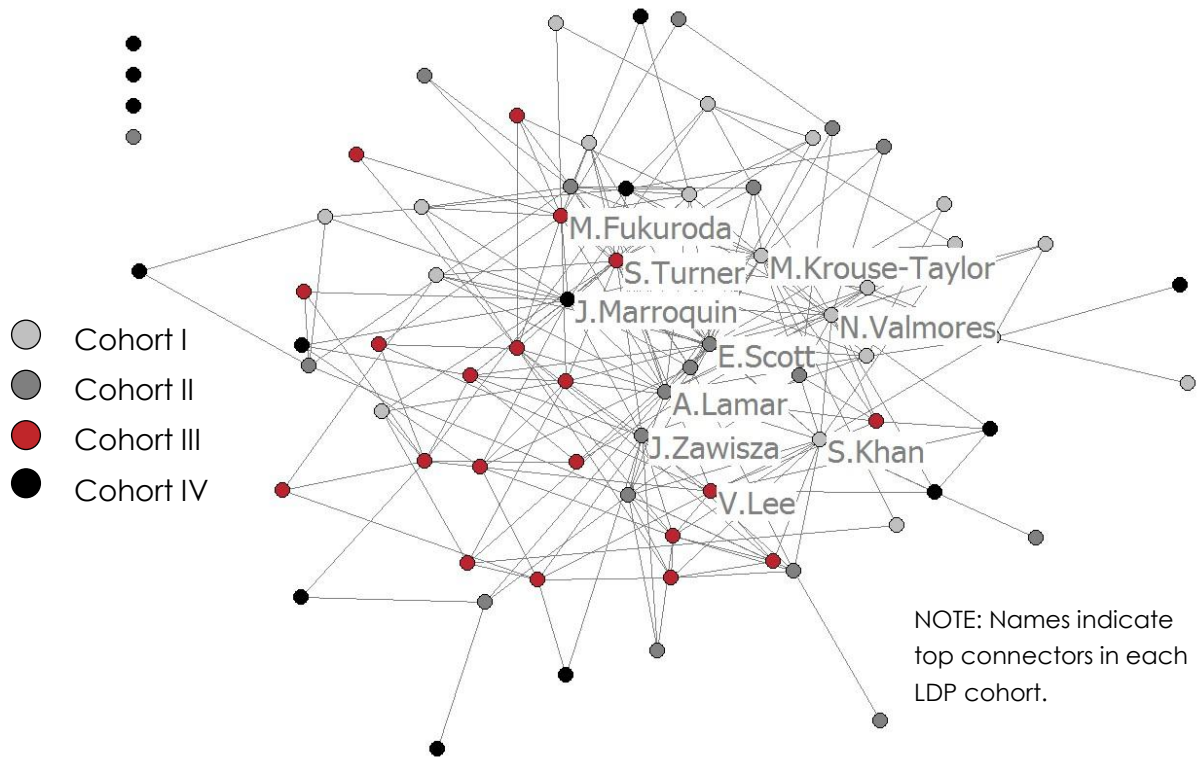
Building Blocks	Themes and Examples of Cohort III's Networking
 <p><b>Relationships</b></p> <p><i>I know I could call any one of them at any time for support whether it's work-related or personal, needing to vent, and they would make time for me. [Jesse Torrey]</i></p>	<ul style="list-style-type: none"> <li>• <b>Cohort members frequently check in with one another</b>, either via phone calls, texting, or e-mail, to offer personal and professional support, monitoring stress levels, and ensure fellow cohort members are creating room for self-care.</li> <li>• <b>Cohort members have developed a deep sense of trust</b>, which provides safe space for connecting and innovating. As one cohort member put it, "going through and having that shared experience...there's a lot of freedom, a lot of trust that strengthens the network to be able to take risks and try to innovate."</li> <li>• <b>A few participants have used the LDP network as an avenue for cross-referring clients to improve services.</b> For example, because of the relationship and trust that was developed over the course of LDP, Sitra was able to relocate an API client to Wanda's organization, which also works specifically with API populations.</li> </ul>
 <p><b>Support</b></p> <p><i>It has made such a daily difference in my professional life that we use our listserv so strongly in Cohort III. I've had eight emails from cohort three today. One of them had a horrible day in court, and it's everybody's support back. It is a community. [Colsaria Henderson]</i></p>	<ul style="list-style-type: none"> <li>• <b>Cohort III's listserv is a highly-utilized tool for knowledge exchange, idea incubation, and general support.</b> Moving beyond the LDP program, the cohort has decided to continue using the listserv to share resources and support each other.</li> <li>• <b>Cohort III will continue monthly phone calls as a forum for keeping in touch and discussing their Legacy Project.</b></li> <li>• <b>Several cohort members are continuing peer coaching calls and serving as mentors to each other.</b> Vivian, Melissa, Amie, Rabeya, and Sharon are continuing their peer coaching calls beyond LDP. One cohort member, Alison, explained that Sharon has been and still is her mentor.</li> <li>• <b>At least eight cohort members have engaged in formal cross-organizational capacity building activities, such as facilitating staff trainings, giving presentations, and meeting with board members.</b> Examples include Heather and Laura Sunday (Cohort I) presenting to Paul's board about shared leadership; Paul presenting to Ivy's organization about men's roles in the movement; Mary and Jill Zawisza (Cohort II) facilitating a training for Sitra's organization; and Kate providing a staff-wide training on specialized services for queer clients at Mary's organization.</li> </ul>
 <p><b>Action</b></p> <p><i>We're very action oriented...we feel like, 'Hey, there is something practical and tangible that we can act on now and just learn from it.'</i> [Vincent Marquez]</p>	<ul style="list-style-type: none"> <li>• <b>Cohort III has identified two major areas (intersectionality and CalOES funding) for continued work together</b> and began meeting in January to discuss planning.</li> <li>• <b>Three Cohort III participants, Alison, Paul, and Rabeya, serve on the Partnership Board</b>, joining a growing number of LDP members already on the Board.</li> <li>• <b>Three Cohort II members, Alison, Marci, and Rabeya serve on a Public Policy and Research Committees (PPRC) together.</b> These sub-committees are tasked with gathering research on domestic violence policies and providing recommendations for CPEDV's policy platform.</li> <li>• <b>Four organizations have partnered and been awarded two BSAV Cultural Competency grants.</b> Kate and Rama's organizations are creating a partnership between SAVE, Maitri, and Mujeres Unidas y Activas to improve services for South Asian and Latino DV victims in South Alameda County. Alison and Sitra, along with several other LDP alumni, are piloting an organizational assessment aimed at improving culturally competent services for API clients.</li> </ul>



## Connections among LDP Participants and the Broader Field

Connections among Cohort III participants and the broader field followed a similar evolution, from sparse with few shared connections prior to participation to a denser and more interconnected network at the conclusion of the program. More meaningful than Cohort III's connections alone, however, are the connections among all LDP cohorts as well as connections among LDP cohorts and the broader field. At the time of the field-wide scan in Fall and Winter of 2013-2014, there was already evidence of strong network among LDP participants, shown below.

### Collaboration Among LDP Participants: Fall-Winter 2013-2014



Key findings as of Fall and Winter of 2013-2014 include:

- **Almost all LDP participants were collaborating with each other** with very few disconnected individuals, mostly Cohort IV members who had not yet begun their LDP participation at the time the data were collected.<sup>22</sup>
- **There was some clustering by LDP cohort.** Given the intensive nature of the LDP program, it is not surprising that cohort members tended to work more with their fellow cohort members than across cohorts. This was particularly strong for Cohort I, the first cohort (light gray, on the left side of the network), and Cohort III members (red, on the right side of the network, who were only six months into their program. In contrast, Cohort II members were spread throughout, with connections to each other as well as Cohort I and Cohort III.
- **Several individuals emerged with the potential to connect LDP participants, including bridging across cohort clusters.** These individuals include: Sarah Khan, Marsha Krouse-Taylor, and Nilda Valmores (Cohort I); Erin Scott, Adrienne Lamar, and Jill Zawiskza (Cohort II); Marci Fukuroda, Sharon Turner, and Vivian Lee (Cohort III); and Jacquie Marroquin (Cohort IV). Engaging these individuals—as well as other connectors who have emerged in the past year—will be critical to ensuring cross-fertilizations across LDP cohorts and avoiding cohort silos. As described in more detail below, many of these individuals are already engaging in cross-cohort work.

At the conclusion of their participation, Cohort III members also reported rich relationships and a growing support system as alumni. Although Cohort III has not had as much time to build trust with LDP alumni in the way that they have with their cohort, the shared experience of participating in the program has created a sense of mutual trust and understanding. Participants from Cohort III have already begun working with LDP alumni through various grant collaborations, including the development and implementation of The Center for Violence-Free Relationship, Tahoe SAFE Alliance, and Rainbow Service's ETO, the Action Research Project, and participating jointly on the Partnership Board. Although the broader LDP network shows evidence of relationship and action, at the time of this report, the legacy projects have not yet clearly established LDP-wide systems and mechanisms for continuing communication and/or idea incubation and mobilization.

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<sup>22</sup> All but five of the LDP Cohort IV members were included in the field-wide scan as they had participated in SFP activities (e.g., webinars, regional institutes, SFPI).

