

Kentucky Equal Justice Center Board

September 24, 2021

Via Zoom

Agenda

11:00 Welcome and Introductions

- Welcome New Board Member
- Recent Highlights
- Approval of Minutes

11:15 Administration and Development

- Financial Report and Development Update through August
- Audit and 990 Update
- Budget Assumptions for 2021
- KHC Housing Stability Funds Update

11:30 Governance and Strategic Planning

- Executive Committee Appointment
- Client Member Vacancy
- Strategic Planning Update and Next Steps
 - Committee Volunteers and Assignments
- Next Meeting Date

11:45 Big Picture: Access to Justice

- Legal Services Funding

12:00 Staff Reports: Discussion of Highlights

12:25 Announcements

12:30 Adjournment

Kentucky Equal Justice Center

Board Minutes

July 15, 2021

Board Members Present: Bob Brown, Rick Clewett, John Rosenberg (Community Members); Robert Johns, Neva-Marie Scott, Amanda Young (Program Directors); Kristin Alexander, Katina Miner, Jacob Taulbee (Staff Reps).

KEJC Staff: Miranda Brown, Ben Carter, Raaziq El-Amin, Leah Engle, Tyler Offerman, Angela Rojas, Rich Seckel.

Guests: Lauren Neal (U of L Law intern).

Welcome and Introductions

As participants gathered on Zoom, Chair Bob Brown called the meeting to order and invited Rich to conduct a roll call. Rich said that KEJC's new Health Law Fellow, Shannon Rempe, had begun working remotely from St. Louis but would move to Lexington within a few weeks.

Rich pointed out a connection between Shannon and past Health Law Fellow Cara Stewart. He said that one of Shannon's references, Prof. Sydney Watson, had co-authored an article with Cara on litigation and advocacy around Medicaid waivers.

John Rosenberg noted that board member Tiffany Pyette had recently had a back injury and so couldn't participate for the time being. He expressed the hope that she would recover soon.

Highlights of Recent Activity

KEJC Director Rich Seckel said there were lots of worthy details coming up in the [staff reports](#), so he would keep his update short. Rich singled out the following highlights:

Town Hall on Infrastructure: Rich said KEJC had hosted a timely Town Hall on the Congressional infrastructure debate on June 15, featuring House Budget Chair Rep. John Yarmuth and three union workers. Rich said the workers talked about how both the "roads and bridges" and "human infrastructure" elements of current proposals would help them.

Maxwell Street case: Rich foreshadowed the Maxwell Street Legal Clinic report, highlighting Allison Hight's work to win approval of a VAWA self-petition. VAWA self-petitions allow survivors to seek lawful permanent residence without having to rely on a family member who abused them.

Shriver Center consumer law article: Rich said that the Shriver Center, the pre-eminent national poverty law center for the legal aid movement, had just published Ben Carter's article "[Race Equity at the Core of Consumer Law](#)." Rich said Ben was scheduled appear soon as a panelist in a Shriver Center webinar on race and consumer law.

Chair Bob Brown commented on the Town Hall, saying that he had found Rep. Yarmuth's commentary on the "deficit myth" intriguing and that he had looked up the book Rep. Yarmuth mentioned, *The Deficit Myth* by Stephanie Kelton. Bob also noted Rep. Yarmuth's recognition of KEJC board member John Rosenberg as an inspiration for his work.

Approval of Minutes

Bob invited a motion on the minutes of the previous board meeting.

Motion: John Rosenberg moved to approve the minutes of the April 20, 2021, board meeting.
Second: Robert Johns
Action: Approved unanimously

Administration and Development: Financial Report Q2 2021

Rich recapped the cover sheet for the financial report through June 30, as follows:

Profit and Loss Budget Overview FY 2021: anticipated a loss of \$175,438 offset primarily by \$170,000 in advance Public Welfare Foundation funds received in 2020.

Profit and Loss through June 30: showed a gain of \$21,228 compared to the expected loss of -\$13,478—a positive variance of \$34,706, that included \$14,498 in Vanguard brokerage account gains.

Balance Sheet as of June 30: showed Total Current Assets of \$720,827, up from \$643,245 on March 31 and up 10.01% from \$655,048 on June 30, 2020.

Income and Expense Charts: 85.77% of spending was payroll. 66.7% of income was from grants.

Rich said his prediction for carryover at the end of the year had not changed. Relying on the budgeted figures for the year, he predicted carryover of \$526,733 into 2022.

Rich said that his tally of unrestricted reserves had declined slightly, from \$241,345 on March 31 to \$196,192 on June 30.

Turning to the Budget vs. Actual printout, Rich said that income was running at 93% of budget and spending at 89.6%, a favorable ratio. He added several comments on the details, noting that:

- income lagged mostly because Interact for Health had not yet contributed its matching share of \$45,000 toward the Health Law Fellowship
- income included a new \$30,000 sub-grant from Community Farm Alliance to help with its campaign to dedicate tobacco settlement funds to the SNAP double dollars program at farmers' markets

Commenting on additional details in the supporting documentation, Rich said that:

- Depreciation of the value of KEJC equipment in 2020 had been added to the books and that KEJC generally replaced equipment after five years, when its value declined to zero.
- Total Current Assets on the balance sheet were holding up—and in fact increasing—despite the fact the KEJC had begun to spend down the \$250,000 two-year Public Welfare Foundation grant it had received in 2020.
- Total reserves would last 7.88 months in the unlikely event that KEJC received no new income, up slightly from the last report, while unrestricted reserves would last 2.10 months, down slightly.

Turning to recent funding raising efforts, Rich said that KEJC had applied for or planned campaigns to raise a total of \$688,700, with \$316,466 approved to date, an approval rate of 33 percent with most of the rest pending rather than turned down.

Rich said the biggest pending item was a request for \$281,178 in Victim of Crime Act funds. He said the figure reflected the full cost of VOCA activities, including the 20% that in prior years would have been required match.

Rich said he had included in the fundraising table an \$80,000 subgrant from Legal Aid of the Bluegrass for housing outreach. Jacob Taulbee said that LABG had signed or was about to sign the agreement with Lexington Fayette Urban County Government for the project. Rich said the subgrant would allow KEJC to add a Housing Outreach Worker to its outreach team.

Bob Brown asked Rich to explain the acronym CLASP in the budget versus actual page. Rich said it stood for Center for Law and Social Policy. He said that CLASP had given KEJC a grant to address public charge through community education and immigration case advice.

