

# **Kentucky Equal Justice Center Board**

**April 28, 2023**

**Via Zoom**

## **Agenda**

### **11:00 Welcome and Introductions**

- New Board and Staff Members
- Highlights of Recent Activity
- Approval of Minutes

### **11:20 Administration and Development**

- Financial Report FY 2022
- Financial Report FY Q1 2023
  - Housing Stability Project
  - Budget Updates
- Audit Bid for FY 2022
- Executive Committee Survey

### **11:40 Governance**

- Strategic Plan Implementation
  - RJDEI Retreat and Next Steps
  - Personnel Policies
- Governance Tasks 2022
  - Vacancies and Expiring Terms
- Meeting Dates 2023

### **12:00 Big Picture: Legal Services Funding**

### **12:10 Staff Reports: Highlights and Discussion**

### **12:40 Adjourn**

## **Kentucky Equal Justice Center**

### **Board Minutes**

**December 15, 2022**

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

**KEJC Staff:** Emma Anderson, Miranda Brown, McKenzie Cantrell, Ben Carter, Gaby Dawson, Raaziq El-Amin, Michelle Haubner, Allison Hight, Tyler Offerman, Paola Schwartz, 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.

During the roll call, Rich welcomed newly elected board members Bonifacio Aleman and Dawn Howard and new housing project staff joining the meeting for the first time, Housing Justice Attorney Stefanie Ebbens Kingsley and Laura Harper Knight.

### **Highlights of Recent Activity**

Bob next recognized Rich to present highlights of recent activity. Rich offered highlights as follows:

- **Staff Retreat:** Rich said a staff retreat in November, facilitated by Steve Kay, provided a helpful discussion of the elements of KEJC's advocacy model and how they were distributed among different staff and projects.
- **New phone system:** Rich said that KEJC had selected a new program wide VOIP phone system, Nextiva, and was well on the way toward implementation. He said each user would have a unique number that they could use on their desk phone, computer, or cell phone.
- **New board members:** Rich said that he had enjoyed a board orientation session earlier in the week with new members Bonifacio Aleman and Dawn Howard. He thanked Raaziq for joining in the discussion.
- **RJDEI Consultants:** Rich said KEJC had engaged two co-facilitators to guide KEJC's learning and self-assessment on racial justice, diversity, equity and inclusion. He said KEJC board member Tiffany Pyette would work with consultant Mizari Suarez on a multi-step process leading up to recommendations.

- **Charity CFO:** Rich said that new bookkeeping firm The Charity CFO was moving ahead with a detailed onboarding process and in November, for the first time, had taken over the time-consuming process of allocating payroll to grants.
- **KTAP:** Regulations with multiple improvements in the KTAP program (cash benefits for low-income families with children) appeared to be moving forward in Frankfort without resistance.

Rich added that two part-time KEJC staffers had moved to full-time positions. He said Communications Associate Ebony Lee had joined the Housing Outreach team and Employment Law Attorney McKenzie Cantrell would move from half time into a new full-time Economic Justice Attorney role that would combine her workers' rights work with housing advocacy.

### **Approval of Minutes**

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

**Motion:** John Rosenberg moved to approve the minutes of the September 23 board meeting.  
**Second:** Lisa Gabbard  
**Action:** Approved unanimously

### **Administration: Financial Report through September 30**

Bob next recognized Rich to provide the financial report. Rich said that The Charity CFO would soon begin providing monthly reports. Meanwhile, he had prepared and circulated a report for the last completed quarter. He recapped the cover sheet 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 September 30:** showed a gain of \$57,728 compared to the expected loss of \$89,453—a positive variance of \$147,182 despite \$37,971 in Vanguard brokerage losses.

**Balance Sheet as of September 30:** showed Total Current Assets of \$779,921, down from \$862,519 on August 31, 2022, but up 19.76% from \$651,240 on September 30, 2021.

**Income and Expense Charts:** 80.88% of spending year-to-date was payroll. 78.38% of income was from grants.

Rich predicted carryover at the end of 2022 at \$833,614, considering both the budgeted loss for the year and the projected remainder of new grants, the same figure he had projected at the last meeting. He said that unrestricted funds showed a slight downturn, at an estimated \$219,440, compared to \$259,842 on June 30.

Rich said that income through the third quarter was running at 119% of budget, with expenses at 94%—a favorable ratio driven by the arrival of the KHC funds. He estimated that unrestricted funds would last 1.78 months and total reserves 6.33 months if KEJC had to operate on them alone, again a slight decline but still a good indicator of financial health. .

Rich said that the biggest new grant of the year had seen KEJC receive \$422,000 as its share of the new \$2,050,000 Kentucky Housing Corporation (KHC) grant for eviction prevention and housing stability services. He said that initially the grant had appeared to be the first of several stretching over several years.

Rich said that it now appeared the KHC grant would be a one-time event, due to reallocation of federal housing funds, including new distributions to Louisville and Lexington. The good news: it appeared that Lexington-Fayette County would pursue a housing stabilization program with both KEJC and Legal Aid of the Bluegrass as potential grantees.

Also in good news: KEJC was on track for approval of a grant from national organization Vital Strategies to fight discrimination in health care against people with substance use issues, with enough funds to hire both an attorney and an outreach and investigations paralegal.

Rich said that neither the Lexington housing grant nor the Vital Strategies funding had been included in the budget he prepared for FY 2023. He said they now appeared likely enough to happen that the board might wish to adopt the budget provisionally and plan to come back and amend it if the funding came through.

#### **Administration and Development: IRS 990 for 2020**

Bob invited Rich to report on KEJC's filing with the IRS. Rich said that auditor Vickie Richardson had prepared the return based on her audited figures and he had circulated it to the board before filing. He said there was a link to the 990 on the Board Meetings Pare.

#### **Administration and Development: Audit Committee Report**

Bob recognized Treasurer Lisa Gabbard to report for the Audit Committee. Lisa said the current committee consisted of her and Bob. She said they met by phone several days before the board meeting with Auditor Vickie Richardson to review and discuss the audit report.

Lisa said that Vickie found that the audited figures fairly represented KEJC's financial position as of December 31, 2021, in accordance with generally accepted accounting principles. She said that Vickie had noted that KEJC's bank balance well exceeded the federally insured amount.

Bob said that Vickie had been complimentary of Rich's preparation of materials for the audit.

<b>Motion:</b>	Robert Johns moved to accept and approve the Auditor's Report.
<b>Second:</b>	Jacob Taulbee
<b>Action:</b>	Approved unanimously

## **Administration and Development: Proposed Budget for FY 2023**

Bob next invited Rich to present the proposed budget. Rich said that he had conducted briefings and discussions before the board meeting with both the Executive Committee and staff. By way of context, he said three things created budget pressure for the coming year:

- The end in July 2022 of the Public Welfare Foundation grant for workers' rights work
- The prospective end in July 2023 of the MAZON grant for food justice work
- The dip in VOCA funding caused by the declining trust fund balance nationally

Rich said that VOCA funding might pick up in the grant year starting October 2023, but in the meantime the reductions were roughly equivalent to one out of three positions initially created with VOCA funds. He said the challenge would be to tide the program over until the cuts were reversed, he said.

Turning to the details of the budget, Rich said that salary figures were based on full implementation of the salary scale adopted by the board two years earlier and implemented in steps in the 2021 and 2022 budgets. It also featured \$1 an hour increments for hourly employees and a 1% increment for himself.

