



LIFTING LOUISIANA:

Advancing Reproductive Rights
for All Louisiana Women,
Their Families and Their Communities

2018-2020

**A THREE-YEAR STRATEGIC PLAN FOR
LIFT LOUISIANA**

December 2017

LIFT LOUISIANA STRATEGIC PLAN

VALUES, MISSION, CONSTITUENCY AND KEY TERMS	4
Values	4
Mission Statement	4
Constituency Statement	4
Key Terms	5
EXECUTIVE SUMMARY	6
Three-Year Strategic Directions Summarized	7
BACKGROUND AND HISTORY	7
PLANNING PROCESS	8
Goals and Engagement Process	8
Data Collection	8
Racial Equity and Inclusion Framework	8
Board and Staff Retreat	8
Drafting and Revising the Plan	8
PERCEPTIONS OF LIFT LOUISIANA	9
Racial Equity and Inclusion Framework	10
Defining Racial Equity	10
Lift’s Racial Equity Statement and Three-Year Commitments	10
STRATEGIC DIRECTIONS WITH GOALS	11
Racial Equity: Operationalize Lift’s Racial Equity and Inclusion	11
framework and ongoing practice/praxis	
Statewide Advocacy: Build out Lift’s capacity for statewide	11
engagement and advocacy	
Litigation: Engage in litigation in defense of reproductive	11
rights in Louisiana	
Incarcerated Women’s Access to Reproductive Healthcare:	11
Build Lift’s capacity and expertise in this area	
Organizational Capacity: Diversify Lift’s funding streams and	11
define Lift’s organizational structure	
ACKNOWLEDGEMENTS	12
Lift Louisiana Advisory Board	12
Lift Louisiana Legal Advisors	12
Lift Louisiana Staff	12
Lift Louisiana Donors	12
Lift Louisiana Consultants	12

Values, Mission, Constituency and Key Terms

VALUES

COLLABORATION:

We exist within an ecosystem of reproductive health, rights and justice, and we support reciprocal, accountable relationships to shift power and improve the quality of life for women in Louisiana, their families and their communities.

ANALYZING AND SHIFTING POWER:

We inherited an imperfect world fraught with systemic inequality including colonization, patriarchy and white supremacy. We believe in harnessing our ideals of creating a just world and commit ourselves to analyzing how power can be shifted to increase equity for all.

COMPASSION:

We believe in love and the power of love to lift us all into our higher selves. We choose compassion over judgment, condemnation or shut doors. We challenge ourselves to invoke compassion in times of conflict.

SELF- DETERMINATION:

We believe in meeting people where they are in their reproductive health journeys and support what they determine to be the best decisions for themselves while providing information and access to information to inform their decisions. We work to inspire and share tools to increase people's ability to speak up for themselves.

TRANSPARENCY AND ACCOUNTABILITY:

We demand accountability and transparency of the highest standard from our democratically elected leaders and model these values in how we do our work.

MISSION STATEMENT

To educate, advocate and litigate for policy changes needed to improve the health and wellbeing of women in Louisiana, their families and communities.

CONSTITUENCY STATEMENT

Lift Louisiana's constituency includes Louisiana women, their families and their communities. At Lift Louisiana, we know and hold that "women" is inclusive of trans and non-binary people. We recognize the racialized, classed, and ableist paradigm of which bodies get seen and upheld as "woman" or "feminine," and we reject this paradigm in our advocacy, litigation and partnership work. We uplift the experiences and needs of people across gender identity and expression, sexuality, race, class, immigration status, ability and age.

KEY TERMS

EQUITY is achieved by applying differential resources to unequal needs. It is rooted in processes to rectify unfair conditions or circumstances of situational failures.

RACIAL EQUITY is the state, quality or ideal of being just, impartial and fair on the basis of race. This requires the systematic fair treatment of people of all races that results in equitable opportunities and outcomes for everyone. Recognizing that racism and other forms of oppression ensure that power and resources are unfairly distributed in our society, a racial equity lens requires being explicit about race, racism and its impacts.