Administration and Development: ARPA and KHC Housing Funds

KEJC Senior Counsel Ben Carter recapped the flow of dollars to Kentucky to help forestall an eviction crisis and described ongoing discussions with Kentucky Housing Corporation (KHC) about the role of legal aid programs.

Of the funds coming through KHC, Ben said, \$6 million could be used for housing stability services over a four-year period. He said the funds could be used to support legal aid program efforts to scale up intake and attorney staffing.

Ben said that KEJC's role in the potential housing stability project would be to build systems to reach people before eviction and help them apply for rental assistance. He said KHC would likely fund additional community partners to connect people with aid.

Ben said one idea that came up in discussions with KHC was a housing hotline. Ben said that, after he crunched the numbers, he concluded that the \$6 million pool wouldn't go very far. He said that KHC already had 15 people staffing its hotline and was adding 5 more to meet the need.

Ben said he envisioned KEJC housing stability staff building document-creation apps and otherwise expanding the legal aid toolkit.

John Rosenberg asked whether any funding was available to create low-income housing. Ben said that while the housing stability funds didn't provide for that, other money flowing to localities for pandemic-related relief—including \$380 million coming to Louisville—could be used for multiple purposes including housing development. Ben said Louisville advocates were pressing for a significant portion of the \$380 allocation to be used for housing.

Amanda Young of Kentucky Legal Aid affirmed that statewide assistance through KEJC would be helpful in a statewide housing stability effort, especially with 15-20 new attorneys coming on board. Amanda brought up the idea of a “boot camp” for the cohort of new practitioners. Amanda said it was important to include funds for grant management and subgrant monitoring in the project budget.

Several participants talked about the state of rental assistance and court procedures in their program areas. Ben described the current state of affairs as the “wild west” and expressed the need to put pressure on the courts and the Administrative Office of the Courts to create uniform procedures that would make eviction rare.

Governance and Strategic Planning: Report of the Nominating Committee

Chair Bob Brown reported for the Nominating Committee, which had met July 13. Members present at the committee meeting had included Bob, Neva-Marie Polley Scott, and Kristin Alexander. Bob said that the committee tackled three items:

- Nominations of Community Members willing to continue
- Nomination of a new Community Member to fill an unexpired vacant term
- Nominations of officers

Since Bob was a nominee in two categories, he said he would hand over the discussion to Neva and would turn off his sound until invited back into the meeting. Neva summarized the committee's discussion and offered related motions, as follows.

Motion: Neva-Marie Polley Scott moved to nominate:

- current members Bob Brown, Rick Clewett, and Christopher Frost to new two-year terms on the board
- Dan Wu to fill the Community member slot left vacant with the resignation of Lilia Asnaya, with T. Bruce Simpson as alternate should Dan be unable or unwilling to serve

Second: John Rosenberg

Action: Approved unanimously

Motion: Neva-Marie Polley Scott moved to nominate Bob Brown as Chair, Lisa Gabbard as Treasurer and Raaziq El-Amin as Assistant Treasurer, each for a one-year term.

Second: Robert Johns

Action: Approved unanimously

Bob said that Hailey O’Hair appeared to have moved on, creating a client member vacancy. He said that the Nominating Committee had recommended that Rich send a call for Client Member nominations to board and staff in time for potential action at the September meeting. Rich said he would do so.

Bob also invited additional board members to volunteer for the Nominating Committee.

Meeting Dates for 2021

Rich drew members’ attention to the remaining board dates for the year, set out in the board package as follows:

September 24	Friday	Board Meeting
December 16	Thursday	Annual Meeting

Governance and Strategic Planning: Strategic Plan Update

Bob said he had found the July 8 Strategic Planning Retreat valuable and observed that the energy in the room grew as discussions went on. He invited Rich to report on next steps. Rich said that facilitators Marian and Gene Guinn were compiling input from the retreat and updating the documents that had been circulated before the meeting.

Rich said that three items appeared to have emerged as top priorities for planning and action: back-office building and succession planning; racial justice as a more intentional element of KEJC’s operation and advocacy; and the potential housing project launch discussed earlier.

John Rosenberg recapped the hope he had raised at the retreat that legal services programs would increase their contributions to KEJC, which had stayed at the same level for many years. Chair Bob Brown said he would be in touch with program directors about the idea. John emphasized the need for good technology, space, and back-office support for staff to do good work.

Rick Clewett commented that “I can see this coming together now” and “I think we can bring this home.”

Big Picture: Legal Services Funding

John Rosenberg said visits with Congress members on ABA Days had gone well. Robert Johns noted that President Biden had put \$600 million in his budget for the Legal Services Corporation, up from the current funding of \$425 million.

Tyler Offerman asked whether any of the funding bills in Congress would ease the restrictions on advocacy by LSC-funded programs. Amanda Young said that the House committee had considered lifting LSC restrictions from non-LSC funding that flowed through the programs but ultimately didn't include the provision.

John Rosenberg noted that Gene Vance, Treasurer of Legal Aid of the Bluegrass, was running unopposed to serve next year as Chair of the ABA House of Delegates. John said that Mr. Vance also had joined the Legal Services Corporation Leadership Council, an advisory and advocacy body that included private bar and business representatives.

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](https://www.kyequaljustice.org/board-meetings) on the KEJC Board web page under the July 15 heading at: <https://www.kyequaljustice.org/board-meetings>.

Adjournment

Motion:	John Rosenberg moved to adjourn the meeting.
Second:	Katina Miner
Action:	Approved unanimously

Reported by:

Richard J. Seckel, Director
September 22, 2021



Kentucky Equal Justice Center
201 W. Short Street, Suite 310
Lexington, KY 40507

T: 859-233-3057
F: 859-233-0007

Memorandum

DATE: September 18, 2021
TO: Kentucky Equal Justice Center Board
FROM: Rich Seckel, Director
RE: Financial Report through August 31, 2021

The following financial reports are attached:

Profit and Loss Budget Overview FY 2021: anticipates a loss of \$175,438 offset primarily by \$170,000 in advance Public Welfare Foundation funds.

Profit and Loss through August 31: shows a gain of \$19,171 compared to the expected loss of -\$76,548—a positive variance of \$95,718 that includes \$19,917 in Vanguard brokerage gains.

Balance Sheet as of August 31: shows Total Current Assets of \$719,007, down from \$720,827 on June 30 and up 7.51% from \$668,806 on June 30, 2020.

