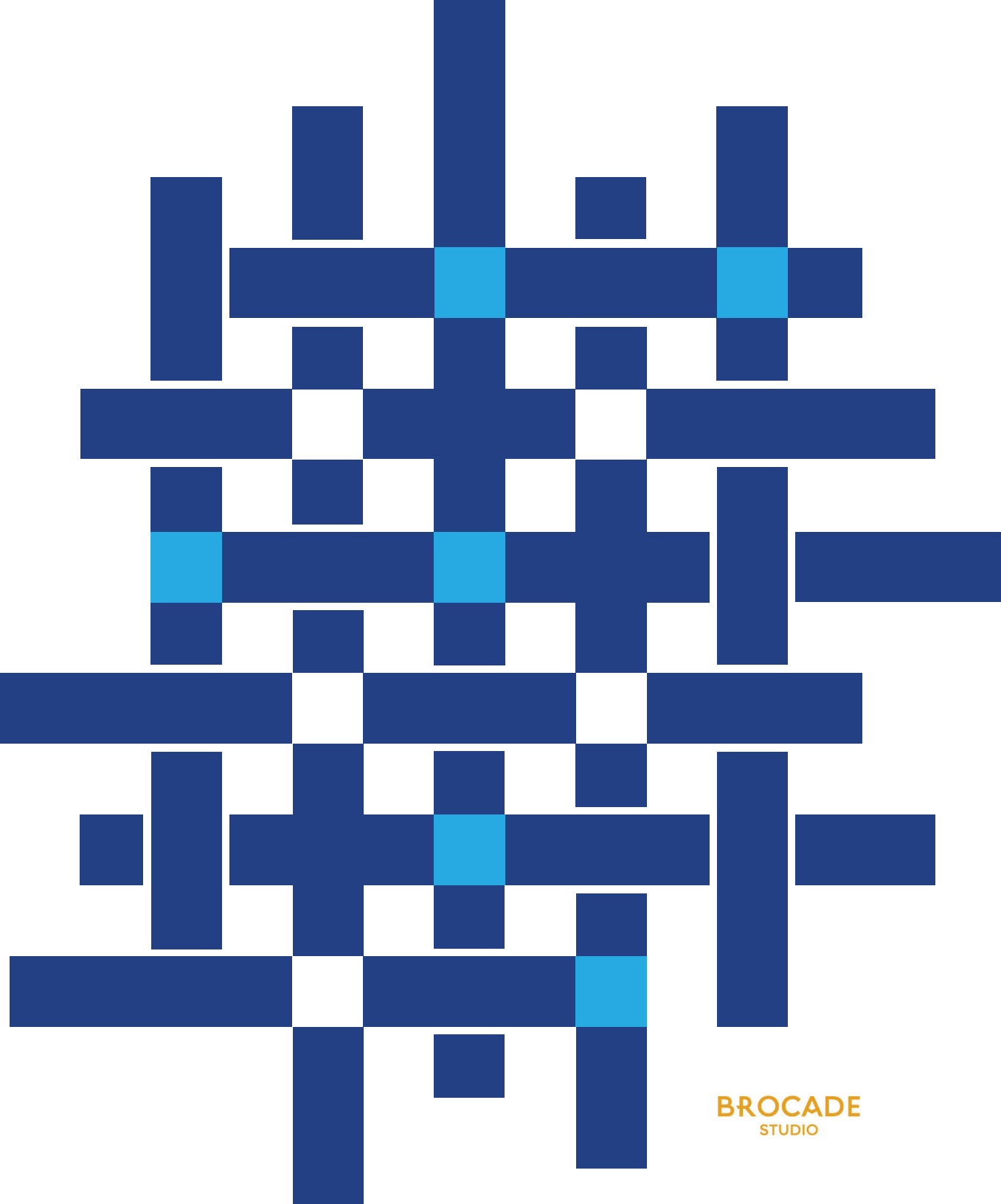


THE
LAWYERING
PROJECT

STRATEGIC PLAN

2022–2027



BROCADE
STUDIO

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LETTER FROM THE DIRECTOR

The Supreme Court's recent decision in *Dobbs v. Jackson Women's Health Organization*, which overturned nearly fifty years of precedent recognizing abortion access as a fundamental right, struck a devastating blow to reproductive justice, gender equality, and the rule of law. Our task over the next five years, however, is not to despair, but to forge a path forward. We have a responsibility to support people seeking to obtain, provide, and facilitate abortion care in this new legal landscape. And we also have an opportunity to reshape reproductive rights jurisprudence, situating it on a stronger and more progressive foundation.

