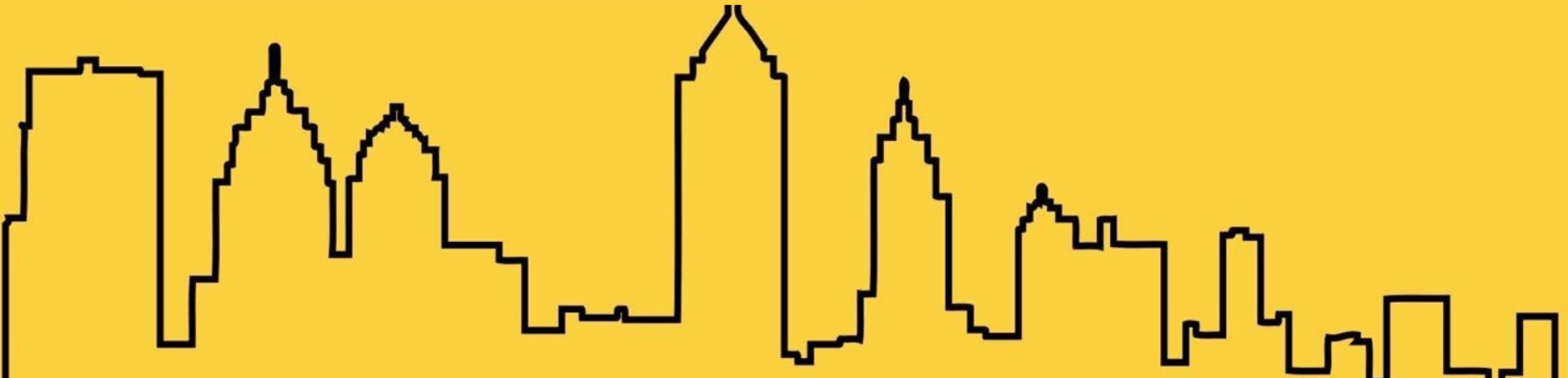


2024-2028 Strategic Plan

October 2023



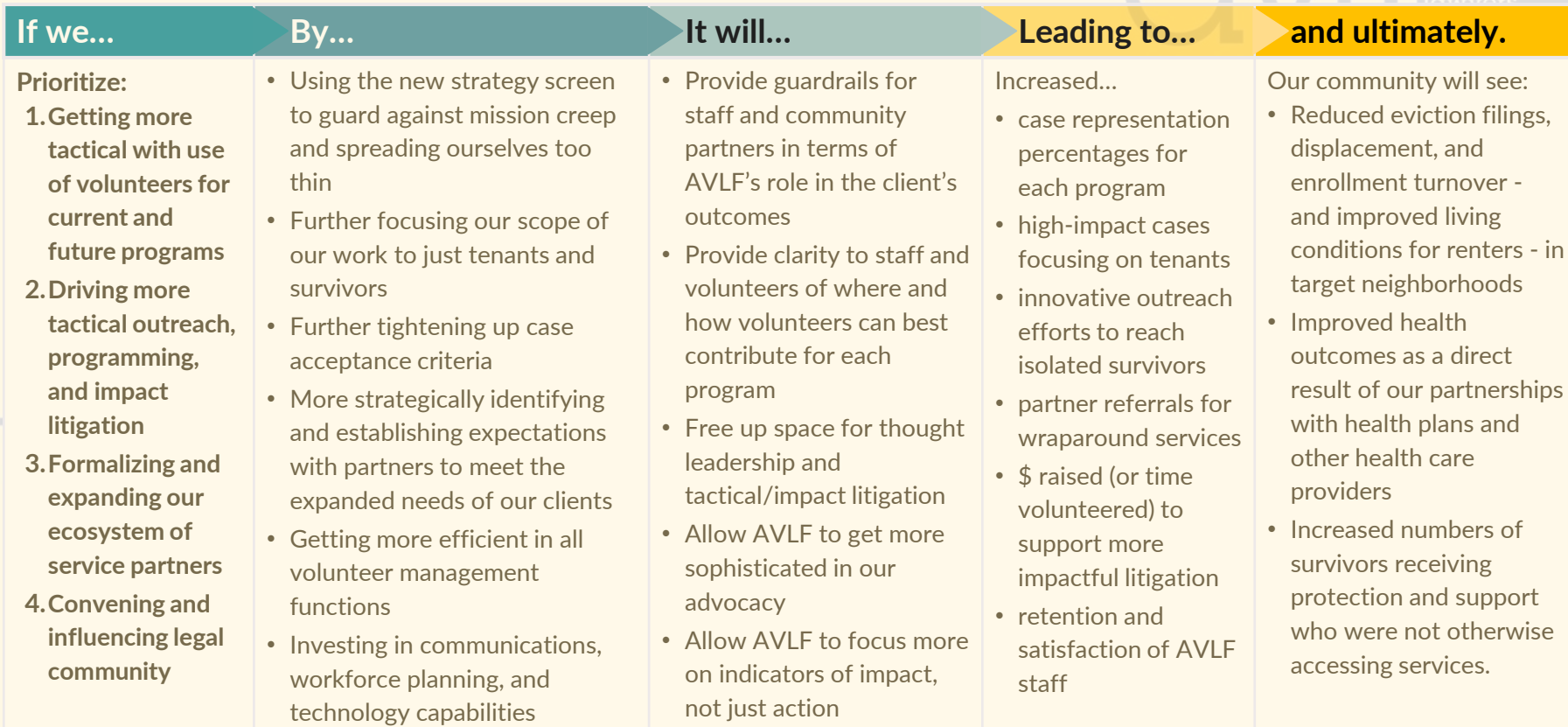


2024-2028 AVLFF Strategic Plan



AVLF's Impact Theory

Get more **tactical, intentional, and sophisticated** as we leverage our strengths for measurable impact



5-Year Roadmap for Strategic Priorities

The first-year efforts will set up AVLFL to build out and evaluate the strategies that will drive broader, deeper impact.

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PRIORITIES	2024	2025	2026	2027	2028
Get more tactical with use of volunteers for current and future programs	Enhance workforce planning capability to determine 'staffing' needs for each program (" right sizing " volunteer opportunities and clarifying division of labor)				
	Enhance sophistication of volunteer recruitment strategy to be more tactical and data-driven				
	Enhance volunteer management capacity to deepen volunteer engagement and increase case acceptance				
Drive more tactical outreach, programming, and impact litigation	Continue to expand access to legal protection for tenants and survivors in Fulton County while freeing up time and resources through more tactical and intentional programming				
	Develop a more tactical litigation and advocacy strategy for tenant-focused work that builds on AVLFL's individual casework and emphasizes broader and deeper impact on desired community outcomes				
	Expand and continue to develop innovative outreach and access strategies for survivors that build on AVLFL's existing intimate partner abuse programming for broader and deeper impact on desired community outcomes				
Formalize and expand our ecosystem of service partners	Standardize partnership and provider referral process to reduce load on staff and further define distinct "swim lanes" for AVLFL and its partners				
