



Strategic Plan

June 2022

Overview

OneJustice's strategic plan includes the following sections:

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This document was developed in 2021-22 through virtual engagement and interviews with OneJustice leadership, staff, board, and external stakeholders.



About OneJustice

Our vision

A thriving, effective legal services sector advances a just, equitable society

Our mission

Strengthen the legal services sector's expertise and capacity to advance justice and equity

How we work

- Equip the sector with skills and tools to maximize its impact
- Champion a robust and reliable flow of resources
- Convene the sector to harness its wisdom and power
- Share analyses & insights about systemic trends and challenges

Primary audiences

Legal services organizations and the pro bono community

Summary of strategic planning findings

Strategic planning from a healthy foundation

The past few years were challenging for OneJustice, with a leadership transition at the start of the COVID pandemic.

Now, OneJustice is in a strong position to chart its future course.

Good morale

Strong track
record

Deliberate
approach to
work

Special niche
in the sector

Collegial
environment

Sound finances

Trusted CEO

Open mindset

Commitment
to equity &
inclusion

Cross program strengths

Staff, board members, and external interviewees consistently identified a set of strengths that OneJustice brings to the sector. These strengths are not specific to a single program but cut across the organization's work. Many relate to building the sector's capacity to increase its impact, others to bringing people together, and others to the valuable perspective provided by a support center with a fieldwide view.



Capacity building	Leadership development	Sharing best practices
Statewide sense-making	Facilitation	Thought leadership
Evaluation support	Knitting community	Thought partnership
Convening	Coordination	Collecting and analyzing field data

Feedback for OneJustice from external interviews

OneJustice has an excellent reputation in the sector. Constructive feedback came from a place of admiration, affection, and trust.

- External interviewees validated the same cross-program strengths identified in the internal interviews, including those related to capacity building, bringing people together, and the value of OneJustice's fieldwide perspective.
- The sector is looking to OneJustice to clarify its purpose and identity. This comes with understanding that the organization has been in a leadership transition during an unprecedented pandemic and excitement about the possibilities for OneJustice's future role.
- Many interviewees from legal services organizations see OneJustice's most valuable and unique contributions to the field in its work as a support center, not as a facilitator or manager of direct legal services clinics.

Field scan themes: Organizational challenges

Legal services organizations are facing similar internal challenges across the state.

- A very pressing issue is hiring and retention, which relate to low salaries, work-life imbalance, burnout, and a need for training and mentoring.
- Legal services organizations are struggling to meet the moment by recruiting staff that reflect the populations served, diversifying boards, and fostering inclusivity.
- Leadership and management issues are top of mind for people. Leaders have a desire for thought partnership, data, models, and training aimed at improving how their organizations function.
- Another related topic was how to foster organizational cohesion in an era of remote work and across cultural and generational divides.

Field scan themes: Service delivery issues

Legal services organizations are grappling with profound questions about how to deploy their resources strategically to achieve a meaningful impact.

- On the one hand, there's a focus on *access*, that is, a commitment to serve everyone in need. Staff don't want to turn people away. And some funders count the number of cases closed, not the breadth and quality of representation, which incentivizes the provision of unbundled services and limited scope representation.
- On the other hand, there's a focus on *justice*, that is, a desire to deliver services that result in positive, equitable outcomes. This often demands full-scope representation, which is very resource intensive. Also, lawyers repeatedly seeing the symptoms of larger societal problems wonder if they should do more policy advocacy or impact litigation that may technically involve serving fewer people but can ultimately benefit large populations.
- A related question is how to define success and impact. To help answer this, there's widespread interest in better data collection and evaluation.

Field scan themes: Sector dynamics

Certain fieldwide dynamics shape what legal services organizations want and need.

- Just like everyone else, the sector is grappling with the seismic issues of our times, including the country's racial justice awakening and inequities exacerbated by COVID.
- Some organizations have trouble planning strategically and holistically because funding can be unreliable, grant conditions can be onerous and inflexible, and some funders tend to be single-issue focused.
- Organizations have different social change philosophies, with some taking an incrementalistic approach and others a more revolutionary, abolitionist approach.
- The sector is very collegial, and leaders share a mutual desire to learn from one another and collectively strategize about common challenges.

Theory of change



Approaches

Equip the legal services sector with skills and tools to maximize impact

Champion a robust, reliable flow of resources into legal services

Convene the legal services sector to harness wisdom and collective power

Analyze information and share insights about systemic trends and challenges

Direct outcomes

Sector leadership is visionary, strategic, and diverse

Sector is well resourced

Sector resources are well managed and strategically deployed

Sector mobilizes around collective problems and opportunities

Indirect outcomes

Sector innovates and improves how legal services are delivered

Sector challenges and reforms unjust and inequitable systems

Vision

A thriving, effective legal services sector advances a just, equitable society

Mission: Strengthen the legal services sector's expertise and capacity to advance justice and equity

Primary OneJustice audiences in the **legal services sector**:
legal services organizations and pro bono community

Approaches

Approaches are the main categories of work that OneJustice does

Equip the legal services sector with skills and tools to maximize impact

This approach reflects the essence of OneJustice’s longstanding work with legal services organizations and pro bono. Examples include OneJustice's leadership development programs, capacity building services, and pro bono trainings.

