



VLAS Draft Strategic Plan 2018-2022

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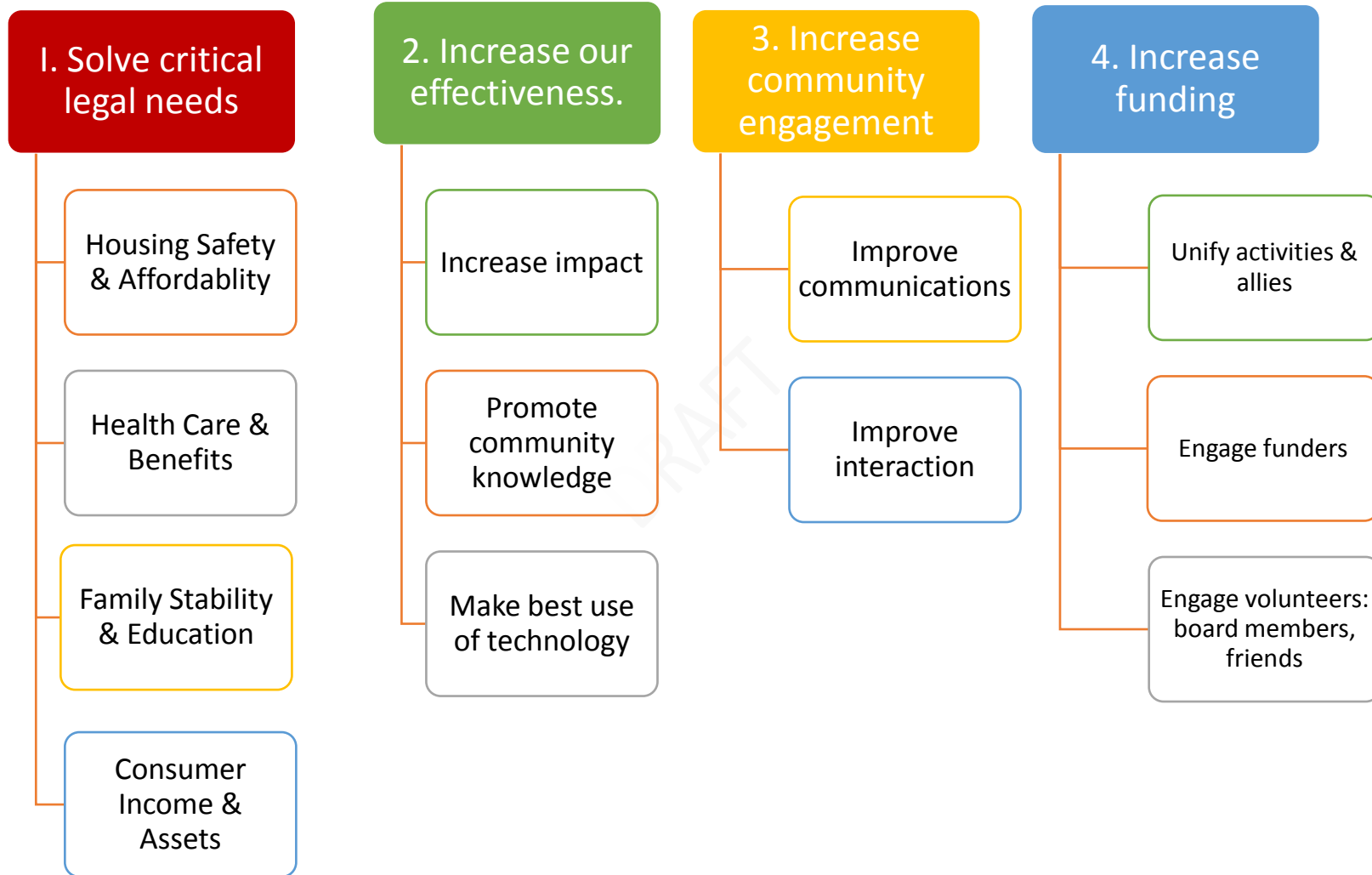
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To provide the best legal services possible for our area, VLAS will:



