

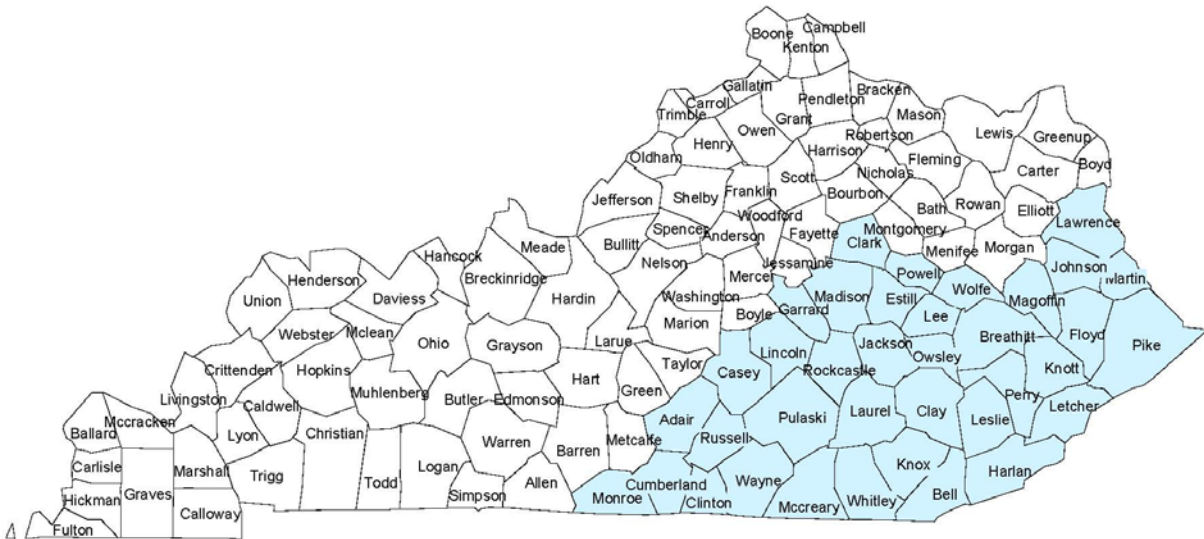
Appalachian Research and Defense Fund of KY, Inc.

AppalReD Legal Aid

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Prestonsburg, KY 41653
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Strategic Plan

2020-2022



LSC | America's Partner
for Equal Justice

LEGAL SERVICES CORPORATION

Prologue

This three-year strategic plan is for AppalReD Legal Aid. Founded in 1971, AppalReD Legal Aid is a not-for-profit corporation that provides civil legal services at no cost to low-income and other vulnerable people in 37 counties in eastern and south-central Kentucky. It is a grantee of the Legal Services Corporation (hereinafter “LSC”). Its mission is to provide free legal services to low-income people, the elderly, and other vulnerable people to secure their basic needs and to allow access to civil justice.

Through the years, AppalReD Legal Aid has undertaken significant legal work on behalf of its clients that has, among other things, liberalized the eligibility standards for black lung benefits, established shelters for victims of domestic violence, incorporated and provided technical assistance to economic development non-profit groups, and developed procedural due process protections for clients who faced a loss of their utilities or public benefits.

AppalReD Legal Aid’s services focus upon securing and maintaining the basic necessities of life for its clients and their families. Last year AppalReD Legal Aid closed 3,637 cases. AppalReD Legal Aid’s representation in eviction and foreclosure cases kept people in their homes and prevented homelessness. AppalReD Legal Aid protected its clients’ family income in consumer cases. It assured that its clients were not wrongly denied public benefits to which they were entitled, and AppalReD Legal Aid’s legal representation protected people from domestic violence.

AppalReD Legal Aid’s response to the Eric Conn fiasco is especially noteworthy. Due to the fraud of an attorney, Eric Conn, an administrative law judge (ALJ), and four doctors, some 1,500 people had their Social Security benefits reviewed. They all faced new ALJ hearings to review their eligibility. Without legal representation, they were likely to lose their Social Security benefits. AppalReD Legal Aid attorneys handled about 200 of the cases but could not handle them all.

With the help of the Kentucky Bar Association and the National Organization of Social Security Claimants’ Representatives (NOSSCR), AppalReD Legal Aid launched a massive pro bono effort and recruited 136 private attorneys who handled some 600 cases with a 50% success rate.

AppalReD Legal Aid and pro bono attorneys assisted many of those who lost in the administrative process to take their cases to U.S. District Court. In November of 2018, the U.S. Court of Appeals for Sixth Circuit ruled that Social Security’s actions were unconstitutional because they violated the due process rights of those affected.

In January of 2018, AppalReD Legal Aid learned that 2,000 more people would be receiving notices that their Social Security benefits were being reviewed because of possible fraud. In this second round, AppalReD Legal Aid attorneys are again handling cases with pro bono attorneys, and law students from Harvard, Northeastern, and West Virginia Universities.

This three-year strategic plan, adopted by AppalReD Legal Aid’s Board of Directors on December 7, 2019, calls for AppalReD Legal Aid to increase the number of clients it serves, to raise new funds to advance its mission, to institutionalize new procedures to assure that its work is high quality, to devote some of its resources to planned advocacy efforts that will improve the lives of large numbers of its clients, and to have increased board of directors involvement in delivering legal services to the poor.

AppalReD Legal Aid’s Board of Directors

Board Chair, Carolyn Layne, Prestonsburg, KY
Jessica Carlington, Jackson, KY
David Wright, Assistant Dean of Student Services,
University of Kentucky College of Law
Jacqueline Burkhead, Richmond, KY
Donald Jones, Attorney, Paintsville, KY
Damon Preston, KY Public Advocate
Marilyn Morgan, Stinnett, KY

Vice Chair, Joseph Lane, Attorney, Prestonsburg, KY
Edna Bland, Williamsburg, KY
Patricia Thomas, Attorney, Burkesville, KY
Thomas Hollon, Attorney, Beattyville, KY
Travis Rossman, Attorney, Barbourville, KY
Meena Mohanty, Attorney, Richmond, KY
Amber H. Sisco, Attorney, Pikeville, KY

The Strategic Planning Committee

This plan was developed by the Strategic Planning Committee. Its members were:

Robert Johns, Executive Director
Evan Smith, Advocacy Director
Mary Going, Pro Bono Director
Kelly Ward Wallen, Directing Attorney, Prestonsburg
Leigh Ann Moore, Staff Attorney, Richmond
Ellen Johnson, Staff Attorney, Barbourville
Kristin Brooks, Intake Paralegal, Somerset
Carolyn Layne, Board Chair
Joseph Lane, Vice Board Chair
Richard A. “Dick” Cullison, Executive Director Emeritus,
Legal Aid of the Bluegrass/AppalReD Consultant

The Background

This three-year strategic plan was developed after the successful implementation of the previous strategic plan which had been developed in the aftermath of a 5-year crisis that AppalReD Legal Aid endured between 2010 and 2015. As noted by LSC in its last Program Quality Visit, AppalReD Legal Aid’s previous strategic plan “righted the ship.” This new strategic plan sets the ship on course to new horizons so AppalReD Legal Aid may provide substantially more high-quality legal services that will have positive impact on its clients and their communities.