Income and Expense Charts: 85.77% of spending was payroll. 66.77% of income was from grants.

Carryover Prediction

Total Current Assets December 31, 2020	\$702,171
Minus budgeted loss for the year	-\$175,438
Plus a portion of good news grants	\$60,000
Projected Current Assets December 31, 2021	\$586,733

Unrestricted Funds

Audited	12/31/12	\$24,254
Audited	12/31/15	\$93,513
Audited	12/31/18	\$131,221
Estimated	12/31/20	\$208,885
Estimated	3/31/21	\$241,345
Estimated	6/30/21	\$196,192
Estimated	8/31/21	\$239,188

KEJC Unrestricted Fund Balance

8/31/2021

	Balance
Total Current Assets	719,006.54

Restricted Funds

BGCF Citizenship	8,849.58
Catholic Diocese of Lexington	1,274.12
CLASP Protecting Immigrant Families	10,429.48
Community Farm Alliance	22,723.40
Elhapa Foundation	12,851.07
Fayette County Bar Foundation	804.49
Foundation for a Healthy KY Boots	31,050.73
Health Law Fellowship	19,310.49
Homeless and Housing ERASE	19,226.98
Kentucky Bar Foundation	8,911.81
KCEP Solidarity Giving	31.73
KCEP Safety Net Initiative	7,969.38
KCET Civic Engagement	9,168.12
Louisville Bar Foundation	8,845.64
Mason Fund at Vanguard	144,331.68
MAZON Food Justice	56,117.29
MAZON Rapid Response	4,318.38
Paycheck Protection Program	0.00
Public Welfare Foundation	102,595.00
United Way of the Bluegrass	15,000.00

Total Restricted	483,809.37
Subtotal Unrestricted	235,197.17

Obligated Funds

Client Trust	5,911.00
Client Funds	1,920.00
Undistributed Attorneys Fees	3,991.00

Total Unrestricted	239,188.17
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Kentucky Equal Justice Center

Profit & Loss Budget Overview

January through December 2021

	<u>Jan - Dec 21</u>
Ordinary Income/Expense	
Income	
Grants	577,805.00
In-kind Contributions	20,400.00
Miscellaneous Income	18,000.00
Other Donations	93,600.00
Program Income	180,000.00
Program Services	32,200.00
Total Income	922,005.00
Expense	
Audit	4,815.00
Capital Additions	4,500.00
Case Management	5,815.68
Consultants	18,100.00
Contract Labor	6,880.00
Dues	4,617.50
Equipment Rental	4,782.16
Insurance	7,640.00
Library	2,380.00
Litigation expense	3,840.00
Miscellaneous	1,680.00
Office Supplies	9,960.00
Payroll Expenses	903,064.78
Postage and Delivery	4,860.00
Printing and Reproduction	6,156.00
Professional Fees	300.00
Rent	50,400.00
Repairs	720.00
Task Forces and Meetings	5,040.00
Telephone	15,647.52
Travel	36,424.00
Total Expense	1,097,622.64
Net Ordinary Income	-175,617.64
Other Income/Expense	
Other Income	
Interest Income	180.00
Total Other Income	180.00
Net Other Income	180.00
Net Income	-175,437.64

Kentucky Equal Justice Center
Profit & Loss
January through August 2021

	<u>Jan - Aug 21</u>
Ordinary Income/Expense	
Income	
Grants	471,208.36
In-kind Contributions	5,916.00
Other Donations	57,538.56
Program Income	135,000.00
Program Services	5,115.00
Total Income	<u>674,777.92</u>
Expense	
Case Management	5,580.01
Consultants	12,662.50
Contract Labor	3,200.00
Dues	4,085.35
Equipment Rental	2,527.56
Insurance	7,073.78
Library	13,211.87
Litigation expense	1,353.66
Miscellaneous	260.00
Office Supplies	5,993.39
Payroll Expenses	566,564.15
Postage and Delivery	2,256.21
Printing and Reproduction	3,059.09
Rent	25,916.00
Task Forces and Meetings	1,808.15
Telephone	13,391.04
Travel	6,595.73
Total Expense	<u>675,538.49</u>
Net Ordinary Income	-760.57
Other Income/Expense	
Other Income	
Interest Income	14.63
Other Income	19,916.69
Total Other Income	<u>19,931.32</u>
Net Other Income	19,931.32
Net Income	<u><u>19,170.75</u></u>

Kentucky Equal Justice Center
Profit & Loss Budget vs. Actual
January through August 2021

	Jan - Aug 21	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
Grants				
Catholic Diocese of Lexington	6,566.00	4,000.00	2,566.00	164.15%
CLASP PIF	15,000.00	10,000.00	5,000.00	150.0%
Community Farm Alliance VHK	30,000.00			
Fayette County Bar Foundation	6,000.00	0.00	6,000.00	100.0%
FKKY 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%
HHCK ERASE	20,000.00			
KCET	5,000.00			
Kentucky Bar Foundation	11,000.00	7,600.00	3,400.00	144.74%
Louisville Bar Foundation	10,000.00	7,600.00	2,400.00	131.58%
MAZON Food Justice	65,000.00	69,712.00	-4,712.00	93.24%
Restricted	5,000.00	34,000.00	-29,000.00	14.71%
United Way of the Bluegrass	18,000.00	10,000.00	8,000.00	180.0%
Unrestricted	46,872.00	11,200.00	35,672.00	418.5%
VOCA Justice Cabinet	137,770.36	142,062.00	-4,291.64	96.98%
Total Grants	471,208.36	436,174.00	35,034.36	108.03%
In-kind Contributions	5,916.00	13,600.00	-7,684.00	43.5%
Other Donations	57,538.56	39,400.00	18,138.56	146.04%
Program Income	135,000.00	135,000.00	0.00	100.0%
Program Services	5,115.00	22,816.66	-17,701.66	22.42%
Total Income	674,777.92	646,990.66	27,787.26	104.3%
Expense				
Capital Additions	0.00	3,000.00	-3,000.00	0.0%
Case Management	5,580.01	5,815.68	-235.67	95.95%
Consultants	12,662.50	9,050.00	3,612.50	139.92%
Contract Labor	3,200.00	4,586.66	-1,386.66	69.77%
Dues	4,085.35	3,078.33	1,007.02	132.71%
Equipment Rental	2,527.56	3,188.10	-660.54	79.28%
Insurance	7,073.78	7,640.00	-566.22	92.59%
Library	13,211.87	1,586.66	11,625.21	832.68%
Litigation expense	1,353.66	2,560.00	-1,206.34	52.88%
Miscellaneous	260.00	1,120.00	-860.00	23.21%
Office Supplies	5,993.39	6,640.00	-646.61	90.26%
Payroll Expenses	566,564.15	595,744.48	-29,180.33	95.1%
Postage and Delivery	2,256.21	3,240.00	-983.79	69.64%
Printing and Reproduction	3,059.09	4,104.00	-1,044.91	74.54%
Professional Fees	0.00	150.00	-150.00	0.0%
Rent	25,916.00	33,600.00	-7,684.00	77.13%
Repairs	0.00	480.00	-480.00	0.0%
Task Forces and Meetings	1,808.15	3,360.00	-1,551.85	53.81%
Telephone	13,391.04	10,431.68	2,959.36	128.37%
Travel	6,595.73	24,282.66	-17,686.93	27.16%
Total Expense	675,538.49	723,658.25	-48,119.76	93.35%
Net Ordinary Income	-760.57	-76,667.59	75,907.02	0.99%
Other Income/Expense				
Other Income				
Interest Income	14.63	120.00	-105.37	12.19%
Other Income	19,916.69			
Total Other Income	19,931.32	120.00	19,811.32	16,609.43%
Net Other Income	19,931.32	120.00	19,811.32	16,609.43%
Net Income	19,170.75	-76,547.59	95,718.34	-25.04%

