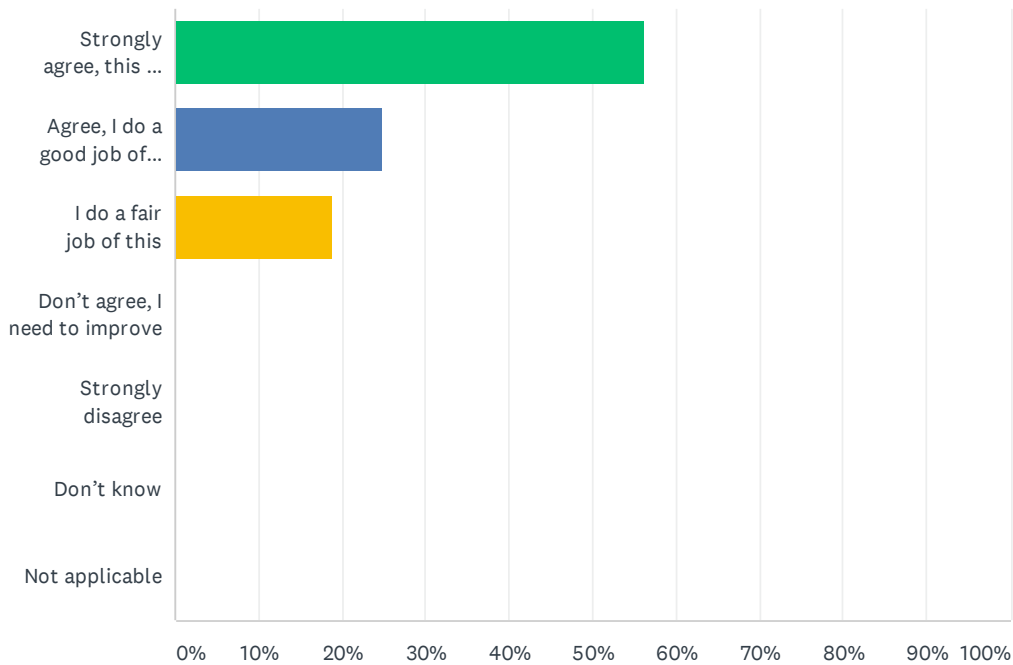


ENDOWMENT FOR EQUAL JUSTICE SELF AND MUTUAL EVALUATION BY BOARD 2019
PERFORMANCE PERIOD

Q1 I understand and am committed to the Endowment’s mission.

Answered: 16 Skipped: 0

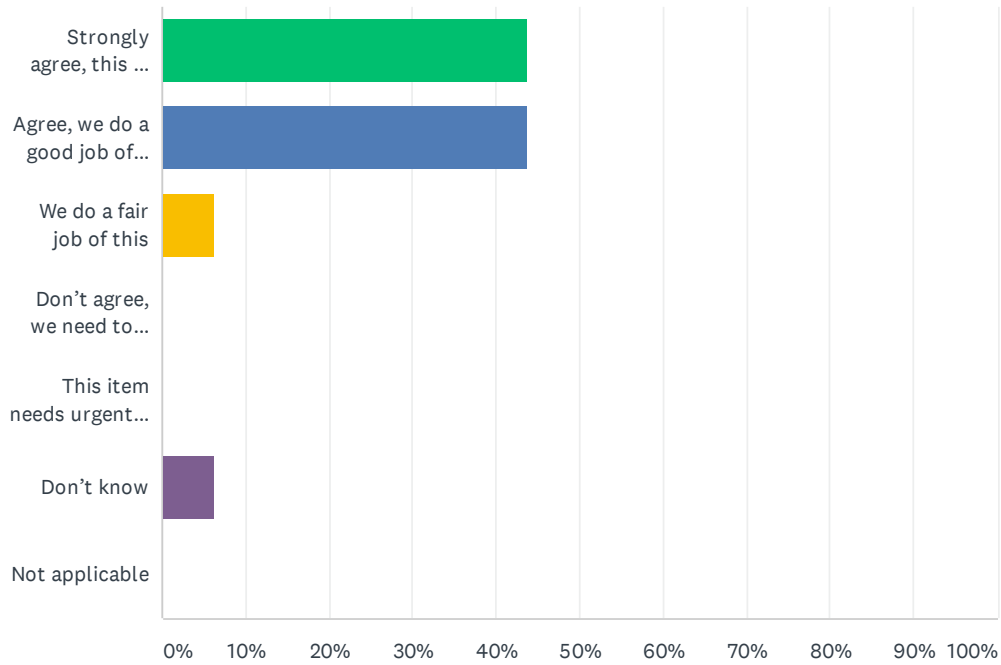


ANSWER CHOICES	RESPONSES
Strongly agree, this is a strength of mine	56.25% 9
Agree, I do a good job of this	25.00% 4
I do a fair job of this	18.75% 3
Don't agree, I need to improve	0.00% 0
Strongly disagree	0.00% 0
Don't know	0.00% 0
Not applicable	0.00% 0
TOTAL	16

#	COMMENTS	DATE
1	I am coming up to speed as a new board member. A lot to learn.	1/11/2020 3:01 PM
2	Of the 4 non-profits in which I'm a board member this is the most important. Clallam Jefferson Pro Bono Lawyers is a close 2nd.	12/20/2019 3:53 PM
3	Actually I strongly agree with the mission but recognize I have not been doing the job I should. No category for that. Will seek to reengage soon.	12/3/2019 3:17 PM

Q2 Board members are involved effectively in decision-making.

Answered: 16 Skipped: 0

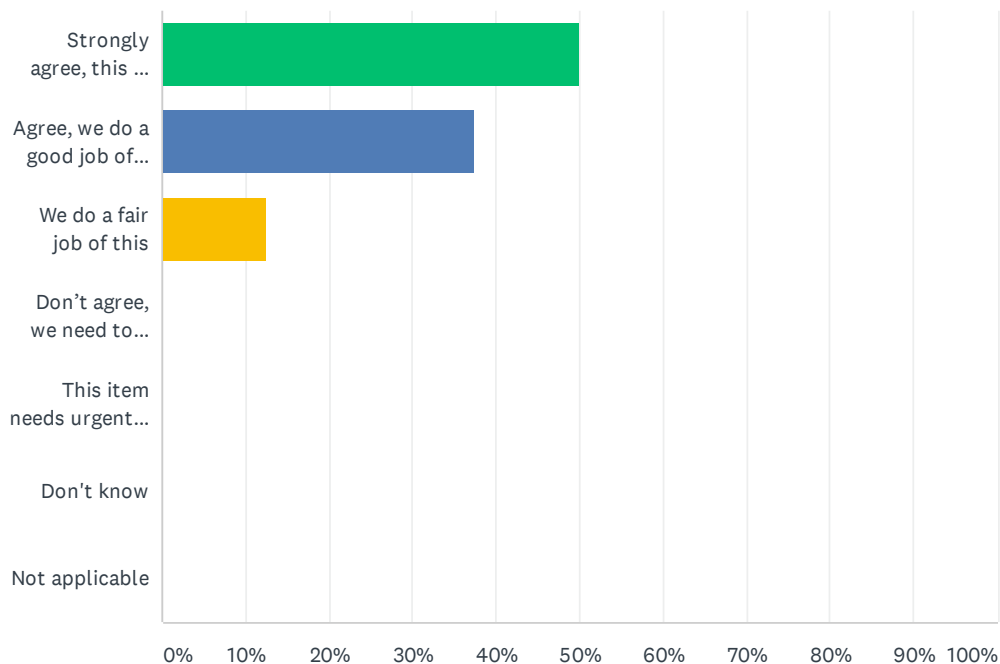


ANSWER CHOICES	RESPONSES	
Strongly agree, this is a strength of ours	43.75%	7
Agree, we do a good job of this	43.75%	7
We do a fair job of this	6.25%	1
Don't agree, we need to improve	0.00%	0
This item needs urgent attention	0.00%	0
Don't know	6.25%	1
Not applicable	0.00%	0
TOTAL		16

#	COMMENTS	DATE
1	I'm still very new to this Board, so I think it would be presumptuous to say I knew.	12/3/2019 11:53 AM

Q3 Board meetings are well planned, organized, and conducted, and make good use of Board members' time.

