

Part I: Executive Summary

Fundamental Principles

The Legal Services Corporation (LSC) is an independent, non-profit organization established by Congress in 1974 to provide financial support for civil legal aid to low-income Americans. LSC was founded on the shared American ideal of access to justice regardless of one's economic status. LSC is the largest single funder of civil legal services to the poor in the United States. LSC is a grant-making organization, distributing nearly 94% of its federal appropriation to eligible, nonprofit organizations delivering civil legal aid. LSC grantees handle the basic civil legal needs of the poor, addressing matters involving safety, subsistence, and family stability. Most legal aid practices focus on family law, including domestic violence, child support and custody, and on housing matters, including evictions and foreclosures.

The LSC Mission

The United States Congress, in the declaration of purpose of the Legal Services Corporation Act, found that “there is a need to provide equal access to the system of justice in our Nation for individuals who seek redress of grievances,” that “there is a need to provide high quality legal assistance to those who would be otherwise unable to afford adequate legal counsel,” and that “providing legal assistance to those who face an economic barrier to adequate legal counsel will serve best the ends of justice and assist in improving opportunities for low-income persons.” In keeping with this mandate, LSC has established these Strategic Goals to support implementing its mission:

*To promote equal access to justice in our nation
and to provide high-quality civil legal assistance to low-income persons.*

The Current Landscape

LSC's 2017 Justice Gap study showed that 86% of the civil legal problems faced by low-income Americans received no or inadequate assistance. While we cannot project with certainty the extent to which the COVID-19 pandemic will increase the demand for civil legal services in the next several years, a variety of factors strongly suggest that the increase in the need will be substantial. First, millions of Americans sank into poverty, resulting in more people qualified for LSC's services, and the economic damage associated with the pandemic will likely keep more in poverty for a longer period. Second, the civil legal needs of low-income Americans have surged, especially in areas served by LSC grantees, including health care, unemployment, evictions, and domestic violence. Third, the state, local, and private financial resources previously available to fund LSC grantees' services have fallen, even as the needs for those services have increased. Fourth, legal aid programs must meet the increased demand while providing their services remotely. In this environment, LSC is working with its grantees to do more with less to support low-income Americans who seek equal access to justice.

The COVID-19 pandemic, and the public health restrictions imposed in response, have had a disproportionate effect on the poor, not only in terms of health outcomes but also in the economic impact caused by loss of housing, jobs, and benefits. This is especially true among the

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urban poor, which also tends to include disproportionately persons of color and the elderly, populations that LSC grantees routinely serve.

LSC's Strategic Goals

LSC's 2021 – 2024 Strategic Plan outlines the three strategic goals that will guide LSC for the next four years. LSC developed the Strategic Plan after conducting extensive outreach to LSC grantees, clients of the grantees, members of LSC's Board of Directors and staff, the judiciary, and other stakeholders. That outreach is summarized in Appendix A. The three strategic goals are:

1. Maximize the availability, quality, and effectiveness of the services LSC grantees provide to eligible low-income individuals by working with grantees to improve their organizational and operational capacity.
2. Expand LSC's role as a convener and leading voice for access to justice and increased civil legal services for eligible persons living in poverty in the United States.
3. Achieve the highest standards of management, business operations, and fiscal responsibility.

Implementing this Strategic Plan

LSC will hold itself accountable for results, just as it holds its grantees accountable. Each strategic goal includes specific initiatives that will be implemented to make progress against each goal and the Strategic Plan as a whole. Annually, LSC will publish actions taken towards implementing this 2021 – 2024 Strategic Plan. The steps LSC has taken in implementing its 2017-2020 Strategic Plan are summarized in Appendix B.

Part II: Introduction

History: About the Creation of the Legal Services Corporation

The Legal Services Corporation (LSC) was created on July 25, 1974, when President Richard Nixon signed the Legal Services Corporation Act. The statute passed both houses of Congress with bipartisan support. LSC was the successor to the Legal Services Program, which was part of the Office of Economic Opportunity (OEO) created by President Lyndon Johnson as a part of his War on Poverty.

About the Legal Services Corporation

LSC is an independent non-profit organization established by Congress to provide financial support for civil legal aid to low-income Americans. LSC is the largest single funder of civil legal services to the poor in the United States. LSC is a grant-making organization, distributing nearly 94% of its federal appropriation to eligible, nonprofit organizations delivering civil legal aid. LSC awards grants through a competitive process and currently funds 132 independent legal aid organizations. With more than 850 offices nationwide, these organizations serve hundreds of thousands of low-income individuals, children, families, seniors, and veterans in every

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congressional district. LSC grantees handle the basic civil legal needs of the poor, addressing matters involving safety, subsistence, and family stability. Most legal aid practices focus on family law, including domestic violence, child support and custody, and on housing matters, including evictions and foreclosures.