	Develop new client communication strategies that better set expectations around AVLFL process and representation				
Convene and influence legal community	Further position AVLFL as a thought leader and convener of the legal community to drive shared impact towards pressing issues plaguing the Atlanta community related to housing/landlord issues and intimate partner abuse				

Strategic Plan Responsibilities across AVLf

Each strategic priority needs clearly defined roles

PRIORITIES	Responsible	Accountable	Consulted	Informed
Get more tactical with use of volunteers for current and future programs	<ul style="list-style-type: none"> • Volunteer Management Leads • Program Directors 	<ul style="list-style-type: none"> • Deputy Director 	<ul style="list-style-type: none"> • Program Teams • Executive Director • Board • Leadership Council 	<ul style="list-style-type: none"> • Strategic Planning Committee
Driving more tactical outreach, programming, and impact litigation	<ul style="list-style-type: none"> • Program Directors 	<ul style="list-style-type: none"> • Deputy Director 	<ul style="list-style-type: none"> • Executive Director • Program Teams • Board 	<ul style="list-style-type: none"> • Strategic Planning Committee
Formalizing and expanding our service ecosystem of service partners	<ul style="list-style-type: none"> • Director of Community Support & Partnerships • Program Directors 	<ul style="list-style-type: none"> • Deputy Director 	<ul style="list-style-type: none"> • Executive Director • Program Teams 	<ul style="list-style-type: none"> • Strategic Planning Committee
Convening and influencing legal community	<ul style="list-style-type: none"> • Director of Communications • Executive Director • Program Directors 	<ul style="list-style-type: none"> • Deputy Director 	<ul style="list-style-type: none"> • Board • Leadership Council • Program Teams 	<ul style="list-style-type: none"> • Strategic Planning Committee