This plan lays out the Lawyering Project's strategic vision for protecting abortion access in the wake of *Dobbs*. While it sets forth numerous initiatives, three essential elements form its core: First, we will provide legal support to individuals and organizations working to promote abortion access, and eliminate barriers to obtaining abortion care in the places where it remains legal. Second, we will lay the foundation for a new body of caselaw recognizing the essential role that reproductive rights play in promoting gender equality, racial and economic justice, religious liberty, and human dignity. Third, we will strengthen the Lawyering Project's governance systems and internal operations, furthering our evolution from a start-up venture to a mature and sustainable organization.

Thank you to everyone whose hard work, creativity, and courage in the face of a daunting setback contributed to the development of this plan. That includes the phenomenal team at Brocade Studio; Abraham Aldrete, our distinguished Operations Director, who led us through the strategic planning process; the Strategic Planning Committee; and all of the staff members, Advisory Board members, and external stakeholders who provided valuable input and insights.

We are excited to share our plan with you. It embodies the Lawyering Project's resilience, agility, and unflagging commitment to reproductive justice. With your partnership, it will guide us toward a future in which all people have access to safe pregnancy care, safe abortion care, and safe communities for their families.

With hope and determination,



Stephanie Toti
Senior Counsel & Project Director
Lawyering Project

STRATEGIC PLAN

Reaffirming Our Identity

INTRODUCTION

We decided to reaffirm the Lawyering Project's mission statement after determining that it aligns with the next phase of the organization's development. We went on to adopt a vision statement that conveys our hope for a more just future.

Through a collaborative process involving reflection, dialogue, and self-assessment, Lawyering Project staff members identified the key principles, beliefs, and commitments that guide our work together. We then refined them into a coherent statement of our collective values.



Our Mission

Laws that undermine reproductive health, rights, and justice deprive people of moral agency, rob us of control over our bodies, and compound other forms of oppression including racism, sexism, and poverty.

Our mission is to eliminate the harmful impacts these laws have on people's lives. We are especially focused on laws that limit the availability or affordability of abortion care; contribute to disparities in reproductive health outcomes; embody gender-based stereotypes; or discriminate against people based on their reproductive decisions.



Our Vision

We envision a society with laws that enable each of us to make decisions about intensely personal matters like sex, pregnancy, family, and healthcare based on our own beliefs and values, and ensure that we all have access to safe pregnancy care, safe abortion care, and safe communities for our families.

Our Values

Justice, Equity, Diversity, & Inclusion

We are committed to disrupting systems of oppression—both inside and outside the Lawyering Project—and centering the needs of people with the least amount of power and privilege in a given setting.

Dignity

We believe that every individual should be treated in a way that recognizes and honors their humanity, self-worth, and right to make important decisions based on their own beliefs and values.

Partnership

We seek to forge relationships of trust with allied individuals and organizations; to be mindful of the limitations of our own perspectives, lived experiences, and expertise; and to maximize our collective power.

Innovation

We are committed to a continuous process of developing, assessing, and improving strategies to meet our goals, and we pride ourselves on being nimble, creative, and willing to take on difficult issues.

Impact

We aim to generate real and sustainable improvements to reproductive healthcare access and equity.

STRATEGIC PRIORITY 1

Programs

INTRODUCTION

In December 2021, the Lawyering Project’s Strategic Planning Committee met to discuss the strategic direction of its programs. At this meeting, the committee reviewed a table of potential areas of engagement, based on a synthesis of the internal and external stakeholder surveys, Advisory Board interviews, and discussions from previous strategic planning staff meetings. The committee brainstormed several areas of work for the Lawyering Project to pursue, creating a preliminary program proposal. Then, in February 2022, the Directors Committee met to refine the preliminary program proposal for staff feedback. In their analysis and decision-making, both the Strategic Planning and Directors

Committees applied filters of access, equity, impact, resources, and overall organizational fit. The Directors Committee revisited the plan in July 2022 to ensure that it took account of the fallout from the Supreme Court’s decision in *Dobbs*.