Legal Services Corporation Leadership

An eleven-member Board of Directors governs LSC. Each Board member is appointed by the President of the United States and confirmed by the Senate to serve a three-year term. By law, the Board is bipartisan; no more than six members may be of the same political party. The current Board includes leaders from across the country with a wealth of professional experience at major law firms, law schools, and civil legal aid providers; two Board members are client-eligible representatives. The Board is responsible for electing the Chair and Vice Chair of the Board and for hiring the President of the Corporation. The President oversees LSC's staff and is responsible for the final approval of all awards made to the Corporation's grantees. LSC's current senior management has considerable experience in both the public and private sectors. Since 1988, LSC has been overseen by its own Office of the Inspector General (OIG). The OIG's primary goals are to assist management in identifying ways to promote efficiency and effectiveness in the activities and operations of LSC and its grantees and to prevent and detect fraud, waste, and abuse.

The Shared Values of the Legal Services Corporation

LSC was founded on a shared American ideal: access to justice regardless of one's economic status. In the Preamble to the United States Constitution, the Framers recognized that to "establish justice" was a primary goal of the new Republic. As James Madison explained in Federalist 51: "Justice is the end of government. It is the end of civil society. It ever has been and ever will be pursued until it be obtained, or until liberty be lost in the pursuit." America's promise of liberty is rooted in the availability of justice for all, which can only be realized when all have access to the system that administers justice.

Congress recognized this in its finding and declaration of purpose in the Legal Services Corporation Act: "...for many of our citizens, the availability of legal services has reaffirmed faith in our government of laws." In his address at the LSC's 40th Anniversary, the late Justice Antonin Scalia reminded us of the full meaning of this promise: "The American ideal is not for some justice, it is as the Pledge of Allegiance says, 'Liberty and justice for all,' or as the Supreme Court pediment has it, 'equal justice.' ... Equality, equal treatment, is perhaps the most fundamental element of justice." Nathan Hecht, Chief Justice of the Texas Supreme Court, has similarly remarked: "Justice for only those who can afford it is neither justice for all nor justice at all."

Part III: Strategic Goals

LSC's 2021 – 2024 Strategic Plan outlines the three strategic goals that will guide it for the next four years:

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1. Maximize the availability, quality, and effectiveness of the services its grantees provide to eligible low-income individuals by working with grantees to improve their organizational and operational capacity.
2. Expand LSC's role as a convener and leading voice for access to justice and increased civil legal services for eligible persons living in poverty in the United States.
3. Achieve the highest standards of management, business operations, and fiscal responsibility.

This section includes an overview of each strategic goal and the initiatives and action steps identified to implement each strategic goal.

Strategic Goal One: Maximize the availability, quality, and effectiveness of the services grantees provide to eligible low-income individuals by working with grantees to improve their organizational and operational capacity.¹

Maintenance of the rule of law is, and always has been, a central purpose of the American Republic. The rule of law requires an opportunity to vindicate one's legal rights, which often requires legal assistance to those who need it the most. To achieve this goal, LSC must work to afford its grantees the resources, tools, and management expertise to reach and assist their clients most effectively.

Initiative One: Spearhead wide-ranging capacity building activities in the provision of civil legal services and non-profit leadership, management, and board governance to ensure that grantees are high-performing organizations that are financially healthy and fiscally responsible and “provide the most economical and effective delivery of legal assistance to persons”.

- Design, develop, and launch “LSC University”, which will provide on-demand resources focusing on LSC's Performance Criteria, LSC regulatory requirements, model practices, non-profit leadership and management, and board governance.
- Develop and provide training designed to enable client eligible board members to serve as grantee board members and to develop their leadership skills.

¹ Throughout this document, “low-income” and “poor” refer to the definitions in LSC's governing act and include compliance with the eligibility rules. See Legal Services Corporation Act as amended, 42 U.S.C. §§ 2996 et seq., Public Law 93-35593 Congress, H.R. 7824, July 25, 1974; LSC Act, Public Law 95-222, 95 Congress, H.R. 6666, December 28, 1977; LSC Reauthorization Act, and other amendments. See also 24 C.F.R. §§ 1611 & 1611X. While the primary focus of LSC's grantees remains on the provision of civil legal services, in 2010 Congress amended section 1007(b) of the LSC Act to permit LSC recipients to use LSC funds to represent persons in all criminal proceedings in tribal courts. See Indian Arts and Crafts Amendments Act, Pub. L. 111-211, 124 Stat. 2258, 2282 (July 29, 2010), substantively increasing tribal courts' criminal jurisdiction. Any discussion of the provision of civil legal services in this Strategic Plan should be understood to include those limited criminal legal services in tribal courts, as permitted by law.