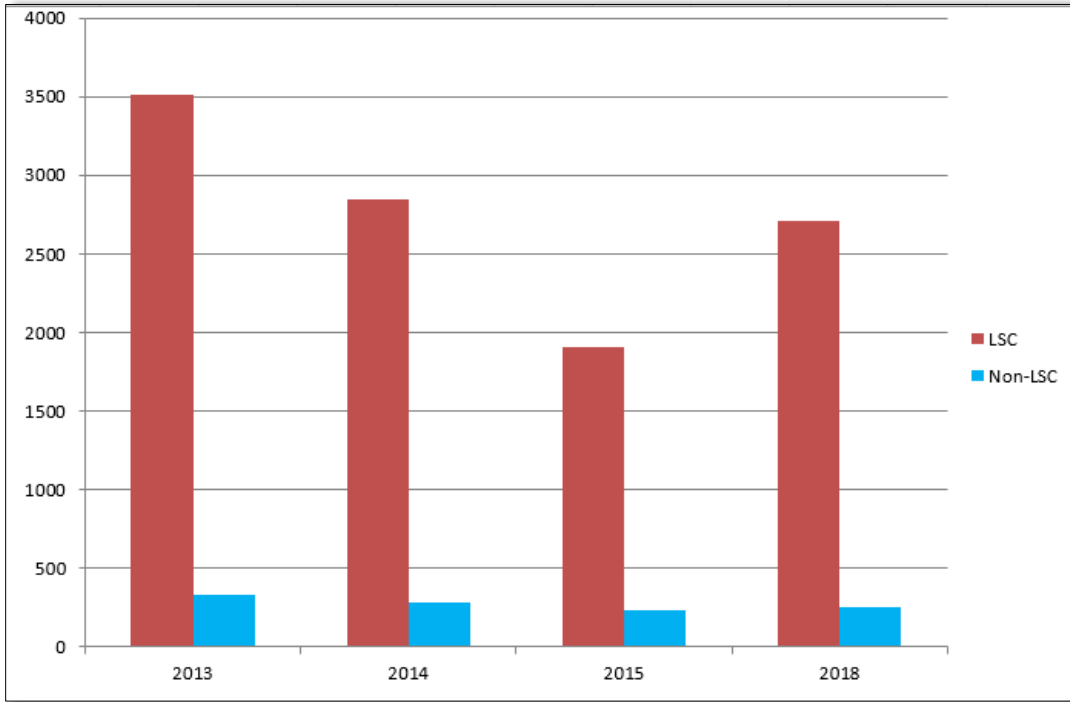
This strategic plan is the successor to the three-year plan that concluded in 2018. The previous plan was developed in 2015 during the crisis. AppalReD Legal Aid had had four executive directors and four interim executive directors in the previous seven years. During those dark days, AppalReD Legal Aid’s revenue declined by 33%, and it lost more than 50% of its staff.

We announce with some pride, in large part to its development of and adherence to the strategic plan it developed in 2015, its engaged board of directors, the stability of the leadership provided by its Executive Director Robert Johns during the past 5 years, and some infusion of new revenue, AppalReD Legal Aid is no longer a program in crisis. AppalReD Legal Aid in recent years has raised its salaries, increased its staff and served more clients, as is displayed in these charts:

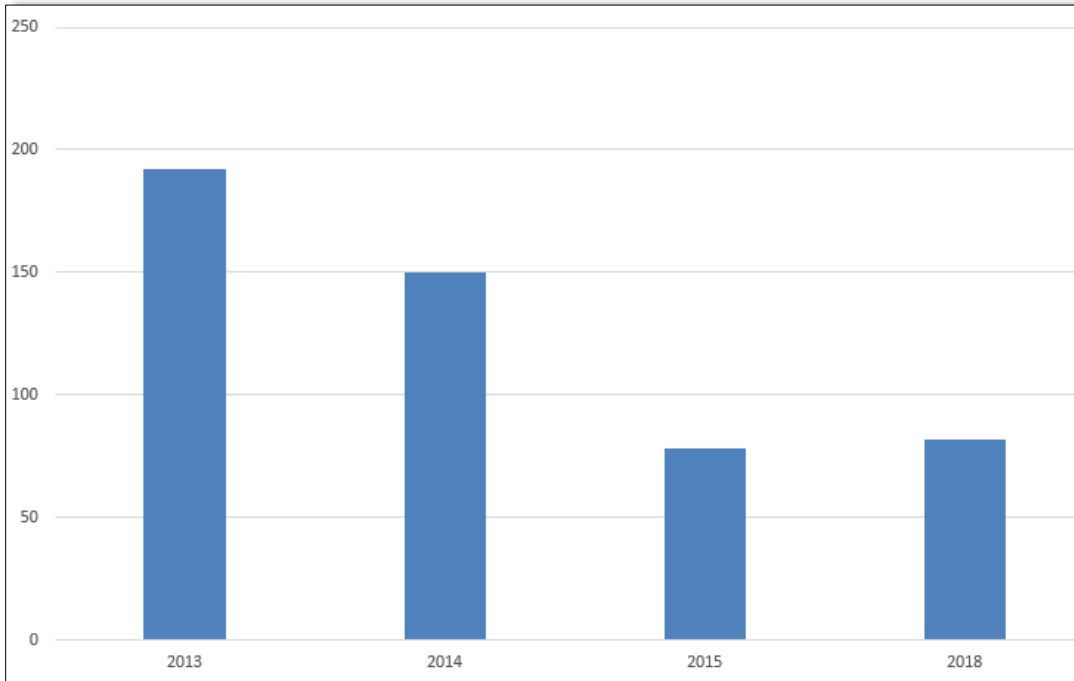
AppalReD’s Revenue and Staffing for the Past Decade

Year	LSC	Loss	%	All Funding	Loss	%	Attorney	Support	Part Time	Paralegal	Admin Support	Total Staff	Total Staff Reduction
2010	\$2,341,050	\$0	0%	\$4,554,590	\$0	0	36	36	5	3	7	87	0
2011	\$2,244,277	\$96,773	4%	\$4,264,645	\$289,945	7%	38	21	4	2	6	71	16
2012	\$1,910,101	\$334,176	17%	\$3,825,597	\$439,048	11%	32	25	2	2	6	67	4
2013	\$1,721,106	\$188,995	11%	\$3,323,453	\$502,144	15%	25	18	4	2	4	53	14
2014	\$1,502,379	\$218,727	15%	\$3,040,490	\$282,963	9%	19	11	4	3	4	41	12
2015	\$1,512,000	\$9,621	1%	\$2,983,300	\$57,190	2%	18	10	3	1	4	36	5
2019	\$1,783,602	\$271,602	15%	\$3,975,011	\$991,711	25%	21	8	2	3	7	41	5

Staff Cases Closed



Private Attorney Involvement (PAI) Cases Closed (Extended Service)



Accordingly, the current strategic planning effort was not about fixing problems. Rather it was about making calculated changes so that AppalReD Legal Aid will become even more responsive and effective in addressing the most important legal needs of its clients and their communities.

The Process

The Strategic Planning Committee (SPC) met by video conference seven times between March 29th and October 16th, 2019. Following each meeting, all AppalReD Legal Aid staff and board members received a summary of the meeting so they could comment. The staff and board were invited to participate via SurveyMonkey to suggest topics of inquiry for the SPC. Based upon this survey and the discussion at its initial meeting, the SPC decided to consider the following topics: 1). Private attorney involvement; 2). Advice cases through Intake; 3). Cases assigned by expertise or geography; 4). Mixture of “service work” and “impact work”; 5). Assuring high quality legal work; 6). Branding, marketing, and fundraising; 7). Office locations and equal access to AppalReD Legal Aid’s services throughout its service area; 8). Salaries and budgeting; 9). Technology; 10). Board engagement in AppalReD Legal Aid’s mission; 11). AppalReD Legal Aid’s adherence to LSC’s Performance Criteria.