Kentucky Equal Justice Center

Balance Sheet

As of August 31, 2021

	<u>Aug 31, 21</u>
ASSETS	
Current Assets	
Checking/Savings	
Chase Checking	360,053.01
Chase IOLTA	3,900.00
Chase Savings	100,257.76
Vanguard Brokerage	144,331.68
Total Checking/Savings	<u>608,542.45</u>
Accounts Receivable	
Accounts Receivable	110,464.09
Total Accounts Receivable	<u>110,464.09</u>
Total Current Assets	719,006.54
Other Assets	
Accumulated Depreciation - Comp	-53,307.98
Computer and Phone Equipment	60,705.40
Rental Deposit	715.00
Total Other Assets	<u>8,112.42</u>
TOTAL ASSETS	<u><u>727,118.96</u></u>
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	
Accounts Payable	-245.00
Total Accounts Payable	-245.00
Other Current Liabilities	
Client Trust Funds	5,911.00
Direct Deposit Liabilities	172.97
Payroll Liabilities	587.28
Total Other Current Liabilities	<u>6,671.25</u>
Total Current Liabilities	6,426.25
Long Term Liabilities	
Accrued leave	41,681.31
Total Long Term Liabilities	<u>41,681.31</u>
Total Liabilities	48,107.56
Equity	
Opening Bal Equity	52,900.79
Retained Earnings	409,302.50
Temporarily Restricted Net Asse	197,637.36
Net Income	19,170.75
Total Equity	<u>679,011.40</u>
TOTAL LIABILITIES & EQUITY	<u><u>727,118.96</u></u>

