

# STRATEGIC PLAN 2022-2024



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# INTRODUCTION

The presentation of Alpine Legal Services 2022-2024 Strategic Plan is a milestone in the quarter-century history of the organization. While we continuously strive to serve those who need legal assistance the most, to create a more just community for our clients, we have faced unprecedented challenges along the way. The growth in our region, the increased cost of living, the vast geographic territory of our service area, and the impacts (that are still present) from COVID-19, are just some of the ways in which we are proud of how nimble we have been and also recognize the urgency, more than ever, of providing free legal aid, advocacy, and education in our region. Solidifying our vision and creating a strategy to meet that vision, will not only result in better outcomes for our clients and stakeholders, but for Alpine Legal Services' effectiveness and big-picture focus as a service organization.

This plan represents the first time the board and staff have created an organization-wide, needs-driven strategic plan in Alpine Legal Services' history. The plan reflects the input of engaged stakeholders, hours of personal interviews, and data from community surveys. The process allowed us to stand back and take an honest measure of what we do well, where we need to improve, and where we want to go.

The presentation of this plan and the action steps we will take over the next two years represent a new chapter for Alpine Legal Services. We have an updated, more specific mission statement, values and guiding principles that are the foundation for how we operate and relate to our community and one another, and a vision that is the north star for where we are heading in all our strategic and daily work.

We now have a roadmap to share with our funders, partners, clients, and community that makes it clear that we are on a deliberate journey to improve our communications, bolster our infrastructure, build our capacity, focus our fundraising, and deliver the programs and services that best serve the needs of our community.

Our priorities are clearly laid out in this plan, and we look forward to taking the actions needed, step-by-step, to actualize our vision of transforming the community by serving as a dependable resource for the pursuit of equal justice. We look forward to sharing the journey with our community.

