

Kentucky Equal Justice Center Board

September 23, 2022

Via Zoom

Agenda

11:00 Welcome and Introductions

- Recent Highlights
- Approval of Minutes

11:15 Administration and Development

- Financial Report and Development Update through August
- Audit and 990 Update
- Budget Assumptions for 2023
- KHC Housing Stability Project Update

11:40 Governance and Strategic Planning

- Report of the Nominating Committee
- Report of the Reproductive Health Strategy Test Group
- Strategic Planning Update and Next Steps
- Next Meeting Date

12:00 Big Picture: Access to Justice

- Legal Services Funding

12:15 Staff Reports: Discussion of Highlights

12:35 Announcements

12:45 Adjournment

Kentucky Equal Justice Center

Board Minutes

July 14, 2022

Board Members Present: Tiffany Pyette (Client Member); Bob Brown, Rick Clewett, Lisa Gabbard, John Rosenberg (Community Members); Amanda Young, Jefferson Coulter, Joshua Crabtree, Robert Johns (Program Directors); Kristin Alexander, Jacob Taulbee (Staff Reps).

KEJC Staff: Miranda Brown, McKenzie Cantrell, Ben Carter, Gaby Dawson, Yoko Dionisio, Raaziq El-Amin, Angela Evans, Michelle Haubner, Allison Hight, Ebony Lee, Tyler Offerman, Shannon Rempe, Rich Seckel.

Welcome and Introductions

As the group gathered on Zoom, members greeted each other. Chair Bob Brown called the meeting to order and invited KEJC Director Rich Seckel to conduct a roll call.

Bob congratulated Maxwell Street Program Director Angela Evans on her election as Fayette County Attorney, with a term to begin in January 2023. Bob said he was pleased to learn that KEJC would have the benefit of Angela's contributions until December 15.

Highlights of Recent Activity

Bob recognized Rich to present highlights of recent activity. Rich said highlights included:

- **Housing Stability:** Receipt of a proposed grant agreement from Kentucky Housing Corporation for the first year of a potential multi-year grant to KEJC, with subgrants to the regional LSC-funded programs, to provide housing stability services;
- **KTAP improvements:** A briefing by DCBS staff on their planned improvements in Kentucky's cash assistance program for children and families, including a 100 percent increase in the maximum benefit and more favorable treatment of two parent families.
- **Food Justice Funding:** New grant funds from the Center on Budget and Policy Priorities to support food justice work, with a special focus on SNAP rules, and with subgrants to legal aid and community-based partners;
- **Friendly primaries:** Though separate from KEJC advocacy, primary victories by board member Dan Wu and Maxwell Street director Angela Evans, suggesting that Fayette Co. voters were open to new and diverse candidates and to progressive policies.

- **Board participation:** The willingness of all current KEJC board members with expiring terms to continue on the board, suggesting they were engaged in something that was “worth their time and doing some good in the world.”

Approval of Minutes

Bob Brown invited a motion on the minutes of the last board meeting.

Motion: John Rosenberg moved to approve the minutes of the April 26 board meeting.
Second: Lisa Gabbard
Action: Approved unanimously

Administration: Financial Report through Q2 2022

Bob next recognized Rich to provide the financial report. Rich began by recapping the cover sheet of the report in the board package, as follows:

Profit and Loss Budget Overview FY 2022: anticipated a loss of \$144,463 to be offset primarily by one-time carryover funds.

Profit and Loss through June 30: showed a gain of \$28,392 compared to the expected loss of \$50,241—a positive variance of \$78,633 despite \$31,435 in Vanguard brokerage losses.

Balance Sheet as of June 30: showed Total Current Assets of \$746,420, up from \$676,433 on March 31, and up 3.64% from \$720,185 on June 30, 2021.

Income and Expense Charts: 84.43% of spending was payroll. 73.19% of income was from grants.

Rich predicted carryover at the end of 2022 at \$853,864, taking into account both the budgeted loss for the year and the projected remainder of new grants. He said that unrestricted funds had held up well so far, at an estimated \$259,842 on June 30.

Rich said that income through the second Quarter was running at 106.95% of budget, with expenses at 88.23%—a favorable ratio, though driven in part by staff vacancies. He estimated that unrestricted funds would last 2.45 months and total reserves 7.03 months if KEJC had to operate on them alone, a good indicator of financial health.

Turning to recent fundraising, Rich said that KEJC had been awarded several grants that had not been predicted in the budget, including:

- \$35,000 in project support for Food Justice advocacy from the Center on Budget and Policy Priorities

- \$70,000 from MAZON: A Jewish Response to Hunger, representing a one-year extension of its initial three-year start-up grant
- \$422,000 as KEJC's first year share of the new Kentucky Housing Corporation grant for eviction prevention and housing stability
- \$50,000 from the National Low Income Housing Coalition to support housing advocacy, including work with allies and members of Congress

Rich said that the largest pending grant was the Victim of Crime Act proposal to the Kentucky Justice Cabinet to help immigrant victims of crime through Maxwell Street Legal Clinic, a project now in its fifth year (\$211,643).

Administration: KHC Housing Project Agreement

Bob invited discussion on the proposed agreement prepared by Kentucky Housing Corporation for the first year of what could become a multi-year grant to KEJC and legal aid partners to provide housing stability services.

Under the agreement, KEJC would serve as the administrative hub of a statewide effort to connect people with rental assistance and legal assistance in eviction when needed. First year funding totaled \$2,050,000, with program shares ranging from \$347,090 to \$485,470, and with caps on shares for administration and services.

KEJC's share under the grant would be \$422,000, with a \$52,000 cap on the administrative share. During discussion, legal aid program directors expressed concern that the reporting requirements under the grant not be more complex or burdensome than required under revised Treasury Department guidance. Chair Bob Brown added that he was concerned about the indemnification provision at Section 20.

Following discussion, the board approved two motions, as follows:

Motion: Bob Brown moved move to authorize Office of Kentucky Legal Services, Inc., d/b/a Kentucky Equal Justice Center to enter into a certain agreement with Kentucky Housing Corporation (KHC) styled "Kentucky Housing Corporation Emergency Rental Assistance 2 Grant Agreement," a copy of which shall be included in the Minutes of this meeting of the Board of Directors, and to execute said Agreement and to deliver such Agreement to KHC, all such actions to be performed by Rich Seckel, Executive Director.

Second: John Rosenberg
Action: Approved unanimously

Motion: Robert Johns moved to encourage KEJC and the four regional Kentucky Legal Services programs to continue discussions with Kentucky Housing

Corporation to clarify reporting requirements under the revised Treasury Department guidance.

Second: Jefferson Coulter

Action: Approved unanimously

Bob asked whether KEJC could proceed with hiring staff to implement the KHC grant. Rich said Michelle Singer at KHC had indicated a willingness to advance up to 10 percent of grant funds. Especially with an advance, Rich said, hiring could start soon with a focus on the attorney position and with a start date as early as September 15.

Governance: Report of the Executive Committee on Judicial Nominations

Bob Brown reported on Executive Committee discussion about whether KEJC should take a position on a rumored nomination by President Biden for a federal judgeship in Eastern Kentucky. Bob said it was an issue of first impression in that KEJC had not taken positions or advocated for or against judicial nominations in the past.

Bob said the committee had reached a consensus that KEJC should not take a position on a judicial nomination without a vote of the KEJC board. Senior Counsel Ben Carter said that the American Civil Liberties Union took a similar approach, requiring a vote by its national board.

Governance: Board Committees

Bob reminded the group that said he would like to fill out the membership on the Nominating Committee and constitute a new Fundraising Committee. He invited volunteers. John Rosenberg volunteered to be a member of the Nominating Committee.

Governance: Community and Client Members

Rich said that all current board members with expiring terms had expressed interest in a new term, including Community Members Lisa Gabbard, John Rosenberg, and Dan Wu and Client Members Aka Kpla and Tiffany Pyette. He said the Executive Committee recommended nominating all of them from the floor for new terms.

Motion: Rick Clewett moved to approve new terms for all board members with expiring terms who wished to continue in their positions.

Second: Robert Johns

Action: Approved unanimously

Rich said that board action on continuing members would allow the Nominating Committee to focus on departed member Chris Frost's unexpired Community Member term and a third Client Member slot authorized under the bylaws.

Governance: Strategic Plan Volunteers and Implementation

Bob asked Rich to give an update on implementation of elements of the Strategic Plan adopted the previous fall. Rich shared his screen to display the version of the plan that invited people to sign up for implementation subgroups. He described activity in several areas, as follows:

Advocacy Model: At several meetings of KEJC’s “Lobby Team,” staff had discussed a series of questions posed by the Kentucky Civic Engagement Table about how its coalition partners engaged and empowered communities. Rich used the term “community-based lawyering” to describe a model in which legal and policy advocacy was informed and guided by community members and in turn supported them.

Language Access: Rich said that Outreach Coordinator Miranda Brown had worked with Legal Assistant Gaby Dawson and Outreach Worker Lizz Perkins to review KEJC’s current policy on serving people and communities with Limited English Proficiency (LEP). Rich said that Maxwell Street had a good written policy and practices, but the idea was to extend training, understanding, and a “toolkit” program wide. He said Miranda would report to staff at the full staff meeting the following week.

Racial Justice DEI: Rich said that the volunteer subgroup on RJDEI had met several times. He said the group had coalesced around the idea of surveying current and former staff and board members to gauge KEJC’s strengths and weaknesses in supporting and welcoming diverse board and staff members. He said findings of the survey would inform drafting of a Request for Proposals from consultants to guide further learning, discussion, planning, and decisions.