Overall, the salary line for 2023 was up about 23.88% over 2022. Rich said the primary reason for the increase was not implementation of the salary scale but creation of new positions, including housing project staff and a full-time Communications Coordinator.

Rich said that fringe rates were prescribed by the various fringe payees and that the year-to-year increase, at 26.60%, closely tracked the increase in salaries and wages.

For operating cost, Rich said that the big percentage increase of 160.6% was driven by planned subgrants to legal aid partners under the Kentucky Housing Corporation housing stability grant. Otherwise, Rich said, he had examined two years' worth of expenditures for most expense lines and tried to capture the trend. He also had referred to grant budgets.

Rich then turned to the income block in the budget spreadsheet, identifying multiple sources of funding and the assumptions he had made about amounts and trends.

While the bottom line of income over expense was a large \$239,083 "in the red," Rich said, the story didn't end there. He identified sources of available balances and carryover funds totaling \$229,850 that all but wiped out the deficit.

As well some of KEJC's unrestricted fund balance came from funds that donors reasonably expected to be used sooner rather than later, including stock donations in the Vanguard account and cy pres proceeds from a class action settlement.

With all the available balances and major gifts considered, Rich said, the challenge was to line up funds with where they were most needed. He suggested giving the budget provisional approval in light of the potential new housing and health care grants.

- Motion:** John Rosenberg moved to approve the proposed budget on a provisional basis, with adjustments to be made in 2023 if major new grants came through.
- Second:** Lisa Gabbard
- Action:** Approved unanimously

### **Administration: Housing Stability Project Funding**

Rich said that while KHC Housing Stability funds would not renew, they could be stretched past the initial grant end date of July 2023. Meanwhile, it appeared that Lexington-Fayette County would create a new grant opportunity.

### **Governance: Strategic Plan Implementation**

Rich began a walk-through of activities conducted or planned to carry out elements of the strategic plan, highlighting several areas as follows:

**Advocacy Model:** Rich said that the Strategic Plan contemplated an annual review of KEJC’s “multi-function advocacy model” and services. He said that the recent one-day staff retreat had included a look at how elements like outreach, intake, brief services, cases and policy advocacy were distributed among staff and projects.

**RJDEI:** Rich said that the board and staff RJDEI committee had created a Request for Proposals for a consultant to work with KEJC to bring the themes of racial justice, diversity, equity, and inclusion to bear on the full range of the KEJC’s activity. Rich said the committee recently had interviewed three bidders and had decided to ask two of them—Board Member Tiffany Pyette and consultant Mizari Suarez—to work together on a joint plan.

### **Governance: Community Member Board Vacancy**

The chair next turned to the Community Member board vacancy created by board member Dan Wu’s successful run for a council-at-large seat in the Lexington-Fayette County Council. Dan had drawn the most votes, making him the incoming Vice Mayor. Sadly, he had resigned his board post in order to focus on his new role.

Bob said that attorney T. Bruce Simpson had shown a long-time interest in serving on the board. He said that the Executive Committee recommended nominating Bruce from the floor to fill out the remainder of Dan’s term on the board.

Rich had circulated Bruce’s Nomination Form with the board materials. Bruce had both a law degree and an MSW. He had worked at the Legislative Research Commission and several law firms. He had served as President of the Fayette County Bar Association and as chairperson of multiple nonprofits including Prevent Child Abuse Kentucky.

**Motion:** Robert Johns moved to approve the nomination of T. Bruce Simpson to serve the unexpired portion of Community Member Dan Wu's term.  
**Second:** Not recorded.  
**Action:** Approved unanimously

### **Governance: Conflict of Interest Forms**

Bob drew attendees' attention to the KEJC Conflict of Interest form in the board package. Rich invited board members and staff to fill it out, sign it, and return it to him. He said that the form was circulated once a year and given to new staff and board members. Rich said the purpose was to disclose businesses connections or board memberships which might have interests different from KEJC's interests.

### **Governance: Board Meeting Dates**

Rich recapped the proposed meeting dates for 2023 circulated in the board package, as follows:

- April 20 (later changed to April 28)
- July 21
- September 21
- December 15

No changes were suggested.

### **Reports**

After brief comments on the status of national legal aid funding, 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 December 15, 2022, heading at <https://www.kyequaljustice.org/board-meetings>.

**The meeting was adjourned by acclamation.**

### **Reported by:**

Richard J. Seckel, Director  
April 26, 2023

## Memorandum

**DATE:** April 22, 2023  
**TO:** Kentucky Equal Justice Center Board  
**FROM:** Rich Seckel, Director  
**RE:** Financial Report FY 2022

The following financial reports are attached:

**Profit and Loss Budget Overview FY 2022** in QuickBooks  
Online anticipates a loss of \$176,041 to be offset primarily by one-time carryover funds.

**Budget vs. Actual through December 31** shows a loss of \$318,972 compared to the expected loss of \$176,041—a negative variance of \$142,932 including \$31,811 in Vanguard fund losses.

**Balance Sheet as of December 31** shows Total Current Assets of 909,832, up from \$779,921 on September 30.

### Carryover Prediction and Result

<b>Total Current Assets December 31, 2021</b>	<b>\$712,327</b>
Budgeted loss for the year	-\$176,041
Projected Current Assets December 31, 2022	\$833,614
<b>Total Current Assets December 31, 2022</b>	<b>\$909,832</b>

### Unrestricted Funds

<b>Audited</b>	<b>12/31/12</b>	<b>\$24,254</b>
Audited	12/31/15	\$93,513
Audited	12/31/18	\$131,221
<b>Audited</b>	<b>12/31/20</b>	<b>\$278,862</b>
Estimated	11/30/21	\$258,654
Estimated	3/31/22	\$283,248
Estimated	6/30/2022	\$259,842
Estimated	9/30/2022	\$219,440

# Kentucky Equal Justice Center

## Statement of Activity

January - December 2022

	TOTAL
Revenue	
Contributions Revenue	1,396,748.76
Program Revenue	191,427.00
<b>Total Revenue</b>	<b>\$1,588,175.76</b>
GROSS PROFIT	<b>\$1,588,175.76</b>
Expenditures	
Facilities & Equipment	57,657.13
General Expenses	93,609.38
Personnel & Payroll	975,838.98
Professional & Contract Services	21,965.00
Program Expenses	726,446.47
<b>Total Expenditures</b>	<b>\$1,875,516.96</b>
NET OPERATING REVENUE	<b>\$ -287,341.20</b>
Other Revenue	
Dividend Revenue	1,755.86
Interest Income	21.28
Other Income (deleted)	0.00
Realized Gain/Loss on Investments	307.10
Unrealized Gain/Loss on Investments	-33,693.94
<b>Total Other Revenue</b>	<b>\$ -31,609.70</b>
Other Expenditures	
Interest Expense	21.15
<b>Total Other Expenditures</b>	<b>\$21.15</b>
NET OTHER REVENUE	<b>\$ -31,630.85</b>
NET REVENUE	<b>\$ -318,972.05</b>