## Building Blocks



### Relationships

*I've been friendly for a while with Erin Scott from Family Violence Law Center. And now that we've both been through [LDP], it's taking it to this other level. Now she's on my speed dial. [Kate Hart]*

## Themes and Examples of Cross-Cohort Connections

- **While relationships among Cohort III participants and LDP alumni are still forming, Cohort III members report that their mutual participation in and shared experiences through LDP creates an instant connection which allows them to bond easily and quickly.** Others who knew other LDP alumni prior to the program, feel their relationships have deepened due to the program.

- **Several participants reported that LDP has improved collaboration on a regional level by creating a sense of trust, mutual respect, and a shared language.** One respondent who is part of the Domestic Violence Advocacy Consortium of Santa Clara County explained that five of the consortium members have participated in LDP, and, as a result, the Consortium's dynamic has shifted dramatically.

*I also believe that LDP has played a critical role in shifting the way that our local DV consortium works together. Over the past four years, our consortium has undergone a lot of staff turnover, and new emerging leaders have rotated into the group. With five of our members having participated in LDP, there have been some noticeable shifts. For example, there is an inherent trust amongst many of the staff members because of the shared experience through LDP. As a result, collaborative relationships have shifted or healed; there is a new collective experience and language that is available amongst the participants. Amongst the members, there is an understanding that we have been too reliant on contractors coming into our group to help us with our issues/problems, as opposed to trusting the leadership skills within the group. This has also allowed us to move past mistrust and work collaboratively on new projects, including the possibility of piloting a DV Tech Project; or utilizing chat/text technology as a new point of service entry for DV survivors.*



### Support

*Three years ago, we launched the Domestic Violence Information and Referral Center. Now, we have 37 Bay Area organizations... Through SFP, we have made connections to other organizations to see if they want to be part of it. [Mary Martinez]*

- **Cohort III participants and alumni have collaborated on several capacity-building cross-trainings.** With the support of Blue Shield funding, four organizations from Cohort III were received a full day of Strengths-based Leadership training from CompassPoint and two LDP alumni, Maricela-Rios Faust and Danielle Lingle. Independent of LDP, a few Cohort II members mentioned collaborating with LDP alumni on cross-trainings.
- **As part of an Organizational Strengths Grant, WOMAN Inc.** (Mary Martinez, Cohort III and Jill Zawisza, Cohort II) **developed the Domestic Violence Information Resource Center (DVIRC), an online collaborative community for domestic violence agencies to share resources and network.** Currently, at least six organizations from across LDP cohorts are members of the DVIRC: Asian American's for Community Involvement, Maitri, SAVE, Family Violence Law Center, Asian Women's Center, and Community Overcoming Relationship Abuse.

## Building Blocks



### Action

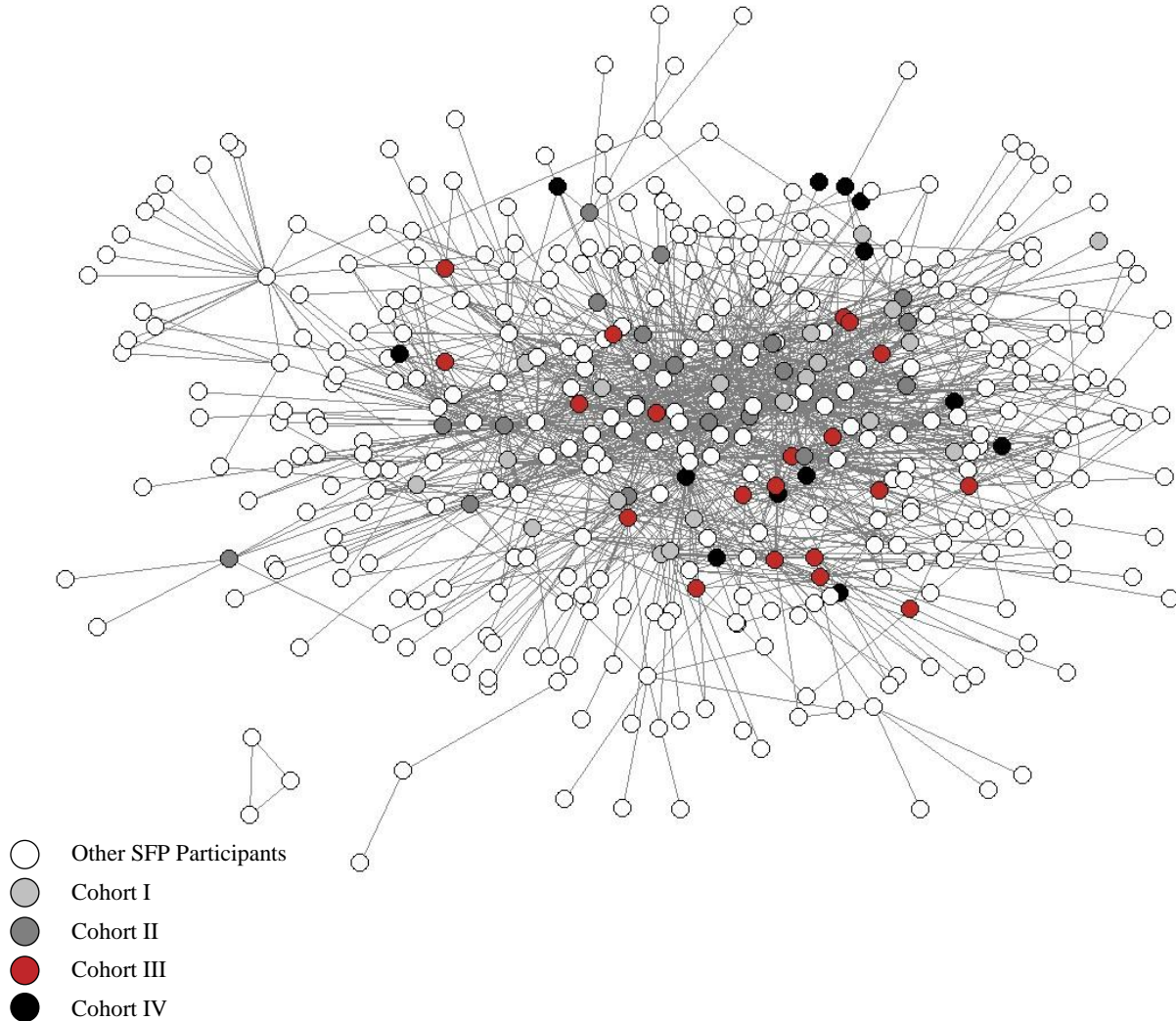
*SFP has helped me and my organization find like-minded sister agencies and leaders. We have used the connections developed in SFP to create a collaborative project that will help our agencies share expertise and learn from each other. [Emma Owens]*

## Themes and Examples of Cross-Cohort Connections

- **With the support of Blue Shield, Cohorts I and II have launched several self-directed Legacy Projects to extend the impact of the SFP.** Cohort I alumni have worked together to implement Thought Innovations Labs (TIL) to foster innovation in the domestic violence field. Representatives from Cohorts I, II, and III are participating in the Network Leadership Action Research Project, which aims to create a network strategy for cross-sectorial leaders. Participants include Mary Martinez and Sharon Turner (Cohort III), Michelle Coleman and Liliana Herrera (Cohort II), Sarah Khan, Aiko Pandorf, and Dawn Watkins (Cohort I), participants from NoVo's Move to End Violence, and participants from a leadership development program for the health field in California. Also, Cohort II's Movement and Mobilization Institute has been funded by BSCF.
- **With the recent addition of Cohort III participants, the Partnership Board now includes 12 LDP alumni.** Participants agree that having such a large number of LDP alumni on the Board will critically influence the Partnership's role in continuing the momentum of the SFP. Board members include: Maricela Rios-Faust, Nilda Valmores, Jodi Hoone, and Sarah Khan of Cohort I; Danielle Lingle, Michelle Coleman, Erin Scott, Jennifer Adams, and May Rico of Cohort II; and Alison Tudor, Paul Bancroft, and Rabeya Sen of Cohort III.
- **Across LDP cohorts, alumni are partnering to apply for grant funding from Blue Shield and other sources. Examples include:**
  - Sitra (Cohort III) and Nilda's (Cohort I) organization, My Sister's House, won a BSAV Cultural Competency Grant to support The Next Generation Project, which aims to identify areas of organizational need to improve culturally competent services for API clients at six domestic violence organizations, including four organizations with LDP alumni. Organizations include: Women's Center - Youth and Family Services (Jennifer Lee, Cohort II), Haven Women's Center of Stanislaus (Belinda Rolichcheck, Cohort I; May Rico, Cohort II), WEAVE, Inc. (Beth Hassett, Cohort I), and Valley Crisis Center (Alison Tudor, Cohort III).
  - The Center for Violence-Free Relationships (Matt Huckabay, Cohort I; Emma Owens, Cohort II) has partnered with Tahoe SAFE Alliance (Paul Bancroft, Cohort III) and Rainbow Services (Elizabeth Eastlund, Cohort II; Marci Fukuroda, Cohort III) to create an ETO network in California. Additionally, Tahoe SAFE Alliance and Rainbow Services are engaging in a Theory of Change process, which is currently underway.