As described below, we decided to retain the Lawyering Project’s three core programmatic units—Litigation, Access and Innovation, and Communications and Partnerships—and adapt them to meet the demands of the changed legal landscape.

Programs Litigation

KEY INITIATIVES

Strengthen protections for free speech and interstate travel to ensure that people can get accurate information about abortion and travel across state lines to provide and obtain abortion care

Hold individuals and organizations accountable for efforts to harass and intimidate abortion patients, providers, and supporters or to spread misinformation

Increase the availability and affordability of abortion care in access states by eliminating barriers to abortion access and raising reimbursement rates for abortion care in public health insurance programs

Lay the foundation for a new body of caselaw that connects reproductive rights with gender equality, racial and economic justice, and religious liberty

LITIGATION ANALYSIS

Litigation is a core and valuable program that serves our clients, but one that must be adjusted to the realities of a post-*Roe* world.

Our litigation program is essential and will remain. We cannot abandon the courts, even though it feels like they have abandoned us. We must make a long-term investment in restoring constitutional protection for abortion access and, in the meantime, leverage the power of judicial venues that remain fair and oriented toward justice.

We have the opportunity to lay the foundation for a new body of caselaw that connects reproductive rights with gender equality, racial and economic justice, and religious liberty.

We will add several new focus areas to our docket:

- Strengthening protections for free speech and interstate travel to ensure that people can get accurate information about abortion and travel across state lines to provide and obtain abortion care
- Increasing the availability and affordability of abortion care in access states by eliminating barriers to abortion access and raising reimbursement rates for abortion care in public health insurance programs
- Holding individuals and organizations accountable for efforts to harass and intimidate abortion patients, providers, and supporters or to spread misinformation

To reflect the use of broader strategies, we will change program name from “Constitutional Litigation” to “Litigation”.

Programs Access and Innovation

KEY INITIATIVES

Provide legal support to individuals and organizations that are developing, studying, or implementing innovative models of abortion service delivery

Expand the provision of compliance advice and technical assistance to a broader set of reproductive healthcare providers and supporters, including hospitalists and those providing or supporting access to contraception, safe pregnancy care, and assisted reproductive technology (ART)

Create a pilot program to provide general counsel support to abortion funds, practical support organizations, and other grassroots organizations working to facilitate abortion access

ACCESS AND INNOVATION (A&I) ANALYSIS

Access and Innovation (A&I) is a core and valuable program that serves our clients, but one that can be expanded to have greater impact.

In the survey, our partners identified the need for additional legal support around compliance. A&I is already doing this work. We can build staff capacity in this area to serve more clients.

We will offer our services to a broader set of reproductive healthcare providers and supporters, including hospitalists and those providing or supporting access to contraception, safe pregnancy care, and assisted reproductive technology (ART).

A&I will continue to provide legal support to individuals and organizations that are developing, studying, or implementing innovative models of abortion service delivery.

General Counsel Services: To satisfy another unmet legal need identified in the survey, we will create a pilot program under A&I to provide general counsel services to abortion funds, practical support organizations, and other grassroots organizations.

This body of work will focus on providing the kind of legal advice that an in-house counsel would typically provide to mitigate risks and advance day-to-day business needs.

In a legal landscape in which states are permitted to ban or severely restrict abortion access, abortion funds and practical support organizations are going to play a greater role in helping people obtain care across state lines. But many of these organizations lack infrastructure and paid staff. They will need to evolve to meet the increasing demands for their services, and we want to evolve to be able to support them.


Capacity permitting, we will make this service available to all abortion funds, practical support organizations, and allied grassroots organizations working to support abortion access.

We will hire a new senior attorney with general counsel experience to manage this program, and we will create benchmarks for assessing the initiative's sustainability and impact.


We will add more staff capacity, as needed, based on our ongoing assessments of the program.

Programs Communications and Partnerships


KEY INITIATIVES



Build and maintain relationships with allies in a wide range of sectors who share our values and goals



Provide communications support to grassroots partners, ensuring that they have the tools and resources they need to reach their target audiences.



