

# LEGAL AID JUSTICE CENTER

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STRATEGIC NARRATIVE

August 2019 - Final Draft

**BROCADE STUDIO**

1208 Rothesay Circle  
Richmond, VA 23221



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## INTRODUCTION

*O, let America be America again—  
The land that never has been yet—  
And yet must be—the land where every man is free.  
The land that's mine—the poor man's, Indian's, Negro's, ME—  
Who made America,  
Whose sweat and blood, whose faith and pain,  
Whose hand at the foundry, whose plow in the rain,  
Must bring back our mighty dream again.*

—Langston Hughes, *Let America Be America Again* (1936)

When it comes down to it, a strategic plan is but a dream, a dream of something that never has been yet, and yet must be. Just as America stands at a crossroads, so too does the Legal Aid Justice Center.

We asked ourselves: Who is the Legal Aid Justice Center? Are we an anti-poverty organization, or an anti-racist organization? Are we local, or are we statewide? How do we make sure our clients drive our work?

And then, true to our incorrigibly subversive souls, we rejected the questions.

We rejected the implied false dichotomy that embracing racial justice meant turning our back on our anti-poverty roots. We decided that we could and should work deeply within local communities, while also embracing opportunities for statewide impacts. We redefined our relationship to the community, no longer defining—and confining—our “client” community by its relationship to us.

This is not the first time we have done a strategic plan. But it is the first time our Board and staff came together as equal partners in the development of the plan. It was not easy. It took us twice as long as it should have. There were misunderstandings. Forgotten histories. Gaps in lived experiences. A major leadership transition. At times, we thought we would fail.

But then something clicked. Board and staff started taking each other out for coffee one-on-one. They started asking each other hard questions. They started sharing hard, honest answers. And in the end, we all learned something about each other and about LAJC.

In this plan, we promise to be honest about who we are. We promise to unite the Board and staff around a clear, unified purpose. We promise to be honest with the community about what we can and cannot do. We promise to support our staff, even when it means making sacrifices. And we promise to be honest with ourselves about the ways in which we strive, but sometimes fail, to live up to our best version of ourselves.

There is one last thing we need to be absolutely honest about. We cannot keep adding program without building infrastructure. We must ask our donors and institutional funders to support our core mission. Our staff cannot do the herculean work they do without competitive wages and adequate administrative support. We will never pay our staff what they deserve to be paid, but we must pay them enough to support their families and make a career at LAJC sustainable.

Thank you to Madge Bemiss at Brocade Studio for her creativity in shepherding us through this process. It was like “chicken soup for the legal aid soul!” Thank you to Cynthia Neff, our Strategic Planning Committee Chair, for always knowing when we needed a laugh or a kick in the pants. And thank you to all of the members of the Board and staff who pushed each other and me to dream and plan about the future of LAJC.

Everywhere we turn, the mighty dream of America is being threatened. It is tempting to think that if we just fight hard enough, one day we will wake up and America will be America again.

But those who come to the Legal Aid Justice Center—to work, to give, to volunteer, to get answers—do not want to return to a world that was slightly less discriminatory, unjust, and exploitative than the one we unwillingly find ourselves in today. We want to build a land that never really has been built. That will take time and resources. And that will take building a Legal Aid Justice Center that never has been built before, ready to take on new challenges facing low-income communities.

On the pages that follow, I hope you will see that LAJC is more than just a group of passionate, justice-loving advocates. As President Obama said, “Passion is vital, but you got to have a strategy.” Here is our strategy.

A handwritten signature in black ink, appearing to read "A. Ciolfi". The signature is fluid and cursive, with a large, looping initial "A" and a long, sweeping underline.

Angela Ciolfi

## HOW THIS PLAN WAS DEVELOPED

In the spring of 2017, President of the Board of the Legal Aid Justice Center, Jonathan Blank, and then-Executive Director Mary Bauer asked Brocade Studio to design a strategic planning process for LAJC that would engage the client community, provide an opportunity for organizational introspection, and result in a plan that can be used to galvanize Staff, Board, and potential funders. She also wanted to address staffing, fundraising, and the lack of unrestricted legal services across the state.

Our response was a planning process in four phases: launch, research, design and document.

The Launch Phase began in October 2017 with a meeting in which LAJC staff were invited to pose questions they would like the strategic plan to address. We gathered 159 written questions from 47 people, which funneled into four key areas of investigation:

**ISSUE 1:** Who are we? Who do we want to be?

**ISSUE 2:** What is the optimal relationship and structure for LAJC, CVLAS, and the Board?

**ISSUE 3:** How can we ensure the client community drives our work?

**ISSUE 4:** How do we raise salaries? What are we willing to sacrifice?

The research phase unfolded in three stages over a six-month period:

**STAGE 1:** Surveys of the Board, Staff, and Advisory Council

This phase of the research was our opportunity to gather broad input from all members of the Board, Staff, and Advisory Council on the key questions identified by the strategic planning team.

**STAGE 2:** In-Depth Interviews with Key Staff Members

We used initial data gathered through the Staff and Board surveys to develop a set of in-depth questions to pursue further with a cross-section of Staff who would represent the organization most broadly—across office, position, program area, etc. These one-on-one conversations with Staff gave us insights into the nuance of litigation, lobbying, organizing and other advocacy strategies and helped address questions that emerged in the initial survey responses.

