

# Kentucky Equal Justice Center Strategic Plan

ADOPTED: September 24, 2021

**Mission:** To promote equal justice for all residents of the Commonwealth.

**Vision:** All Kentuckians have equal access to justice and opportunity to thrive.

## Strategic Initiatives

Unless otherwise stated below, the role of the ED will be to elicit volunteers from among staff and board and designate Owners of the task or project from among them.

- 1. Programs and Services:** Intention will be to focus on services that fill voids and increase justice for all.

- A. Develop annually and continuously refine plans** for multi-function advocacy and services, including outreach, brief services, individual representation, policy advocacy, impact litigation, communications and state support functions for legal aid programs. Explore community-based lawyering and community organizing and empowerment strategies through staffing or partnerships.

Owner:	Designated Project Staff
Completion target:	July 2022 and annually as needed for funders
Success measured by:	Satisfaction will collaborative engagement, client and participant empowerment metrics

- B. Plan to deepen relationships with communities, community partners** and legal aid programs **that in turn inform growing relationships with legislators and policy makers** to empower communities to be their own advocates. Could include Policy Director position and support staff.

Owner:	Designated Project Staff
Completion target:	Annual pre- and post-Session planning
Success measured by:	Outcomes on policy issues

- C. Develop a Language Justice Plan** merging poverty law and Maxwell Street Law Clinic policy and practice. Plans and activities could include translating website, sharing intake protocols and staff, and cross organizational training.

Owner: Designated Project Staff  
Completion Date: July 2022 plus annual cycle of activity  
Success measured by: Organizational-wide Revised Plan adopted

2. **Develop a Racial Justice, Diversity, Equity, and Inclusion framework** for all aspects of KEJC governance, management, advocacy, and operations, including a plan for self-assessment, staff and board recruitment and training, and continuous improvement.

Owner: New committee of staff and board  
Key Dates: December 2021 form committee to create framework.  
Annually, evaluate using framework.  
Success measured by: Annual Assessment and training conducted

3. **Fundraising:** Intention is to grow revenue through the development of a formal fundraising plan, evaluation of current fundraising mechanisms, adequate staffing, and branding.

**A. Create a board fundraising advisory committee to review, assess, improve and help carry out fundraising plans and activities.**

Owner: Chair, ED, Resource Organizer  
Completion target: September 2021 creation  
Success measured by: Increase in leads and unrestricted donations

- B. Create, refine, and update Fundraising and Marketing Plan** to achieve a diverse portfolio that includes major donations, attorney fees, Board fund raising, foundation grants, enhanced donor stewardship, joint grants with strategic partners and increased ease of giving.

Owner: Resource Organizer with support from ED  
Completion target: December 2021 with annual updates  
Success measured by: Approval by board committee  
Increased funds

4. **Backoffice/Infrastructure/Succession Planning to increase the sustainability of the organization.**

**A. Back Office**

- a. Duties and responsibilities to be delegated** or developed will be documented and communicated clearly to board and staff for discussion and input.

Owner: ED and Executive Committee  
Completion target: October 2021  
Success measured by: Prioritized list shared with Board and Staff

- b. Decision made on how best to procure resources** to perform those duties.

Owner: ED and Executive Committee  
Completion: December 2021 and ongoing  
Success measured by: Budget for 2022 adopted with related income and expense

- c. Contract to outsource or hire staff** based on decision.

Owner: ED and Executive Committee  
Completion target: First Quarter 2022 and ongoing  
Success measured by: Hours of ED time delegated, positions created, tasks reassigned

**B. Create a succession plan**

- a. Job Description and Search Plan** will be created for Leadership position and updated annually. To include key characteristics of the position, advocacy, vision, decision making, training of staff, and delegation.

Owner: Chair and Board  
Completion target: April 2022 with annual update  
Success measured by: Board adoption of job description and search plan

**C. Update Personnel Policies**

- a. Research and clearly define** policies.

Owner: ED, Personnel Committee, and Contractor  
Completion target: June 2022  
Success measured by: Personnel Committee adopts draft policy

- b. Review, edit and adopt an updated policy manual**

Owner: ED and Personnel Committee  
Completion target: September 2022  
Success measured by: Board approves policy

**D. Review of Office Space** to determine best way to support and accommodate staff and clients.

**a. Form a committee** to review current office space and make recommendations.

Owner: ED and volunteer staff committee:  
Completion target: December 2023 (start date September 2022)  
Success measured by: Adoption of recommendations.

## Strategy Test

Recognizing that opportunities and challenges will arise over the timespan of this plan the board has agreed to consider new opportunities or challenges through the framework offered by this set of questions.



### We will undertake strategies that:

1. *Mission*– Is this consistent with our Mission and Values?
2. *Fiscal*– Do we have the resources now or can we find investors to fund?  
Do we have a good plan for sustainability?
3. *Justice*– Does this address racial justice, diversity, equity, and inclusion?
4. *Gaps*– Are we filling a gap in service that currently exists?
5. *Partnerships*– Are we working alone or with a partner?  
Does this sustain and build connections with LSPs?