Champion a robust, reliable flow of resources into legal services

“Resources” refer broadly to people (e.g., legal services staff and volunteers), funding, expertise, and other assets that enable the sector to effect change. Examples include OneJustice's advocacy for federal legal aid funding and pro bono resources across the state.

Convene the legal services sector to harness wisdom and collective power

Sector leaders greatly appreciate OneJustice’s role as a convener, facilitator, and community builder. They also expressed a strong desire for more opportunities to learn from one another and collectively strategize about common challenges.

Analyze information and share insights about systemic trends and challenges

Given its statewide perspective and relationships, OneJustice is well-positioned to identify systemic trends and share insights that benefit the sector as a whole.

Approaches

Approaches are the main categories of work that OneJustice does

Equip the legal services sector with skills and tools to maximize impact

Champion a robust, reliable flow of resources into legal services

Convene the legal services sector to harness wisdom and collective power

Analyze information and share insights about systemic trends and challenges

These approaches are mutually reinforcing. For instance, OneJustice can help the sector respond to a systemic challenge by convening parts of the sector to discuss the challenge, helping the sector figure out how to garner more resources to address the challenge, and providing opportunities to learn new skills or apply new tools to overcome the challenge.

Direct outcomes

Direct outcomes are the changes expected to come directly from the approaches

Sector leadership is visionary, strategic, and diverse	OneJustice provides tools and opportunities for sector leaders to think innovatively and systemically and to nurture a diverse pipeline of leaders.
Sector is well resourced	OneJustice helps the sector garner the people, funding, expertise, and other assets it needs to be successful.
Sector resources are well managed and strategically deployed	OneJustice supports thriving legal services organizations and encourages sector decisionmakers to be deliberate and proactive, with an eye toward maximum impact.
Sector mobilizes around collective problems and opportunities	OneJustice brings the sector together to take joint action toward closing the justice gap, addressing emerging crises, and tackling systemic inequities.

Note: Direct outcomes are not one-to-one outcomes of the approaches. One approach may contribute to multiple direct outcomes, and multiple approaches might contribute to one direct outcome.

Indirect outcomes

Indirect outcomes are the larger, structural changes expected to happen as a result of achieving the direct outcomes

Sector innovates and improves how legal services are delivered

If OneJustice is successful, the sector will broaden and deepen its impact on individuals, families, and communities statewide. Critical innovations and improvements in the delivery of legal services will come from the sector, with OneJustice's support.

Sector challenges and reforms unjust and inequitable systems

The legal services sector will use its enhanced expertise and collective power to reform unjust and inequitable systems. This outcome recognizes the vital role that the legal services sector can play in improving policies and effecting systems change.

Vision and mission

The vision is an aspirational statement describing the world OneJustice wants to help create

The mission describes what OneJustice does to contribute to this vision

Vision: A thriving, effective legal services sector advances a just and equitable society

OneJustice, together with the entire sector, is striving to move society to be just and equitable, and getting there requires a strong legal services sector. The dual focus of the vision encourages OneJustice to stay grounded in its work at the sector level while maintaining an aspirational vision for what this work adds up to.

Mission: Strengthen the legal services sector's expertise and capacity to advance justice and equity

This mission statement reflects OneJustice's strengths as a support center working alongside the legal services sector to effect systemic change. OneJustice helps strengthen the sector's ability to advance justice and equity through its four activities: equipping the sector with skills and tools to maximize impact; championing robust and reliable legal services resources; convening the sector to harness its wisdom and power; and sharing analyses and insights about systemic trends and challenges.

OneJustice positioned for the future



This theory of change:

- Emphasizes OneJustice's strengths and unique and trusted role in the sector.
- Foregrounds the organization's identity as a support center that enables the legal services sector to be more impactful.
- Focuses on the end goals of a thriving sector and a just and equitable society.
- Envisions OneJustice's work with legal services organizations and the pro bono community as a critical means to achieve these end goals.
- Channels OneJustice's strengths and strong relationships into helping the sector maximize the impact of its resources and expertise.
- Recognizes the vital role the sector can play in effecting systems change and a potential future role for OneJustice in strengthening the sector's capacity to engage in this work.

Implementation action plan



The action plan is a living document that will guide implementation of this strategic plan.