**STAGE 3:** Client and Community Engagement (Focus Groups + Surveys)

LAJC wanted to take the opportunity to evaluate the degree to which their programs currently meet community needs and identify better ways to involve community members in their work. With Staff's help, we organized and facilitated a community focus group at each of the four offices to generate discussion around these questions. While the conversations were not exhaustive, participants clearly expressed their wish for better communication with LAJC, as well as their confusion, and some mistrust, about what cases LAJC takes on and why.

In April 2018, Brocade produced a research report with our analysis of the data collected through the methods described above. Organizing the results around the four areas of investigation allowed us to put the various constituencies in conversation with each other and draw comparisons accordingly.

Then the unexpected happened.

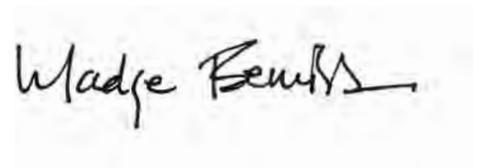
Within weeks of releasing the research report, Mary gave notice of her intention to resign in July 2018. Recognizing that a new director would need to take ownership of the strategic plan, Jonathan put the process on hold.

Brocade stopped work, but not LAJC. Under interim director Cynthia Neff, LAJC continued with staff-led initiatives to address issues raised during the research phase. These included advancing the work of the Internal Change Team, the Organizing and Law Committee, the Professional Development Committee, and adopting standards for impact advocacy.

In October 2018, LAJC's Board announced their brilliant choice of Angela Ciolfi, then Director of Litigation & Advocacy, as the next executive director. In December Brocade rejoined the team to find LAJC with strengthened leadership and purpose, riding a rising tide of confidence in its direction and ability to achieve its goals—but feeling increasingly out of step with its Board. Jonathan again stepped in to keep the design phase on track, appointing Cynthia to be the Strategic Planning Committee Chair and creating four powerful work groups of Board and Staff members, each with a mandate to wrestle with the tough questions and reach consensus on the strategic goals and initiatives to address each issue. Wrestle they did, with extraordinary results.

The document that follows describes our 18-month journey. The Strategic Plan itself is short, designed to communicate LAJC's purpose, commitment, and vision, and provide the framework, at once rigorous and flexible, to support and guide strategic decision making.

Working with the Staff and Board of LAJC on this Plan has been a tremendous privilege for Brocade. This organization brings integrity, intelligence, and determination to challenge injustice and the systems that perpetuate it. We are proud to have had a role in supporting this meaningful work.



Madge Bemiss  
Director, Brocade Studio

Special thanks to the members of the work groups for their commitment to the process through the spring of 2019.

**Issue 1: Defining LAJC**

Dean Lhospital           co-chair  
Adeola Ogunkeyede    co-chair  
Cora Hayes  
Hallie Ryan  
Harold B. Folley  
Heather Lockerman  
Jim McCauley  
Rachel Nadas  
Cynthia Neff  
Angela Ciolfi

**Issue 2: Strengthening Our Leadership**

Tracey Hopper           co-chair  
Angela Ciolfi           co-chair  
Ofelia Calderon  
Chip Nunley  
Dora Callahan  
Steve Dickinson  
Chris Tribble  
Cynthia Neff  
Tim Wallace

