

APALRC Strategic Plan 2010-2015

APALRC's Mission

The Asian Pacific American Legal Resource Center (APALRC) is the legal advocate for justice for the Asian American community of the District of Columbia, Maryland, and Northern Virginia. Working in partnership with APA communities, the APALRC addresses the individual legal needs of low-income and limited-English proficient Asian Americans, advocates for broad-based systemic change on legal and civil rights issues impacting Asian Americans, and empowers APA community members through organizing strategies.

Strategic Directions and Five-Year Goals

Advocacy

- 1. APALRC will have expanded and deepened advocacy work in Maryland, using an approach that balances organizational leadership with grassroots, community-driven policy change.**

By 2015, APALRC will have:

- Helped establish a language access administrative complaint process, working in conjunction with the New Americans Council.
- Built deep, trusting relationships with 10 key APA community-based organizations.
- Increased the capacity of APA community-based organizations in at least three APA communities to engage in community-driven advocacy.
- Developed and documented a model for understanding and building relationships directly with the community.
- Worked with mainstream legal services providers to improve access to and quality of their services for APA community members.

- 2. APALRC will have established a presence and foundation for advocacy in Northern Virginia.**

By 2015, APALRC will have:

- Learned about the local environment through the Youth Project and have developed legal programs responsive to the needs of Vietnamese and Korean youth.
- Establish a presence in Falls Church.
- Established relationships with three APA community-based organizations in Fairfax County.
- Identified appropriate roles for the LRC to engage with the community in VA.
- Worked with mainstream legal services providers to improve access to and quality of their services for APA community members with a focus on Fairfax County, Arlington County, and City of Alexandria.
- Assisted in building an umbrella APA group.

- g. Continued to work with SAALT to identify ways to address unmet need among South Asian community in Northern Virginia.

3. APALRC will have continued to play a leadership role in both Language Access and community-centered advocacy in Washington, DC.

By 2015, APALRC will have:

- a. Continued support of the Language Access Coalition in order to make government services more accessible to LEP community members.
- b. Continued filing language access complaints and engaging in collaborative advocacy.
- c. Continued participation in the DC Consortium of Legal Services Providers to educate network of 26 legal services providers about their responsibilities for serving LEP communities.
- d. Develop a model for community-centered advocacy, drawing on experience with APA tenant groups.
- e. Expanded advocacy around language access issues at the federal level.

4. APALRC will have built its internal capacity for advocacy.

By 2015, APALRC will have:

- a. Created and institutionalize internship program to support research, outreach, and organizing.
- b. Built advocacy work into attorney job descriptions and work plans.
- c. Created a formal mentoring and support system, including in-house support and outside resources, for staff to enhance advocacy skills.

Legal Services

1. APALRC will enhance systems to deliver quality legal services efficiently and effectively for clients.

By 2015, APALRC will have:

- a. Hired one administrative/case management support staff member in each jurisdiction (i.e., DC, MD, and No. VA).
- b. Hired a full-time legal staff person to manage the Helpline.
- c. Explored further development of the Legal Interpreter Project as a vehicle for business development and career development.

2. APALRC will have established a high-quality pro bono program that leverages the resources of private attorneys and law firms to further APALRC priorities and meet community needs.

By 2015, APALRC will have:

- a. Identified issues for clinics and increased use of pro bono attorneys to hold regular off-site clinics in DC, MD, and No. VA.

- b. Developed a plan to build adequate internal capacity to support a pro bono program with an additional staffing.

3. APALRC will have expanded direct representation (individual and group) in Maryland.

By 2015, APALRC will have:

- a. Continued to provide family law/domestic violence legal services, and expanded immigration, employment, and housing legal services – initially with focus on Montgomery County and expanding to other counties as capacity allows.
- b. Provided on-site services/consultation (“intake plus”) on a regular basis at key APA community-based organizations.
- c. Increased non-legal staff support for administration, outreach, and case management support.

4. APALRC will have built a presence and strong foundation for growing direct representation in Northern Virginia.

By 2015, APALRC will have:

- a. Continued to provide family law/domestic violence legal services, and expanded into new service areas, in Arlington, Alexandria, and Fairfax County.
- b. Hired an additional attorney and one administrative/case management support staff.
- c. Continued to play a leadership role in establishing a legal services consortium in Northern Virginia.

5. APALRC will establish areas to provide legal services in Washington, D.C. that complement existing services in the city.

By 2015, APALRC will have:

- a. Developed an expanded role in community economic development, building from our work with Chinatown residents and with nail salon workers.
- b. Developed an expanded role in affordable housing and housing legal services.
- c. Continued and expanded language access litigation strategies.

6. APALRC will have increased capacity to engage in community-centered impact litigation.

By 2015, APALRC will have:

- a. Developed a plan to build internal legal capacity to manage impact litigation.
- b. Filed administrative complaints and identified community-centered policy issues for focus of litigation.
- c. Formed strategic alliance around different issues, such as detention, immigration, or worker’s rights, with local immigrant-focused community-based organizations.

Community Organizing

1. APALRC will strengthen and expand its role in community building, establishing a culturally-appropriate model of community organizing.

By 2015, APALRC will have:

- a.** Documented lessons learned from work in Chinatown with a video or written document.
- b.** Conducted community mapping in MD and VA to better understand issues/concerns of different APA communities and key stakeholders.

2. APALRC will be engaged in several community organizing efforts.

By 2015, APALRC will have:

- a.** Identified and be engaged in at least several organizing efforts around an issue or community.
- b.** Developed ways to evaluate progress and measure success/results.

3. APALRC will have capacity and staffing to support community organizing.

By 2015, APALRC will have:

- a.** Hired a Senior Program Director/Manager to help develop vision/strategies and manage non-legal work.
- b.** Institutionalized an internship program to work under a trained organizer and meet specific language needs.
- c.** Hired two additional full-time organizers.
- d.** Created a formal mentoring and support system, including in-house support and outside resources, for staff to enhance community organizing skills.