

Kentucky Equal Justice Center

Strategic Plan Summary

Infrastructure Area 1: Accounting and Financial Management

Vision: By the end of three years, Kentucky Equal Justice Center will operate a transparent, versatile and accountable financial system that allows us to receive and account for any type of grant, donation or income, from budgeting to recording to reporting. Infrastructure will include “right size” staffing through employees or contractors to handle bookkeeping, accounting, payroll and reporting tasks. Our funds will be invested safely, with reasonable returns and low risk.

2009	2010	2011
Assume annual budget of \$350 to \$450K	Assume annual budget of \$450 to \$600K	Assume annual budget of \$600 to \$750K
<ul style="list-style-type: none">• Use former auditor as adviser• Seek bids for preparation of 990• Assess financial software and upgrade as needed• Assess automation of payroll functions• Director participate in training• Treasurer participate in training	<ul style="list-style-type: none">• Engage accounting firm as “CFO for hire”• Seek bids for preparation of 990• Develop “indirect cost” ratio for grants• Assess need for part-time bookkeeping for<ul style="list-style-type: none">○ Invoices○ Payroll○ Accountant payable○ Reporting	<ul style="list-style-type: none">• Continue “CFO for hire” arrangement• Assess ability to hire in-house accountant• Supplement staff with in-house bookkeeping

Infrastructure Area 2: Space and Facilities

Vision: By the end of three years, the word “Center” in Kentucky Equal Justice Center will become a reality, with a well-equipped base office in Lexington housing several staff with room for meetings. The Center could be part of a larger Justice Center that houses like-minded groups. Meanwhile, KEJC will continue to have “right size” satellite offices as needed for program activities.

2009	2010	2011
Assume current staff size	Assume current staff plus two	Assume current staff plus two or more
<ul style="list-style-type: none"> • Survey staff re optimum work spaces • Inquire into stability of Maxwell Street space • Identify Louisville office-sharing options • Explore large capacity building grants with goal of funding enlarged “base” Center 	<ul style="list-style-type: none"> • Create new interim base office in Lexington <ul style="list-style-type: none"> ○ pursue office-sharing option • Use “right-size” Louisville office sharing • Explore long term opportunities for “Justice Center” with mission-related groups 	<ul style="list-style-type: none"> • Make the “Center” real through <ul style="list-style-type: none"> ○ base office with room for expansion ○ space in shared or dedicated building • Use “right size” Louisville office-sharing • Obtain reasonable assurance that Maxwell Street will have stable location for 3 years

Infrastructure Area 3: Personnel

Vision: By the end of three years, Kentucky Equal Justice Center will have up-to-date personnel policies and observe practices that help us attract, support and retain high quality staff and ensure equal opportunity and diversity. Our goal is to launch and retain additional staff with the same high level of ability, motivation and achievement that we see in our staff today. Plus, we want the word out there: Kentucky Equal Justice Center is a great place to work . . . collegial, supportive, creative.

2009	2010	2011
Assume current staff size	Assume current staff plus two	Assume current staff plus two or more
<ul style="list-style-type: none"> • Form ad hoc Board and staff committee to review and update personnel policies • Invite staff to draft updated job descriptions and use for annual evaluation • Engage staff in discussion of ideas for <ul style="list-style-type: none"> ○ professional development ○ supervision and staff meetings • Budget for staff development including dues and training events • “Shop” selected benefits by obtaining alternative bids 	<ul style="list-style-type: none"> • Add job descriptions as needed and continue use as a basis of annual evaluation • Gather salary comparability information and report to Board • Form ad hoc Board committee to participate in evaluation of Director • Continue to budget for staff development • Engage Board and staff in discussion of succession issues and plans 	<ul style="list-style-type: none"> • Review and update as needed: <ul style="list-style-type: none"> ○ Personnel policies ○ Job descriptions ○ Evaluation methods ○ Staff development and support plans ○ Salary comparability • Continue annual evaluations • Continue to budget for staff development • “Shop” selected benefits by obtaining alternative bids

Infrastructure Area 4: Information Technology (IT)

Vision: Kentucky Equal Justice Center will support staff with reliable, up-to-date hardware and software that enables them to transact business efficiently with all stakeholders — including each other — and to keep data secure. During the three years, KEJC will identify reliable and expert IT consultants, implement software to support fund-raising, update our website and bring on new capability to print presentations and brochures for the public. We will also create a culture of ongoing innovation, including consideration of web-based tools and a potential program “intranet.”