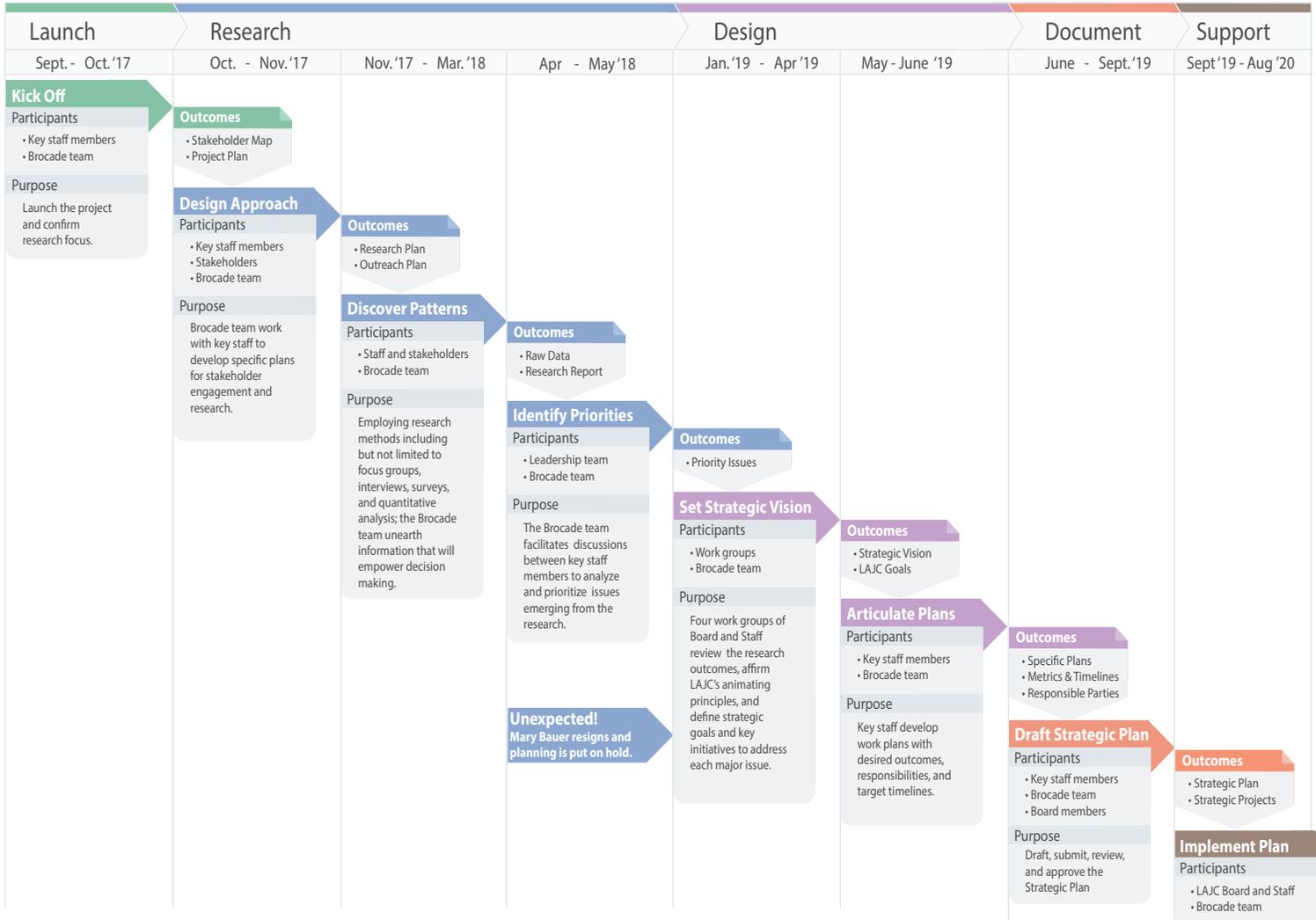
**Issue 3: Building Relationships of Trust**

Patrice Shelton           co-chair  
Kim Rolla                co-chair  
Edgar Aranda-Yanoc  
Sean Byrne  
Angela Ciolfi  
Cynthia Neff  
Elaine Poon  
Robert Robertson  
Tina Washington  
Jason Yarashes

**Issue 4: Supporting Our Staff**

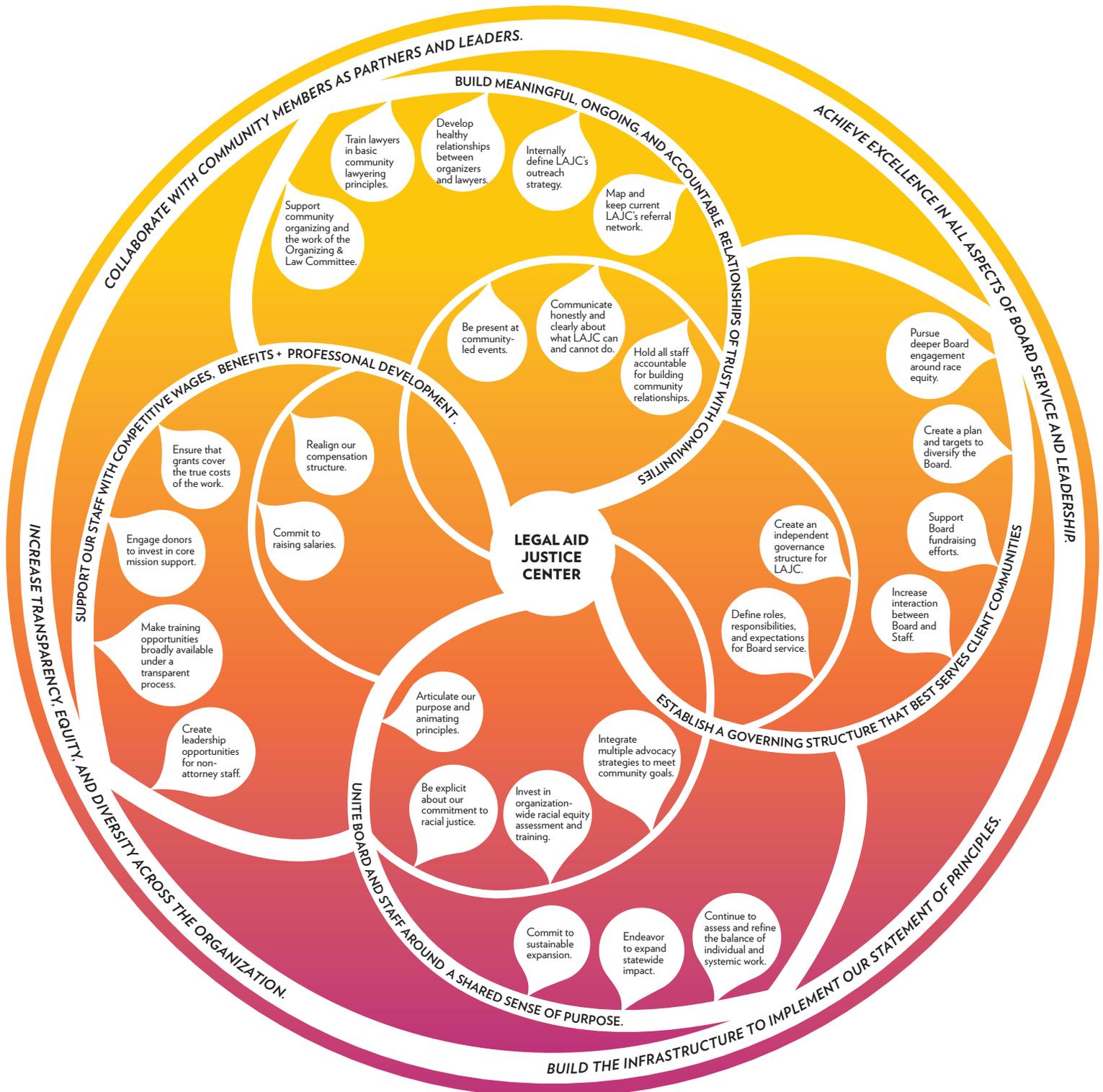
Earl Gee                 co-chair  
Nady Peralta            co-chair  
Kyna Thomas  
Emily C. Dreyfus  
Sylvia L. Jones  
Rachael Deane  
Liz G. Moore  
Marijean Jagggers  
Angela Ciolfi  
Cynthia Neff