Sincerely,



**RYAN KALAMAYA**

Board President, Alpine Legal Services



**JENNY WHERRY**

Executive Director, Alpine Legal Services

## BOARD MEMBERS

Ryan Kalamaya, *President*

Diana Ettlinger, *Vice President*

Nick Chimerakis, *Treasurer*

Jordan Mathews, *Secretary*

Bryan Alvarez-Terrazas

Bret Hirsh

Michael Karpowicz

Mackenzie Morgan

Will McCullough

Caroline Pearce

Kenia Pinela

Alejandra Rico Bustillos

Ed Sands

Lucas Van Arsdale

Kathleen Wanatowicz

## STAFF

Jenny Wherry, *Executive Director*

Tony Mendez, *Staff Attorney*

Sam Crary, *Managing Attorney, Immigration Program*

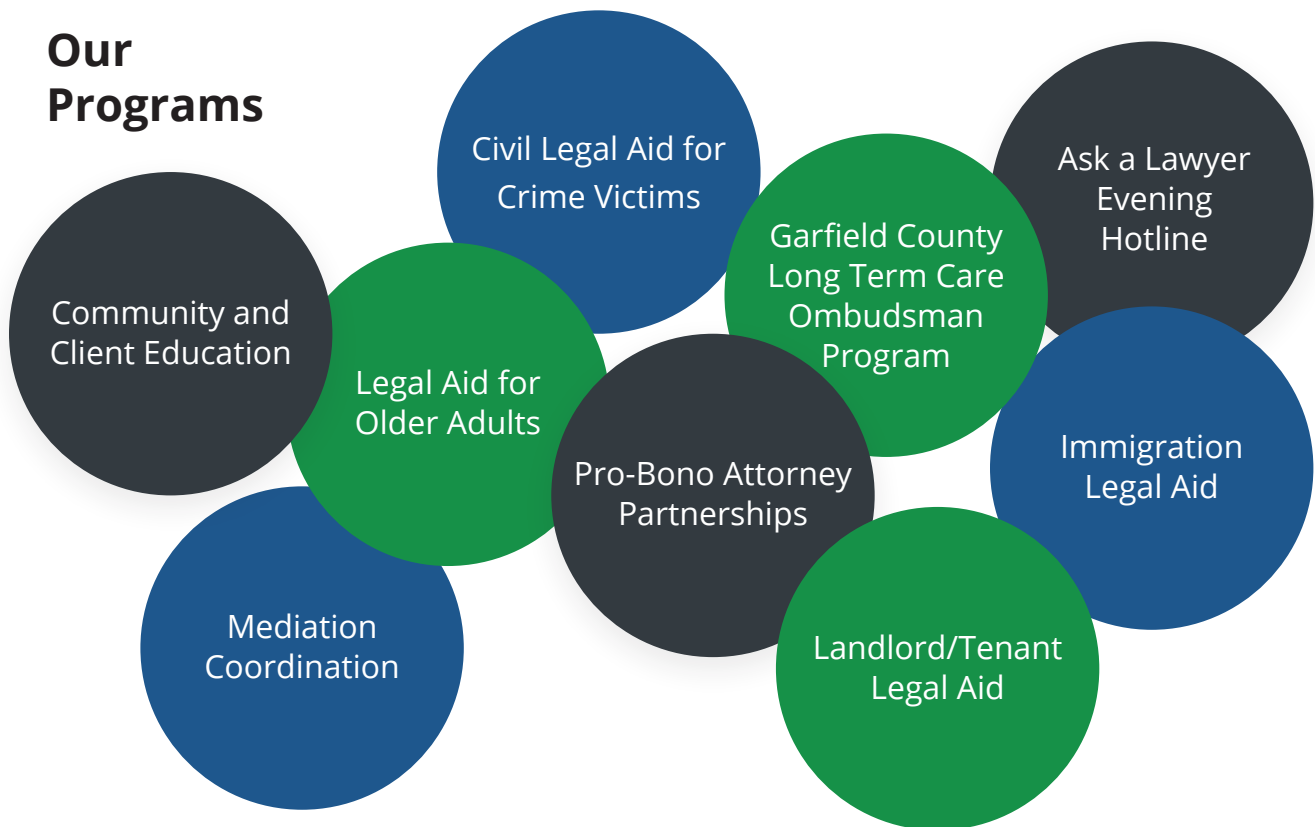
Andrea Campos, *Paralegal*

Clarisa Quintana, *Administrative Assistant*

# ABOUT ALPINE LEGAL SERVICES

Alpine Legal Services, Inc. is a private, non-profit civil legal assistance agency dedicated to providing legal services and upholding fundamental legal rights in Garfield, Pitkin, and western Eagle Counties for more than 35 years. We have been providing free legal aid services to our community since 1987.

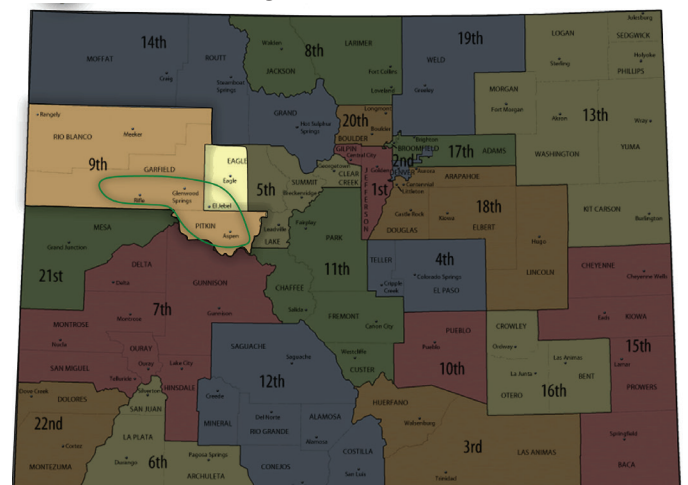
## Our Programs



## Our Geographic Service Area

Parachute to Aspen  
9th Judicial District & 5th Judicial District  
Garfield, western Eagle & Pitkin Counties

## Colorado Judicial Districts



# STRATEGIC PLANNING PROCESS

## Background

Alpine Legal Services used a process to develop this strategic plan that emphasized the use of current organizational data and focused community engagement.

Because this is the first strategic planning process Alpine Legal Services has undertaken, it was also the first significant collection of communitywide input and data in the nonprofit's history. Building on our values of community, empowerment, equity, and compassion, we designed an engagement process that allowed for input in Spanish and English that was broadcast widely and attempted to meet our stakeholders in ways that were convenient and easy for them to share feedback.

