

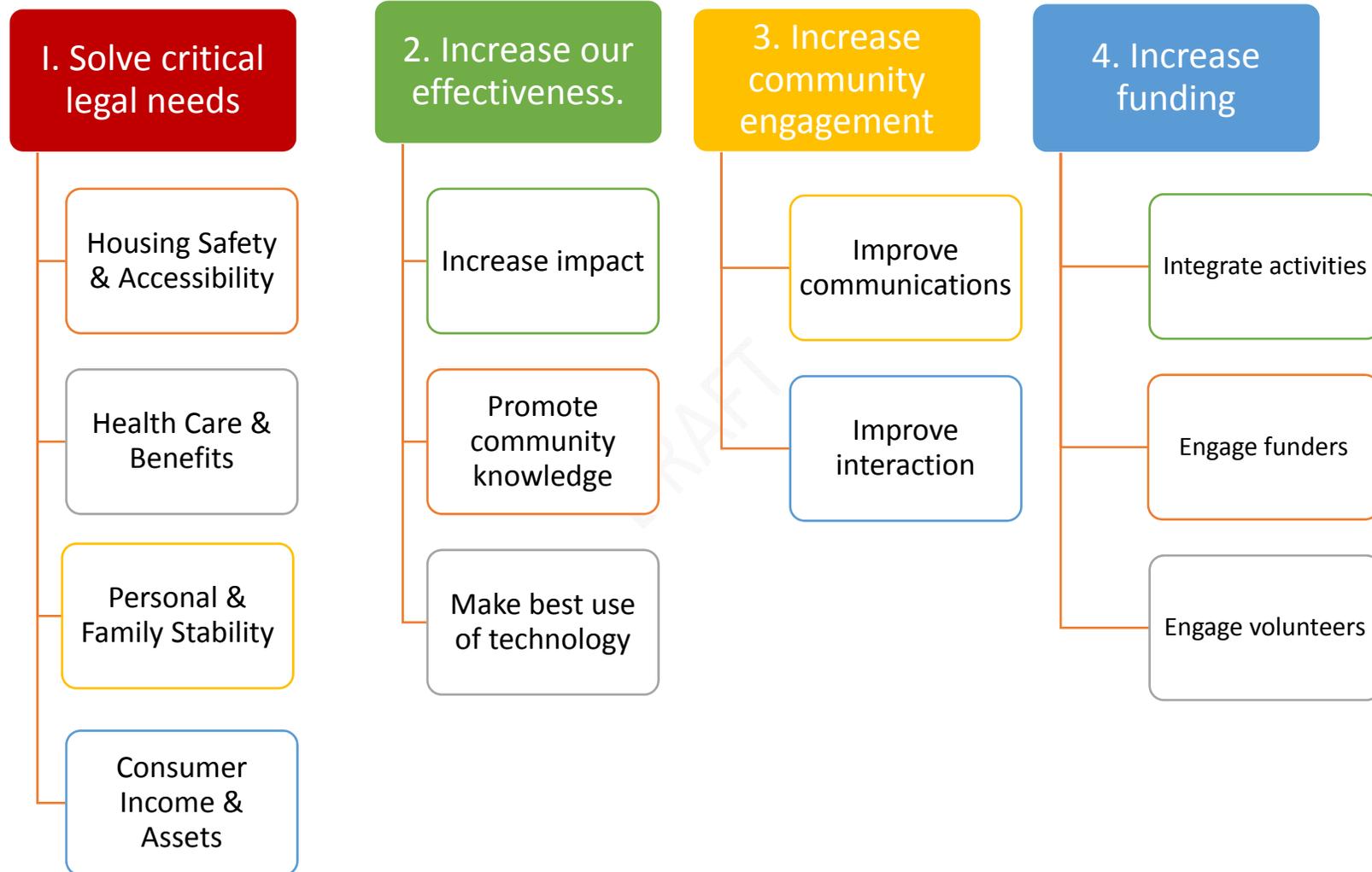


VLAS Strategic Plan

2018-2022

Adopted by the Board of Directors December 5, 2017

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



Goal I: Solve Critical Legal Needs

| Housing Safety & Accessibility | Objectives | Strategies | Responsible Entity | Impact |
|--------------------------------|--|--|---|---|
| | Reduce unsafe housing | Challenge severe conditions and stop habitually unlawful landlords Educate & equip pro se tenants and educate the community using live presentations, social media, websites, and email | Practice group and local office leaders & members | Dangerous housing conditions in our service area will be reduced More tenants and community members will know the extent of dangerous housing and how it can be fought under Virginia law |
| | Protect access to housing | Stop illegal evictions Prevent foreclosures Educate tenants and the community Focus more local office resources on extended services cases | Practice group and local office leaders & members | More tenants will keep their public, subsidized, and private housing More homeowners will remain in their homes More tenants and community members will know their housing rights |
| | Enforce tenant & applicant rights to admission | Train & co-counsel with statewide foreclosure prevention and redevelopment project on unlawful admission challenges Educate tenants and community on admission and discrimination laws | Practice group and local office leaders & members | Unlawful admissions policies of public or subsidized housing managers will be corrected More tenants and community members will know their rights under admissions and discrimination rights |

Goal I: Solve Critical Legal Needs

| Health Care & Benefits | Objectives | Strategies | Responsible Entity | Impact Measures |
|------------------------|--|---|---|--|
| | <p>Obtain and protect eligibility for government-funded health care programs</p> | <p>Obtain and protect eligibility for Medicaid, Medicare, FAMIS and new health care programs</p> <p>Reduce obstacles to obtaining health care</p> <p>Increase community awareness by sharing information online, in print, in person</p> | <p>Practice group; Enroll VA navigators while we have them; and local office leaders & members</p> | <p>Low-income people from our area will enroll and remain enrolled in health insurance programs</p> <p>Our client population and community will know more about access to health care insurance and programs</p> |
| | <p>Enforce provision of dental services to children eligible for Medicaid</p> | <p>Ask clients about children’s dental needs</p> <p>Investigate which dentists accept Medicaid, extent of waiting lists</p> <p>Ensure that DMAS provides enrollment and expansion services</p> <p>Increase community awareness by sharing information online, in print, in person</p> | <p>Practice group; Enroll VA navigators while we have them; and local office leaders & members</p> <p>Ongoing</p> | <p>The number of Medicaid children receiving dental services will increase in the VLAS service area</p> |