# PROCESS MAP

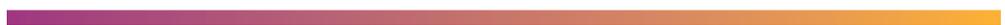


# STRATEGIC PLAN

2019—2024



## STRATEGIC PLAN VISUALIZED



## ISSUE 1: DEFINING LAJC

The Staff and Board members assigned to the “Who are We” work group came together to wrestle with the unresolved questions and contradictions revealed in the research phase. Meeting each other for the first time, Board and Staff members struggled initially to understand each other and the charge of the workgroup itself. In the process, they found that the questions as posed in the research phase created false binaries and constraining categories, and so they reframed them.

The questions they debated:

What is LAJC trying to achieve?

Should LAJC explore expanding its statewide impact and what does that mean?

What is the correct “balance” between individual and impact casework?

How can we better integrate litigation, policy advocacy and organizing strategies?

What do we mean by “racial justice”? Should racial justice be an explicit animating principle behind LAJC’s work?

In the course of these debates (on and off the record), the group recognized the need for a detailed, comprehensive and affirmative statement of principles to anchor the organizational ethos and provide the framework for strategic decision-making. At their request Brocade developed a first draft based on the outcomes of the research phase that was distributed to all staff and workgroup members. The staff drilled down to add structure, clarity and depth to the statements. All their comments were shared with the full Board in March, and the document was further refined for the final joint meeting of the work groups and full Board in May. The Statement of Principles is the foundation for the strategic goals and initiatives that follow.

## ISSUE 1: DEFINING LAJC

The Legal Aid Justice Center partners with communities and clients to achieve justice by dismantling systems that create and perpetuate poverty.

Justice means racial justice<sup>1</sup>, social justice, and economic justice.

### Achieving justice means:

integrating individual representation, impact litigation, policy advocacy, and organizing strategies.

working in and with communities.

identifying and addressing root causes while mitigating acute impacts.

expanding impact in an effort to reach all Virginia communities.

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1. According to the Shriver Center Racial Justice Institute, “Racial justice is the proactive reinforcement of policies, practices, attitudes and actions that produce equitable power, access, opportunities, treatment, impacts, and outcomes for all.”

## Supporting Statement of Principles

We believe that the individual legal problems of our clients are inextricably linked to overarching systems of injustice and oppression.

We believe that legal and organizing strategies can effectively dismantle the social, racial and economic systems that marginalize communities and keep people in poverty.

Because we live in a racially structured society that causes racial inequity across systems, we cannot effectively address poverty without addressing race. Poverty is a racial justice issue.

Creating long-term, sustainable change in communities experiencing poverty is the essential foundation for our impact advocacy.

Direct representation is part of our strategy to fight systems of injustice and oppression.

Viewing individual cases in the context of larger social and political systems enables us to set priorities and deploy our resources for the greatest positive impact.

We commit to continuously examining whether we and the organizations we work with operate in ways that align with the race equity and justice values and goals we support. This commitment includes ensuring that race equity is reflected in policies and practices for recruitment and hiring, work acceptance, priority-setting, governance, organizational culture, communications, and community partnerships and accountability, particularly with low-income communities of color.<sup>2</sup>

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2. This language echoes the commitments made by the Washington Race Equity & Justice Initiative. <https://wareji.org/commitments/>

## ISSUE 1: DEFINING LAJC

### GOAL 1

#### **To unite the board and staff around a clear purpose and understanding of LAJC’s animating principles.**

**Draft a statement of principles: A detailed, comprehensive, affirmative statement of organizational values—not a limitation but an aspiration—that will:**

Anchor our organizational ethos

Guide organizational decision-making and resource allocation

Be the core of our outward-facing communications; shared openly on the website where “who are we” is currently answered with “what do we do”

Serve as the raw material for new Communications Director to craft messages for specific audiences, including mission statement, web copy, social media outreach, etc.