2024-2028

Strategic Priorities

- Key Objectives
- Potential Indicators of Success
- Key Tactics

AVLF Strategic Priority: Get more tactical with use of volunteers for current and future programs

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Key Objectives	Potential Indicators of Success
Enhance workforce planning capability to determine 'staffing' needs for each program	<ul style="list-style-type: none">● <i>% increase in volunteers with X experience</i>● <i>% increase in full case representation</i>● <i>% increase of trained attorneys placed on at least 1 case</i>● <i>% increase in volunteer retention</i>● <i>% increase in case acceptance</i>
Enhance sophistication of recruitment strategy to be more tactical and data-driven	
Enhance volunteer management capacity to deepen volunteer engagement and increase case acceptance	

AVLF Strategic Priority: Get more tactical with use of volunteers for current and future programs

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Key Objectives	Key Tactics
<p>Enhance workforce planning capability to determine 'staffing' needs for each program</p>	<ul style="list-style-type: none"> ● Develop a new legal-services delivery design to “right size” and clarify roles for volunteer attorneys to better delineate division of labor between Staff and Volunteer Attorneys and define and communicate expected level of volunteer engagement in cases ● Assess the long-term feasibility of a volunteer-driven representation model for programs with a decline in volunteer representation ● Better identify more specific volunteer opportunities for AVLF staff to manage - e.g. target litigation teams and partners for eviction defense work, target non-litigators for less-specific needs (e.g. intake interviews)
<p>Enhance sophistication of recruitment strategy to be more tactical and data-driven</p>	<ul style="list-style-type: none"> ● Develop a recruitment strategy that accounts for eventual attrition among committed volunteers, particularly in programs that require specific expertise, and best allows AVLF to meet the need for placing cases for representation, including but not limited to establishing firm initiatives or pools of attorneys committed specifically to litigation and the acceptance of cases for representation (AVLF “Litigation Department”)
<p>Enhance volunteer management capacity to deepen volunteer engagement + increase case acceptance</p>	<ul style="list-style-type: none"> ● Better communicate expectations to volunteers in terms of time commitment and scope of work for each program ● Invest in centralizing all volunteer management staff and functions across all AVLF programs with dedicated staff ● Better target our training opportunities for deeper understanding of the issues, incentivizing “training ground” ● Explore staffing models for the various versions of more in-depth substantive training in AVLF’s two main areas of focus, ranging from simply conducting more skills-based litigation trainings to the concept of a “leadership academy.”

AVLF Strategic Priority: Drive more tactical outreach, programming, and impact litigation to broaden and deepen community impact

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Key Objectives	Potential Indicators of Success
<p>Continue to expand access to legal protection for tenants and survivors in Fulton County through more tactical and intentional programming</p>	<ul style="list-style-type: none"> ● % reduction in eviction filings in target neighborhoods ● % reduction in enrollment turnover rates in target schools ● # of advocacy actions for top code enforcement offenders in target neighborhoods ● # of survivors reached through outreach efforts ● # of tactical/class action lawsuits filed/won ● \$ raised (volunteered) to support impact litigation ● % retention of staff ● % employee satisfaction ratings
<p>Develop a more tactical litigation and advocacy strategy for tenant-focused work that builds on AVLF's individual casework</p>	
<p>Expand innovative outreach and access strategies for survivors that build on AVLF's existing intimate partner abuse programming</p>	

AVLF Strategic Priority: Drive more tactical outreach, programming, and impact litigation to broaden and deepen community impact

