

# Kentucky Equal Justice Center

Strategic Planning:  
A Retrospective  
*July 24, 2014*

# History

- 1976 State Support
- 1996 Loss of federal funds
- 2001 State planning
- 2002 Unrestricted litigator
- 2004 Immigration attorney
- 2008 Strategic planning

## Quiz: KEJC in 2008

- Did we have
  - multi-line phones at Maxwell Street?
  - a legal case management system?
  - branded email and Google apps?
  - sponsored fundraising events?
- How many employees did we have?
- True or false: Our budget was \$344,990

# 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.

# Assessment: Strengths

- Capability
- Diverse and supportive board
- Freedom from LSC restrictions
- Credibility and links with experts
- Partnerships
- Responsiveness

# Assessment: Weaknesses

- Limited infrastructure
- Work at capacity
- Reticence to take credit
- “Old” funding story
- No litigation “back office”

# Vision

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

# Elements of the plan

- Infrastructure
- Coordination functions
- Program areas
- The “engines”
  - Development
  - Communications
- Governance



# Element: Infrastructure

- Accounting
- Facilities
- Personnel
- Information technology

# Element: Coordination

- Task forces
- Impact litigation
- Coalitions and partnerships
- Legislative and administrative advocacy

# Element: Program Areas

- Health Care
- Immigration Law
- Consumer Law
- Employment Law

## Element: The “engines”

|                  |      |           |
|------------------|------|-----------|
| ● Communications | 2008 | \$344,390 |
| ● Development    | 2009 | \$471,102 |
|                  | 2010 | \$470,270 |
|                  | 2011 | \$558,801 |
|                  | 2012 | \$511,947 |
|                  | 2013 | \$513,435 |
|                  | 2014 | \$568,905 |

# Element: Governance

That's you!

- Members
- Officers
- Committees
- Policies

# Best things we did

- Added Employment Law Attorney
- Added Health Law Fellow
- Added AmeriCorps member
- Improved tech: Legal Files, Google Apps
- Diversified funding

# But we didn't

- Redesign website
- Update personnel policies
- Evaluate director
- Implement communications calendar
- Staff up accounting
- Staff up development

# We should add this

- Best practice policies a la 990
  - Whistleblower
  - Retention
- Formal development plan
- Leadership transition plan



# Now: Advocacy coordination

- Staff statewide task forces
- Co-counsel impact litigation
- Advocate before legislature and agencies
- Link with statewide and community partners

# Now: Unrestricted advocacy

- Immigrant rights project
- Class action capability
- Potential for attorneys fees

# Now: Information services

- List serve
- Website
- Training
- Links with national experts
- Press contacts

# New: Specialist advocates

- Consumer law
- Health law

# New: Program initiative

- Employment rights
  - Attorney for cases and advocacy
  - Outreach worker for coalition building
- Present work in terms of projects

# New: Communications

- Enhanced website
  - Donations
  - E-alerts
  - Forums? Blogs?
- Media capacity
  - Press release system
- Donor and public relations

# Infrastructure

- Expand office space
  - Two new staff
  - Potential Justice Center
- Create versatile accounting capability
- Modernize personnel policies
- Keep technologies up to date

# Development plan

- Foundation grants
- Individual donations
- Events
- Partnerships that pay
- Attorneys fees



# Short term resources

- Consultants
- Private attorney at pro bono rates
- Accountant

# This summer

- Communications consultant
- Development consultant
- Circulate drafts
  - Feedback by email
  - Possible conference calls