#### **Be explicit about LAJC’s commitment to racial justice**

Adopt Shriver Center Racial Justice Institute definition of racial justice: “Racial justice is the proactive reinforcement of policies, practices, attitudes and actions that produce equitable power, access, opportunities, treatment, impacts, and outcomes for all.”

Recognize racial justice as a core, animating value for LAJC.

## GOAL 2

### **To build the infrastructure necessary to implement our Statement of Principles.**

Invest in an organization-wide race equity assessment, training, and implementation plan that includes Board and staff.

Build systems that promote integration of multiple advocacy strategies (e.g., organizing, individual representation, impact litigation, communications, and policy advocacy) to meet the community or client's goals

Support community organizing by:

- Supporting organizers as employees

- Supporting the work of the Organizing and Law Committee in developing healthy relationships and genuine collaboration between organizers and lawyers.

Endeavor to secure the dedicated resources necessary to increase statewide advocacy and nationwide impact.

Continue to assess and refine the balance of individual legal services and impact advocacy work by adapting and implementing the Impact Advocacy Standards.

## ISSUE 2: STRENGTHENING OUR LEADERSHIP

The Legal Aid Justice Center (LAJC) and Central Virginia Legal Aid Society (CVLAS) have shared a Board of Directors since 2011. The original vision for this unusual governance model was that, sharing a Board, CVLAS and LAJC might function as one unit of seamless, integrated, and complete legal services for low-income people in central Virginia. With less competition for resources, the then-directors envisioned that the mission, fundraising, and operations of the organizations would become more closely aligned. As it happened, however, the two grew further apart as they matured, with clear differences in client population, geographic service area, and strategies deployed.

The strategic planning process challenged both Staff and Board to explore issues of governance, and to ask: “What are the roles and responsibilities of board members? Does the joint board structure help or hinder our ability to serve both organizations? What is the optimal board structure to allow us to accomplish our mission?”

The “Governance” work group was composed of three Staff, including the executive directors of both LAJC and CVLAS, and six Board members (three from Charlottesville, one from NOVA, and two from Richmond), including the President of the Board of CVLAS. In addition to the monthly work group meetings, Angela met individually with every Board member to get to know them and to ensure that each had the opportunity to question and share their thoughts on the issues.

At their first meeting in January 2019, the work group agreed that their charge was to:

- Define the optimal Board structure for LAJC
- Identify the role of the Board in fundraising/development
- Make a proposal as to how the optimal board structure will be implemented

They were clear that any change in the governing structure should not harm client communities or CVLAS and agreed that they were charged with figuring out what is best for LAJC.

At their second meeting in February, Angela agreed to prepare a memo examining the opportunities, challenges, and mechanics of restructuring. The group asked that the memo address concerns about client services, fundraising, and collaboration. The draft memo was presented to the full Board in March. At that time, many members felt that they could not reach a decision without a fuller understanding of the mechanics of restructuring.

At their final meeting in early May, after extensive review and discussion of the purpose, process and impact of restructuring, the work group voted unanimously to recommend that LAJC create a new governing structure, separate from CVLAS, to provide the following benefits to LAJC:

**Self-Determination.** LAJC’s Board could appoint its own members, thus ensuring that Board membership can be used to reward deeper commitment to the organization and enhancing opportunities for the Board as a whole to be more diverse and inclusive.

**Fundraising Power.** LAJC’s Board would have space for major donors and other non-lawyers who have useful skills to contribute.

**Alignment.** LAJC’s Board could become more fully aligned with LAJC’s client population and geographic scope.

**Operational Efficiency.** If members do not have to attend two meetings, they can meet more often and learn the culture and processes of one organization and staff.

**Deeper Engagement.** If members do not have to attend to two organizations, they can be more engaged in decision-making, fundraising, and governance for each organization.

## GOAL 1

**To create a governing structure that best serves LAJC’s client community, appoints its own members, promotes deeper engagement in decision-making, fundraising, and other governance activities, and is committed to LAJC’s animating principles.**

Change the By-laws to create a new Board and independent governance structure for LAJC.

### Build the new Board.

Identify the skills and experience needed on the Board.

Select a strong President and develop a succession plan.

Define the roles and responsibilities of LAJC Board members.

Establish Board committees and require that every Board member serve on a committee.

Recruit and cultivate new Board members.

Create Board member job descriptions and expectations.

Create a plan and targets to diversify the Board.

### Strengthen the Board.

Create and implement a strong Board-driven orientation process for new Board members.

Create and implement a training plan for Board members, including racial equity training and training in responsive leadership.

Encourage more interaction between Board and staff to ensure mutual respect, understanding and a shared sense of purpose.

Provide Board members with training and tools to support their fundraising efforts.

Hold Board members accountable and provide tools for Board self-assessment.

## ISSUE 3: BUILDING RELATIONSHIPS OF TRUST

While other groups were turning inward, the “Community” work group began their process by turning outward. At our first meeting, we asked them to consider how well LAJC engages the community: what does LAJC do well (roses), do poorly (thorns), and where is there potential for growth (buds)? They responded that the community should answer these questions, not LAJC.

