



**ALRP**  
AIDS LEGAL REFERRAL PANEL

**ALRP 2020-2023**  
**Strategic Plan**  

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**Executive Summary**





# Strategic Plan

## 2020-2023

### Executive Summary

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#### Our Mission

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To help people with HIV/AIDS maintain or improve their health by resolving their legal issues.

#### Our Values

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- Going above and beyond to serve our clients
- Quality services that are respectful
- Effective collaboration with the private bar
- Public/private partnerships in service of people living with HIV/AIDS
- Race equity and inclusion – everyone deserves equal access to justice
- Inclusive culture and programs that welcome clients of all backgrounds

#### Our Vision

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##### ALRP in 2023

In 2023, ALRP remains a robust and respected organization meeting the legal needs of people living with HIV/AIDS, particularly the aging, disenfranchised, and poor. Clients served by ALRP will maintain or improve their health as a result of ALRP's services.

Staff attorneys focus on legal work, as ALRP has sufficient administrative and social work staff to support their work and clients' related needs. ALRP provides for its staff: a competitive living wage; opportunities for professional growth; and appropriate resources, including updated and optimized technology.

ALRP has an active and able volunteer attorney Panel which complements Staff attorneys to provide comprehensive legal services. The ALRP Board of Directors is similarly active and impassioned to develop support for ALRP within the legal and other industries.

After a smooth transition, ALRP has a new, experienced, and dedicated Development Director. With a refreshed communications plan in place, ALRP clearly articulates the continued, vital need for its services to its clients, community, and potential funders.

ALRP's leadership continues to assess and adapt to meet the changing needs of its clients and the community at large.

# Strategic Directions and Goals

## Make ALRP a great place to work



### GOAL 1: Recruit, engage, and retain top staff talent

- Execute ALRP's hiring, recruiting, compensation, and employee engagement with an equity lens
- Expand professional development opportunities including trainings on trauma-informed care; diversity, equity and inclusion; and other important issues in the field
- Nurture and deepen ALRP's friendly, relaxed, family-like culture fostering a sense of belonging
- Paralegal and social work support for attorneys to focus their time on legal work

## Build bridges and excite the community about ALRP



### GOAL 2: Expand and deepen engagement in, and awareness of, ALRP's work by internal and external stakeholders (including Board, Staff, Panel members, firms, clients, partners, donors, other supporters, and the community)

- Communicate to stakeholders and the public about the needs of people living with HIV/AIDS and the urgency of ALRP's work
- Provide opportunities for Board members to deepen engagement, and assist Board members with building community connections for ALRP
- Establish an Advisory Council

## Refresh and reinvigorate the ALRP volunteer Panel



### GOAL 3: Efficiently support ALRP Panel attorneys to be engaged, equipped to meet the legal needs of our clients, and contribute other resources to the organization

- Establish a committee to discuss and plan Panel optimization and attorney engagement
- Update Panel Rules, Fee Protocol, and onboarding procedures
- Develop new avenues for Panel attorney recruitment and target Panel recruitment to priority areas of law
- Identify technology improvements to enhance attorney recruitment efforts, including to improve the accessibility of MCLE's
- Foster networking opportunities for the Panel with ALRP Staff and Board

## Proactively manage and adapt to change



### GOAL 4: Monitor trends in the HIV/AIDS community and proactively expand ALRP's scope and/or programming, when needed, to align with changing client and community needs and circumstances

- Create and present an annual report to the Board on the status of HIV/AIDS funding trends and client needs
- Conduct an annual client needs assessment
- Investigate the need, merits and viability of expanding ALRP's mission to include serving people at risk for HIV and/or LGBT people who have disabilities, are low-income, or are homeless

For more information about ALRP's 2020-2023 Strategic Plan, please contact Bill Hirsh, ALRP Executive Director, at [bill@alrp.org](mailto:bill@alrp.org) or (415) 701-1200 ext. 308. Visit ALRP at [www.alrp.org](http://www.alrp.org).