Goal I: Solve Critical Legal Needs

Housing Safety & Affordability	Objectives	Strategies	Responsible Entity; When	How Measure Success
	Reduce unsafe housing	Challenge severe conditions Stop habitually unlawful landlords (HUL) Educate & equip pro se tenants, educate the community	Practice group and local office leaders & members Ongoing	Each office file 5 successful condition suits in 2018, 5 more in each succeeding year Each office file 2 HUL suits in 2018, 2 more in each succeeding year 2 live presentations per office per year; create videos for website; 200 more page views each year
	Protect access to affordable housing	Stop illegal evictions Prevent foreclosures Educate tenants and the community	Practice group and local office leaders & members Ongoing	Increase # of applicants & tenants remaining in public & subsidized housing each year Successfully represent all applicants with foreclosure problems
	Enforce tenant & applicant rights to admission	Train & co-counsel with ACES on unlawful admission challenges Educate tenants and community on admission and discrimination laws	Practice group and local office leaders & members Ongoing	VLAS changes admissions policies of at least one public or subsidized housing program each year 2 live presentations per office; create videos for website; 200 more page views each year

Goal I: Solve Critical Legal Needs

Health Care & Benefits	Objectives	Strategies	Responsible Entity; When	How Measure Success
	Obtain and protect eligibility for health care programs	Obtain and protect eligibility for Medicaid, Medicare, FAMIS and new health care programs Reducing obstacles to obtaining health care Educate the community	Practice group, Enroll VA, and local office leaders & members Ongoing	Enroll more low-income people from our area in health insurance programs year by year Community presentations at least twice per year in each office area about health and benefit programs; share info by website, blast email, social media
	Enforce provision of dental services to Medicaid children	Ask clients about children's dental needs Investigate which dentists accept Medicaid, extent of waiting lists Ensure that DMAS benefits service provides services	Ditto	Number of Medicaid children receiving dental services dramatically increases in VLAS service area
	Obtain and maintain government benefits for which clients are eligible	Represent clients that apply Educate community	Ditto	Win 90% of benefits sought Install videos on vlas.org to educate community
	Remove barriers to employment	Assist with driver's license restoration and garnishments when necessary to obtain or maintain employment	Ditto	Increase year by year the number of applicants with these problems successfully represented with work income

Goal I: Solve Critical Legal Needs

Family Stability and Education	Objectives	Strategies	Responsible Entity; When	How Measure Success
	Protect personal safety	Provide training for all staff Obtain preliminary & permanent protective orders	Practice group and local office leaders & members July 2018 and on	Increase the number of victims protected each year
	Obtain divorce, support, custody, in significant cases	Increase number of uncontested divorces year by year using pro bono Represent in contested cases where we can obtain <i>significant</i> outcomes with long-term effect	Practice group and local office leaders & members Ongoing	Increase significant family law outcomes year by year
	Protect educational rights of children	Provide representation in long-term suspensions, expulsions, denials of appropriate services, discrimination in services Educate community	Practice group and local office leaders & members Ongoing	Increase the number of children represented year by year Educate low-income parents in each office service area in person at least twice per year about education rights and online
	Protect parental rights	Provide training for relevant staff Intervene in child abuse, neglect, removal cases where DSS has made court-appointed counsel unavailable Educate community	Practice group and local office leaders & members July 2018 and on	Number of unrepresented parents abuse/neglect/removal cases declines
	Provide advance planning documents	Create general and medical POAs, wills, living wills, guardianships Use pro bono unless none available	Practice group and local office leaders & members Ongoing	Provide all requested