Answered: 16 Skipped: 0

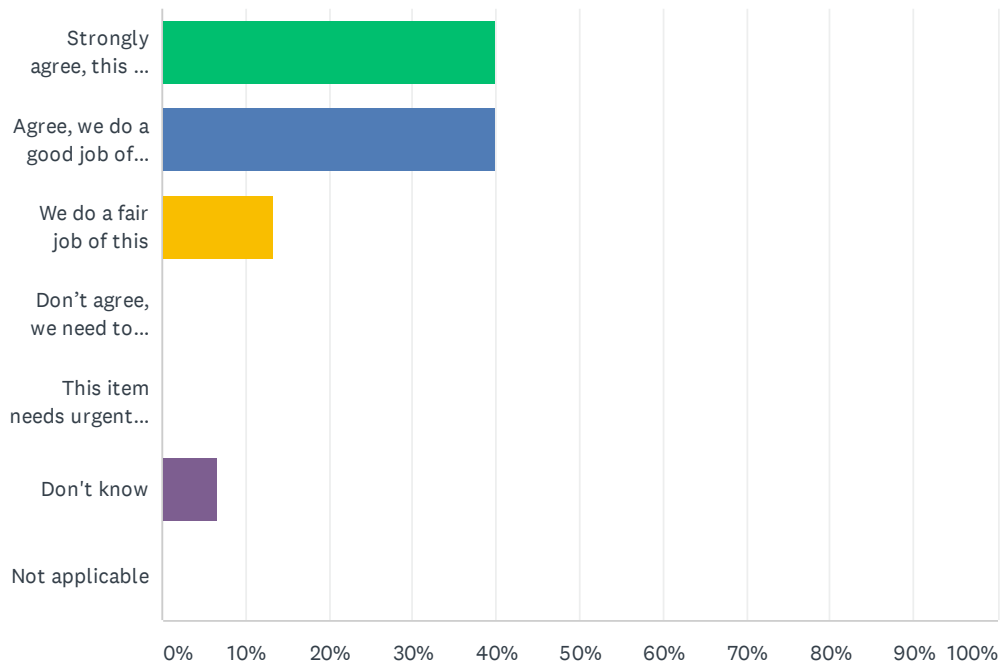


ANSWER CHOICES	RESPONSES	
Strongly agree, this is a strength of ours	50.00%	8
Agree, we do a good job of this	37.50%	6
We do a fair job of this	12.50%	2
Don't agree, we need to improve	0.00%	0
This item needs urgent attention	0.00%	0
Don't know	0.00%	0
Not applicable	0.00%	0
TOTAL		16

#	COMMENTS	DATE
1	I didn't want to take up time at Wednesday's Board meeting but I'd sure like to see what it would cost to Skype/Video conference board meetings. I notice a number of us teleconference in but sound quality can be poor; some physically present aren't always mindful of those phoning in and keeping their voices elevated or audible. I've actually used video conferencing for a couple of mediations where counsel were present in Alaska and Denver and it worked out pretty well. In those instances American Arbitration Association was the provider of the service.	12/20/2019 3:53 PM
2	Our meetings go longer than planned and that is often problematic as I plan for the time allotted and often have to get to another commitment.	12/4/2019 9:03 AM

Q4 Differences of opinion are voiced, considered, and respected within the Board.

Answered: 15 Skipped: 1

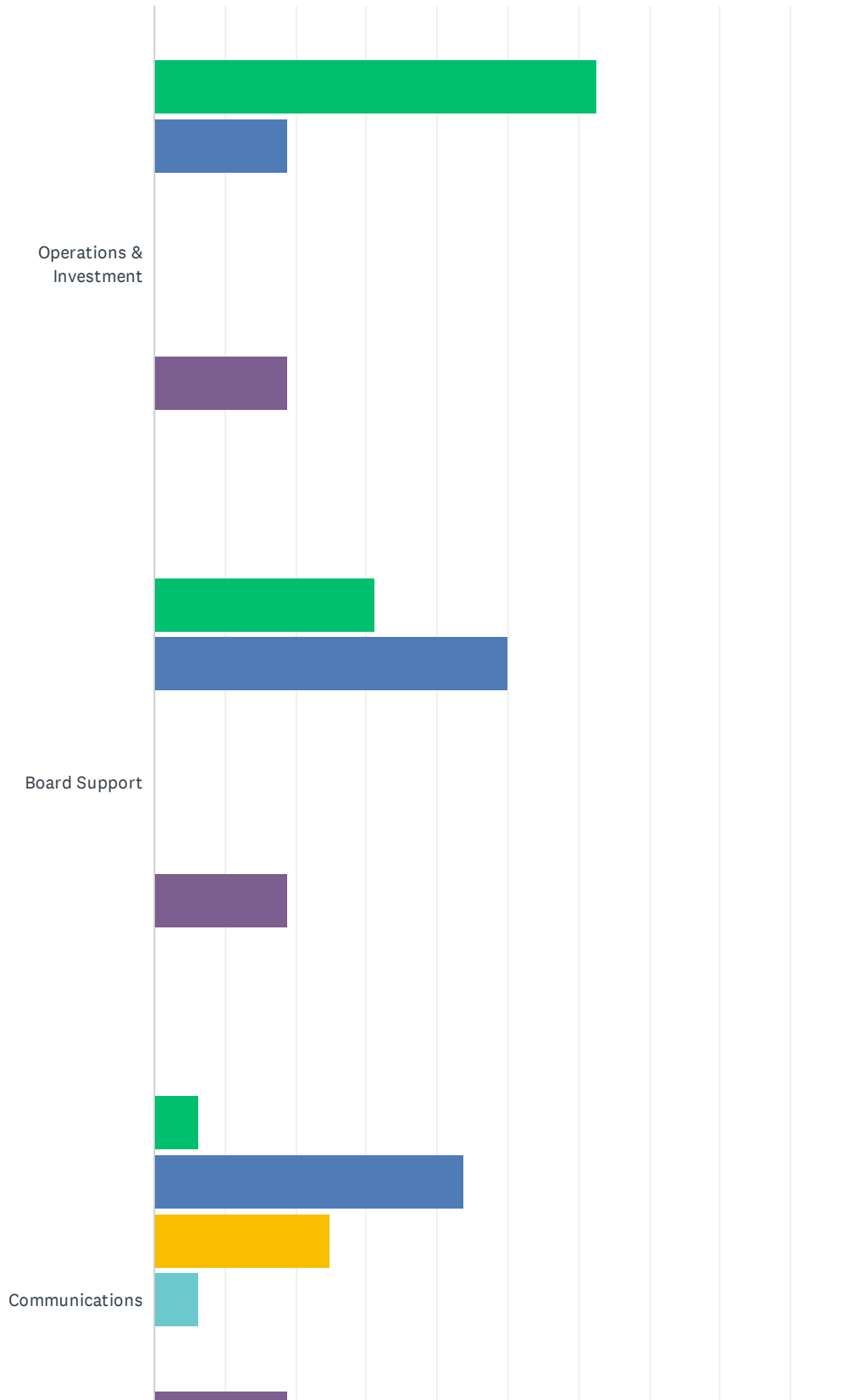


ANSWER CHOICES	RESPONSES	
Strongly agree, this is a strength of ours	40.00%	6
Agree, we do a good job of this	40.00%	6
We do a fair job of this	13.33%	2
Don't agree, we need to improve	0.00%	0
This item needs urgent attention	0.00%	0
Don't know	6.67%	1
Not applicable	0.00%	0
TOTAL		15