Fundraising Committee: While the new board committee had not yet been established, Rich said, Resource Organizer Raaziq El-Amin had been working on a fundraising plan and would welcome a dialog with the new group. He said Raaziq had been thinking a lot about donor engagement and about how to let people know their contributions make a difference.

Back Office: Rich invited members to review the draft job posting for a part-time administrative support professional to take on tasks identified in the inventory of administrative functions he had shared with the Executive Committee. He said he had reached out to peer groups for job descriptions. He said the draft posting invited both applicants for employment and proposals from firms and professionals who qualified as independent contractors.

Rich said he could post the new job the week after the board meeting. Rob Johns offered to review the draft posting and make suggestions.

Update: Following interviews, KEJC accepted a proposal and entered into an agreement with The Charity CFO for accounting and bookkeeping services.

Strategy Test: Rich said that reproductive health had emerged as the first potential application of the Strategy Test for new initiatives, with Shannon, Lisa, and Rick stepping forward to participate. He said the group would hold its first meeting the following week, with a goal of

bringing findings and recommendations to the board by its September meeting. He said that progress on the above elements would help clear “bandwidth” to move on to remaining items, including an update to personnel policies.

Governance: Meeting Dates 2022

Rich recapped the remaining meeting dates for the year, September 23 and December 15.

Big Picture: Legal Services Funding

Joshua Crabtree reported that, in Congress, the House had approved the same high number as the previous year for Legal Services Corporation funding. He said he was cautiously optimistic that Congress would approve at least some increase. As for the process, he said, all would probably remain in flux until adoption of an omnibus budget resolution in December.

John Rosenberg suggested getting a report at the next meeting from Glenda Harrison and Nan Hanley of the Kentucky Supreme Court’s Access to Justice Commission. He said that with guidance from Justice Keller, the group recently had launched a courthouse navigation project in Fayette County.

Under the project, volunteer lawyers were scheduled to come to the Fayette County courthouse every Thursday from for several hours to offer information, advice, and coaching on use of self-help forms on topics like divorce, expungement of criminal records, and small claims. Maxwell Street Director Angela Evans added details on the project, including the hours: 11:00 to 2:00 on Thursdays.

John said that American Bar Association “ABA Days” in DC were coming up, offering a chance for programs and supporters to make the case for funding for legal aid.

Staff Reports

The board heard staff reports on multiple issues and projects. No board action was required in response to the reports. For details, see the Staff Reports on the KEJC Board web page under the July 14, 2022, heading at <https://www.kyequaljustice.org/board-meetings>.

Adjournment

| | |
|----------------|--|
| Motion: | Robert Johns moved to adjourn the meeting. |
| Second: | John Rosenberg |
| Action: | Approved unanimously |

Reported by:

Richard J. Seckel, Director
September 18, 2022

Memorandum

DATE: September 11, 2022
TO: Kentucky Equal Justice Center Board
FROM: Rich Seckel, Director
RE: Financial Report through August 31, 2022

The following financial reports are attached:

Profit and Loss Budget Overview FY 2022 anticipates a loss of \$144,463 offset primarily by one-time carryover funds.

Budget vs. Actual through August 31 shows a gain of \$151,953 compared to the expected loss of \$75,361—a positive variance of \$227,314 despite \$27,796 in Vanguard brokerage losses.

Balance Sheet as of August 31 shows Total Current Assets of \$862,519 up from \$746,420 on June 30, 2022, and up 20.05% from \$718,488 on August 31, 2021.

Income and Expense Charts: 80.88% of spending was payroll. 77.72% of income came from grants.

Carryover Prediction

| | |
|---|------------------|
| Total Current Assets December 31, 2021 | \$712,327 |
| Budgeted loss for the year | -\$144,463 |
| Projected remainder of new grants | \$265,750 |
| Projected Current Assets December 31, 2022 | \$833,614 |

Unrestricted Funds

| | | |
|----------------|-----------------|------------------|
| Audited | 12/31/12 | \$24,254 |
| Audited | 12/31/15 | \$93,513 |
| Audited | 12/31/18 | \$131,221 |
| Audited | 12/31/20 | \$278,862 |
| Estimated | 11/30/21 | \$258,654 |
| Estimated | 3/31/22 | \$283,248 |
| Estimated | 6/30/2022 | \$259,842 |
| Estimated | 8/31/2022 | \$244,310 |

KEJC Unrestricted Fund Balance

August 31, 2022

| | |
|-----------------------------|------------|
| Total Current Assets | 862,518.59 |
|-----------------------------|------------|

Restricted Funds

| | |
|--|------------|
| BGCF Citizenship | 10,931.85 |
| Catholic Diocese of Lexington | 3,087.47 |
| Center on Budget and Policy Priorities | 15,000.00 |
| CLASP Protecting Immigrant Families | 0.00 |
| Community Farm Alliance VH KY | 1,872.89 |
| Community Farm Alliance EFA | 15,000.00 |
| Elhapa Foundation | |
| Families and Workers Fund (UI) | 54,454.58 |
| Fayette County Bar Foundation | 0.00 |
| Foundation for a Healthy KY Boots | 29,368.07 |
| Haggin Trust | |
| Health Gains Communications | 7,851.20 |
| Health Law Fellowship | 1,874.89 |
| Homeless and Housing ERASE | 7,255.70 |
| Kentucky Bar Foundation | 9,370.41 |
| KCEP Solidarity Giving | 31.73 |
| KCEP Safety Net Initiative | 5,971.62 |
| KCET Civic Engagement | 6,579.63 |
| Kentucky Housing Corporation | 205,000.00 |
| Louisville Bar Foundation | 0.00 |
| Mason Fund at Vanguard | 126,650.55 |
| MAZON Food Justice | 57,205.82 |
| MAZON Rapid Response | 318.38 |
| NLIHC OSAH | 49,703.55 |
| Paycheck Protection Program | 0.00 |
| Public Welfare Foundation | 0.00 |
| United Way of the Bluegrass | 12,660.66 |

| | |
|-------------------------|------------|
| Total Restricted | 620,189.00 |
|-------------------------|------------|

| | |
|------------------------------|------------|
| Subtotal Unrestricted | 242,329.59 |
|------------------------------|------------|

Obligated Funds

| | |
|-------------------------------|----------|
| Client Trust | 3,900.00 |
| Client Funds | 1,920.00 |
| Undistributed Attorneys, Fees | 1,980.00 |

| | |
|---------------------------|------------|
| Total Unrestricted | 244,309.59 |
|---------------------------|------------|

Kentucky Equal Justice Center

Profit & Loss Budget Overview

January through December 2022

| | <u>Jan - Dec 22</u> |
|--------------------------------|---------------------------|
| Ordinary Income/Expense | |
| Income | |
| Grants | 719,240.00 |
| In-kind Contributions | 20,400.00 |
| Miscellaneous Income | 12,000.00 |
| Other Donations | 166,800.00 |
| Program Income | 180,000.00 |
| Program Services | 30,600.00 |
| Total Income | <u>1,129,040.00</u> |
| Expense | |
| Audit | 4,875.00 |
| Capital Additions | 4,500.00 |
| Case Management | 6,603.90 |
| Consultants | 21,180.00 |
| Contract Labor | 16,000.00 |
| Dues | 4,570.00 |
| Equipment Rental | 3,812.68 |
| Insurance | 7,140.00 |
| Library | 2,380.00 |
| Litigation expense | 4,920.00 |
| Miscellaneous | 1,680.00 |
| Office Supplies | 9,810.00 |
| Payroll Expenses | 1,076,108.28 |
| Postage and Delivery | 4,260.00 |
| Printing and Reproduction | 6,216.00 |
| Professional Fees | 300.00 |
| Rent | 50,400.00 |
| Repairs | 780.00 |
| Task Forces and Meetings | 4,860.00 |
| Telecomm | 20,184.00 |
| Travel | 23,103.00 |
| Total Expense | <u>1,273,682.86</u> |
| Net Ordinary Income | -144,642.86 |
| Other Income/Expense | |
| Other Income | |
| Interest Income | 180.00 |
| Total Other Income | <u>180.00</u> |
| Net Other Income | 180.00 |
| Net Income | <u><u>-144,462.86</u></u> |

Kentucky Equal Justice Center
Profit & Loss
January through August 2022

| | <u>Jan - Aug 22</u> |
|---------------------------|---------------------|
| Ordinary Income/Expense | |
| Income | |
| Grants | 754,430.23 |
| Other Donations | 76,532.25 |
| Program Income | 135,000.00 |
| Program Services | 4,712.00 |
| Total Income | 970,674.48 |
| Expense | |
| Case Management | 5,420.00 |
| Consultants | 68,000.00 |
| Contract Labor | 2,800.00 |
| Dues | 4,736.00 |
| Equipment Rental | 2,249.73 |
| Insurance | 7,357.22 |
| Library | 1,962.08 |
| Litigation expense | 7,382.46 |
| Miscellaneous | 370.00 |
| Office Supplies | 6,557.36 |
| Payroll Expenses | 639,735.39 |
| Postage and Delivery | 2,447.98 |
| Printing and Reproduction | 2,256.89 |
| Rent | 20,000.00 |
| Task Forces and Meetings | 597.75 |
| Telecomm | 11,031.87 |
| Travel | 8,034.43 |
| Total Expense | 790,939.16 |
| Net Ordinary Income | 179,735.32 |
| Other Income/Expense | |
| Other Income | |
| Interest Income | 17.52 |
| Other Income | -27,795.97 |
| Total Other Income | -27,778.45 |
| Other Expense | |
| Interest Expense | 3.87 |
| Total Other Expense | 3.87 |
| Net Other Income | -27,782.32 |
| Net Income | 151,953.00 |