The initial process began in spring 2021 when Alpine Legal Services completed internal and external research and community engagement to establish our values. Using personal interview data from all board and staff members and select stakeholders, including clients, past-board members, and nonprofit partners, we identified our four core values as an organization and the guiding principles that we operate under.

The values research was used to kick-off the strategic planning process, which included five phases beginning in March 2022.

## 2022 Strategic Plan Project Timeline



## Data Collection and Analysis

Initial assessments of Alpine Legal Services involved reviewing documents including, Job descriptions - Annual budget - Work plans/prioritization areas - Community presentations - Organizational structure - Fundraising plans - Board bylaws - Survey data - Program descriptions - Mission Statement.

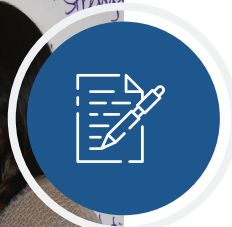
In addition, Alpine Legal Services leadership met weekly with its consultant to discuss the process, assess, and adjust phase goals, and further focus the project.

## Community Engagement and Outreach

Alpine Legal Services used a wide variety of community engagement methods from March 28 – April 15 to gather information and feedback. Throughout this process, we received:



More than **200**  
individual comments



**75** survey  
responses



Conducted **20**  
personal, confidential  
interviews of up to  
one hour each

### The process included:

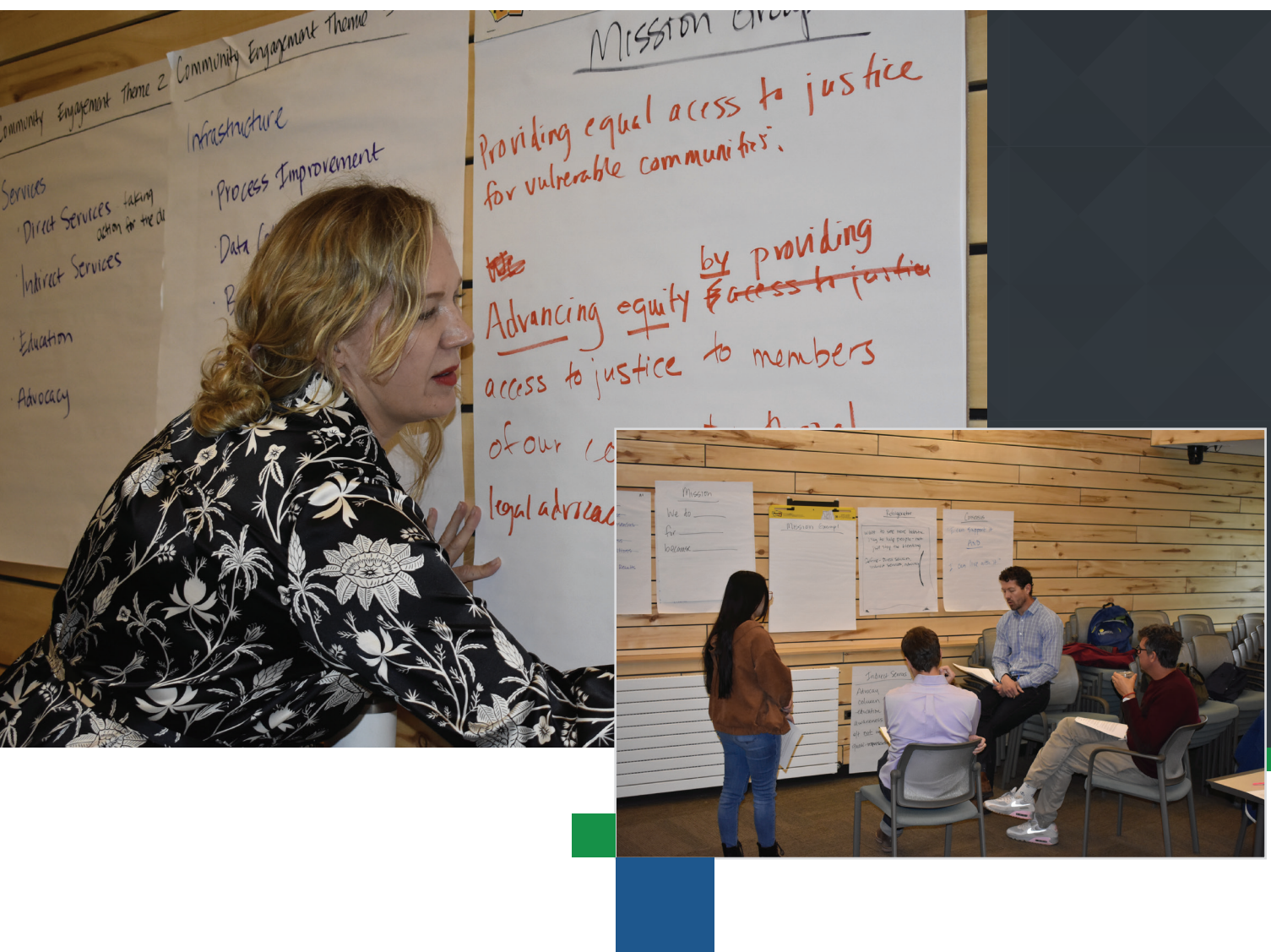
- Online survey
- Personal emails inviting people to take the survey and information about strategic planning
- Social media posts
- Website updates
- Personal interviews
- Newsletter invitations with link to survey and information about strategic planning
- Targeted outreach to partners and stakeholders
- Public Service Announcement
- Board specific templates for emails to invite the community to participate
- Staff email signatures linking to survey