REPRODUCTIVE OPPRESSION is the control and exploitation of women, girls and individuals through their bodies, sexuality, labor and reproduction. The regulation of women and individuals thus becomes a powerful strategic pathway to controlling entire communities. It involves systems of oppression that are based on race, ability, class, gender, sexuality, age and immigration status.

REPRODUCTIVE HEALTH is a service delivery model that addresses the reproductive health needs of women. It encompasses healthcare services, information, research and health data. The goals are to improve and expand services, research and access—particularly in prevention—and provide culturally competent care for communities of color.

REPRODUCTIVE RIGHTS is a legal and advocacy-based model that serves to protect an individual woman's legal right to reproductive healthcare services. It addresses the lack of legal protection or enforcement of laws guaranteeing an individual's legal right to reproductive healthcare services. The goal is to have universal legal protection for all individuals and claim these protections as constitutional rights.

REPRODUCTIVE JUSTICE is a movement-building framework led by women of color that identifies how reproductive oppression is the result of the intersections of multiple oppressions and is inherently connected to the struggle for racial equity, social justice and human rights. A woman's societal institutions, environment, economics and culture affect her reproductive life.

REPRODUCTIVE HEALTH	REPRODUCTIVE RIGHTS	REPRODUCTIVE JUSTICE
Service delivery model focused on health disparities and health education	Policy advocacy and litigation strategies, statewide coalitions and alliances	Social justice organizing of the most marginalized women to end reproductive oppression
PLANNED PARENTHOOD CLINICS	LIFT LOUISIANA	WOMEN WITH A VISION

SOURCES FOR KEY TERMS:

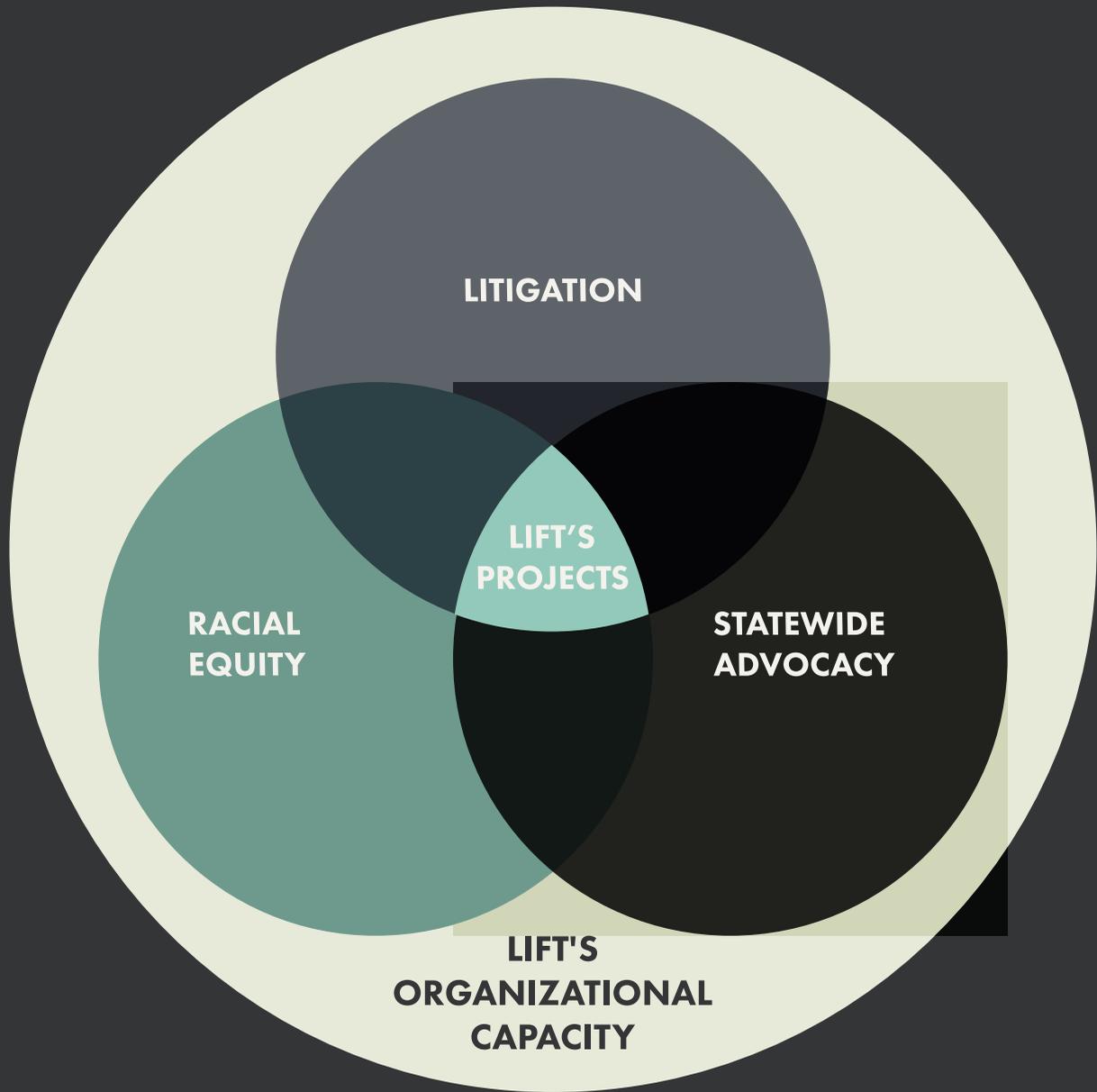
Based on A New Vision for Advancing Our Movement for Reproductive Health, Reproductive Rights, and Reproductive Justice by Asian Communities for Reproductive Justice (now Forward Together). 2005. <http://strongfamiliesmovement.org/assets/docs/ACRJ-A-New-Vision.pdf>