As of Fall and Winter of 2013-2014, LDP participants filled important places in the SFP network, shown below. Representatives from all cohorts occupy central roles in the network, reflecting a high level of interconnectivity with other central leaders in the field. At the same time, LDP cohorts also include less central individuals who can bring in new ideas from the periphery, particularly Cohort III and Cohort IV members. Ensuring these new and emerging leaders and their connections continue to contribute to the diversity of the DV field in California should remain an important priority moving beyond the SFP.

## Collaboration Among SFP Participants: Fall-Winter 2013-2014



### How the Field has Evolved since 2010?

*I think [SFP] created a real important space for [relationship building] to happen...We had leaders so isolated and felt like they couldn't take the time or invest in themselves to do that kind of work...In the conferences, and the last one especially, there really seemed to be a kind of real strong collective relationship that is over and above an individual organizational relationships but almost a feeling like a connection to the field that is greater than any one organization.*

*Field Leader*

While many SFP participants acknowledged the field has room for continued growth and development, they also noted several areas of change and transformation since

2010, including stronger networks, space for critical conversations, greater diversity, and progress towards shared language and vision:

- ***The field has stronger networks, and there is less feeling of isolation.*** Many SFP participants recognized the important role SFP has played in bringing together leaders, providing the space for connecting, and building the capacity of leaders to network. In 2010, leaders were focused on keeping their doors open and did not have time for shared learning and collaboration. As one Advisory Group member reflected, *“There will be definitely, definitely be a much stronger networking and partnership across the field, and that is all in part, because the Strong Field Project pulls us together, and helps to create that cohesiveness.”* As the field transitions beyond SFP, it will be critical to ensure field leaders continue to have the opportunity to come together and connect throughout Regional Institutes and other convenings.
- ***The SFP has provided space for critical conversations and infused the field with new life and momentum.*** Numerous field leaders and LDP alumni highlighted how SFP has provided the space to have critical conversations that have been historically too risky or scary. As one alumni reflected, there is no longer the “elephant in the room” when it comes to challenging topics. Another alumni concluded that SFP was “very instrumental in creating space, giving us the ability to have these conversations. Giving us spaciousness was really critical for everyone to see those possibilities and be able to think of things differently and innovate.” In addition to providing space for conversations, many felt SFP had “breathed new life” into the field and left them feeling more “expanded, nourished, and resourced.”
- ***The field has become more diverse and made progress towards bringing in innovation, new leaders, and non-traditional partners.*** Participants reflected on a host of ways the field has become more diverse since 2010, from a new openness to approaches (e.g., trauma informed care, cultural competence) to regional diversity and including individuals from rural organizations. By “thinking outside the box ” and engaging leaders at the periphery of the DV network, the field has been able to lift up new voices, including non-shelter based organizations as well as new and emerging leaders alongside veterans. Although an area of on-going development, there has also been ground-laying discussions about the role and inclusion of men, a topic identified as a critical conversation to continue. While progress has been made, some felt their organizations were still struggling to bring more diversity to formal leadership roles and identified this as an area of continued growth. Also worth noting is the increase in how technology is being used to support innovation, particularly the use of listservs (e.g., Cohort III) and online communities (e.g., DVIRC) to disseminate resources and share tools across organizations spread throughout the state.

- ***The field has made progress towards shared language and a shared vision.*** While SFP participants did not feel the field has been fully united around a shared vision, many agreed that there is evidence of an emerging shared language and vision and that many leaders in the field are reaching agreement on the topics that need to be addressed for the vision and agenda to be fully fleshed out. Acknowledging that progress that has been made in spite of differences in approach and focus, one leader reflected, “We’re beginning to embrace what this looks like when we all may share something different and how we can still work together on the ultimate vision, which is to really reduce domestic violence.” Beyond the SFP, continuing to build on the emerging shared language and vision is an important area for legacy work.

Looking forward and discussed further in the last chapter of this report, important considerations face the DV network in California. First, has the field reached a critical mass for moving the work forward and who will lead the way? While some SFP participants believe the field has reached a critical mass, others questions how the network will replicate and scale the work and whether the network can be self-sustaining. As one field leader remarked regarding the end of funding, “to pull out now completely would be detrimental as we are infants in learning how to do that.” Another alumni reflected that it will be critical for individuals to push the work forward and ensure momentum is not lost. Second, ***should the network move forward with workgroups leading the charge*** in specific areas or should the network take a more ***movement-minded and broad approach?*** Although there is evidence of growing cross-cohort collaboration among LDP participants, it is critical alumni not ***fall into siloed groups and cliques*** in their own separate echo chambers ***without the benefits and perspective the increasingly diverse field can bring.***

Next, we discuss how the SFP has strengthened the knowledge base of the field to improve tools, models, practices, and approaches to ending domestic violence.









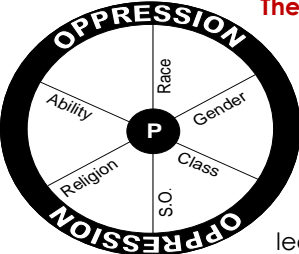

## STRENGTHENING KNOWLEDGE BASE




One of the guiding values of the SFP has been to surface innovations, which would result in “creative and effective tools, practices, models, and collaborations (organizational and regional) to address DV.” Specifically, the Strong Field Project strived to promote new ways of thinking to infuse the DV field with critical analysis, creative strategies, and innovative solutions that would eventually lead to transformative leadership and strengthened organizations. The SFP has provided resources, opportunities, and infrastructure for DV leaders to leverage and build upon their knowledge and assets, connect and brainstorm, and identify creative solutions. In this section, we highlight major “gems” that have surfaced from the LDP and OSG.

### Leadership Development Program “Gems” for Knowledge Sharing

Many of the LDP leaders were introduced to key frameworks and tools that stimulated their thinking and action well beyond their participation within the program. They continue to talk about their application of leadership models, theories and tools from the CompassPoint leadership framework of leading self, leading others, leading the organization, leading within the community, and leading within a movement. Specifically, following are some key tools and frameworks that have already been shared more broadly with the DV field through the Regional Institutes, webinars, or the SFP Institute.

Gems	Description
<p data-bbox="215 1318 427 1381"><b>Strengths-based Leadership</b></p> 	<div data-bbox="483 1318 719 1640">  </div> <p data-bbox="743 1318 1417 1381"><b>Strengths-based Leadership</b> begins with leaders taking an online assessment tool called StrengthsFinder 2.0.</p> <ul data-bbox="743 1388 1417 1640" style="list-style-type: none"> <li>• This tool's purpose is to <b>facilitate personal development and growth</b>.</li> <li>• It is also used as a <b>springboard for discussion to promote self-awareness</b>.</li> <li>• Feedback about talents and strengths development often forms the basis for further <b>exploration that help individuals capitalize on their greatest talents and apply them to new challenges</b>.</li> </ul> <p data-bbox="483 1650 1417 1795"><b>Application of knowledge:</b> This tool has been particularly powerful and effective for LDP participants because it shifts leaders' thinking away from a deficit framework and reactive mindset to think about how to capitalize on their strengths as leaders and to discover and develop strengths in others to create a more effective work place, organization, project, and a stronger DV field.</p>

Gems	Description
<p data-bbox="224 254 418 317"><b>Peer Coaching Circles</b></p> 	<p data-bbox="480 254 1430 401"><b>Peer coaching</b> is a way for leaders to get the <b>peer-based supports</b> that they need to address the challenging issues that they face on a regular basis. Based on a process called "action-learning," the peer coaching circles provide the space for confidential and supportive conversations and for learning and action. Basic principles include the following:</p> <ul data-bbox="480 411 1419 548" style="list-style-type: none"> <li>• People <b>learn best while working on real world problems</b> and sharing feedback with each other.</li> <li>• Finding the right problem is as important as solving it.</li> <li>• The <b>person with the problem is the expert on the problem.</b></li> </ul> <p data-bbox="480 558 1425 695"><b>Application of knowledge:</b> Through practicing peer coaching, LDP members have applied these techniques themselves with their staff. Successful application of coaching has led LDP leaders to marvel that they do not need to "fix" problems for their staff. Rather, they are now empowering their staff members to solve their own issues and problems.</p>
<p data-bbox="188 720 454 814"><b>Multicultural Framework/Privilege Pie</b></p> 	 <p data-bbox="737 720 1430 1041"><b>The Multicultural Leadership Framework</b>, based on the work of VISIONS and CompassPoint, allows leaders to examine their own privilege, oppressions and how this affects their behavior and interactions with others (e.g., dysfunctional rescuing, blame the victim, avoidance of contact, denial of difference, etc.). One of the most powerful components of this framework is the "Privilege Pie Exercise" in which leaders openly and safely discuss the multiple privileges as well as forms oppression that all groups experience, and the strengths, assumptions, work style, and responsibilities that come with group membership.</p> <p data-bbox="480 1052 1430 1272"><b>Application of knowledge:</b> LDP learned much about themselves and their cohort members through "safely" sharing their completed "Privilege Pie" chart with one another. The power and privilege concept affected how LDP leaders interact with staff and triggered discussions around positional power in agencies and the meaning of social justice for staff (e.g., importance of providing a living wage and benefits). Finally, a number of the LDP participants reported how their increased awareness of their privileges affected how they interacted with agency partners and their clients and communities.</p>
<p data-bbox="250 1304 391 1367"><b>Adaptive Leadership</b></p> 	<p data-bbox="480 1304 1425 1419"><b>Adaptive leadership</b> is the ability to take on challenges that usually have not been encountered before and where a clear solution is not apparent. Solutions require changes in people's priorities, beliefs, habits, loyalties, some trial and error, and generative thinking.</p> <p data-bbox="480 1430 1414 1566"><b>Application of knowledge:</b> LDP participants have recognized that "the most common cause of failure in leadership is produced by treating adaptive challenges as if they were technical problems. Technical problems tend to be those that have been encountered before and have experience, resources and understanding to successfully solve."</p>

