

Kentucky Equal Justice Center

Strategic Plan Review
September 12, 2008



The Road Map

- Planning process
- Mission, history, assessment, vision
- Elements of the plan
 - Infrastructure
 - Coordination functions
 - Program areas
 - The “engines”
- Next steps

Planning process

- Assessment and visioning with Board
- Program details with staff
- Ongoing circulation of drafts
- Communications consultation
- Review today

Mission Statement

- 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 analysis and advocacy to guarantee fairness and improve the quality of life for all Kentuckians.

History

- Began with “state support” functions
- Lost federal funding in 1996
- Began to grow again in 2002
- Now: unrestricted impact advocacy center

Strengths: Capability

- Able staff
- Diverse, knowledgeable, supportive Board
- Freedom from LSC restrictions

Strengths: Credibility

- Multi-forum approach
 - Coalition partners value our contributions
 - Press seeks our comments
- Links with experts
 - Litigation
 - Policy advocacy

Strengths: Partnerships

- Legal Services programs
 - Task forces
 - Litigation and advocacy partners
- Public interest and community
 - Aging and disabilities
 - Civil and immigrant rights
 - Health care

Strengths: Responsiveness

- Immigration law through Maxwell Street
- Flexibility to tackle emerging issues

Limitations

- Physical and administrative infrastructure
- Working at capacity
- History of reticence
- LSC defunding too familiar a story?
- Litigation capacity (not the talent side)

Vision

- Build on strengths of coordination role
- Expand mandate with creative initiatives
- Secure strong financial future
- Enhance visibility
 - Funders
 - Press
 - Public

Infrastructure 1: Accounting

Vision

“ . . . KEJC will operate a transparent, versatile and accountable financial system . . . to receive and account for any type of grant, donation or income . . . ”

Infrastructure 1: Accounting

- Assessment of software
- Greater use of professionals
- Training for Director and Treasurer
- Move toward “CFO for hire”
- Next: in house bookkeeping?

Infrastructure 2: Space

Vision

“ . . . the word ‘Center’ in Kentucky Equal Justice Center will become a reality . . . ”

Infrastructure 2: Space

- Explore capacity building grants
- Create larger interim headquarters
- Use satellite offices as needed
- Make “Center” real
 - Base office with room for expansion
 - Shared or dedicated building?

Infrastructure 3: Personnel

Vision

“. . . attract, support and retain high quality staff and ensure equal opportunity and diversity

. . . a great place to work . . . collegial, supportive, creative”

Infrastructure 3: Personnel

- Update personnel policies
- Create staff-based job descriptions
 - Basis for self-evaluation
- Budget for staff development
- Evaluate director

Infrastructure 4: Technology

Vision

“ . . . support staff with . . . up-to-date hardware and software that enables them to transact business efficiently with all stakeholders . . . and keep data secure”

Infrastructure 4: Technology

- Implement offsite data backup
- Select case management software
 - Immigration
 - Poverty law practice
- Update website
- Use web-based tools

Coordination 1: Task Forces

Vision

“ . . . expand membership, bring a new generation into leadership roles . . . make use of retirees for advocacy”

Coordination 1: Task Forces

- Plan schedules early in year
- Seek leaders from next generation
- Evaluate new ways to staff: retirees?
- Add community partners
- Conduct self-assessment

Coordination 2: Litigation

Vision

- . . . build on the knowledge, capability and coordination skills of our Senior Staff Attorney, using co-counsel teams that include legal services staff, the private bar and, where needed, national experts.

Coordination 2: Litigation

- Launch Impact Fund to showcase work
- Reinvest attorneys fees
- Continue refining co-counsel team approach
- Explore pro bono from large firms
- Take systems to next level
 - Case management software
 - Time-keeping

Coordination 3: Partnerships

Vision

“ . . . 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 . . . ”

Coordination 3: Partnerships

- Help build health, housing and immigration coalitions
- Foster new coalitions and partnerships in consumer and employment
- Use technical assistance that comes with coalition grants
- Foster “all boats rise” ethic

Coordination 4: Policy Advocacy

Vision

“ . . . KEJC will continue its strong tradition of advocacy in Frankfort, focusing . . . on well-chosen issues and beginning a transition to a next generation of advocates.”

Coordination 4: Policy Advocacy

- Continue strong tradition
- Focus efforts
 - 1 top affirmative issue per Session
 - 2-3 “work with stakeholders” issues
- Include next generation of advocates
- Explore new ways to monitor

Program 1: Health Care

Vision

“ . . . 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 . . . “

Program 1: Health Care

- Get smarter through Public Welfare Foundation funding for Kentucky Voices
- Build policy advocacy capacity through
 - consultants
 - litigation partners
 - new Health Law Fellow
- Play leadership role in coalitions
- Use technical assistance

Program 2: Immigration Law

Vision

. . . KEJC will complete the transition of a vibrant volunteer effort to an appropriately-staffed immigration law clinic, providing immigration law and citizenship services with excellence and fostering a vibrant “program within a program”

Program 2: Immigration Law

- Prioritize services to match with capacity
- Support launch of Maxwell Street
 - Program Advisory body
 - 10th Anniversary campaign
- Use technical assistance from LIRS to guide program and resource development
- Enhance attorney role to include key aspects of program management

Program 3: Consumer Law

Vision

. . . litigation will remain a touchstone, but we will devote continuing resources to legislative protections, especially in payday loans.

We will expand capacity in three ways: strengthening coalitions, perfecting a team approach to litigation and adding new staff.

Program 3: Consumer Law

- Build consumer litigation capacity through partnerships
- Work toward payday loan protections
 - Blueprint for Kids
 - New consumer coalition
- Enhance links with key national groups
- Add new Fellow or specialist attorney

Program 4: Employment Law

Vision

. . . KEJC will launch an employment law program focused on low wage, primarily immigrant workers to . . .

- fill an unmet need for individual legal services
- help workers use their employment rights
- develop capacity among community partners

Program 4: Employment Law

- Continue selective handling of wage claims by current staff
- Sponsor Equal Justice Works Fellow
- File grants to launch outreach worker
- Network with regional and national employment law advocates

Engine 1: Communications

Vision

- . . . make smart use of a mixture of media to expand awareness of our work beyond the legal services community and our current advocacy partners . . . to
 - engage the public to support our efforts
 - broaden our media identity a credible resource

Engine 1: Communications

- Upgrade website for news, donations, alerts
- Create program brochure and annual report
- Acquire fundraising software with ability to deliver e-news
- Engage consultants to help us reach media and then take skills “in house”
- Create an annual Equal Justice event

Engine 2: Development

Vision

- Under construction! Dollars *and* good will
- Consultations this fall
- Draft plan for review in December

Engine 2: Development

- Foundation grants
- Individual donations
- Law firms and corporations
- Events
- Partnerships that pay
- Attorneys fees

It comes back to you: Governance

Vision

“ . . . 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 . . . ”

It comes back to you: Governance

- Review strategic plan progress
- Adopt vision statement
- Launch new fundraising campaign committees with outside members
- Draw on best practices: MIE and UK Nonprofit Leadership Center
- Review Bylaws and make changes for effective composition and best practices

Final steps this year

- Meet with development consultant(s)
- Draft development plan
- Vet the strategic plan
 - UK
 - MIE
- Bring work plan, development plan and budget to Board in December

Success!



Your turn!