Race Equity and Inclusion Action Guide: 7 Steps to Advance and Embed Race Equity and Inclusion Within Your Organization by Annie E. Casey Foundation. 2014. http://www.aecf.org/m/resourcedoc/AECF_EmbracingEquity7Steps-2014.pdf

Executive Summary



**LIFT'S PROJECTS -
JUDICIAL BYPASS
INCARCERATED WOMEN'S ACCESS TO HEALTHCARE**



LIFT LOUISIANA THREE-YEAR STRATEGIC DIRECTIONS SUMMARIZED

- I. **Racial Equity:** Operationalize Lift's Racial Equity and Inclusion Framework and ongoing practice/praxis.
- II. **Statewide Advocacy:** Build Lift's capacity for statewide engagement and advocacy.
- III. **Litigation:** Engage in litigation in defense of reproductive rights in Louisiana.
- IV. **Incarcerated Women's Access to Reproductive Healthcare:** Build Lift's capacity and expertise in representing Louisiana's incarcerated women's access to healthcare.
- V. **Organizational Capacity:** Diversify Lift's funding streams and define Lift's organizational structure.

Background and History

Lift Louisiana (Lift) launched on February 1, 2016, as a project of the Tides Center, which serves as its fiscal sponsor. Lift was founded by Michelle Erenberg and Ellie Schilling to respond to gaps in advocacy capacity and in legal representation for providers and patients in Louisiana. Lift is governed by an seven-member Advisory Board that oversees the organization's operations and management. The Advisory Board members also work to inform Lift's program development, raise the profile of Lift's work in the community and provide logistical support including strategic planning, communications and fundraising development.

Lift's Advocacy Program is building the capacity of advocates and community leaders in Louisiana to ensure their voices are heard by decision-makers, and that the issues facing their communities are prioritized. Lift's programs and strategies are informed by community organizing experience, policy analysis, public engagement and collaboration with community partners and coalitions.