2009	2010	2011
Assume current staff size	Assume current staff plus two	Assume current staff plus two or more
<ul style="list-style-type: none"> • Update computer equipment over five years old used by full-time staff • Review data back-up and security arrangements • Implement offsite back-up for Maxwell Street and Louisville locations • Review case management software needs for: <ul style="list-style-type: none"> ○ Maxwell Street Legal Clinic ○ Litigation project impact advocacy • Selectively test web-based tools for coordination functions, including: <ul style="list-style-type: none"> ○ Scheduling meetings ○ Sharing calendars ○ Conducting surveys and evaluation • Procure software to support fundraising appeals and donor database • Obtain one color-laser printer for brochures and graphics • Obtain multi-line phone and voicemail system for Maxwell Street Legal Clinic • Engage firm to redesign KEJC website to create capability for <ul style="list-style-type: none"> ○ Online donations ○ E-alerts ○ Forums? Blogs? • Review costs and shop for phone service 	<ul style="list-style-type: none"> • Update computer equipment over five years old used by full-time staff • Review data back-up and security arrangements • Engage IT consultant as needed to implement networking for new locations • Review case management software options for <ul style="list-style-type: none"> ○ Maxwell Street Legal Clinic ○ Litigation project impact advocacy • Selectively implement web-based tools for coordination functions, including: <ul style="list-style-type: none"> ○ Scheduling meetings ○ Sharing calendars ○ Surveys and evaluation • Study “paperless practice” potential (through scanning of documents, etc.) • Solicit proposals for program “intranet” • Review website design and use • Review costs and shop for phone service 	<ul style="list-style-type: none"> • Update any computer equipment over five years old used by full-time staff • Review data back-up and security arrangements • Engage IT consultant as needed to implement networking for new locations • Complete any case management software change for: <ul style="list-style-type: none"> ○ Maxwell Street Legal Clinic ○ Litigation project impact advocacy • Review use of web-based tools for coordination functions, including: <ul style="list-style-type: none"> ○ Scheduling meetings ○ Sharing calendars ○ Surveys and evaluation • Implement program “intranet” if assessment shows it adds value • Implement new “paperless office” practices if assessment shows its value • Review website design and use • Review costs and shop for phone service

Coordination Function 1: Task Forces

Vision: In the next three years, KEJC will continue and enhance its tradition of advocacy coordination, helping foster a new generation of legal services leaders through our links with statewide task forces. We will encourage each task force to expand its membership, bring a new generation into leadership roles, evaluate its priorities, plan its activities and — where possible — make use of recent legal services retirees for advocacy activities.

2009	2010	2011
<ul style="list-style-type: none">• Plan Task Force schedules for Short Session year (3-4 meetings) early in year• Seek chairs and co-chairs from next generation of legal services leaders• Get task force input early on potential legislative issues for 2010 Long Session• Identify at least one new community partner to invite to each task force• Conduct at least one task force self-assessment or planning activity per task force	<ul style="list-style-type: none">• Plan Task Force schedules for Long Session year (2-3 meetings) early in year• Seek chairs and co-chairs from next generation of legal services leaders• Evaluate news ways to staff task forces using interns or contract retirees• Review task force membership and recruit accordingly• Conduct at least one task force self-assessment or planning activity per task force	<ul style="list-style-type: none">• Plan Task Force schedules for Short Session year (3-4 meetings) early in year• Seek chairs and co-chairs from next generation of legal services leaders• Get task force input early on potential legislative issues• Review task force membership and recruit accordingly• Conduct at least one task force self-assessment or planning activity per task force