| | <p>Obtain and maintain government benefits for which clients are eligible</p> | <p>Advise and represent clients that apply and qualify</p> <p>Increase community awareness by sharing information online, in print, in person</p> | <p>Practice group and local office leaders and members</p> | <p>Clients that we represent will obtain and/or maintain benefits they have sought</p> <p>Our client population and community will know more about public benefit programs and who qualifies</p> |
| | <p>Remove barriers to employment</p> | <p>Assist with driver’s license restoration, expungements, and garnishments when necessary to obtain or maintain employment</p> | <p>Practice group and local office leaders and members</p> | <p>VLAS clients will have fewer barriers to employment</p> |

Goal I: Solve Critical Legal Needs

| Personal and Family Stability | Objectives | Strategies | Responsible Entity | Impact Measures |
|-------------------------------|---|---|---|--|
| | Protect personal safety | Provide training for staff in all applicable law and forums Obtain permanent protective orders | Practice group and local office leaders & members | More victims of domestic violence will receive protective orders |
| | Obtain divorce, support, custody, in significant cases such as: <ul style="list-style-type: none"> • Achieves another legal priority goal • Involves domestic violence • DCSE not involved or available • Initial petition or client’s order challenged • Attorney on the other side | Increase number of uncontested divorces using pro bono attorneys Represent in-house in contested cases where we can obtain significant outcomes Add staff to handle these | Practice group and local office leaders & members | VLAS clients will receive increased family stability |
| | Protect educational rights of children | Provide representation in long-term suspensions, expulsions, denials of appropriate services, discrimination in services Increase community awareness by sharing information online, in print, in person | Practice group and local office leaders & members | More low-income and disabled children will receive educational services More low-income parents and the community will know more about education rights |
| | Protect parental rights | Provide training for relevant staff Intervene in child removal cases where court-appointed counsel unavailable Increase community awareness by sharing information online, in print, in person | Practice group and local office leaders & members | Parental rights will be protected when they are endangered and other representation is unavailable The community will know more about parental rights |