Gems	Description
<p data-bbox="191 254 451 285"><b>Network Leadership</b></p> 	<p data-bbox="483 254 1435 369"><b>Network Movement Leadership</b><sup>23</sup>: The purpose is to meaningfully analyze, understand, and foster the development of a movement by working with and for others in the network. Movement networks play roles to support and contribute to fields or social movements by:</p> <ul data-bbox="483 380 1435 558" style="list-style-type: none"> <li>• Building linkages and connections with a broader movement</li> <li>• Deepening agreement on a shared political frame</li> <li>• Coordinating efforts, taking joint action and disseminating information on what works</li> <li>• Cultivating new leaders and building their identity as part of the movement</li> </ul> <p data-bbox="483 569 1435 684"><b>Application of knowledge:</b> LDP leaders have been able to embrace this concept by going beyond leading self, others, and organizations to applying their skills in roles such as network catalysts, network guardians, and network weavers to connect others around critical conversations on the DV field's direction.</p>
<p data-bbox="191 703 451 798"><b>Mission Impact Tool: Double Bottom Line Matrix</b></p> 	<p data-bbox="483 703 1435 756"><b>The Mission Impact Tool</b> or <b>Double Bottom Line Matrix</b> by CompassPoint is a financial and strategic tool that helps leaders to assess the mission impact and profitability of various programs and services that DV organizations provide. Through identifying “stars” as the ones to promote, as well as others that are low mission impact/low profitability, and those in between (heart and revenue producers), organizational leaders can more objectively decide on specific strategies or programs they want to keep or cut.</p>  <p data-bbox="483 1029 1435 1144"><b>Application of knowledge:</b> LDP participants have found this to be helpful in their board discussions on organizational mission and priorities and staff wide strategic planning processes, especially in tough economic times.</p>

## Organizational Strengths Grant Program “Gems” for Knowledge Sharing

Highly anticipated from the onset of the OSG program was the development of distributable models, practices, and tools that could benefit the larger DV field. However, as discussed in the 2014 Annual Evaluation Report, one of the main challenges to this objective was that many of the learning tools being developed do not lend themselves to easily distributable outputs or products, and/or they require prerequisite knowledge of accompanying materials. In addition, some of the outputs are so specific to the organization (such as a theory of change document), that they do not provide generalizable lessons. As one OSG grantee reflected, “I think some of the OSG projects were so specific to an organization [and] also tied very specifically to

<sup>23</sup> Excerpted from “Unstill Waters: The Fluid Roles of Networks in Social Movements,” presented by Robin Katcher, Management Assistance Group. Strong Field Project Leadership Development Program Webinar, July 2011.


particular funding sources that it makes those projects really difficult, if not impossible for other agencies to pick up and replicate.”

**Many OSG II grantees, therefore, talked about sharing not a particular tool, but the learning experiences they underwent with their projects. Additionally, they thought their learnings would be best shared through interactive vehicles** such as webinars, trainings, and in-person convenings. For example, two grantees shared the following thoughts on the value of in-person sharing of tools and experiences:


- *With OSG, I think bringing all the agencies together is an amazing piece of work, because it would have [otherwise] been a unilateral relationship between the grantor and grantee. Instead of that, there has been something set aside to get everyone together within those convenings to have opportunities to share.*
- *I do think some of the convenings that we've had, and to be able to hear from other OSG grantees about their practices and the tools they've used, the strategies they have employed, have been very helpful.*

Partially in recognition of the value placed on interactive learning, in late 2014, the Women's Foundation of California established the Peer Learning Exchange Fund (PLEF) as part of the OSG component of SFP. PLEF grants were aimed at providing opportunities for OSG organizations to directly collaborate and share lessons, ideas, and best practices from their OSG projects.<sup>24</sup>

In the table below we highlight the OSG II learning areas and “gems” with strong potential for informing the field.

Gems	Description
<p data-bbox="240 1262 488 1293"><b>Fund Development</b></p> 	<p data-bbox="529 1262 1385 1346"><b>Five organizations were funded to support their income-generating ventures.</b> While all have valuable experiences to share, the following offer particularly rich areas of learning for the field:</p> <ul style="list-style-type: none"> <li>• <b>Center for Community Solutions' (CCS) fee-for-service model:</b> CCS offers a compelling model for how to become eligible for insurance billings and become a HIPAA-covered entity, and how organizational culture and practices are changed through this process. CCS has presented on these topics to a packed room at a Partnership meeting in September 2014. CCS also has the</li> </ul>

<sup>24</sup> Any of the 27 organizations that participated in OSG I or II were eligible to apply for a PLEF grant of up to \$3,500 to support joint activities related to peer exchange projects. The peer exchange projects were to be developed collaboratively between at least two OSG grantees. Ultimately four projects involving seven organizations were approved: (1) Center for the Pacific Asian Family providing TA on evaluation to Asian Women's Shelter; (2) The Center for Violence-Free Relationships providing implementation lessons and best practices on the ETO system to Community Resource Center; (3) My Sister's House and Maitri learning from each other on earned income generation and evaluation; and (4) WOMAN Inc. and My Sister's House learning from one another on income generation and the DV Information and Referral Center.

Gems	Description
	<p>following materials to share:</p> <ul style="list-style-type: none"> <li>○ Business plan for billing third-party insurance for counseling services has been developed and can be shared.</li> <li>○ Intensive Outpatient Program (IOP) plan has been developed and can be shared.</li> <li>○ Business plan, campaign, and fee schedule for self-defense programs has been developed and can be shared.</li> </ul> <ul style="list-style-type: none"> <li>● <b>My Sister's House's pairing of revenue-generation and workforce development goals:</b> To address the twin challenges of building organizational sustainability and providing real-world job skills to survivors, My Sister's House launched an initiative to identify and implement a revenue-generating venture. My Sister's Café opened in March 2014. <ul style="list-style-type: none"> <li>○ My Sister's House developed <b>a reader-friendly manual for sharing their experience and lessons</b> with the broader DV field. The manual discussed the two primary challenges above, as well as nine key steps, including selecting the enterprise, developing a staffing plan, and developing a marketing plan. (My Sister's House shared the manual with other DV organizations at three fall 2014 convenings: The Partnership, CompassPoint, and the Women's Foundation of California.)</li> </ul> </li> <li>● <b>YWCA's effort to build for-profit services on non-profit experience and infrastructure:</b> While the YWCA of San Gabriel Valley has experienced numerous setbacks and challenges with implementing their HealthYlife meal-delivery service, the experience has yielded a wealth of critical lessons related to transitioning to a for-profit mindset, tools, and processes; building on pre-existing services (Meals on Wheels); collaborating with other departments (Senior Services); and understanding when survivors are ready for career development opportunities (as part of the for-profit venture).</li> </ul> <p><b>The experiences of all fund development grantees will be further shared through SPR's fund development learning paper</b> (forthcoming, spring 2015).</p>
<p>Theories of Change</p> 	<p><b>The Center for Violence-Free Relationships (The Center), Family Violence Law Center (FVLC), Korean Community Center of the East Bay (KCCEB), and Maitri all worked on developing theories of change (ToC) and related evaluation processes and tools</b> for their organizations.</p> <ul style="list-style-type: none"> <li>● <b>The Center's ToC facilitator's guide:</b> The Center developed a facilitator's guide (along with a glossary and ToC 101 PowerPoint presentation) for others drafting a ToC. Although the detailed guide has all the information needed to facilitate the creation of a ToC, The Center stressed that the facilitators needed to guide the process must have very specific skills in evaluation, performance measurement, and consensus building. The Center has been building the capacity of other nonprofits by introducing them to the ToC, including Community Resource Center through the Peer Learning Exchange Fund. In their final report, The Center also stated that they had received grant funding to create an ETO network. "This ETO network project will include drafting a theory of change with two organizations. The Center will then help the organizations implement ETO software according to their theory of</li> </ul>