Following the SPC’s review of a staff SurveyMonkey on its technology needs at its August 23rd meeting and its reviewing the report of AppalReD Legal Aid’s IT Director, the SPC decided that AppalReD Legal Aid was so far along on addressing the technical needs of its staff that the strategic plan would not address this issue. Similarly, after reviewing a report from the executive director to the effect that AppalReD Legal Aid was substantially adhering to the LSC Performance Criteria, the SPC decided that issue could be addressed outside of the strategic plan.

Where pertinent, the committee reviewed documents prior to its meetings. These included LSC’s Regulations and its Performance Criteria, case statistics for each of its counties, the ABA Standards of the Delivery of Legal Services to the Indigent, the ABA’s Standards for the Operation of a Telephone Hotline Providing Legal Advice and Information, the Hotline Outcomes Assessment Study – Final Report-Phase III, and a variety of other material that can be found in the Appendix to this strategic plan. Lee Ellen Martin, a fundraising consultant that AppalReD Legal Aid used previously, prepared a report and addressed the SPC when it considered fundraising.

Following the SPC meeting of October 16th, the SPC facilitator prepared a draft strategic plan to be reviewed by the SPC. The SPC met, by telephone conference, to review the draft; then indicated approval by email so that it could be submitted to AppalReD Legal Aid’s Board of Directors to be adopted at its December 7th meeting.

Highlights of the Plan

This strategic plan calls for AppalReD Legal Aid to increase its services by adding new attorney positions in its Barbourville and Richmond offices; increasing the number of pro bono cases it handles by having its attorney board members accept pro bono cases and help recruit new pro bono attorneys; hiring a communications/development coordinator to market AppalReD Legal Aid and to conduct major gift campaigns and other fundraising activities; developing local outreach campaigns designed to increase the types of cases AppalReD Legal Aid needs to fully address its priorities and to target underserved counties; evaluating its legal work protocols to assure that AppalReD Legal Aid's legal work is high quality; assigning cases to attorneys with the expertise to handle them well; establishing advocacy teams across office lines to develop impact projects; having senior staff attorneys develop expertise in substantive areas so they may perform impact work and mentor less experienced staff; and maintaining its newly implemented salary schedule so it may continue to attract and maintain competent, dedicated employees.

The Previous Strategic Plan

The facilitator of this strategic plan assessed in the autumn of 2018 the extent to which AppalReD Legal Aid had completed the strategic plan for 2016-2019. He determined that AppalReD Legal Aid had achieved virtually all of its goals and objectives. The few that still needed some work were easily woven into the new strategic plan.

Goals, Objectives, Strategies, Timelines, and Implementers

Goal 1: AppalReD Legal Aid will substantially increase the number of clients it serves.

Objective 1.1: AppalReD Legal Aid will close 50 more pro bono cases each year than it averaged in the past two years.

Strategies to Achieve Objective 1.1:

Strategy 1.1(1): AppalReD Legal Aid will launch a broad-based recruitment drive to enroll at least 21 new pro bono attorneys.

Strategy 1.1(2): Each AppalReD Legal Aid attorney board member will accept two pro bono cases per year.

Strategy 1.1(3): Each AppalReD Legal Aid attorney board member will recruit a new pro bono attorney.

Strategy 1.1(4): All AppalReD Legal Aid attorneys will have some responsibility for pro bono recruiting.

Strategy 1.1(5): AppalReD Legal Aid will create pro bono opportunities in new substantive areas.

Strategy 1.1(6): AppalReD Legal Aid will survey former pro bono attorneys to determine what the barriers are to their resuming pro bono service.

Implementers for Objective 1.1:

Board of directors, executive director, pro bono director, directing attorneys.

Timeline:

DATE	TASKS
April 1, 2020	<ul style="list-style-type: none">o Develop Pro Bono Recruitment Plan
May 1, 2020 (Law Day)	<ul style="list-style-type: none">o Attorney board members accept their first case
September 1, 2020	<ul style="list-style-type: none">o Develop survey of former pro bono attorneys
October 1, 2020 (ABA Pro Bono Month)	<ul style="list-style-type: none">o Deliver survey of former pro bono attorneyso Attorney board members accept their second case
January 1, 2021	<ul style="list-style-type: none">o Modify recruitment strategy based upon survey results
May 1, 2021	<ul style="list-style-type: none">o Attorney board members recruit a new pro bono attorneyo Local offices begin some recruitment after adoption of the plano Roll out new substantive law areas for pro bono work
December 31, 2022	<ul style="list-style-type: none">o Have 21 more pro bono attorneys plus all AppalReD Legal Aid attorney board members doing pro bono worko Close 50 more pro bono cases than the benchmark years

Commentary for Objective 1.1:

In 2018, AppalReD Legal Aid closed 85 private attorney involvement (PAI) extended service cases (mostly divorce, custody, and bankruptcy) and 205 advice or brief service cases (mostly pro se divorce clinics and advice cases delivered by an intake contract attorney). These amounts represent about 9% of AppalReD Legal Aid’s total cases, which is about what AppalReD Legal Aid’s percentage of PAI cases has been through the years. It was higher than

this in recent years because of the extraordinary effort of the private bar in taking Social Security cases arising from the Eric Conn fiasco.

The average cost per case was somewhat less than for staff cases. On the other hand, staff cases were 44% extended services while PAI cases were 29% extended service. On balance, however, the SPC believed that the PAI effort was reasonably cost effective, but there was a strong sense that AppalReD Legal Aid should try to improve and enhance its PAI effort.

AppalReD Legal Aid's PAI effort is heavily weighted toward a contract system. Last year, 22 private attorneys took contract cases but only 4 took them pro bono. These 4 attorneys accepted 16 cases pro bono, a yeoman's effort. More than 85% of the extended service PAI cases were handled by contract attorneys. Under 45 CFR Part 1614 this is permissible as long as the compensation is less than 50% of market. AppalReD Legal Aid's contract attorney rate of \$60 per hour meets this requirement.

The problem is that AppalReD Legal Aid's ability to fund contract cases is limited, while in theory at least the potential for more pro bono cases is high. Yet, recent efforts to attract more pro bono attorneys have not been successful. Last year 300 attorneys were solicited via email to participate in AppalReD Legal Aid's PAI effort. Only 4 responded. The SPC discussed why pro bono participation is down. One theory is that the pro se clinics siphon off cases that have historically been handled pro bono or on a contract basis and that some attorneys are resentful of this. There was also discussion to the effect that some attorneys in Appalachia believe that pro bono work is a luxury they cannot afford given the economic realities of their practice.

The SPC discussed whether AppalReD Legal Aid should give up on pro bono by just using the few attorneys who were easy to recruit. It could then focus on running as efficient a contract system as possible without the pro bono recruiting distraction. This view was not accepted. Rather, the SPC believed that attorneys should be afforded a wide array of options in fulfilling the aspirational goal of Supreme Court Rule 6.1 (A lawyer performs 50 hours of donated legal services annually). The SPC thought that AppalReD Legal Aid should not give up on pro bono until it had given a new recruitment plan a good "college try."

The SPC determined that over a two to three-year period, AppalReD Legal Aid should develop and implement an aggressive pro bono recruitment plan. Elements of the plan could include: 1). Each attorney member of AppalReD Legal Aid's Board of Directors taking 2 pro bono cases per year; 2). At the end of the first year, each pro bono attorney would be asked to recruit a new pro bono attorney. (The theory is that the best recruiting method is a face to face ask from a peer); 3). AppalReD Legal Aid will attempt to refer pro bono cases in new substantive areas such as consumer or housing; 4). Members of AppalReD Legal Aid's staff will try to recruit pro bono attorneys; 5). Staff attorneys will attempt to recruit an attorney in distant counties they serve to stand in for them on perfunctory court motions; and 6). AppalReD Legal Aid will survey former pro bono attorneys to determine what the barriers are to their "reenlisting."