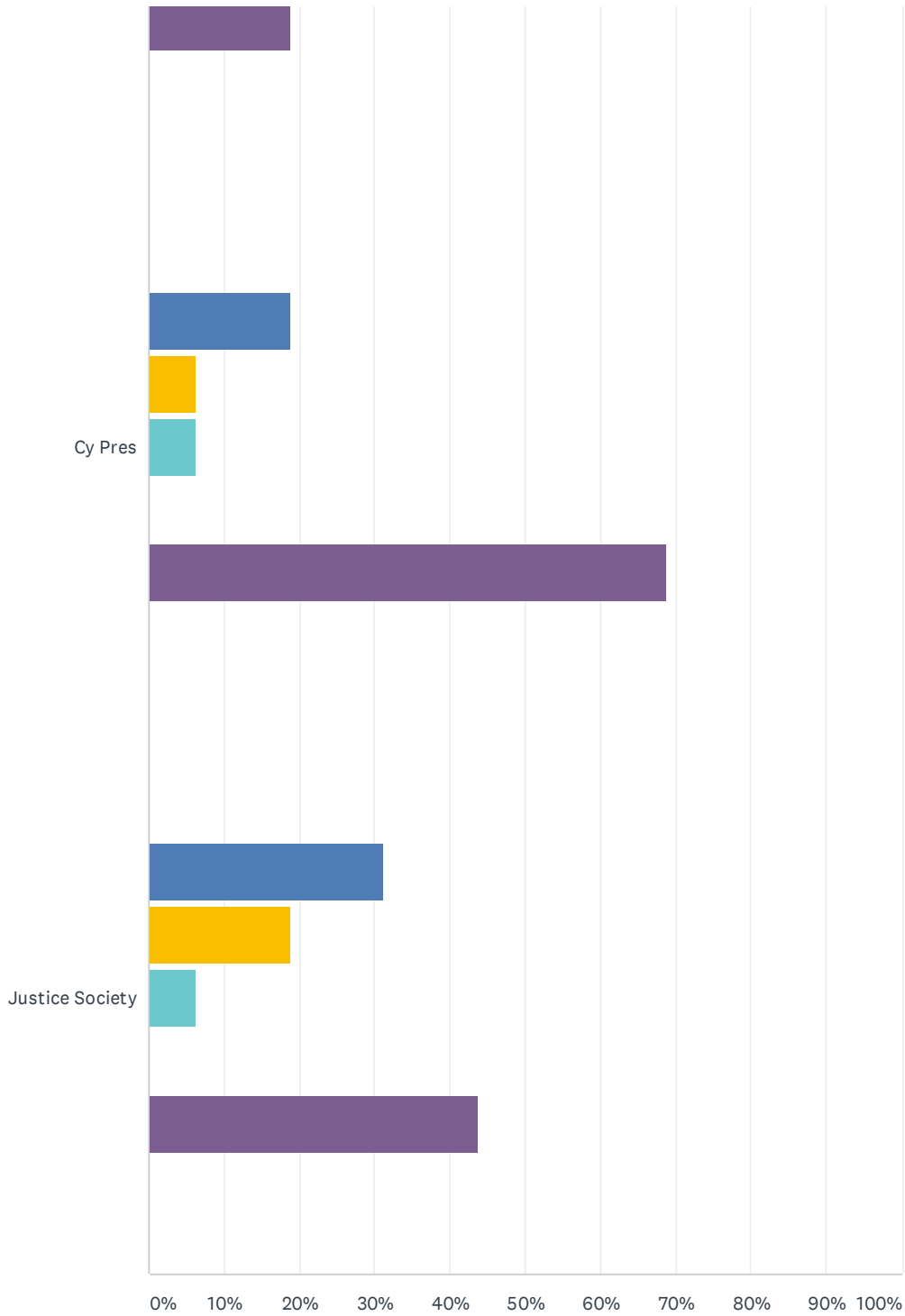
#	COMMENTS	DATE
1	I think we are a fairly homogeneous group so maybe we don't have any significant differences. But I worry that people who don't talk may have different thoughts but aren't expressing those thoughts.	12/4/2019 9:03 AM
2	I'm very new to the Board. I've definitely heard vigorous discussions, which is good.	12/3/2019 11:53 AM

Q5 The Board's committees have clear charters and goals and are effective in accomplishing their objectives:

Answered: 16 Skipped: 0



ENDOWMENT FOR EQUAL JUSTICE SELF AND MUTUAL EVALUATION BY BOARD 2019
PERFORMANCE PERIOD



- Strongly agree, this is a strength of ours
- Agree, we do a good job of this
- We do a fair job of this
- Don't agree, we need to improve
- This item needs urgent attention
- Don't know
- Not applicable

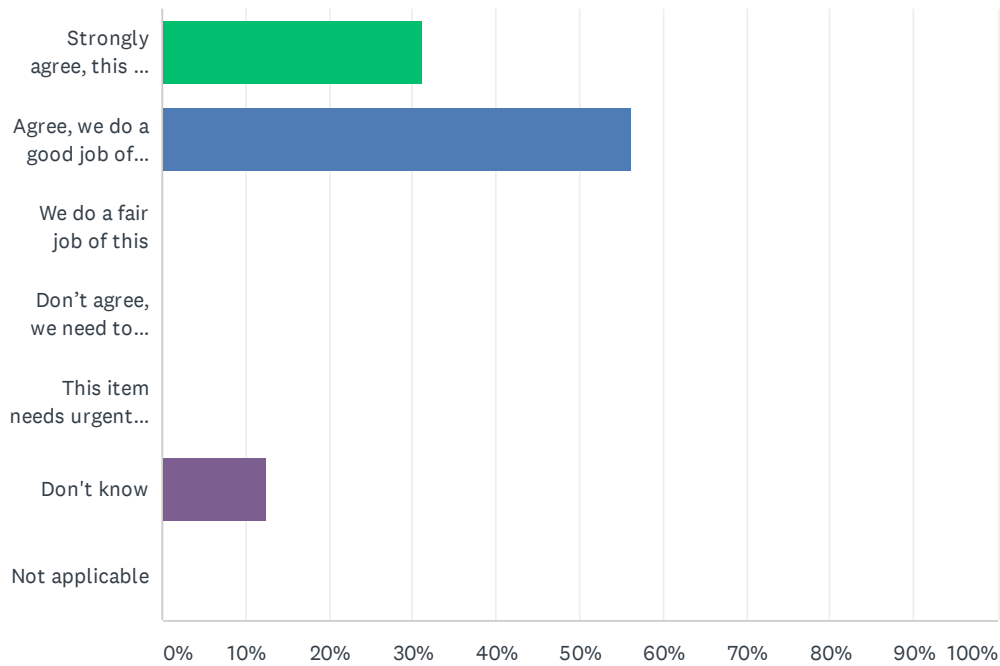
**ENDOWMENT FOR EQUAL JUSTICE SELF AND MUTUAL EVALUATION BY BOARD 2019
PERFORMANCE PERIOD**

