

**KENTUCKY EQUAL
JUSTICE CENTER**

FINANCIAL STATEMENTS AND
INDEPENDENT AUDITOR'S REPORT

DECEMBER 31, 2020

PREPARED BY
VICKIE C. RICHARDSON, CPA, PSC
114 EAST HIGH STREET
MT. STERLING, KY 40353

Kentucky Equal Justice Center

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Vickie C. Richardson, CPA, PSC
114 East High Street
Mount Sterling, KY 40353

INDEPENDENT AUDITOR'S REPORT

To the Board of Directors
Kentucky Equal Justice Center
Lexington, Kentucky

I have audited the accompanying financial statements of Kentucky Equal Justice Center (a nonprofit organization), which comprise the statement of financial position as of December 31, 2020, and the related statements of activities and cash flows for the year then ended, and the related notes to the financial statements.

Management's Responsibility for Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that I plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, I express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Opinion

In my opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Kentucky Equal Justice Center as of December 31, 2020, and the changes in its net assets and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Vickie C. Richardson, CPA, PSC

Mt. Sterling, KY
December 10, 2021

This report contains 17 pages.

Kentucky Equal Justice Center
STATEMENT OF FINANCIAL POSITION
December 31, 2020

ASSETS

Current assets	
Cash	\$ 499,783
Investments	124,415
Accounts receivable	<u>77,575</u>
Total current assets	<u>701,773</u>
Property and Equipment	
Computer equipment	57,624
Less accumulated depreciation	<u>(53,308)</u>
Net Property and equipment	<u>4,316</u>
Rental Deposit	<u>715</u>
Total assets	<u><u>\$ 706,804</u></u>

LIABILITIES AND NET ASSETS

Current Liabilities	
Accounts Payable	\$ 110
PPP Loan	142,452
Client trust funds	<u>5,911</u>
Total current liabilities	<u>148,473</u>
Long Term Liabilities	
Accrued leave	<u>41,681</u>
Total long term liabilities	<u>41,681</u>
Total liabilities	<u>190,154</u>
Net assets	
Without donor imposed restrictions	278,862
With donor imposed restrictions	<u>237,788</u>
Total net assets	<u>516,650</u>
Total liabilities and net assets	<u><u>\$ 706,804</u></u>

See accompanying notes.

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Kentucky Equal Justice Center
STATEMENT OF ACTIVITIES
For the year ended December 31, 2020

	Immigrant Rights Project	General Poverty Law and Administrative	Total Without Donor Imposed Restrictions
Revenues:			
Grants	\$ 0	\$ 30,000	\$ 30,000
Program income	36,000	144,000	180,000
Donations	52,034	59,705	111,739
Client fees	11,830	0	11,830
Attorney fees	0	35,173	35,173
Other	0	5,400	5,400
Investment income	0	14,645	14,645
In-Kind donations	0	0	0
	<u>99,864</u>	<u>288,923</u>	<u>388,787</u>
Total revenue, gains and other support			
Expenses:			
Case management	667	1,174	1,841
Consultants	0	2,100	2,100
Contract labor	4,224	0	4,224
Depreciation	0	2,527	2,527
Dues & subscriptions	776	1,289	2,065
Equipment rental	1,999	363	2,362
Insurance	899	2,175	3,074
Library	605	2,371	2,976
Miscellaneous	381	0	381
Office	1,536	18,617	20,153
Payroll and benefits	41,283	210,198	251,481
Postage	1,528	221	1,749
Printing	473	1,880	2,353
Professional	1,510	5,556	7,066
Repairs	612	0	612
Task forces	0	50	50
Telephone	2,651	5,411	8,062
Travel	230	1,335	1,565
	<u>59,374</u>	<u>255,267</u>	<u>314,641</u>
Total expenses			
 Change in net assets			74,146
Net assets, beginning of year			<u>204,465</u>
Net assets, end of year			<u><u>\$ 278,611</u></u>

See accompanying notes.

