

Kentucky Equal Justice Center

Strategic Plan 2009 through 2011

Prepared by

Karen Rignall, Facilitator
Richard Seckel, Director

1. Introduction to the Strategic Planning Process

The Kentucky Equal Justice Center (KEJC) strategic planning process began in September 2007 with a day of reflection on KEJC's past and our vision for the future. This set the tone for the year-long effort to chart a direction for the next three years. With a talented staff and a diverse board, strategic planning has been collaborative and consensus-based. There were three major steps to the process:

Defining the goal: We all agree that this is a period of unprecedented challenges and opportunities. Strategic planning enables both staff and board, in the words of one board member, "to develop a big vision with clear steps for moving forward."

Developing the plan: After creating a vision for the planning period, staff and board worked in between board meetings to define the mission statement, detail program goals and flesh out plans for expanding the scope of KEJC's mandate. Board members reflected on progress at the quarterly board meetings and their feedback shaped each stage of the planning process.

Consensus on a way forward: We circulated drafts of the plan to each stakeholder to help flesh out the details and make sure that the final product reflects our collective vision for the KEJC's future.

In the coming months, consultants will help us refine the communications and development plans needed to carry out the core strategic plan outlined below.

2. History of the Kentucky Equal Justice Center

Kentucky Equal Justice Center's roots are in the civil legal services community but our future is to serve a broad community of Kentuckians. We were formed 30 years ago to work with all the civil legal services programs in Kentucky on things best done cooperatively, from training to brief banks to advocacy in Frankfort. Those roots matter. They mean we serve as a watchdog and advocate for and with a wide range of low income Kentuckians — from children to elders in long term care — and keep in touch with a network of over twenty poverty law offices where people bring real life problems. We also staff inter-program task forces in five areas of poverty law: consumer, family, housing, immigration and public benefits.

But a funny thing happened in 1996: Congress cut off all federal funding for legal services "state support" offices like ours. At first a crisis, change became opportunity. Freed from the multiple restrictions on poverty law practice that Congress imposed, we could advocate as any non-profit could, in Frankfort and in the courts. Our new role in the legal services and wider community: a center for "impact advocacy" for low income people. While fighting the good fight — and often winning public interest battles — Kentucky Equal Justice Center also gradually transformed itself, building its Board to include new and diverse community members and its staff to include a litigation specialist and an immigration attorney and paralegal.

Today, we are a small, flexible, and responsive public interest advocacy organization, sticking up for low income people and working with a multitude of community partners. Our track record is strong: from the lawsuit that successfully challenged nursing home cutoffs in 2003, to legislative successes on human trafficking and mortgage lending, to innovative litigation to collect wages due workers, to ever growing partnerships with public interest allies.

This strategic plan sets out a course for growth and further achievement over the next three years. It begins with an assessment of where we are today.

3. Current Assessment

Kentucky Equal Justice Center is at a moment of opportunity. We have a strong staff and vibrant community partnerships. We have tackled tough public issues and won policy changes and respect. Our key strengths include capability, credibility, partnerships and responsiveness—all rooted in our dedicated and versatile staff and fostered by our Board. Our limitations grow from our small size, our tendency to work at full capacity, our modest infrastructure and the newness of the fundraising challenge.

A. Strengths

Kentucky Equal Justice Center is small but vibrant. Our strengths include:

➤ Capability

Able staff: Kentucky Equal Justice Center today has a strong, dedicated and capable staff. Strengths include:

- ◆ Our Director’s experience in monitoring and lobbying state government;
- ◆ Our Senior Staff Attorney’s substantive expertise — especially in consumer law and Medicaid — and knowledge of state and federal court procedure;
- ◆ Our Immigration Attorney’s grasp of the specialized area of immigration law, coupled with new assistance from our Citizenship Project Coordinator.

Our legal staff is not just knowledgeable, it is creative. In one noteworthy case, our attorneys won security interests in thoroughbred horses. When the horses were sold at Keeneland, nine workers received the back pay due them.

A diverse and creative Board: Since 2001, Kentucky Equal Justice Center has added four community members to its Board, bringing new perspectives and talents. We also made good on our commitment to diversity. Our fourteen-member Board currently includes three African American members, a Latina and a Haitian member who recently was elected Treasurer. The Latina and Haitian members are immigrants and the Board as a whole strongly supports our work with the immigrant community. Community and Client Board members are playing key roles in our work, including financial oversight and guidance of our “merger” with Maxwell Street Legal Clinic.