Kentucky Equal Justice Center

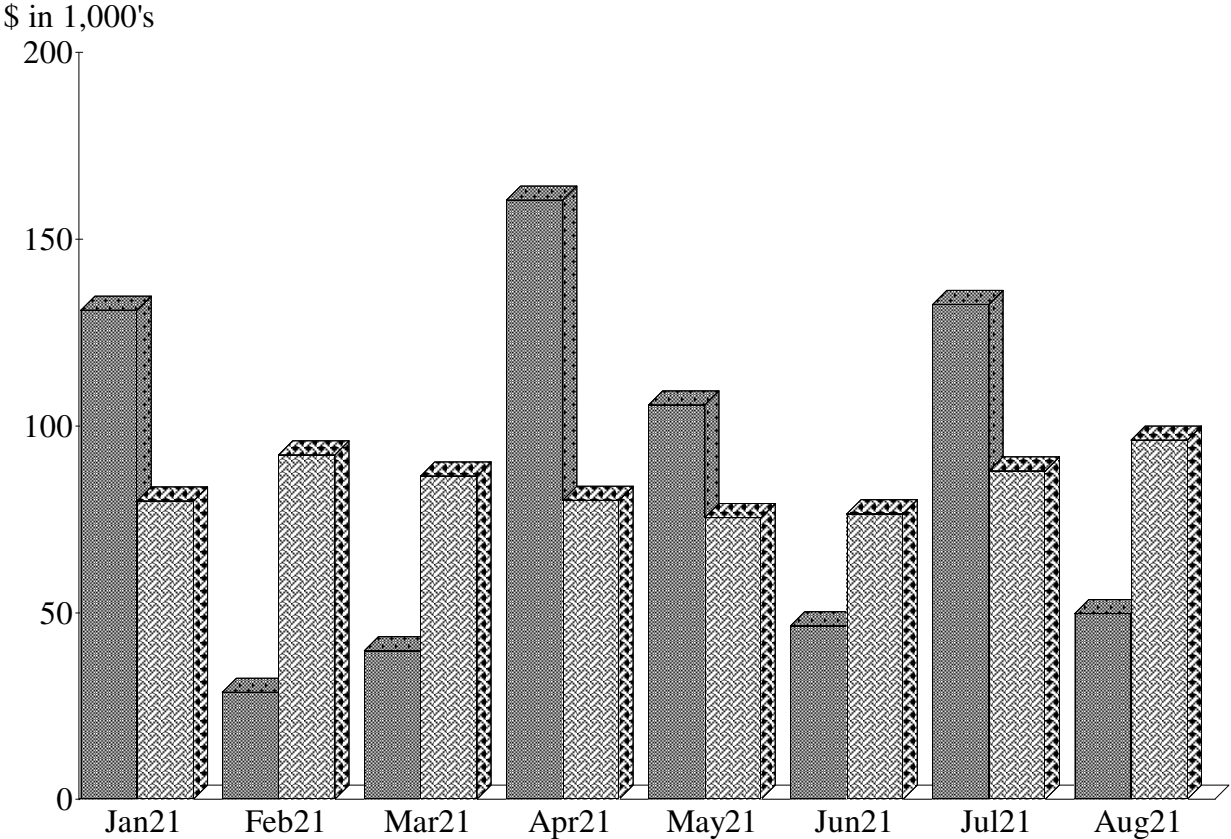
Balance Sheet Prev Year Comparison

As of August 31, 2021

	Aug 31, 21	Aug 31, 20	\$ Change	% Change
ASSETS				
Current Assets				
Checking/Savings				
Chase Checking	360,053.01	429,024.05	-68,971.04	-16.08%
Chase IOLTA	3,900.00	3,620.00	280.00	7.74%
Chase Savings	100,257.76	100,231.55	26.21	0.03%
Vanguard Brokerage	144,331.68	104,765.11	39,566.57	37.77%
Total Checking/Savings	608,542.45	637,640.71	-29,098.26	-4.56%
Accounts Receivable				
Accounts Receivable	110,464.09	31,165.57	79,298.52	254.44%
Total Accounts Receivable	110,464.09	31,165.57	79,298.52	254.44%
Total Current Assets	719,006.54	668,806.28	50,200.26	7.51%
Other Assets				
Accumulated Depreciation - Comp	-53,307.98	-50,781.40	-2,526.58	-4.98%
Computer and Phone Equipment	60,705.40	57,623.63	3,081.77	5.35%
Rental Deposit	715.00	715.00	0.00	0.0%
Total Other Assets	8,112.42	7,557.23	555.19	7.35%
TOTAL ASSETS	727,118.96	676,363.51	50,755.45	7.5%
LIABILITIES & EQUITY				
Liabilities				
Current Liabilities				
Accounts Payable				
Accounts Payable	-245.00	0.00	-245.00	-100.0%
Total Accounts Payable	-245.00	0.00	-245.00	-100.0%
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	587.28	987.09	-399.81	-40.5%
Total Other Current Liabilities	6,671.25	7,071.06	-399.81	-5.65%
Total Current Liabilities	6,426.25	7,071.06	-644.81	-9.12%
Long Term Liabilities				
Accrued leave	41,681.31	38,591.90	3,089.41	8.01%
Total Long Term Liabilities	41,681.31	38,591.90	3,089.41	8.01%
Total Liabilities	48,107.56	45,662.96	2,444.60	5.35%
Equity				
Opening Bal Equity	52,900.79	52,900.79	0.00	0.0%
Retained Earnings	409,302.50	71,139.92	338,162.58	475.35%
Temporarily Restricted Net Asse	197,637.36	197,637.36	0.00	0.0%
Net Income	19,170.75	309,022.48	-289,851.73	-93.8%
Total Equity	679,011.40	630,700.55	48,310.85	7.66%
TOTAL LIABILITIES & EQUITY	727,118.96	676,363.51	50,755.45	7.5%

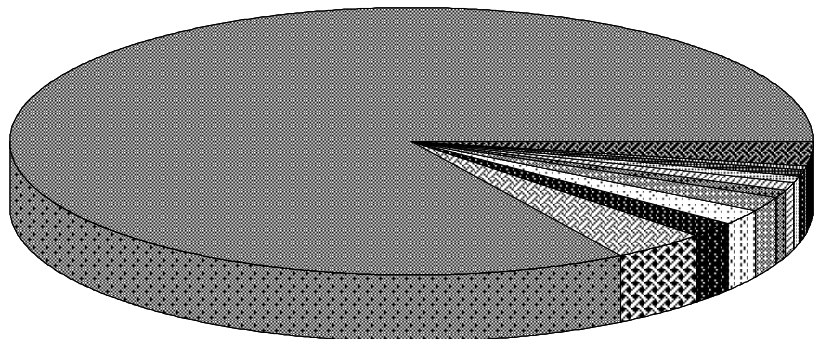
Income and Expense by Month January through August 2021

Income
Expense



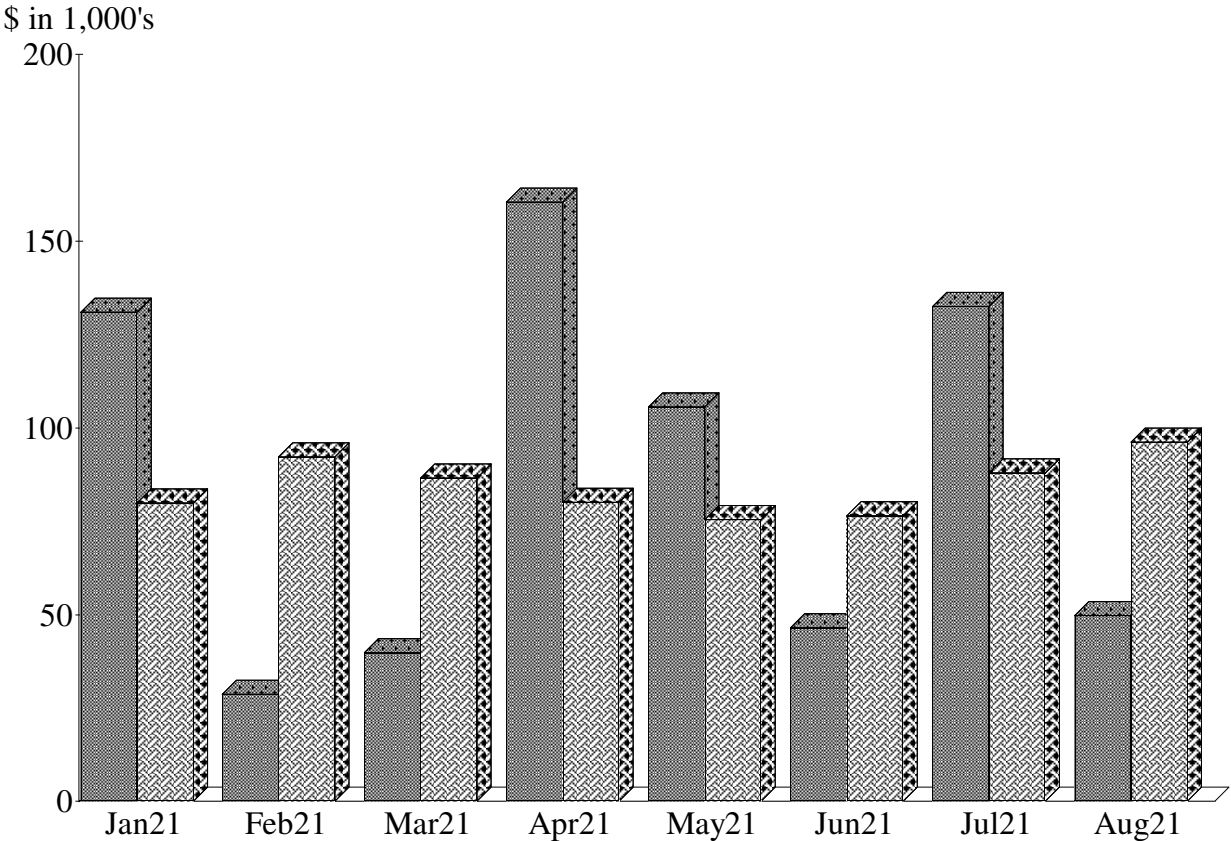
Expense Summary January through August 2021