	STRONGLY AGREE, THIS IS A STRENGTH OF OURS	AGREE, WE DO A GOOD JOB OF THIS	WE DO A FAIR JOB OF THIS	DON'T AGREE, WE NEED TO IMPROVE	THIS ITEM NEEDS URGENT ATTENTION	DON'T KNOW	NOT APPLICABLE	TOTAL	WEIGHTED AVERAGE
Operations & Investment	62.50% 10	18.75% 3	0.00% 0	0.00% 0	0.00% 0	18.75% 3	0.00% 0	16	2.1
Board Support	31.25% 5	50.00% 8	0.00% 0	0.00% 0	0.00% 0	18.75% 3	0.00% 0	16	2.4
Communications	6.25% 1	43.75% 7	25.00% 4	6.25% 1	0.00% 0	18.75% 3	0.00% 0	16	3.0
Cy Pres	0.00% 0	18.75% 3	6.25% 1	6.25% 1	0.00% 0	68.75% 11	0.00% 0	16	4.9
Justice Society	0.00% 0	31.25% 5	18.75% 3	6.25% 1	0.00% 0	43.75% 7	0.00% 0	16	4.0

#	COMMENTS	DATE
1	I have not explored the Cy Pres or Justice Society goals and objectives sufficiently to be able to rate.	12/18/2019 11:09 AM
2	With respect to Cy Pres, I only check "Don't Know" because I am hard pressed to assess their effectiveness given how random receipt of a cy pres award can be. If the test for effectiveness is not dollars received but awareness raised, I am not part of the target audience or among members of the target audience to make any informed judgment as to how well the committee is performing. As for the Communications committee, I have rated effectiveness "fair" in large measure because we, as a board, continue to wrestle with various forms of "what is the Endowment" and "what is our optimal place/role in the Equal Justice ecosystem." As a result, I think this continues to impede the Communications Committee's ability to lay out a clear strategy and set of deliverables around things as fundamental as telling the Endowment's story in a clear and compelling fashion that eliminates the continuing confusion within targeted donor audiences.	12/17/2019 4:19 PM
3	Donor Recognition should have been listed and has been effective.	12/8/2019 8:57 AM
4	Too new to know.	12/3/2019 11:53 AM

Q6 The committee structure as a whole supports the Endowment's priorities.

Answered: 16 Skipped: 0

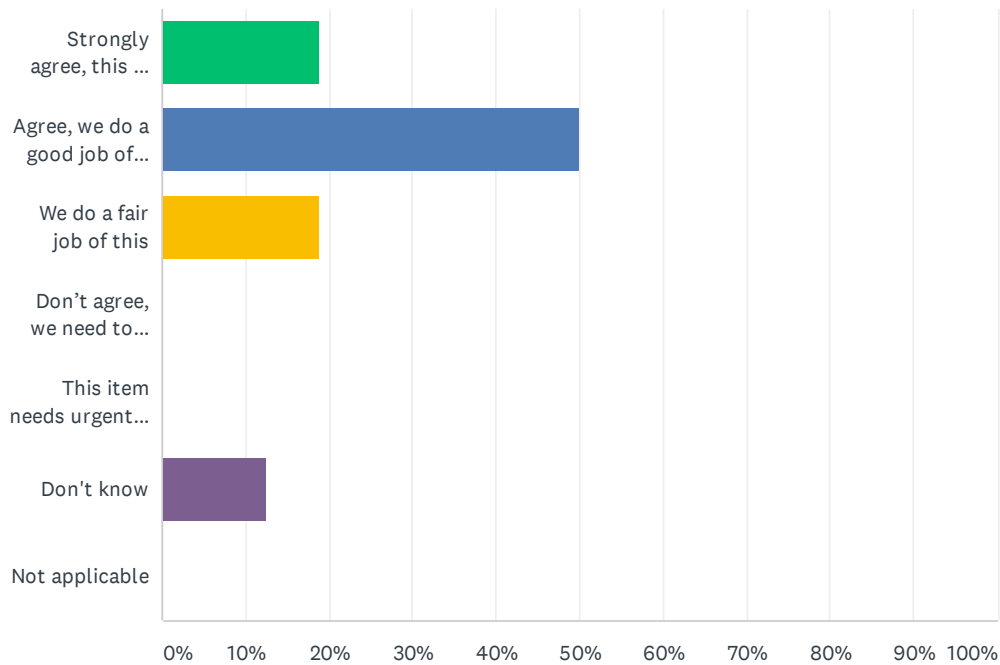


ANSWER CHOICES	RESPONSES	
Strongly agree, this is a strength of ours	31.25%	5
Agree, we do a good job of this	56.25%	9
We do a fair job of this	0.00%	0
Don't agree, we need to improve	0.00%	0
This item needs urgent attention	0.00%	0
Don't know	12.50%	2
Not applicable	0.00%	0
TOTAL		16

#	COMMENTS	DATE
1	Overall, I think we do a good job. But as noted in # 5, there's room for improvement.	12/20/2019 3:53 PM
2	Not sure what the cy pres committee does	12/18/2019 12:00 PM
3	There are too many prongs for the necessary work to get done by the Board acting as a whole. I also feel committee members bring a healthy respect for when and how to engage other Board members in the work of a given committee.	12/17/2019 4:19 PM

Q7 The Board has a good mix of skills, expertise, and experience.

Answered: 16 Skipped: 0

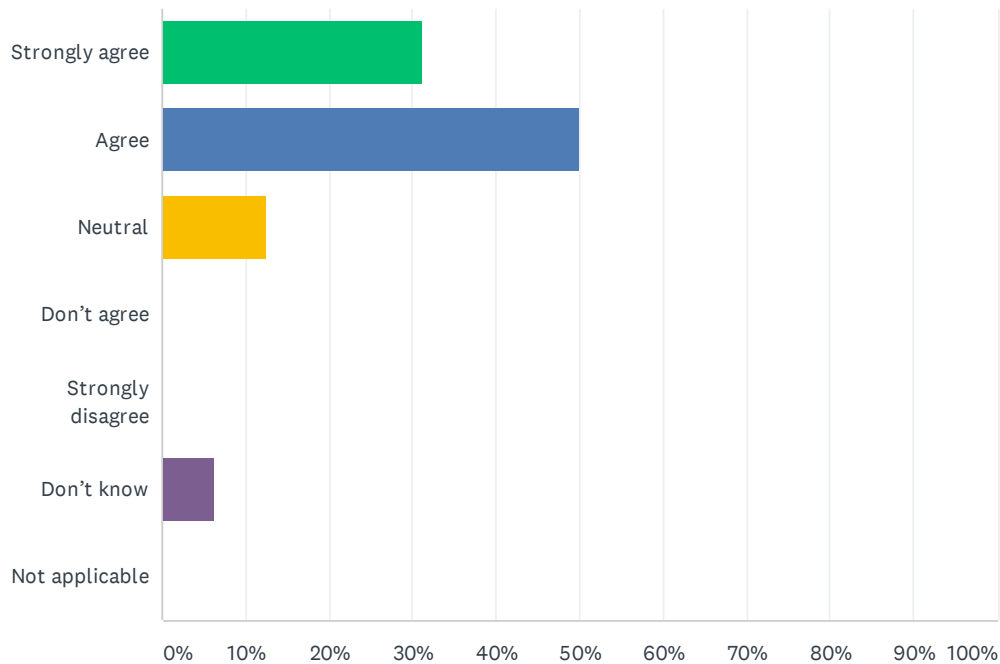


ANSWER CHOICES	RESPONSES	
Strongly agree, this is a strength of ours	18.75%	3
Agree, we do a good job of this	50.00%	8
We do a fair job of this	18.75%	3
Don't agree, we need to improve	0.00%	0
This item needs urgent attention	0.00%	0
Don't know	12.50%	2
Not applicable	0.00%	0
TOTAL		16

#	COMMENTS	DATE
1	The addition of Gerry Schley will help add a non-lawyer voice, but it may help as we move into more community outreach to have additional non-lawyer representation on the board.	12/23/2019 10:31 AM
2	Glad to Gerry Schleigh aboard. That'll be interesting.	12/20/2019 3:53 PM
3	we could use more diversity in the skills and abilities of our Board, ie not all lawyers; geographic diversity	12/18/2019 10:56 AM
4	That said, I do think we could add some useful perspectives by adding "non-lawyer" to our desired demographic profile of a Board whose members embrace the mission and have the skills-expertise, and experience to drive fundraising, investment management, etc.	12/17/2019 4:19 PM
5	I think so, but I'm still learning.	12/3/2019 11:53 AM

Q8 I am making a positive difference in the community through my contributions as a Board member.