## Facilitated Sessions

The board and staff met on May 5, 2022 for an all-day retreat to establish the mission, vision, strategic priorities, goals, and objectives for the strategic plan. Subsequent meetings with the board and staff were held in May 2022 to create the implementation matrix, which includes the objectives and action items for accomplishing the strategic plan goals.

**Purpose of Retreat:** Craft a 2-year sustainable vision and strategic plan for Alpine Legal Services while strengthening relationships among Board and staff and clarifying the role and potential of the organization.



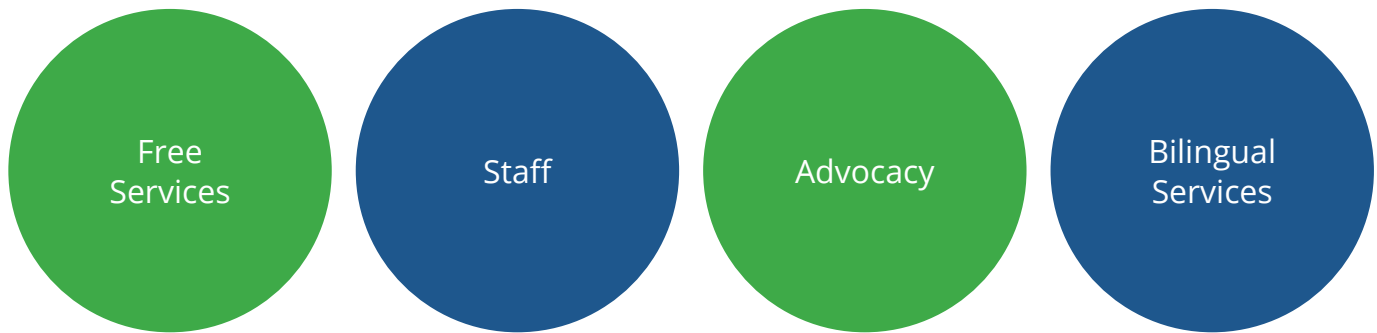
## Strategic Plan Documents

The final phase of the process focused on further input from board and staff members to finalize the document, define priority areas, and commit to action items that will result in the accomplishment of strategic plan priorities and goals.

# COMMUNITY INSIGHTS

Our interview process and community survey offered us insight on what we're doing well and where we can improve. The general themes we heard from all forms of feedback were aligned, regardless of whether it was obtained in an email, online survey, or personal interview.