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- Conduct a gap analysis on a regular basis to identify emerging training and technical assistance needs.
- Utilize virtual workshops, webinars, LSC’s Model Practices and Innovations initiative, LSC board meetings and Access to Justice Forums, and regional and national meetings and conferences regularly to share model practices and innovations.
- Identify, validate, and disseminate model practices and innovations related to the use of technology to support and improve client intake, the delivery of civil legal services, and organizational efficiency.
- Encourage grantees to continue to collaborate with non-traditional partners such as hospitals, housing boards, schools, libraries, mental health facilities, rehabilitation clinics, veterans centers, community centers and foster care programs to provide more efficient service to clients in addressing civil legal needs.
- Promote peer support and collaboration to ensure that model practices, innovations, and lessons learned are routinely shared and disseminated among grantees.
- Promote private attorney involvement (PAI) with grantees, including a review of the effectiveness of the recent changes to the PAI rule.
- Continue to identify, and if necessary, refine and streamline regulatory requirements that may unduly burden grantees.

Undertake a comprehensive analysis of LSC’s Native American service areas and its Native American allocations to assess whether: (1) any Native American services areas need to be redrawn to account for geographic shifts in the nation’s Native American population, and (2) LSC needs to adjust the grant allocations to those service areas.

Initiative Two: Provide clear and relevant performance standards and metrics to ensure the assessment of grantees is fair and objective and promotes the best possible performance of all grantees.

- Update LSC’s Performance Criteria to ensure they reflect the evolving landscape of service delivery in a post-pandemic environment.
- Assess grantees’ capacity to satisfy the various elements of LSC’s Performance Criteria to better support grantees and foster improved client services.
- Provide leadership in the legal services field for the development and analysis of outcome, needs and efficiency measures to help legal aid programs identify and monitor effective services, benchmark performance, and improve services to people in need.

Initiative Three: Maintain the highest standards of fiscal responsibility and regulatory compliance for LSC grantees.

- Continue to clearly communicate LSC’s high standards for grants management, including programmatic, regulatory compliance, and fiscal accountability, for all grantees.
- Continue to benchmark and evaluate best practices in non-profit grant making, oversight,

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and grantee training and technical assistance.

- Continue to train grantees on the use of LSC's new grants management system, GrantEase, and to identify opportunities for improvements in its use.
- Foster a culture of compliance through educational, training, and outreach efforts.
- Rollout and train grantees on LSC's revised Financial Management Guide.
- Recommend internal control improvements in grant programs and recommend practical solutions to improve the stewardship of LSC funds.
- Continually refine LSC's risk assessment instrument to prioritize and ensure oversight efforts are appropriately targeted.
- Assess and analyze opportunities to create efficiencies and streamline oversight processes to lessen current or future burdens on grantees while safeguarding taxpayer dollars.

Initiative Four: Work with grantees to foster the provision of legal aid services in a manner that reflects the actual needs and circumstances of clients and potential clients in their communities. In other words, work with grantees to ensure that they know the clients and the communities that they serve.²

- Provide resources and training to ensure grantees are able to effectively support underserved communities in their service areas.
- Evaluate the circumstances of populations traditionally underserved by lawyers and also those eligible for but not utilizing LSC-funded services.
- Develop guidelines as part of the Performance Criteria to foster grantees' awareness of the diverse cultural and other contexts in which clients and potential clients live and work.
- Identify and work to overcome difficulties related to access to legal services experienced by eligible clients, including populations such as veterans, residents of rural communities, communities of color, people with limited English proficiency, and work to ensure that their legal needs are adequately addressed.

Strategic Goal Two:: Expand LSC's role as a convener and leading voice for access to justice and increased civil legal services for eligible persons living in poverty in the United States.

The nation needs greater and more focused leadership in addressing the civil legal needs of the poor. As the largest single funder of civil legal services in the United States, LSC partners with 132 legal services organizations to serve every state and territory. LSC has the opportunity and obligation to expand its leadership to be a leading voice in raising awareness of the need for civil legal services and securing

² This is often referred to as "cultural competence." See, e.g., the American Bar Association's *Standards for the Provision of Legal Aid* (2006), which states, "A provider should ensure that its staff has the skills, knowledge, and resources necessary to provide assistance in a culturally competent manner." The ABA Standard provides a detailed definition of the provision of services in a cultural~~ly~~ly competent manner.

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access to civil justice for the poor.

Initiative One: Broaden and build bipartisan support for LSC's mission of improving access to justice as well as significantly increasing the funding resources necessary to execute that mission.

- Proactively expand outreach and education efforts to the Administration and federal agencies where there is a nexus with legal services issues, for example, eviction, unemployment insurance, consumer protection, domestic violence, veterans, disaster relief.
- Proactively expand outreach and education efforts to members of Congress, and congressional staff to demonstrate the importance of legal aid services.
- Continue to develop and promote annual congressional budget requests that would significantly reduce the Justice Gap between the unmet civil legal needs of low-income Americans and the resources available to address those needs.
- Support and encourage the expansion of grantee outreach efforts to educate members of Congress and congressional staff.
- Expand the use of data and research to increase outreach and advocacy efforts with different audiences, for example, the Justice Gap and Eviction Studies.
- Expand grantee client stories and leverage output data to communicate the impact and benefits of LSC's grants, e.g., through the Disaster Relief Emergency Supplemental appropriations grants, Technology Initiative Grants (TIG), and the Pro Bono Innovation Fund (PBIF) grants.
- Include and elevate the voices of clients in national discussions about access to justice.
- Develop communications outreach strategies to target local news, specialty, and social media outlets to reach members of Congress, other stakeholders, and the public.