# Kentucky Equal Justice Center

## Budget vs. Actuals: FY 2022

January - December 2022

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
<b>Revenue</b>				
Contributions Revenue				
Contributions - Unrestricted	118,180.36	166,800.00	-48,619.64	70.85 %
Grants				
Blue Grass Community Foundation	18,000.00	16,000.00	2,000.00	112.50 %
Catholic Diocese of Lexington	10,750.00	9,000.00	1,750.00	119.44 %
CBPP Food Justice 2022-2023	15,000.00		15,000.00	
CLASP PIF		15,000.00	-15,000.00	
Community Farm Alliance EFA	15,000.00		15,000.00	
Community Farm Alliance VHK		30,000.00	-30,000.00	
Elhapa Foundation	30,000.00		30,000.00	
Families and Workers Fund UI	100,000.00		100,000.00	
Fayette County Bar Foundation	13,000.00	5,000.00	8,000.00	260.00 %
FHKY RHP Boots	50,000.00	50,000.00	0.00	100.00 %
Health Gains Communications	20,000.00	20,000.00	0.00	100.00 %
HFGC Health Law Fellowship	90,000.00	90,000.00	0.00	100.00 %
KCET	5,000.00	14,000.00	-9,000.00	35.71 %
Kentucky Bar Foundation	11,000.00	10,000.00	1,000.00	110.00 %
KHC Housing Stability	457,201.24	74,000.00	383,201.24	617.84 %
LABG Housing	62,618.68	80,000.00	-17,381.32	78.27 %
Louisville Bar Foundation		9,200.00	-9,200.00	
MAZON Food Justice	70,000.00		70,000.00	
MAZON Rapid Response	10,000.00		10,000.00	
NLIHC OSAH	50,000.00		50,000.00	
Other Grants - Restricted		63,000.00	-63,000.00	
Other Grants - Unrestricted	51,521.65	17,400.00	34,121.65	296.10 %
United Way of the Bluegrass	15,000.00	24,000.00	-9,000.00	62.50 %
VOCA Justice Cabinet	164,076.83	192,640.00	-28,563.17	85.17 %
<b>Total Grants</b>	<b>1,258,168.40</b>	<b>719,240.00</b>	<b>538,928.40</b>	<b>174.93 %</b>
In-kind Contributions	20,400.00	20,400.00	0.00	100.00 %
Miscellaneous Revenue				
Fundraising Events		12,000.00	-12,000.00	
<b>Total Miscellaneous Revenue</b>		<b>12,000.00</b>	<b>-12,000.00</b>	
<b>Total Contributions Revenue</b>	<b>1,396,748.76</b>	<b>918,440.00</b>	<b>478,308.76</b>	<b>152.08 %</b>
Program Revenue				
Attorneys Fees	1,000.00	16,200.00	-15,200.00	6.17 %
Client Fees	9,127.00	14,400.00	-5,273.00	63.38 %
Other Program Revenue	300.00		300.00	
Services	1,000.00		1,000.00	
State Support Services	180,000.00	180,000.00	0.00	100.00 %
<b>Total Program Revenue</b>	<b>191,427.00</b>	<b>210,600.00</b>	<b>-19,173.00</b>	<b>90.90 %</b>
<b>Total Revenue</b>	<b>\$1,588,175.76</b>	<b>\$1,129,040.00</b>	<b>\$459,135.76</b>	<b>140.67 %</b>

# Kentucky Equal Justice Center

## Budget vs. Actuals: FY 2022

January - December 2022

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
GROSS PROFIT	\$1,588,175.76	\$1,129,040.00	\$459,135.76	140.67 %
Expenditures				
Facilities & Equipment				
Depreciation Expense	2,102.02		2,102.02	
Equipment Rental	5,075.11	3,812.68	1,262.43	133.11 %
Rent	50,400.00	50,400.00	0.00	100.00 %
Repairs	80.00	780.00	-700.00	10.26 %
<b>Total Facilities &amp; Equipment</b>	<b>57,657.13</b>	<b>54,992.68</b>	<b>2,664.45</b>	<b>104.85 %</b>
General Expenses				
Bank Service Charges	275.00		275.00	
Dues	5,706.71	4,570.00	1,136.71	124.87 %
Insurance - Liability and Property	1,969.22	7,140.00	-5,170.78	27.58 %
Insurance - Malpractice	5,388.00		5,388.00	
Merchant Processing Fees	500.00		500.00	
Miscellaneous	-482.32	1,680.00	-2,162.32	-28.71 %
Office Supplies	90.02	9,810.00	-9,719.98	0.92 %
Office Supplies - Computer	4,822.52		4,822.52	
Office Supplies - General Supplies	7,439.26		7,439.26	
Postage and Delivery - General	3,576.67	4,260.00	-683.33	83.96 %
Postage and Delivery - Other Delivery	327.44		327.44	
Printing and Reproduction - General	3,041.15	6,216.00	-3,174.85	48.92 %
Printing and Reproduction - Outside Copying	2,670.19		2,670.19	
Telecommunications	13,207.71	20,184.00	-6,976.29	65.44 %
Conference Calls	13,875.52		13,875.52	
CRM Data Management	5,234.20		5,234.20	
Internet / Email	3,601.38		3,601.38	
<b>Total Telecommunications</b>	<b>35,918.81</b>	<b>20,184.00</b>	<b>15,734.81</b>	<b>177.96 %</b>
Travel - Conference	16,365.74	23,103.00	-6,737.26	70.84 %
Travel - Local	6,000.97		6,000.97	
<b>Total General Expenses</b>	<b>93,609.38</b>	<b>76,963.00</b>	<b>16,646.38</b>	<b>121.63 %</b>
Personnel & Payroll				
CERS Employer	156,887.00	175,574.64	-18,687.64	89.36 %
Dental Insurance	8,736.34	7,465.68	1,270.66	117.02 %
Health Insurance	77,642.01	106,928.96	-29,286.95	72.61 %
KY Unemployment Company	2,694.93	2,457.00	237.93	109.68 %
Life and Disability	8,008.57		8,008.57	
Medicare Company	9,599.00	10,528.25	-929.25	91.17 %
Salaries	670,090.18	717,446.01	-47,355.83	93.40 %
Social Security Company	41,046.95	45,017.33	-3,970.38	91.18 %
Workers Comp	1,134.00	1,379.56	-245.56	82.20 %
<b>Total Personnel &amp; Payroll</b>	<b>975,838.98</b>	<b>1,066,797.43</b>	<b>-90,958.45</b>	<b>91.47 %</b>
Professional & Contract Services				

# Kentucky Equal Justice Center

## Budget vs. Actuals: FY 2022

January - December 2022

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
Accounting Services	17,100.00	300.00	16,800.00	5,700.00 %
Audit Services	4,865.00	4,875.00	-10.00	99.79 %
<b>Total Professional &amp; Contract Services</b>	<b>21,965.00</b>	<b>5,175.00</b>	<b>16,790.00</b>	<b>424.44 %</b>
Program Expenses				
Case Management	6,537.46	6,603.90	-66.44	98.99 %
Consultants	701,335.82	21,180.00	680,155.82	3,311.31 %
Contract Labor	3,850.00	16,000.00	-12,150.00	24.06 %
Library - Publications	1,287.08	2,380.00	-1,092.92	54.08 %
Library - Subscriptions	988.12		988.12	
Litigation expense	11,418.78	4,920.00	6,498.78	232.09 %
Task Forces and Meetings	1,029.21	4,860.00	-3,830.79	21.18 %
<b>Total Program Expenses</b>	<b>726,446.47</b>	<b>55,943.90</b>	<b>670,502.57</b>	<b>1,298.53 %</b>
Purchases		4,500.00	-4,500.00	
<b>Total Expenditures</b>	<b>\$1,875,516.96</b>	<b>\$1,264,372.01</b>	<b>\$611,144.95</b>	<b>148.34 %</b>
NET OPERATING REVENUE	<b>\$ -287,341.20</b>	<b>\$ -135,332.01</b>	<b>\$ -152,009.19</b>	<b>212.32 %</b>
Other Revenue				
Dividend Revenue	1,755.86		1,755.86	
Interest Income	21.28	180.00	-158.72	11.82 %
Other Income (deleted)	0.00		0.00	
Realized Gain/Loss on Investments	307.10		307.10	
Unrealized Gain/Loss on Investments	-33,693.94		-33,693.94	
<b>Total Other Revenue</b>	<b>\$ -31,609.70</b>	<b>\$180.00</b>	<b>\$ -31,789.70</b>	<b>-17,560.94 %</b>
Other Expenditures				
Interest Expense	21.15		21.15	
<b>Total Other Expenditures</b>	<b>\$21.15</b>	<b>\$0.00</b>	<b>\$21.15</b>	<b>0.00%</b>
NET OTHER REVENUE	<b>\$ -31,630.85</b>	<b>\$180.00</b>	<b>\$ -31,810.85</b>	<b>-17,572.69 %</b>
NET REVENUE	<b>\$ -318,972.05</b>	<b>\$ -135,152.01</b>	<b>\$ -183,820.04</b>	<b>236.01 %</b>