This new pro bono initiative takes attorney board members to a new level of engagement in working with AppalReD Legal Aid to achieve its mission. Indeed, it will be one of the most engaged board of directors of any LSC program in the country. AppalReD Legal Aid will need to develop more sophisticated methods of recruiting and orienting new attorney board members since it will be seeking a higher level of commitment to assist AppalReD Legal Aid fulfill its mission than has been true historically. (See also Strategy 4.2(5) Infra. that each AppalReD Legal Aid Board Member will donate money to AppalReD Legal Aid annually).

The goal of adding 21 new pro bono attorneys, plus 9 from the board, for a total of 30 to accept 50 new cases per year sounds easy. It is not. Of course, if 30 new pro bono attorneys accepted two pro bono cases a year, they would close 60 cases per year on average. However, there will be times that a board member will be unable to take cases, and there is no guarantee that every one of the new recruits will accept 2 cases every year. While meeting this goal will be a challenge, the SPC believes that we should be able to achieve or even exceed it.

Objective 1.2: AppalReD Legal Aid’s two new attorneys will each close at least 250 cases.

Strategies to Achieve Objective 1.2:

Strategy 1.2(1): AppalReD Legal Aid will hire a new attorney for its Barbourville office.

Strategy 1.2(2): AppalReD Legal Aid will hire a new attorney for its Richmond office.

Implementers for Objective 1.2:

Executive director, advocacy director, directing attorneys in Richmond and Barbourville.

Timeline:

DATE	TASKS
January 1, 2020	<ul style="list-style-type: none"> ○ Advertise new attorney positions for each of the Barbourville and Richmond offices ○ Hire an attorney for each of the Barbourville and Richmond offices
December 21, 2022	<ul style="list-style-type: none"> ○ Each new attorney closes at least 250 cases

Commentary for Objective 1.2:

The Barbourville position is needed because it has the fewest number of attorneys per poor person for any of AppalReD Legal Aid’s offices. Another attorney is needed in the Richmond office because this office began last year taking domestic violence cases that were formerly handled by Legal Aid of the Bluegrass. These attorneys will be funded under a Victims of Crime

Act grant (VOCA). Each of their closing 250 cases in a three year period is a modest goal that should be regarded as a floor and not a ceiling.

Objective 1.3: AppalReD Legal Aid will provide substantially equal access to its client population throughout its service area by increasing its services in underserved counties.

Strategies to Achieve Objective 1.3:

Strategy 1.3(1): AppalReD Legal Aid as referenced above in Strategy 1.2(1) will add a new attorney for its Barboursville office.

Strategy 1.3(2): Each year each office will develop a saturation outreach plan for one of its most underserved counties.

Strategy 1.3(3): AppalReD Legal Aid will attempt to contract with a private attorney to accept cases in counties that are most distant from an AppalReD Legal Aid office.

Strategy 1.3(4): AppalReD Legal Aid will consider re-opening the Columbia office.

Implementers for Objective 1.3:

Board of directors, executive director, advocacy director, directing attorneys, staff attorneys, pro bono director.

Timeline:

DATE	TASKS
October 1, 2020	<ul style="list-style-type: none">○ Outreach plans developed
January 1, 2021	<ul style="list-style-type: none">○ Outreach plans implemented○ Reconsider re-opening Columbia office as part of the budgeting process
January 1, 2022	<ul style="list-style-type: none">○ Evaluate and create new plan○ Contract with private attorney ongoing○ Reconsider re-opening Columbia office as part of the budgeting process

Commentary for Objective 1.3:

LSC recommended that AppalReD Legal Aid consider ways its PAI program could level out its PAI services throughout its service area (LSC Office of Program Performance Final Report for

Program Quality Visit August 14-17, 2017 Recommendation III.2.11.1). The SPC regarded this suggestion as not realistic since PAI cases account for fewer than 10% of those AppalReD Legal Aid closes in a given year. There will need to be a significant increase in the number of cases closed in smaller counties if AppalReD Legal Aid is going to be more proportionate county by county in cases closed compared to poverty population.

If AppalReD Legal Aid were able to recruit more contract attorneys in its smaller counties, it would address this situation in a significant way. The SPC discussed how AppalReD Legal Aid might do more outreach to “underserved counties” to attract more clients. There was consensus that AppalReD Legal Aid should do more to serve clients in smaller counties, but no one wanted the price to be turning more applicants away in larger counties.

The SPC considered whether or not AppalReD Legal Aid’s office configuration is appropriate and whether the offices are staffed appropriately. It reviewed a chart which demonstrated that the Barbourville office with three attorneys has 1 for every 21,068 poor people residing in counties within its service area, Hazard has 1 for every 14,492 poor, Prestonsburg 1 for every 9,918, Richmond 1 for every 12,497, and Somerset 1 for every 11,304.

The SPC thought that it was obvious that Barbourville needed at least one and preferably two more attorneys. The plan is for AppalReD Legal Aid to add an attorney there through VOCA funding. Adding an additional attorney in Barbourville will need to wait due to competing budgetary considerations, including AppalReD Legal Aid’s commitment to maintaining its salary structure. With the addition of one attorney in the Barbourville office, it will have 1 attorney for 15,081 poor people residing in the counties that office serves.

The SPC considered that it is not only the number of poor people residing in an office’s service area that should determine how many attorneys are assigned to that office. It is also important to consider how many of the pool of eligible clients actually apply for service. There was discussion that the Richmond office had recently begun handling domestic violence cases that had previously been handed by Legal Aid of the Bluegrass. This increased demand for its services considerably. A Richmond office staff attorney reported that she had 9 DV hearings in the previous week. She is in court almost every day. In light of this information, the SPC determined that AppalReD Legal Aid should try to add an attorney funded by VOCA in the Richmond office.

The SPC was concerned that some counties were “underserved.” For example, in 2018 AppalReD Legal Aid’s Somerset office closed 26 cases in McCreary County (poverty population 7,277) compared to 299 in Pulaski County (poverty population 16,259). Its Barbourville office closed 25 cases in Clay County (poverty population 8,242) compared to 130 in Knox County (poverty population 10,904). Its Richmond office closed 442 in Madison County (poverty population 17,233) compared to 28 in Jackson County (poverty population 4,412). Its Hazard office closed 140 cases in Perry County (poverty population 7,160) compared to 16 in Lee County (poverty population 2,196).

The SPC understood that AppalReD Legal Aid will always close more cases in counties where it has an office than in counties far away from an office, and that efforts to attract more cases in the past from underserved counties have frequently not worked. Nonetheless, it is committed to providing more services in counties that are grossly underserved.

The SPC decided that each year the directing attorneys of each office in collaboration with AppalReD Legal Aid's administration will develop an outreach plan for its office's service area. In addition to any mandatory outreach obligations contained in grant conditions pertinent to a given office, the plans will focus on informing the public about AppalReD Legal Aid's availability and its priorities. In particular, the plan will attempt to attract more priority cases that the office is not handling in significant numbers.

One component of the outreach plans will be saturation outreach for one county that is underserved. Outreach efforts in these counties might include placing promotional material in every courthouse, social service agency, church, school, and other places where people gather. Perhaps an attorney could attend motion hour even when he or she does not have a case on the docket for meet and greet purposes. Occasionally, AppalReD Legal Aid could perform on-site intake somewhere in the targeted county.

AppalReD Legal Aid should reach out to the "powers that be" in the target county to advertise its services, but more importantly to whatever groups of poor people there are in the county. At the end of the year, the saturation plan should be evaluated to see if the cases are picking up. The next year, the plan could be for the same county or a different underserved one depending upon the analysis.