Kentucky Equal Justice Center
Profit & Loss Budget vs. Actual
January through August 2022

| | Jan - Aug 22 | Budget | \$ Over Budget | % of Budget |
|-------------------------------|--------------|------------|----------------|-------------|
| Ordinary Income/Expense | | | | |
| Income | | | | |
| Grants | | | | |
| Catholic Diocese of Lexington | 7,625.00 | 6,750.00 | 875.00 | 112.96% |
| CLASP PIF | 0.00 | 15,000.00 | -15,000.00 | 0.0% |
| Community Farm Alliance EFA | 15,000.00 | | | |
| Families and Workers Fund UI | 100,000.00 | | | |
| Fayette County Bar Foundation | 5,000.00 | 0.00 | 5,000.00 | 100.0% |
| FHKY RHP Boots | 50,000.00 | 50,000.00 | 0.00 | 100.0% |
| HFGC Health Law Fellowship | 45,000.00 | 90,000.00 | -45,000.00 | 50.0% |
| KCET | 5,000.00 | 7,000.00 | -2,000.00 | 71.43% |
| Kentucky Bar Foundation | 11,000.00 | 10,000.00 | 1,000.00 | 110.0% |
| KHC Housing Stability | 205,000.00 | 44,400.00 | 160,600.00 | 461.71% |
| LABG Housing | 38,426.29 | 53,333.34 | -14,907.05 | 72.05% |
| MAZON Food Justice | 70,000.00 | | | |
| MAZON Rapid Response | 10,000.00 | | | |
| NLIHC OSAH | 50,000.00 | | | |
| Restricted | 1,457.00 | 42,000.00 | -40,543.00 | 3.47% |
| United Way of the Bluegrass | 15,000.00 | 24,000.00 | -9,000.00 | 62.5% |
| Unrestricted | 0.00 | 11,600.00 | -11,600.00 | 0.0% |
| VOCA Justice Cabinet | 110,921.94 | 128,426.66 | -17,504.72 | 86.37% |
| Grants - Other | 15,000.00 | | | |
| Total Grants | 754,430.23 | 482,510.00 | 271,920.23 | 156.36% |
| In-kind Contributions | 0.00 | 13,600.00 | -13,600.00 | 0.0% |
| Miscellaneous Income | 0.00 | 6,000.00 | -6,000.00 | 0.0% |
| Other Donations | 76,532.25 | 111,200.00 | -34,667.75 | 68.82% |
| Program Income | 135,000.00 | 135,000.00 | 0.00 | 100.0% |
| Program Services | 4,712.00 | 20,400.00 | -15,688.00 | 23.1% |
| Total Income | 970,674.48 | 768,710.00 | 201,964.48 | 126.27% |
| Expense | | | | |
| Capital Additions | 0.00 | 3,000.00 | -3,000.00 | 0.0% |
| Case Management | 5,420.00 | 6,603.90 | -1,183.90 | 82.07% |
| Consultants | 68,000.00 | 14,120.00 | 53,880.00 | 481.59% |
| Contract Labor | 2,800.00 | 10,000.00 | -7,200.00 | 28.0% |
| Dues | 4,736.00 | 3,046.66 | 1,689.34 | 155.45% |
| Equipment Rental | 2,249.73 | 2,541.78 | -292.05 | 88.51% |
| Insurance | 7,357.22 | 7,140.00 | 217.22 | 103.04% |
| Library | 1,962.08 | 1,586.66 | 375.42 | 123.66% |
| Litigation expense | 7,382.46 | 3,280.00 | 4,102.46 | 225.08% |
| Miscellaneous | 370.00 | 1,120.00 | -750.00 | 33.04% |
| Office Supplies | 6,557.36 | 6,540.00 | 17.36 | 100.27% |
| Payroll Expenses | 639,735.39 | 711,859.88 | -72,124.49 | 89.87% |
| Postage and Delivery | 2,447.98 | 2,840.00 | -392.02 | 86.2% |
| Printing and Reproduction | 2,256.89 | 4,144.00 | -1,887.11 | 54.46% |
| Professional Fees | 0.00 | 150.00 | -150.00 | 0.0% |
| Rent | 20,000.00 | 33,600.00 | -13,600.00 | 59.52% |
| Repairs | 0.00 | 520.00 | -520.00 | 0.0% |
| Task Forces and Meetings | 597.75 | 3,240.00 | -2,642.25 | 18.45% |
| Telecomm | 11,031.87 | 13,456.00 | -2,424.13 | 81.99% |
| Travel | 8,034.43 | 15,402.00 | -7,367.57 | 52.17% |
| Total Expense | 790,939.16 | 844,190.88 | -53,251.72 | 93.69% |
| Net Ordinary Income | 179,735.32 | -75,480.88 | 255,216.20 | -238.12% |
| Other Income/Expense | | | | |
| Other Income | | | | |
| Interest Income | 17.52 | 120.00 | -102.48 | 14.6% |
| Other Income | -27,795.97 | | | |
| Total Other Income | -27,778.45 | 120.00 | -27,898.45 | -23,148.71% |
| Other Expense | | | | |
| Interest Expense | 3.87 | | | |
| Total Other Expense | 3.87 | | | |
| Net Other Income | -27,782.32 | 120.00 | -27,902.32 | -23,151.93% |
| Net Income | 151,953.00 | -75,360.88 | 227,313.88 | -201.63% |

Kentucky Equal Justice Center

Balance Sheet

As of August 31, 2022

| | <u>Aug 31, 22</u> |
|---------------------------------------|--------------------------|
| ASSETS | |
| Current Assets | |
| Checking/Savings | |
| Chase Checking | 497,651.42 |
| Chase IOLTA | 3,904.16 |
| Chase Savings | 100,287.46 |
| Vanguard Brokerage | 126,650.55 |
| Total Checking/Savings | <u>728,493.59</u> |
| Accounts Receivable | |
| Accounts Receivable | 134,025.00 |
| Total Accounts Receivable | <u>134,025.00</u> |
| Total Current Assets | 862,518.59 |
| Other Assets | |
| Accumulated Depreciation - Comp | -55,860.10 |
| Computer and Phone Equipment | 62,096.34 |
| Rental Deposit | 715.00 |
| Total Other Assets | <u>6,951.24</u> |
| TOTAL ASSETS | <u>869,469.83</u> |
| LIABILITIES & EQUITY | |
| Liabilities | |
| Current Liabilities | |
| Accounts Payable | |
| Accounts Payable | -678.04 |
| Total Accounts Payable | <u>-678.04</u> |
| Other Current Liabilities | |
| Client Trust Funds | 5,911.00 |
| Direct Deposit Liabilities | 172.97 |
| Payroll Liabilities | 2,554.39 |
| Total Other Current Liabilities | <u>8,638.36</u> |
| Total Current Liabilities | 7,960.32 |
| Long Term Liabilities | |
| Accrued leave | 35,467.19 |
| Total Long Term Liabilities | <u>35,467.19</u> |
| Total Liabilities | 43,427.51 |
| Equity | |
| Opening Bal Equity | 52,900.79 |
| Retained Earnings | 383,400.59 |
| Temporarily Restricted Net Asse | 237,787.94 |
| Net Income | 151,953.00 |
| Total Equity | <u>826,042.32</u> |
| TOTAL LIABILITIES & EQUITY | <u>869,469.83</u> |