Goal I: Solve Critical Legal Needs

Consumer: Protect Income & Assets	Objectives	Strategies	Responsible Entity; When	How Measure Success
	<p>Increase the number of consumer cases across the program</p> <p>Increase dollar amounts of recoveries and favorable outcomes in consumer cases</p>	<p>Encourage co-counseling among VLAS advocates</p> <ul style="list-style-type: none"> ○ Offer co-counseling case opportunities during Consumer & Housing Practice meetings ○ Promote case handling of consumer cases by individual advocates without regard to office location or service area <p>Encourage collaboration and co-counseling with private consumer attorneys</p> <ul style="list-style-type: none"> ○ Evaluate cases for utilization of private consumer attorneys during every Consumer & Housing Practice meeting <p>Provide substantive training to advocates on consumer law</p> <ul style="list-style-type: none"> ○ Offer one program wide substantive consumer law training per year <p>Coordinate consumer cases and projects between Consumer & Housing Practice Group and statewide task forces incl. ACES</p> <ul style="list-style-type: none"> ○ Promote participation by VLAS advocates in statewide taskforces ○ Conduct an annual review of goals and projects for continuity with statewide initiatives <p>Educate community</p>	<p>Practice group and local office leaders & members</p> <p>January 2018 and on</p>	<p>Increase dollar outcomes in recoveries and outcomes year by year</p> <p>Community presentations at least twice per year in each office area about consumer issue; share info by website, blast email, social media</p>

Goal II: Increase Our Effectiveness

	Objectives	Strategies	Responsible Entity; When	How Measure Success
Increase Impact	Maximize number of advocates	<p>Maintain minimum staffing in each office of three case-handling advocates.</p> <p>Increase capacity for additional family law work, primarily protective orders, by adding attorneys under a VOCA grant.</p> <p>Maintain LU legal aid clinic beyond the two year PBIF grant cycle with new sources and increased funding.</p>	<p>Executive director & Admin Staff</p> <p>January 2018 and on</p>	<p>Number of VLAS attorneys and paralegals does not decrease, and increases in high-priority areas where funding can be obtained</p>
	<p>Equip our staff with appropriate skills and the ability to use them</p> <p>Provide support and guidance to advocates</p>	<p>Ensure staff are adequately trained on all priority areas and optimum use of time on projects and cases.</p> <p>Increase co-counseling opportunities for advocates with more experienced attorneys both inside and outside of the program.</p> <p>Hire or develop Advocacy Director</p>	<p>Local office Managing Attorneys & Practice Group leaders</p> <p>January 2018 and on</p>	<p>Number and percentage of staff attorney cases that are high-impact increases year by year</p>
	<p>Monitor and respond to new trends</p> <p>Seek maximum program-wide impact in all cases</p>	<p>Hire or develop Advocacy Director</p> <p>In absence of a litigation director, regularly hold senior staff meetings to direct advocacy, discuss trends and case work across the program.</p> <p>Address systemic problems for low-income individuals, and systemic outcomes in routine cases</p> <p>Increase vitality of engagement with advocates in each practice group.</p>	<p>Practice Group leaders: January 2018</p> <p>Advocacy Director and Practice Group leaders January 2019</p>	<p>Increased substantive and dollar outcomes year by year</p> <p>Visible impact on new issues in each year</p>

Goal II: Increase Our Effectiveness

	Objectives	Strategies	Responsible Entity; When	How Measure Success
Promote Community Knowledge	<p>Educate community on:</p> <ul style="list-style-type: none"> ○ the work of VLAS ○ legal rights in areas of VLAS practice <p>Obtain ongoing feedback from community on developing problems</p>	<p>Online through website including videos and text, social media, blast email, SMS, press releases, feature articles</p> <p>Educate community partners so they can educate their constituents</p> <p>Multiple live presentations in each local service area every year; invite community and agency leaders to them</p> <p>Annually survey our communities with email and social media links on emerging problems</p> <p>Meet annually in person with mayors, board of supervisor chairs, General Assembly members</p> <p>Ensure all communications materials use plain language and are available in Spanish and other languages</p>	<p>Senior Staff & Practice Group leaders January 2018</p> <p>Community Engagement Director with Senior Staff January 2020</p>	<p>Website page views and open rates continue to increase</p> <p>Number of participants at live presentations continues to increase</p> <p>Number of survey respondents continues to increase</p> <p>Number of meetings with local leaders continues to increase</p>