Initiative Two: Expand LSC's communications program to increase awareness of the need for and impact of the work of LSC grantees and promote LSC's role as a national leader for civil legal services working to close the justice gap.

- Identify and engage partners outside of the traditional legal services community such as nonprofits serving low-income people, the business community, judges, law schools, faith-based organizations, and leaders across a wide range of disciplines. Utilize the LSC Task Forces to amplify outreach and to publicize LSC grantees work and critical resources related to new and emerging issues.
- In addition to ongoing outreach efforts, build a strategic, year-long, multi-pronged public awareness campaign around LSC's 50th Anniversary to celebrate its achievements, build awareness, and educate stakeholders on the continuing demand for civil legal aid, the Justice Gap, and future initiatives. The campaign will include various events, themed briefings, social media campaigns, podcasts, and other outreach activities.
- Promote the development and expansion of the role that members of LSC's Leaders Council and Emerging Leaders Council can play to raise public awareness of the civil legal aid crisis.
- Collaborate with other funders, legal services providers, bar associations, state judicial

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associations, the business community, and nonprofits on issues affecting the provision of civil legal services to the poor

Initiative Three: Increase LSC's private fundraising efforts to support expanded legal aid services and initiatives. All LSC private-fundraising efforts shall complement its congressional mandate and be reviewed to mitigate any competition with grantees efforts to fundraise.

- Identify and nurture partnerships with national, state, and local foundations to expand private support to civil legal aid programs and LSC special initiatives.
- Foster and increase support from law firms and corporations to advocate for additional support for LSC projects and Board Task Forces.
- Identify new programmatic and research opportunities beyond what is supported by congressional appropriations and connect with potential funders.
- Initiate plans for LSC's 50th Anniversary celebration in 2024.
- Encourage funders and donors to support grantees.

Strategic Goal Three: Achieve the highest standards of management, business operations, and fiscal responsibility.

The United States Congress entrusts LSC with funds collected from the American taxpayer. To live up to that trust and justify further confidence, LSC is a prudent steward of the resources allocated to it. LSC should be a model of fiscal responsibility, strong professional management, and operational excellence. LSC is dedicated to effectively engaging the full talents and abilities of its diverse workforce and cultivating a community built on trust, openness, and transparency

Initiative One: Maintain the highest standards of fiscal responsibility and regulatory compliance for LSC

- Maintain best fiscal practices with strong internal controls and adherence to non-profit and government standards.
- Maintain best practices to ensure excellence and transparency for regulatory compliance.
- Manage and maintain LSC's budget to ensure appropriate programmatic support with agility to address shifting and emerging needs.
- Continue to train staff on the use and features of LSC's new NetSuite accounting system and continue to identify opportunities to take advantage of the new system.
- Create and revise core resources, such as the Accounting Manual, to train staff to effectively use the new accounting system.
- Maintain a strong, cooperative, and productive relationship with the Office of Inspector General.
- Maintain full compliance with the Freedom of Information Act and the Sunshine Act.

Initiative Two: Maintain highly effective business operations through collaborative leadership that fosters strong staff engagement, accountability, and transparency.

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- Encourage continuity of governance at LSC to maintain institutional history through practices such as the sequencing of Board appointments.
- Continue the practice of having experts (who are not LSC Board Members) in accounting, finance, and other relevant disciplines serve on LSC Board committees.
- Maintain and support a strong management team that models collaborative leadership practices that are equitable and inclusive; that engage, develop, and coach staff to perform at their best; and that lead teams to produce excellent results.
- Continue development and exercise of the Continuity of Operations Plan to ensure LSC business continues at all times, no matter the circumstance.
- Maintain a strong and productive relationship with the LSC union.
- Assess the impact of remote working arrangements, including the need for competent and productive work as well as the challenges faced by employees working remotely.

Initiative Three: Hire and retain a talented, diverse, engaged, and adaptive workforce committed to organizational excellence and making LSC a great place to work for everyone.

- Evaluate the current staffing needs and staffing models to ensure a sufficient level of personnel to promote LSC's mission of oversight and support of grantees.
- Cultivate robust systems to recruit, hire and onboard a dedicated, diverse, and talented workforce of staff committed to, and capable of, achieving positive change and delivering value to our grantees.
- Cultivate and support a culture of learning, growth, and development throughout the organization to ensure employees have the skills they need to grow and thrive in their career, allowing them to fully contribute to LSC.
- Develop and communicate shared core values and incorporate those values into messaging, policies, and procedures.
- Strengthen internal transparency through open, honest, and respectful communications.

Initiative Four: Ensure that a commitment to diversity, equity, and inclusion is woven throughout LSC.