Payroll Expenses	83.87%
Rent	3.84
Telephone	1.98
Library	1.96
Consultants	1.87
Insurance	1.05
Travel	0.98
Office Supplies	0.89
Case Management	0.83
Dues	0.60
Other	2.14
Total	\$675,538.49



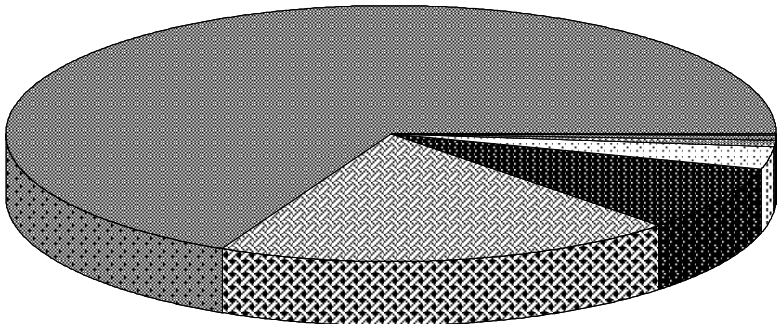
By Account

Income and Expense by Month January through August 2021



Income Summary January through August 2021

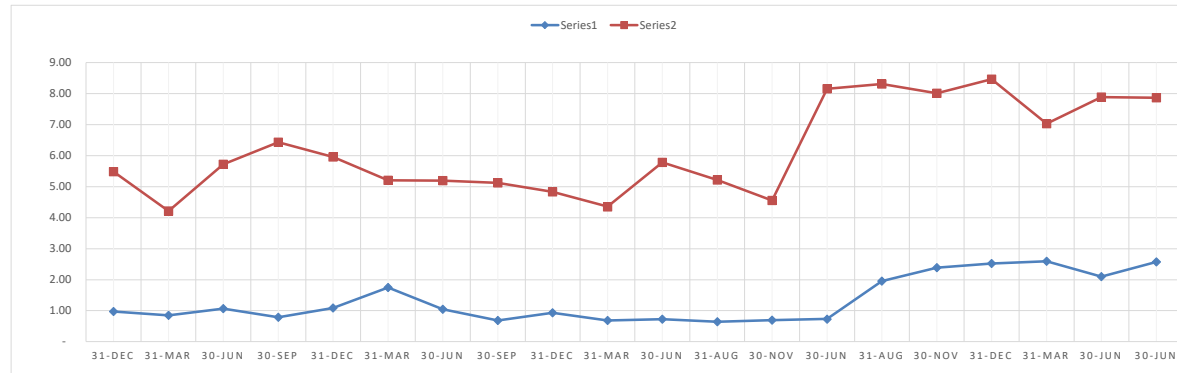
Grants	67.83%
Program Income	19.43
Other Donations	8.28
Other Income	2.87
In-kind Contributions	0.85
Program Services	0.74
Interest Income	0.01
Total	\$694,709.24



By Account

Restricted and Unrestricted

	2016				2017				2018				2019				2020				2021			
	31-Mar	30-Jun	30-Nov	31-Dec	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	30-Jun	
Monthly Total Budget	56,807	56,807	56,807	56,807	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	
Unrestricted Assets	68,665	61,201	46,944	55,565	45,384	56,524	42,052	61,278	105,346	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	
Total Current Assets	361,976	284,755	274,084	311,418	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	
Percent Unrestricted	18.97%	21.49%	17.13%	17.84%	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%	
Months of Unrestricted	1.21	1.08	0.83	0.98	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	
Months of Total	6.37	5.01	4.82	5.48	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	



KEJC Recent Fundraising Effort

2020

Source	For	Status	Requested	Awarded	% Awarded
Bluegrass Community Foundation	Immigration	Awarded	15,000	15,000	100%
Catholic Diocese of Lexington	Immigration	Awarded	8,630	8,630	100%
Center for Responsible Lending	Consumer	Awarded	-	7,500	100%
Community Farm Alliance Double Dollars	Public Benefits	Awarded	25,000	25,000	100%
Elhapa Foundation	General Support	Awarded	-	30,000	100%
Fayette County Bar Foundation	Immigration	Awarded	7,695	5,000	65%
Foundation for a Healthy Kentucky Boots	Health Outreach	Awarded	50,000	50,000	100%
Good Giving Challenge	General Support	Completed	35,000	50,827	145%
Health Law Fellowship Healthy Kentucky	Health Advocacy	Awarded	45,000	45,000	100%
Health Law Fellowship Interact	Health Fellowship	Awarded	45,000	45,000	100%
HHCK Housing Response	Housing	Awarded	7,500	3,000	40%
Holiday Donations 12/1 to 1/31	General Support	Completed	15,000	64,325	429%
Kentucky Bar Foundation	Immigration	Denied	12,110	-	0%
KCEP Safety Net Initiative	Public Benefits	Awarded	50,000	50,000	100%
Kentucky Civic Engagement Table	Communications	Awarded	8,120	8,120	100%
Kentucky Gives Day	General Support	Completed	3,000	4,221	141%
MAZON Emerging Advocacy	Hunger Advocacy	Awarded	64,712	69,712	108%
MAZON Rapid Response	Public Benefits	Awarded	7,100	7,100	100%
Paycheck Protection Program	Payroll and Rent	Loaned	142,452	142,452	100%
Protecting Immigration Families	Public Charge	Awarded	15,000	15,000	100%
Public Welfare Foundation	Worker's Rights	Awarded	250,000	250,000	100%
United Way of the Bluegrass	Immigration	Awarded	12,960	12,960	100%
VOCA 2020-2021	Immigration	Awarded	213,095	213,095	100%
Total 2020			\$1,032,374	\$1,121,942	109%
2011-2020			\$5,263,907	\$5,009,437	95%