Engage in strategic communications to promote the Lawyering Project's mission and vision



Publicize the Lawyering Project's legal services to clients and prospective clients

COMMUNICATIONS AND PARTNERSHIPS ANALYSIS

Communications and Partnerships is a core and valuable program that advances our mission and amplifies the voices of our community partners, but one that can evolve to meet the demands of changing political, cultural, and legal landscapes.

We will continue to build and maintain relationships with allies in a wide range of sectors who share our values and goals.

It is important for clients, including independent abortion providers, abortion funds, and practical support organizations to tell their own stories in their own voices.

We will provide communications support to grassroots partners, ensuring that they have the tools and resources they need to reach their target audiences.

We will continue to engage in strategic communications to promote the Lawyering Project's mission and vision.

We will publicize the Lawyering Project's legal services to clients and prospective clients.

STRATEGIC PRIORITY 2

Governance

INTRODUCTION

As the Lawyering Project celebrates its fifth birthday, evolving from a start-up venture into a more mature organization, strengthening our governance systems is an important goal. As a result, we worked to define the respective roles of the Project Director, Directors Committee, Advisory Board, and staff in the Lawyering Project's governance. Appendix A shows the results of our efforts.

In addition, through phone interviews, we assessed our current Advisory Board's strengths and solicited suggestions for deepening the relationships between Board members and Lawyering Project staff, and for enhancing the Board's impact. Based on a synthesis of those interviews and internal

conversations that included Lawyering Project leadership and staff, we concluded that having a more formal and engaged Advisory Board that provides programmatic and operational oversight will help the organization further its mission. The proposal below outlines steps to formalize and enhance Advisory Board participation.

To further strengthen the Lawyering Project's governance systems, we will develop a succession plan to ensure a smooth transition of executive leadership in the event that the Project Director steps down. We will also explore the feasibility of spinning out from Tides to become a freestanding corporate entity.

Governance

KEY INITIATIVES

Governance Structure

Define the roles of the Project Director, Directors Committee, Advisory Board, and staff in the Lawyering Project's governance

Advisory Board of Directors

Formalize the Advisory Board and set clear expectations about members' roles and responsibilities

Create a Board Chair position to lead the Advisory Board

Operationalize the Advisory Board's role in supervising the Project Director and providing organizational oversight

Succession Planning

Develop the framework for a plan to ensure a smooth transition of executive leadership when a Project Director steps down

Corporate Structure

Explore the feasibility of transitioning out of fiscal sponsorship to become an independent, nonprofit corporation, paying special attention to maintaining the scope and quality of employee health benefits

GOVERNANCE ANALYSIS

A more formal Advisory Board:

Advisory Board members annually execute an Advisory Board Member Responsibilities Agreement from Tides, which establishes certain baseline responsibilities.

We will set clear expectations about Board members' roles and responsibilities beyond what is outlined in the Tides agreement.

We will create a Board chair position to lead the Advisory Board.

We will operationalize the Advisory Board's role in supervising the Project Director and providing organizational oversight.

A succession plan:

The current Project Director has no immediate plans to relinquish her role. Nevertheless, we think it is important to prepare for a leadership transition, whenever it may occur.

We will develop a succession plan to ensure a smooth transition of executive leadership when the time comes.

A feasibility study:

Given the Lawyering Project's growth trajectory, we will explore the feasibility of transitioning out of fiscal sponsorship and becoming an independent, nonprofit corporation.

As we conduct this feasibility study, we will pay special attention to our ability to maintain the scope and quality of employee health benefits.

STRATEGIC PRIORITY 3

Operations

INTRODUCTION

The purpose of this operations plan, within the larger context of strategic planning, is to strengthen the organization's infrastructure, specifically as it relates to staff development and fundraising.

Its people power is one of the Lawyering Project's most valuable resources. As the organization expands its existing programs and undertakes new work, it must invest in the professional development of its staff members and recruit more people, some with specialized expertise.

To support its new programmatic initiatives and ensure the sustainability of the organization, the Lawyering Project will increase its overall revenue, develop a strategic fundraising plan, and create marketing materials to appeal to prospective funders.