Coordination Function 2: Litigation

Vision: In the next three years, KEJC will build on the knowledge, capability and coordination skills of its Senior Staff Attorney, building co-counsel teams that include legal services staff, the private bar and, where needed, national experts. In particular, we will engage larger firms, helping us build and borrow infrastructure needed for complex, document intensive litigation. To enhance both volunteer support and resources, we will showcase our work more extensively to the private bar.

<ul style="list-style-type: none">• Continue forging co-counsel partnerships on complex and high demand cases to include:<ul style="list-style-type: none">○ Legal services program staff○ Private bar• Reinvest attorneys fees in assistance for Senior Staff attorney• Make creative use of former or retired legal services staff as “staff extenders”• Use Impact Fund campaign as a way to generate interest from private bar• Brief staff of Kentucky IOLTA fund on KEJC impact litigation functions• Meet with Access to Justice statewide pro bono coordinator to explore potential for litigation support from large firms• Add specialist attorney in a high priority area (employment, health or consumer) via grants or Fellowships• Create new title for Senior Staff attorney to reflect leadership and supervisory role• Investigate case, time-keeping and file management policies and technologies needed for multi-attorney effort through contact with<ul style="list-style-type: none">○ peer organizations○ Management Information Exchange	<ul style="list-style-type: none">• Continue forging co-counsel partnerships on complex and high demand cases to include:<ul style="list-style-type: none">○ Legal services program staff○ Private bar• Tackle at least one high impact case with a large private firm as co-counsel• Reinvest attorneys fees in assistance for Senior Staff attorney• Make creative use of former or retired legal services staff as “staff extenders”• Use Impact Fund campaign as a way to generate interest from private bar• Add second specialist attorney in high priority area (employment, health or consumer) via grants or Fellowships• Implement selected case, time-keeping and file management policies and technologies needed for multi-attorney effort	<ul style="list-style-type: none">• Continue forging partnerships on complex and high demand cases to include:<ul style="list-style-type: none">○ Legal services program staff○ Private bar• Tackle at least one high impact case with a large private firm as co-counsel• Reinvest attorneys fees in assistance for Senior Staff attorney• Make creative use of former retired or legal services staff as “staff extenders”• Use Impact Fund as a way to generate interest in private bar
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Coordination Function 3: Coalitions and Partnerships

Vision: Partnerships are one of our strengths — and the key to successful advocacy in statewide forums. Over the next three years, our partnerships with community groups and public interest allies will grow as we contribute to coordinated efforts, build capacity and help “all boats rise” in capacity and effectiveness. We will help develop resources and share them for joint work and use technical assistance available from grantors who value coordinated advocacy.

<ul style="list-style-type: none"> • Maintain participation in existing coalitions for keys substantive areas of work <ul style="list-style-type: none"> ○ Health ○ Immigration ○ Housing • Foster new coalitions and partnerships in <ul style="list-style-type: none"> ○ Consumer ○ Employment • Strengthen coalitions through contribution of <ul style="list-style-type: none"> ○ legal and policy expertise ○ communications “savvy” • Foster an “all boats rise” ethic by offering credit to coalition partners in: <ul style="list-style-type: none"> ○ website news ○ grant proposals and evaluations ○ press materials ○ annual reports • Participate in technical assistance activities offered by Foundations to Kentucky coalitions 	<ul style="list-style-type: none"> • Maintain participation in existing coalitions for keys substantive areas of work <ul style="list-style-type: none"> ○ Health ○ Immigration ○ Housing • Foster new coalitions and partnerships in <ul style="list-style-type: none"> ○ Consumer ○ Employment • Strengthen coalitions through contribution of <ul style="list-style-type: none"> ○ legal and policy expertise ○ communications “savvy” • Foster an “all boats rise” ethic by offering credit to coalition partners in: <ul style="list-style-type: none"> ○ website news ○ grant proposals and evaluations ○ press materials ○ annual reports • Participate in technical assistance activities offered by Foundations to Kentucky coalitions 	<ul style="list-style-type: none"> • Maintain participation in existing coalitions for keys substantive areas of work <ul style="list-style-type: none"> ○ Health ○ Immigration ○ Housing • Foster new coalitions and partnerships in <ul style="list-style-type: none"> ○ Consumer ○ Employment • Strengthen coalitions through contribution of <ul style="list-style-type: none"> ○ legal and policy expertise ○ communications “savvy” • Foster an “all boats rise” ethic by offering credit to coalition partners in: <ul style="list-style-type: none"> ○ website news ○ grant proposals and evaluations ○ press materials ○ annual reports • Participate in technical assistance activities offered to Kentucky coalitions
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Coordination Function 4: Legislative and Administrative Monitoring and Advocacy