Goal II: Increase Our Effectiveness

Make Best Use of Technology	Objectives	Strategies	Responsible Entity; When	How Measure Success
	Improve applicant and staff intake experience	Evaluate intake and triage systems, implement recommendations	Director of Administration, Exec Director, LawLine managers, Fall 2017	LawLine wait times go down, satisfaction in survey goes up
	Maximize use of tech we already have	Conduct tech trainings at least twice per year	Director of Administration & Training Responsible Person Spring 2018	Staff members believe they are making better use of technology
	Ensure we are receiving best service	Evaluate tech support provider	Director of Administration Fall 2018	VLAS applauds, improves, or changes tech support provider
	Plan for adoption of future hardware & software	Make technology plan	Director of Administration, Executive Director Fall 2018	VLAS improves every year in quality of technology used by clients and staff
	Implement tech improvements as they become available	Obtain funding for new tech	Director of Administration, Executive Director, Director of Development	VLAS obtains needed new funds needed for tech purchases

Goal III: Increase Community Engagement

Improve Communications	Objectives	Strategies	Responsible Entity; When	How Measure Success
	<p>Collect case examples frequently</p>	<p>Each office supply 3 case stories per quarter, under normal circumstances (e.g., office fully staffed with attorneys).</p> <p>Turn at least 50% of submitted stories into a form of communication - Facebook post, part of a grant application, mention in an email, etc</p> <p>Edit Kemps forms to indicate clients willing to be identified or have photos taken</p>	<p>Grant Writing & Communications Coordinator</p> <p>Ongoing</p>	<p>GWCC receives 12 new case stories each quarter, uses at least half of them</p>
<p>Increase exposure in public media</p>	<p>Increase frequency of Facebook posts from weekly to 3x/week, including at least 1 weekly post that targets client population</p> <p>Increase tweets to 1x month to 1x week</p> <p>Revise and update website to better engage readers, increase traffic increase time spent on our site (reduce “bounce rate,” % of people who visit our site and leave without clicking on anything) and make it more mobile-friendly</p> <p>--Provide training to two “web masters” to improve understanding of how to manipulate our Word Press platform</p> <p>Measure and monitor Exposure Metric, calculated by multiplying</p>	<p>Grant Writing & Communications Coordinator</p> <p>Ongoing, but stagger increases in frequency through 2018</p>	<p>Exposure Metric increases year by year</p>	

	<p>every piece of news, broadly defined (=stories in traditional media, tweets, Facebook posts, emails) by audience reached</p> <p>Include Spanish-language media in all efforts</p>		
Increase direct communications	<p>Email content to MailChimp list at least once per month, and track open rate</p> <p>Email Spanish language version as well</p>	<p>Grant Writing & Communications Coordinator</p> <p>Entire term of plan</p>	Number of average opens increases each year
Plan and train on public communications	<p>Create policies on:</p> <ul style="list-style-type: none"> ○ Public communications (who can say what when) ○ Crisis communications 	<p>Grantwriting & Communications Coordinator, Director of Development, managers</p> <p>Entire term of plan</p>	All staff members can describe major elements of communications plans
Increase visual interest	Develop more use of photos, graphs, charts, videos, color	<p>Grantwriting & Communications Coordinator</p> <p>Entire term of plan</p>	Staff, board, stakeholders compliment visual appeal of our publications and materials