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Kentucky Equal Justice Center
STATEMENT OF ACTIVITIES
For the year ended December 31, 2020

Poverty Law Advocacy	Health Care Advocacy	Immigrant Rights Project	Food Justice Fellowship	Total with Donor Imposed Restrictions	Total
\$ 260,500	\$ 173,100	\$ 253,463	\$ 76,812	\$ 763,875	\$ 793,875
0	0	0		0	180,000
0	0	3,900	250	4,150	115,889
0	0	0		0	11,830
0	0	0		0	35,173
0	0	0		0	5,400
0	0	0		0	14,645
0	0	13,772		13,772	13,772
<u>260,500</u>	<u>173,100</u>	<u>271,135</u>	<u>77,062</u>	<u>781,797</u>	<u>1,170,584</u>
339	387	5,046	0	5,772	7,613
0	6,245	0	1,170	7,415	9,515
0	0	0	0	0	4,224
0	0	0	0	0	2,527
0	568	1,445	125	2,138	4,203
80	80	2,831	0	2,991	5,353
862	1,061	2,514	0	4,437	7,511
531	359	0	37	927	3,903
95	95	0	0	190	571
6,655	6,603	14,742	1,690	29,690	49,842
87,429	145,593	271,018	65,956	569,995	821,476
147	162	2,033	51	2,393	4,142
81	60	635	61	837	3,190
860	120	3,392	0	4,372	11,438
0	0	0	0	0	612
0	0	0	0	0	50
2,482	3,906	5,130	2,752	14,270	22,332
1,293	858	12,006	1,388	15,545	17,110
<u>\$ 100,854</u>	<u>\$ 166,097</u>	<u>\$ 320,790</u>	<u>\$ 73,230</u>	<u>\$ 660,971</u>	<u>\$ 975,612</u>
				120,826	194,972
				<u>117,213</u>	<u>321,678</u>
				<u>\$ 238,039</u>	<u>\$ 516,650</u>

Kentucky Equal Justice Center
STATEMENT OF CASH FLOWS
For the year ended December 31, 2020

Cash flows from operating activities:

Change in net assets	\$ 194,972
Adjustments to reconcile change in net assets to net cash provided by operating activities:	
Depreciation	2,527
Unrealized gain on investments	(12,928)
(Increase)/ Decrease in current assets:	
Accounts receivable	29,905
Increase/(Decrease) in current liabilities:	
Accrued leave	3,476
Accounts payable	<u>110</u>
Net cash provided by operating activities	<u>218,062</u>
Cash flows from investing activities:	
Purchase of investments	<u>(32,113)</u>
Net cash used by investing activities	<u>(32,113)</u>
Cash flows from financing activities:	
PPP loan proceeds	<u>142,452</u>
Net cash provided by financing activities	<u>142,452</u>
Increase in cash	328,401
Cash, beginning of year	<u>171,382</u>
Cash, end of year	<u><u>\$ 499,783</u></u>

See accompanying notes.

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Kentucky Equal Justice Center
NOTES TO THE FINANCIAL STATEMENTS
December 31, 2020

NOTE 1 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Organization

Office of Kentucky Legal Services Programs, Inc. (OKLSP) is a non-stock, non-profit organization formed in 1976. On June 11, 2007, and September 23, 2017, OKLSP filed for an assumed name, Kentucky Equal Justice Center (KEJC). KEJC serves as a coordinating agency for programs that provide free or nominally priced civil legal services to individuals and groups in the Commonwealth of Kentucky who are otherwise unable to afford legal assistance.

KEJC is funded by contracts with the four Legal Services Corporation-funded legal services programs in Kentucky whereby it receives a portion of civil filing fees earmarked through the state courts for civil legal services programs. The funding source allows KEJC to function under regular advocacy and lobbying rules for non-profit organizations. Approximately 14% of KEJC's total revenue is from the four legal services programs. KEJC also receives grants from various organizations. Approximately 72% of KEJC's total revenue is from grants.

As of January 2, 2008, KEJC entered into a Program Transfer Agreement with Repairers of the Breach, Inc. (the Repairers). Under the terms of the agreement, the Repairers transferred the management, operations, capital assets and cash balance of Maxwell Street Legal Clinic to KEJC.

Basis of Accounting

The financial statements have been prepared using the accrual basis of accounting. Under the accrual basis of accounting, revenues are recorded as earned and expenses are recorded at the time liabilities are incurred.

Use of Estimates

The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect certain reported amounts and disclosures. Accordingly, actual results could differ from those estimates.

Cash and Cash Equivalents

Cash and cash equivalents include all monies in banks.

Financial Instruments

KEJC's financial instruments consist of cash and cash equivalents, and accounts receivable. Cash and cash equivalents, and accounts receivable are stated at cost, which approximates fair value.