# Kentucky Equal Justice Center

## Statement of Financial Position

As of December 31, 2022

	TOTAL			
	AS OF DEC 31, 2022	AS OF DEC 31, 2021 (PY)	CHANGE	% CHANGE
<b>ASSETS</b>				
Current Assets				
Bank Accounts				
Bill.com Money Out Clearing	15,000.00		15,000.00	
Chase Checking	265,807.98	341,404.09	-75,596.11	-22.14 %
Chase IOLTA	3,903.00	3,903.56	-0.56	-0.01 %
Chase Savings	100,268.49	100,274.41	-5.92	-0.01 %
Vanguard Brokerage cash (deleted)	0.00	154,446.52	-154,446.52	-100.00 %
<b>Total Bank Accounts</b>	<b>\$384,979.47</b>	<b>\$600,028.58</b>	<b>\$ -215,049.11</b>	<b>-35.84 %</b>
Accounts Receivable				
Accounts Receivable	363,481.72	111,838.91	251,642.81	225.00 %
<b>Total Accounts Receivable</b>	<b>\$363,481.72</b>	<b>\$111,838.91</b>	<b>\$251,642.81</b>	<b>225.00 %</b>
Other Current Assets				
Prepaid Expenses	3,415.50		3,415.50	
Undeposited Funds	35,139.13	0.00	35,139.13	
Vanguard Brokerage	122,815.54		122,815.54	
<b>Total Other Current Assets</b>	<b>\$161,370.17</b>	<b>\$0.00</b>	<b>\$161,370.17</b>	<b>0.00 %</b>
<b>Total Current Assets</b>	<b>\$909,831.36</b>	<b>\$711,867.49</b>	<b>\$197,963.87</b>	<b>27.81 %</b>
Fixed Assets				
Accumulated Depreciation - Comp	-57,962.12	-55,860.10	-2,102.02	-3.76 %
Computer and Phone Equipment	64,664.34	62,096.34	2,568.00	4.14 %
<b>Total Fixed Assets</b>	<b>\$6,702.22</b>	<b>\$6,236.24</b>	<b>\$465.98</b>	<b>7.47 %</b>
Other Assets				
Rental Deposit (deleted)	0.00	715.00	-715.00	-100.00 %
<b>Total Other Assets</b>	<b>\$0.00</b>	<b>\$715.00</b>	<b>\$ -715.00</b>	<b>-100.00 %</b>
<b>TOTAL ASSETS</b>	<b>\$916,533.58</b>	<b>\$718,818.73</b>	<b>\$197,714.85</b>	<b>27.51 %</b>
<b>LIABILITIES AND EQUITY</b>				
Liabilities				
Current Liabilities				
Accounts Payable				
Accounts Payable	494,835.78	3,352.85	491,482.93	14,658.66 %
<b>Total Accounts Payable</b>	<b>\$494,835.78</b>	<b>\$3,352.85</b>	<b>\$491,482.93</b>	<b>14,658.66 %</b>
Other Current Liabilities				
CERS Employer Contribution	15,773.78	0.00	15,773.78	
Client Trust Funds	5,911.00	5,911.00	0.00	0.00 %
Payroll Liabilities	9,430.19	0.00	9,430.19	
<b>Total Other Current Liabilities</b>	<b>\$31,114.97</b>	<b>\$5,911.00</b>	<b>\$25,203.97</b>	<b>426.39 %</b>
<b>Total Current Liabilities</b>	<b>\$525,950.75</b>	<b>\$9,263.85</b>	<b>\$516,686.90</b>	<b>5,577.45 %</b>

# Kentucky Equal Justice Center

## Statement of Financial Position

As of December 31, 2022

	TOTAL			
	AS OF DEC 31, 2022	AS OF DEC 31, 2021 (PY)	CHANGE	% CHANGE
Long-Term Liabilities				
Accrued leave	35,467.19	35,467.19	0.00	0.00 %
<b>Total Long-Term Liabilities</b>	<b>\$35,467.19</b>	<b>\$35,467.19</b>	<b>\$0.00</b>	<b>0.00 %</b>
<b>Total Liabilities</b>	<b>\$561,417.94</b>	<b>\$44,731.04</b>	<b>\$516,686.90</b>	<b>1,155.10 %</b>
Equity				
Opening Bal Equity	0.00	0.00	0.00	
Temporarily Restricted Net Asse	222,596.63	169,100.00	53,496.63	31.64 %
Unrestricted Net Assets	451,491.06	347,562.82	103,928.24	29.90 %
Net Revenue	-318,972.05	157,424.87	-476,396.92	-302.62 %
<b>Total Equity</b>	<b>\$355,115.64</b>	<b>\$674,087.69</b>	<b>\$ -318,972.05</b>	<b>-47.32 %</b>
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>\$916,533.58</b>	<b>\$718,818.73</b>	<b>\$197,714.85</b>	<b>27.51 %</b>



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## Management Report

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Kentucky Equal Justice Center  
March 2023

# Basis of Preparation

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This report is prepared solely for the confidential use of Kentucky Equal Justice Center. In the preparation of this report, The Charity CFO, LLC has relied upon the unaudited financial and non-financial information provided to them. The Charity CFO, LLC neither owes nor accepts any duty to any other party and shall not be liable for any loss, damage or expense of whatsoever nature which is caused by their reliance on the report or the analysis contained herein.

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# Executive Summary

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## Statement of Financial Position

This statement is often referred to as the *Balance Sheet*, and it is designed to represent an organization's total assets available to meet its obligations (liabilities) as of a specific point in time. The difference between total assets and total liabilities is referred to as *Net Assets*, or *Equity*.

- During the month of March 2023, cash decreased by (\$197,062), leaving an ending cash balance of \$117,725.
- Accounts receivable is \$670,548 as of March 2023.
- The fixed assets balance of \$6,001 is current as of March 2023. Depreciation is recorded on a monthly basis over the course of the assets' useful life.
- Accounts payable is \$312,161 as of March 2023.

## Statement of Activities

This statement is often referred to as the *Income Statement* or *Profit and Loss*, and it is designed to represent an organization's accrual-basis revenue and expenses over the course of a specified period. The difference between total revenue and total expenses is referred to as *Net Income*, or *Earnings*.