Gems	Description
	<p>change. This will transform the organizations to be performance driven, replicating our OSG project in two other agencies."</p> <ul style="list-style-type: none"> <li>○ <b>The Center's Client Plan of Action:</b> Also as part of their OSG project, The Center developed a client plan of action tool. When DV survivors first come to The Center, case managers help them complete the plan of action that involves an assessment of 16 areas of self-sufficiency. The Plan of Action can be replicated at other DV agencies and The Center has already shared it with others.</li> <li>• <b>FVLC's field-specific theory of change document</b> can be used as field-specific example. As FVLC stated in their final report, "Many of the theory of change document examples we have seen are not from domestic violence agencies so we think that sharing our document will provide a useful example for others in the field who are contemplating using this strategy." FVLC is also poised to share "the decision screen that will help us operationalize the theory of change."</li> <li>• <b>As a result of KCCEB's theory of change process, they developed a document of detailed protocols and processes for client intake and outcomes</b>—essentially the data that should be captured as a result of reaching the ToC's desired outcomes. These evaluation tools and practices were shared in 2014 with all national grantees of Culturally and Linguistically Specific Service Program by the federal Office of Violence Against Women.</li> <li>• <b>Maitri's theory of change and evaluation surveys</b> were developed to enhance its agency toolkit. The ToC document captured the organization's short- and long-term vision, program strategies, and key outcomes. The evaluation surveys developed for Maitri's programs were first tested with clients and volunteers. Maitri shared its experience with the ToC process and documentation at an OSG convening in Oakland. As stated in their final report, "Maitri plans to share the evaluation surveys with other agencies and has also a longer-term vision of doing a pilot webinar for other South Asian DV agencies across the U.S. and eventually extending it to other agencies."</li> </ul>
<p><b>Mergers and Holistic Service Delivery</b></p> 	<p><b>Both STAND! and One Safe Place worked on mergers during the OSG II grant period.</b> Mergers have generated much interest and questions from other organizations in the DV field, as observed by STAND! during the OSG I grant period, as well as by One Safe Place during OSG II. Mergers with various types of organizations are of interest for multiple reasons, including economic sustainability and service philosophy. As noted by the Women's Foundation of California, "A theme permeating many of the mergers is the move from a crisis intervention program model to a longer-term case management model that integrates family violence prevention work. These organizations have moved from being more traditional DV organizations to anti-violence organizations dedicated to treating the entire family and preventing the cycle of violence from continuing into the next generation."</p> <ul style="list-style-type: none"> <li>• <b>As a result of its merger with a family justice center, One Safe Place serves as a family-centric model for serving clients and men.</b> As a result of the merge, One Safe Place increased its capacity to serve the client's family, and has helped lead the conversations on serving men. As One Safe Place observed, "Even three years ago when talking about serving men, I couldn't even</li> </ul>

Gems	Description
	<p>discuss it with people. [But] we can't change 50 percent of the population without working on changing the other 50 percent."</p> <ul style="list-style-type: none"> <li>• <b>STAND!'s merger has contributed to a "blossoming" statewide discussion about involving men and perpetrators in DV work, and to a holistic model of service delivery and trauma-informed care.</b> As STAND! noted, "I think that we have some opportunities to participate and share what we have learned about that [merger] experience in those conversations." Furthermore, in its final report, STAND! stated that, "Our 2010 merger served as a model to benefit other organizations and the larger field, demonstrating how strategic partnerships can create longer-term sustainability for domestic violence agencies. Our merger also provides an example of a way to view and confront family violence holistically, providing interventions for all members of a violent family."</li> </ul>
<p><b>Shared Leadership Models</b></p> 	<p>Both <b>Center for Non Violent Community (CNVC) and CUAV have worked to implement shared leadership models</b>, both in a transformative cultural sense, as well as in a logistical one. As Women's Foundation of California noted of these two organizations as well as two others from OSG I, "These organizations have focused on staff training and making cultural shifts to support a more egalitarian organizational structure. They are also contending with codifying their processes to ensure they are institutionalized and that new staff are properly oriented."</p> <p>While CNVC observed that, "There is not a cookie cutter mold that says 'here, this is how you do shared leadership in a nonprofit,'" <b>CNVC co-facilitated a webinar with CUAV to 75 others in the DV field on their shared leadership journey</b> (with the assistance of the Jemmott Rollins Group).</p>
<p><b>Policy Advocacy and Leadership Development Model</b></p> 	<p>As the only OSG II grantee in the policy advocacy area, <b>CUAV offers a unique focus on advancing policy goals (in collaboration with allies) while also developing the political and leadership skills of its members and addressing individual healing.</b> CUAV completed a video in collaboration with SPR that tells the story of this model and its impact.</p> <p>According to CUAV's final report, this <b>video focuses on three major themes:</b> (1) how the culture of CUAV helps survivors heal their isolation and shame as survivors; (2) how survivors have learned skills that help them practice self-determination in their lives; (3) and connecting survivors' experiences to a larger context and taking collective action to change conditions.</p> <p>CUAV has also <b>developed a political training</b> as part of their model. While this training is still considered an internal document, CUAV has shared training handouts and summaries with other organizations. CUAV has not yet developed a manual or train-the-trainers guide.</p>

## Summary

From the Leadership Development Program, the Regional Institutes, and SFP Institutes, the DV field in California has already begun to learn about the LDP "gems" and has practiced applying the strength-based, multicultural leadership, adaptive leadership models in organizational processes and systems. These powerful ideas and concepts are gaining critical mass with in many organizations as multiple participants from the

same DV organization are taking part in LDP and as LDP alumni are being trained to effectively share valuable knowledge with those who have not been part of the SFP.

From the OSG, critical groundwork and infrastructure has been laid, and invaluable lessons learned, from the organizational development work of the OSG II grantees. Particularly rich knowledge resides in the areas of fund development, theories of change, mergers and holistic service delivery, shared leadership models, and leadership development/policy advocacy. While in some cases the full impact of these efforts and models have yet to be felt, the implementation lessons, outputs, and initial outcomes have rich implications for the field.

Building on the tremendous legacy of the SFP at multiple levels, and on the many gems that are emerging from the LDP and OSG grants, we turn next to how to build and sustain the momentum created by the numerous efforts begun under this initiative.



# BEYOND THE SFP

## *Strengthening the Domestic Violence Field*

### **SUSTAINING THE MOMENTUM AND BUILDING SUSTAINABILITY**

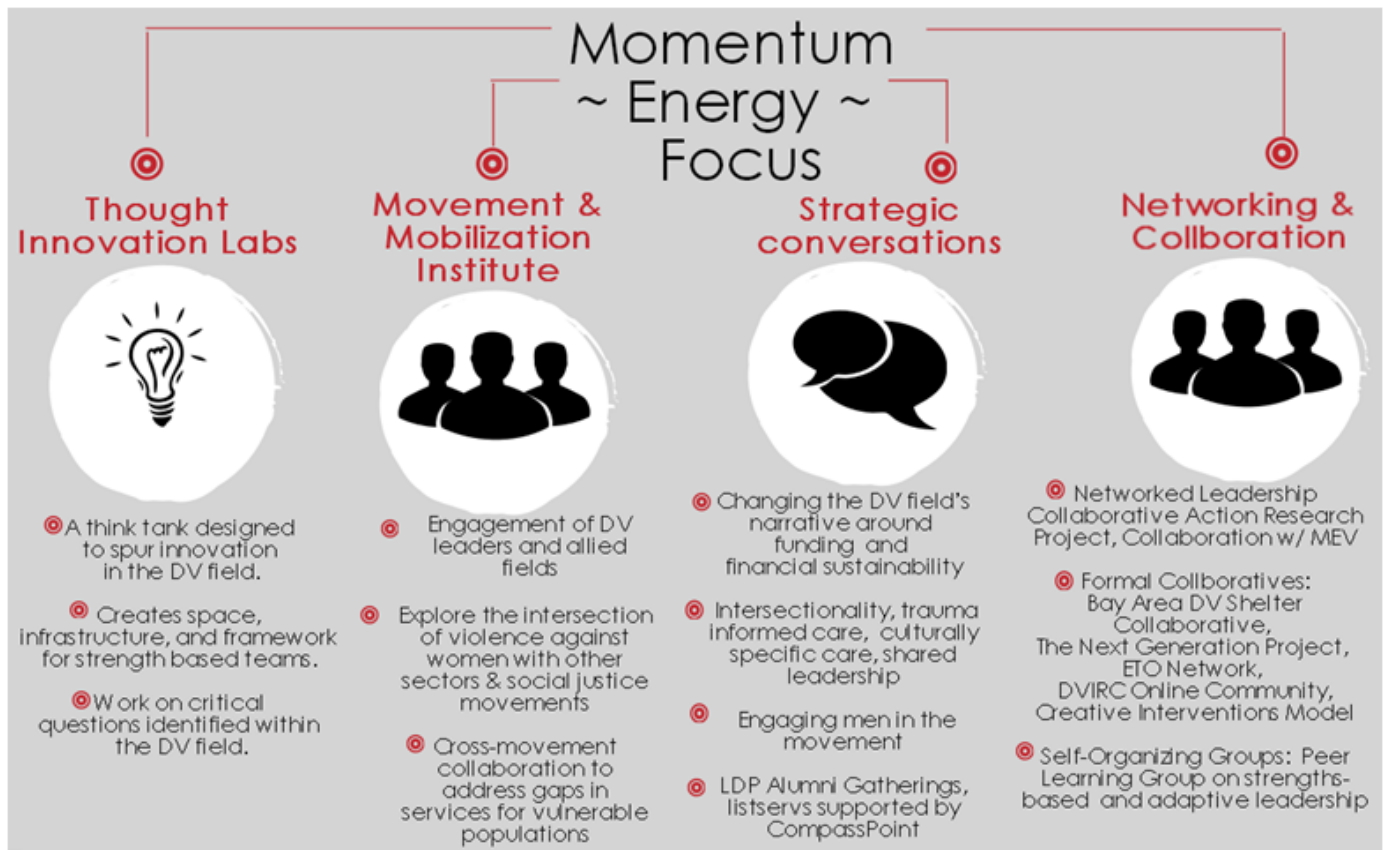
*There is power in all of us being able to lean on each other to get things done. There's value in all of us coming together and breaking down silos. We've come to this point and it's very much up to us to reach out and to keep things alive. It's time to do it.*

- LDP Alumni

As the SFP ended, the momentum continued to build as leaders, organizations, and networks began to mobilize across California to continue the field-changing conversations that occurred at the 2014 SFP Institute and the LDP Alumni convenings. Anticipating DV leaders' excitement and sense of urgency to take action, BSCF has been reaching out to SFP and other DV leaders to solicit their ideas for advancing the DV field. In this concluding chapter, we highlight promising efforts, who is leading the charge, potential challenges, and what is needed to ensure the DV field's success and sustainability.

