



2025

Impact Report

Resilient Leadership in
Uncertain Times

www.onejustice.org

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A WORD FROM THE CEO



Legal aid protects what matters most—home, health, family, and dignity. In 2025, legal aid was needed more than ever.

Across California and the nation, families faced separation from loved ones, rising housing costs, economic instability, and systemic barriers to safety and stability. In these uncertain times, legal aid has been a lifeline.

While the immediate need is individual—an eviction notice or a safety crisis—the solution must be systemic.

OneJustice exists to bridge this gap.

We strengthen legal aid organizations, leaders, and volunteer networks offering these lifelines. We expand the sector's capacity to innovate and meet challenges at scale. Our legal aid and pro bono partners are meeting this moment with strategic leadership, innovation, and solidarity and refusing to let families fall through the cracks.

Your partnership makes this work possible—ensuring that when crisis strikes, the legal aid and pro bono community is coming together to protect what matters most.


PHIL HWANG

CEO



VISION AND MISSION



At OneJustice, we envision a thriving, effective legal services sector that advances a just and equitable society.



Our mission is to strengthen the legal aid sector's expertise and capacity to advance justice and equity.



OUR TEAM



OneJustice delivers resilient solutions by providing skilled professional expertise to legal aid leaders and organizations.

We operate at the intersection of systemic strategy and the daily realities for legal service providers on the front lines.

By centering equity in our leadership, we ensure our impact is both visionary and grounded in lived experience. Collaboration is our methodology; collective expertise is our engine. We aren't just providing resources—we are designing the blueprint for a future where justice is a universal reality.

BIPOC
67%

LGBTQIA+
33%



The program was tremendous and super timely... every minute was worthwhile. Thank you for offering such strategic and helpful trainings and facilitating meaningful peer sessions!

PROGRAM PARTICIPANT

Today's Challenges Require More

OneJustice's NEW 6 month intensive empowered a select cohort of 24 veteran legal aid Executive Directors to move beyond crisis management toward long-term systemic resilience.

By providing these high-level leaders with advanced frameworks for adaptive leadership and financial sustainability, the program ensured that nonprofit legal services infrastructure remains stable and innovative.

Our training equips leaders to navigate the sector's most pressing challenges, ensuring their organizations continue to deliver life-changing advocacy for vulnerable communities in an increasingly volatile landscape.



PRO BONO Impact

OneJustice leads in pro bono training, technical support, and power building.

OneJustice strengthens the pro bono community by bringing legal professionals together—through statewide conferences, regional convenings, and shared learning—to align strategy, spark collaboration, and drive lasting access to justice.

Pro Bono Training Institute

With our partners at the Legal Aid Foundation of Los Angeles (LAFLA), our Pro Bono Training Institute trains thousands of pro bono volunteers each year. Learn more at www.pbti.org.





We equip immigration legal aid leaders to optimize limited resources, expand capacity, and better meet the urgent needs of the immigrant communities they serve.



OneJustice has been an innovative leader in identifying solutions to the problem of the need for immigration legal services outpacing the ability to meet that need. Participating in this program has been really valuable because we're learning from these innovative strategies on how we can have the greatest impact.

ABBY SULLIVAN ENGEN
CENTRO LEGAL DE LA RAZA

OneJustice has been the leader in really providing support, technical assistance, mentorship....helping guide organizations like ours towards a brighter future.

CHRISTOPHER MARTINEZ
EAST BAY SPANISH SPEAKING
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New in 2025! Maximizing Impact: Pro Bono

Our pro bono focus empowers pro bono leaders to strategically mobilize volunteer attorney networks, ensuring every hour donated delivers maximum value to communities in need.

In 2025, OneJustice supported 25 pro bono leaders from nonprofits across California to strategize to create more impactful and innovative pro bono programs.





We empower board members to provide strong, strategic governance for legal aid organizations.

- Board Leadership Training
- Customized Support
- Strategic Planning
- Succession Planning
- Fundraising Skill Building



The OneJustice Board Portal

Explore the OneJustice Board Portal.

Effective board governance is vital for leadership and decision-making in legal aid. OneJustice helps nonprofits find qualified board members and connects applicants with the right nonprofit fit.



2025 MILESTONES



Leadership Support

OneJustice organized leadership sessions for Deputy and Executive Directors to collaborate, train, and develop broader systemic strategies together.

Opening Doors to Justice

Our annual Opening Doors to Justice event at The Battery in San Francisco united leaders from law, advocacy, philanthropy, and community impact to honor our collective dedication to justice and equity.