Answered: 16 Skipped: 0

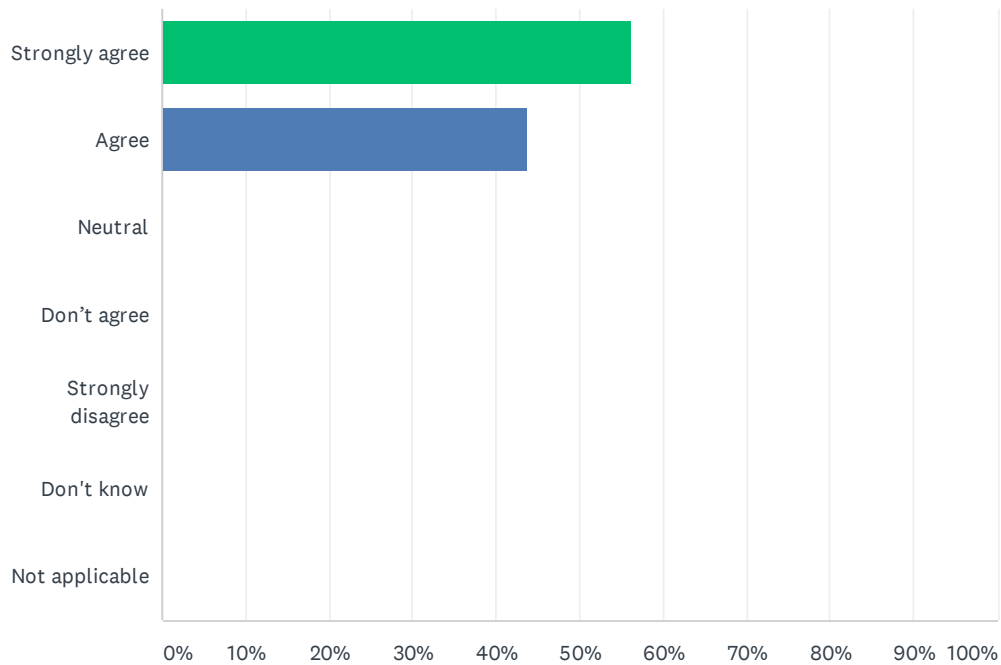


ANSWER CHOICES	RESPONSES	
Strongly agree	31.25%	5
Agree	50.00%	8
Neutral	12.50%	2
Don't agree	0.00%	0
Strongly disagree	0.00%	0
Don't know	6.25%	1
Not applicable	0.00%	0
TOTAL		16

#	OTHER (PLEASE SPECIFY)	DATE
1	This is hard to measure. I think and hope that I am making a difference	12/21/2019 3:25 PM
2	I would like to do more but I have two primary constraints: the location of my residence; and two other pro bono non-profits - the Campaign for Equal Justice and Clallam Jefferson Pro Bono Lawyers (where I'm constantly helping them raise \$'s with my social contacts statewide among the judiciary and the profession.	12/20/2019 3:53 PM
3	I haven't done enough yet	12/18/2019 12:00 PM
4	I hope so.	12/18/2019 10:56 AM
5	Not engaged at the moment. Hope to change this shortly	12/3/2019 3:17 PM

Q9 I enjoy serving on the Endowment Board.

Answered: 16 Skipped: 0

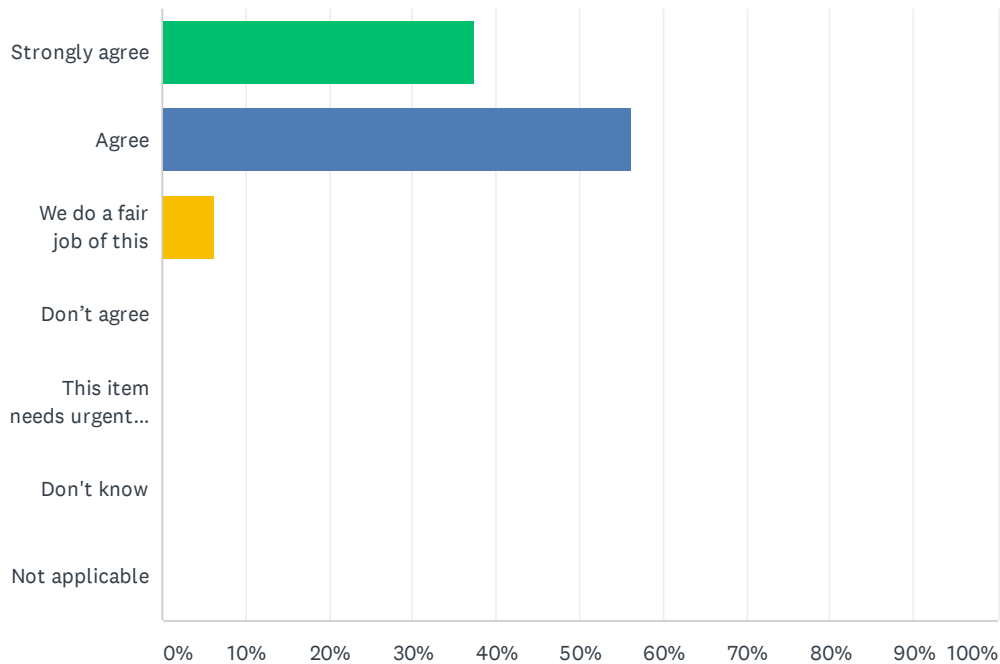


ANSWER CHOICES	RESPONSES
Strongly agree	56.25% 9
Agree	43.75% 7
Neutral	0.00% 0
Don't agree	0.00% 0
Strongly disagree	0.00% 0
Don't know	0.00% 0
Not applicable	0.00% 0
TOTAL	16

#	OTHER (PLEASE SPECIFY)	DATE
1	Though I occasionally feel as though I am functioning more on a "just in time" basis than I should.	12/17/2019 4:19 PM
2	I'm very excited to be on this Board and hope to contribute meaningfully.	12/3/2019 11:53 AM

Q10 The relationship between the Board and staff is positive. There is mutual, professional respect.