Freedom from Legal Services Corporation restrictions: Because we receive no funds from Congress via the Legal Services Corporation, KEJC is free of three key limitations: we may file class actions, accept attorney’s fees and lobby according to the limits that apply to any 501(c)(3) nonprofit. As well, KEJC may help *people* that LSC-funded programs can’t, such as undocumented workers who have not been paid for their work.

➤ **Credibility**

Multi-forum approach: Although our attorneys pursue individual and class action cases, our focus on “impact” means we often work in forums other than the courts, including the Kentucky legislature and state agency rule-making proceedings. Community partners and officials recognize our staff as knowledgeable, persistent, creative and constructive advocates. Members of the press often approach us: we get “earned media” as reliable sources on public issues that affect low income people, especially health, immigration and consumer protection.

Links with experts: Over the years, KEJC has built links with national experts in elder law, Medicaid, public benefits, consumer law and more. We have helped bring them to Kentucky to serve as trainers, co-counsel and resources for state officials. While our links with experts are a resource, our own mindset is a strength: we know when to ask for expert help and we can build teams that include it.

➤ **Partnerships**

Partnerships with legal services programs: Our links with Kentucky’s four regional civil legal services programs are strong. We coordinate five substantive area task forces—in consumer, family, housing, immigration and public benefits law—which meet between two and four times a year. The task forces make for two-way communication. We learn about emerging problems, like the recent rash of “nursing home dumping” cases, and we share the results of our monitoring of state government and federal issues. Task Forces also help us prioritize our issues for legislative work. In turn, we share the results of our intensive monitoring of the General Assembly. Beyond the task forces, we serve legal services programs as trainers at statewide events and through list serve postings on current issues.

Partnerships with public interest and community allies: When we held our 30th anniversary dinner, half the attendees were from legal services programs and half were from other communities: our friends in the world of public interest, community and grassroots advocacy. Kentucky Equal Justice Center has worked in partnership with:

- ◆ Aging and disabilities groups to fight long term care cutbacks and press for community-based long term care alternatives;
- ◆ AARP and housing advocates to strengthen mortgage lending protections;
- ◆ Kentuckians for the Commonwealth to improve access to post-secondary education for low income single parents;
- ◆ Civil rights, immigrant rights and women’s rights advocates to make human trafficking a state level crime.

Our Immigrant Rights Project Attorney networks with groups from the Migrant Network Coalition to the Kentucky Commission on Human Rights to Southern Migrant Legal Services. Our director serves on the Leadership Team of two statewide health care coalitions, Kentucky Voices for Health and Advocates to Reform Medicaid Services. A typical role in coalitions: making sure that advocacy is grounded in the strongest possible legal and policy arguments. Our expertise is valued, along with our down-to-earth and constructive style.

➤ **Responsiveness**

A vital community program: In 2004, Kentucky Equal Justice Center entered into a partnership with Maxwell Street Legal Clinic to host an Equal Justice Works fellow—the first full-time attorney providing immigration law services to low income families in a previously all-volunteer community effort. Maxwell Street this year formally became part of KEJC. Operating from a large old house behind Maxwell Street Presbyterian Church in Lexington, it has become a vibrant and respected community resource with its own base of community support. Its founding volunteer continues to help us with fundraising and with many hours a week of administrative and legal work.

Flexibility: Only at Maxwell Street do we have an open intake system for individual legal assistance and a big annual case load. Our Director and Senior Staff Attorney are focused on impact advocacy. The absence of a routine caseload enables us to focus on policy change, emerging and high impact issues.

B. Limitations

Our limitations include:

Limited physical and administrative infrastructure: The very same quality that helped us survive lean times and work on a “shoe string” may now hamper us in moving forward. KEJC staff work from three locations, none of which afford space for new staff. We have no administrative staff, relying instead on our Director for bookkeeping, payroll and financial reporting. Our simple financial infrastructure works well enough to secure us unqualified audit findings but new or multiple grants may require greater use of professional accounting expertise.