These outreach efforts will require considerable effort on the part of the staff, and the burden should be a shared office responsibility and not be assigned exclusively to the attorney who is responsible for that particular county. While the plan will use local office employees as part of the outreach effort, employees in the administration or in rare instances from other offices may be involved. (E.g. one office develops a consumer presentation and another a DV presentation and they take the "road shows" to both communities.)

The previous strategic plan called for AppalReD Legal Aid to analyze its office locations periodically. The SPC continues to believe that given AppalReD Legal Aid's budget constraints, it has its offices in the right cities. The previous SPC, reluctantly, agreed that it was acceptable if a county courthouse was within one hour and 15 minutes from the AppalReD Legal Aid office that serves that county. AppalReD Legal Aid is for the most part meeting this goal.

Courthouses in Lee and Owsley counties are more than an hour but less than an hour and 15 minutes from the Hazard office. Clinton and Cumberland counties are within an hour and 15 minutes from the Somerset office. Monroe County, however, is an hour and 34 minutes from Somerset. These three counties would have much easier access to AppalReD Legal Aid's services if AppalReD Legal Aid reopened its Columbia office. The SPC thought that reopening

Columbia should be part of a long-range plan. However, adding attorneys in Barbourville and Richmond, as well as maintaining its salary structure, should rank higher in priority.

For now, AppalReD Legal Aid should continue exploring whether it can find no cost outpost offices in its most remote counties, similar to what it does in Pikeville, as called for in the previous strategic plan.

Goal 2: AppalReD Legal Aid will provide high quality legal services.

Objective 2.1: AppalReD Legal Aid will use its legal work management protocols to assure that its legal work is high quality.

Strategies to Achieve Objective 2.1:

Strategy 2.1(1): AppalReD Legal Aid administration will monitor its adherence to the following policies: Legal Supervision Policy and Guidelines, Case Acceptance Policy and Procedure, Case Management and Practice Guidelines.

Strategy 2.1(2): AppalReD Legal Aid will evaluate its legal work procedures to determine if they need revision.

Implementers for Objective 2.1:

Executive director, advocacy director, directing attorneys.

Timeline:

DATE	TASKS
July 1, 2021	<ul style="list-style-type: none">○ Ongoing use of the protocols○ Evaluate and determine if they need revision

Commentary for Objective 2.1:

The SPC considered three AppalReD Legal Aid policies adopted September 22, 2018: Legal Supervision Policy and Guidelines; Case Acceptance Policy and Procedure; Case Management and Practice Guidelines.

The SPC reviewed these three policies in light of LSC’s Performance Area Three- Criterion 1- Legal Representation as well as ABA Standards 6.2 on Assignment and Management of Cases and Workload; 6.3 on Responsibility for the Conduct of Representation; and 6.4 on review of representation.

The SPC determined that these new policies are appropriate. Rather than tinker with them, the SPC thought that AppalReD Legal Aid should focus its effort on making sure that they are followed, and that they be evaluated to see if they need to be amended. E.g. they call for every attorney having a quarterly case review where every open case is examined by a supervisor or a peer. While this is solid practice, it is time consuming. Part of the review will be to determine whether 1 to 3 instead of 4 annual case reviews per year would be adequate oversight.

The SPC suggests that the policy be reviewed 18 months from its adoption to ascertain the extent to which it is being followed. If any problems have surfaced in implementing these policies, they can be addressed then. Suffice it to say that currently, the SPC was assured by the AppalReD Legal Aid attorneys on the committee that the policies are being implemented in an appropriate manner and that they are universally regarded as a welcome improvement in legal work oversight.

With respect to the “Case Acceptance Policy and Procedure,” there was discussion concerning whether a group attorney meeting was necessary to decide whether or not a case was to be opened for extended service rather than advice or brief service. Many LSC programs have abandoned that practice for its being too time consuming. The AppalReD Legal Aid attorneys on the committee said that these meetings are short and to the point, and that they were excellent training for new attorneys.

The SPC determined that these new procedures are designed to assure that AppalReD Legal Aid’s legal representation be “high quality” as required by the LSC Act. This led to a discussion of what constitutes the high-quality legal service that AppalReD Legal Aid aspires to deliver. It was suggested that AppalReD Legal Aid’s clients should receive as good a service as a client paying a private attorney. Some thought that was too low a bar. Absence of malpractice was also regarded as too low a bar since ordinary service must meet that standard of care.

After much discussion, the SPC decided that high quality starts with the initial client contact. Clients and applicants must be treated with dignity and respect. AppalReD Legal Aid personnel should engage in an active dialogue to determine what the clients presenting problem is as well as whether or not the conversation raises other legal issues which AppalReD Legal Aid can address. AppalReD Legal Aid must recognize that the client has the right to define the objective of the representation and to be informed of what strategies AppalReD Legal Aid will employ to achieve the best possible outcome with that objective. AppalReD Legal Aid attorneys should have time and resources to conduct appropriate legal research, engage in discovery, and have resources for litigation costs such as depositions and expert witnesses.

Objective 2.2: AppalReD Legal Aid will assign cases to attorneys who are knowledgeable about the cases’ area of law.

Strategies to Achieve Objective 2.2:

Strategies 2.2(1): Each office will devise a plan whereby cases are assigned to attorneys well versed in the cases’ substantive area. Assignments will not be made solely on geography anymore.

Strategy 2.2(2): Senior staff attorneys (4 years or more of experience) will be an expert in a poverty law substantive area so they can assist/mentor other attorneys.

Strategy 2.2(3): Each AppalReD Legal Aid attorney will actively participate on at least one statewide task force.

Implementors for Objective 2.2:

Executive director, advocacy director, directing attorneys, senior staff attorneys, staff attorneys.

Timeline:

DATE	TASKS
Immediately	○ Participate on at least one statewide task force
July 1, 2020	○ Each office submits a case assignment plan for approval to the advocacy director
January 1, 2021	○ Plans implemented ○ Promoting to senior staff attorney (ongoing)

Commentary for Objective 2.2:

The SPC considered whether AppalReD Legal Aid should assign cases based upon geography or expertise. In its most recent Program Quality Visit (PQV), LSC encouraged AppalReD Legal Aid to consider this issue: “Recommendation III.1.10.2: The legal work management team should consider whether attorneys should be generalists or be aligned in work groups/units and should weigh the relative strengths and weakness of each...” LSC has also recommended that programs that emphasize specialists rather than generalists explore whether their attorneys need to have a wider legal focus so they can serve clients holistically. AppalReD Legal Aid’s Staff Attorneys were surveyed regarding this issue. Twelve attorneys responded. Four were for specialization, four were for non-specialization, and four were in favor of a mix.

Those favoring specialization emphasized that if attorneys had a broader depth of knowledge and were responsible for keeping up to date in fewer areas of poverty law, the quality of

service to clients would be enhanced. They thought that this improved quality of lawyering was worth the tradeoff of having to travel greater distances to courthouses etc.

Those opposed to more specialization stressed the vastness of the area each office serves. In their opinion, too much of the “specialists” time would be wasted in travel. They also noted that it is difficult to specialize in an office by office approach because a majority of AppalReD Legal Aid’s offices have only two or three attorneys.

The SPC discussed that in some ways AppalReD Legal Aid’s attorneys are already specialized. Some handle family and DV cases almost exclusively; another focuses on foreclosure; another on public benefits etc. However, these developments were somewhat random based in part on the attorney’s preference. It was agreed that consumer, housing, public benefits, and family law including DV prevention were the main areas where specialization might be workable.

The SPC decided that each office should develop a plan whereby cases in family law (including domestic violence), housing law, consumer law (including bankruptcy), elder-law, public benefits (and perhaps others) should be assigned to attorneys who are well versed in the area. Due to the volume of cases AppalReD Legal Aid handles in family law, many of its attorneys are likely to have family law as one of his/her areas of expertise, but they should also have one or perhaps two other “specialties.” By participating in task forces coordinated by the Kentucky Equal Justice Center, AppalReD Legal Aid attorneys will increase their substantive knowledge of the law in their specialties.