Their first decision was to commit themselves to asking 5 community members with whom they had relationships about their experience of LAJC. Further, they committed to asking in respectful ways to give authority and power to the community. In so doing, the group, whose members included four community activists serving on the Board, two organizers, and two community lawyers, centered community perspectives and modeled an engagement process to answer one of the driving questions of the research phase: How can LAJC get meaningful feedback from clients on an ongoing basis?

In February, work group members shared key issues and highlighted themes emerging from their conversations: the importance of listening, of communicating honestly about what LAJC can and cannot do, of being present, and of actively supporting communities as partners and leaders.

With these insights and direction from the community to guide them, and a commitment to maintaining close communication with the co-chairs, Brocade, and each other to shape the agendas and materials, the group made meaningful progress in examining the internal barriers and defining initiatives that will engage the entire LAJC community in deepening their engagement with communities.

### GOAL 1

#### **To build meaningful, ongoing, and accountable relationships of trust with client communities.**

##### **Create open lines of communication between the community and LAJC.**

Communicate honestly and clearly about what LAJC can and cannot do.

Hire a communications person to establish mode(s) of communication for LAJC (internal and external) and keep these up to date.

Maintain continuous communication of priorities and campaigns with ongoing updates.

**Be present in the community.**

Attend events organized by directly impacted community members.

Host events in communities on a regular basis with emphasis on smaller events in neighborhoods or with targeted groups.

**Support communities as partners and leaders.**

Support community-led initiatives.

Educate on critical issues and “know your rights” training on community priorities.

Provide effective referrals—beyond legal referrals.

Map referral networks, assign ownership and keep current.

Respond honestly when there is no relevant referral.

Provide avenues for community members to become increasingly involved with LAJC work so that they are not just recipient of services, but developers of them.

GOAL 2

**To build an internal culture that prioritizes honest communication, listening and collaboration with client communities.**

Train lawyers in basic community lawyering principles, engaging the Organizing and Law Committee as a resource for training.

Continue anti-racist work and diversity hiring practices.

Increase material resources provided to community organizations through mechanisms such as writing them into grants and reserving funds to support community members’ involvement.

GOAL 3

**To define LAJC’s outreach strategy internally.**

Define “outreach,” making clear that this is different from organizing.

Ensure that outreach receives adequate funding, resources and training.

Define expectations for outreach for all staff and set up a system of accountability.

## ISSUE 4: SUPPORTING OUR STAFF

The work of this group was most directly concerned with internal operations at LAJC. The key issues identified in the research phases concerning staff support were: Diversity in Staff and Leadership; Staff Compensation; Staff Training and Support; and Support for Organizers

The seven staff members on the committee represented every location and professional role at LAJC, as well as the Coordinator of the Internal Change Team and the Director of Professional Development. The three Board members brought fresh questions and an openness that invited candid and honest discussion around delicate topics.

Since 2017 LAJC staff have made some progress in mapping out improvements in professional development and support for organizers. The most intractable and complex questions for the work group concerned how to improve staff compensation and how to diversify staff and leadership.

To start, everyone agreed that raising salaries was critical for retaining current staff and attracting a more diverse staff. But how?

At their second meeting, Director of Finance Kyna Thomas provided data to illustrate how LAJC might redistribute some existing benefits to raise salaries, while expanding options for staff to tailor the benefits package to their needs. The group supported this approach, but recognized that it would not be enough. More funding for core mission is needed to adequately support staff with competitive wages and benefits.

Having established that LAJC would commit both to raising salaries and to maintaining a good benefits package, the group moved to the question of how to determine salaries. Neither the current seniority-based system nor its opposite, an entirely merit-based system, was acceptable. Instead the group recommended that LAJC work with a consultant to develop a banded salary scale that recognized years of experience within clearly defined criteria of competency, responsibility, and accountability.

The group then considered strategies beyond raising salaries to increase the diversity of LAJC staff and leadership. The Internal Change Team and the Professional Development Committee have published their analysis and recommendations, and the group endorsed their leadership and initiatives.

The very sturdy recommendations of this group reflect their commitment to each other and to the process. In fact, this group has suggested that they will continue to meet regularly to monitor progress on these issues.

## GOAL 1

### **To raise salaries.**

Commit to raising salaries by July 2020.

Commit to keeping a good benefits package.

Engage a compensation consultant to explore options to redistribute benefits in order to raise salaries.

Provide each employee with an annual personal earnings statement on an annual basis to convey all earnings and benefits, as well as organization's expenditures.

Ensure ongoing, iterative conversation around proposed changes to compensation plans.

Engage donors to invest in core mission support.

## GOAL 2

### **To update system for determining salaries for attorney and non-attorney staff.**

Define the market: What is needed to be competitive?

Varies by position, as some are more market-driven than others while others are more tied to non-profit world.

Define how much LAJC should respond to market vs other considerations.

Create a model for a banded salary scale with clearly defined job descriptions and criteria of competency, responsibilities, and accountability.

Involvement of this committee for purposes of accountability to be determined.

## GOAL 3

### **To increase the diversity of staff and leadership.**

#### **Attract and retain a more diverse staff.**

Raise salaries.

Expand outreach for fellowship opportunities to students and graduates of HBCU's and other small, but strong, law schools.

Adopt and enact recommendations of Internal Change Team around hiring practices.

Create leadership opportunities for non-attorney staff

#### **Expand diversity at the Board level.**

De-Twin the Boards to give LAJC more flexibility in recruiting Board members.