Answered: 16 Skipped: 0

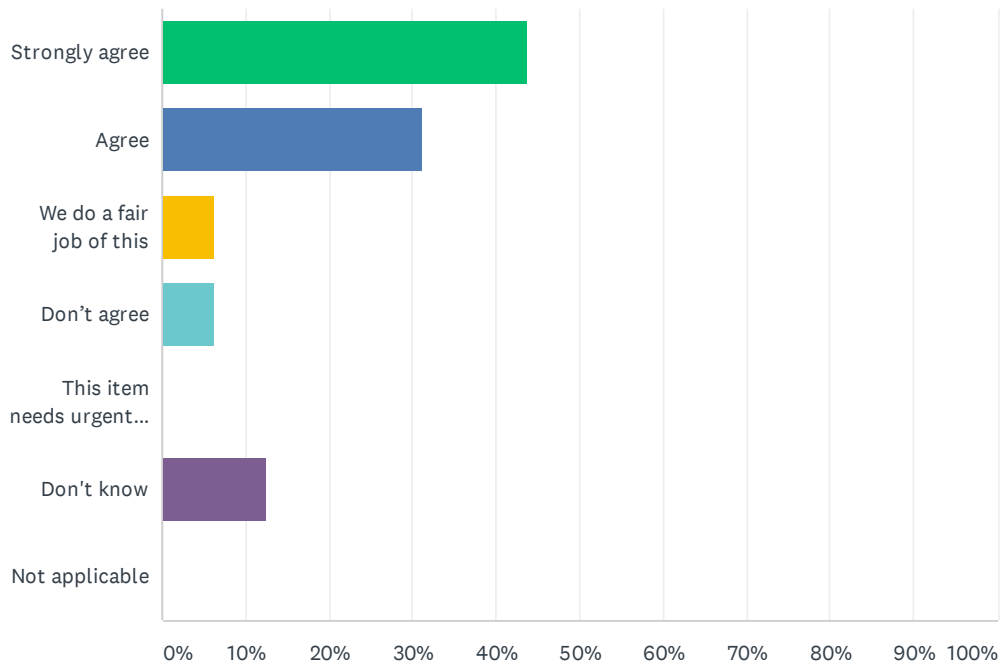


ANSWER CHOICES	RESPONSES	
Strongly agree	37.50%	6
Agree	56.25%	9
We do a fair job of this	6.25%	1
Don't agree	0.00%	0
This item needs urgent attention	0.00%	0
Don't know	0.00%	0
Not applicable	0.00%	0
TOTAL		16

#	COMMENTS	DATE
1	Melinda and her team have done an incredible job leading a significant number of EEJ activities. Everything was executed well and in ways that strengthen the relationship between the board and staff and our confidence in the team.	12/23/2019 10:31 AM
2	I hope so - I have a good working relationship with Melinda and Jessica and predecessors.	12/20/2019 3:53 PM
3	at least as far as I can tell	12/18/2019 10:56 AM
4	From what I've seen, absolutely yes.	12/3/2019 11:53 AM

Q11 Staff members are approachable by Board members to discuss problems and concerns and make productive use of constructive criticism.

Answered: 16 Skipped: 0

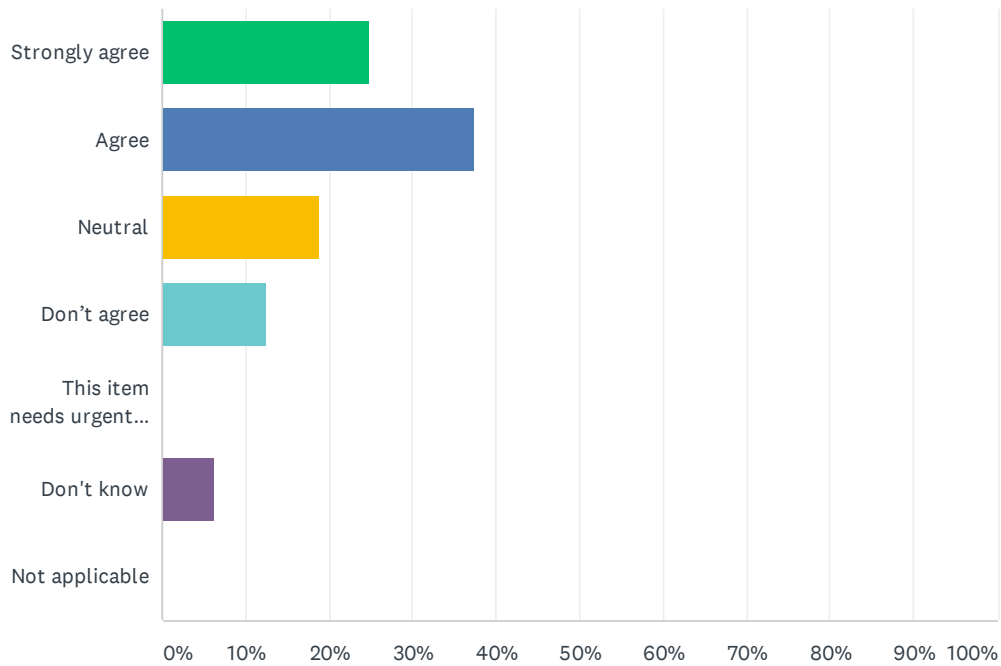


ANSWER CHOICES	RESPONSES	
Strongly agree	43.75%	7
Agree	31.25%	5
We do a fair job of this	6.25%	1
Don't agree	6.25%	1
This item needs urgent attention	0.00%	0
Don't know	12.50%	2
Not applicable	0.00%	0
TOTAL		16

#	COMMENTS	DATE
1	Melinda continues to operate in a bit of a box because of her dual set of responsibilities to LFW and the Endowment. While I find Caitlin to be approachable, it is clear to me that she, unlike Melinda, is not "dual" in nature. Consequently, I carefully consider and circumscribe the subjects I discuss with Caitlin, much less offer constructive criticism. Instead, I view our board as the Endowment's manager in lieu of having an executive director.	12/17/2019 4:19 PM
2	I think all staff are very approachable. Melinda is great to work with. She is open to ideas and to feedback.	12/4/2019 9:03 AM

Q12 I feel positive about the relationship between LFW and the Endowment.

Answered: 16 Skipped: 0

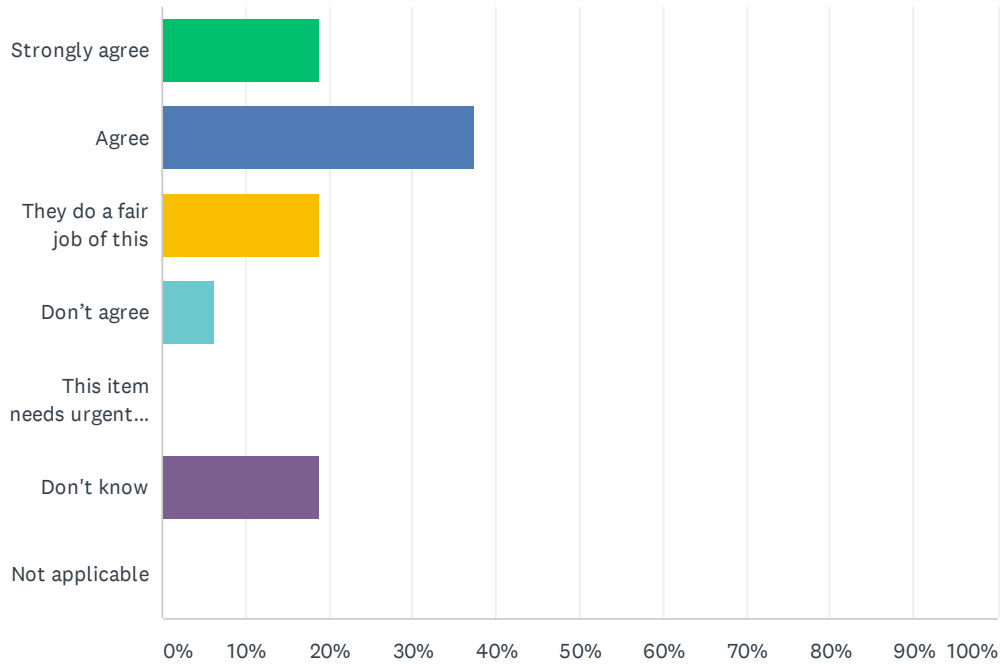


ANSWER CHOICES	RESPONSES	
Strongly agree	25.00%	4
Agree	37.50%	6
Neutral	18.75%	3
Don't agree	12.50%	2
This item needs urgent attention	0.00%	0
Don't know	6.25%	1
Not applicable	0.00%	0
TOTAL		16

#	COMMENTS	DATE
1	I think we are doing better on this, thanks to John's tact and diplomacy	12/18/2019 10:56 AM
2	Seems like we have a pretty good working relationship at this time.	12/4/2019 9:03 AM
3	Still learning nuances	12/3/2019 11:53 AM

Q13 Staff members strike the right balance in promoting LFW, the Campaign for Equal Justice, and the Endowment.