- **Working at capacity:** Our timesheets tell the story. Staff in every area are already “maxed out” doing just what we do now. If the Director or other staff take on greater responsibility for fundraising, communications and other forms of development, current functions may suffer. Yet to grow we must invest time in new ways.
- **A history of reticence:** The fundraising challenge calls upon KEJC to make its work and successes well known. This is a departure from the mindset pre-1996. Then, we got as much done as possible without drawing attention to what could be seen as an “activist” role of a federally-funded legal services program. The down-to-earth work style of our staff also means that we frequently contribute to coalition efforts without seeking credit. We already know that our community partners value our participation. Our challenge is to learn to tell our story so that the public and funders will know about us and be excited about investing in our work.
- **Too familiar a story?** National funders have “been there and done that” when it comes to giving grants to formerly LSC-funded entities. Ten years ago, rescuing state and national support centers following Congressional cutbacks was a new and worthy challenge for donors. But today that story may seem old hat. To thrive, KEJC must develop an identity of its own that engages both old and new partners and supporters. The irony in the “old hat” story is that KEJC is breaking new ground, especially in immigration and employment law.
- **Litigation capacity and work with the private bar:** Our Senior Staff attorney has built and coordinated teams for complex litigation, reaching out both to the legal services community and to

the private bar. Complex litigation presents important challenges. We still must borrow infrastructure from co-counsel when cases require intensive document handling and distribution. It will continue to take both partners and creativity to handle big cases. Partnering with private firms may be the best way to increase our capacity for impact litigation.

4. A Vision for the Kentucky Equal Justice Center

The heart of KEJC’s strategic planning process is a vision for how we can build on our strengths and transform ourselves at the same time. We have always been a voice for Kentucky, but our voice has sometimes stayed in the background as we quietly pushed for change. A new funding and political landscape means the time has come for KEJC to step forward as *the* poverty law center for Kentucky.

Our vision over the next three years is to embrace the public profile this role requires and make the internal changes necessary to sustain our broader mission. We will build our infrastructure and solidify our funding base so that staff have the support they need to make this strategic plan a reality, the freedom to develop their passions and the flexibility to pursue them in innovative ways.

Our first step in elaborating our vision was to craft a new mission statement:

The mission of the Kentucky Equal Justice Center (KEJC) is to promote equal justice for all residents of the Commonwealth by serving as an advocate for low income and other vulnerable members of society. KEJC works with diverse community partners to provide high quality legal representation, public policy research and analysis, and advocacy to guarantee fairness and to improve the quality of life for all Kentuckians.

We further set out our vision for the next three years by embracing both continuity and change:

- **More of the same:** Capitalizing on the strengths we identified in our assessment means recognizing when we have a good thing going. KEJC has the freedom to act on the injustices we see in ways local legal services programs cannot. Over the past 30 years, we have had real success filling this niche. Our stakeholders do not want us to turn away from this unique role. We want to remain an organization that keeps on top of statewide issues, coordinating responses through diverse venues and working closely with legal services and other public advocacy groups—partnerships that are fundamental to our work.
- **An expanded mandate:** Because we work for systemic change, KEJC should not define itself just as a “catch-all” program that does what federally-funded legal services programs cannot. We need a truly expansive vision of what working for change means and new kinds of programs that foster an even more creative mix of strategies and venues. Our holistic approach will take what has worked for us and embrace new forms of advocacy with the media, the public and policy makers. We especially want to bring attention to issues such as immigration and employment law that are urgent priorities for many low income Kentuckians but are not yet the focus of the advocacy community.
- **A strong financial future:** This expanded vision must rest on a solid financial base. We have done much with our streamlined structure and shoestring budgets, but we can reach a new level of impact if we invest time and resources in diversifying our funding base. Our vision for a strong financial future means an expanded staff working with enough resources to take programs where

they need to go. We will build our infrastructure so that staff have the administrative support to focus on the creative, programmatic aspects of their work.

- **More visibility, a louder voice:** The strategic planning process gave us the space to imagine what our new identity could be. Our new name goes a long way to reflect that new identity: a voice for equal justice for all Kentuckians. In this three year period, we will push ourselves to do things differently by thinking of ourselves differently. New emphases on communications and outreach will build a high public profile and we will become known regionally as Kentucky’s poverty law center. In embracing this broader mission of a rapid response, issue-focused organization, we will help define advocacy priorities not only for the legal services community but for the public as well.