## What people value about Alpine Legal Services:

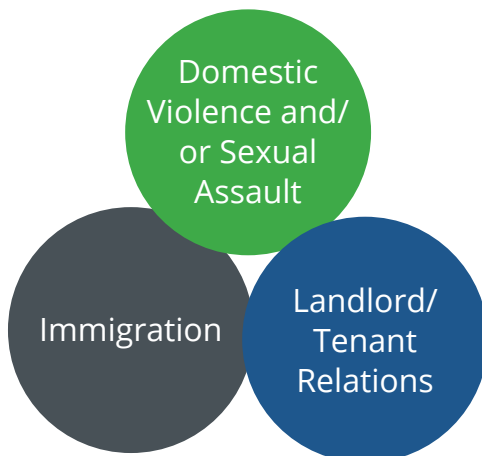


People often commented that if it were not for Alpine Legal Services, our community would have less justice for under-represented individuals and that our organization fills a needed and important role in our service area.



"I value that Alpine Legal Services is committed to people being represented in an equitable way."

## The top priority areas for legal assistance are:







Your services are so important to the victims of abuse, housing fairness and often times the only place the poor and working poor can access assistance."

**The community's top priorities for Alpine Legal Services are for us to provide:**



Advocacy

Direct Legal Services

Access and Equity

Alpine Legal Services fills a huge hole in the justice system. People who have attorneys have better outcomes."

**Summary of areas where we can improve:**



**Capacity**  
serve more individuals, retain staff, improve customer service

**Services Offered**  
focus offerings, clarify services, prioritize services

**Communications**  
improve outreach, marketing, partner collaborations, built trust

**Fundraising**  
develop more process and strategy, improve communications

**Infrastructure**  
develop board and staff, improve processes, stronger data collection

I think Alpine Legal Services is incredibly professional and knowledgeable and they work hard for clients who would never get that sort of assistance and they have a generosity of spirit."

# STRATEGIC PLAN OVERVIEW

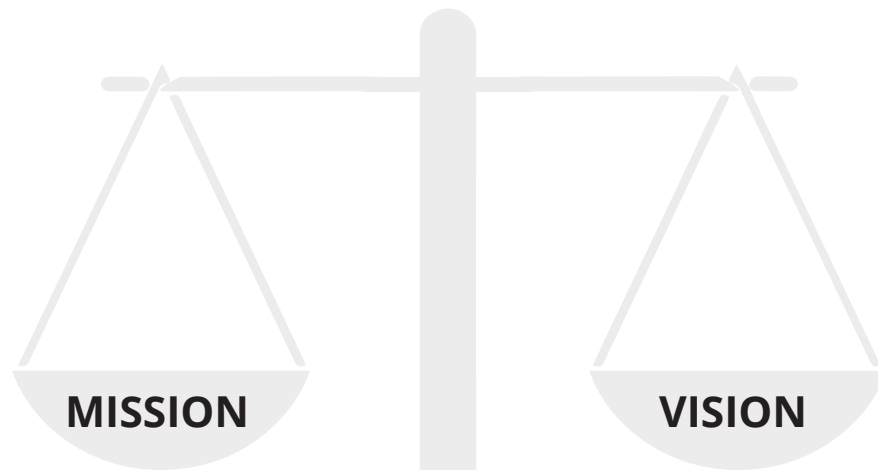
## VALUES

Community

Equity

Compassion

Empowerment



Alpine Legal Services advances equal justice for underrepresented members of our community. We improve lives through legal advocacy, outreach, and education.

Transforming the community by serving as a dependable resource for the pursuit of equal justice.

## STRATEGIC PRIORITIES



Capacity Building



Focused Services



Clear and Consistent Communications



Sustainable Organizational Infrastructure



Purpose-Driven Fundraising

## Values and Guiding Principles

### COMMUNITY

***We build connections to one another, recognizing our mutual interdependence, and shared goals.***

We believe that listening, sharing, learning, giving, and connecting with those around us creates a culture of belonging and we recognize that we are part of an interdependent system where every voice contributes to a collective society, stronger than each of us alone.

We commit to fostering engagement and trust with clients, partners, staff, board and stakeholders.