Goal III: Increase Community Engagement

Improve Interaction	Objectives	Strategies	Responsible Entity; When	How Measure Success
	Create continuous flow of: <ul style="list-style-type: none"> • information, • ideas, • needs, and • partnership between VLAS and the communities we serve so we can know and respond to new conditions	Create Community Engagement plan Create Community Engagement Manager position that includes Spanish language fluency	Senior staff Summer 2018 Summer 2019	Community partners are excited about engaging with us, and do With community partners, we achieve change needed in local communities

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Goal IV: Increase Funding

Unify Activities & Allies	Objectives	Strategies	Responsible Entity; When	How Measure Success
	Integrate advocacy communications, fundraising to increase our impact	Integrate advocacy with development and communications planning		
	Convert volunteers into social media followers into communicators into donors into volunteers....	Combine databases Communicate on all work in all forums Include media/donor strategy in advocacy planning	Executive director, director of administration, director of development, managing attorneys Fall 2018	Community partners are excited about plan for engaging with us
	Create leader position to engage volunteers/ followers/donors	Create Community Engagement Manager position	Executive director, director of administration, director of development July 2019	With community partners, we achieve change needed in local communities

Goal IV: Increase Funding

	Objectives	Strategies	Responsible Entity; When	How Measure Success
Engage Funders	Increase significant grants (\$5,000 or more) from foundations and government programs	<p>Research, develop and maintain a list of potential new supporters. Generate at least 1 grant application a year from this list.</p> <p>Leverage board, managing attorney and VLAS friend relationships to maintain and deepen relationships with key foundation decision makers</p> <p>Continuously learn from successful and unsuccessful grant applications and apply those lessons to increase our chances for success in future applications;</p> <ul style="list-style-type: none"> o contact every organization that rejects a VLAS funding application to discuss where our application fell short and how we might improve our chances for funding in the future. 	<p>Director of Development, Grantwriting/Communications Coordinator</p> <p>Ongoing</p>	<p>Number of large grants increases year by year</p>
	Increase individual giving:	<p>Increase younger donors (age 50 and younger)</p> <p>Significantly boost our fledgling online donations</p> <p>Build private attorney and volunteer donations, in parallel with our efforts to grow our pro bono and volunteer networks</p>	<p>Director of Development, Grant Writing/Communications Coordinator</p> <p>Ongoing</p>	<p>Number and amount of individual donations increases year by year</p>
	Sustain and selectively grow other fundraising work.	Conduct an in-house, estimated cost/benefit analysis of our annual campaign compared with time and dollar resources we invest in foundation grants; implement results	<p>Director of Development, Grant Writing/Communications Coordinator</p> <p>Ongoing</p>	<p>Measured in dollars produced per hour of effort, every source applied to produces a reasonable Return on Investment (ROI)</p>

	<p>Maintain local government funding</p> <p>Maintain United Way funding</p> <p>Maintain funding from special events. Supplement staff-generated major special events with smaller events led by board members or friends of VLAS</p>		
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Goal IV: Increase Funding

	Objectives	Strategies	Responsible Entity; When	How Measure Success
Engage Volunteers	Recruit volunteers who are already engaged with VLAS	<p>Encourage/assist board members and VLAS friends to engage in some of the following activities:</p> <ul style="list-style-type: none"> ○ Lunch, coffee, visit or other meeting with local funding decision-maker or influencer ○ Arrange in person presentations from Development to boards of local funding organizations ○ Arrange small events, such as porch parties or brown-bag lunches, that bring several local influencers in contact with employees of the local VLAS office <p>VLAS board/friend meet in person with a rep from every organization that provides a VLAS grant of \$5,000 or more at least 3 times over the next 5 years</p>	<p>Executive director, managing attorneys, director of development</p> <p>Fall 2018</p>	Volunteers engage with donors/funders; their funding becomes more reliable
	Using volunteers, expand Lynchburg's "bread project" to new locations	Recruit volunteers in Danville, Farmville and Suffolk areas to deliver bread and talk with donors	Director of development: Fall 2018	Average size of major gifts grow

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