Answered: 16 Skipped: 0

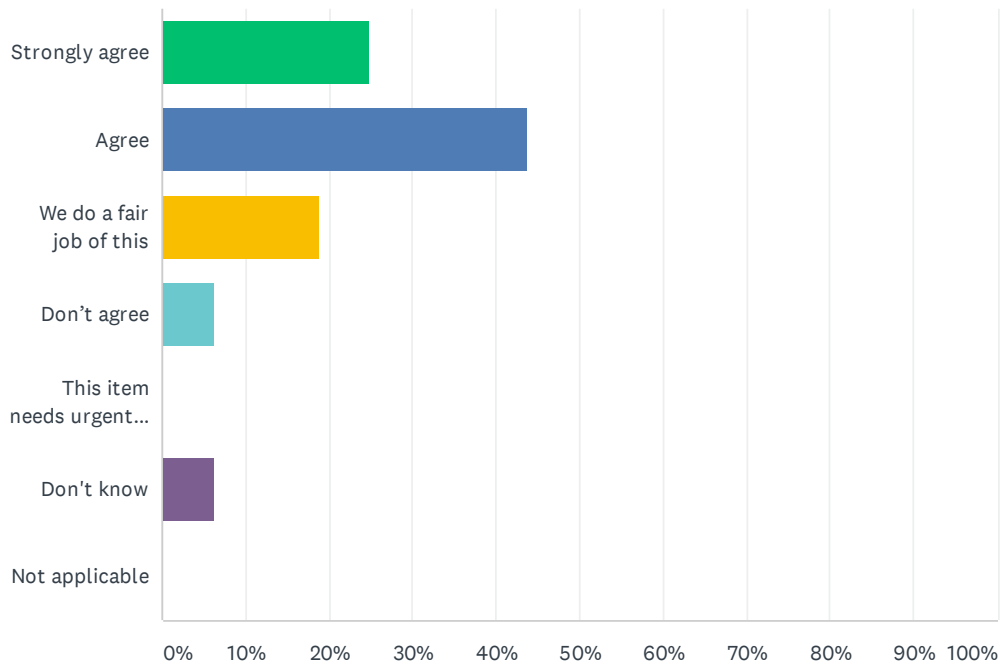


ANSWER CHOICES	RESPONSES
Strongly agree	18.75% 3
Agree	37.50% 6
They do a fair job of this	18.75% 3
Don't agree	6.25% 1
This item needs urgent attention	0.00% 0
Don't know	18.75% 3
Not applicable	0.00% 0
TOTAL	16

#	COMMENTS	DATE
1	sometimes it is hard to tell and the message distinguishing the entities is not always clear at events	12/18/2019 10:56 AM
2	Hard for me, as a board member, to know how resources are being split between the three.	12/4/2019 9:03 AM

Q14 Board and staff have developed a clear and effective plan to meet fundraising targets.

Answered: 16 Skipped: 0

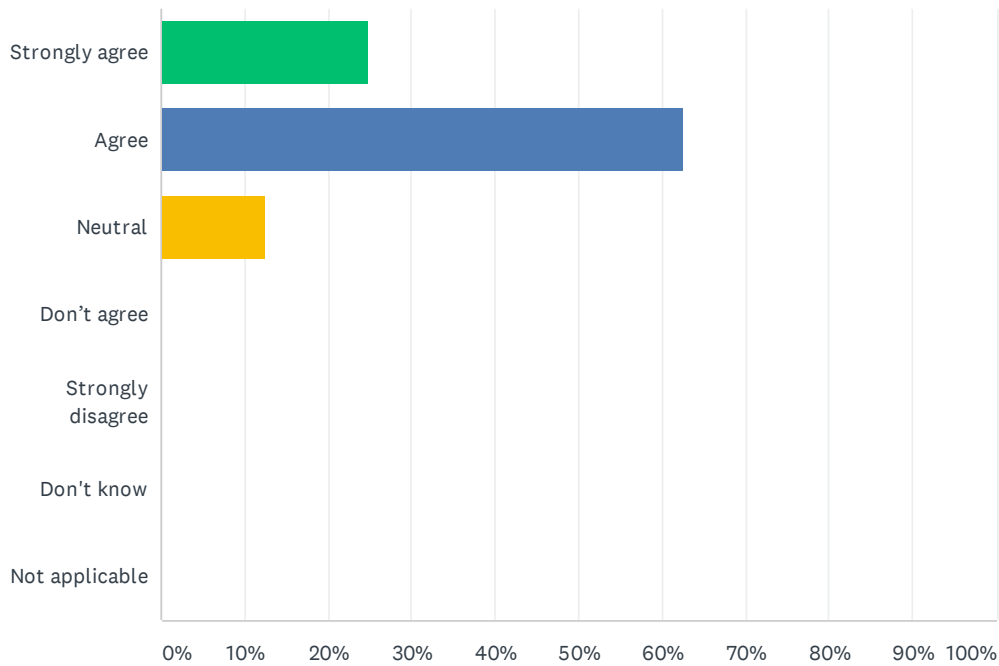


ANSWER CHOICES	RESPONSES	
Strongly agree	25.00%	4
Agree	43.75%	7
We do a fair job of this	18.75%	3
Don't agree	6.25%	1
This item needs urgent attention	0.00%	0
Don't know	6.25%	1
Not applicable	0.00%	0
TOTAL		16

#	COMMENTS	DATE
1	I applaud the plan; it remains to be seen how effective it is.	12/21/2019 3:25 PM
2	They have a win win attitude - but I'm also a results oriented guy.	12/20/2019 3:53 PM
3	I worry that we lose sight of the "Reach 20" goal by having too many events	12/18/2019 12:00 PM
4	Bur we still seem to be very reliant on one on one solicitations	12/18/2019 10:56 AM
5	At least it seems that way to me.	12/3/2019 11:53 AM

Q15 I am committed to and participate effectively in fundraising planning and execution.

