

# ACLU

Arizona



**Strategic  
Framework**  
**2022-2025**

# Letter from Affiliate Leadership

Dear Friend,

In 2020, national ACLU celebrated 100 years defending liberty and rights for all. The ACLU of Arizona stands in that tradition with over 60 years of service to the people of Arizona and we have stood strong in our commitment to advancing and protecting the civil rights and civil liberties of all Arizonans.

However, with time comes change and that change is palpable in our state. With a shifting political landscape, a debilitating global pandemic, and a long-overdue reckoning of this nation's deeply rooted racism, the time for us to enact positive, lasting change is now. To handle these challenges, we set out to develop a framework for the next four years that will help guide our work and impact our direction.

Our approach is a divergence from years past.

Over the past several months, the ACLU of Arizona's Strategic Planning Committee held listening sessions and worked with staff and board members to achieve organizational clarity and identify top issues and opportunities. Together, we assessed the organization holistically, developed a framework with overarching goals and priorities that will drive the work of the organization and embarked on action planning to outline strategies and timelines for accomplishment.

The result is a bold and dynamic plan that redefines the organization's **vision** we are working towards, the **mission** of the organization to achieve that vision, and the path—or **theory of change**—that guides our strategies to accomplish our goals. Together, we also identified the organization's **core values** that will be infused in everything we do and who we are.

Our strategic plan framework will allow us to advance equity and dismantle systemic injustice while also remaining nimble enough to respond to changing community needs. By sharpening and recalibrating our compass, we can take power away from those who benefit from inequity and exploitation and place it in the hands of those who believe in the inherent dignity and equality of rights of all Arizonans.

This is an aspirational plan, but with your support we will achieve our mission to protect the civil rights, liberties, and dignity of all Arizonans. Together, we will pursue our vision of an Arizona where all people prosper, thrive, and live in liberation with dignity and freedom.

Your Partners in the Fight for Civil Rights and Human Dignity,



**Jennifer Allen Aroz**  
Executive Director



**May Lu**  
Outgoing Board  
President (2021-2023)



**Belen Gonzalez**  
Board President



**Mark Willits**  
Board Secretary  
& Co-Chair Strategic  
Planning Committee



**Jennifer Delgado**  
Board Member &  
Co-Chair Strategic  
Planning Committee

# Core Values

The ACLU of Arizona believes and acts upon four core values.



## Honoring the Dignity and Liberation of Every Human Being

Systemic inequity intentionally and strategically dehumanizes and oppresses people. We treat each other and all people with fairness, dignity, and respect, and courageously fight for freedom, justice, and liberation for all.

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## Fostering Anti-Racism, Equity, and Inclusion

White supremacy and other forms of oppression permeate every facet of our society. We boldly push back against racial injustice and all forms of discrimination and advance equity, diversity, inclusion, and belonging in all we do.

## Building Collective Power

Challenges to civil rights are so immense we rarely face them alone. Developing and strengthening relationships with community allies is key to achieving our vision.

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## Cultivating Leadership and Activating Power

Power is intentionally held by the most privileged and not equitably shared across all communities. We believe in building leadership and centering the voices of those most affected by systemic inequity.





# Mission

The ACLU of Arizona advances equity and dismantles systemic injustice by taking legal action, influencing policy, and mobilizing our communities to protect the civil rights, liberties, and dignity of all Arizonans.



# Vision

We envision an Arizona where all people prosper, thrive, and live in liberation with dignity and freedom.

# The Unique Role of the ACLU of Arizona

Through conversations and interviews with staff and board members, many recognized our unique role and identified the strengths that allow us to optimize the ACLU of Arizona's impact and help us determine when and how we show up.

## Integrated Advocacy Model

We are one of the few organizations to promote legal, policy, and organizing.

*"We blend legal, advocacy, and communications to advocate for the rights of people."*

## Nonpartisan

*"I've seen a lot of organizations corrupted by the relationships they have with elected officials. We place the issue first, and that may hurt some relationships, but it creates a legitimacy that many other organizations don't have."*

## Breadth of Impact

*"We are the only organization that takes on a multitude of civil liberties issues from the perspective of placing civil rights and civil liberties first."*

## Local and National Presence

The ACLU is our nation's guardian of liberty and has worked to defend and preserve the individual rights and liberties that the Constitution and laws of the United States guarantee everyone in this country. We at the ACLU of Arizona benefit from such a strong national reputation and brand.