A draft of this plan was developed by the Lawyering Project's Operations Director in early 2022, and fine-tuned by the Directors Committee.

Operations

KEY INITIATIVES

Staff Development

Invest in professional development to ensure that staff members have the knowledge and skills needed to thrive at the Lawyering Project

Assess staff capacity annually and create new positions as needed to achieve the Lawyering Project's strategic objectives and foster a healthy work-life balance for all staff members

Fundraising

Increase annual revenue by 25% to support new programmatic initiatives

Develop a strategic fundraising plan and the marketing materials needed to communicate our mission, strategy, strengths, and accomplishments

Build operating reserves with the goal of having at least 8 months of liquidity

OPERATIONS ANALYSIS

Staff Development

We will invest in professional development for all staff.

We will revamp the annual performance management system to include a focus on professional development.

We will identify and implement growth opportunities for each position, acknowledging that job descriptions are not stagnant, and that employees can take on more responsibility, and different types of work, as part of their professional development.

We will increase Staff Capacity

We will assess staff capacity annually and create new positions, as needed, to achieve the Lawyering Project's strategic objectives and a foster a healthy work-life balance for all staff members

Fundraising

We will increase our annual revenue by 25% to support new programmatic initiatives.

We will develop a strategic fundraising plan to:

Meet our revenue goals

Diversify our base of donors

We will develop the marketing materials needed to communicate the Lawyering Project's mission, strategy, strengths, and accomplishments to prospective funders.

We will build operating reserves with the goal of having at least 8 months of liquidity. That doubles the national, nonprofit benchmark of 3-4 months of liquidity.

APPENDIX A

GOVERNANCE STRUCTURE

This document defines the role of the Project Director, Directors Committee, Advisory Board and staff in making decisions and governing the Lawyering Project.

The Lawyering Project is fiscally sponsored by the Tides Center (“Tides”). Accordingly, the Lawyering Project is not an independent legal entity; rather, it is a constituent part of Tides’ corporate structure. The Lawyering Project is overseen by Tides’ Board of Directors, which has full governing authority over—and full legal and fiduciary responsibility for—all Tides’ projects.

Tides has delegated responsibility for managing the day-to-day operations of the Lawyering Project to its Project Director. The Project Director manages the Lawyering Project with support from the Directors Committee and Advisory Board. The role of each of these participants in the Lawyering Project’s governance is discussed in detail below. Because the Lawyering Project strives to foster an inclusive work environment that encourages participation and limits hierarchy, staff members also play an important role in its governance.

The Role of the Project Director

The Project Director serves as the Lawyering Project’s chief executive officer. The Project Director is responsible for:

- Overseeing the Lawyering Project’s programs and operations;
- Ensuring that the Lawyering Project’s work is aligned with its mission and values;
- Collaborating with the Directors Committee on strategy formation, planning, and management;
- Reporting to the Advisory Board and implementing the Advisory Board’s guidance;
- Ensuring that the Lawyering Project meets its fundraising targets;
- Managing the Lawyering Project’s finances;
- Cultivating strategic partnerships and alliances;
- Ensuring that the Lawyering Project complies with applicable laws and Tides’ policies;
- Promoting diversity, equity, and inclusion in all aspects of the Lawyering Project’s programs and operations;
- Promoting staff development and morale;
- Supervising the other Directors.

The Role of the Directors Committee

The Directors Committee serves as the Lawyering Project’s management team. It is comprised of the Project Director, departmental Directors, and founding members of the Lawyering Project. The Directors Committee is responsible for:

- Assisting the Project Director in fulfilling their responsibilities;
- Engaging in organizational strategy formation, planning, and management;
- Shaping, communicating, and implementing organizational policy;
- Upholding the Lawyering Project’s values; and
- Ensuring that all staff members have input on key decisions and policies.

The Directors Committee meets weekly with additional meetings as needed. It uses a consensus-based decision-making model. When the Directors Committee is unable to achieve consensus after good-faith efforts, the Project Director serves as the ultimate decision-maker.

The Role of the Advisory Board

The Advisory Board is a group of external experts who provide guidance to and engage in oversight of the Lawyering Project.