- Promote and foster diversity, equity, and inclusion, and integrate those values into LSC's policies and practices.
- Provide ongoing training and programming to leverage LSC's rich diversity and create a culture in which every employee feels valued and do their best work to help LSC carry out its mission.

Initiative Five: Strengthen and maintain information systems and tools to maximize flexibility and accessibility without compromising efficiency and security.

- Assess technology and realign as needed to achieve strategic goals and accomplish operational objectives.

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- Provide technology solutions that enable the seamless operation of LSC business operations across departments and provide staff with the training and resources needed to maximize safe and effective use.
- Provide secure, predictable, and resilient systems, services, and solutions that can be scaled and that ensure continued essential functions no matter the situation.
- Stay abreast of latest technology threats and countermeasures to address those threats.
- Provide staff with regular cyber security training.
- Maintain technological management systems that use data and metrics to ensure effective business operations.
- Maintain robust contract and vendor management system to ensure vendors that host or process sensitive data have adequate privacy and security safeguards in place.

Appendix A: Methodology to Update the Strategic Plan

I. Process Overview

To support the development of the 2021-2024 LSC Strategic Plan, Legal Services Corporation (LSC) contracted with Bent Ear Solutions (BES) to identify potential revisions to the 2017-2020 LSC Strategic Plan. BES conducted a series of surveys, interviews, and webinars to solicit input on LSC's existing goals and initiatives from its diverse stakeholders. LSC identified 1334 organizations and individuals from whom to seek input. Over the course of three months, more than 300 stakeholders provided feedback and recommendations regarding LSC's future direction. LSC also solicited feedback through the Federal Register for a 30-day comment period and shared those comments directly with BES to include in its analysis. LSC's Management Team is additionally playing a critical role in defining the current state of LSC and the future improvements needed to enhance civil legal aid services.

Following the stakeholder engagement process, BES reviewed, analyzed, and summarized the data captured to support the development of a Strategic Planning Recommendations Report. BES presented its findings to the LSC Board during its quarterly board meeting in October 2020. The LSC Board used the feedback, working with LSC Management, to draft a revised LSC 2021-2024 Strategic Plan. LSC again solicited comments in the Federal Register on the revised plan. During the April 2021 quarterly meeting, the LSC Board approved a final draft of this Strategic Plan.

II. Public Outreach Process

Stakeholder Survey

To assess LSC's 2017-2020 Strategic Plan and inform LSC's future direction, BES worked with LSC management to survey 1334 stakeholders. The survey sought to capture feedback on:

- Goals, initiatives, and tasks outlined in the 2017-2020 Strategic Plan
- LSC's effectiveness in achieving the strategic priorities
- Staff alignment to the Strategic Plan
- External factors that could impact LSC's future direction

Survey participation is summarized in Table 1 and includes a comparison to LSC's 2016 strategic planning process.

Table 1: Survey Participation

Stakeholder Group	2016 Participation			2020 Participation		
	Recipients	Respondents	%	Recipients	Respondents	%
Client-Eligible Board Members	145	17	12%	660	33	5%
Congressional Staff	2	0	0%	13	3	23%
Executive Directors	133	61	46%	129	73	57%
External Stakeholders	41	4	10%	258	76	29%
Grantee Board Chairs	136	27	20%	139	26	19%
LSC Staff	103	25	24%	135	54	40%
Totals	560	134		1334	265	

Interviews

To build on the data captured during the survey, a series of individual and group interviews were conducted with a wide range of stakeholders. Interview questions were developed based on interviewees’ unique roles to promote conversations and elicit input that would better inform the future Strategic Plan. Table 2 provides a summary of the stakeholders that were interviewed during this process compared to the participation from 2016.

Table 2: Interview Participation

Stakeholder Group	2016 Participation	2020 Participation
Client-Eligible Board Members	2	3
Congressional Staff	1	1
Executive Directors	0	3
External Stakeholders	4	1
LSC Board Committee Members	5	5
LSC Board of Directors	10	10
LSC Staff	1	7
Totals	23	30

Webinars

All stakeholders that received the survey and were not interviewed were invited to participate in the Strategic Planning Webinars. Like the interviews, the purpose of the two webinars was to expand on the data captured from the survey, assess the 2017-2020 Strategic Plan, and identify recommendations for new strategic priorities. Table 3 provides a snapshot of the stakeholders that participated in the webinars during the 2020 engagement process compared to the webinar participation in 2016.

Table 3: Webinar Participation






Stakeholder Group	2016 Participation	2020 Participation
Client-Eligible Board Members	0	11
Emerging Leaders Council Member	0	2
Executive Directors	0	23
External Stakeholders	7	7
Grantee Board Chair	0	4
Leaders Council Member	0	3
LSC Staff	0	14
Totals	7	64

Management Team Meetings

Two LSC Management Team Meetings were conducted to ensure LSC leadership had the opportunity to discuss modifications to LSC’s Strategic Plan.