Kentucky Equal Justice Center

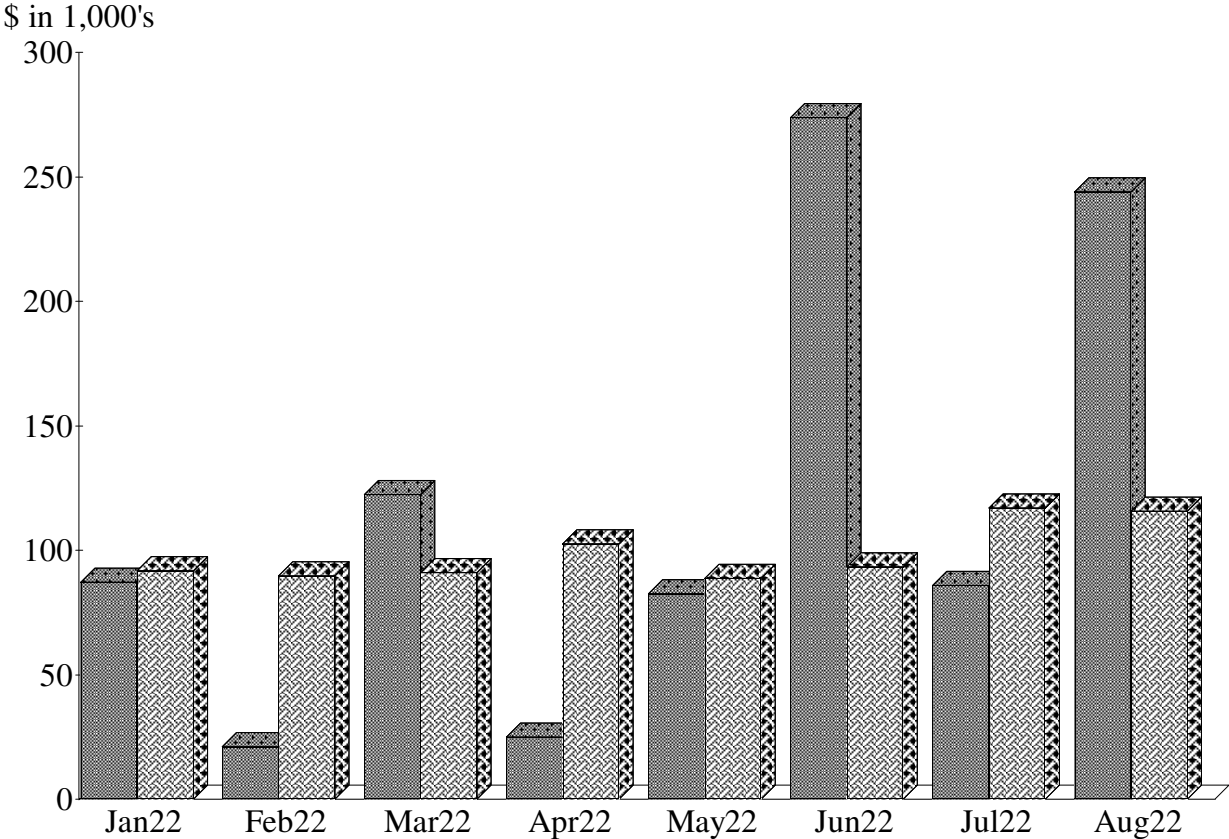
Balance Sheet Prev Year Comparison

As of August 31, 2022

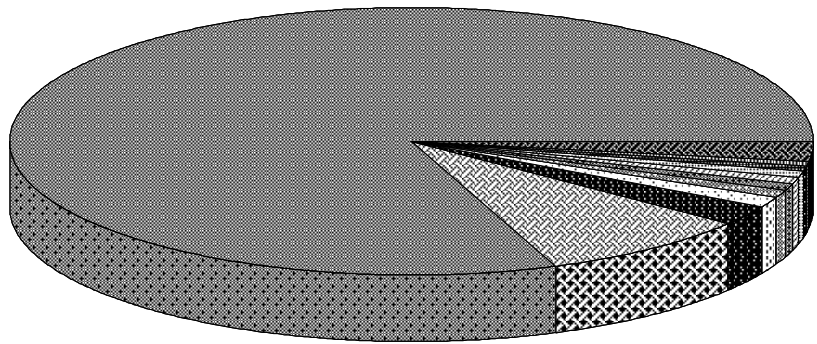
| | <u>Aug 31, 22</u> | <u>Aug 31, 21</u> | <u>\$ Change</u> | <u>% Change</u> |
|--|--------------------------|--------------------------|--------------------------|----------------------|
| ASSETS | | | | |
| Current Assets | | | | |
| Checking/Savings | | | | |
| Chase Checking | 497,651.42 | 359,529.97 | 138,121.45 | 38.42% |
| Chase IOLTA | 3,904.16 | 3,901.20 | 2.96 | 0.08% |
| Chase Savings | 100,287.46 | 100,261.21 | 26.25 | 0.03% |
| Vanguard Brokerage | 126,650.55 | 144,331.68 | -17,681.13 | -12.25% |
| Total Checking/Savings | <u>728,493.59</u> | <u>608,024.06</u> | <u>120,469.53</u> | <u>19.81%</u> |
| Accounts Receivable | | | | |
| Accounts Receivable | 134,025.00 | 110,464.09 | 23,560.91 | 21.33% |
| Total Accounts Receivable | <u>134,025.00</u> | <u>110,464.09</u> | <u>23,560.91</u> | <u>21.33%</u> |
| Total Current Assets | <u>862,518.59</u> | <u>718,488.15</u> | <u>144,030.44</u> | <u>20.05%</u> |
| Other Assets | | | | |
| Accumulated Depreciation - Comp | -55,860.10 | -53,307.98 | -2,552.12 | -4.79% |
| Computer and Phone Equipment | 62,096.34 | 60,356.60 | 1,739.74 | 2.88% |
| Rental Deposit | 715.00 | 715.00 | 0.00 | 0.0% |
| Total Other Assets | <u>6,951.24</u> | <u>7,763.62</u> | <u>-812.38</u> | <u>-10.46%</u> |
| TOTAL ASSETS | <u>869,469.83</u> | <u>726,251.77</u> | <u>143,218.06</u> | <u>19.72%</u> |
| LIABILITIES & EQUITY | | | | |
| Liabilities | | | | |
| Current Liabilities | | | | |
| Accounts Payable | | | | |
| Accounts Payable | -678.04 | -668.04 | -10.00 | -1.5% |
| Total Accounts Payable | <u>-678.04</u> | <u>-668.04</u> | <u>-10.00</u> | <u>-1.5%</u> |
| Other Current Liabilities | | | | |
| Client Trust Funds | 5,911.00 | 5,911.00 | 0.00 | 0.0% |
| Direct Deposit Liabilities | 172.97 | 172.97 | 0.00 | 0.0% |
| Payroll Liabilities | 2,554.39 | 1,326.26 | 1,228.13 | 92.6% |
| Total Other Current Liabilities | <u>8,638.36</u> | <u>7,410.23</u> | <u>1,228.13</u> | <u>16.57%</u> |
| Total Current Liabilities | <u>7,960.32</u> | <u>6,742.19</u> | <u>1,218.13</u> | <u>18.07%</u> |
| Long Term Liabilities | | | | |
| Accrued leave | 35,467.19 | 41,681.31 | -6,214.12 | -14.91% |
| Total Long Term Liabilities | <u>35,467.19</u> | <u>41,681.31</u> | <u>-6,214.12</u> | <u>-14.91%</u> |
| Total Liabilities | <u>43,427.51</u> | <u>48,423.50</u> | <u>-4,995.99</u> | <u>-10.32%</u> |
| Equity | | | | |
| Opening Bal Equity | 52,900.79 | 52,900.79 | 0.00 | 0.0% |
| Retained Earnings | 383,400.59 | 225,960.94 | 157,439.65 | 69.68% |
| Temporarily Restricted Net Asse | 237,787.94 | 237,787.94 | 0.00 | 0.0% |
| Net Income | 151,953.00 | 161,178.60 | -9,225.60 | -5.72% |
| Total Equity | <u>826,042.32</u> | <u>677,828.27</u> | <u>148,214.05</u> | <u>21.87%</u> |
| TOTAL LIABILITIES & EQUITY | <u>869,469.83</u> | <u>726,251.77</u> | <u>143,218.06</u> | <u>19.72%</u> |

Income and Expense by Month January through August 2022

Income
Expense



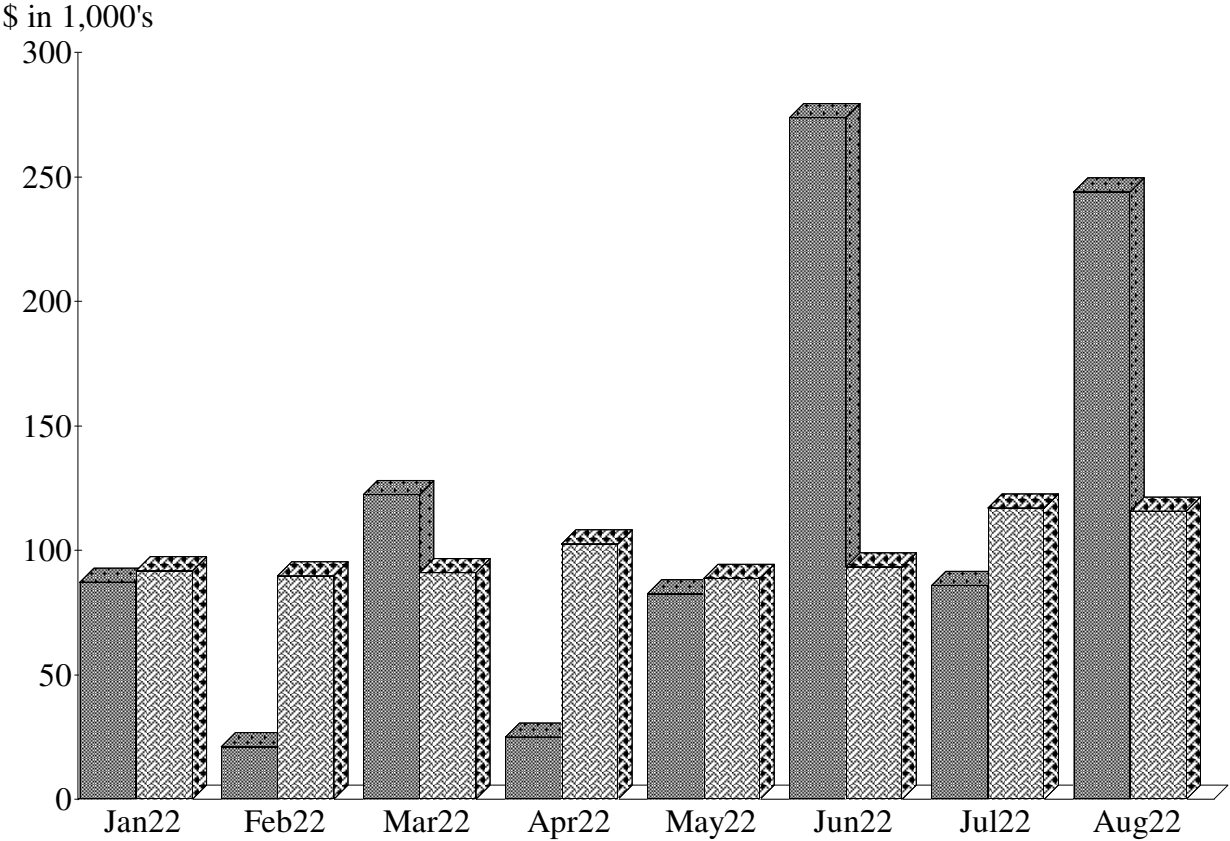
Expense Summary January through August 2022



| | |
|--------------------|--------------|
| Payroll Expenses | 80.88% |
| Consultants | 8.60 |
| Rent | 2.53 |
| Telecomm | 1.39 |
| Travel | 1.02 |
| Litigation expense | 0.93 |
| Insurance | 0.93 |
| Office Supplies | 0.83 |
| Case Management | 0.69 |
| Dues | 0.60 |
| Other | 1.60 |
| Total | \$790,943.03 |