Lift's Litigation Program utilizes a local perspective to defend the civil rights of patients and reproductive healthcare providers—including abortion providers— and to provide legal analysis in support of laws that protect reproductive rights and ensure access to all reproductive healthcare services for all people in Louisiana. The Litigation Program includes a five-member committee of local attorneys who advise and inform Lift's legal strategies. The program provides critical legal support for reproductive healthcare providers and patients, protecting clinics from closure efforts through regulatory and policy restrictions on their staff, services and structures. The Legal Advisory Committee also provides analysis to the Advocacy Program, ensuring that these efforts support litigation and legislative strategies.

In 2016, the David and Lucile Packard Foundation became Lift's first foundation donor, providing seed funding and organizational capacity building support for two years.

Planning Process

The Lift strategic planning process began in June 2017 with the convening of a seven-member Strategic Planning Committee of staff and advisory board members to guide the process. Takema Robinson, Hilary Roach and Sian ÓFaoláin of Converge Consulting facilitated the strategic planning process, including the development of a Racial Equity and Inclusion Framework, and prepared the final strategic planning report. The process included the following components:

GOALS AND ENGAGEMENT PROCESS

The Strategic Planning Committee identified the overall goals of the process and guided the plans for engaging stakeholders, including development of interview protocols designed to understand Lift's strengths, weaknesses, opportunities and threats; recognize perceptions of key stakeholders; and assess the current state of reproductive health, rights and justice advocacy—and identify opportunities for Lift to lead and to support partner organizations in engaging in reproductive health, rights and justice in Louisiana.

DATA COLLECTION AND SWOT ANALYSIS

The Converge team conducted interviews and focus groups with over 17 different stakeholders.

Interviews previously conducted by Paula Morris, a consultant provided by the Packard Foundation, were also incorporated into the SWOT analysis. In addition to conducting focus groups and interviews, Converge also reviewed a variety of organizational documents, including grant proposals and reports, budgets and financial reports, Advisory Board meeting minutes and public reports and program documents.

RACIAL EQUITY AND INCLUSION FRAMEWORK

Converge also worked with Lift to develop a Racial Equity and Inclusion Framework and related tools to ensure that the organization's programs and practices consistently advance racial equity and inclusion.

BOARD AND STAFF RETREAT

The Converge team facilitated a daylong planning retreat on September 9, 2017, with Lift Advisory Board members, Legal Advisors and staff.

DRAFTING AND REVISING THE PLAN

The Converge team worked with the Strategic Planning Committee to finalize the strategic plan, including the strategic directions, strategies, activities and outcomes and the Racial Equity and Inclusion Framework and related tools.

Perceptions of Lift Louisiana

POLICY
INCARCERATION
INTERSECTIONALITY
ORGANIZERS **CRITICAL**
LITIGATION
WOMEN **MICHELLE**
CONVENERS
CONNECTORS **TRAINING**
ADVOCACY **INDEPENDENT**
EDUCATION **ALLIES**

RACIAL EQUITY AND INCLUSION FRAMEWORK

A comprehensive Racial Equity and Inclusion Framework consists of racial equity commitments to guide both the external programmatic work and the internal operations of the organization, specific tools to implement racial equity practices, and organizational structures and practices to move the work forward and assess progress toward the commitments over time.

RACIAL EQUITY: the state, quality or ideal of being just, impartial and fair on the basis of race. This requires the systematic fair treatment of people of all races that results in equitable opportunities and outcomes for everyone. Recognizing that racism and other forms of oppression ensure that power and resources are unfairly distributed in our society, a racial equity lens requires being explicit about race, racism and its impacts.

LIFT'S RACIAL EQUITY STATEMENT AND COMMITMENTS:

Lift Louisiana is a reproductive rights organization committed to advancing racial equity. To this end, Lift will:

1. Engage in ongoing and explicit internal and external political education on racial equity and reproductive justice.
2. Enter into partnerships with a listening ear, allowing partner organizations to narrate their needs. We will support and fill in gaps as needed based on our expertise and resources, lifting up the expertise of reproductive justice groups whenever possible.
3. Pay attention to the distribution of resources and power in the reproductive health, rights and justice field, and commit to leveraging our resources to advance racial equity and the reproductive justice movement.
4. Center racial equity in programmatic decisions, prioritizing opportunities to engage, mobilize and represent diverse constituencies and marginalized groups.
5. Develop a hiring process that centers racial equity, hire a team that reflects the diversity of Louisiana women and utilize human resources policies that reflect our commitment to women and families.
6. Be explicit about race (racial disparities, structural racism, impacts by race/class/gender/sexuality, etc.) in our communications about our work and role in the field.
7. Develop the Advisory Board with a racial equity lens, recruiting a governing body competent in racial equity analysis that represents the diversity of Louisiana women.