Summary of Key Themes

To identify key themes and recommendations for LSC’s strategic priorities, BES reviewed the data collected during the stakeholder engagement process. The data were aggregated, and similar comments were grouped together to identify common themes.

 Mission	 Grantee Support	 Outreach	 Funding	 Internal Operations
<ul style="list-style-type: none"> Continue to illustrate that in today’s environment equity issues highlighted by the pandemic and other natural disasters have a greater impact on the economically disadvantaged and further strengthens the need for the legal services provided by LSC and its grantees. 	<ul style="list-style-type: none"> Streamline reporting processes and data collection. Increase information sharing to ensure grantees have access to needed resources, best practices, and lessons learned. Increase access to training. Continue to prioritize technology utilization. 	<ul style="list-style-type: none"> Increase outreach to new partners that have not typically worked with legal aid. Regularly share best practices and lessons learned. Continue to place an emphasis on bipartisan messaging. Consider how to effectively leverage task forces. Continue to leverage data to communicate LSC’s and its grantees’ impact. 	<ul style="list-style-type: none"> Enhance fundraising efforts with partners outside of the current funding sources. Ensure external fundraising does not impact current Federal funding. 	<ul style="list-style-type: none"> Promote diversity, equity, and inclusion (DEI). Ensure LSC staff have a clear understanding of how their work aligns to the Strategic Plan. Continue to focus on providing a strong staff morale.

Appendix B: Actions to Implement LSC's 2017-2020 Strategic Plan

The following provides highlights of actions LSC has undertaken to implement the three goals and related initiatives identified in LSC's 2017-2020 Strategic Plan:

Goal No. 1: Maximize the Availability, Quality, and Effectiveness of Services LSC Grantees Provide to Eligible Low-Income Individuals (Strategic Plan pp. 5-7)

1. LSC's grant awards increased from \$385 million in FY2017 to \$465 million in FY2021, with \$25 million increases in FYs 2018, 2020, and 2021. LSC annually allocates over 94% of its appropriation to grants for civil legal aid.
2. In 2020, LSC received a \$50 million appropriation from The Coronavirus Aid, Relief, and Economic Security (CARES) Act to support grantee efforts to assist low-income clients facing job losses, evictions and other problems stemming from the pandemic. LSC granted out the funds within three weeks in two separate grant programs, awarding more than \$47 million among all 132 grantees and an additional \$2.4 million to 126 LSC grantees to improve or expand telework capacity during the pandemic.
3. LSC received appropriations of \$15 million in both FYs 2018 and 2019 to support the delivery of legal services to the victims of natural disasters such as hurricanes, tornadoes, flooding, and wildfires.
4. Over the course of the strategic plan, LSC's Technology Initiative Grants (TIG) program focused on improving access to the courts and increasing grantee efficiency. Several TIG-funded projects have received national and international recognition for their innovative approach to addressing issues in civil legal aid. Each year, LSC has hosted an annual Innovations in Technology Conference (ITC) to highlight TIG initiatives and bring together technology thought leaders from inside and outside the legal services community across the country.
5. The Pro Bono Innovation Fund (PBIF) grant program propelled LSC to be a leader in pro bono efforts for civil legal aid. The grant program supports grantees' innovations to engage more pro bono lawyers, other volunteers, and resources in the delivery of legal services to enhance the quality of pro bono programs at LSC grantees. Between 2017 and 2020, LSC invested nearly \$4 million in pro bono eviction defense and housing stabilization efforts, better enabling LSC grantees to address the pandemic-related eviction crisis.
6. Highlighted best practices in legal services and non-profit leadership at LSC's quarterly Board meetings, Fora on Increasing Access to Justice, 45th Anniversary Conference and events, the largest conferences for civil legal aid providers, and regional meetings of grantee Executive Directors.
7. Used program oversight visits and program visit reports to promote the adoption of best practices to individual grantees. Between 2017 and 2020, the Office of Program Performance (OPP) conducted 151 varying oversight visits.