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Key Objectives	Key Tactics
<p>Continue to expand access to legal protection for tenants and survivors in Fulton County through more tactical and intentional programming</p>	<ul style="list-style-type: none"> ● Annually reassess all program and major initiatives using the adopted Strategy Screen and financial/volunteer data to inform decisions about future investment and identify insights for program improvement ● Strengthen case evaluation, screening, and selection ● Assess time spent on cases + efforts w/in core substantive/geographic areas
<p>Develop a more tactical litigation and advocacy strategy for tenant-focused work that builds on AVLF's individual casework</p>	<ul style="list-style-type: none"> ● Conduct feasibility study of intentional shift to a more tactical, "impact litigation" approach within relevant programs, including but not limited to potential programs ● Use annual housing data to target specific bad-actor landlords in specific neighborhoods ● Explore creating an "impact" litigation arm of AVLF (housing) ● Develop staffing models and fund development strategy for more tactical impact litigation ● Identify legal partners to support impact litigation efforts with clear roles, responsibilities
<p>Expand innovative outreach and access strategies for survivors that build on AVLF's existing intimate partner abuse programming</p>	<ul style="list-style-type: none"> ● Use available annual data to identify the neighborhoods most in need of legal protection and services for survivors ● Enhance and expand mobile units and other innovative outreach and access approaches to increase survivors' access to legal protection and services in specific neighborhoods

AVLF Strategic Priority: Formalize and expand our ecosystem of service partners



Key Objectives	Potential Indicators of Success
<p>Standardize partnership and provider referral process to reduce the load on staff and further define distinct “swim lanes” for AVLF and its partners</p>	<ul style="list-style-type: none">● <i>% increase in wraparound partners</i>● <i>% client satisfaction ratings</i>● <i>% employee satisfaction ratings</i>● <i>% retention of staff</i>● <i>% increase in AVLF partners (wraparound and corporate) annually</i>
<p>Develop new client communication strategies that better sets expectations for AVLF process and representation</p>	

AVLF Strategic Priority: Formalize and expand our ecosystem of service partners



<i>Key Objectives</i>	<i>Key Tactics</i>
Standardize partnership and provider referral process to reduce the load on staff	<ul style="list-style-type: none">● Further define distinct “swim lanes” for AVLF● Strategically identify and establish expectations with partners to meet the expanded needs of our clients● Expand feedback loop with clients to evaluate existing partners and identify new partner needs on an continuous basis
Develop new client communication strategies that better sets expectations for AVLF process and representation	<ul style="list-style-type: none">● Expand Safe Families Office program approach to client communication to develop AVLF-wide talking points for expectations for client outcomes

AVLF Strategic Priority: Convene and influence legal community



<i>Key Objectives</i>	<i>Indicators of Success</i>
<p>Further position AVLF as a thought leader and convener of the legal community to drive shared impact towards pressing issues plaguing the Atlanta community related to housing/landlord issues and intimate partner abuse</p>	<ul style="list-style-type: none">● <i># of published writings shared</i>● <i># of speaking engagements requested</i>● <i># of participants convened virtually and in-person</i>
<p>Inspire the fight for justice by leading our supporters, volunteers, and the greater legal community towards awareness and advocacy</p>	<ul style="list-style-type: none">● <i>% increase in AVLF partners (wraparound and corporate)</i>

AVLF Strategic Priority: Convene and influence legal community



<i>Key Objectives</i>	<i>Key Tactics</i>
<p>Further position AVLF as a thought leader and convener of the legal community to drive shared impact towards pressing issues plaguing the Atlanta community related to housing/landlord issues and intimate partner abuse</p>	<ul style="list-style-type: none"> ● Build strategic communications capability within the organization to publish white papers, research, etc. on housing and family law topics and provide guidance for internal stakeholders via talking points and other communication assets ● Convene the Atlanta legal/pro bono community on a frequent basis ● Expand our impact measures to track human services-related outcomes + longer-term impact of target neighborhoods where we provide programming
<p>Inspire the fight for justice by leading our supporters, volunteers, and the greater legal community towards awareness and advocacy</p>	<ul style="list-style-type: none"> ● Utilize eviction and other data to better target our outreach and advocacy ● Better communicate our civic impact to our supporters and volunteer base so that they know the bigger movement of which they are a part