We do this by proactively building relationships, encouraging investment by participation, actively listening, and providing legal assistance in a way that builds life-long connections.

***We provide non-judgmental support and advocacy to alleviate suffering and promote healing.***

We believe that unyielding respect for a person's dignity and sincere empathy for experiences of adversity are the strongest foundations for support and problem solving.

We commit to delivering comfort, offering safety, being present, listening, and advocating for solutions, in service to each person's unique ability to heal and thrive.

We do this by building trust through understanding, legal advocacy, raising awareness of community challenges, and connecting people to resources that provide support for healing.

***We ensure our clients know their legal options and feel safe to uphold their rights.***

We believe that offering individuals and our community the tools, education, support, and resources to resolve their legal problems builds a healthier and more stable society.

We commit to ensuring that our clients can navigate our legal system with confidence.

We do this by providing clinics, information, advice, referrals, advocacy and direct representation for our clients in a culturally sensitive manner, while building awareness of justice with our staff, board, stakeholders, and community partners.

***We provide access to justice for all.***

We believe that all human beings deserve an equal opportunity to uphold their legal rights. We believe when our justice system is fair and accessible, our community is stronger.

We commit to removing barriers to justice for the least advantaged in our community.

We do this by providing high quality legal advice and representation in an accessible manner to vulnerable individuals who must navigate the judicial system to resolve legal issues.

### COMPASSION

### EMPOWERMENT

### EQUITY

## STRATEGIC PRIORITY

# CAPACITY BUILDING

Capacity Building means investing in programs, services, and support systems that will bring Alpine Legal Services to the next level of operations and organizational maturity, so it efficiently and effectively serves and advances its mission. Capacity building is a focus on continuous improvement aimed at the creation of a sustainable organization.



### GOAL 1

Improve staff retention and recruitment

#### Priority Outcomes

- Enhance salary and benefits for all staff
- Retain and recruit high-quality staff
- Increase training and development opportunities for staff

### GOAL 2

Better serve the needs of our clients and the community

#### Priority Outcomes

- Roles and responsibilities of staff are clear to the community and partners
- Client eligibility is clearly communicated to the community and partners

### GOAL 3

Grow partnerships with pro-bono attorneys

#### Priority Outcome

- Alpine Legal Services has a reliable roster of pro-bono attorneys to help further the organization's mission



## STRATEGIC PRIORITY

# FOCUSED SERVICES

Focused Services means delivering the programs and services that meet the community's needs and are clearly defined, communicated, and aligned with Alpine Legal Services' mission, values, and vision.



### GOAL 1

Provide the right services and programs to best serve our mission

#### Priority Outcomes

All Alpine Legal Services' programs are defined  
 Programs and services are not redundant to other nonprofit offerings in the community  
 Resources necessary to deliver optimal services are identified and addressed

### GOAL 2

Respond to community need

#### Priority Outcomes

Reliable and consistent data is collected on all calls for service and in-person programs  
 Data is reported and aggregated regularly  
 All services are prioritized and fully staffed

### GOAL 3

Leverage partnerships for better service delivery

#### Priority Outcomes

Alpine Legal Services is a reliable partner for nonprofits and human services organizations  
 Our services are informed by internal and partners' needs assessments  
 Our partners are informed and educated on our services and programs

## STRATEGIC PRIORITY

# CLEAR & CONSISTENT COMMUNICATIONS

Clear and Consistent Communications means Alpine Legal Services will share information regularly in a timely manner with all its stakeholders that is effective, meaningful, and relevant. The communications is shaped by the underlying belief that the information we share influences attitudes and builds relationship and understanding.



### GOAL 1

Establish values-based communications

#### Priority Outcomes

Alpine Legal Services outreach and marketing materials are clear, effective, and of high quality  
Community awareness and support for Alpine Legal Services is high  
Alpine Legal Services' communications reflect and support our mission, values, and vision

### GOAL 2

Build trust with stakeholders

#### Priority Outcomes

We have stronger partner relationships  
Alpine Legal Services' visibility in the community is enhanced

### GOAL 3

Leverage technology to improve communications

#### Priority Outcomes

Regular communications systems are automated and reflect best practices  
Our stakeholder database is robust and organized  
Alpine Legal Services' website is informative, tells our story, and is easy to navigate

# STRATEGIC PRIORITY

## SUSTAINABLE ORGANIZATIONAL INFRASTRUCTURE

Sustainable Organizational Infrastructure means that the systems, policies, and processes that form the foundation of Alpine Legal Services and support its key functions are codified and implemented so that the organization can operate efficiently and thrive.