### **Efforts Underway Leading to Action**

We asked SFP alumni, where has there been momentum and what has been seen as promising. The graphic below presents major areas of focus that were most frequently mentioned. BSCF has been proactively supporting most of these to help build momentum and ensure the sustainability of its significant investment in the SFP.



- **LDP Cohort Legacy Projects:** Even though the Thought Innovation Labs and the Movement and Mobilization Institutes are just launching with many details yet to be shared, across the board, individuals most frequently cited the LDP cohort legacy projects as the most promising. Below, is a description of the overarching goals of the projects.

**The Legacy Projects**

- **Thought Innovations Labs (TIL)** is a think tank designed to spur innovation in the field, and to do so with a networked leadership and field-led approach. This venture is field developed and will be field led. The TIL will create space, infrastructure and a framework for strength-based teams to work on critical questions that matter to the DV field.
- **Movement and Mobilization Institute (MMI)** is a movement strategy that includes a two-day strategic networking convening for approximately 200 participants. It is designed to engage leaders in the DV field, and leaders of related fields and movements to engage in critical conversations to address the service gaps, identify advocacy needs, engage new stakeholders, and promote new ways of thinking about how to prevent and end DV.

- **Strategic Conversations:** Through BSCF-supported structures and other vehicles, LDP leaders unanimously expressed interest in continuing to have

strategic conversations and taking action with allied social justice fields and community-based organizations. In line with the topics identified by field leaders in the 2014 Annual Evaluation Report (e.g., greater focus on prevention of DV, effectiveness of the DV shelter model, community engagement, etc.), much of the LDP alumni energy and conversations have centered on intersectionality, culturally specific and trauma-informed care models, changing the narrative of what the movement needs to end DV, funding for sustainability, shared leadership, and engagement of the broader DV field.

## Leaders' Voices on Topics for Strategic Conversations

- **Changing the narrative to re-imagine the movement:**

~ We need to shift the narrative of our work [because] there is a siloing effect of how our programs work, how we define people, how we work and interact, and how we overemphasize safety... We framed it in that way to get funders' attention and to get a criminal justice response, but in putting all of our hopes and dreams into criminal justice, we [gave away] our validity as a movement. **It's really time that we step back and see what's working and what's not** and see where this has brought us and what we need.

- **Types of service models/approaches:**

~ **Connection between health care and DV:** Let's start at the local level, work in tandem with the local departments of public health and others, and have dialogue about how we can come and work in tandem to better meet the needs of those in our community. That then becomes a discussion that leads to potential policy development.

~ There's a lot of talk around more **trauma informed care, culturally specific services, deeper analysis of intersectionality** and the effect of multiple oppressions on people we work with and how we provide services. There's energy around talking about **connecting with other movements and coalition building**. Finally, one that has come up and has positively influenced our organization is the concept of **shared leadership**.

- **Engaging men into the movement:**

~ This is **not just a women's issue; it's everyone's issue**. I think men play a huge role in raising awareness on how we can end domestic violence. –

~ Where a lot of energy and potential is this **binary around gender**—the binary around what it means to be a victim or perpetrator. How do we start to work with batterers.... there are a lot of us in our cohort that are already working or moving in that direction to really **focus on trauma and healing**.

- **Formal and Informal Networking and Collaboration:** In addition to involvement in the Legacy Projects, a number of efforts were cited by both DV leaders and BSCF as already underway to foster informal and formal networking and collaboration in California's DV field. Some strong examples of networking and collaborations exist to complement the Legacy Projects and reinforce the critical conversations happening across the field.

## Complementary Networking and Collaborations to the Legacy Projects

- **Networked Leadership Collaborative Action Research Project:** Alumni from LDP Cohorts I, II, and III are participating in a training design to support network leadership development across the entire California domestic violence field. This group has joined organizations and networks from different social sectors across the country in a community of practice that learns from one another and exchanges ideas with an eye towards developing a network leadership strategy that can be scaled and shared with other fields.
- **Efforts to Outcomes Collaboration:** Through two grants from the SFP Organizational Strengths Grants program, the Center for Violence-Free Relationships (CVFR) is leveraging its ETO success and experience to build a rurality-based ETO regional network with two other DV agencies, Live Free Violence in Alpine County and Tahoe SAFE Alliance in Nevada County. The project aims to build a shared ETO data system across the three agencies to improve effectiveness of services to DV survivors, manage staff and program performance, and increase technical capacity. The ETO network will also increase regional collaboration, identify service gaps, build a system for shared learning, and enable regional data analysis.
- **The Bay Area DV Shelter Collaborative:** In 2010, Center for Domestic Peace launched the Bay Area DV Shelter Collaboration, a coalition of 18 member organizations across nine Bay Area counties that banded together to strengthen critical domestic violence (DV) safety net services. This is a multi-year joint business model project and financial consolidation project. This project is a continuation of a promising Strong Field Project planning and research grant in 2010. The Center for Domestic Peace is adopting a strengths-based approach to their work including bringing in Strengths Finder to their retreats. They attribute this pivot to the SFP. LDP alumni from Cohorts I and II have been active in this group.
- **Creative intervention** was introduced to SFP by Mimi Kim at the 2014 Institute. As a follow up to the interest at SFP Institute, this project will apply the Creative Interventions Model, a community accountability approach which offers a new and different strength-based lens to culture and the DV field by incorporating the participation of social networks including family, friends, faith institutions, and community-based organizations and institutions. The model, toolkit and stories guides implementation with up to eight organizations and communities, focusing on DV in priority populations in greater Los Angeles and the Bay Area.

In addition to these formal collaborations, LDP alumni are reporting self-organizing in their own regions. For example, in the San Diego area, several leaders are hosting peer learning groups around strengths-based and adaptive leadership and conducting collective impact workshops to bridge DV with family support services. All of these activities suggest a vibrant and opportune time for legacy projects to be launched and supported by related networks and collaboratives.

## Who Is Ready to Lead the Charge

As the opening quote to this chapter suggests, many feel that, after the investment and the skilled preparation LDP participants underwent, that **it is time for LDP leaders to step up and take on leadership responsibilities to move the field forward**. Another leader states, *"It's going to call for each and every one of us as members of this partnership to really stay true to our desire to see this move forward, and we need to step up, and take on extra work."*

As the latest group to complete the LDP training with a particularly strong emphasis on movement and network leadership, Cohort III is ready and organized to lead the way. They are already holding regular meetings after their graduation from the LDP to discuss a shared vision, action steps, and doing joint work together. One important tool that Cohort III members often speak about is the CompassPoint supported listerv, which has been a catalyst for networking, coordination, and collaboration within the cohort. In fact, Cohort III members stated that the listerv is used daily since their completion of the LDP. In addition, alumni from all the cohorts have been regularly connecting with other leadership networks and supporting each other's work, thus further broadening and advancing the network.

Finally, those interviewed suggested that to continue to continue the SFP's momentum, the DV field needs an organized body, ideally consisting of some LDP alumni, to steer this effort. The **majority expects the Partnership to take on some role and responsibilities**. A few are tentative to place too much responsibility within the Partnership and are in a "wait and see" mode to see how concrete next steps unfold.

## **Challenges to Moving to Action**

While the level of energy and sense of optimism are high, LDP alumni and others express the need to address some potential barriers as they transition to an "action network." For example, they are aware that **some cohort silos and cliques exist** among and even within cohorts. Others are concerned that SFP alumni will itself become a clique within the DV field. They warn that there may be resistance from individuals who have not participated in SFP and it will be crucial to involve them.

Individuals also observe that some divisions exist within key issues, despite broadly agreeing on what key areas need to be addressed. One LDP alumni noted the difficulty of finding common ground in some topics such as engaging men and sheltering men, stating an inclusive approach might be more fruitful,

There are issues that we're a little fractured around, and I think there's work to do to flesh them out. The thing is try to figure out how to get to both/and because I don't think coming to agreement is necessarily what's going to happen. We just have to figure out how to hold all the both/ands.

This suggests the need for a well-planned and thoughtful process for engaging individuals in critical conversations and for everyone involved to bring an open mindset in defining solutions.