The Advisory Board is responsible for:

- Supervising the Project Director and evaluating their performance;
- Providing advice on organizational strategy and tactics;
- Approving the Lawyering Project’s annual budget; and
- Serving as an ambassador for the Lawyering Project.

The Advisory Board meets quarterly with additional meetings as needed. It makes decisions by majority vote except when decision-making authority is delegated to an individual member or committee.

The Role of the Staff

The Lawyering Project’s staff plays an important role in the organization’s governance. The Directors Committee is charged with engaging all staff members on key decisions and policies—particularly those that impact organizational culture, values, or working conditions. To the greatest extent possible, the Directors Committee seeks to achieve consensus among all staff members on such matters, allocating time and resources for iterative processes and discussions when necessary. When the full staff is unable to achieve consensus after good-faith efforts, the Directors Committee will make a final decision.

APPENDIX B

EXTERNAL STAKEHOLDERS SURVEY

Respondent Organizations

Among the nineteen respondents, twelve identified advocacy organizations, seven as abortion funds, five operate hotlines or warmlines, four were practical support organizations, four were healthcare providers, three were research organizations, and two were legal organizations. One identified as a trans health justice and advocacy organization, another as focused on grassroots organizing, a third as a practical support consulting and technical assistance organization, and a fourth as a national training organization for primary care clinicians. Most respondents identified as falling into multiple categories.

Likewise, most organizations carried a combination of identities among reproductive rights, health and justice, though a few organizations identified solely as reproductive health or reproductive justice organizations. Three identified as birth rights organizations, and five as birth justice organizations, while others identified as gender equality, collective liberation, and immigrant & economic justice organizations.

Respondents' Legal Needs

One-third of the respondents reported that their organization's legal needs are currently being met. Among those who identified unmet legal needs, the greatest proportion discussed abortion providers and their need for general legal support, compliance and regulatory support, security issues, and support for Federally Qualified Health Centers that wish to provide abortion care but must navigate a complicated regulatory framework.

Several organizations also discussed the need for legal advice related to new or anticipated abortion restrictions or bans. Echoing abortion providers, abortion funds expressed a need for counsel on compliance and security matters. Two respondents wanted support with their self-managed abortion work. Other respondents identified needs for financial support for their own legal work, and urgent legal support when they receive subpoenas or lawsuits.

Legal Needs Observed in the Broader Movements

There was a constellation of needs identified around the direct provision of abortion: not only do clinics need direct assistance with regulatory matters, security threats and compliance with abortion restrictions including parental involvement laws, their patients need legal guidance on protester issues, and clinic escorts may need assistance when they face prosecution resulting from their work. Abortion funds and practical support organizations likewise need help with risk management, compliance and security issues. One respondent also raised the issue of individuals needing legal assistance when they face criminalization for their pregnancy outcomes, including issues related to self-managed abortion, substance use and miscarriage.

A theme emerged around partnering with supporting organizations doing abortion access work on the ground, including partnering with local advocacy organizations to advocate for abolishing abortion bans instead of merely seeking reforms, providing legal support to smaller repro organizations that commonly lack the means to hire counsel, and providing financial assistance to legal organizations doing legal work on the ground in states.

Thought: It may be that some of these needs, such as security, compliance, criminalization of pregnancy outcomes and self-managed abortion are already being addressed by national legal organizations like National Abortion Federation, Resources for Abortion Delivery, National Advocates for Pregnant Women, and If/When/How / the Repro Legal Helpline. However, these responses show that at a minimum there is an informational gap that needs to be filled. There is also the possibility that the services offered by these other national organizations are not meeting some of the needs on the ground. Follow-up interviews or discussions might either help make connections to these organizations or help understand where gaps persist despite existing resources.

Unmet Legal Needs Causing the Greatest Disparities

When asked which unmet legal needs are creating the greatest disparities in reproductive healthcare access or outcomes, one of the most common responses related to providers' needs other than challenging state abortion bans, including compliance issues around telemedicine abortion as affecting rural populations, provision of abortion by primary care providers and in FQHCs as affecting low income communities, and malicious enforcement by hostile state medical boards. The other most common theme related to compliance with parental involvement laws and the judicial bypass process, with respondents expressing concerns about young people having access to direct legal representation to help them navigate these barriers.