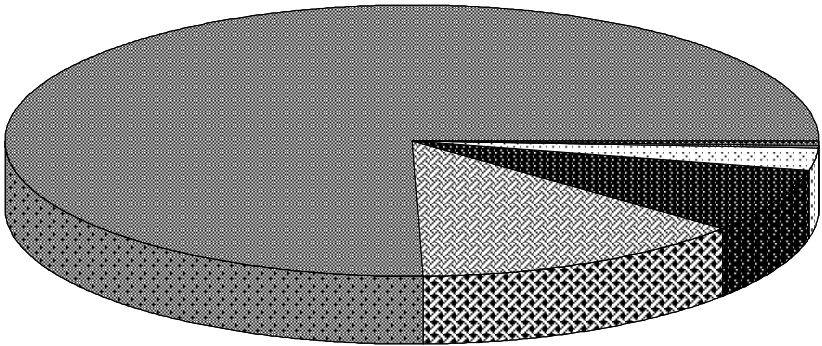
By Account

Income and Expense by Month January through August 2022



Income Summary January through August 2022

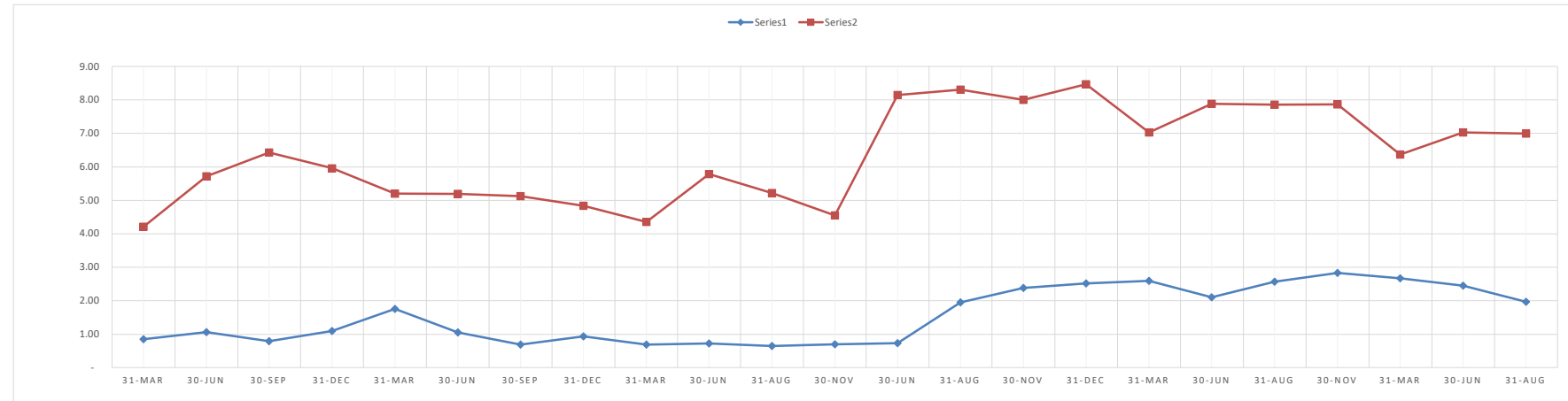
| | |
|------------------|--------------|
| Grants | 77.72% |
| Program Income | 13.91 |
| Other Donations | 7.88 |
| Other Income | \$-27,795.97 |
| Program Services | 0.49 |
| Interest Income | 0.01 |
| Sub-Total | \$942,896.03 |



By Account

Months of Reserves 2017-2022
Restricted and Unrestricted

| | 2017 | | | | 2018 | | | | 2019 | | | | 2020 | | | | 2021 | | | | 2022 | | | |
|------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|--|
| | 31-Mar | 30-Jun | 30-Sep | 31-Dec | 31-Mar | 30-Jun | 30-Sep | 31-Dec | 31-Mar | 30-Jun | 31-Aug | 30-Nov | 30-Jun | 31-Aug | 30-Nov | 31-Dec | 31-Mar | 30-Jun | 31-Aug | 30-Nov | 31-Mar | 30-Jun | 31-Aug | |
| Monthly Total Budget | 53,141 | 53,141 | 53,141 | 56,012 | 60,198 | 60,198 | 74,973 | 74,973 | 74,323 | 74,323 | 74,323 | 74,323 | 82,920 | 82,920 | 82,920 | 82,920 | 91,469 | 91,469 | 91,469 | 91,469 | 106,140 | 106,140 | 123,224 | |
| Unrestricted Assets | 45,384 | 56,524 | 42,052 | 61,278 | 105,546 | 63,228 | 51,291 | 69,964 | 51,003 | 54,011 | 48,144 | 51,960 | 60,600 | 161,532 | 197,607 | 208,885 | 237,354 | 192,221 | 235,197 | 258,654 | 283,248 | 259,842 | 242,330 | |
| Total Current Assets | 223,867 | 304,026 | 341,756 | 333,733 | 313,143 | 312,638 | 384,280 | 362,671 | 323,395 | 430,146 | 387,636 | 338,245 | 675,948 | 688,806 | 663,816 | 702,171 | 643,245 | 720,827 | 719,007 | 719,652 | 676,433 | 746,420 | 862,519 | |
| Percent Unrestricted | 20.27% | 18.59% | 12.30% | 18.36% | 33.71% | 20.22% | 13.35% | 19.29% | 15.77% | 12.56% | 12.42% | 15.36% | 8.97% | 23.45% | 29.77% | 29.75% | 36.90% | 26.67% | 32.71% | 35.94% | 41.87% | 34.81% | 28.10% | |
| Months of Unrestricted | 0.85 | 1.06 | 0.79 | 1.09 | 1.75 | 1.05 | 0.68 | 0.93 | 0.69 | 0.73 | 0.65 | 0.70 | 0.73 | 1.95 | 2.38 | 2.52 | 2.59 | 2.10 | 2.57 | 2.83 | 2.67 | 2.45 | 1.97 | |
| Months of Total | 4.21 | 5.72 | 6.43 | 5.96 | 5.20 | 5.19 | 5.13 | 4.84 | 4.35 | 5.79 | 5.22 | 4.55 | 8.15 | 8.31 | 8.01 | 8.47 | 7.03 | 7.88 | 7.86 | 7.87 | 6.37 | 7.03 | 7.00 | |



KEJC Recent Fundraising Effort

2021

| Source | For | Status | Requested | Awarded | % Awarded |
|---|-------------------|--------------|-------------|-------------|-----------|
| Blue Grass Community Foundation DAF | Immigration | Awarded | 16,000 | 16,000 | 100% |
| Catholic Diocese of Lexington | Immigration | Awarded | 9,120 | 9,000 | 99% |
| Community Farm Alliance VHK | Food Justice | Sub-granted | 30,000 | 30,000 | 100% |
| Families and Workers Fund (KEJC) | Unemployment | Pending | 25,000 | - | 0% |
| Fayette County Bar Foundation | Immigration | Awarded | 7,933 | 5,000 | 63% |
| Foundation for a Healthy Kentucky Boots | Health Outreach | Awarded | 50,000 | 50,000 | 100% |
| Francis Hollis Brain Foundation | Immigration Fees | Awarded | 5,940 | 5,000 | 84% |
| Good Giving Challenge | General Support | Completed | 40,000 | 38,890 | 97% |
| Health Law Fellowship Healthy Kentucky | Health Advocacy | Awarded | 45,000 | 45,000 | 100% |
| Health Law Fellowship Interact for Health | Health Fellowship | Awarded | 45,000 | 65,000 | 144% |
| Homeless and Housing ERASE | Housing Outreach | Sub-granted | 20,000 | 20,000 | 100% |
| Holiday Season Donations | General Support | Completed | 20,000 | 15,351 | 77% |
| KCEP Safety Net Initiative | Public Benefits | Sub-granted | 25,000 | 25,000 | 100% |
| Kentucky Bar Foundation | Immigration | Awarded | 11,730 | 11,000 | 94% |
| Kentucky Civic Engagement Table | Communications | Awarded | 13,550 | 8,000 | 59% |
| Kentucky Gives Day | General Support | Completed | 3,600 | 2,466 | 68% |
| LABG Housing Outreach Subgrant | Housing | Implementing | 80,000 | 80,000 | 100% |
| Louisville Bar Foundation | Housing | Awarded | 11,890 | 10,000 | 84% |
| Louisville Give for Good | General Support | Completed | 3,000 | 3,674 | 122% |
| MAZON | Food Justice | Awarded | 69,712 | 65,000 | 93% |
| Protecting Immigrant Families | Public Benefits | Awarded | 15,000 | 15,000 | 100% |
| The Workers Lab | Workers' Rights | Not awarded | 150,000 | - | 0% |
| United Way of the Bluegrass I | Immigration | Awarded | 24,892 | 18,000 | 72% |
| United Way of the Bluegrass II | Outreach | Not awarded | 12,118 | - | 0% |
| VOCA | Immigration | Awarded | 281,178 | 192,640 | 69% |
| Total 2021 | | | \$1,015,663 | \$730,020 | 72% |
| Total 2011-21 | | | \$6,279,570 | \$5,739,457 | 91% |