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| | Provide advance planning documents | <p>Create general and medical POAs, wills, living wills, guardianships</p> <p>Provide as requested and appropriate; use pro bono unless none available</p> | Practice group and local office leaders & members | Clients needing advanced planning documents will receive them |
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Goal I: Solve Critical Legal Needs

| | Objectives | Strategies | Responsible Entity | Impact Measures |
|--------------------------|--|---|---|--|
| Consumer Income & Assets | Protect client income, assets and rights | <p>Encourage co-counseling among VLAS advocates</p> <p>Encourage pro bono representation, collaboration and co-counseling with private consumer attorneys when possible</p> <p>Provide substantive training to advocates on consumer law</p> <p>Coordinate consumer cases and projects between Consumer & Housing Practice Group and statewide task forces</p> <p>Increase community awareness by sharing information online, in print, in person</p> | Practice group and local office leaders & members | <p>Incomes in our client population will better protected</p> <p>VLAS staff and pro bono attorneys will have more impact on behalf of similarly-situated consumers</p> <p>The community will know more about consumer rights</p> |

Goal II: Increase Our Effectiveness

| | Objectives | Strategies | Responsible Entity | Impact Measures |
|-----------------|---|---|---|--|
| Increase Impact | Maximize number of advocates | <p>Maintain minimum staffing in each office three casehandlers</p> <p>Increase capacity for additional family law work, primarily protective orders, by adding attorneys under new grants</p> <p>Explore collaborations with additional law school clinical programs</p> | Executive director & Admin Staff | The number of VLAS attorneys and paralegals remains stable, and increases in high-priority areas where funding can be obtained |
| | <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; track attendance at trainings</p> <p>Increase co-counseling opportunities for advocates with more experienced attorneys both inside and outside of the program.</p> <p>Develop recommendation for board on how best to manage advocacy; include option of advocacy director</p> | Local office Managing Attorneys & Practice Group leaders | VLAS staff attorneys will increasingly obtain remedies and case outcomes that help more of our client population |
| | <p>Monitor and respond to new trends</p> <p>Seek maximum program-wide impact in all cases</p> | <p>Develop recommendation for board on how best to manage advocacy; include option of advocacy director</p> <p>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>Exec Director, managing attorneys, Practice Group leaders</p> <p>Practice Group leaders, Exec Director, development staff</p> <p>Practice Group leaders, Exec Director</p> | VLAS staff attorneys will increasingly obtain remedies and case outcomes that help more of our client population |

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| | | Increase vitality of engagement with advocates in each practice group. | |
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Goal II: Increase Our Effectiveness

| | Objectives | Strategies | Responsible Entity | Impact Measures |
|-----------------------------|--|--|--|--|
| Promote Community Knowledge | <p>Educate client 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 client community on developing problems</p> | <p>Increase presence through all media</p> <p>Educate community partners and leaders so they can educate their constituents</p> <p>Develop recommendation for board on how best to manage community engagement; options considered will include community engagement director</p> <p>Offer multiple live presentations in each local service area every year; invite community and agency leaders to them</p> <p>Survey our communities at community presentations, with email, and social media</p> <p>Ensure all communications materials use plain language, are in Spanish and other languages</p> | <p>Senior Staff & Practice Group leaders</p> | <p>More of the client population, community leaders, community partners, and the public will know the work of VLAS and legal rights in the areas of VLAS practice</p> <p>VLAS will receive more information from these partners and constituents</p> |

Goal II: Increase Our Effectiveness

| Make Best Use of Technology | Objectives | Strategies | Responsible Entity | Impact Measures |
|-----------------------------|---|---|---|--|
| | Improve application process | Evaluate intake and triage systems, implement recommendations | Director of Administration, Exec Director; LawLine managers | LawLine wait times go down, satisfaction improves Processes are faster for our applicants and for staff |
| | Maximize use of tech | Conduct tech trainings at least twice per year | Director of Administration & Training Responsible Person | Staff members make better use of technology; measure through self-evaluation surveys |
| | Ensure we are receiving best support services | Evaluate tech support provider | Director of Administration Fall 2018 | VLAS applauds, improves, or changes tech support provider |
| | Plan for adoption of future hardware & software | Develop technology plan Obtain funding for new technologies Implement technology improvements | Director of Administration, Executive Director | Adopt technology plan Introduce new technologies |