## Effective Impact Litigation

*"Our talent in the legal world and in court stands out. I believe it is the one area no one can compete with us and the area in which we are poised to make the biggest impact."*

## Legacy of Success

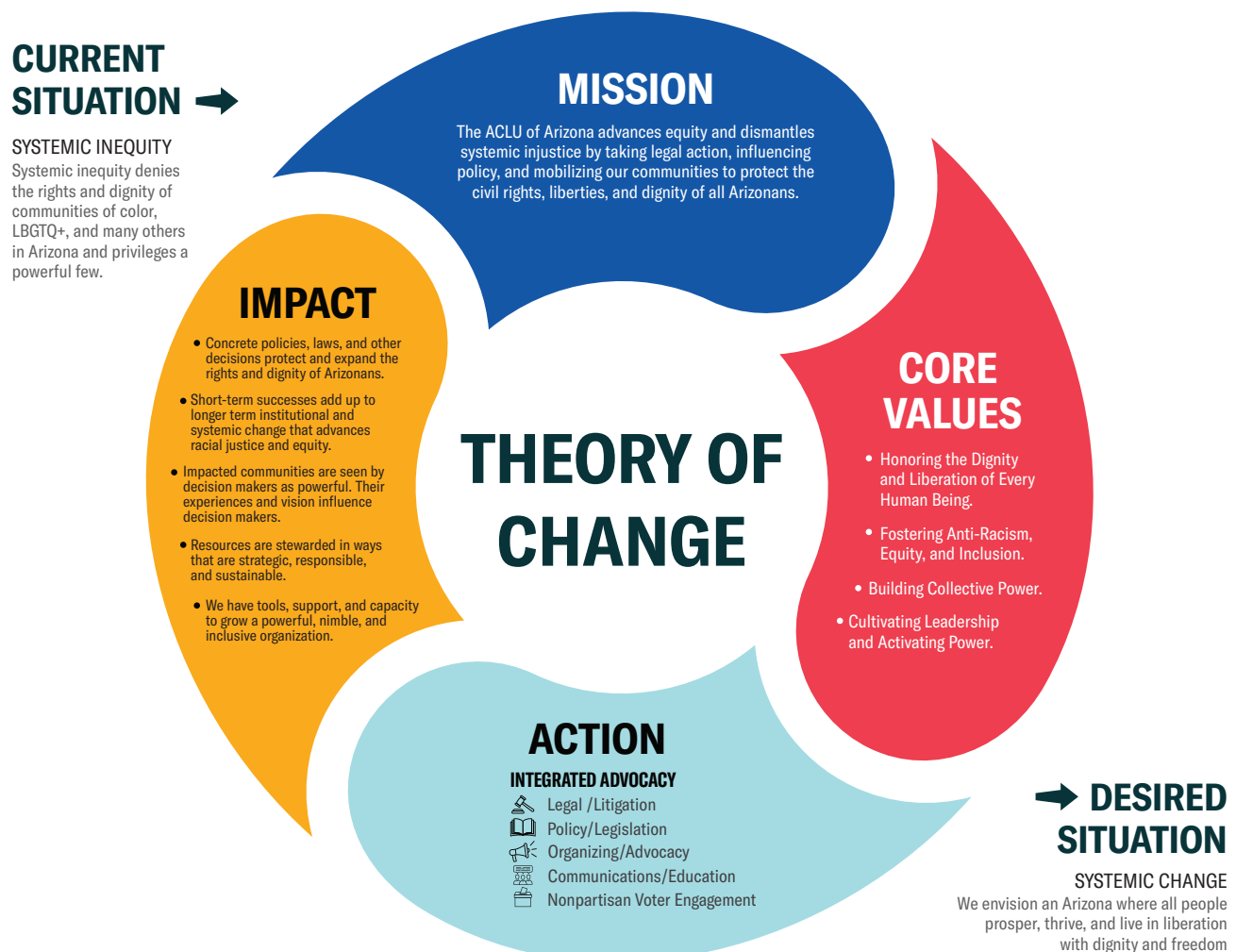
The ACLU is one of the oldest and wide-reaching civil rights organizations in the U.S. with a long history of major wins and accomplishments.