Vision: In the next three years, KEJC will continue its strong tradition of monitoring and policy advocacy in Frankfort, focusing its efforts on well-chosen issues and beginning a transition to a next generation of advocates. In part to make room for activity around other parts of the plan, this part challenges our Director to “right size” efforts in the legislative arena.

<ul style="list-style-type: none">• Continue strong tradition of legislative monitoring and advocacy but:<ul style="list-style-type: none">○ Focus on one top affirmative priority per session○ Pursue 2-3 smaller issues using a “work with all stakeholders” model• Free up Director time by exploring new ways to monitor legislation through:<ul style="list-style-type: none">○ Online services○ Legal services retirees○ Student interns○ Contract services○ Coalition allies• Include “next generation” of advocates in selected advocacy, to transfer skills	<ul style="list-style-type: none">• Continue strong tradition of legislative monitoring and advocacy but:<ul style="list-style-type: none">○ Focus on one top affirmative priority per session○ Pursue 2-3 smaller issues using a “work with all stakeholders” model• Continue transition to monitoring through:<ul style="list-style-type: none">○ Online services○ Legal services retirees○ Student interns○ Contract services○ Coalition allies• Include “next generation” of advocates in selected advocacy, to transfer skills	<ul style="list-style-type: none">• Continue strong tradition of legislative monitoring and advocacy but:<ul style="list-style-type: none">○ Focus on one top affirmative priority per session○ Pursue 2-3 smaller issues using a “work with all stakeholders” model• Complete transition to monitoring through:<ul style="list-style-type: none">○ Online services○ Legal services retirees○ Student interns○ Contract services○ Coalition allies• Include “next generation” of advocates in selected advocacy, to transfer skills
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Program Area 1: Health Care

Vision: In the next three years, KEJC will build on its strong record in health advocacy, enhancing capacity of our own staff and of two coalitions, Kentucky Voices for Health and Advocates to Reform Medicaid services. The focus: protecting and expanding health coverage for low income Kentuckians and ensuring choice of long term care settings. We will use our stewardship of grant funds for Kentucky Voices — and technical assistance available through two grants — as an opportunity to learn new approaches to communications and to development, while seeking new resources for policy analysis and litigation.