Goal III: Increase Community Engagement

| Improve Communications | Objectives | Strategies | Responsible Entity | Impact Measures |
|------------------------|--|---|--|---|
| | Collect case examples frequently | Each office supply case stories each quarter Turn at least 50% of submitted stories into a form of communication – Facebook, grant application, mention in an email Identify case story and photo ability in our case management software | Grant Writing & Communications Coordinator | GWCC receives ongoing flow of case examples |
| | Increase exposure in public and social media | Increase frequency of Facebook and Twitter posts; consider FB & Twitter handles on letterhead Revise and update website to better engage readers Measure and monitor Exposure Metric Include Spanish-language media in all efforts | Grant Writing & Communications Coordinator | Exposure metric increases year by year |
| | Increase direct communications | Email content to mail list at least once per month, and track open rate Email Spanish language version as well | Grant Writing & Communications Coordinator | Number of emails opened and click-throughs increase each year |
| | Plan and train on public communications | Create policies on: <ul style="list-style-type: none"> ○ Public communications (who can say what when) ○ Crisis communications | Grantwriting & Communications Coordinator, Director of Development, managers | All staff members can describe major elements of communications plans |
| | Increase visual interest | Develop more use of photos, graphs, charts, videos, color | Grantwriting & Communications Coordinator | Viewers spend more time on our sites |

Goal III: Increase Community Engagement

| Improve Interaction | Objectives | Strategies | Responsible Entity | Impact Measures |
|---------------------|---|--|--------------------|---|
| | 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 Recommendation for board on how best to manage community engagement includes Spanish language engagement and fluency Local offices meet with community partners and provide legal education | Senior staff | Community partnerships increase With community partners, we achieve change needed in local communities Improved local office interaction and increased responsibility |

Goal IV: Increase Funding

| Integrate Activities | Objectives | Strategies | Responsible Entity | Impact Measures |
|----------------------|---|--|---|--|
| | Integrate advocacy communications, fundraising to increase our impact | Integrate advocacy with development and communications planning | Senior staff | Advocacy, development, communications support each other |
| | Recommend to board on leader position to engage volunteers/followers/donors | Community Outreach/Engagement Recommend to board on Community Engagement management | Executive director, director of administration, director of development | With community partners, we achieve change needed in local communities |

Goal IV: Increase Funding

| | Objectives | Strategies | Responsible Entity | Impact Measures |
|----------------|--|---|--|---|
| 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> | Director of Development, Grantwriting/Communications Coordinator, Fundraising Consultant | Number of large grants increases year by year |
| | Increase individual giving | <p>Increase donors age 50 and younger</p> <p>Build relations with community influencers</p> <p>Boost our online donations</p> <p>Increase peer-to-peer giving</p> <p>Build private attorney and volunteer donations parallel to growing pro bono and volunteer networks</p> | Director of Development, Grant Writing/Communications Coordinator | Number and amount of individual donations increases |
| | Sustain and selectively grow other fundraising work. | <p>Conduct an in-house cost/benefit analysis of our annual campaign compared with time and dollar resources we invest in foundation grants; implement results</p> <p>Maintain local government and United Way funding</p> | Director of Development, Grant Writing/Communications Coordinator | Measured in dollars produced per hour of effort, every source applied to produces a reasonable Return on Investment (ROI) |

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| | | Maintain funding from special events. Supplement staff-generated major special events with smaller events led by board members or friends of VLAS | | |
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Goal IV: Increase Funding

| | Objectives | Strategies | Responsible Entity | Impact Measures |
|-------------------|--|---|---|--|
| Engage Volunteers | Recruit fundraising volunteers who are already engaged with VLAS | Encourage/assist board members and VLAS friends to engage in donor education and cultivation: 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 | Executive director, managing attorneys, director of development | Volunteers engage with donors/funders; their funding becomes more reliable |
| | Using volunteers, expand Lynchburg’s holiday bread project to other VLAS offices | Recruit volunteers in Danville, Farmville and Suffolk areas to holiday deliver bread and talk with donors | Director of development; local board members | Average size of major gifts grow |