Create a welcoming environment for all Board members to participate in decision making.

**Enact a system of assessment and re-assessment of LAJC on issues of race, diversity, equity, and inclusion to identify and work toward the behavioral and cultural changes we wish to see.**

## GOAL 4

### **Transparency and Equity in Professional Development**

**Integrate professional development with the banded salary scale to encourage people to take their professional development more seriously.**

**Continue to develop formal and informal paths for advancement for non-attorney staff.**

**Be transparent about the budget for professional development: how it is set and what it will cover.**

**Implement the plan created by the Professional Development Committee for making training opportunities broadly available under a transparent process.**

GOAL 5

**To balance the need for administrative support with the need for substantive support.**

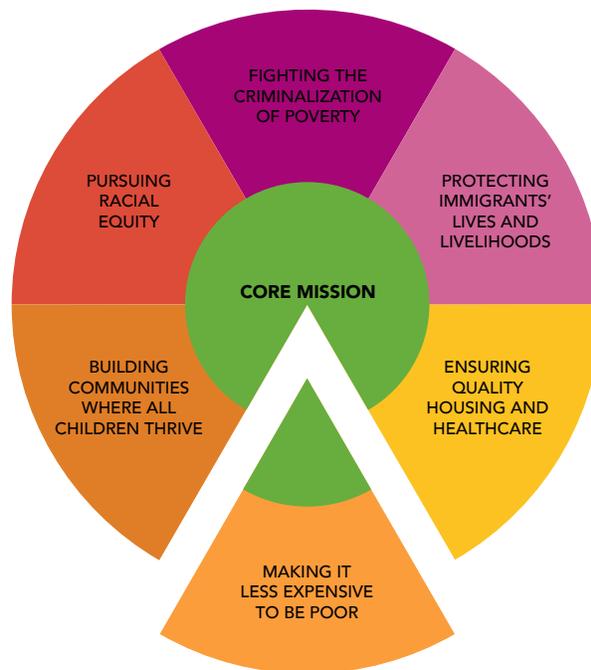
**Commitment to Sustainable Expansion.**

Invite discussion at Leadership level about when and whether new funding would be better put toward supporting staff vs. substantive work.

**Develop messaging to inform donors and funders about the critical importance of unrestricted gifts to support current programs and operations.**

Be proactive in approaching donors about unrestricted giving.

Ensure that grant proposals cover the costs of administrative support.



**SUPPORTING OUR CORE MISSION MEANS:**

STRONG LEADERSHIP • INTERNAL EQUITY  
STAFF EXCELLENCE AND STABILITY • OPERATIONAL SUPPORT  
TECHNOLOGY • PROFESSIONAL DEVELOPMENT  
COMMUNICATIONS • FUNDRAISING • LEVERAGING VOLUNTEERS  
HEALTHY WORKING ENVIRONMENT • COMMUNITY PRESENCE

## WORKPLAN

### ISSUE 1: STRATEGIC DIRECTION

DESIRED OUTCOMES	INITIATIVE	EFFORTS LED BY	TARGET
<b>Board and Staff unite around a clear purpose and understanding of LAJC's animating principles.</b>	Draft a detailed, comprehensive, affirmative Statement of Principles with input from Staff and Board	Board and Staff workgroup	June 2019
	Recognize racial justice as a core, animating value for LAJC	LAJC Board and Staff	June 2019
	Adopt Shriver Center Racial Justice Institute definition of racial justice	LAJC Board and Staff	June 2019
<b>LAJC continues to build the infrastructure necessary to implement our Statement of Principles</b>	Design and identify resources needed for ongoing organization-wide race equity assessment plan that includes Board and staff	Internal Change Team, Executive Director, Board leadership	Dec 2019
	Secure resources needed for race equity assessment	Executive Director, Development Team	Winter 2020
	Conduct organization-wide race equity assessment	LAJC Board and Staff	2020
	Share results of organization-wide race equity assessment and create race equity plan, including potential changes in practices and policies and training needed	Internal Change Team, Executive Director, Board leadership	Early 2021
	Implement race equity plan	Internal Change Team, Executive Director, Board leadership	2021, 2022
	Repeat race equity assessment, plan, and implementation on two-year cycle	Internal Change Team, Executive Director, Board leadership	2023 and beyond
	Develop plan to promote integration of multiple advocacy strategies to meet the community or client's goals	Director of Advocacy, and Leadership Team	2020

## WORKPLAN

### ISSUE 1: STRATEGIC DIRECTION (continued)

DESIRED OUTCOMES	INITIATIVE	EFFORTS LED BY	TARGET
<b>LAJC continues to build the infrastructure necessary to implement our Statement of Principles</b>	Support community organizing and develop healthy relationships between organizers and lawyers by supporting the work of the Organizing & Law Committee	Executive Director, Leadership Team, Development Team	On-going
	Design a community lawyering curriculum and identify resources needed for implementation	Organizing & Law Committee	Dec 2019
	Revise the Standards of Practice as needed to implement the community lawyering curriculum and otherwise support community-led initiatives	Organizing & Law Committee, Executive Director, Director of Advocacy, Leadership Team	2020
	Engage LSCV, other project directors, and affected communities around the possibility of expanding unrestricted legal services	Executive Director, Leadership Team, Board	2020
	Determine path forward	Executive Director, Leadership Team, Board	2021
	Endeavor to secure the dedicated resources as necessary to implement plan to increase impact	Development team, Board Committee	2022
	Implement plan		2023
	Continue to assess and refine the balance of individual legal services and impact advocacy work by adapting and implementing the Impact Advocacy Standards	Executive Director, Leadership Team	On-going