Three respondents raised a lack of capacity or resources to influence the political processes around the passage of new anti-abortion legislation

and the appointment of local judges. Others discussed disparities in focus and expertise between national organizations and those on the ground, as well as legal barriers to access for low-income people, and criminalization of pregnancy outcomes. Finally, one respondent cited a lack of representation for civil disobedience as a driver of disparate outcomes.

The Most Important Support the Lawyering Project Currently Offers or Should Offer

A very common response was that the Lawyering Project is already doing important work fighting anti-abortion laws at the federal level using creative and proactive strategies. One respondent said, "Proactive litigation is amazing!" while another said, "I think you all are doing a great job providing innovative, progressive counsel and advocacy." One additional respondent stated that the Lawyering Project already provides important communications support on such matters as SB 8 in Texas.

Beyond innovative litigation strategies, multiple respondents again suggested compliance support for abortion providers and funds, both with acute, time-sensitive matters and ongoing or routine matters. Because this theme of regulatory and legal compliance consistently emerged in response to different questions we asked, as noted above, it may be worth exploring this gap.

Two respondents thought the Lawyering Project might be able to develop state-by-state legal resources, including legal guidance for practical support funds and Know Your Rights information for abortion patients. Respondents also brought up helping to build pools of pro bono lawyers

and offering lawyers versed in (and able to practice in) low-access states. Finally, one respondent identified support with security issues as the most important support the Lawyering Project should offer, while another suggested seminars on abortion law for communities of color.

Choosing One Area To Expand Support

When asked, “If you could choose just one area for the Lawyering Project to expand its services, what would that area be?”, three respondents chose legal guidance for providing practical support and funding, especially in low-access or hostile states. Others wrote on the theme of fighting abortion bans in court, including using novel legal arguments and taking advantage of the Lawyering Project’s agility to advance lawsuits challenging bans, challenging week-specific gestational bans, and offering organizations support in fighting local level bans.

Others focused on abortion providers, again discussing support for provider security issues, creating protocols and offering legal analysis to be shared among providers, and supporting primary care clinicians and FQHCs in providing full-scope reproductive healthcare.

Others focused on specific groups, with one respondent choosing expansion of support for trans health and rights in reproductive justice, another emphasizing support for BIPOC patients and providers, and a third choosing partnership with legal repro and reproductive justice advocacy organizations in Louisiana.

Finally, others focused on state efforts, with one calling for expansion to support proactive ballot measures, while another wanted the Lawyering Project to center state organizations and represent their interests at the national tables where it has a seat.

Legal Requests Most Often Denied or Referred

Among the two legal organizations and one related organization surveyed, criminal defense was discussed by two of them, and included a discussion of clinic escorts’ need for legal defense. Other areas in which legal organizations did not provide services and struggled to make referrals to other attorneys include compliance for service providers, emancipation of minors, child protective services involvement and immigration issues.

How the Lawyering Project Can Initiate or Strengthen its Relationship with Organizations

Five organizations noted in this section that their relationships with the Lawyering Project are already good and/or strong. One organization responded, “We feel very supported!”, while another said “relationship is great!”, and a third said, “love you all :)”.

Six respondents discussed introducing the Lawyering Project to their organization, either via an introductory meeting, a meeting to discuss potential partnership and the support the Lawyering Project offers to other organizations, and an opportunity to introduce the Lawyering Project to an organization’s board and volunteers to uplift the Lawyering Project work.

Five respondents suggested regular check-ins, with one suggesting that the Lawyering Project send a regular email out with “hot topics” to keep their attention. Four more suggested a collaboration between their organization and the Lawyering Project to work together on: supporting abortion providers, co-hosting a program or seminar, undertaking bold challenges to abortion bans and criminalization of pregnancy outcomes, and supporting abortion provision via primary care and FQHCs.

Some organizations suggested specific follow up, and we will pass that information along separately.

Any Other Considerations for the Lawyering Project’s Strategic Planning Process

Three respondents used this wrap-up question to express appreciation or gratitude for the Lawyering Project and its work.