Movement to an **"action network" will require infrastructure and continued support from foundations and intermediaries**. Many LDP alumni and others feel there will need to be

field, organizational and state level support for the legacy projects as individuals are still very unclear what the structure of those legacy projects will look like.

Another challenge will be to **find additional resources to support the action network and the in-person convenings** required to facilitate ongoing relationship building and joint work together. Others have reiterated that finding space, time and a “container” are critical to moving the network toward action. One LDP alumni explicitly made the connection between creating that space and the funding needed to do that. Others have alluded to this challenge and have voiced concerns that LDP alumni may not be able to facilitate critical conversations as adroitly as the SFP intermediaries due to their skills and DV outsider status.

## Next Steps by Field Leaders

In response to the question of what is needed to ensure success in moving to action, DV leaders had many ideas and suggestions to share especially around the need to engage new stakeholders and ensure that adequate infrastructure is in place to support the work.

### **Engage new stakeholders.**

To move the field to become an action network, LDP alumni identified engaging new stakeholders outside the SFP as a key next step. One LDP leader states,

*I would like to see additional agencies participating in movement conversations. I don't want to have the participating agencies/individuals of SFP become a clique. We should be making sure that multiple voices, agencies and other movements are a part of the conversation.*

## Leaders' Voices: Next Steps

### **Clearly Define the Problems**

- We need to **identify what the problems are in terms of why we're not achieving some of the things that we as a movement have set out to do**. Then see if there's a concerted way we can bring in resources or people or networks that are doing [innovative/alternative things].... Your agency has to be open to the areas that you are not doing well.

### **Open the Circle to New Voices**

- It's all of our obligation to have these conversations and to make those connections, and to **get policy makers to invest**.
- We have to **include more voices at the table**. Those who are working with tribal, LGBTQ rights so we can learn from each other. More folks that are working with abusers or both. The more that we know about them and their daily lives, the more we can move forward from there.
- We have to **listen to survivors and be able to change the way we fundamentally do our work** so that we are actually being helpful and we are no longer this “institution” that we have become.

One statewide DV leader notes that in order to make this a success, the movement (and particularly the Partnership) has to take time to engage those closest to diverse survivor communities as well as evaluate their networking infrastructure. A few have described the process of incorporating trauma informed care as helpful in engaging organizations outside of the DV field. A number of LDP alumni believe that by clearly defining the problems and leveraging the knowledge of the non-DV organizations, they will be able to strengthen the weakest parts of their organizations. Others have discussed attracting crucial partners such as state and local policy makers as well as underrepresented populations in order to have robust conversations and gain additional individuals invested in the movement.

### **Ensure networking infrastructure is effective.**

Leaders also identified the need to ensure there are continued in-person meetings and convenings. In order to continue the momentum of SFP, leaders strongly believed that there needs to be space for continued face-to-face collaboration and that it has to be as inclusive as possible. It is clear that not many leaders know about the recent BSAV grants to CompassPoint and the Partnership to play formal roles. This needs to be clearly communicated to leaders as major sources of infrastructural support for their field-building work.

### **Supporting Structures Moving Forward**

- **The California Partnership to End Domestic Violence is serving as the sponsor for the Thought Innovation Labs and the Movement and Mobilization Institute.** Though it is a new role for The Partnership, the staff will maintain a neutral role amongst LDP alumni member organizations who oversee the legacy project work.
- **CompassPoint is partnering with the California Partnership to End Domestic Violence and others to expand LDP alumni capacity and infrastructure** in order to sustain and disseminate the innovative leadership practices, knowledge, and tools developed under the SFP/LDP umbrella. The activity and partnerships will help institutionalize the legacy of SFP's leadership impact on the DV field, and will ensure that DV leaders continue to develop and share resources after SFP officially closes. From a BSAV program strategy perspective, this grant positions the LDP as a platform to innovate, disseminate, and collaborate with the intent of creating a venue to build capacity, adaptive leadership, and systems integration within California's DV field for the long term.

Cognizant of the fact that most of these leaders already have full-time jobs, many leaders expressed the need to figure out what “backbone” support mechanisms will look like for the legacy projects. As one CC partner states:

I think it's tremendous that Blue Shield has funded these legacy projects and, at the same time, these are all – these alumni are all individuals working in their own organizations with full-time jobs. What is the backbone support that is needed to ensure that this legacy work is successful? How will the funding help support that?

CompassPoint has been highly skilled in creating the safe space and structuring the facilitation needed for the movement-level conversations. LDP alumni express some concerns that some LDP alumni who are leading this effort may not be fully ready:

It's a leap of faith for us because we're leaning on other leaders to do the same type of things [that the SFP has provided]. They're saying, "We can never be a Michelle, Marissa, Beckie, or a Bess.' So we've got that looming over us to a certain point, "Whether we're ready or not, it's okay, we're going to try it anyway."

Most importantly, leaders are unsure what the future of the Legacy Projects will be. **The Legacy Projects' focus, structure, and impact are not clear yet and many leaders feel the legacy projects will need extensive support after the sunset of SFP.** A few leaders look to the Partnership as the backbone for the Legacy Projects, in terms of support as well as finding continued funding.

### **Define the Partnership's role**

As part of next steps, leaders were also asked what the Partnership needs to pay attention to in order to sustain the SFP's momentum and build critical mass around the Legacy Projects. First and foremost, leaders suggest having a crucial conversation with the Partnership around their leadership role:

*Before all this happens, there needs to be some conversation about what the Partnership is. Are they a member agency that responds to TA requests, connects with other partnerships and ensures that we are present in the national arena? Or, are they more about innovation and trying approaches on for size? What would this look like? How could they involve the CA movement beyond just having a Board? These are the types of questions I have.*

Building on The Partnership's areas of strength, leaders suggested that the best use of the Partnership's capacity will be to support convenings and trainings. They think it is **the responsibility of the Partnership to be a leader in continuing many of the types of trainings and gatherings started by SFP.** Leaders also see the role of the Partnership as taking the lead on finding resources and funding to sustain convenings and trainings.

In line with the next steps needed, leaders see **the role of the Partnership as also being the holder of knowledge, and sharing information to build inclusivity for the movement.** Leaders believe that it is critical for the Partnership to work with leaders to share the knowledge gained from SFP and future convenings/trainings with everyone in the DV field. With the SFP officially completed, The Partnership is the best mechanism for



reaching that goal. In addition, some leaders would like to see the Partnership play a more active role advocating for more resources overall on behalf of the field.

## **Conclusion**

Through careful planning, implementation, and sunseting of the Strong Field Project, The Blue Shield of California Foundation (BSCF) has made a lasting and far-reaching impact on the entire DV field. The success of this initiative has largely been the result of Coordinating Committee partners' and the Advisory Group members' deep insights into the field's strengths and needs, and the unwavering commitments of leaders to be vulnerable and authentic in re/building themselves, their organizations, and the movement to end domestic violence. Moreover, individuals involved in the SFP strongly recognize the value and significance of this initiative as a rare opportunity for the entire DV field to be resourced and challenged on "habits" and approaches that were not working; to fail and learn from mistakes; to have courageous conversations; and to experiment with innovations. While the SFP is at an end, DV leaders are boldly charting a new course for the DV field to become more effective in advancing a stronger movement to prevent and end domestic violence in California.



## APPENDIX A: INTERVIEW RESPONDENT LIST

### **SFP Coordinating Committee Members**

- Bess Bendet, Director, Blue Shield Against Violence, Blue Shield of California Foundation
- Lucia Corral Peña, Program Officer, Blue Shield Against Violence, Blue Shield of California Foundation
- Fran Jemmott, Principal and CEO, Carlene Davis, Jemmott Rollins Group
- Beckie Masaki, Associate Director, Asian Pacific Islander Institute on Domestic Violence
- Jacquie Marroquin, Education and Training Program Manager, California Partnership to End Domestic Violence (CPEDV)
- Alison Brody, Program Officer, Women's Foundation of California
- Michelle Gislason, Senior Project Director, Leadership, CompassPoint Nonprofit Services

### **Leadership Development Program Cohort III**

- Alison Tudor, Program Director, Mountain Crisis Services (MCS)
- Alma Borja, Program Manager, Karen's House Emergency Shelter
- Amie McClane, Shelter Manager, YMCA Silicon Valley
- Colsaria Henderson, Managing Advocate, Family Violence Law Center
- Heather Carter, Director of Services, Center for a Non Violent Community
- Ivy Panlilo, Program Director, Haven Hills, Inc.
- Jean King, Executive Director, One Safe Place
- Jesse Torrey, Associate Director, RISE
- Kate Hart, Director of Residential Services, Safe Alternatives to Violent Environments
- Marci Fukuroda, Director of Legal Services, Rainbow Services
- Mary Martinez, Crisis Line Supervisor, W.O.M.A.N., Inc.
- Melissa Luke, Domestic Violence Program Manager, Asian American for Community Involvement
- Paul Bancroft, Client Services and Prevention Director, Tahoe SAFE Alliance
- Rama Jalan, Program Manager, Maitri
- Sharon Turner, Director of Prevention, STAND! For Families Free of Violence
- Sitra Thiayagarajah, Deputy director, My Sister's House
- Vincent Marquez, Interim Program Director, Human Options' Emergency Shelter
- Vivian Lee, Director of Transitional Housing Program and Counseling Programs, Little Tokyo Service Center
- Wanda Luong, Transitional Program Manager, Center for the Pacific Asian Family