In some instances, the plan can allow for attorneys from another office to be responsible for cases in its service area. The SPC thought that bankruptcy cases were particularly well-suited for this because it is a complex area lending itself to specialization. It is fully automated, and the bankruptcy courts are not local, but are in larger communities. These “specialty plans” should be submitted to AppalReD Legal Aid administration and reviewed annually.

AppalReD Legal Aid provides an opportunity for attorneys with a minimum of four years legal experience to apply to be a “senior staff attorney.” As part of a special project, senior staff attorneys will develop expertise in at least one area of poverty law so they may serve as a mentor, coach, or co-counsel with less experienced attorneys who are developing their expertise in that area of poverty law. These mentoring duties should be included in the senior staff attorneys’ project description so less experienced attorneys will be comfortable seeking their assistance.

Objective 2.3: AppalReD Legal Aid will provide effective telephonic legal advice using best practices for “hotlines.”

Strategies to Achieve Objective 2.3:

Strategy 2.3(1): AppalReD Legal Aid will design a feedback system whereby clients who receive telephonic legal advice will report the extent to which they understood the advice and whether or not the advice was helpful.

Strategy 2.3(2): AppalReD Legal Aid will examine best practices legal “hotlines” from the ABA and The Pennsylvania IOLTA Program, and within its budgetary constraints, implement those practices that would most benefit its clients.

Implementers for Objective 2.3:

Executive director, Central Intake directing attorney.

Timeline:

DATE	TASKS
July 1, 2020	○ Research best practices for telephone advice programs
September 1, 2020	○ Develop a survey for clients receiving telephone advice ○ Determine what, if any, changes are to be made to AppalReD Legal Aid’s telephone advice practice
January 1, 2021	○ Start surveying clients ○ Implement changes, if any, to be made to AppalReD Legal Aid’s telephone advice practice
January 1, 2022	○ Revise system after client surveys have been reviewed ○ Review best practices material on telephone advice

Commentary for Objective 2.3:

The SPC considered whether AppalReD Legal Aid’s clients find the telephone advice helpful. The Central Intake directing attorney said she makes sure the client understands what she said before terminating the call. In rare instances (perhaps 5% of the cases) she does send a summary letter to the client. Occasionally, she gives the client her phone number so the client may call her back should he/she need clarification or further guidance in how to proceed. There is no systematic follow up with the client. The SPC believes that AppalReD Legal Aid should develop an electronic system of client follow-up, where we can get feedback on the usefulness of our work without AppalReD Legal Aid’s devoting additional personnel to the task.

The SPC reviewed the Final Report on the Assessment of Telephone-Based Legal Assistance (Pennsylvania IOLTA Board, 2012). This study concluded that advice cases are not only effective, they are essential, with 8 out of 10 advice recipients indicating that it was helpful. The Pennsylvania programs involved in this study were using best practices defined in part by the American Bar Association, LSC, and NLADA (see page 16 of the report). These best practices recommend follow up letters to each client receiving advice, an opportunity for the client to call back for clarification or further telephone assistance, and a follow-up phone call about a week after the advice was given to determine whether the client profited from the advice.

The SPC agreed that the time needed to follow these suggested best practices would require additional intake personnel and dilute the amount of extended service AppalReD Legal Aid could provide. AppalReD Legal Aid has an above average ratio (43%) of extended service compared to advice and brief service. The SPC wants to keep it that way unless a way can be found to increase advice only cases without reducing the number of extended service cases.

The SPC recommended that AppalReD Legal Aid perform an assessment to determine how technology could improve its intake and legal advice system, and whether it should adopt some of the best practices highlighted in the Pennsylvania IOLTA report and the ABA Standards for Hotlines without a significant increase in resources devoted to its Central Intake and telephone advice unit.

Objective 2.4: AppalReD Legal Aid’s salary schedules should not be eroded by inflation.

Strategies to Achieve Objective 2.4:

Strategy 2.4.(1): Each year AppalReD Legal Aid’s CFO will present a variety of salary options to the board of directors to consider an upward adjustment to the salary schedules to offset the effect of inflation.

Implementers for Objective 2.4:

Executive director, chief fiscal officer, board of directors.

Commentary for Objective 2.4:

AppalReD Legal Aid must pay reasonable salaries if it is to provide high quality legal services. When salaries fall too low, AppalReD Legal Aid experiences high turnover, and in many instances loses the talented employees it needs to keep its work at a high level.

AppalReD Legal Aid’s last strategic plan set a goal of raising AppalReD Legal Aid’s salaries to approximately 85% of the national average for various jobs in the nation’s LSC programs. By raising its salary scales aggressively on January 1, 2019, AppalReD Legal Aid substantially achieved this goal.

The SPC thought that if AppalReD Legal Aid could afford it, the scales themselves should be adjusted by up to 1.5% each year so that they can at least partially keep up with inflation. Otherwise, by 2023, the gains we made in 2019 will be erased by inflation. This will be challenging. The 1.5% increase costs AppalReD Legal Aid about \$30,000 per year. The new scales themselves add about \$100,000 per year to AppalReD Legal Aid's salaries. There was consideration given to cutting back the scale increases, and then including the annual inflation adjustment so the result would be the same. Of course, that would mean the salaries would be lower than if the scale were kept intact but increased by 1.5% annually.

AppalReD Legal Aid's Chief Fiscal Officer presented 3 hypothetical budgets for years 2020-2022 for the SPC to consider. The first assumed no LSC increase and that 1.5% each year was added to the salary schedules. Were AppalReD Legal Aid to do that and there were no other funding increases (other than VOCA which would fund new personnel), AppalReD Legal Aid would deficit spend by some \$700,000 and spend down our reserves from nearly \$2,000,000 to \$1,300,000. All agreed that this was an unacceptable option.

If AppalReD Legal Aid did not increase the scales and had no LSC increase, AppalReD Legal Aid would still deficit spend by more than \$500,000, but with the remaining Bank of America funds, AppalReD Legal Aid could get by until 2023. The last option assumed a 15% increase in LSC funding in 2020 (a possibility since the House of Representatives has already passed a 30% increase). In that event, if AppalReD Legal Aid included a 1.5% inflation increase to the scales until 2023, it would not deficit spend until 2022 and then only by \$139,550. The SPC found this acceptable. It was of the opinion that if AppalReD Legal Aid received a 15% LSC increase in 2020, it could add 1.5% to the salary scales for the next three years.

A 15% LSC increase represents a 7.5% increase to AppalReD Legal Aid's total funding, since LSC provides some 50% of AppalReD Legal Aid's funding. Of course, there may be other ways to increase funding by 7.5% or reduce expenses so there is net 7.5% increase in the budget that could be used to increase salaries. The basic principle is that new funds or the savings from decreased expenses should be used to protect AppalReD Legal Aid's salary structure from inflation.

Goal 3: AppalReD Legal Aid's advocacy will have significant positive impact for large numbers of low-income people.

Objective 3.1: Between 10% and 20% of AppalReD Legal Aid's attorney time will be devoted to impact projects.

Strategies to Achieve Objective 3.1

Strategy 3.1(1): AppalReD Legal Aid will form advocacy teams across office lines on substantive areas of poverty law.

Strategy 3.1(2): AppalReD Legal Aid’s advocacy teams will develop impact projects.

Implementers for Objective 3.1:

Executive director, advocacy director, staff attorneys.