## WORKPLAN

### ISSUE 2: STRENGTHENING OUR LEADERSHIP

DESIRED OUTCOMES	INITIATIVE	EFFORTS LED BY	TARGET
<b>A governing structure that best serves LAJC's client community, appoints its own members, promotes deeper engagement in decision-making, fundraising, and other governance activities, and is committed to LAJC's animating principles</b>	Change the By-laws to create a new Board and independent governance structure for LAJC.	LAJC Board	September 2019
	Identify who on the current Board will join the new Board.	Board Leadership	September 2019
	Identify the additional skills and experience needed on the Board.	Board Leadership	December 2019
	Define roles and responsibilities of LAJC Board members and create job descriptions and expectations for Board service.	Board Leadership	2020
	Create and staff committees, define functions and schedule.	Board leadership	2020
<b>A more diverse Board</b>	Create a plan and targets to diversity the Board.	Board Leadership, Executive Director	2020
<b>A learning Board</b>	Create and implement a training plan for Board members, including racial equity training and training in responsive leadership.	Board Leadership, Executive Director	2020
	Create and implement a Board orientation plan	Board leadership	2021
<b>A Board actively engaged in fundraising</b>	Provide training and tools to support Board Members' fundraising efforts.	Development Staff	2020
<b>A Board that holds itself accountable</b>	Provide tools for Board self-assessment.	Executive Director and Board Leadership	2021
<b>A shared sense of purpose and respect between Board and Staff</b>	Create opportunities for increased interaction between Board and Staff.	Executive Director	On-going

## WORKPLAN

### ISSUE 3: BUILDING RELATIONSHIPS OF TRUST

DESIRED OUTCOMES	INITIATIVE	EFFORTS LED BY	TARGET
<b>Communities trust LAJC to listen, respond honestly, and work with them as developers of services.</b>	Develop schedules to host events in communities on a regular basis with emphasis on smaller events in neighborhoods or with targeted groups for information gathering and feedback.	Leadership Team	2020
	Hire a communications person to establish models for continuous communication of priorities and campaigns.	Executive Director	2020
	Be present regularly at community-led events and functions	Board and Staff	On-going
	Support community-led initiatives.	Staff and Board	On-going
<b>Communities feel that LAJC supports them as partners and leaders.</b>	Provide avenues for community members to become increasingly involved with LAJC and funding sources to support their involvement.	Organizers and Program Directors	
<b>LAJC provides effective referrals and responds honestly when there are no relevant referrals.</b>	Map and keep current LAJC's referral network—beyond legal referrals.	Managing attorneys and legal assistants	2021
<b>LAJC's staff prioritize honest communication, listening and collaboration with client communities.</b>	Train lawyers in basic community lawyering principles	Organizing & Law Committee	On-going
	Continue anti-racist work .	Board and Staff	On-going
<b>All staff members participate in outreach and hold themselves accountable to meet expectations.</b>	Internally define LAJC's outreach strategy	TBD	2021
	Define expectations for outreach for all staff and set up a system of accountability.	TBD	2022
	Ensure that outreach receives adequate funding, resources and training.	Executive Director, Development	2022

## WORKPLAN

### ISSUE 4: SUPPORTING OUR STAFF

DESIRED OUTCOMES	INITIATIVE	EFFORTS LED BY	TARGET
<b>Salaries increase by July 2020</b>	Adopt new compensation package.	Executive Director and Board	July 2020
	Talk to donors about the need to raise salaries	Executive Director, Board, Development	On-going
	Begin raising salaries (may require phase-in)	Executive Director	July 2020, 2021, 2022
	Ensure ongoing, iterative conversation around proposed changes to compensation plans.	Executive Director, Finance Director	On-going
<b>Updated system for determining salaries for attorney and non-attorney staff.</b>	Create a model for a banded salary scale with clearly defined job descriptions and criteria of competency, responsibility, and accountability.	Executive Director and Finance Director	2020
<b>Increased diversity of Staff and Leadership</b>	Adopt and enact recommendations of Internal Change team around hiring practices.	Executive Director, Leadership Team	2019
	Create leadership opportunities for non-attorney staff.	Executive Director and Leadership Team	2020
	Take advantage of flexibility in new Board structure to recruit diverse members.	Board Development Committee	2020
<b>Professional development opportunities broadly available under a transparent process.</b>	Integrate professional development with the banded salary scale.	Executive Director, Professional Development Director and Finance Director	2021
	Implement the training equity process created by the Professional Development Committee	Leadership, Professional Development Director	2019
<b>Donors and institutional funders support our core mission.</b>	Be proactive in approaching donors about unrestricted giving.	Development team, Executive Director and Board members	June 2019
	Ensure that grant proposals cover the costs of administrative support.	Development team	June 2019