### **Organizational Strengths Grants Cohort II**

- Ana Intiero, Community Services Director, YWCA of San Gabriel Valley
- Barbara Kappos, Executive Director, and Stephanie Mesones, Development Associate, East Los Angeles Women's Center
- Carol Williams, Executive Director, Interval House
- Debra Ward, Director of Strategic Development, Jenesse Center
- Erin Scott, Executive Director, Family Violence Law Center
- Gloria Sandoval, Executive Director, STAND! For Families Free of Violence
- Jean King, Executive Director, Shasta County Women's Refuge Inc.
- June Lee, Executive Director, Korean Community Center of the East Bay

- Laura Sunday, Community Services Director, Center For A Non Violent Community
- Matt Huckabay, Executive Director, and Emma Owens, Operations Manager, The Center for Violence-Free Relationships
- Nilda Valmores, Executive Director, My Sister's House
- Rama Jalan, Program Manager , Maitri
- Stacy Umezu and Dylan Cooke, Programs Co-Director and Development Manager, Community United Against Violence
- Verna Griffin-Tabor, Executive Director, Center for Community Solutions

#### **Advisory Group Members**

- Debra Suh, Executive Director, CPAF
- Kathleen Krenek, Executive Director, Next Door Solutions to Domestic Violence
- Joelle Gomez, Executive Director, Women's Center of San Joaquin County
- Marsha Krouse-Taylor, Executive Director, Casa de Esperanza, Inc
- Matt Huckabay, Executive Director, Center for Violence-Free Relationships
- Nilda Valmores, Executive Director, My Sister's House
- Yvette Lozano, Director of Intervention Services, Peace Over Violence
- Eliza Woolfolk, Chief Executive Officer, Alternatives to Domestic Violence

#### **Field Leaders**

- Mimi Kim, Executive Director of Creative Interventions; Assistant Professor, Social Work, Faculty at Cal State Long Beach
- Kathy Moore, Executive Director, California Partnership to End Domestic Violence (CPEDV)
- Bob Harrington, Partner, La Piana Consulting
- Ben Schirmer, Executive Director, Rainbow Services
- Emily Cavanaugh, Program Manager, The Raben Group

### **LDP Cohort III Strength Base Leadership Retreat Training: Colleague and Trainer Interviews**

#### ***LDP Trainers***

- Marissa Tirona, Projects Director, CompassPoint Nonprofit Services
- Maricela Rios-Faust, Chief Operating Officer, Human Options (Leadership Development Program Cohort I)
- Danielle Lingle, Associate Executive Director, Center for Community Solutions (Leadership Development Program Cohort II)

#### ***Center for the Pacific Asian Family (CPAF)***

- Wanda Luong, Transitional Program Manager
- Ellen Hong, Director of Programs

#### ***STAND! For Families Free of Violence (STAND!)***

- Sharon Turner, Regional Director
- Rebekah Truemper, Director of Development & Marketing

#### ***Little Tokyo Service Center***

- Vivian Lee, Director of Transitional Housing Program and Counseling Programs
- Yasuko Sakomoto, Director of Social Services Division

#### ***YWCA Silicon Valley***

- Aimee McClane, Shelter Manager
- Adriana Caldera, Support Network Program Director (LDP Cohort II)

## APPENDIX B: LDP COHORT III ORGANIZATIONAL LEARNING GRANTS

Organization	Project Scope
Alliance for Community Transformation	To support supervisory staff development.
Asian Americans for Community Involvement (AACI)	To support strategic leadership development.
Center for a Non-Violent Community	To provide training on non-violent communication to all staff members.
Center for the Pacific Asian Family	To provide training on supervision and coaching to all supervisory staff members.
Family Services of Tulare County	To provide training on trauma-informed care to all staff members. To provide trainings on restorative justice and coaching to supervisory staff members.
Haven Hills	To support the use of the StrengthsFinder tool for all staff members.
Human Options	To support the leadership development to staff members.
LTSC Community Development Corporation	To provide coaching and training on transition and change management to social services department staff members.
Maitri	To provide trainings on self-care and coaching. To support the implementation of self-care practices and change and transition management processes.
My Sister's House	To provide training on feedback, coaching , or adaptive leadership to managers and directors.
Next Door Solutions to Domestic Violence	To provide training on coaching and strengths-based practices to supervisors and staff members.
One Safe Place	To provide a retreat on identifying and evaluating strengths across the organization for management staff members.
Rainbow Services, Ltd.	To provide a retreat focusing on supervision, coaching, change and transition management, and self-care for staff members.
RISE	To provide a series of retreats focusing on identify core organizational values. To revise direct service policies and procedures to reflect the newly identified values.
Safe Alternatives to Violent Environments	To provide an integration lab focusing on trauma informed care, service integration, and strengths-based leadership practices.
STAND! for Families Free of Violence	To provide training on coaching for all staff members.
Tahoe Safe Alliance	To provide a retreat focusing on strategic planning.
Woman Inc.	To provide coaching on self-care, change and transition management, and coaching for all supervisory staff members.
YWCA Silicon Valley	



## APPENDIX C: SFP ALUMNI FOLLOW UP SURVEY

1. Name
2. Current Role/Position
3. Organization
4. **For LDP Participants:** What has been your participation or leadership in the California DV field since taking part in the SFP?

### Longer-Term Outcomes of SFP Participation

5. Please rate the Strong Field Project's overall level of impact on the following:

	No Impact	Low Impact	Medium Impact	High Impact	N/A or Can't Say
My Individual Leadership					
My Organization					
My Networks of Supporters and Collaborators					
The Domestic Violence Field in California					

6. How has your participation in the SFP strengthened (1) you as **an individual leader** or (2) **your organization**? Please provide examples/stories (e.g. changes in capacity, position or duties, organization, etc.).
7. How has your participation in the SFP **strengthened your network(s)** of collaboration or support? Please provide examples/stories.
8. How has your participation in the SFP **strengthened the DV field**? What is different because of the SFP? Please provide examples/stories, particularly if they relate to the goals of the SFP below:
  - Increased **knowledge base** of best practices, tools, and innovations
  - Increased trust & willingness among leaders and organizations to **exchange and collaborate with peers**
  - New, diverse individuals and organizations engaged with DV organizations
  - Engagement around a common **vision and agenda for policy/systemic change** in the domestic violence field
  - Strengthened **statewide leadership** (e.g., state and local coalitions, etc.)

### Final Reflections on the SFP Legacy

9. What **worked and what didn't** in the implementation of the SFP? Was there a "fabulous flop" or an important lesson for the DV field? What story would you tell others on a national level about this statewide initiative?
10. What will be ultimate legacy of the SFP in 5-10 years?

### Beyond the SFP

11. **For LDP Participants only:** What is happening currently to **build on the momentum begun under the SFP**? What is your role in this, if any?
12. What are key next steps that need to happen to continue to strengthen the CA DV field? Who should be engaged?
13. What service, programs, or resources would you like to see the Partnership offer to lift up SFP learnings and carry-on the SFP legacy?
14. Additional comments?





## APPENDIX D: OSG COHORT I GRANTEES

OSG I Grantee Category	Strategies and Activities
<p><b>Regional and collaborative-based efforts</b> (Center for Domestic Peace, Domestic Violence Consortium/Asian Americans for Community Involvement, Woman Inc.)</p>	<p>The three organizations in this category worked to augment their capacity as community hubs by: creating formal consortia; strengthening the collaborative, operational, and communication processes of consortia; developing a policy advocacy agenda; researching the feasibility of a collaborative fundraising model for regional DV organizations; positioning consortia to act as centralized resources of training opportunities and best practices; and developing an online information and referral center.</p>
<p><b>Shared leadership models and organizational transition</b> (Asian Women's Shelter, CUAV, Mountain Crisis Services, STAND!)</p>	<p>Two of the four grantees in this category were specifically concerned with the research and development of a shared leadership model at their organizations; one of these two was also developing a membership model whereby former clients are engaged as leaders against domestic violence. The other two grantees were addressing other organizational circumstances--a merger with another organization, and the operation of programs in two distinct counties.</p>
<p><b>Technology, data systems, and communications</b> (Center for the Pacific-Asian Family, The Center for Violence-Free Relationships, Domestic Violence Solutions for Santa Barbara County, Peace Over Violence, Women's Center of San Joaquin County)</p>	<p>Five grantees worked in this category. While one grantee used OSG support to invest directly in hardware, two others addressed technology capacity issues by focusing on the development or improvement of software/data systems and training staff. Another worked to increase its capacity to use technology to reduce waste and its carbon footprint. Two grantees in this category were focused less on technology per se and more on outreach and communications.</p>
<p><b>Staff development and volunteer programs</b> (Lake Family Resource Center, Marjaree Mason Center Inc., Women's Shelter of Long Beach)</p>	<p>Two of the three grantees in this category were working to improve volunteer training and management procedures by developing a new volunteer program, educating staff on the unique role of volunteers at the organization, and defining what a successful volunteer program looks like. The remaining grantee was more focused on regular staff training and development.</p>