Timeline:

DATE	TASKS
July 1, 2020	○ Teams formed
January 1, 2021	○ Projects developed

Commentary for Objective 3.1:

The SPC considered how AppalReD Legal Aid might balance impact and service work. A generation ago, there was more impact litigation in LSC programs. (The SPC defined impact work to be work which, if successful, would provide a substantial benefit in a priority area to large numbers of low-income people.) There are a number of reasons for this. Government agencies and businesses dealing with low-income people were not accustomed 40 years ago to being scrutinized. For this reason, they often engaged in blatantly illegal activities that provided many opportunities for legal aid attorneys to litigate. The federal courts tended to be more sympathetic to plaintiff’s claims before judges appointed after 1980 began restricting access to the federal courts. There was no restriction on an LSC program’s bringing a class action suit until 1996.

Despite the increased difficulty in bringing impact litigation, there is still a place for it in an LSC program. It is easier and more effective to win one case reforming the law than to bring hundreds of service cases on the same issue. AppalReD Legal Aid should assure that at least some of its attorneys receive training on federal and complex litigation and have opportunities to work with its advocacy director to acquire the skills necessary to pursue complex law reform litigation.

The SPC was mindful that impact work need not be limited to litigation. Sometimes much can be accomplished through negotiations, community education, and a pattern of well done service cases, such as work performed in AppalReD Legal Aid’s domestic violence projects or the way AppalReD Legal Aid practices predatory lending cases.

The SPC reviewed a letter from AppalReD Legal Aid’s Advocacy Director wherein he stated, “One of my goals is for all staff to confidently say, we serve individual clients, and use what we learn to fix the problems they face.” Thus impact projects complement and derive from service work. The SPC reviewed a recent study that established that “Legal Aid’s assistance has a long term lasting impact that allows individual’s and family’s to secure stability in a wide variety of

different areas.” (Securing Stability: Legal Aid’s Lasting Impact; a report by the Center for Community Solutions, p. 6, 2018).

The SPC determined that AppalReD Legal Aid should pursue impact work on a more organized, deliberative manner than has been the case in recent years. To achieve this end, AppalReD Legal Aid should organize substantive advocacy teams across office boundaries. The teams might be Housing, Consumer, Family/Domestic Violence, and Public Benefits, for example. Each team, under the direction of the advocacy director, will identify at least one problem within its substantive area and devise an impact project to address it. The advocacy director will coordinate these projects with the chairs of the statewide task forces to determine when AppalReD’s impact projects can be a collaborative effort with other Kentucky programs to address statewide issues affecting Kentucky’s low-income people. As noted supra at page 17, part of a senior staff attorney’s duties will be on work on an impact project. These should complement the impact projects developed for each advocacy team.

It is anticipated that each attorney working on an impact project team, will devote approximately 135 to 270 hours per year on an impact project(s) which is between 10% and 20% of the annual time that most attorneys have to devote to legal work. (45 weeks per year after vacation, holidays, sick time, and training time deducted at 30 hours per week, the remaining weekly work week is devoted to administrative and other activities. (30 hours x 45 = 1,350 hours that could be devoted to legal work). This leaves a substantial number of hours for AppalReD Legal Aid’s attorneys’ service work.

Goal 4: AppalReD Legal Aid will develop resources and raise funds to support its mission.

Objective 4.1: AppalReD Legal Aid will apply for at least one new grant per year.

Strategies to Achieve Objective 4.1:

Strategy 4.1(1): Administration will search for new grants and apply when appropriate.

Implementors for Objective 4.1:

All administrative staff, timeline ongoing.

Commentary for Objective 4.1:

AppalReD Legal Aid does a good job of resource development. Applying for at least one new grant each year cannot be a rigid requirement. Some years offer no opportunities while others may offer multiple opportunities. The key is to make sure the grants sought align with our mission and understand what the match requirement's cost will be to determine whether the opportunity is worth pursuing.

Objective 4.2: AppalReD Legal Aid will raise substantial new funds through charitable contributions.

Strategies to Achieve Objective 4.2:

Strategy 4.2(1): AppalReD Legal Aid will create a short “elevator speech” that all staff can use.

Strategy 4.2(2): AppalReD Legal Aid will develop new marketing materials.

Strategy 4.2(3): AppalReD Legal Aid will conduct a major gifts campaign in a different community each year.

Strategy 4.2(4): AppalReD Legal Aid will hire a communications/development coordinator.

Strategy 4.2(5) AppalReD Legal Aid’s Board Members will donate money to AppalReD Legal Aid each year.

Implementers for Objective 4.2:

Board of directors, executive director, communications/development coordinator.

Timeline:

DATE	TASKS
January 1, 2020	○ Advertise communications/development coordinator
March 1, 2020	○ Elevator speech developed
April 1, 2020	○ Hire communications/development coordinator
September 1, 2020	○ Major gifts campaign begins (ongoing September 1 of each year)
December 31, 2020	○ Marketing materials developed

Commentary for Objective 4.2:

The SPC defined marketing, fundraising, and resource development. Marketing is every communication, poster brochure etc. that AppalReD Legal Aid produces. Fundraising focuses upon charitable donations, through direct solicitation, planned events etc. It is a sub-set of marketing. Resource development focuses on acquiring new funding streams to advance AppalReD Legal Aid’s mission. The SPC agreed that AppalReD Legal Aid was doing a good job in

resource development in that it had acquired many new grants in recent years. Its administration has the skill set to keep seeking new grants that fund activities consistent with AppalReD Legal Aid's mission.

While AppalReD Legal Aid's marketing seems somewhat adequate, the SPC agreed that it would be much enhanced if AppalReD Legal Aid hired a communications/development coordinator. The SPC also agreed that AppalReD Legal Aid's fundraising efforts should be improved.

The SPC reviewed the ABA Standards and the LSC Performance Criteria on fundraising and resource development. Both stress that raising funds to advance the mission is an important component of a well-run legal aid office. The ABA standards place considerable responsibility upon the board of directors to plan and oversee fundraising. According to the LSC Performance Criteria, one of the indicators of a good resource development/fundraising effort is whether the program has a development director.

The SPC had no doubt that AppalReD Legal Aid needs more money. We turn away many applicants for service who have serious legal needs, and we provide advice only to many clients who would be better served through extended service. AppalReD Legal Aid's goal for salaries is a modest one, 85% of the national mean. While we came close to achieving that recently, it will erode over time without an annual adjustment to the scale.

The SPC discussed hiring a full-time employee to be a marketer (communications/development coordinator) and a fundraiser. There was discussion to the effect that the two functions require different skill sets. Since we cannot afford to hire two people, we need to find a person who can be effective as a communicator and a fundraiser. The title will be "communications/development coordinator."

Lee Ellen Martin, AppalReD Legal Aid's fundraising consultant, opined that we could hire a person just out of college with a relevant degree for about \$40,000 per year. Of course, with AppalReD Legal Aid's fringe benefit structure, the actual amount might be closer to \$60,000.

AppalReD Legal Aid will carryover about \$100,000 this year to be added to its surplus of nearly \$2,000,000. Accordingly, it is realistic to "float" this position for two to three years to determine whether it can pay for itself. AppalReD Legal Aid employees must understand that filling this position will not relieve them of all fundraising or marketing responsibilities. The new employee will coordinate many activities, but he/she will not be able to do them all.

Lee Ellen Martin spoke to the SPC concerning the fundraising audit she had performed on AppalReD Legal Aid last year as well as her action plan. The action plan was so comprehensive and labor intensive that AppalReD Legal Aid did not attempt to implement it. Ms. Martin explained that her plan contemplated that AppalReD Legal Aid would hire someone to carry it out. She presented a more modest plan that called for AppalReD Legal Aid to conduct a major gifts campaign targeting only one of its communities each year.