Kentucky Equal Justice Center
NOTES TO THE FINANCIAL STATEMENTS
December 31, 2020

NOTE 1 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES – CONTINUED

Income Taxes

KEJC qualifies as a tax-exempt organization under Section 501 (c) (3) of the Internal Revenue Code and is classified by the Internal Revenue Service as other than a private foundation.

KEJC's *Form 990, Return of Organization Exempt from Income Tax*, for the years ending 2018, 2019, and 2020 are subject to examination by the IRS, generally for three years after they are filed.

Accounts Receivable

Accounts receivable at December 31, 2020, consists of the following:

Grants	\$ 77,575
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Uncollectible accounts are charged to bad debt expense when they are declared uncollectible. Management believes the results of this method approximate the allowance for doubtful accounts.

Revenue Recognition

Grants and donations are recognized in the period the pledges are made. Program income, attorney's fees and client fees are recognized in the period the services are performed.

Fair Value of Financial Instruments

KEJC follows the provisions of FASB ASC 820, *Fair Value Measurements and Disclosures*, (ASC 820) for fair value measurements of financial assets and financial liabilities, and for fair value measurements of nonfinancial items that are recognized or disclosed at fair value in the financial statements on a recurring basis. ASC 820 defines fair value as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. ASC 820 also establishes a three-tier hierarchy to classify fair market measurements for disclosure purposes. Inputs refer broadly to the assumptions that market participants would use in pricing the asset or liability, including assumptions about risk.

Investments

KEJC's investments are stated at fair value. Purchases and sales of investments are recorded on a trade-date basis. Realized and unrealized gains and losses on investments are determined by comparison of the actual cost to the proceeds at the time of disposition or fair value as of the end of the financial statement period. Dividend and interest income are recorded as earned. Investment income or loss (including realized and unrealized gains and losses on investments, interest, and dividends) is included in the statement of activities and changes in net assets.

Kentucky Equal Justice Center
NOTES TO THE FINANCIAL STATEMENTS
December 31, 2020

NOTE 1 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES – CONTINUED

Investment securities are exposed to various risks, such as interest rate, overall market volatility and credit risks.

Fair Value of Financial Instruments

The three-tier hierarchy of inputs is summarized in the three broad levels listed as follows.

- Level 1 – quoted prices in active markets for identical assets.
- Level 2 – other significant observable inputs (including quoted prices for similar assets, interest rates, prepayment speeds, and credit risk)
- Level 3 – significant unobservable inputs (including KEJC’s assumptions in determining the fair value of assets)

NOTE 2 – INVESTMENTS

Investments (all Level 1 measurements) consist of the following at December 31, 2020:

	Cost	Fair Value	Unrealized Appreciation (Depreciation)
Money market funds	\$ 21,227	\$ 21,227	\$
Stocks and options	20,584	22,489	1,905
Mutual Funds	52,838	80,699	27,861
Total Investments	\$ 94,649	\$ 124,415	\$ 29,766

Kentucky Equal Justice Center
NOTES TO THE FINANCIAL STATEMENTS
December 31, 2020

NOTE 2 – INVESTMENTS - CONTINUED

Investment return for the year ended December 31, 2020, is summarized below:

Net unrealized gain	\$ 12,928
Realized gains	358
Dividends	1,312
Interest Income	<u>47</u>
Total investment return	<u>\$ 14,645</u>

NOTE 3 – PROPERTY AND EQUIPMENT

Beginning balance office equipment and computers:	\$ 54,097
Less accumulated depreciation	<u>(50,308)</u>
Ending balance:	<u>\$ 3,789</u>

KEJC capitalizes property and equipment over \$500. Lesser amounts are expensed. Purchased property and equipment is capitalized at cost. Donations of property and equipment are recorded as contributions at their estimated fair value. Such donations are reported as contributions without donor imposed restrictions unless the donor has restricted the donated asset to a specific purpose. Assets donated with explicit restrictions regarding their use and contributions of cash that must be used to acquire property and equipment are reported as contributions with donor imposed restrictions. Absent donor stipulations regarding how long those donated assets must be maintained, the Organization reports expirations of donor restrictions when the donated or acquired assets are placed in service. The Organization reclassifies net assets with donor imposed restrictions to net assets without donor imposed restrictions at that time. Property and equipment are depreciated using the straight-line method over estimated useful lives of five years. Software is amortized over three years.