- Total operating revenue for the month of March 2023 was \$15,447, compared with \$422,780 in February 2023. This decrease is mostly due to receiving payments from several invoice payments in February.
- Year-to-date operating revenue is \$730,338, representing 24% of the annual budget of \$3,080,112 . During the same period in the prior year, year-to-date operating revenue was \$239,287.
- Total operating expenses for the month of March 2023 were \$122,652, compared with \$265,956 in February 2023, mostly due to more consultant expenses in February.
- Year-to-date operating expenses are \$542,146, representing 17% of the annual budget of \$3,256,333. During the same period in the prior year, year-to-date operating expenses were \$270,470.
- After accounting for non-operating activity, the organization has recognized net loss of (\$100,782) for the month of March 2023, and year-to-date net loss of \$204,590.

# Statement of Financial Position

<b>BALANCE SHEET (\$)</b>	<b>Mar 2023</b>	<b>Feb 2023</b>
<b>ASSETS</b>		
<b>Cash &amp; Equivalents</b>		
Bill.com Money Out Clearing	15,000	15,000
Chase Checking	33,548	195,612
Chase IOLTA	3,903	3,903
Chase Savings	65,273	100,272
<b>Total Cash &amp; Equivalents</b>	<b>117,725</b>	<b>314,787</b>
<b>Accounts Receivable</b>		
Accounts Receivable	670,548	662,254
<b>Other Current Assets</b>		
Prepaid Expenses	14,188	8,628
Vanguard Brokerage	139,208	132,786
<b>Total Other Current Assets</b>	<b>153,396</b>	<b>141,414</b>
<b>Total Current Assets</b>	<b>941,669</b>	<b>1,118,454</b>
<b>Fixed Assets</b>		
Accumulated Depreciation - Comp	(58,663)	(58,430)
Computer and Phone Equipment	64,664	64,664
<b>Total Fixed Assets</b>	<b>6,001</b>	<b>6,235</b>
<b>Total Non-Current Assets</b>	<b>6,001</b>	<b>6,235</b>
<b>Total Assets</b>	<b>947,670</b>	<b>1,124,689</b>
<b>LIABILITIES</b>		
<b>Accounts Payable</b>		
Accounts Payable	312,161	388,880
<b>Other Current Liabilities</b>		
CERS Employer Contribution	15,427	15,213
Client Trust Funds	5,911	5,911
Payroll Liabilities	6,628	6,360
LAB Deferred Revenue	12,371	12,371
<b>Total Other Current Liabilities</b>	<b>40,336</b>	<b>39,854</b>
<b>Total Current Liabilities</b>	<b>352,497</b>	<b>428,735</b>
<b>Other Non-Current Liabilities</b>		
Accrued leave	35,467	35,467
<b>Total Non-Current Liabilities</b>	<b>35,467</b>	<b>35,467</b>
<b>Total Liabilities</b>	<b>387,964</b>	<b>464,202</b>
<b>EQUITY</b>		
<b>Retained Earnings</b>		
Unrestricted Net Assets	116,396	94,077
Temporarily Restricted Net Asse	238,720	261,038
<b>Total Retained Earnings</b>	<b>355,116</b>	<b>355,116</b>
<b>Current Earnings</b>		
Net Revenue	204,590	305,371
<b>Total Equity</b>	<b>559,705</b>	<b>660,487</b>
<b>Total Liabilities &amp; Equity</b>	<b>947,670</b>	<b>1,124,689</b>

# Statement of Activities

PROFIT & LOSS (\$)	Mar 2023	2023 (YTD)	YTD last year
<b>Revenue</b>			
<b>Contributions Revenue</b>			
<b>Contributions - Unrestricted</b>			
Contributions - Unrestricted	679	7,959	21,397
<b>Grants</b>			
Blue Grass Community Foundation	0	1,250	0
Catholic Diocese of Lexington	3,125	3,125	2,250
Families and Workers Fund UI	0	0	100,000
Fayette County Bar Foundation	0	0	5,000
KCET	0	5,000	0
KHC Housing Stability	0	400,941	0
LABG Housing	0	10,933	16,662
MAZON Rapid Response	0	0	10,000
Other Grants - Restricted	1,000	1,000	0
Other Grants - Unrestricted	0	3,000	0
VOCA Justice Cabinet	9,544	40,531	38,978
<b>Total Grants</b>	<b>13,669</b>	<b>465,780</b>	<b>172,890</b>
In-kind Contributions	0	500	0
<b>Total Contributions Revenue</b>	<b>14,347</b>	<b>474,238</b>	<b>194,287</b>
<b>Program Revenue</b>			
Client Fees	1,100	1,100	0
Services	0	75,000	0
<b>State Support Services</b>			
State Support Services	0	180,000	45,000
<b>Total Program Revenue</b>	<b>1,100</b>	<b>256,100</b>	<b>45,000</b>
<b>Total Revenue</b>	<b>15,447</b>	<b>730,338</b>	<b>239,287</b>
<b>Expenses</b>			
<b>Facilities &amp; Equipment</b>			
Depreciation Expense	234	701	0
Equipment Rental	50	1,911	1,079
Rent	1,800	10,300	7,500
<b>Total Facilities &amp; Equipment</b>	<b>2,084</b>	<b>12,912</b>	<b>8,579</b>
<b>General Expenses</b>			
Bank Service Charges	0	0	75
Dues	300	478	2,786
Insurance - Malpractice	486	486	5,388
<b>Miscellaneous</b>			
Miscellaneous	3,022	3,402	(2,141)
Office Supplies	139	202	0
Office Supplies - Computer	719	1,073	1,411
Office Supplies - General Supplies	609	1,920	2,329
Postage and Delivery - General	393	1,311	864
Postage and Delivery - Other Delivery	0	0	31
<b>Printing and Reproduction - General</b>			
Printing and Reproduction - General	49	428	1,615
<b>Telecommunications</b>			
Conference Calls	239	711	0
Internet / Email	546	943	712
Telecommunications	575	3,333	2,700

	Mar 2023	2023 (YTD)	YTD last year
<b>Total Telecommunications</b>	<b>1,359</b>	<b>4,987</b>	<b>3,412</b>
Travel - Conference	5,022	8,899	2,679
Travel - Local	216	2,755	621
<b>Total General Expenses</b>	<b>12,315</b>	<b>25,939</b>	<b>19,070</b>
<b>Personnel &amp; Payroll</b>			
CERS Employer	15,573	46,942	36,433
Dental Insurance	992	2,847	2,227
Health Insurance	10,041	29,791	18,481
KY Unemployment Company	0	0	1,755
Life and Disability	794	2,434	2,206
Medicare Company	0	0	2,252
Payroll Service Fees	163	425	0
Salaries	62,445	190,732	155,393
Social Security Company	0	0	9,628
<b>Total Personnel &amp; Payroll</b>	<b>90,007</b>	<b>273,170</b>	<b>228,375</b>
<b>Professional &amp; Contract Services</b>			
Accounting Services	3,775	11,325	0
Consulting Services	0	14,878	0
<b>Total Professional &amp; Contract Services</b>	<b>3,775</b>	<b>26,203</b>	<b>0</b>
<b>Program Expenses</b>			
Case Management	0	0	3,360
Consultants	9,047	185,224	8,000
<b>Contract Labor</b>			
Contract Labor	0	700	350
Library - Publications	0	0	624
Litigation expense	557	1,986	2,112
<b>Task Forces and Meetings</b>			
Task Forces and Meetings	15	582	0
<b>Total Program Expenses</b>	<b>9,619</b>	<b>188,493</b>	<b>14,446</b>
ER Taxes	4,652	15,028	0
Retirement	200	400	0
<b>Total Expenses</b>	<b>122,652</b>	<b>542,146</b>	<b>270,470</b>
<b>Operating Profit</b>	<b>(107,205)</b>	<b>188,193</b>	<b>(31,183)</b>
<b>Other Income</b>			
Dividend Revenue	433	618	0
Interest Income	2	5	7
<b>Other Income (deleted)</b>			
Other Income (deleted)	0	0	(8,386)
Realized Gain/Loss on Investments	127	127	0
Unrealized Gain/Loss on Investments	5,862	15,648	0
<b>Earnings Before Interest &amp; Tax</b>	<b>(100,782)</b>	<b>204,590</b>	<b>(39,562)</b>
<b>Net Income</b>	<b>(100,782)</b>	<b>204,590</b>	<b>(39,562)</b>