KEJC Recent Fundraising Effort

2021

Source	For	Status	Requested	Awarded	% Awarded
Catholic Diocese of Lexington	Immigration	Awarded	9,120	9,000	99%
Community Farm Alliance VHK	Food Justice	Subgranted	30,000	30,000	100%
Fayette County Bar Foundation	Immigration	Pending	7,933		0%
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%
Health Law Fellowship Healthy Kentucky	Health Advocacy	Awarded	45,000	45,000	100%
Health Law Fellowship Interact for Health	Health Fellowship	Pre-approved	45,000	65,000	144%
Homeless and Housing ERASE	Housing Outreach	Sub-granted	20,000	20,000	100%
Kentucky Bar Foundation	Immigration	Awarded	11,730	11,000	94%
Kentucky Civic Engagement Table	Communications	Awarded	6,520	5,000	77%
Kentucky Gives Day	General Support	Completed	3,600	2,466	68%
LABG Housing Outreach Subgrant	Housing	Hiring	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%
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 2020			\$717,633	\$611,780	85%

Coming Up

Kentucky Housing Corporation	Housing	Discussions	500,000		0%
Good Giving Challenge	General Support	Planning	40,000		0%
The Workers' Lab	Workers Rights	Invited	150,000		0%
Total			\$690,000		\$0

KEJC Proposed Budget Assumptions for 2022

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 (\$80,000+).
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. AmeriCorps VISTA position will be considered optional.
7. The proposed budget will include goals for fundraising and reserves.
8. To the extent possible, grant proposals will include funding for communications, development, and administration, with a goal of better funding back-office operations.
9. 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
10. 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.
11. 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.
12. The director may offer alternative budgets for consideration or a budget contingency plan to include potential mid-year adjustments.
13. The budget presentation will 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

Strategic Plan

ADOPTED:

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** and 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
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Completion Date: July 2022 plus annual cycle of activity
Success measured by: Organizational-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.



Strategy Test

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 injustice?*
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 LSP's?*

Kentucky Equal Justice Center

Board Meeting Dates

Proposed Schedule 2021

- | | | |
|----------------|----------|----------------|
| • April 9 | Friday | Board Meeting |
| • July 15 | Thursday | Board Meeting |
| • September 24 | Friday | Board Meeting |
| • December 16 | Thursday | Annual Meeting |

Kentucky Equal Justice Center

September 24, 2021

Staff Report Highlights

Health Justice & Advocacy – Shannon Rempe

- **Universal Masking in Schools**
 - Shannon wrote a [letter](#) to Kentucky legislators to support universal masking requirements in Kentucky schools.
 - The General Assembly has since banned mask mandates on the state level until June 1, 2023, leaving it up to local school districts to decide.
 - As of September 17, 165 out of Kentucky's 171 public school districts have announced they will require masks.
 - Shannon plans to update her letter to target the counties that announced masks will be optional: Hickman, Gallatin, Mercer, Clinton, Science Hill (ironic), and Burgin.
- **Impact Litigation: UK Healthcare Debt Collection**
 - Shannon contacted all the named Plaintiffs and completed opposing counsel's requests for interrogatories and production.
 - Shannon has taken the lead on compiling deposition preparation memos for each named Plaintiff.
- **Families USA Health Equity Academy Fellow:** Shannon was accepted into the 2021 Academy class, centered on building and training a corps of health equity advocates to ensure the needs and priorities of communities are included in policymaking efforts.
 - This year the Academy zeroed in on two aspects of health care where community voices are especially needed: Maternal and Child Health and Immigrant Health.
- **Maternal Health Blog:** Through the training and resources Shannon gained from the Academy, she feels well-equipped to research and write a blog focused on the state of maternal health in Kentucky. The blog is in the preliminary stages. It should be out by October.
- **Plans for a Maternal Health Coalition:** Following the blog, Shannon wants to partner with advocates and build out a maternal health coalition in Kentucky to help drive impactful policies through the legislature. She discussed strategies for doing this with other advocates at the Academy and plans to speak with members of ThriveKY.
- **Long-term goal:** Look into creating a more intimate partnership with Maxwell Street Legal Clinic to build out advocacy and policy efforts centered on immigrant health and access to public benefits.

Resource Organizer — Raaziq El-Amin

- **Donor Management System:** Raaziq has been working with the conversion team at Bloomerang to transition to our new donor management system. The process has involved compiling donation data and scouting out and reporting errors. Raaziq has begun using the system for various tasks and he is quite impressed!
- **Workers' Lab Innovation Fund:** Raaziq worked closely with the Workers' Rights team to submit application materials for the semi-finalist stage of The Workers' Lab Innovation Fund grant. His role involved uploading materials, [including a short video](#).
 - Using a script created by McKenzie, the team recorded their pitch, and Raaziq edited and refined the [video](#) to better capture the story of our new wage claim app. The video will be repurposed for other audiences.
- **Give for Good Louisville:** For the first time, KEJC participated in Give for Good Louisville. This one-day giving day connected us with around 20 new donors. A total of 46 donors gave a combined \$3,704. Thank you so much to those who supported us that day and who support us year-round! We're already looking forward to joining again next year.

Impact Litigation and Advocacy — Ben Carter

- **Litigation updates:** The Governor and City of Morehead both filed Motions to Dismiss the lawsuits KEJC filed challenging, respectively:
 - **Voting rights:** the constitutionality of the Governor's decision not to tell 891 Kentuckians that their applications to have their voting rights restored have been denied; and
 - **North Fork:** the legality of an ordinance the City of Morehead passed that led to the displacement of the residents of North Fork Mobile Home Park.

The motions are fully briefed. The North Fork case is ripe for a decision and oral argument on the voting rights challenge will happen soon. Key documents:

 - [Response to Motion to Dismiss in North Fork Litigation](#)
 - [Response to Motion to Dismiss in Voting Rights Litigation](#)
- **Masks in school:** Worked with KY 120-AFT (teacher's union) to [track the decisions of 171 school districts](#) regarding masking indoors and on transportation. More than 1,200 Kentuckians used the [Action Network campaign we created](#) to write their legislators to encourage them to adopt a statewide mask requirement.
- **Eviction:** Modified [KyRenterHelp.org](#) to help Kentuckians who rent their homes find the information they need based on their county of residence to find legal assistance and apply for rental assistance programs.