Activity	Timeline
Program Strategy	
Update Project Assessment Tool based on revised vision, mission, and theory of change	By September 2022
Assess programmatic services based on updated Project Assessment Tool and tailor/refine/expand services in alignment with theory of change	By December 2022
Pilot new initiatives to engage the pro bono community & maximize the legal service sector's impact	July 2022 - June 2023
Realign how program teams are structured	By October 2022
Refine qualitative and quantitative metrics to evaluate progress toward outcomes in theory of change	July 2022 - June 2023
Develop programmatic dashboard tied to updated evaluation metrics and new strategic plan	July 2022 - June 2023

Activity	Timeline
Development & Communications	
Develop & implement plan for communicating new vision, mission, and theory of change to key funders and stakeholders	By September 2022
Update website and other key communications to reflect new strategic plan	September 2022 - June 2023
Review revenue model to ensure optimal alignment with new plan & develop plan for revisions/changes to revenue model in future years	By December 2022
Develop plan to increase funding (e.g., geographically; expanded base of major, repeat funders; multi-year funding) to support advancement of longer-range outcomes	July 2022 - June 2023

Activity	Timeline
Organizational Infrastructure	
Evaluate operational, HR, and finance infrastructure and identify areas for further investment	By September 2022
Evaluate organizational staffing and expertise and identify areas for further investment	By December 2022
Develop & implement sustainable plan to make needed investments in under-resourced areas	October 2022 - June 2023

Activity	Timeline
Governance & Oversight	
Review and update, as needed, recruitment priorities for the board based on new strategic plan	By December 2022
Review and update, as needed, recruitment priorities for the Advisory Board and Strategy Council based on new strategic plan	By December 2022
Oversee organization's progress on key activities for Year 1 of Plan and development of new/revised activities for Year 2 of Plan	July 2022 - June 2023
Oversee organization's progress on key activities for Year 2 of Plan and determine next steps (e.g., updating of strategic plan; launch of new planning process)	July 2023 - June 2024

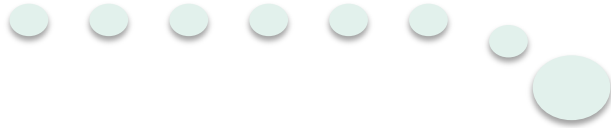
Strategic planning process



Process overview

Current state assessment

Fall 2021



Field scan

Winter 2021-22

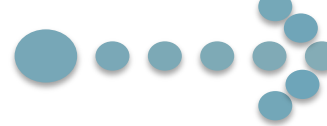


Theory of Change
April-May 2022

Implementation

action plan

May-June 2022



Strategic plan

June 2022

TOC development

Spring 2022

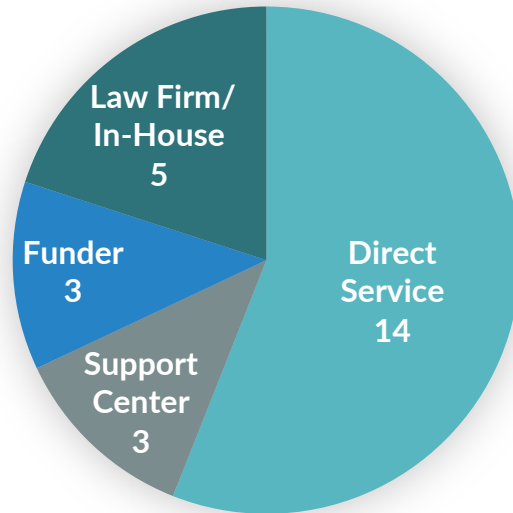


Current state assessment: Fall 2021

Onside Partners gathered internal perspectives on what and how OneJustice is doing right now through 11 one-on-one interviews with staff and board members, a group interview with the three Equity & Inclusion Committee leads, and an all-staff workshop with eight staff members participating. It culminated in separate presentations to the staff and the board, along with facilitated discussion about insights and questions to bring into the next phases of strategic planning.

Field scan: Winter 2021-22

Onside Partners and OneJustice staff interviewed 25 external stakeholders to learn about OneJustice's strengths and potential, challenges facing the sector, and needs that OneJustice may be uniquely positioned to fill. Onside Partners synthesized external interview themes in separate presentations to the staff and board. The staff presentation was followed by small group reflections and a visioning session pointing toward the next strategic planning step of refining OneJustice's vision and mission.



Theory of change development: April-May 2022

The theory of change depicts in an intentionally concise format what OneJustice aims to accomplish and how OneJustice plans to accomplish it, and it will serve as the foundation for all planning and decision-making. It came out of a process involving multiple rounds of iteration with leadership and a small team of staff; leadership's individual engagement with staff and board members; and an April all-staff workshop facilitated by Onside Partners.

Once the theory of change was nearly final, Onside Partners presented it to the staff and explained how it takes into account the input from the staff workshop. Onside Partners presented the final draft theory of change to the board in May 2022.

Implementation action plan: May–June 2022



The implementation action plan contains priority activities necessary to align the organization's work going forward with the theory of change. Onside Partners recommended key steps for implementation and a format for planning. OneJustice leadership expanded on those key steps and crafted a feasible plan to implement the organization's strategic direction.

Thank you to OneJustice's staff and board, as well as the legal services sector leaders who generously agreed to an interview, for contributing your wisdom and strategic vision to this plan.

Prepared in partnership with:

Onside Partners

www.onsidepartners.org