<b>PROFIT &amp; LOSS (\$)</b>	Mar 2023	2023 (YTD)	YTD last year
<b>Revenue</b>			
<b>Contributions Revenue</b>			
Contributions - Unrestricted	679	7,959	21,397
Grants	13,669	465,780	172,890
In-kind Contributions	0	500	0
<b>Total Contributions Revenue</b>	<b>14,347</b>	<b>474,238</b>	<b>194,287</b>
<b>Program Revenue</b>			
Client Fees	1,100	1,100	0

	Mar 2023	2023 (YTD)	YTD last year
Services	0	75,000	0
State Support Services	0	180,000	45,000
<b>Total Program Revenue</b>	<b>1,100</b>	<b>256,100</b>	<b>45,000</b>
<b>Total Revenue</b>	<b>15,447</b>	<b>730,338</b>	<b>239,287</b>
<b>Expenses</b>			
<b>Facilities &amp; Equipment</b>			
Depreciation Expense	234	701	0
Equipment Rental	50	1,911	1,079
Rent	1,800	10,300	7,500
<b>Total Facilities &amp; Equipment</b>	<b>2,084</b>	<b>12,912</b>	<b>8,579</b>
<b>General Expenses</b>			
Bank Service Charges	0	0	75
Dues	300	478	2,786
Insurance - Malpractice	486	486	5,388
Miscellaneous	3,022	3,402	(2,141)
Office Supplies	139	202	0
Office Supplies - Computer	719	1,073	1,411
Office Supplies - General Supplies	609	1,920	2,329
Postage and Delivery - General	393	1,311	864
Postage and Delivery - Other Delivery	0	0	31
Printing and Reproduction - General	49	428	1,615
Telecommunications	1,359	4,987	3,412
Travel - Conference	5,022	8,899	2,679
Travel - Local	216	2,755	621
<b>Total General Expenses</b>	<b>12,315</b>	<b>25,939</b>	<b>19,070</b>
<b>Personnel &amp; Payroll</b>			
CERS Employer	15,573	46,942	36,433
Dental Insurance	992	2,847	2,227
Health Insurance	10,041	29,791	18,481
KY Unemployment Company	0	0	1,755
Life and Disability	794	2,434	2,206
Medicare Company	0	0	2,252
Payroll Service Fees	163	425	0
Salaries	62,445	190,732	155,393
Social Security Company	0	0	9,628
<b>Total Personnel &amp; Payroll</b>	<b>90,007</b>	<b>273,170</b>	<b>228,375</b>
<b>Professional &amp; Contract Services</b>			
Accounting Services	3,775	11,325	0
Consulting Services	0	14,878	0
<b>Total Professional &amp; Contract Services</b>	<b>3,775</b>	<b>26,203</b>	<b>0</b>
<b>Program Expenses</b>			
Case Management	0	0	3,360
Consultants	9,047	185,224	8,000
Contract Labor	0	700	350
Library - Publications	0	0	624
Litigation expense	557	1,986	2,112
Task Forces and Meetings	15	582	0
<b>Total Program Expenses</b>	<b>9,619</b>	<b>188,493</b>	<b>14,446</b>
ER Taxes	4,652	15,028	0
Retirement	200	400	0
<b>Total Expenses</b>	<b>122,652</b>	<b>542,146</b>	<b>270,470</b>
<b>Operating Profit</b>	<b>(107,205)</b>	<b>188,193</b>	<b>(31,183)</b>

	Mar 2023	2023 (YTD)	YTD last year
<b>Other Income</b>			
Dividend Revenue	433	618	0
Interest Income	2	5	7
<b>Other Income (deleted)</b>			
Other Income (deleted)	0	0	(8,386)
Realized Gain/Loss on Investments	127	127	0
Unrealized Gain/Loss on Investments	5,862	15,648	0
<b>Earnings Before Interest &amp; Tax</b>	<b>(100,782)</b>	<b>204,590</b>	<b>(39,562)</b>
<b>Net Income</b>	<b>(100,782)</b>	<b>204,590</b>	<b>(39,562)</b>

# Budget Summary

PROFIT & LOSS (\$)	2023 (YTD)	Budget (full FY)	This year vs budget (\$)	This year vs budget (%)
<b>Revenue</b>				
<b>Contributions Revenue</b>				
Contributions - Restricted	0	57,000	(57,000)	-100.00%
Contributions - Unrestricted	7,959	108,000	(100,041)	-92.63%
Grants	465,780	2,645,712	(2,179,932)	-82.39%
In-kind Contributions	500	20,400	(19,900)	-97.55%
Miscellaneous Revenue	0	12,000	(12,000)	-100.00%
<b>Total Contributions Revenue</b>	<b>474,238</b>	<b>2,843,112</b>	<b>(2,368,874)</b>	<b>-83.32%</b>
<b>Program Revenue</b>				
Attorneys Fees	0	45,000	(45,000)	-100.00%
Client Fees	1,100	12,000	(10,900)	-90.83%
Services	75,000	0	75,000	-
State Support Services	180,000	0	180,000	-
<b>Total Program Revenue</b>	<b>256,100</b>	<b>57,000</b>	<b>199,100</b>	<b>349.30%</b>
Contributions Revenue	0	180,000	(180,000)	-100.00%
<b>Total Revenue</b>	<b>730,338</b>	<b>3,080,112</b>	<b>(2,349,774)</b>	<b>-76.29%</b>
<b>Expenses</b>				
<b>Facilities &amp; Equipment</b>				
Depreciation Expense	701	4,600	(3,899)	-84.76%
Equipment Rental	1,911	5,328	(3,417)	-64.14%
Rent	10,300	42,000	(31,700)	-75.48%
Repairs	0	720	(720)	-100.00%
<b>Total Facilities &amp; Equipment</b>	<b>12,912</b>	<b>52,648</b>	<b>(39,736)</b>	<b>-75.47%</b>
<b>General Expenses</b>				
Dues	478	5,580	(5,102)	-91.44%
Insurance - Liability and Property	0	7,260	(7,260)	-100.00%
Insurance - Malpractice	486	0	486	-
Miscellaneous	3,402	1,680	1,722	102.49%
Office Supplies	202	10,080	(9,878)	-97.99%
Office Supplies - Computer	1,073	0	1,073	-
Office Supplies - General Supplies	1,920	0	1,920	-
Postage and Delivery - General	1,311	4,440	(3,129)	-70.48%
Printing and Reproduction - General	428	7,656	(7,228)	-94.41%
Telecommunications	4,987	35,280	(30,293)	-85.87%
Travel - Conference	8,899	27,644	(18,745)	-67.81%
Travel - Local	2,755	0	2,755	-
<b>Total General Expenses</b>	<b>25,939</b>	<b>99,620</b>	<b>(73,681)</b>	<b>-73.96%</b>
<b>Personnel &amp; Payroll</b>				
CERS Employer	46,942	215,682	(168,740)	-78.24%
Dental Insurance	2,847	11,697	(8,851)	-75.66%
Health Insurance	29,791	161,675	(131,883)	-81.57%
KY Unemployment Company	0	2,387	(2,387)	-100.00%
Life and Disability	2,434	11,774	(9,340)	-79.33%
Medicare Company	0	68,653	(68,653)	-100.00%
Payroll Service Fees	425	0	425	-
Salaries	190,732	888,783	(698,052)	-78.54%
Workers Comp	0	1,705	(1,705)	-100.00%