KEJC Recent Fundraising Effort

2022

| Source | For | Status | Requested | Awarded | % Awarded |
|--|---------------------|-----------|--------------------|------------------|------------|
| Catholic Diocese of Lexington | Immigration | Pending | 12,500 | 12,500 | 100% |
| Center on Budget and Policy Priorities | Food Justice | Awarded | 30,000 | 35,000 | 117% |
| Community Farm Alliance EFA | Food Justice | Awarded | 15,000 | 15,000 | 100% |
| Families and Workers Fund (KEJC) | Unemployment | Awarded | 100,000 | 100,000 | 100% |
| Foundation for a Healthy Kentucky I | Health Law Fellow | Preparing | 45,000 | 45,000 | 100% |
| Foundation for a Healthy Kentucky II | Boots on the Ground | Preparing | 50,000 | 50,000 | 100% |
| Interact for Health | Health Law Fellow | Pending | 45,000 | - | 0% |
| Interact for Health Communications | Communications | Pending | 20,000 | - | 0% |
| Kentucky Bar Foundation | Immigration | Awarded | 11,860 | 11,000 | 93% |
| Kentucky Civic Engagement Table | Civic Engagement | Pending | 9,860 | 5,000 | 51% |
| Kentucky Housing Corporation KEJC | Housing Stability | Awarded | 422,000 | 422,000 | 100% |
| Kentucky Gives Day | General Support | Completed | 3,600 | 3,403 | 95% |
| Kentucky Voices for Health | Public Benefits | Awarded | 10,000 | 10,000 | 100% |
| Kentucky Nonprofit Relief Fund | General Support | Pending | 37,595 | - | 0% |
| MAZON | Food Justice | Reporting | 65,000 | 70,000 | 108% |
| MAZON Rapid Response | Food Justice | Awarded | 10,000 | 10,000 | 100% |
| National Low Income Housing | Housing | Awarded | 50,000 | 50,000 | 100% |
| Protecting Immigrant Families | Public Benefits | Denied | 100,000 | - | 0% |
| United Way of the Bluegrass | Immigration | Awarded | 23,184 | 15,000 | 65% |
| VOCA | General Support | Pending | 211,643 | - | 0% |
| Total 2022 | | | \$1,272,242 | \$853,903 | 67% |

Coming Up

| | | | | | |
|---------------------------------|-----------------|-----------|-----------------|--|------------|
| ARPA Justice Cabinet | Immigration Law | Preparing | 30,000 | | 0% |
| Blue Grass Community Foundation | Immigration Law | Preparing | 16,000 | | 0% |
| Fayette County Bar Foundation | Immigration Law | Preparing | 6,000 | | 0% |
| Give for Good Louisville | General Support | Preparing | 3,000 | | 0% |
| Total | | | \$55,000 | | \$0 |

KEJC Proposed Budget Assumptions for 2023

1. Goal is to make a budget that can be paid for with known or predictable income, while maintaining unrestricted reserves of at least 8 percent of budget (\$100,000+).
2. Core staff of Director, Senior Counsel and Maxwell Street program director attorney may be paid for by grants, unrestricted income, or reserves above target.
3. Employment Law, Health Law Fellowship, Food Justice Fellowship, Outreach and VOCA positions will be considered grant-funded, with attendant sustainability challenges.
4. For the former DOJ Accredited Rep position, KEJC will pursue the sustainability plan created to meet CLINIC requirements, including sponsorships, grants, donations, events, etc.
5. Maxwell Street non-VOCA Legal Assistants will be paid from Maxwell Street grants or unrestricted Maxwell Street income.
6. The proposed budget will include goals for fundraising and reserves.
7. To the extent possible, grant proposals will include funding for communications, development, and administration, with a goal of better funding back-office operations.
8. The budget may require austerity measures in operational expenses, like:
 - a. Holding off on equipment purchases unless grant funded
 - b. Limiting conference travel to essentials, grant-funded or subsidized events
9. Staff salary increments will take into account the salary scales adopted in 2020 and 2021 by the Executive Committee and Board. The Director's salary will be set by the Board.
10. The budget will keep employer health premium shares at amounts sufficient to provide individual coverage without employee contributions and to ensure that employee shares for family coverage do not exceed shares for state employees.
11. The director may offer alternative budgets for consideration or a budget contingency plan to include potential mid-year adjustments.
12. The budget presentation may include the director's recommendation on how much to tap reserves for salary scale implementation and back-office contracting or staffing.

Question: What is the Board's tolerance for risk in income projections or spending down reserves?

Kentucky Equal Justice Center
Nominating Committee Minutes
September 20, 2022

Members Present: Bob Brown (Community Member, Chair), Jacob Taulbee (Support Staff Rep), Jefferson Coulter (Program Director), John Rosenberg (Community Member).

Staff: Rich Seckel (Director).

The Kentucky Equal Justice Center Nominating Committee met by Zoom at 11:00 a.m. on September 20, 2022. The charge of the committee was to nominate board members to:

- Fill the remaining portion of the unexpired term of departed Community Member Chris Frost
- Consider nominees for a third Client Member position permitted under the Bylaws

A quorum being present, Chair Bob Brown called the meeting to order. While the group waited to see whether an absent member would join, John Rosenberg offered an update on Eastern Kentucky flood relief.

Bob then briefed committee members on the KEJC board composition as set out in the Bylaws. Members discussed each nomination received by the previous evening.

1. Nomination of a third Client Member as permitted under the Bylaws

Motion: John Rosenberg moved to nominate Bonifacio Aleman to a two-year Client Member term on the board.

Second: Jefferson Coulter

Action: Approved unanimously

2. Nomination of a Community Member to fill the unexpired term of Community Member Chris Frost

Motion: Bob Brown moved to nominate Dawn Howard to fill the unexpired term.

Second: Jefferson Coulter

Action: Approved unanimously

3. Motion to combine the nominations into a single slate for approval by the Board

Motion: John Rosenberg moved to combine the committee's nominations into a single slate for approval by the board.

Second: Jefferson Coulter

Action: Approved unanimously

#1

COMPLETE

Collector: Web Link 1 (Web Link)
Started: Thursday, September 08, 2022 11:19:27 AM
Last Modified: Friday, September 16, 2022 10:33:52 AM
Time Spent: Over a day
IP Address: 96.29.149.54

Page 1: Nomination Form

Q1

Name of Nominee

Bonifacio Aleman

Q2

Address

Address: 636 E. Ormsby Ave.
City: Louisville
State: KY
Zip: 40202
Phone: 502-203-6276
Email: bonifacio.a@icloud.com

Q3

Job Title (if any):

Health Equity Program Manager (Lifespring Health Systems; Graduate Assistant (Spalding University School of Social Work)

Q4

Employer (if any):

LifeSpring Health Systems (Southern Indiana)

Q5

Recommendation: Please tell us why you think the nominee would make a good Board member.

I have known Bonifacio ("Flaco") for almost a decade. I first met him when he was Executive Director of Kentucky Jobs with Justice (for example: <https://www.jwj.org/victory-louisville-council-votes-unanimously-to-ban-the-box>). In that time, I have seen him be an active part of grassroots community efforts and established nonprofits. Flaco is a great person who thinks hard and works carefully with others to improve the lives of the most marginalized Kentuckians.

Flaco is a Plaintiff in our challenge to Kentucky's arbitrary process for restoring the voting rights of Kentuckians with a felony in their past. Flaco is currently pursuing his doctorate in social work at Spalding University. As a person who has been incarcerated, he remains active in the reentry and criminal justice reform communities. Through his work and his personal life, he has a background in policy, legislation, workers' rights, and community organizing.

Q6

Group Affiliations: Feel free to list the nominee's group memberships relevant to the mission.

Member-KFTC

President-Student Social Work Association, Spalding University

Co-Secretary-Racial Equity & Leadership Committee, Indiana Council of Community Mental Health Centers

Committee Member-Equity Committee, Indiana 988 Crisis Response Plan

Q7**Yes**

Is the nominee eligible to receives services from a legal services program in Kentucky?

Q8**Other**

Nominated by:

Q9

Nominator name (if not oneself):

Ben Carter

Q10

Nominator email (if not oneself):

ben@kyequaljustice.org

Q11**Yes**

Does the Nominee Know of the Nomination?

Kentucky Equal Justice Center

2022 Nomination Form

Community and Client Board Members

Kentucky Equal Justice Center seeks one new Community Board Member and one new Client Board Member to help oversee our operation as a civil legal advocacy center for low-income Kentuckians. For more information see Bylaw II [here](#).

Community Board Members must be individuals with a demonstrated interest in advocacy for low-income Kentuckians. Client Board Members must have received services from Kentucky Equal Justice Center or a Kentucky legal services program or be eligible for services at the time of their nomination.

Important: Under our bylaws, no Board member may serve at the same time on a local legal services program board.

***Mission:** Board members must share a commitment to our mission: to promote equal justice for all residents of the Commonwealth.*

Name of Nominee: Dawn Howard
Address: 3010 Curran Road
City: Louisville State: KY Zip: 40205
Phone: 269-873-8252 Email: jdawnhoward@gmail.com

Job Title (if any): Director of Finance
Employer (if any): [St. John Center](#)

Recommendation: Please tell us why you think the nominee would make a good Board member. Feel free to describe the nominee's personal commitment and experience relevant to the mission (you may attach a statement):

After doing high-level, international finance, tax planning, and accounting for several large companies as a CPA, Dawn started her own business in 2016 to help individuals and small businesses/organizations with their finances and taxes. Dawn shared office space with me in Smoketown from 2016 until the pandemic sent us both home. When I learned the St. John Center was looking for a Director of Finance, I encouraged Dawn to apply. As an officemate, friend, and client (Dawn helped with the accounting and taxes for my law practice, my co-working space, and my family), I was an enthusiastic reference for her.