The major gift campaign would have a chair in each community who has a great affinity for AppalReD Legal Aid, some affluence, and influence in the community. The campaign would employ a variety of strategies, including social events at people's homes where guests will learn more about AppalReD Legal Aid, and be given an opportunity to make a gift or a pledge, telephone solicitations, and requests from corporate gifts to name a few.

Ms. Martin recommended that the pilot major gift campaign be in Somerset where there is some corporate wealth. At the end of the year, the campaign will be evaluated. With lessons learned from its initial local campaign, AppalReD Legal Aid will then conduct its next campaign in Richmond. After evaluating that campaign, AppalReD Legal Aid will determine "where we go from here." AppalReD Legal Aid should consider contracting with a fundraising consultant for a few hours a month to help AppalReD Legal Aid's new communications/development coordinator set up the major gifts campaign.

Each AppalReD Legal Aid Board Member will make a charitable contribution annually. While most do anyway, this will be the first time that it will be an explicit expectation. The new communications/development coordinator will be able to tell prospective charitable givers that 100% of AppalReD Legal Aid's Board has already made a charitable gift. Client board members are included in this expectation, though a nominal gift of a few dollars will be acceptable. The key is that we want to have a 100% commitment from board members that they will make a gift each year. This expectation will be stated explicitly in AppalReD Legal Aid's Board recruiting and orientation.

Implementation

The executive director is principally responsible for seeing that this plan is implemented, and AppalReD Legal Aid's Board of Directors is ultimately responsible. Other AppalReD Legal Aid employees have been assigned discrete implementation tasks. The executive director may delegate implementation tasks to other AppalReD Legal Aid employees or to independent contractors. Where an employee assumes responsibility for implementing this plan, he or she should be relieved of a corresponding amount of customary duties. AppalReD Legal Aid is not going to ask employees to be implementers during their "spare time."

AppalReD Legal Aid recognizes that this plan must be considered to be a work in progress that may need amending from time to time. There are too many outside influences beyond AppalReD Legal Aid's control for this plan to be treated like a "blueprint." It may need to be modified over its three-year life. The executive director should submit a written assessment to the board of directors at each board meeting on AppalReD Legal Aid's progress on implementing the strategic plan and whether or not the plan needs amending.

Conclusion

This plan has four goals, ten objectives, and twenty-eight strategies that are listed below. We believe that when this plan is fully completed, AppalReD Legal Aid will be a high quality,

efficient, well-run, client-centered program serving more clients through its staff and its volunteer attorneys. Its services will be targeted to meet the most pressing problems that low-income and other vulnerable people encounter in its service area in a way that has positive impact for the entire community. Through the implementation of this plan, AppalReD Legal Aid will be on course to achieve new levels of excellence in fulfilling its mission.

Goal 1: AppalReD Legal Aid will substantially increase the number of clients it serves.

Objective 1.1: AppalReD Legal Aid will close 50 more pro bono cases each year than it averaged in the past two years.

Strategies to Achieve Objective 1.1:

Strategy 1.1(1): AppalReD Legal Aid will launch a broad-based recruitment drive to enroll at least 21 new pro bono attorneys.

Strategy 1.1(2): Each AppalReD Legal Aid Attorney Board Member will accept two pro bono cases per year.

Strategy 1.1(3): Each AppalReD Legal Aid Attorney Board Member will recruit a new pro bono attorney.

Strategy 1.1(4): All AppalReD Legal Aid attorneys will have some responsibility for pro bono recruiting.

Strategy 1.1(5): AppalReD Legal Aid will create pro bono opportunities in new substantive areas.

Strategy 1.1(6): AppalReD Legal Aid will survey former pro bono attorneys to determine what the barriers are to their resuming pro bono service.

Objective 1.2: AppalReD Legal Aid's two new attorneys will each close at least 250 cases.

Strategies to Achieve Objective 1.2:

Strategy 1.2(1): AppalReD Legal Aid will hire a new attorney for its Barbourville office.

Strategy 1.2(2): AppalReD Legal Aid will hire a new attorney for its Richmond office.

Objective 1.3: AppalReD Legal Aid will provide substantially equal access to its client population throughout its service area by increasing its services in underserved counties.

Strategies to Achieve Objective 1.3:

Strategy 1.3(1): AppalReD Legal Aid as referenced above in Strategy 1.2(1) will add a new attorney for its Barbourville office.

Strategy 1.3(2): Each year each office will develop a saturation outreach plan for one of its most underserved counties.

Strategy 1.3(3): AppalReD Legal Aid will attempt to contract with a private attorney to accept cases in counties that are most distant from an AppalReD Legal Aid office.

Strategy 1.3(4): AppalReD Legal Aid will consider re-opening the Columbia office.

Goal 2: AppalReD Legal Aid will provide high quality legal services.

Objective 2.1: AppalReD Legal Aid will use its legal work management protocols to assure that its legal work is high quality.

Strategies to Achieve Objective 2.1:

Strategy 2.1(1): AppalReD Legal Aid administration will monitor its adherence to the following policies: Legal Supervision Policy and Guidelines, Case Acceptance Policy and Procedure, Case Management and Practice Guidelines.

Strategy 2.1(2): AppalReD Legal Aid will evaluate its legal work procedures to determine if they need revision.

Objective 2.2: AppalReD Legal Aid will assign cases to attorneys who are knowledgeable about the cases' area of law.

Strategies to Achieve Objective 2.2:

Strategies 2.2(1): Each office will devise a plan whereby cases are assigned to attorneys well versed in the cases' substantive area. Assignments will not be made solely on geography anymore.

Strategy 2.2(2): Senior staff attorneys (4 years or more of experience) will be an expert in a poverty law substantive area so they can assist/mentor other attorneys.

Strategy 2.2(3): Each AppalReD Legal Aid attorney will actively participate on at least one statewide task force.

Objective 2.3: AppalReD Legal Aid will provide effective telephonic legal advice using best practices for "hotlines."

Strategies to Achieve Objective 2.3:

Strategy 2.3(1): AppalReD Legal Aid will design a feedback system whereby clients who receive telephonic legal advice will report the extent to which they understood the advice and whether or not the advice was helpful.

Strategy 2.3(2): AppalReD Legal Aid will examine best practices legal “hotlines” from the ABA and The Pennsylvania IOLTA Program, and within its budgetary constraints, implement those practices that would most benefit its clients.

Objective 2.4: AppalReD Legal Aid’s salary schedules should not be eroded by inflation.

Strategies to Achieve Objective 2.4:

Strategy 2.4.(1): Each year AppalReD Legal Aid’s CFO will present a variety of salary options to the board of directors to consider an upward adjustment to the salary schedules to offset the effect of inflation.

Goal 3: AppalReD Legal Aid’s advocacy will have significant positive impact for large numbers of low-income people.

Objective 3.1: Between 10% and 20% of AppalReD Legal Aid’s attorney time will be devoted to impact projects.

Strategies to Achieve Objective 3.1

Strategy 3.1(1): AppalReD Legal Aid will form advocacy teams across office lines on substantive areas of poverty law.

Strategy 3.1(2): AppalReD Legal Aid’s advocacy teams will develop impact projects.

Goal 4: AppalReD Legal Aid will develop resources and raise funds to support its mission.

Objective 4.1: AppalReD Legal Aid will apply for at least one new grant per year.

Strategies to Achieve Objective 4.1:

Strategy 4.1(1): Administration will search for new grants and apply when appropriate.

Objective 4.2: AppalReD Legal Aid will raise substantial new funds through charitable contributions.

Strategies to Achieve Objective 4.2:

Strategy 4.2(1): AppalReD Legal Aid will create a short “elevator speech” that all staff can use.

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