	2023 (YTD)	Budget (full FY)	This year vs budget (\$)	This year vs budget (%)
<b>Total Personnel &amp; Payroll</b>	<b>273,170</b>	<b>1,362,357</b>	<b>(1,089,186)</b>	<b>-79.95%</b>
<b>Professional &amp; Contract Services</b>				
Accounting Services	11,325	45,300	(33,975)	-75.00%
Audit Services	0	4,920	(4,920)	-100.00%
Consulting Services	14,878	0	14,878	-
<b>Total Professional &amp; Contract Services</b>	<b>26,203</b>	<b>50,220</b>	<b>(24,017)</b>	<b>-47.82%</b>
<b>Program Expenses</b>				
Case Management	0	8,252	(8,252)	-100.00%
Consultants	185,224	25,896	159,328	615.26%
Contract Labor	700	6,000	(5,300)	-88.33%
Library - Subscriptions	0	2,600	(2,600)	-100.00%
Litigation expense	1,986	4,920	(2,934)	-59.63%
Task Forces and Meetings	582	5,820	(5,238)	-89.99%
<b>Total Program Expenses</b>	<b>188,493</b>	<b>53,488</b>	<b>135,005</b>	<b>252.40%</b>
ER Taxes	15,028	0	15,028	-
Subgrants	0	1,638,000	(1,638,000)	-100.00%
Retirement	400	0	400	-
<b>Total Expenses</b>	<b>542,146</b>	<b>3,256,333</b>	<b>(2,714,187)</b>	<b>-83.35%</b>
<b>Operating Profit</b>	<b>188,193</b>	<b>(176,221)</b>	<b>364,413</b>	<b>206.79%</b>
<b>Other Income</b>				
Dividend Revenue	618	0	618	-
Interest Income	5	180	(175)	-97.32%
Realized Gain/Loss on Investments	127	0	127	-
Unrealized Gain/Loss on Investments	15,648	0	15,648	-
<b>Earnings Before Interest &amp; Tax</b>	<b>204,590</b>	<b>(176,041)</b>	<b>380,630</b>	<b>216.22%</b>
<b>Net Income</b>	<b>204,590</b>	<b>(176,041)</b>	<b>380,630</b>	<b>216.22%</b>

# 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?

## **Kentucky Equal Justice Center**

### **Board Meeting Dates**

#### **Proposed Schedule 2023**

- |                |          |                |
|----------------|----------|----------------|
| • April 20     | Thursday | Board Meeting  |
| • July 21      | Friday   | Board Meeting  |
| • September 21 | Thursday | Board Meeting  |
| • December 14  | Thursday | Annual Meeting |

# Kentucky Equal Justice Center

April 26, 2023

## Staff Report Highlights

### Maxwell Street Legal Clinic — Michelle Haubner

#### MS 365

MSLC has officially started the setup of Microsoft 365 cloud-based system. Apps and new software are being downloaded onto all the computers at MSLC. File transfer to the new cloud system has begun, and MSLC staff will receive staff-wide training on the system sometime in the next week or two before we fully implement it as an office-wide procedure.

- **Workspaces:** We have rearranged the office to make space for our new hires, interns, and Paola working full time. Two new desks have been assembled.
- **Grants:** The VOCA Grant, United Way Reports, and Kentucky Bar Foundation Grants have been submitted or are in progress.
- **Volunteers:** The volunteer naturalization program is growing. Some volunteers have even committed to helping more than one client at a time.
- **Digitization:** Digitization of files has been completed and we have a volunteer working on sorting the files by client name.

#### Immigration Law Cases

47 new cases have been opened at MSLC since January, despite being down to one practitioner. The Legal Assistant staff has stepped up in many ways beyond their normal responsibilities to make this happen including managing volunteer naturalization cases, printing and assembling cases from scratch, proofreading immigration filings, and drafting cover letters. 13 of the 47 new cases opened since January were handled by volunteer attorneys.

### Impact Litigation and Advocacy — Ben Carter

#### Movement Support

- **Kentucky People's Union:** KEJC has provided in-person and virtual support to the Kentucky People's Union as they organized, explored, and eventually developed a housing-focused campaign in Ashland. [KPU recently launched a campaign](#) to adopt URLTA in Ashland and Boyd County and strengthen Ashland's landlord registry. We are hoping KEJC can increase capacity to provide legal support to organizations and campaigns like this one.
- **Louisville Bar Foundation:** KEJC [led and coordinated a grant application](#) with 15 participating organizations seeking support for our work to transform the criminal legal system in Louisville from the Louisville Bar Foundation. The group began meeting in

November of 2021 after 3 people died in state custody in the Louisville Metro Department of Corrections (11 more have died since). We are hoping this application can form the template for additional requests to support this life-and-death work. Internally, I view this as another way KEJC is trying to work to combat the civil consequences of contact with the criminal legal system.

## **National Partners**

- **Legal Impact Network:** Rich and I have just returned from a convening of the [Legal Impact Network](#) at the Shriver Center in Chicago. LIN is a network of 30+ unrestricted, state-based poverty law firms. I always learn so much from the people working at KEJC-like organizations across the country and think closer collaboration among the LIN member organizations is one of the big “gamechanger” projects for KEJC as an organization and our work.

## **Help Wanted**

I am once again asking the board to find a way to hire additional “back office” support for KEJC sooner rather than later. Before the next board meeting, KEJC will be hiring and onboarding:

- 2 people for our Vital Strategies-funded work to combat discrimination against Kentuckians who used drugs;
- 4-5 people to do the eviction outreach, defense, and prevention work LFUCG is funding us to do; and
- 2 new immigration attorneys at Maxwell Street Legal Clinic

KEJC’s board has recognized for more than a decade the problem of KEJC lacking appropriate and necessary operations support. 12 years ago, KEJC’s last strategic plan called for more operations support for our work. 2 years ago (having not created any operations capacity under the last strategic plan), KEJC’s board adopted our current strategic plan that again recognized the need for more operations support. Since then, your Senior Litigation and Advocacy Counsel has been telling you that KEJC’s scope, speed, and force is being constrained by the board’s willingness to let us operate without the support appropriate for this organization’s size and ambitious goals for our clients and our Commonwealth.

In July of 2022, as the board considered a part-time administrative assistant job, I said that KEJC needed \*at least\* a full-time person working on operations. [Last September, I again told the board](#), “as Senior Counsel, I hear the strain our staff members feel as they attempt to do their jobs while also doing many of the functions listed in [KCET’s] [job description of Operations Manager](#) (or waiting for our Executive Director’s permission/attention as he tries to do both the job of Executive Director and Operations Manager).” In December, [I asked to have a staff meeting](#) to discuss the 2023 budget with an eye toward hiring a full-time Operations Manager.