NOTE 4 - PENSION PLAN

KEJC's employees are covered by the County Employees Retirement System (CERS), which is part of the Kentucky Retirement System. Full time employees participate in CERS and contribute 5% of their gross wages and new employees hired after September 1, 2008, contribute 1% additional. Total pension plan expense to KEJC was \$98,100. A Comprehensive Annual Financial Report on the Kentucky Retirement System may be requested from the following address:

Kentucky Equal Justice Center
NOTES TO THE FINANCIAL STATEMENTS
December 31, 2020

NOTE 4 - PENSION PLAN - CONTINUED

Kentucky Public Pensions Authority
Perimeter Park West
1260 Louisville Road
Frankfort, KY 40601-6124

NOTE 5 – NET ASSETS WITH DONOR RESTRICTIONS

Net assets with donor restrictions are available for the following periods:

Periods after December 31, 2020	\$237,788
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Net assets were released from the grant restrictions by incurring expenses satisfying the purpose specified by the grant as follows:

KY Bar Foundation	\$ 5,244
Public Welfare Foundation	94,938
Interact for Health - Health Law Fellowship	90,550
Foundation for a Healthy Kentucky	47,771
Victims of Crime Act	202,437
Victims of Crime Act Match	52,299
Bluegrass Community Foundation	8,246
Catholic Diocese	7,188
Fayette County Bar Foundation	5,875
United Way	14,435
DACA Client Assistance	2,625
Kentucky Center for Economic Policy	9,548
Homeless & Housing Coalition of Kentucky	915
Center for Law and Social Policy	22,443
Kentucky Civic Engagement Table	2,484
MAZON	73,229
Health Gains Communication	15,745
Louisville Bar Foundation	<u>5,000</u>
	<u>\$ 621,685</u>

Kentucky Equal Justice Center
NOTES TO THE FINANCIAL STATEMENTS
December 31, 2020

NOTE 6– LIQUIDITY AND AVAILABILITY OF FINANCIAL ASSETS

KEJC has \$701,773 of financial assets available within one year of the balance sheet date to meet cash needs for general expenditure, consisting of cash of \$499,783, investment funds of \$124,415 that make up the Mason Fund in the Vanguard account, and funds and accounts receivable of \$77,575. KEJC structures its financial assets to be available as its general expenditures, liabilities, and other obligations come due.

NOTE 7 – IN-KIND CONTRIBUTIONS

The value of donated property and services included as contributions in the accompanying statement of activities and the corresponding expenses for the year ended December 31, 2020, are as follows:

Rent and Utilities	\$ 11,832
Salaries	<u>1,940</u>
	<u>\$ 17,659</u>

NOTE 8 – METHODS USED FOR ALLOCATION OF EXPENSES

The cost of providing program and other activities have been summarized on a functional basis in the statement of activities. Accordingly, certain costs have been allocated among the programs and general and administrative expenses.

KEJC prepares an annual budget by program. Programs include Immigrant Rights, Poverty Law, Healthcare Advocacy, Food Justice, and general and administrative. Every grant application requires a proposed budget. The budget is followed for allocations of expenses. Payroll and benefits expenses are allocated based on time and effort.

NOTE 9 – CONCENTRATION OF CREDIT RISK

KEJC maintains an account at a bank in Lexington, Kentucky. Accounts are the institution re insured by the Federal Deposit Insurance Corporation (FDIC) up to \$250,000. Cash on December 31, 2020, exceeded federally insured limits by \$250,034.

NOTE 10 – CONTRACTS

Kentucky Legal Services

KEJC entered into an agreement for 2020 with Kentucky Legal Services Funded Basic Field Programs. KEJC received \$180,000 for the following tasks:

- Providing support for the continued operation and development of inter-Program substantive law Task Forces of attorneys and paralegals.

Kentucky Equal Justice Center
NOTES TO THE FINANCIAL STATEMENTS

December 31, 2020

NOTE 10 – CONTRACTS - CONTINUED

- Monitoring significant developments in poverty law at the state and national level, including legislative, executive, and judicial forums.
- Providing information to staff and clients of the Programs on significant current developments in poverty law through task force mailings, email, listserv postings, presentations, and other appropriate means.
- Coordinating responses of Program staff to requests from legislative and administrative officials for comments on bills, regulations and other proposals affecting low-income Program clients.
- Providing access to information about immigration issues and immigrant eligibility for legal services through KEJC's Immigrant Rights Project.
- Conducting and coordinating litigation on high impact and emerging poverty law issues.