Outreach — Miranda Brown

- **Direct Service**

- **Enrollment Assistance:** Miranda helped 8 new individuals and families with health coverage in addition to previous clients.
- **Lexington Wage Claim Clinic:** We resumed in-person monthly wage claim clinics in July! We've since assisted 6 new wage claimants and 4 previous claimants with ongoing claims demanding over \$24,000.

- **Advocacy Feedback Loop**

- **Consumer Rights and Client Needs Technical Advisory Committee (TAC):** Temporary Presumptive Eligibility (PE) Medicaid coverage ended for many members on June 30th. As a member of the TAC, Miranda recommended that:
 - **Notice:** DMS notify consumers, kynectors, and providers that Emergency Time Limited Medicaid (ETLM) is another program still available for uninsured, low-income patients experiencing an emergency;
 - **Time Limit:** DMS allow a PE Medicaid application to satisfy the time limit requirement of applying for ETLM within three months of the emergency.

DMS also let us know that they are interested in helping disseminate the ETLM brochure that we drafted!

- **Health Justice Advocates Network and kynect 2.0:** Miranda recruited immigrant and Latinx organization representatives to participate in this network, including Eva Morales of La Casita Center and Farhan Abdi of Somali Community of Louisville, Inc. We've had several meetings and kynect 2.0 focus group discussions.
 - **Improving kynect:** We urged improvements to new kynect State Based Marketplace advertising, including clear messaging around the specific programs that people can apply for on kynect and the different methods applicants can use, from kynect.ky.gov to the Call Center to finding a kynector.
 - **No wrong door:** We suggested website design changes, most importantly the option for site users to apply for any and all types of health coverage they could be eligible for, be it Medicaid or a Qualified Health Plan, with or without financial assistance. We believe this "no wrong door" function was critical to the success of the first kynect.
- **Networking, Outreach and Communications:** We did 7 outreach events, distributing information to 54 people at the BCTC and JCTC Latinx Leadership and College Experience Camps, Mexican Mobile Consulate visit in Lexington, and the Backside Learning Center's Back-to-School event. Miranda met with KRM's Health Services Coordinator to discuss the benefits and challenges of training a KRM staff person as a kynector. Also:

- **Workers' Rights Task Force:** We organized a meeting with representatives from the National Employment Law Project and U.S. Department of Labor Wage and Hour Division. Fifty-five legal aid staff, labor representatives, and other partners in Kentucky and across the South attended for updates on national policies and enforcement priorities and lively discussion on Kentucky UI issues.
- **Wage Claim App:** UK student Payton Sinkbeil is helping us polish our new KYWageTheft.org wage claim app! Check out the graphic she created!

WAS YOUR PAYCHECK STOLEN?

Get help at KYWageTheft.org

Write a demand letter to claim owed wages — all from your smartphone!

K = J C

Haga clic aquí para español

Wage theft is when an employer has not paid an employee for work performed within the statutory time requirement. In Kentucky your employer must pay you within 14 days of your work.

Wage theft is very prevalent—in the U.S., employers steal over \$15 billion each year from their own workers. ([according to the EPI](#))

You can claim your wages by sending your employer a demand letter, filing a complaint with the U.S. Department of Labor or state Labor Cabinet, or taking legal action.

This letter generator is not intended as a substitute for legal advice. This app is a self-help resource.

Using this app does not create an attorney-client relationship. By pressing "continue" you acknowledge this disclaimer.

Continue

Food Justice — Tyler Offerman

- **Kentucky Food Action Network:** We continue to work with the KY Center for Economic Policy, Community Farm Alliance, and Feeding KY to support the Kentucky Food Action Network. KFAN recently elected a Steering Committee made up of a majority of directly impacted people. Upcoming priorities include providing leadership development to the Steering Committee, coming up with lobby plans for the General Assembly, and ongoing Network support.
- **Double Dollars:** Our partnership with the Community Farm Alliance around getting a Healthy Food and Farm Fund to provide state funding to the KY Double Dollars (KDD) Farmers Market Nutrition Program (FMNP) allocated through Master Settlement Fund is ramping up. We have had several meetings with legislators to identify a sponsor and get the policy on policy an interim joint committee meeting agenda for the Agriculture Committee and/or the Health and Welfare Committee.

Maxwell Street Legal Clinic — Leah Engle

- **VOCA Legal Assistant:** We're excited that Gaby Dawson will be joining us full-time as our VOCA legal assistant starting October 1. Gaby has been a part-time legal assistant with Maxwell Street since November 2018. A native of Venezuela and a long-time Lexingtonian, Gaby is a Certified Medical Interpreter with many years of legal and medical office experience. We are thrilled that she is going to be with us full-time!
- **Citizenship Granted!** Allison won her first naturalization appeal! After the client's disability waiver was denied twice and her naturalization case was denied, Allison appealed the decision and won. One of the requirements for citizenship is being able to read, write, and speak basic English. There are some exemptions for people who have been lawful permanent residents for a long time, but otherwise, applicants must receive certification from a qualified doctor or therapist that they have a physical or developmental disability that prevents them from learning English.

Allison worked with the client's doctor on the disability waiver so that it complied with USCIS requirements. In both interviews, the USCIS officer denied the disability waiver for reasons violating USCIS' own policy and required the client to take the test in English. In the second interview, USCIS compounded this mistake by refusing to call Allison, who was ready to represent her client telephonically. Allison filed the appeal with a detailed brief and represented her client at the hearing. When she won, the client's disability waiver was granted, and the client was able to do her interview in her native language. She passed and became a citizen that day!

- **Outreach:** Our VOCA team has been busy with outreach since our last board meeting.
 - **School staff:** We've concentrated on connecting with schools recently. Michelle and Allison conducted a training for Fayette County school staff on August 26, reviewing immigration remedies for crime victims. Angela and Michelle will be presenting at

Bryan Station High School for parents on September 27. We're excited to connect with schools because we've received a number of referrals from schools recently—often right after a student who might have been eligible for Special Immigrant Juvenile Status has turned 18. Because of these cases, we've started reaching out to schools, so that we can try and schedule trainings for guidance counselors and staff. If we can get these kids in our office before they turn 18, there are more options available to them.

- **Victims Assistance Academy:** Leah and Allison presented with Emily Jones of KRM at the Kentucky Victims Assistance Academy. We covered immigration remedies for crime victims for victim advocates and other service providers around the state. This is the second time we have presented at KVAA. Our presentations were well received.