# Theory of Change



A Theory of Change is our compass, guiding how our strategic approach creates the impact we want to achieve in our communities. It provides a framework to identify challenges and opportunities, create clear goals, define decision-making and collaborations. It helps chart our success and the path to get there.

The ACLU of Arizona Theory of Change represents a holistic view of our work—what we do, why we do it, and the impact we hope to achieve. Staff developed a Theory of Change model that ensures that our actions are unique to our strengths, strategic, impact-driven, and rooted in our values. It allows us to build collective power with our allies and reflects our commitment to integrated advocacy and racial justice.





# Strategic Goals and Priorities

The ACLU of Arizona achieves a tremendous amount of success with a moderately sized staff and budget. To become the strongest affiliate necessary to lead proactive and lasting positive change while taking on serious threats to civil rights and civil liberties, we must build our staff and board capacities, implement best strategic practices, and elevate our fundraising. In the next three years, we will proactively focus on four strategic priorities:

## 1 Center Equity, Diversity, Inclusion, and Belonging (EDIB) Throughout our Organization

*As the ACLU of Arizona works to dismantle systemic and racial inequities in our state, we commit to building a more equitable and just culture at every level of our organization.*

### Priorities:

- Launch an organizational change process to move our commitment to EDIB into a comprehensive plan.
- Convene a unified staff and board EDIB team that defines and oversees the achievement of key priorities.

## 2 Build Organizational Capacity to Advance Change Proactively

*Our world is changing quickly. The ACLU of Arizona must have the internal capacity and best practice strategies and tools to determine the best way to approach every challenge effectively.*

### Priorities:

- Invest in staff and build capacity to be a strong and nimble team.
- Increase governance capacity to ensure we are utilizing the strengths of our dedicated board members.
- Develop an integrated advocacy culture of planning, evaluation, strategy, and metrics to tackle challenges effectively.

## 3 Deepen Our Role in Arizona's Social Change Movements

*The civil rights challenges in our community are so immense the ACLU of Arizona rarely faces them alone.*

### Priorities:

- Increase the internal capacity of our organizing department.
- Enhance our electoral and political strategies across all issue areas.
- Elevate voices of community volunteers.
- Enhance partnerships with community allies.

## 4 Strengthen Philanthropy to Engage Our Community in Meaningful Giving

*Many people believe in our work. We will engage our board, our members, and staff to foster a community of giving to support the work that impacts their daily lives.*

### Priorities:

- Diversify our revenue streams.
- Expand our marketing efforts to tell stories of success and impact.
- Align board and staff philanthropy engagement with best practices in fundraising.





# Programmatic Priorities



ACLU of Arizona staff will work to identify and prioritize issues and ensure that the campaigns and efforts we move forward are strategic, impact-driven, rooted in values, and reflect our commitment to integrated advocacy and racial justice.

Yet, because our organization responds to a multitude of issues, we may have to go on the defense and react to something that we could not have planned for. In other instances, we will drive forward campaigns and efforts that are led by us or allied coalitions.

## **This process includes:**

- ✓ **Developing and utilizing a Theory of Change for each issue area that defines the impact we want to have over the next three to five years.**
- ✓ **Clearly articulating our integrated advocacy model both internally and externally.**
- ✓ **Ensuring that we are building collective power with our allies and communities across the state.**
- ✓ **Ensuring that we are developing long-term strategies that engage our supporters and creates the impact we intend.**



# Our Core Issue and Campaign Areas

## DEMOCRACY

Voting Rights

Free Speech

Privacy & Technology

## EQUITY

Racial Justice

Immigrants' Rights

Border Rights

Education Equity

## LIBERTY

Disability Rights

LGBTQ+ Rights

Reproductive Justice

Gender Justice

## JUSTICE

Criminal Justice

Police Reform  
& Accountability

Drug Reform

Capital Punishment

# How You Can Help

ACLU  
STANDS  
WITH  
YOU!



## Become a Member or Renew Your Membership

Join the thousands of Arizonans who are dedicated to seeing the rights, dignity and liberties of all Arizonans fulfilled.



## Make a Monthly Gift

Join the Guardian of Liberty program and set up a monthly contribution.



## Take Action

Sign up for the ACLU of Arizona action alerts. Learn more about our events, ways to engage in your community, and reach out to your elected officials when there is an imminent threat to civil rights and human dignity.

Visit [www.acluaz.org](http://www.acluaz.org)  to learn more.





# ACLU

## Arizona

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