2009	2010	2011
<ul style="list-style-type: none"> • Learn skills and develop advocacy capacities through implementation of Public Welfare Foundation-funded (PWF) grant activities with Kentucky Voices for Health, including: <ul style="list-style-type: none"> ○ Policy papers ○ Communications strategies ○ Website • Achieve progress in health care access using Foundation for a Healthy Kentucky (FHKY) general support for continued litigation and policy advocacy on: <ul style="list-style-type: none"> ○ Long term care choices ○ Coverage for kids and working parents ○ Immigrant access to care • Use technical assistance offered by PWF and FHKY to improve KEJC <ul style="list-style-type: none"> ○ Communications ○ Development plans ○ Program evaluation skills • Approach regional and national foundations for potential support for: <ul style="list-style-type: none"> ○ Policy advocacy and litigation ○ Health Law Fellow • Work with Welfare and Health Task force to identify emerging and high priority issues • Play a leadership role in key health care coalitions: <ul style="list-style-type: none"> ○ Advocates to Reform Medicaid Services ○ Kentucky Voices for Health • Evaluate need for in-house policy analysis capability to supplement new resources of Kentucky Voices for Health 	<ul style="list-style-type: none"> • Assist Kentucky Voices for Health in moving toward “sustainability” of new policy and outreach efforts after Public Welfare grant ends • Achieve progress in health care access using Foundation for a Healthy Kentucky (FHKY) general support for continued litigation and policy advocacy on: <ul style="list-style-type: none"> ○ Long term care choices ○ Coverage for kids and working parents ○ Immigrant access to care ○ Emerging issues • Continue use of technical assistance offered by PWF and FHKY to improve KEJC <ul style="list-style-type: none"> ○ Communications ○ Development plans ○ Program evaluation skills • Launch new policy analysis and advocacy capacity through “right-size” combination of: <ul style="list-style-type: none"> ○ Expert consultants ○ Litigation partners ○ New Health Law Fellow with policy analysis and litigation capabilities • Continue work with Welfare and Health Task force to identify emerging and high priority issues • Continue to play leadership role in key health care coalitions: <ul style="list-style-type: none"> ○ Advocates to Reform Medicaid Services ○ Kentucky Voices for Health 	<ul style="list-style-type: none"> • Continue to play leadership role in key health care coalitions: <ul style="list-style-type: none"> ○ Advocates to Reform Medicaid Services ○ Kentucky Voices for Health • Achieve progress in health care access using Foundation for a Healthy Kentucky (FHKY) general support for continued litigation and policy advocacy on: <ul style="list-style-type: none"> ○ Long term care choices ○ Coverage for kids and working parents ○ Immigrant access to care ○ Emerging issues • Assess successes and ongoing needs to develop capacity through: <ul style="list-style-type: none"> ○ Expert consultants ○ Litigation partners ○ Health Law Fellow • Use results of assessment to drive new development and strategic planning process

Program Area 2: Immigration Law

Vision: In the next three years, KEJC will complete the transition of a vibrant volunteer effort to a full-fledged and appropriately-staffed immigration law clinic—prioritizing immigration law and citizenship services, providing them with excellence and fostering the vibrant “program within a program” at Maxwell Street Legal Clinic (MSLC). We will build both internal capacity and community support for immigration law, guiding other programs to provide services to immigrants that are appropriate to their funding and community.

2009	2010	2011
<ul style="list-style-type: none"> • Prioritize immigration law and citizenship services to ensure match with capacity, expertise and goal of better supporting asylum cases • Support launch of Maxwell Street Legal Clinic’s <ul style="list-style-type: none"> ○ Program Advisory Board ○ 10th Anniversary Campaign (\$50K) • Use technical assistance from Lutheran Immigrant and Refugee Services to craft program-within-program strategic plan for <ul style="list-style-type: none"> ○ Program management and staffing ○ Service design and best practices ○ Community input and support ○ Sustainability • Use American Dream Fund and new resources to continue citizenship education and services including <ul style="list-style-type: none"> ○ Expanded post-citizenship support • Enhance Immigration Attorney role to include key aspects of program management • Invest in key infrastructure improvements: <ul style="list-style-type: none"> ○ Case management system ○ Telephone system ○ Donor and communications systems • Review client fee structure 	<ul style="list-style-type: none"> • Review priorities for immigration law and citizenship services to ensure match with capacity and expertise • Continue support for MSLC <ul style="list-style-type: none"> ○ Program Advisory Board ○ Annual “Friends of” campaign • Implement select program-within-program strategic plan steps as developed with: <ul style="list-style-type: none"> ○ Technical assistance from LIRS ○ Input from Program Advisory Board ○ Funding from “Friends” and fees ○ Grant funding • Continue hosting Equal Justice Works Fellowship or file new Fellowship proposal with goal of adding second immigration attorney • Provide ongoing training to support Program Director in enhanced management and development roles • Use American Dream Fund and new resources to continue citizenship education and services including <ul style="list-style-type: none"> ○ Expanded post-citizenship support 	<ul style="list-style-type: none"> • Review priorities for immigration law and citizenship services to ensure match with capacity and expertise • Continue support for MSLC <ul style="list-style-type: none"> ○ Program Advisory Board ○ Annual “Friends of” campaign • Implement further program-within-program strategic plan steps with <ul style="list-style-type: none"> ○ Support from LIRS ○ Input from Program Advisory Board ○ Funding from “Friends” and fees ○ Grant funding