While there are many good and wholesome things I could report to the board about work we are doing, it would feel dishonest not to (continue to) report that the lack of operations support is an urgent problem for us today and a problem for us as we prepare for a post-Rich KEJC. In my

opinion, we have (and have had) the funds necessary to hire an Operations Manager. Please, revisit the provisional budget and either find or raise the money to hire someone to handle the day-to-day work of hiring, onboarding, and supporting KEJC's growing staff and its varied, careful, and important work.

## **Communications — Natalie Chambers**

### **KY Gives Day 2023**

- KEJC's profile for the annual KY Gives Day fundraiser is currently live
- We are running a social campaign for the fundraiser on Twitter, Facebook, and Instagram
- We are also running a funder email campaign
- KY Gives Day is on Tuesday, May 9th. Please like and share our posts!

### **Medicaid Unwinding messaging**

- We are currently developing and running an educational messaging campaign about Medicaid unwinding/re-enrollment
- Initial social posts have been drafted and scheduled
- An infographic to use in future emails, blogs, etc. is also in development

### **Eviction diversion messaging**

- Eviction diversion program communications are in development
- Materials include an informative flyer, social media posts, and (potentially) a press release

### **Lexington housing grant**

- Currently developing a press release and social posts to be sent out after the press conference on May 2nd

## **Resource Organizer — Raaziq El-Amin**

### **Comms & Development Synergy**

Raaziq has been working with Natalie to operationalize processes around the monthly newsletter, giving campaigns, and donor outreach. Past Comms folx offered so much to our fund development capacity, and having a full-time person in the role is going to take us to new heights. It's exciting, and there's more to come!

### **Development Plan**

Raaziq spent the greater part of the first quarter working with Rich to create our 2023 Development Plan. It's ambitious (and a little long). The plan lays out a roadmap to raise \$2.2M by prioritizing five goals:

- Improve database (Bloomerang) hygiene
- Identify and cultivate new prospects

- Increase donor retention
- Boost board member involvement in fund development initiatives
- Enhance grant funding sustainability

## **Grants Management**

The Culture of Philanthropy we have within our organization has been evermore present this quarter. Raaziq has coordinated with staff to identify funding opportunities, apply for grants, and report on our work. So far this year, the KEJC team has submitted 9 proposals and 10 reports. We were recently awarded \$17,972 from Kentucky Civic Engagement Table to implement a language access plan.

## **Housing Justice — Stefanie Ebbens Kingsley**

### **Lexington Housing Stability Grant**

The Housing Team Continues to develop the proposal in partnership with Legal Aid of the Bluegrass and the LFUCG Office of Housing to increase capacity for outreach, organizing, and access to counsel through the award of \$980,370 through the Housing Stability Services Program. The Housing Team is committed to building a nationally recognized program on the best practices learned through our partnership with the Public Justice Sprint, with National Right to Counsel Experts. More details to come after the press conference with Mayor Gorton and her team next Tuesday, May 2, 2023.

### **Racial Justice Institute**

Chloe, Raaziq and Ebony are building a Public Health & Housing Racial Justice Institute project with the Shriver Center RJI Institute, as cohort members in the 2023 RJI Institute. We will be developing better ways to address access to safe and affordable housing as a public health crisis and implementing practices to holistically address those in high Medicaid enrollment and high eviction zip codes in Fayette county. We are excited to see what the team develops through this program.

### **Around the State — Laura Harper Knight**

- **Statewide Eviction Program:** KHC recently launched KY-EDP, the statewide eviction diversion program that all Kentuckians outside of Lexington and Louisville will use through 2025. We're performing outreach and supporting in-court liaison services for Warren county, with plans to expand to Daviess and Christian counties.
- **The Veridian:** Residents of the Veridian complex in Lexington who were impacted by the pipes bursting in December have now received a phone call, voicemail, text message, and email from us about their options moving forward. Several completed the intake process for consideration as our clients. We may host a small claims clinic in the coming weeks to support tenants in pursuing pro se action.

- **Louisville rental assistance:** Louisville’s mess is finally truly winding down and we will have numbers to share soon about the impact of our work in that project. We performed extensive outreach and supported dozens of Louisville tenants in applying for assistance and are now down to a handful of remaining applicants to carry over the finish line.

## **Outreach and — Stefanie Ebbens Kingsley**

### **Outreach**

KEJC staff spoke directly with about 100 people. Some unique occasions this quarter were an in-person presentation with the Berea College Hispanic Outreach Project and multiple meetings with northern Kentucky community organizations and legal services.

### **Direct Service**

- **Worker Rights:** After almost 10 years with KEJC, McKenzie Cantrell moved on to a position in Frankfort. We have identified two law firms to help wrap up assistance for some of the remaining wage claimants. We have finalized the terms and are drawing up contracts. If board members know of private attorneys willing to help low-wage wage claimants pro bono, please connect us!
- **Health Coverage Enrollment Assistance:** Miranda helped three new individuals and families with health coverage in addition to previous clients. She is coordinating with other kynectors to train and support them in assisting more immigrant clients, especially with navigating nuances of health coverage for trafficking survivors and for undocumented Kentuckians.

### **Advocacy Feedback Loop**

- **Kentucky Health Benefit Exchange (KHBE):** Miranda serves on KHBE’s recently revived Education and Outreach Subcommittee. During this quarter, she contributed feedback on new health insurance literacy materials, Open Enrollment efforts, and Public Health Emergency “Unwinding” communications about Medicaid renewals, as well as recommendations and goals ahead of the next Open Enrollment Period. In an effort to turn over our committee seat to a more directly impacted individual with personal experience with Medicaid, Miranda has invited a previous client, who has attended several of the TAC meetings and is considering becoming a member.
- **Medicaid Technical Advisory Committees (TACs):** Miranda serves on the Consumer Rights & Client Needs TAC, which made recommendations to the Department for Medicaid Services this quarter to post the network adequacy one-pager on the DMS website and to require each Medicaid Managed Care Organization to post the one-pager on their respective websites and include in their member handbooks. Miranda also nominated previous client Jeanine Lubuya to serve on the Disparity and Equity Technical Advisory Committee. Jeanine has served on the Equity TAC since its first meeting in September. Miranda has been checking in with and coordinating support for both of these directly impacted TAC representatives.

## **Fundraising**

**Worker Rights:** With support from Raaziq and Stefanie, Miranda has continued to network with worker rights and labor advocates to discuss strategy, highlight Kentucky's momentum, and drum up support. Recent efforts culminated in the National Employment Law Project inviting Miranda to attend a convening in Atlanta with U.S. Department of Labor leadership and worker center representatives from across the southeast. Ben and Miranda met with Louisville plaintiff-side employment law attorneys and are following up on ideas for collaboration and mutual support to help attorneys connect, share resources, and meet the demand of low-wage workers owed stolen wages.

**Healthcare:** Our team is exploring ways to fund a staff person dedicated to being a kynector full time to focus on responding to clients and work closely with Chloe and Kentucky Voices for Health to inform healthcare advocacy!

**Language Access:** Raaziq and Miranda wrote a grant to the Kentucky Civic Engagement Table, and have been approved for \$17,972 to overhaul our language access plan and train staff! Miranda also engaged in discussion with Family Health Centers of Louisville and KHBE around recruitment of bi- and multilingual kynectors.