8. In 2020, LSC launched a Veterans' Task Force to identify the unmet legal needs of veterans and their families and legal aid's role in meeting those needs.
9. Established a Disaster Task Force in 2018 and published a report in 2019 highlighting concrete steps that legal service providers can take to build a systemic coordinated, and sustainable approach to helping low-income individuals, families, and communities prepare for, respond to, and recover from disasters.
10. Established an Opioid Task Force in 2018 and published a report in 2019 with recommendations on strengthening the role of civil legal aid in response to the opioid epidemic – including recommendations to legal aid organizations, healthcare providers, courts, and state governments.
11. Implemented a new grants management system that transforms grantee oversight, streamlines LSC's grant applications, award and payment processes, features enhanced reporting, and provides a flexible platform to integrate smoothly with other information systems.
12. Since its creation in 2015, the Office of Data Governance and Analysis (ODGA) has developed many new tools and analysis for LSC and our grantees, including:
 - Creating a [Civil Legal Data webpage](#), which provides a wide variety of data tools, raw data, reports, and instructional material for grantees and improved LSC's grantee risk assessment tool.
 - Developing a new Grantee Activity Report system that is easier to use and responsive to grantee needs.
 - Gathering large volumes of state court data from court websites to better understand what formal court proceedings can tell us about the nature of civil legal needs in a given area and how legal-aid delivery systems are meeting those needs. As of 2020, it was the largest database of state court data in the country.
13. In 2020, LSC deployed the LSC Training webpage to consolidate and compile all relevant, timely and accurate training resources into a single location and to support the promotion of equal access to justice through high-quality, efficient, and comprehensive Training and Technical Assistance tools and resources.
14. Between 2017 and 2020, LSC's Herbert S. Garten Loan Repayment Assistance Program provided loan repayment assistance to 391 new applicants in 83 grantee offices in 44 states and Puerto Rico.
15. Continued the privately funded Rural Legal Summer Corps program in conjunction with Equal Justice Works. The program connects public interest law students with civil legal aid organizations to address pressing legal issues facing rural communities. From 2017 to 2020, the number of fellows placed increased by 5 and the number of states participating by 2.

Goal No. 2: Expand the Role of LSC as a Convener and Leading Voice for Civil Legal Services for Eligible Persons Living in Poverty in the United States (Strategic Plan pp. 7-9)

1. Marked LSC's 45th anniversary with a three-day conference attended by more than 500 people.
2. Published an updated Justice Gap Report with funding from the Hewlett and Kresge Foundations and in partnership with NORC at the University of Chicago. This comprehensive report explores the "justice gap," the difference between the civil legal needs of low-income Americans and the resources available to meet those needs in 2017.
3. Convened 22 Fora on Increasing Access to Justice to bring together influential leaders to discuss the importance of expanding access to justice for low-income individuals.
4. Continued to expand LSC's Leaders Council, which serves as a high visibility network of advocates for civil legal aid across a spectrum of disciplines. Established the LSC Emerging Leaders Council to bring together some of the country's rising leaders to help increase public awareness of the crisis in civil legal aid.
5. Greatly expanded the use of social media to amplify and promote LSC activities and practices, and, at the same time, expanded our use of social media analytics and used social media to drive webpages and highlight key campaigns and events.
6. The LSC Board Chair and President regularly represent LSC and participate in national events.
7. Provided effective and rapid response to media inquiries. The LSC Board Chair and President participated in dozens interviews with national news outlets. LSC placed more than 15 op-eds in papers across the country and increased targeted press releases to local markets.
8. Despite OMB's annual recommendation to eliminate LSC funding under the Trump Administration, LSC received increased funding each year. Many external stakeholders – including the Conference of Chief Justices and Conferences of State Court Administrators, 160 law firm leaders from all 50 states, 160 law school deans, 204 corporate general counsel, 41 bipartisan state attorneys general, and the ABA – submitted letters to Congress calling for robust funding for LSC.
9. Increased Outreach to Members of Congress (MOC), including expanding bipartisan support for increased appropriations, increased participated in various LSC events, increased LSC Board member and grantee Executive Director engagement on Capitol Hill, and annually organizing congressional briefings in the House and Senate sponsored by bipartisan MOC. LSC presented a total of 10 briefings from 2017-2020 (5 in House; 5 in Senate).

10. Continued to work closely with the House Access to Civil Legal Services Caucus, which remains active and effective.
11. Enhanced LSC's formal budget request to Congress, LSC's Annual Report, and LSC's "By the Numbers" to make a stronger case for funding with research and data on pro se litigants and the economic benefits of legal aid. The congressional budget request now includes a section with compelling data on grantee services by state and territory.
12. Worked with the White House Legal Aid Interagency Roundtable to expand awareness of civil legal aid in federal government agencies and to increase sources of funding for legal aid using grants by federal agencies that serve clients of legal aid programs. LSC's President is a member of the Roundtable.
13. Expanded upon working relationships with state IOLTA programs and state bar foundations funding civil legal aid.
14. Collaborated regularly with NLADA as well as the American Bar Association's Leadership, its Standing Committee on Legal Aid and Indigent Defendants, Standing Committee on Pro Bono and Public Service, and Resource Center for Access to Justice Initiatives. LSC's President served on the ABA's Commission on the Future of Legal Services and serves on the Advisory Council for the ABA's new Center for Innovation. LSC's General Counsel represented LSC at the ABA Military and Veterans Legal Services Network meetings to enhance the availability of information about legal services for veterans, military service members, and their families. LSC's President serves on the ABA's COVID-19 Task Force and on the Task Force's Committee on Evictions and Committee on Pro Bono Mobilization.
15. Continue to collaborate with Voices for Civil Justice, a "communications hub" that is funded by the Public Welfare Foundation, the Kresge Foundation, and others which use survey research and communications expertise to expand public awareness of the role and importance of civil legal aid in the United States. LSC's President is on the Advisory Board.
16. LSC's General Counsel represents LSC on the Administrative Conference of the United States (ACUS).
17. Between 2017 and 2020, LSC established built relationships with and secured over six million dollars in contributions, grants, and multi-year pledges from individual donors, foundations, corporations, and law firms.
18. LSC has been awarded three major grants from the Margaret A. Cargill Foundation as part of LSC's Midwest Legal Disaster Coordination Project, a grant program designed to foster strong relationships between disaster-preparedness organizations and LSC-funded legal service providers in the Midwest.
19. Continued LSC's Public Library Project through grants from the Andrew W. Mellon