KEJC signed an agreement for 2021 with identical provisions, including the \$180,000 annual fee.

University of Kentucky

On May 13, 2019 KEJC entered in to a contract with the University of Kentucky under a Federal Work study Program to provide the following, for the period of July 1, 2019, through June 30, 2020:

- The University will provide KEJC with two students who will be paid \$11.35 per hour. These hours are set forth in the students' federal financial aid package.
- KEJC is responsible for the payroll cost associated with the two students, an estimated \$4,000.

This same contract was renewed for the period of July 1, 2020, through June 30, 2021.

MG Coaching and Consulting

In July 2020, the KEJC board approved the proposal of MG Coaching and Consulting to guide a planning process to update KEJC's 2009 strategic plan. The planning process including meetings of board members, staff, and stakeholders in 2020, followed in 2021 by a survey and a retreat.

NOTE 11 – GRANTS

KEJC received a \$45,000 matching grant from Foundation for a Healthy KY. Because of the matching relationship between two foundations, KEJC tracks \$90,000 in combined funds under a unified annual budget for the Health Law Fellowship. The unified budget period for the Fellowship began April 1, 2020.

Kentucky Equal Justice Center
NOTES TO THE FINANCIAL STATEMENTS
December 31, 2020

NOTE 11 – GRANTS - CONTINUED

KEJC received a \$7,500 grant from the Center for Responsible Lending. The purpose of the grant was to help collect, submit, and otherwise organize comments to the Consumer Financial Protection Bureau on its Notice of Proposed Rulemaking on payday loans and similar loan products, during the grant period June through August 2019.

KEJC received a \$50,000 grant from the Foundation of a Healthy KY, to renew support for KEJC's "Boots on the Ground" initiative of health outreach, enrollment, consumer assistance and policy advocacy in partnership with the four federally funded civil legal aid programs in Kentucky. The grant year began April 1, 2020.

On May 30, 2019, KEJC received a \$69,712 grant from MAZON to support KEJC's Food Justice Fellowship. The grant period was 2019 – 2020.

On April 15, 2020, MAZON gave KEJC another grant in the amount of \$7,100.

In July of 2020 KEJC received a \$12,960 grant from the United Way of the Bluegrass, to be paid in monthly installments for activities to help immigrants gain work authorization, financial stability, family reunification and citizenship. The funds represented a one-year extension of the original three-year regional funding cycle.

On September 24, 2020, KEJC received a \$15,000 grant from Bluegrass Community Foundation. Funds were to be used for general support, with a request that a significant portion be used for immigration law and citizenship application services and to match Victim of Crime Act funds at Maxwell Street Legal Clinic.

On October 12, 2020, the Kentucky Justice Cabinet notified KEJC of approval of a grant of \$213,095 in Victim of Crime Act funds to continue services for immigrant victims of crime through Maxwell Street Legal Clinic. Due to the pandemic, the Cabinet suspended the 20 percent match requirement that would normally apply. KEJC planned to spend an amount equivalent to the match to keep the project fully staffed.

Through an award letter dated May 13, 2020, KEJC received approval from Public Welfare Foundation of a two-year \$250,000 "transition" grant, marking the final installment in a multi-year series of grants to support KEJC's workers' rights advocacy. The transition came as Public Welfare Foundation shifted its focus to juvenile justice initiatives.

The Public Welfare Foundation transition grant included funds for KEJC to hire its first development assistant. On August 28, 2020, Raaziq El-Amin began work as KEJC's Resource Organizer, with a charge to assist the director and staff with donor engagement, grant-seeking and fundraising activities. Public Welfare Foundation also arranged for KEJC to receive coaching on fundraising strategies from nationally recognized consulting firm Beth Grupp Associates, for an eighteen-month period beginning in February 2020, with a focus on sustaining workers' rights advocacy.

Kentucky Equal Justice Center
NOTES TO THE FINANCIAL STATEMENTS
December 31, 2020

NOTE 11 – GRANTS - CONTINUED

KEJC received a \$3,000 grant from Homeless & Housing Coalition of Kentucky. The grant period was April 24, 2020, through June 30, 2020.

Community Farm Alliance granted KEJC \$30,000 to be used between December 1, 2020, through June 30, 2022.

