



Indiana Legal Services, Inc.

## **Strategic Plan 2017-2020**

### **Mission:**

Indiana Legal Services uses the law to fight poverty, empower clients, and improve access to justice.

### **Vision:**

Dignity, fairness, and equality for all people under the law.

### **Goal 1: Uniformly deliver excellent services and representation to low-income and elderly clients.**

#### **Priority Strategies:**

- Complete a state-wide assessment to determine the services needed by low-income and elderly residents, and act on the results.
- Fully implement centralized intake to ensure consistent access and excellent service delivery for clients throughout the state.
- Establish state-wide priorities for legal service delivery.
- Ensure that certain core legal services are available to clients of every ILS office statewide.
- Develop a user-friendly, searchable internal messaging and resource platform for sharing expertise and ideas easily among ILS offices, based on staff preferences and input.
- Improve the internal functioning of technology systems to enhance intake services and case handling, including developing document assembly programs.
- Empower an Intake Committee to update the intake manual and supervise intake training.
- Hire an Intake Director to manage intake state-wide.
- Review and update the client grievance process.
- Hire a Deputy Director to ensure uniform quality of service delivery throughout the state.
- Annually evaluate the quality of service delivery through surveys and other means.

**Measurable Outcomes:**

- *The proportion of ILS advice (A) cases handled by centralized advice staff will increase to 60% in 2017 and 70% in 2018.*
- *100% of offices are served through a centralized intake process by 12/31/18.*
- *80% or more of clients rate service as good or excellent, based on annual client satisfaction survey results.*
- *Full sets of document assembly templates are developed and organized for family law, housing, and re-entry cases by 12/31/18; staff to identify other necessary document sets and timetables by 2018.*

**Goal 2: Advocate for clients and client communities, especially marginalized populations, to ensure just outcomes.**

**Priority Strategies:**

- Involve every ILS employee in developing a strategic advocacy agenda, and allocate sufficient resources to ensure the agenda is advanced.
- Make necessary adjustments to the strategic advocacy agenda, based on regular evaluations.
- Use data and best practices research to shape ILS' strategic advocacy agenda, with special focus on populations isolated by age, language, disability, geography, social class, or similar factors.
- Collaborate with the courts and other public and private partners to develop advocacy strategies to meet client needs.
- Foster pro bono services for our client communities within the legal profession, law students, and other volunteers
- Expand partnerships statewide to integrate legal services into a network of services for clients.
- Within funding restrictions, educate the legislature, other public officials, and the public about the needs of key client communities.
- Develop community legal education initiatives.
- Create and implement Legal Files feature measuring time spent on outreach and community education.
- Build strategic advocacy goals into performance appraisal process for use in year 2018 and after, including time tracking for strategic advocacy.
- Nurture relationships with law schools and universities to develop meaningful connections with students, future lawyers and potential clients.

**Measurable Outcomes:**

- *Baseline documentation of time spent on outreach, community education, and strategic advocacy is in place by 12/31/18.*
- *Policy objectives are specified in advance of each initiative and evaluated at completion.*
- *No fewer than five sessions per year educating policymakers and the public about the needs of client communities.*

### **Goal 3: Increase visibility and financial support for ILS.**

#### **Priority Strategies:**

- Implement marketing strategies (e.g. website, multi-language brochures, PSAs, outreach to rural areas) to reach broadly throughout state to potential clients.
- Create a marketing campaign that includes a new logo/branding, impact stories, public narratives that incorporate both staff and board personal narratives, and data showing the value of ILS and the quality of our services.
- Communicate regularly to raise ILS' profile with attorneys and other stakeholders.
- Leverage community partnerships to increase funding.
- Steward relationships with current funders to ensure ongoing support.
- Expand annual fundraising efforts with attorneys, law firms and others working with anti-poverty efforts.
- Generate expanded funding from a variety of diverse sources (e.g. cy pres awards, attorney's fees, CLE courses, foundation grants.)
- Involve all board members and staff in fundraising in some way.
- Collaborate with the Coalition for Court Access to develop consistent messaging on the value of civil legal aid in Indiana.

#### **Measurable Outcomes:**

- *Funding from individuals, law firms and corporations increases by 15% annually.*
- *The number of contacts in the constituent database increases by 5% annually.*
- *Contributions from outside Marion & Hamilton counties increase 30% by 12/31/19.*
- *100% of board members are donors.*
- *80% or more of staff are donors.*
- *Without driving case selections, attorney's fees annually generate: \$25,000 in 2017; \$35,000 in 2018; \$50,000 in 2019.*
- *LSC funding as a percentage of total funding falls from 71% to 55% by 2020.*

### **Goal 4: Enhance organizational and individual accountability and effectiveness.**

#### **Priority Strategies:**

- Develop a structured process for legal work supervision, and devote sufficient resources to implement it.
- Recruit attorneys, staff, volunteers, and board members who reflect the diversity of the clients ILS serves.
- Develop a robust employee orientation program to ensure all employees understand ILS' overall direction and purpose.
- Develop HR tools (e.g. job descriptions, management training programs, job performance expectations, evaluation process, staff recognition) to enhance organizational accountability.

- Develop ways to foster and measure individual accountability.
- Assure that ILS personnel policies reflect the values that ILS seeks to promote.
- Streamline the governance structure to engage the board more deeply in promoting ILS's mission and vision.
- Transfer the knowledge and passion of retiring staff to future ILS leaders.
- Develop succession plans to identify and train staff to fill positions vacated by retiring staff, particularly supervisory staff.
- Deploy staff committees to analyze and implement uniform case acceptance guidelines, case closing procedures, and caseload guidelines.
- Align organizational resources to fund the strategic plan priorities.
- Foster a collegial culture through continued and enhanced use of in-person meetings, videoconferencing, newsletters, and other communication techniques.

**Measurable Outcomes:**

- *Diversity of staff reflects diversity of clients (e.g. race, national origin, gender, disability, sexual orientation and gender identity, veteran status).*
- *80% or more of staff rates work satisfaction as good or excellent, as measured by annual survey.*
- *An average of 80% or more of board members attend board meetings.*
- *80% of case handlers' open and closed cases within caseload guidelines by 12/31/19.*
- *At least two in-person staff meetings occur each year.*
- *New employees receive full initial orientation within two weeks of their start date.*
- *Work planning process is implemented starting with 2018 performance appraisals.*