Foundation, the Susan Crown Exchange, the Reynolds Family Foundation, and LSC-raised matching funds. LSC's Public Library Project involves a pilot project to train librarians on providing resources to individuals seeking civil legal assistance and a national online training course for public librarians.

20. LSC assumed management of the Legal Navigator project to create a central online hub of information and guidance for individuals seeking assistance with civil legal issues. In 2020, it successfully piloted in two states, Hawaii and Alaska, before LSC began the process to transition the project to the states.
21. The G. Duane Vieth Leadership Development Program, funded by Arnold & Porter LLP, ran from 2015-2019. The program fostered leadership development among LSC grantees.
22. Secured private funding for each LSC Task Force. The Sidley Austin Foundation supported the Opioid Task Force; Latham & Watkins LLP supported with Disaster Task Force; and the DLA Piper Foundation supported the Veterans Task Force.
23. Using privately raised funds, conducted a business outreach campaign in 2019 to recruit new advocates and financial supporters for civil legal aid in three targeted business markets: corporate counsel, mobile technology, and medical-legal sectors.
24. In August, LSC launched the first of eight podcasts in 2020, titled Talk Justice an LSC Podcast. The podcast features leaders in the legal, business, and government communities examining different aspects of access to justice.

Goal No. 3: Continue to Achieve the Highest Standards of Management for LSC and Its Grantees to Sustain a Capable, Responsive, and Accountable Organization (Strategic Plan pp. 9-10)

1. Continue to expand the involvement of the Office of Compliance and Enforcement (OCE) in the competitive grant and renewal process to provide a more integrated and expanded view of grantee performance and potential risk.
2. Continued the use of special grant conditions and reduced funding terms to improve grantee performance and compliance with LSC requirements.
3. Launched and refined LSC's comprehensive grantee risk assessment tool, a single, organization-wide index for assessing grantee risk.
4. LSC implemented new procedures for the audited financial statement review process, which allows LSC to better assess the fiscal health/stability of a grantee based on the information contained in the AFS. The new draft Financial Guide will replace the 2010 Accounting Guide for LSC Recipients.
5. Between 2017 and 2020, OCE conducted 93 oversight visits, which included an increased use of technical assistance to strength LSC's grantee compliance oversight.

6. Continued to improved information sharing between LSC Management and the Office of Inspector General to expedite investigations, avoid duplicative work, and provide early notice to management of potential problems with grantees.
7. Over the past four years, LSC has promulgated the following regulations bearing on fiscal management and regulatory compliance:
 - Parts 1600/1630/1631 (replaced Property Acquisition and Management Manual and modified provisions governing questioned cost proceedings and LSC's oversight of purchases and contracts over \$25,000);
 - Part 1609 (clarified definition and scope of "fee-generating case" and revised process of accounting for attorneys' fees awards);
 - Part 1629 (updated bonding requirements to reflect current insurance practices and simplify language in rule to reduce confusion);
 - Parts 1610/1627/1630 (updated criteria and approval processes for subgrants);
 - Part 1607–Governing Bodies (gave recipient governing bodies increased flexibility in recruiting, appointing, and retaining client-eligible members.)
8. The Office of Finance and Administrative Services (OFAS) implemented a new accounting system which automated tasks, reporting and integrated with our other financial systems including payroll, travel and expense management, grants management and accounts payable. It also included automating LSC's procurement process and developing a process for in-depth management quality control review of financial statement and notes, journal vouchers, and accounting transactions.
9. LSC issued an annual Conflict-of-Interest survey. LSC also implemented new internal Risk Management procedures.
10. Following the Fiscal Year 2018 Audit, OFAS implemented all the LSC auditor recommendations.
11. Continued to fully comply with all Freedom of Information Act (FOIA) regulations, on average responding to FOIA requests in less than 15.40 days.
12. Continued to comply fully with the Sunshine Act and 45 CFR Part 1622: Public Access to Meetings.
13. The Office of Information Technology took several measures to improve security of LSC systems and address LSC cybersecurity vulnerabilities, and trained LSC staff.
14. LSC continued to ensure organization excellence by: providing staff training on numerous LSC policies; enhancing our highly competitive benefits program; developing and implementing a robust new hire onboarding program; promoting continual professional development program, providing staff with individually tailored training and professional development opportunities;

continuing to improve LSC's performance management process; and creating and implementing numerous initiatives to enhance staff engagement and organizational culture.