Program Area 3: Consumer Law

Vision: In the next three years, KEJC will build on its strong record of consumer protection. Anchored in the expertise and practice skills of our Senior Staff Attorney, litigation will remain a touchstone of our work—but we will devote continuing resources to achieving new legislative protections, especially in the area of payday loans. We will expand capacity in three ways: strengthening coalitions, perfecting a team approach to litigation and adding new staff. With new staff in place, we will begin to explore new dimensions of advocacy such as consumer education and development of alternative sources of credit.

2009	2010	2011
<ul style="list-style-type: none"> • Assess implementation and impact of 2008 mortgage lending protection bill through: <ul style="list-style-type: none"> ○ Task force discussion ○ Inquiries to stakeholders ○ Testing of new claims and defenses • Help build consumer litigation capacity by forging and perfecting co-counsel partnerships with: <ul style="list-style-type: none"> ○ Legal services programs ○ Individual private attorneys ○ Larger law firms • Reinvest attorneys fees in expanded litigation through part-time co-counsel • Work toward new legislative payday loan protections by: <ul style="list-style-type: none"> ○ Participating in Kentucky Youth Advocates “Blueprint for Kids” activities ○ Exploring possibilities for new consumer protection coalition • Identify and approach regional and national foundations for potential support for Consumer Law Fellow • Enhance links with key national groups engaged in consumer protection including: <ul style="list-style-type: none"> ○ Consumer Federation of America ○ Center for Responsible Lending ○ National Association of Consumer Advocates • Work with Consumer Task Force to identify emerging and high priority issues and cases 	<ul style="list-style-type: none"> • Continue multi-forum efforts around consumer protection lending including: <ul style="list-style-type: none"> ○ team approach to litigation ○ coalition building for policy change • Continue building capacity for legislative and policy advocacy through <ul style="list-style-type: none"> ○ Existing partnerships ○ New statewide coalition ○ Links with national groups • Seek at least one large private firm as partner in case requiring extensive <ul style="list-style-type: none"> ○ Discovery ○ Document handling and distribution • Add a new Fellow or specialist Consumer Attorney with litigation capacity plus one or more multi-forum charge in: <ul style="list-style-type: none"> ○ Community education ○ Legislative and policy advocacy ○ Development of consumer credit options • Reinvest attorneys fees in expanded litigation through part-time co-counsel • File additional proposals with regional and national foundations • Work with Consumer Task Force to identify emerging and high priority issues and cases 	<ul style="list-style-type: none"> • Continue multi-forum efforts around consumer protection lending including: <ul style="list-style-type: none"> ○ team approach to litigation ○ coalition building for policy change • Continue building capacity for legislative and policy advocacy through <ul style="list-style-type: none"> ○ Existing partnerships ○ New statewide coalition ○ Links with national groups • Assess successes and ongoing needs to develop capacity through: <ul style="list-style-type: none"> ○ Litigation partners ○ Coalition partners ○ Consumer Law Fellow • Continue support for new Consumer Law Fellow with litigation capacity and launch one or more “multi-forum” project in <ul style="list-style-type: none"> ○ Community education ○ Legislative and policy advocacy ○ Creating consumer credit options • Use results of assessment to drive new development and strategic planning process