Two brought up thinking beyond protecting *Roe v. Wade* in formulating legal strategy, with one stating:

“Most of the movement lawyers that are leading litigation and legal strategy seem to be fighting to protect *Roe*. It feels like you guys would be well-positioned to push forward, to be the lawyering arm of the left-flank trying to develop a strategy for what laws should be in 2021, not 1973 (i.e., no abortion bans, no state interests overriding pregnant

people’s rights, no mandatory parental involvement, no limits to insurance or public funding of abortion care, no criminalization of pregnancy outcomes, etc.)”;

And the other echoing:

“Everyone keeps talking about ‘post-*Roe*’ but you all already work in the states where that’s our reality. And you’ve centered abortion funds, which is honestly revolutionary given how traditional litigation has been done. So I think if the Lawyering Project is open to expanding into national strategy spaces, that would be really powerful.”

Two organizations discussed state-based representation, suggesting having partners and someday counsel in each state, and the other suggesting making referrals to local representation (the respondent did not elaborate, but perhaps they mean developing a state-by-state referral network). A final respondent suggested talking to more independent clinics.

APPENDIX C

WORKPLAN

STRATEGIC PRIORITY 1: PROGRAMS

DESIRED OUTCOMES	INITIATIVE	EFFORTS LED BY	TARGET
LP's Litigation program has adapted to meet the demands of a post- <i>Roe</i> legal landscape	Strengthen protections for free speech and interstate travel		
	Eliminate barriers to obtaining abortion care in access states		
	Increase reimbursement rates for abortion care in public health insurance programs		
	Hold actors accountable for efforts to harass and intimidate abortion patients, providers and supporters, or to spread misinformation		
	Lay the foundation for a new and more progressive body of reproductive rights caselaw		
LP Access & Innovation has increased its impact	Provide legal support to those developing, studying, or implementing innovative models of abortion service delivery		
	Create a general counsel pilot program		
	Expand the provision of compliance advice and technical assistance to a broader set of clients		
LP's Communications and Partnerships program is amplifying the voices of LP and its grassroots partners	Build and maintain relationships with allies in a wide range of sectors		
	Engage in strategic communications to promote LP's mission and vision		
	Provide communications support to grassroots partners		
	Publicize LP's legal services to clients and prospective clients		

STRATEGIC PRIORITY 2: GOVERNANCE

DESIRED OUTCOMES	INITIATIVE	EFFORTS LED BY	TARGET
LP's governance structure is clearly defined	Define the roles of the Project Director, Directors Committee, Advisory Board, and staff in organizational governance		
LP's advisory board is more actively engaged in organizational oversight	Set clear expectations about Board members' roles and responsibilities		
	Create a Board Chair position		
	Operationalize the Advisory Board's role in supervising the Project Director		
LP has a succession plan	Develop a succession plan		
LP understands the feasibility of transitioning from fiscal sponsorship to independent status	Conduct a feasibility study		

STRATEGIC PRIORITY 3: OPERATIONS

DESIRED OUTCOMES	INITIATIVE	EFFORTS LED BY	TARGET
LP staff members have opportunities to develop and enhance their knowledge and skills	Revamp the annual performance management system to include a focus on professional development		
	Evaluate current professional development plan and adjust as necessary		
	Identify opportunities for growth for each position		
LP has sufficient staffing to achieve strategic objectives and foster work-life balance for all employees	Assess staff capacity on an annual basis		
	Create new positions as needed to ensure adequate staffing		
LP has sufficient funds and fundraising capabilities to support new work and ensure its financial sustainability	Increase annual revenue by 25%		
	Develop a strategic fundraising plan		
	Build operating reserves to cover at least 8 months of liquidity		
	Develop marketing materials for prospective funders		

Note from Brocade

We are immensely grateful to have contributed to this planning process, during which we heard emerging and theoretical concerns about the possible fall of *Roe v. Wade* voiced in response to our surveys and interviews. Now that these concerns are nearly certain to become realities for abortion care providers, abortion funds, and practical support organizations, it is clearer than ever that the Lawyering Project will play a critical role in preserving abortion access and protecting those who facilitate it. We are proud to have assisted you in this strategic planning process, which will make it more possible for the Lawyering Project to partner effectively with grassroots organizations supporting abortion seekers, and to respond with creativity and force where abortion access is under threat.