Dawn is a total nerd for numbers and budgets. She has and uses the ability to explain IRS guidance or standard accounting practices to people who are not total nerds for numbers and budgets. Dawn took a substantial pay cut to open her own business and continues to work for far less than she could in the business world out of 1) a zeal for social and economic justice, 2) a genuine care for marginalized Kentuckians, and 3) a righteous outrage at broken systems that—whether broken out of malice or neglect—inflict senseless pain on our neighbors.

Dawn was a paid staffer (Finance Director) on Dan Canon’s congressional campaign in 2018. In addition to the accounting, she organized fundraisers, wrote fundraising emails, and created the merchandise program for the campaign. Dawn has text-banked for Bernie Sanders and the ACLU of Kentucky. She regularly hosts or promotes fundraisers for local organizations and candidates.

Dawn will be an active, not just on finances but, yes, she will be a useful resource as we build our relationship with Charity CFO and grown and evolve our back-office capacity.

Group affiliations: Feel free to list the nominee’s group memberships relevant to the mission: See above.

Is the nominee eligible to receive services from a legal services program in Kentucky?

☐ Yes
☒ No
☐ Don’t know

Note: Self-nominations are welcome!

Nominated by: ☐ Self ☒ Other

Name of nominator (if not oneself): Ben Carter

Address: 2023 Lakeside Drive. Louisville, KY 40205

City: Louisville State: KY Zip: 40205

Phone: 502-303-4062

Does nominee know of the nomination? ☒ Yes ☐ No

Diversity and nondiscrimination policy: *Kentucky Equal Justice Center affirmatively seeks and welcomes diversity in its Board membership. Board members shall be selected entirely on a nondiscriminatory basis with respect to age, ancestry, disability, ethnicity, familial status, gender, gender identity, limited English proficiency, national origin, political affiliation, race, religion,*

sexual orientation, veteran status and all other categories provided nondiscriminatory treatment by law, statute, or ordinance.

Email no later than 6:00 p.m. ET on September 19 to:

Richard J. Seckel, Director
Kentucky Equal Justice Center
201 West Short Street
Lexington, KY 40507

859-312-8491 cell
richseckel@kyequaljustice.org

Kentucky Equal Justice Center

Strategic Plan

ADOPTED: September 24, 2021

Mission: To promote equal justice for all residents of the Commonwealth.

Vision: All Kentuckians have equal access to justice and opportunity to thrive.

Strategic Initiatives

Unless otherwise stated below, the role of the ED will be to elicit volunteers from among staff and board and designate Owners of the task or project from among them.

- 1. Programs and Services:** Intention will be to focus on services that fill voids and increase justice for all.

- A. Develop annually and continuously refine plans** for multi-function advocacy and services, including outreach, brief services, individual representation, policy advocacy, impact litigation, communications and state support functions for legal aid programs. Explore community-based lawyering and community organizing and empowerment strategies through staffing or partnerships.

| | |
|----------------------|--|
| Owner: | Designated Project Staff |
| Completion target: | July 2022 and annually as needed for funders |
| Success measured by: | Satisfaction with collaborative engagement, client and participant empowerment metrics |

- B. Plan to deepen relationships with communities, community partners** and legal aid programs **that in turn inform growing relationships with legislators and policy makers** to empower communities to be their own advocates. Could include Policy Director position and support staff.

| | |
|----------------------|---------------------------------------|
| Owner: | Designated Project Staff |
| Completion target: | Annual pre- and post-Session planning |
| Success measured by: | Outcomes on policy issues |

- C. Develop a Language Justice Plan** merging poverty law and Maxwell Street Law Clinic policy and practice. Plans and activities could include translating website, sharing intake protocols and staff, and cross organizational training.

| | |
|----------------------|---|
| Owner: | Designated Project Staff |
| Completion Date: | July 2022 plus annual cycle of activity |
| Success measured by: | Organization-wide Revised Plan adopted |

2. **Develop a Racial Justice, Diversity, Equity, and Inclusion framework** for all aspects of KEJC governance, management, advocacy, and operations, including a plan for self-assessment, staff and board recruitment and training, and continuous improvement.

| | |
|----------------------|--|
| Owner: | New committee of staff and board |
| Key Dates: | December 2021 form committee to create framework. Annually, evaluate using framework. |
| Success measured by: | Annual Assessment and training conducted |

3. **Fundraising:** Intention is to grow revenue through the development of a formal fundraising plan, evaluation of current fundraising mechanisms, adequate staffing, and branding.

- A. **Create a board fundraising advisory committee to review, assess, improve and help carry out fundraising plans and activities.**

| | |
|----------------------|--|
| Owner: | Chair, ED, Resource Organizer |
| Completion target: | September 2021 creation |
| Success measured by: | Increase in leads and unrestricted donations |

- B. **Create, refine, and update Fundraising and Marketing Plan** to achieve a diverse portfolio that includes major donations, attorney fees, Board fund raising, foundation grants, enhanced donor stewardship, joint grants with strategic partners and increased ease of giving.

| | |
|----------------------|--|
| Owner: | Resource Organizer with support from ED |
| Completion target: | December 2021 with annual updates |
| Success measured by: | Approval by board committee Increased funds |

4. **Backoffice/Infrastructure/Succession Planning to increase the sustainability of the organization.**

- A. **Back Office**

- a. **Duties and responsibilities to be delegated** or developed will be documented and communicated clearly to board and staff for discussion and input.

Owner: ED and Executive Committee
Completion target: October 2021
Success measured by: Prioritized list shared with Board and Staff

- b. **Decision made on how best to procure resources** to perform those duties.

Owner: ED and Executive Committee
Completion: December 2021 and ongoing
Success measured by: Budget for 2022 adopted with related income and expense

- c. **Contract to outsource or hire staff** based on decision.

Owner: ED and Executive Committee
Completion target: First Quarter 2022 and ongoing
Success measured by: Hours of ED time delegated, positions created, tasks reassigned

B. Create a succession plan

- a. **Job Description and Search Plan** will be created for Leadership position and updated annually. To include key characteristics of the position, advocacy, vision, decision making, training of staff, and delegation.

Owner: Chair and Board
Completion target: April 2022 with annual update
Success measured by: Board adoption of job description and search plan

C. Update Personnel Policies

- a. **Research and clearly define** policies.

Owner: ED, Personnel Committee, and Contractor
Completion target: June 2022
Success measured by: Personnel Committee adopts draft policy

- b. **Review, edit and adopt an updated policy manual**

| | |
|----------------------|----------------------------|
| Owner: | ED and Personnel Committee |
| Completion target: | September 2022 |
| Success measured by: | Board approves policy |

D. Review of Office Space to determine best way to support and accommodate staff and clients.

a. Form a committee to review current office space and make recommendations.

| | |
|----------------------|---|
| Owner: | ED and volunteer staff committee: |
| Completion target: | December 2023 (start date September 2022) |
| Success measured by: | Adoption of recommendations. |

Strategy Test

Recognizing that opportunities and challenges will arise over the timespan of this plan the board has agreed to consider new opportunities or challenges through the framework offered by this set of questions.



We will undertake strategies that:

1. *Mission*— Is this consistent with our Mission and Values?
2. *Fiscal*— Do we have the resources now or can we find investors to fund?
Do we have a good plan for sustainability?
3. *Justice*— Does this address racial justice, diversity, equity, and inclusion?
4. *Gaps*— Are we filling a gap in service that currently exists?
5. *Partnerships*— Are we working alone or with a partner?
Does this sustain and build connections with LSPs?

RESOLUTION: Reproductive and sexual health services are healthcare. Abortion care is both healthcare and an economic security issue. KEJC has always been suited to helping the poorest Kentuckians access healthcare and will continue to do so. This resolution will simply allow the use of a reproductive justice lens on our healthcare policy and advocacy work.

Potential Reproductive & Sexual Health (RSH) Work Product:

- Maximizing Medicaid coverage of family planning, maternal health, STI treatment, gender-affirming care, and other RSH services
- Addressing RSH-related discrimination in health care delivery
- Improving access to services through Medicaid telehealth delivery of RSH services
- Address *Dobbs'* chilling effect on utilization of still-permitted RSH services by deploying community lawyering tactics (e.g., know your rights trainings, community-facing educational resources - including sex ed., and pop-up legal clinics to answer various community members' questions about restrictions, eligibility, protections, and non-Medicaid resources such as abortion funds)
- Provide legislative testimony on how emerging proposals to curtail access to additional RSH services will hurt Medicaid enrollees.
- Work on the “No on Amendment 2” upcoming this November
- Accessing FMLA for reproductive care (re: workers' rights meeting with Robyn Smith)
- Gender-affirming care work - solid ground for partnership with KHJN’s Trans Health Director, Oliver Hall
- Signing on to letters/coalitions re: repro rights
 - Join Protect Kentucky Access Coalition
- Potential family law issues related to reproductive care
- Judicial bypass support (if it ever becomes necessary/possible again)
- Administrative and/or legislative/policy advocacy around abortion/maternal health
- Access advocacy (could be in relation to the Hyde Amendment; immigrant eligibility restrictions; actual access for BIPOC pregnant people/communities; disability justice etc.)
- Movement lawyering - or a focus on working to form partnerships (ex. KHJN) and not duplicate efforts
- Abortion-specific advocacy requires a close look at KY’s gag rule from HB 3, which can be interpreted narrowly, but if something “tricky” comes up KEJC may need to work with an attorney to see how the gag rule applies...
 - It’s important to note that justice centers are especially well-positioned to engage by partnering with RJ organizers to develop community-facing legal resources and trainings on what's legal (i.e., abortion and any other future RSH service bans), what's covered (i.e., if future bans restrict some but not all of a service that KY is federally required to cover), as well as resources such as abortion funds which help people access care.

