

FY 2011 – FY 2014 LAMBDA LEGAL STRATEGIC PLAN

November 2010

Mission Statement

Lambda Legal is a national organization committed to achieving full recognition of the civil rights of lesbians, gay men, bisexuals, transgender people and those with HIV through impact litigation, education and public policy work.

Values and Assumptions

The Key Priorities and Objectives of Lambda Legal included in this strategic plan are based on the values that underlie our organization and various assumptions we have made in preparing this plan. Those values and assumptions are listed in Appendix A.

Key Priorities & Objectives

In order to accomplish its mission and based on its values and assumptions, Lambda Legal will pursue the following key priorities and objectives:

Programs

Continue strong movement towards accomplishing our mission through impact litigation, education, and public policy programs.

1. Win impact litigation in the priority areas approved annually by the Board. (Lambda Legal's current program priorities are listed in Appendix B.)
2. Develop and maintain education and public policy programs that increase the impact of our litigation and advance the goals of our program priorities.
3. Expand efforts to reach and to serve diverse LGBT and HIV communities.
4. Enhance Lambda Legal's status as *the* LGBT and HIV legal expert for both the legal community and the general public.
5. Increase our ability to do program work on a national basis, including by expanding program staff.

Marketing and Communications

Advance recognition of Lambda Legal as the leading legal advocate of the LGBT and HIV communities through effective communication, development tools, and messages that build strong community support and key relationships.

1. Use all appropriate communication tools to grow Lambda Legal's visibility, including to the LGBT and HIV communities, individual donors, corporations, the legal profession, foundations, and the media.
2. Further develop Lambda Legal's communication capabilities, including through public relations, marketing, digital communications, and social media.

3. Enhance and promote Lambda Legal's reputation within the LGBT and HIV communities and among our straight allies as the "go to" legal advocacy organization for the LGBT and HIV communities.
4. Develop appropriate communication platforms to diversify our audience to include more people of color, youth, women, straight allies, low-income people, and individuals in under-served geographic areas of the country.

Financial Strength and Development

Secure our vibrant future with continued growth of our financial capacity by using effective fundraising balanced with responsible fiscal management.

1. Set ambitious but realistic financial goals.
2. Increase support from Lambda Legal's existing donor base.
3. Expand support from law firms, corporations, individual lawyers, law students, younger donors, women, straight allies, people of color, and donors located in a broader cross-section of the country.
4. Maintain diversified revenue streams, such as events, planned giving, and foundation support.
5. Further engage the Board of Directors, National Leadership Council, and local leadership committees as partners in development to allow the organization to achieve its financial targets.
6. Continue the organization's exemplary stewardship and fiscal management.

Institutional Capacity

Build upon our solid organizational foundation by continuing to grow and strengthen our institutional capacity.

1. Continue to attract and retain a strong and diverse staff, including by offering appropriately competitive salaries and benefits, providing training and development opportunities, and strengthening management and leadership skills.
2. Ensure an optimal organizational structure, including regional and national staffing, office structures, and relationships among the Board, the NLC, and other volunteers.
3. Adopt additional information technology tools that enhance the organization's ability to meet its programmatic, development and communication goals.
4. Increase the organization's capacity to effectively use volunteers and pro bono contributions.
5. Maintain a strong, engaged, and diverse Board that operates using best practices, including through an effective committee structure.

Approved by Board of Directors - 10/3/10

Appendix A Values and Assumptions

1. We exist for the purpose of pursuing, and ultimately achieving and protecting, full civil rights for the LGBT community and people with HIV. Lambda Legal at all times devotes its skill, energy, and resources to this mission.
2. Our work is part of a broader movement. In fulfilling our mission, Lambda Legal contributes to and takes into account the broader national and international movements for civil and human rights for all people.
3. We are committed to excellence. Lambda Legal is committed to providing the highest quality legal representation to our clients, to abiding by our ethical and legal responsibilities, and to reaching out and serving diverse LGBT and HIV communities. Similarly, Lambda Legal is committed to policy advocacy, outreach, education, communications, marketing, development and administrative work of the highest quality, integrity, and efficiency.
4. We strive for maximum impact. Publicizing and heightening awareness of our work to the diverse sectors of the communities that we serve, including our straight allies, is essential to expanding civil rights throughout the country, building an effective docket of cases, and increasing financial support of the organization.
5. We are aggressive and responsive. Lambda Legal recognizes the value in taking advantage of opportunities to advance the organization's legal, educational and policy work in light of legal decisions, government actions, discriminatory acts or other current events. We must maintain the facility to respond effectively and efficiently to developments in ways that thoughtfully advance our mission.
6. We are a cohesive organization with national reach. Lambda Legal is a unified organization whose offices, staff, and Board are committed to working in concert, across regions and

departments, to advance our mission in a manner that leads to maximum results for our clients and community. In all decisions about our work, Lambda Legal puts the interests of our clients and the long-term interests of the broader community above all else.

7. Lambda Legal values its staff. Lambda Legal values its staff, and we will treat them with fairness, respect and dignity at all times. Lambda Legal's work depends on attracting and retaining the highest-quality staff that our resources allow. We recognize that staff diversity, talent, experience and job satisfaction over time are key components of our success, as well as essential considerations in setting policies and priorities at all levels.

8. Our governing Board and volunteer partners multiply Lambda Legal's impact. Lambda Legal's Board of Directors, National Leadership Council, and network of volunteers continue to be vital components of our success. The recruitment and retention of talented and diverse volunteers, including Board and NLC members, law firms, professionals, businesses, and students, significantly help us to leverage resources and to maximize the impact of our work. We recognize their importance and will treat them with fairness, respect and dignity at all times.

9. We are responsible stewards of our donors' support. Lambda Legal's work is made possible by the support of its donors. We are mindful of the contributions that our donors make and of our obligation to use our resources in the manner that will provide the greatest results with the highest impact.

10. We value our strategic alliances with other organizations. Lambda Legal understands the importance of working closely with other organizations -- both within and outside the LGBT and HIV communities -- that can provide different expertise, resources, and perspectives on the issues. Lambda Legal is committed to contributing our key strengths to collaborate with others in order to accomplish our common goals.

Appendix B
Lambda Legal FY 2011 Priority Areas

1. Family Protections
 - a. Same-Sex Relationships
 - b. Parents and Children
2. Workplace Fairness
3. HIV
4. Transgender Rights
5. Youth
 - a. Youth and Schools
 - b. Youth in Out-of-Home Care
6. Seniors
7. Health Care Fairness
8. Government Misconduct and Support of Discrimination
9. Proyecto Igualdad
10. Fair Courts