LIFT LOUISIANA THREE-YEAR STRATEGIC DIRECTIONS WITH GOALS

I. RACIAL EQUITY: Operationalize Lift's Racial Equity and Inclusion Framework and ongoing practice/praxis.

- S1. Form a representative Racial Equity Advisory Committee that is reflective of the organization to oversee the implementation of the Racial Equity and Inclusion Framework.
- S2. Apply the Racial Equity and Inclusion Framework to all internal decisions about resources including vendors, pay and benefits, leadership development, hiring and board development.
- S3. Conduct racial equity impact assessments for external work including program areas, partner relationships, advocacy strategies and legal strategies.

II. STATEWIDE ADVOCACY: Build out Lift's capacity for statewide engagement and advocacy.

- S1. Expand the number of strategic statewide partnerships.
- S2. Increase legal and medical practitioners' knowledge of reproductive rights, laws and policies.
- S3. Engage and mobilize advocates across the state to advance reproductive rights and policies that improve the health and well-being of Louisiana's women, their families and their communities.

III. LITIGATION: Engage in litigation in defense of reproductive rights in Louisiana.

- S1. Deploy impact litigation to protect access to reproductive healthcare in Louisiana that is high-quality, affordable and free from racial bias.
- S2. Provide free legal representation to minors seeking access to abortion care through judicial bypass in New Orleans, Shreveport and Baton Rouge.

IV. INCARCERATED WOMEN'S ACCESS TO REPRODUCTIVE HEALTHCARE: Build Lift's capacity and expertise in this area.

- S1. Advocate for policies that improve reproductive healthcare services and outcomes for incarcerated women.
- S2. Increase transparency and government accountability in implementing and enforcing policies.
- S3. Provide incarcerated women with information and resources they need to advocate for reproductive healthcare services, including pregnancy care, abortion care, and hygiene provisions.
- S4. Ensure the criminal justice system is meeting the reproductive healthcare needs of women.

V. ORGANIZATIONAL CAPACITY: Diversify Lift's funding streams and define Lift's organizational structure.

- S1. Expand philanthropic funding.
- S2. Secure dedicated development capacity.
- S3. Develop individual donor campaigns.
- S4. Determine the most appropriate legal structure for the organization.
- S5. Develop organizational chart and staffing structure.
- S6. Diversify Lift's board geographically.

Acknowledgements

(* FOR LIFT STRATEGIC PLANNING COMMITTEE MEMBERS)

LIFT LOUISIANA ADVISORY BOARD

Arianna Baseman*
Ellie Schilling, JD
Evelyn Maguire
Geraldine Neville
Graham Bosworth, JD
Raegan A. Carter
S. Mandisa Moore-O'Neal, JD*

LIFT LOUISIANA LEGAL ADVISORS

Ellie Schilling, JD, Chair
Laura Fine, JD
Nia Weeks, JD
Micah Fincher, JD
Torrie Thibodeaux, JD

LIFT LOUISIANA STAFF

Michelle Erenberg, Executive Director*
Robin Barber, Statewide Outreach Coordinator

LIFT LOUISIANA DONORS

David and Lucile Packard Foundation
Prentice Foundation
New Venture Fund
Alex Morris Memorial Fund
Bower Family Fund
Elizabeth Monaghan

LIFT LOUISIANA CONSULTANTS

Converge
Kacie Stillings*
Stephanie Roth, Klein & Roth
Paula Morris
Nora Ellertsen, The Funding Seed

lift louisiana