Kentucky Equal Justice Center

Board Meeting Dates

Proposed Schedule 2022

- | | | |
|----------------|----------|----------------|
| • April 22 | Friday | Board Meeting |
| • July 14 | Thursday | Board Meeting |
| • September 23 | Friday | Board Meeting |
| • December 15 | Thursday | Annual Meeting |

Kentucky Equal Justice Center

September 23, 2022

Staff Report Highlights

Food Justice — Tyler Offerman

Kentucky Food Action Network: We continue to work with the Kentucky Center for Economic Policy, Community Farm Alliance, and Feeding KY to support the Kentucky Food Action Network (KFAN). KFAN recently wrapped up a 2-day Steering Committee Retreat and Full Member Summit. We welcomed three new Steering Committee members and had over 50 people in attendance at the Summit. KFAN also voted on their top 3 policy priorities for the year:

1. The Farm Bill
2. Food is Medicine
3. Administrative Advocacy: specifically around the SNAP Kynector program in CHFS and the implementation of the Local Food Purchase Assistance Cooperative Agreement Program (LFPA) by the Department of Agriculture

Food is Medicine Consortium: The Humana Foundation and Department of Agriculture are helping to convene meetings and conversations about how hospitals, MCOs, and doctors can utilize food and food prescriptions to address chronic illness or as a treatment plan post-op. KEJC is working to ensure that KFAN members are participating in these conversations, that voices of directly-impacted people are heard, and that outcomes are just.

Collaborating with the Programs and SNAP Advocates: KEJC has secured funding from the Center on Budget and Policy Priorities to allow us to work with legal aid staff in the Welfare and Health Task Force to create training curriculum and facilitate trainings for the Programs on SNAP IPV hearings and appeals. This work will be done alongside and in conjunction with the launching of a Local SNAP Advocates program. We will work with Step-By-Step and the Kentucky Food Action Network to ensure that local community members—including SNAP beneficiaries—know about new options for SNAP enrollment, have their voices heard in implementation of the state SNAP Kynector program, know the process and their rights to appeal inaccurate SNAP determinations, and, with the assistance of the legal aid programs, build a network of support for community members who have had SNAP claims collections unjustly brought against them.

ThriveKY Coalition Advocacy for Thriving Communities Roadshow Series: KEJC is one of the host organizations for this 15-stop roadshow series. Tyler is anchoring the food and food assistance section.

Maxwell Street Legal Clinic — Angela Evans

Case statistics: Maxwell Street case handlers have opened 41 cases since the July 14 KEJC board meeting. Of those, fifteen were DACA renewals, with three already approved. All told, Maxwell Street has 335 open and active cases.

Transition: In a surprise turn of events, Program Director Angela Evans will be leaving much sooner than expected to take on her new role as Fayette County Attorney. September 30th will be her last day. Michelle Haubner is taking over most of her caseload. Maxwell Street is now in need of practitioners, preferably attorneys, more than ever.

VAWA petition approved: At its August 24th staff meeting, Maxwell Street staff celebrated Allison's report that a client's VAWA petition was granted, allowing the client's family members (4 total) to receive an adjustment of status and obtain green cards!

Law enforcement agreement: Michelle finally received a long-awaited updated agreement from a prosecutor verifying that one of her clients was indeed a victim of a crime. She can now proceed with the VAWA petition.

Tracking client fees: Maxwell Street staff are finding new ways to utilize the program's immigration case management software, Cerenade, and now track client payments in the system—in addition to their regular receipt books—instead of in the paper client file that was sporadically used, at best.

UK College of Law Intern: Maxwell Street has a new law student intern for the Fall, Bethany Thompson. She is a 2nd year student at UK College of Law.

Impact Litigation and Advocacy — Ben Carter

Systems, Platforms, and Processes: KEJC has incurred some [technical debt](#) over the years and it's affecting our ability to work together across offices and across cases. We're trying to start paying that technical debt off by investing significant time and energy in twice-a-week meetings with staff and additional meetings with vendors and partners to improve and systematize our:

- Case management system and practices
- Timetracking (for payroll, for cases, for lobbying, for billing funders)
- Project management, both internally (hiring, onboarding, performance review, task forces, grant applications and management) and externally (with advocacy, legal, and grassroots partners)

It is hard to make time for these meetings, conversations, investigations, experimentations when it takes time away from assisting clients, working with partner orgs or co-counsel on important issues, etc. However, this work is 1) overdue and 2) important, especially as KEJC 1) grows (!) and 2) implements its strategic plan. From:

- administering KEJC's website to
- building our email list(s) of directly impacted Kentuckians and their allies to
- advertising, hiring and onboarding new staff to

- Seeing and supporting (here, I am trying to avoid the word “supervision”) staff members’ work to
- improving the systems we use to work remotely together to
- improving intake processes across KEJC (while exhausting, this list is not exhaustive)

this “process” work is directly relevant to both the work identified in our strategic plan to

- deepen our multi-function advocacy model to serve legal aid programs, our policy partners, and grassroots organizations more effectively and
- prepare for a time when our next Director is not primarily responsible for or involved in these activities (succession planning).

Staffing needs and updates: KEJC staff have expressed the need for 1) a FT back-office staff member and 2) a FT Communications Director. Lack of support and capacity in these areas is affecting KEJC’s work internally and effectiveness in the community. I urge the Board to actively engage with staff to understand and meet these critical needs at KEJC.

- Housing Justice Attorney: HIRED!
 - Stefanie Kingsley joins us later this month.
 - Still to do: Eviction Outreach Lead, Outreach Worker, grant management decisions, Memorandum of Agreement with LSC programs
- Health Justice Attorney: SOON!
 - When hired, I would expect the Health Justice Attorney to be the staff member primarily responsible for guiding KEJC’s work with the [Protect Kentucky Access](#) campaign. This is the coalition of organizations (including allies like ACLU-KY, Kentucky Health Justice Network, and the Fairness Campaign) that are working to defeat Amendment 2 on the ballot this November. Amendment 2 would amend Kentucky’s Constitution to ban abortion care in Kentucky.
 - (In addition to all of the various other areas of work we expect from our Health Law Fellows.)

Resource Organizer — Raaziq El-Amin

Donor Management System: Raaziq has led the conversion process to our new donor management system, Bloomerang. It's turning out to be a useful tool. Raaziq recently created some email templates in the system so that we can create and share newsletters using Bloomerang instead of Constant Contact. Now, he’s working on setting up the donation page that will go on the website. After that, Raaziq will help recurring donors transition to the new system.

EOY Giving

Raaziq has been planning donor outreach for the end of year (EOY) giving season. September has involved pulling reports and identifying trends. October will focus on implementing the outreach plan based on these trends. Thanking KEJC supporters and showing them the impact of

their partnership is the name of the game for November. December is all about solicitation. Raaziq is identifying ways to follow up with anyone who pledged a gift or who normally gives but hasn't already followed through. There will be a variety of ways for board members to get involved, so please stay tuned. Please don't hesitate to reach out to Raaziq if you want to know how you can help implement the EOY plan!

Outreach — Miranda Brown

Networking/Outreach/Communications

- **Outreach:** KEJC staff spoke directly with about 200 people, either by meeting them at the New Life Day Center, the Fayette County Public Schools Student Support Professionals Institute, the Winburn Back to School Rally, or in person meetings with partners, or virtual meetings and presentations. Some unique occasions this quarter were lunch-and-learns with staff of HealthFirst BlueGrass and a training with United HealthCare staff.

Direct Service

- **Lexington Wage Claim Clinic:** We assisted 6 wage claimants with demand letters, ES-8 wage and hour complaint forms, advice, and accompaniment. This week, we held our final wage claim clinic for the year. We continue to wrap up existing wage claim cases, seek co-counsel for cases, and seek funding to maintain our Worker Rights Project beyond 2022.
- **Health Coverage Enrollment Assistance:** Miranda helped three new individuals and families with health coverage in addition to previous clients.

Advocacy Feedback Loop

- **Kentucky Health Benefit Exchange (KHBE):** Miranda serves on KHBE's recently revived Education and Outreach Subcommittee. During the last quarter, she participated in several workshops to provide input on new health insurance literacy materials, "kynect to Care" booklets and accompanying community-directed presentations modeled after the federal CMS "Coverage to Care" materials. Examples of content that we contributed to include a consumer guide for when to visit the Emergency Department or an Urgent Treatment Center and other cost saving tips for utilizing health insurance.
- **Consumer Rights & Client Needs Technical Advisory Committee:** Miranda serves on this committee, which requested DMS to release a one-page consumer-directed memo explaining network adequacy rules, consumers' rights, and how to change Medicaid MCO (Managed Care Organization). DMS has since created a draft and we provided feedback to clarify information and make it easier to read and understand.
- **Notice Improvement:** While this project wrapped up in June, in July, the new Division for Health Plan Oversight tapped us for a new notice improvement task: reviewing an Outreach Notice and Emergency Medicaid Fact Sheet to notify Emergency Medicaid members of the upcoming changes allowing them to pre-enroll for 12 months of emergency coverage.

- **Advocacy partnerships:** Our team met with La Casita Center, Kentucky Youth Lawyers Project, and Clean Slate Centers to discuss health coverage enrollment issues, referrals, and reaching community members with up to date information on health coverage and worker rights.