Program Area 4: Employment Law

Vision: In the next three years, KEJC will launch an employment law program based at Maxwell Street Legal Clinic and focused on low wage, primarily immigrant workers. Our goals are to (a) fill an unmet need by direct provision of legal services and other advocacy, (b) launch an outreach campaign to help workers know and exercise their employment rights (c) develop capacity among community partners to handle basic wage claims and (d) find coalition partners for potential policy advocacy. We will identify and pursue new funding sources to bring on new staff and administrative support for our work.

2009	2010	2011
<ul style="list-style-type: none"> • Identify regional and national sources of support for employment-law related projects including: <ul style="list-style-type: none"> ○ Case handling ○ Outreach and education ○ Coalition building and policy advocacy • “Network” with regional and national employment law advocates through: <ul style="list-style-type: none"> ○ Direct contact by phone and email ○ Attendance at trainings ○ Participation in list serves • With Fellowship candidate, identify potential statewide and local partners for <ul style="list-style-type: none"> ○ Outreach on employment issues ○ Training on wage claims ○ State level policy advocacy • Support Equal Justice Works application to launch employment law Fellow • File grants to launch part-time employment law outreach worker • Continue selective handling of wage-related claims by current staff 	<ul style="list-style-type: none"> • Continue support for Equal Justice Works Fellow or file new Fellowship or grant application for employment law attorney • Continue support for Employment law outreach worker or seek funds to launch position • Provide “right size” program, depending on resources and staffing, to: <ul style="list-style-type: none"> ○ Handle wage claims ○ Conduct outreach and education ○ Train community partners ○ Develop an employment rights coalition ○ Engage in policy advocacy ○ Utilize networks to develop expertise • Adjust scope of project based on input from stakeholders and experience with activities • Continue selective handling of wage-related claims by current staff and high-impact cases on emerging issues with help from co-counsel 	<ul style="list-style-type: none"> • Continue fundraising and support for <ul style="list-style-type: none"> ○ Attorney ○ Outreach worker • Provide “right size” program, depending on resources and staffing, to: <ul style="list-style-type: none"> ○ Handle wage claims ○ Conduct outreach and education ○ Train community partners ○ Develop an employment rights coalition ○ Engage in policy advocacy ○ Utilize network and expertise • Assess successes, lessons, priorities and needs as part of next round of strategic planning

Implementation Support Strategy 1: Communications

Vision: In the next three years, KEJC will make smart use of a mixture of media to expand awareness of our work beyond the legal services community and our current advocacy partners. Our twin goals are to engage the public to support our efforts and to broaden the media identity of KEJC as a credible resource. To get there, we will use a “right size” media mix, from print to e-news to events, making smart use of technology and consultants. Some products will be new, including a brochure, annual report and e-news. Along the way, we will engage staff to ensure effective internal communications.