KEJC received \$30,000 from Elhapa Foundation, Inc.

KEJC was a sub-grantee from the Kentucky Center for Economic Policy of a \$50,000 grant. The grant period is November 1, 2020, through August 31, 2022.

KEJC received a grant for \$8,120 from Kentucky Civic Engagement Table for the year 2020-2021. The purpose of the grant was to help develop shared messaging around food justice and public benefits, including affirmative policies to strengthen safety net programs.

KEJC received a grant for \$8,630 from Catholic Diocese of Lexington, to be paid in quarterly installments, to support Maxwell Street Legal Clinic in its efforts to assist vulnerable individuals to navigate the complexities of the immigration system.

NOTE 12 – LEASING ARRANGEMENTS

KEJC leases office space in Lexington, KY and Louisville, KY. The space in Lexington was originally sublet from former legal aid attorneys. Those attorneys subsequently bought the space and became KEJC's landlords. The original, and only written contract with the landlords is dated December 1, 1999. The lease was for one year. The subsequent renewals and rate increases have been verbally agreed upon. The rent expense for this office space in 2020 was \$21,600.

The office space in Louisville, KY is based on a verbal agreement also. KEJC sublets space from private attorneys. The rent expense for this office space in 2020 was \$8,400.

Office space for the Maxwell Street Legal Clinic, as mentioned in Note 1, is donated to KEJC. The fair market value of that space and the in-kind donation is \$986 per month.

NOTE 13 – PAYCHECK PROTECTION LOAN

With guidance from its newly formed Executive Committee, KEJC applied for and on May 1, 2020, received a Paycheck Protection Program loan through Chase Bank in the amount of \$142,452. KEJC used loan proceeds only for forgivable expenses of payroll, rent and utilities.

Kentucky Equal Justice Center
NOTES TO THE FINANCIAL STATEMENTS
December 31, 2020

NOTE 13 – PAYCHECK PROTECTION LOAN - CONTINUED

In August 2021, KEJC applied for forgiveness of \$130,754 in qualifying expenditures made under its Paycheck Protection Loan of \$142,452. The Small Business Administration approved the application for forgiveness on August 12, 2021. KEJC paid off the remaining balance of the loan on August 27, 2021.

NOTE 14 – SUBSEQUENT EVENTS

KEJC has evaluated subsequent events through December 10, 2021, the date on which the financial statements were issued.

With the onset of the COVID-19 pandemic, effective March 16, 2020, KEJC adopted remote work as its preferred mode of operation. Staff adapted by serving clients via phone and internet and by adopting creative virtual means of advocacy and outreach. With the advent of the COVID-19 vaccinations in late 2020, KEJC allowed, but did not mandate, a return to office work, implementing appropriate safety precautions including supplies of masks for client appointments.

On July 8, 2021, KEJC board and staff held a facilitated in-person retreat as the capstone of the organization's strategic planning process. Facilitators Marian and Gene Guinn of MG Coaching and Consulting analyzed the resulting input and compiled a "fillable draft" plan, to which KEJC's executive director added detail about implementation.

Following discussion and recommendations by the KEJC Executive Committee and KEJC staff, the KEJC board adopted a revised draft of the 5-year plan at its September 24, 2021, board meeting. Key elements of the plan called on KEJC to:

- Bolster advocacy by regularly assessing services, deepening relationships with communities and partner organizations, and forging a new program-wide language access plan.
- Develop a racial justice framework to ensure that a commitment to diversity, equity, and inclusion informs every aspect of KEJC's governance, services, advocacy, and operations.
- Grow revenue with a formal fundraising plan and increased support from board members.
- Fortify the organization for the future through added back-office support for advocacy, a plan for succession, and updated personnel policies.

As the COVID-related federal eviction moratorium ended and federal eviction relief funds reached Kentucky, KEJC collaborated with community partners on plans and programs to prevent evictions:

Kentucky Equal Justice Center
NOTES TO THE FINANCIAL STATEMENTS
December 31, 2020

NOTE 14 – SUBSEQUENT EVENTS - CONTINUED

- KEJC’s Senior Counsel facilitated discussions between legal aid programs and Kentucky Housing Corporation on funding and provisions of a potential multi-year plan focused on housing stability.
- Under a subgrant of housing stability funds provided by the city of Lexington to Legal Aid of the Bluegrass, KEJC hired its first Housing Outreach Worker.