5. Coordination Functions

Throughout this document we use a new lens to describe our work: program areas that focus our work on key issues for Kentuckians, from health care to immigration to employment and consumer protection. This complements another time-honored lens that focuses on our functions—on *how* we get results through a strong tradition of advocacy coordination. Our plan makes clear that KEJC will build on this tradition, helping foster a new generation of legal services leaders, building on our strong ties to coalition partners and forging new links to the private bar. The plan addresses four coordination functions that have been a hallmark of our work:

- ◆ Task Forces
- ◆ Impact Litigation
- ◆ Coalitions and Partnerships
- ◆ Legislative and Administrative Advocacy

The plan also dedicates us to a collaborative style. As we embark on new fundraising and development efforts, we want to share credit as often as we take it. We believe our partnerships with community groups and public interest allies will help *us* grow as we contribute to advocacy, build capacity and help “all boats rise” in effectiveness. Meanwhile, the plan involves more than simply keeping up the good work. New elements include outreach to the private bar—especially to large firms—as we tackle complex litigation. We also begin to look to transition issues: how to maintain our intensive monitoring of the General Assembly as our current Director tackles more development functions (and ultimately as experienced staff approach retirement).

6. Programs

A key element of the strategic planning process was to organize our work and our vision for the future around high priority program areas. These areas express our broader vision while building on the foundation laid down by 30 years of advocacy. After initial brainstorming with the Board, staff took the lead on this effort, outlining their goals for their programs and eliciting feedback from the board to help reshape our program portfolio.

➤ **Program Area 1: Health Advocacy**

KEJC has a widely respected record of fighting for the health care rights of Kentuckians. Our goal for health advocacy over the next three years is to expand health coverage for low-income and immigrant Kentuckians through:

- ◆ Policy support to advocacy coalitions
- ◆ Administrative and legislative advocacy around health care access
- ◆ Impact litigation

Health care has long been a cornerstone of KEJC's work and we have exciting prospects for expansion already in play. The Public Welfare Foundation has given substantial support to a new coalition, Kentucky Voices for Health. KEJC is at the forefront of this effort, administering almost \$90,000 a year for coalition policy research and communications. KEJC also has been awarded a second year of general support for health advocacy by the Foundation for a Healthy Kentucky, with a finding that our first year "exceeded expectations." Both grants come with technical assistance that can help us use current work as a touchstone for development. Over the next three years, we also will strengthen our capacity by bringing on a Health Law Fellow who can work in the both the courts and policy-making forums. To do this, we will engage in fundraising to support additional staff and provide back office support.

➤ **Program Area 2: Immigration**

Immigration law is a relatively new area of our work. It began in 2004 with a partnership with Maxwell Street Legal Clinic to host an Equal Justice Works Fellow—the first full-time attorney in a previously all-volunteer community effort. Maxwell Street Legal Clinic is now officially a program of KEJC and immigration law has become one of our top priorities. The reason: in most of the state, no one is meeting the legal needs of Kentucky's immigrant community in a systematic way. Our objectives for the next three years are to expand immigrants' access to legal and other services through:

- ◆ Direct legal services
- ◆ Mentorship and training of legal services programs in how to serve immigrants
- ◆ Expanded ability to appeal immigration cases in federal court
- ◆ Capacity building and cost-recovery at the Maxwell Street Legal Clinic to assure the sustainability of KEJC's immigration program

The needs for immigration law services and advocacy are great. The pressure is on to build a comprehensive program fast. We will make our ongoing work on family reunification, asylum and deportation a continuing priority while we expand our efforts to include more frequent appeals to federal court and raise the funds necessary to do more deportation work—a complicated area of immigration law. While we continue to provide direct services, we will expand our training and mentoring role for the legal services programs so that they can play a greater role in serving the immigrant community. We know that these goals are ambitious in a funding climate that has always been tough for immigration services programs. Our plan for managing case load and reaching financial sustainability will have to include cost-recovery and increased investments in administrative support. One new resource will help: Lutheran Immigrant and Refugee Services has provided a small grant and a year's worth of technical assistance in program development.