2009	2010	2011
<ul style="list-style-type: none"> • Upgrade website to include: <ul style="list-style-type: none"> ○ More regular news updates ○ Button for donations ○ Button for email alerts • Use consultants and graphic designers to help develop new print media to describe our identity and our work <ul style="list-style-type: none"> ○ Program informational brochure ○ Annual report • Acquire fundraising software with ability to deliver messages on news and successes to supporters and potential donors • Hold Kentucky Equal Justice Award dinner to honor 10th anniversary of Maxwell Street and release Annual Report showing donors • Use Maxwell Street technical assistance grant to define “program within a program” communications needs • Use Taylor-Gray consultants to help us <ul style="list-style-type: none"> ○ Craft and distribute press releases ○ Engage with editorial boards ○ Take media skills “in house” ○ Improve fact sheets and presentations • Use new e-tools to coordinate our work (see IT section) 	<ul style="list-style-type: none"> • Maintain efforts on <ul style="list-style-type: none"> ○ Website ○ E-news and donor communications ○ Press and editorial board outreach • Based on “what worked” during 2009, implement “communications calendar” to map out and regularize our communications for the year • Hold 2nd Kentucky Equal Justice Award dinner linked with annual campaign and campaign committee • Implement Maxwell Street communications strategies selected through: <ul style="list-style-type: none"> ○ Technical Assistance ○ Advisory Board discussions • Begin in-house use of skills transferred from Taylor-Gray and other media consultants, especially for press releases 	<ul style="list-style-type: none"> • Maintain efforts on <ul style="list-style-type: none"> ○ Website ○ E-news and donor communications ○ Press and editorial board outreach • Decide whether to hold annual award dinner or bi-annual dinner to complement annual campaign • Implement Maxwell Street communications strategies selected through: <ul style="list-style-type: none"> ○ Technical Assistance ○ Advisory Board discussions • Expand in-house use of skills transferred from Taylor-Gray and other media consultants • Evaluate efforts to date as part of next 3-year planning cycle

Governance and Strategic Planning

Vision: By the end of three years, the KEJC Board will claim success in implementing its strategic plan, take stock and envision further growth and achievement. During the three years, the Board will develop a vision statement to complement the mission, launch new advisory committees to include non-Board members and tackle questions about its own role and composition, including potential addition of members representing the private bar, wider community and fundraising clout. Board and staff will make use of state and national consultants to ensure that our plans are mission-driven and well-conceived and to help expand the roles of Board members beyond mere oversight to dynamic commitment to growth.

2009	2010	2011
Assume current Board plus <ul style="list-style-type: none"> • Maxwell Street Advisory Committee • Fundraising Campaign Committee 	Assume current Board plus <ul style="list-style-type: none"> • Maxwell Street Advisory Committee • Fundraising Campaign Committee 	Assume 1-3 new Board members plus <ul style="list-style-type: none"> • Maxwell Street Advisory Committee • Fundraising Campaign Committee
<ul style="list-style-type: none"> • Review Strategic Plan progress quarterly • Review Mission Statement and adopt Vision Statement • Engage technical assistance consultants to assess, refine and help implement plans for: <ul style="list-style-type: none"> ○ Communications ○ Development • Launch new committees to include non-Board members for: <ul style="list-style-type: none"> ○ Annual Campaign ○ Maxwell Street Legal Clinic • Review and consider best practices for board participation and contributions as identified by: <ul style="list-style-type: none"> ○ Management Information Exchange ○ UK Nonprofit Leadership Center • Continue commitment to capability and diversity as Board slots turn over • For Client and Community Board members support: <ul style="list-style-type: none"> ○ Relevant board training ○ Participation in leadership roles • Discuss need for and potential contributions of additional Board members 	<ul style="list-style-type: none"> • Review Strategic Plan progress quarterly • Review Mission Statement and Vision Statement • Engage technical assistance consultants as needed to assess, refine and implement plans and evaluate progress • Continue to foster new committees for fundraising and Maxwell Street • Review and consider additional best practices as identified by: <ul style="list-style-type: none"> ○ Management Information Exchange ○ UK Nonprofit Leadership Center • Identify number and capabilities of potential additional members • Continue commitment to capability and diversity as Board slots turn over • For Client and Community Board members support: <ul style="list-style-type: none"> ○ Relevant board training ○ Participation in leadership roles 	<ul style="list-style-type: none"> • Review Strategic Plan progress quarterly • Review and Mission and Vision statements and revise as needed • Continue technical assistance consultants as needed to assess, refine and implement plans and evaluate results • Review Bylaws and make changes consistent with goals for composition and best practices • Continue to foster new committees for fundraising and Maxwell Street • Engage consultants and facilitators for next round of strategic planning • For Client and Community Board members support: <ul style="list-style-type: none"> ○ Relevant board training ○ Participation in leadership roles