15 Years of the Executive Fellowship Program

In 2025, we marked the 15th anniversary of the OneJustice Executive Fellowship program with the graduation of our 2024-2025 class.

Since 2010, our diverse Executive Fellowship Alumni have been advancing justice nationwide in legal aid, government, education, and judiciary.

2025 California Pro Bono Conference

In an era where coordinated and strategic pro bono efforts are more crucial than ever, OneJustice's 2025 California Pro Bono Conference united advocates, legal professionals, and community leaders to tackle the complex challenges we face today.



OUR IMPACT

By investing in leadership and systemic impact, OneJustice helps millions of people access justice through stronger, more effective legal aid.

1.6 Million

Number of people who received help from the organizations and volunteers supported by OneJustice annually.

16,000+

Number of pro bono volunteers trained through our Pro Bono Training Institute.

100+

Current and future legal aid board leaders through our Board Leadership Training Program.

250+

Legal aid organizations trained by OneJustice this year.

101

Immigration legal aid advocates have used the Maximizing Impact program to accelerate and innovate their work.



450 LEADERS FROM 18 STATES + DC

Sector Transformation and Sustainable Leadership

Our graduates use the expertise and resilience gained through the Fellowship to advocate for systemic equity across government and the judiciary, ensuring a sustainable and transformed future for the justice sector.

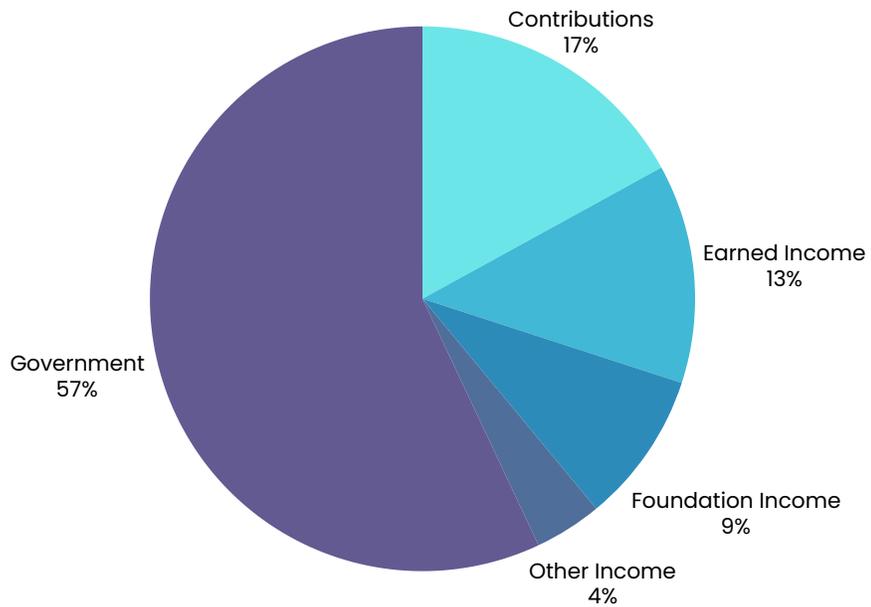


KEY FINANCIALS

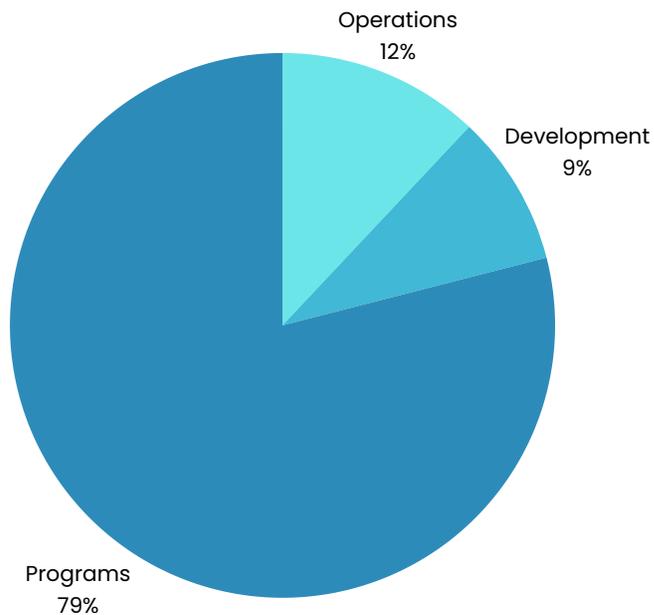


Nearly four out of every five dollars directly support programs that strengthen legal aid leadership and infrastructure.

FY2025 Income



FY2025 Expenses





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Thank you to the funders and partners who make this work possible.

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