➤ **Program Area 3: Employment**

Like immigration, employment law is new for KEJC. Workers who are being exploited by their employers, especially immigrant workers, have very few resources to help them seek redress. KEJC already has had notable successes in getting workers unpaid wages, but to date this work has been completely unfunded. Over the next three years, we will establish employment law as a full program area with its own funding stream and staff support. Our goals are to:

- ◆ Fill an unmet need in the area of employment rights for low wage immigrants and other workers by direct provision of legal services
- ◆ Launch an outreach campaign to let workers know of their rights and develop capacity among community partners to handle basic wage claims
- ◆ Assure the quality and sustainability of KEJC services in employment through capacity building and resource development

We will explore new funding sources in order to bring on new staff and administrative support for our work. Once we have staff in place who can pursue claims, our second priority will be to conduct public education and outreach on employment rights issues.

➤ **Program Area 4: Consumer Protection**

Ongoing litigation on key issues relating to consumer protection make this a continuing priority for KEJC. We have a stellar reputation for being able to get results in consumer protection and our plans for the next three years are to expand while making sure we have the back office support necessary to keep our staff focused on their programs. Our goals are to assure low-income Kentuckians their consumer rights through:

- ◆ Legal representation and impact litigation
- ◆ Legislative and administrative monitoring and advocacy
- ◆ Public education and outreach
- ◆ Capacity building and resource development to assure the quality and sustainability of KEJC's consumer protection program

KEJC knows this work well. Litigation will remain a key strategy for our work, but in the coming three years we will devote continuing resources to legislative and administrative advocacy. Consumer education and financial literacy are also priorities for us but would represent a new strategy. We will devote special attention to fundraising for these new program elements, and for a gradual plan for staffing up through contract attorneys and legal fellows.

7. Infrastructure

Our infrastructure provides the foundation for our staff to do and enjoy their jobs, for our programs to meet their goals and grow, and for the public and funders to know how we spend nonprofit dollars. This part of our strategic plan addresses the following areas to create a strong foundation for growth:

- Facilities:** a good environment for staff and programs with room for more
- Accounting:** a transparent, versatile and accountable system that allows KEJC to handle and account for any type of grant, donation or income
- Personnel:** up-to-date policies and practices that help us attract, support and retain high quality staff and ensure equal opportunity and diversity
- Technology:** reliable, up-to-date hardware and software that enables us to transact business efficiently with all stakeholders

Activities in each area include:

➤ Infrastructure Area 1: Facilities

By the end of three years, the “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 satellite offices as needed, with size driven by program needs and funding opportunities. To make the Center a reality, we will develop a formula to allocate overhead to project-related funding and explore large capacity building grants. We will also keep tabs on our ability to use the space donated now by Maxwell Street Presbyterian Church for Maxwell Street Legal Clinic, to ensure an enduring arrangement or have plenty of time to prepare for change.

➤ Infrastructure Area 2: Accounting and Financial Management

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. Our infrastructure will include “right size” staffing—through employees or contractors—to handle bookkeeping, accounting, payroll and reporting tasks for the scale of program we achieve. Moreover, by looking to additional consultants or staff to handle tasks like filing of the IRS 990, we will free up our Director’s time for program development. Along the way, our funds will be invested safely, with reasonable returns and low risk. And we will invest in the Board’s oversight role, scheduling our Director and Treasurer to participate in training events on nonprofit accounting.

➤ Infrastructure Area 3: Personnel Policies

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 and creative). To get there,

we will form an ad hoc board and staff committee to review and update personnel policies, especially to reflect our commitments to:

- ◆ Equal opportunity and diversity
- ◆ Fostering a challenging but supportive workplace

As befits a professional and supportive environment, we will invite staff to draft updated job descriptions for their positions, so that evaluation is driven by their own ideas of the challenges and needed performance. We will also engage the Board in decisions about their key evaluation role: evaluation of the Director.

➤ **Infrastructure Area 4: Information Technology**

Doing business today requires smart use of information technology for all of our tasks from advocacy to accounting. KEJC 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 next three years, KEJC will identify reliable and expert IT consultants, implement software to support fund-raising, update our website with new interactive capabilities and bring on new capacity to print presentations and brochures for the public. We will also create a culture of ongoing innovation, including consideration of web-based tools for scheduling and a potential program “intranet.” Meanwhile, we will bring to Maxwell Street Legal Clinic a long wished for technology: a multi-line phone system with voice mail capability.