### GOAL 1

Implement effective and efficient work processes that facilitate high level execution of mission

#### Priority Outcomes

Our work processes support high level execution of our mission, values, and vision  
 Our daily work is optimized and prioritized  
 We clearly communicate our capacity issues when they arise

### GOAL 2

Use data to enhance Alpine Legal Services' mission and vision

#### Priority Outcomes

Alpine Legal Services makes data-based decisions to better serve our community  
 We tell our story more precisely for fundraising and community buy-in  
 Our data collections and methods are robust and accurate

### GOAL 3

Build an inclusive organization that enhances equity for the community

#### Priority Outcomes

Our organization is instituting best practices for Diversity, Equity, Inclusion, and Anti-Racist policies and actions

### GOAL 4

Enhance Board governance

#### Priority Outcomes

Alpine Legal Services' Board reflects the community and populations we serve  
 Our Board completes annual assessments and makes improvements based on results  
 We have a comprehensive orientation and training for board members

## STRATEGIC PRIORITY

# PURPOSE-DRIVEN FUNDRAISING

Purpose-Driven Fundraising means Alpine Legal Service's values and vision, and their connection to the mission, are the foundation for all fundraising activities, grant applications, donor engagement, and budget prioritization.



### GOAL 1

Establish annual fundraising plan

#### Priority Outcomes

- We have a reliable plan that we can use to further establish a fundraising strategy
- We connect with donors more often throughout the year
- We have systems that facilitate smarter fundraising

### GOAL 2

Create budget philosophy

#### Priority Outcomes

- The roles of staff are clear on fundraising responsibilities
- The budget reflects strategic priorities
- We pursue only strategic and mission-aligned funding

### GOAL 3

Grow fundraising to increase organizational capacity

#### Priority Outcomes

- We grow individual donations by connecting with new supporters
- We organize successful and focused events
- Our donor relationships are cultivated and meaningful



# THE PATH FORWARD

Alpine Legal Services Strategic Plan has an auxiliary Implementation Plan that guides our accomplishments, tracks who is assigned to which goal, objective, and task, and measures our achievements. It is meant to be a living document that can be adjusted for changing circumstances, while also allowing us to be focused on our strategic priorities. It is designed to be flexible and focused at the same time.

Our future decisions about budgeting, staffing, communications, policies, fundraising, and services will be informed by this plan.

We are grateful to the community, partners, and stakeholders who provided input on our organization so we can continue to focus and improve our services to the community.

As our values and guiding principles highlight, we believe that listening, sharing, learning, giving, and connecting with those around us creates a culture of belonging and we recognize that we are part of an interdependent system where every voice contributes to a collective society, stronger than each of us alone.

We look forward to executing our mission with excellence over the coming years.

## Acknowledgments

Alpine Legal Services wishes to thank all the anonymous community members, stakeholders, partners, and clients who took the time to answer our survey and contribute their opinions with personal comments, emails, phone calls, and interviews.

We thank representatives who contributed to our interviews including, but not limited to: past board members, current board members, current staff members, Aspen Community Foundation, former clients, local judges, Roaring Fork Family Resource Center, Catholic Charities, Advocate Safehouse Project, River Center, Area Agency on Aging, and Response.

## Project Consultant

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**ALPINE LEGAL**  
SERVICES



— **Alpine Legal Services**

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Pitkin County Courthouse, 506 E. Main St., Suite 101, Aspen, CO 81611  
Rifle, 136 E. 12th Street (Second floor), Rifle, CO 81650

— **Mailing Address**

Alpine Legal Services, P.O. Box 1890, Glenwood Springs, CO 81602

— **[www.alpinelegalservices.org](http://www.alpinelegalservices.org)**

— **970-945-8858**