8. Development Plan

A. Resource requirements

KEJC’s FY 2008 budget stands just over \$344,000. A basic theme running throughout our strategic plan is the need to increase the budget to meet our program and infrastructure needs. Our vision to expand KEJC depends on our ability creatively and aggressively to diversify our funding sources. In the six months following board approval of this strategic plan, KEJC will finalize a development plan that projects our resource requirements in detail over the next three years. As of now, we project:

Year one	annual budget between \$350,000 and \$450,000
Year two	annual budget between \$450,000 and \$600,000
Year three	annual budget of approximately \$750,000

The development plan will specify an annual budget target, breaking down each line item to assist in program planning and fundraising.

B. Funding sources and development strategy

The development plan will present a detailed picture of our funding portfolio, with specific targets for each funding category. Some categories are new to KEJC: we have limited experience with national foundations, private corporations or individuals. But we understand that to step into the role as Kentucky’s poverty law center, we must build a base of support both here in Kentucky and among major national funders. It’s not just about raising the money, it is about using resource development as a

program tool to raise our profile and build relationships that could have a wide-ranging impact on the work we do. The categories of funders we will address in our development plan are:

- **Legal services programs:** Kentucky’s legal services programs have provided our core of support since federal funding disappeared in 1996. We understand that, moving forward, we must develop independent sources of funding to expand our activities. But our fundamental role of supporting the work of the legal service programs remains in place, as will this important funding relationship.
- **Local and statewide foundations:** We already know many of the players in the local funding scene but will develop these relationships further. Local foundations will serve as a cornerstone in our funding portfolio, with multi-year support that might not be high in dollar amounts but still represents stability in our budget.
- **National foundations:** National foundations are a tough nut to crack because of traditionally low levels of funding to organizations in Kentucky, but we feel that we can make an argument to a number of major U.S. foundations for our important role on the vanguard of the social justice movement in the state. Given ongoing foundation interest in racial inequality, worker rights, immigrant rights in newly receiving states, and community development, there is much room for growth for this category in KEJC’s budget.
- **Private sector (corporate and law firm):** KEJC has always worked in partnership with others who believe in our mission. We have an ability to build coalitions across diverse groups. One group that we think could be a strong source of support is the private sector, including businesses and law firms that have strong corporate responsibility policies and understand that equal justice is good for business. This is a new area for us, but we anticipate that our upcoming annual campaigns will be a way to get our feet wet in this, as in the other funding categories new to KEJC.
- **Individuals:** KEJC will make a major push for developing individual support for KEJC’s work. We believe there is a substantial constituency for our social justice mission and we know that our efforts to build our capacity will require expanding our general operating fund—a notoriously hard thing to do with project-based funding from government or foundations. Building an individual donor base is also about building the vision our organization represents: it allows individual Kentuckians to feel involved in our work and ownership of our progress.

9. Communications

Along with fundraising, communication will be an engine that makes our strategic plan work. KEJC will make smart use of a variety of media to create 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 identity of KEJC as a credible media resource. To reach these goals, we will use a “right size” media mix, from print to e-news to events, making efficient 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. The links between fundraising and communications will be strong, from a new database for donors to publicity for annual campaigns.

10. Governance

By the end of three years, the KEJC Board will claim success in implementing its strategic plan, take stock and envision further growth. 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 composition, including potential addition of members representing the Bar, the community and fundraising clout. The overall goal is to move beyond oversight to dynamic engagement in KEJC's development. Our plan will allow us to address:

Our mission	a clear, shared and energizing statement to guide our efforts
Our vision	a picture of the Kentucky our mission calls on us to build
Planning	use of a planning process and consultants as needed to guide our efforts step by step
Oversight:	continued adherence to best practices for financial and management oversight
Participation	up-to-date policies and practices that help us attract and support a diverse and committed Board that represents our key stakeholders with new energy directed toward planning and development
Expansion	Board self-evaluation to see whether new talents are needed and more stakeholders could help us achieve the mission.

With a view to enhance both the Board's fundraising role and its capacity, we will launch new committees to include non-Board members for our first private bar and individual donor campaigns. With a view toward best practices, we will engage both the UK Nonprofit Leadership Center and the national recognized Management Information Exchange for the legal services community for ongoing suggestions. Perhaps most importantly, the Board will keep tabs at each quarterly meeting on our progress with the strategic plan.