Answered: 16 Skipped: 0

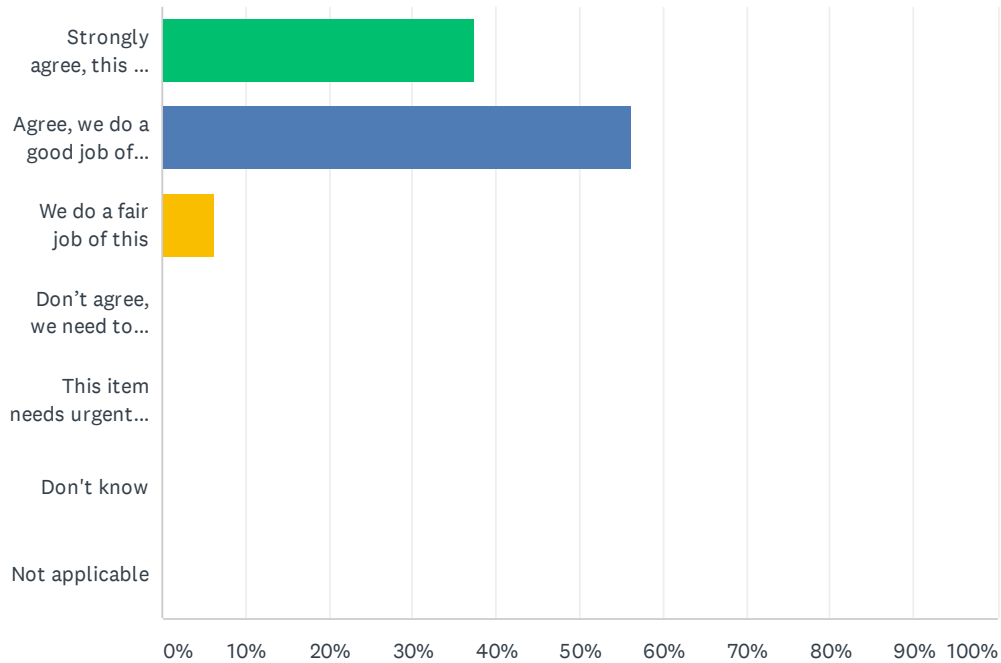


ANSWER CHOICES	RESPONSES	
Strongly agree	25.00%	4
Agree	62.50%	10
Neutral	12.50%	2
Don't agree	0.00%	0
Strongly disagree	0.00%	0
Don't know	0.00%	0
Not applicable	0.00%	0
TOTAL		16

#	COMMENTS	DATE
1	I am constrained in some activities because of other commitments	12/21/2019 3:25 PM
2	Committed to, yes; not sure that I am participating as effectively as I would like.	12/18/2019 12:00 PM
3	not sure i am as effective as i should be	12/18/2019 10:56 AM
4	I am committed but have not been effective. Will change this shortly when I can reengage	12/3/2019 3:17 PM

Q16 Staff members effectively support my fundraising activities.

Answered: 16 Skipped: 0

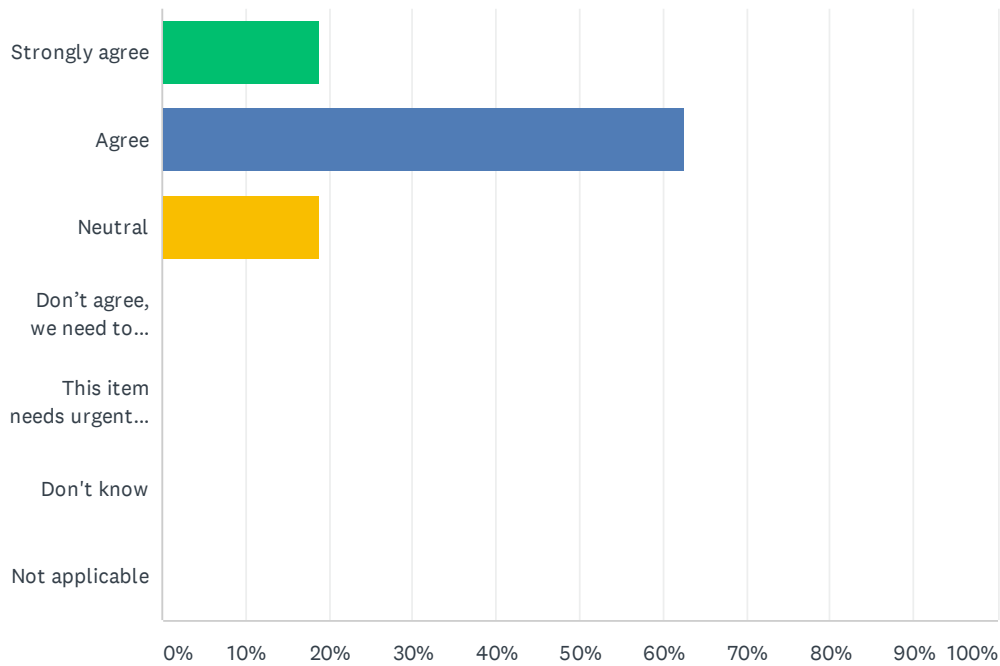


ANSWER CHOICES	RESPONSES	
Strongly agree, this is a strength of ours	37.50%	6
Agree, we do a good job of this	56.25%	9
We do a fair job of this	6.25%	1
Don't agree, we need to improve	0.00%	0
This item needs urgent attention	0.00%	0
Don't know	0.00%	0
Not applicable	0.00%	0
TOTAL		16

#	COMMENTS	DATE
	There are no responses.	

Q17 I have received sufficient training to feel comfortable building relationships with and soliciting gifts from prospective donors.

Answered: 16 Skipped: 0

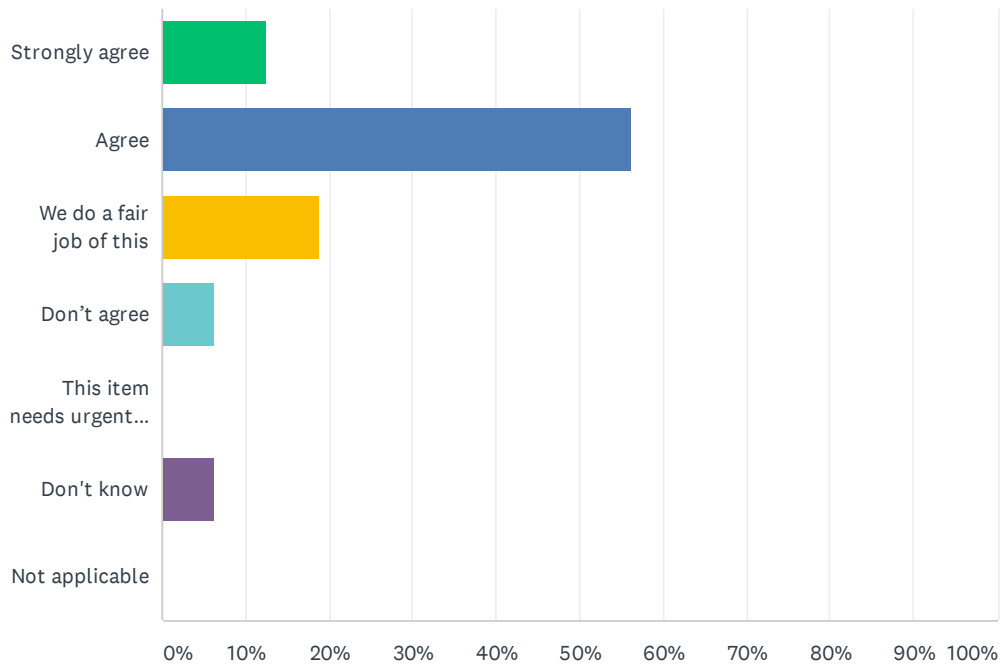


ANSWER CHOICES	RESPONSES
Strongly agree	18.75% 3
Agree	62.50% 10
Neutral	18.75% 3
Don't agree, we need to improve	0.00% 0
This item needs urgent attention	0.00% 0
Don't know	0.00% 0
Not applicable	0.00% 0
TOTAL	16

#	COMMENTS	DATE
1	It is still hard to ask for money	12/18/2019 10:56 AM
2	Training has been sufficient, but I'm never fully comfortable soliciting gifts.	12/8/2019 8:57 AM
3	I haven't done much yet, but hope to be more active next year	12/3/2019 11:53 AM

Q18 Board members proactively reach out in the community to build awareness about the Endowment.

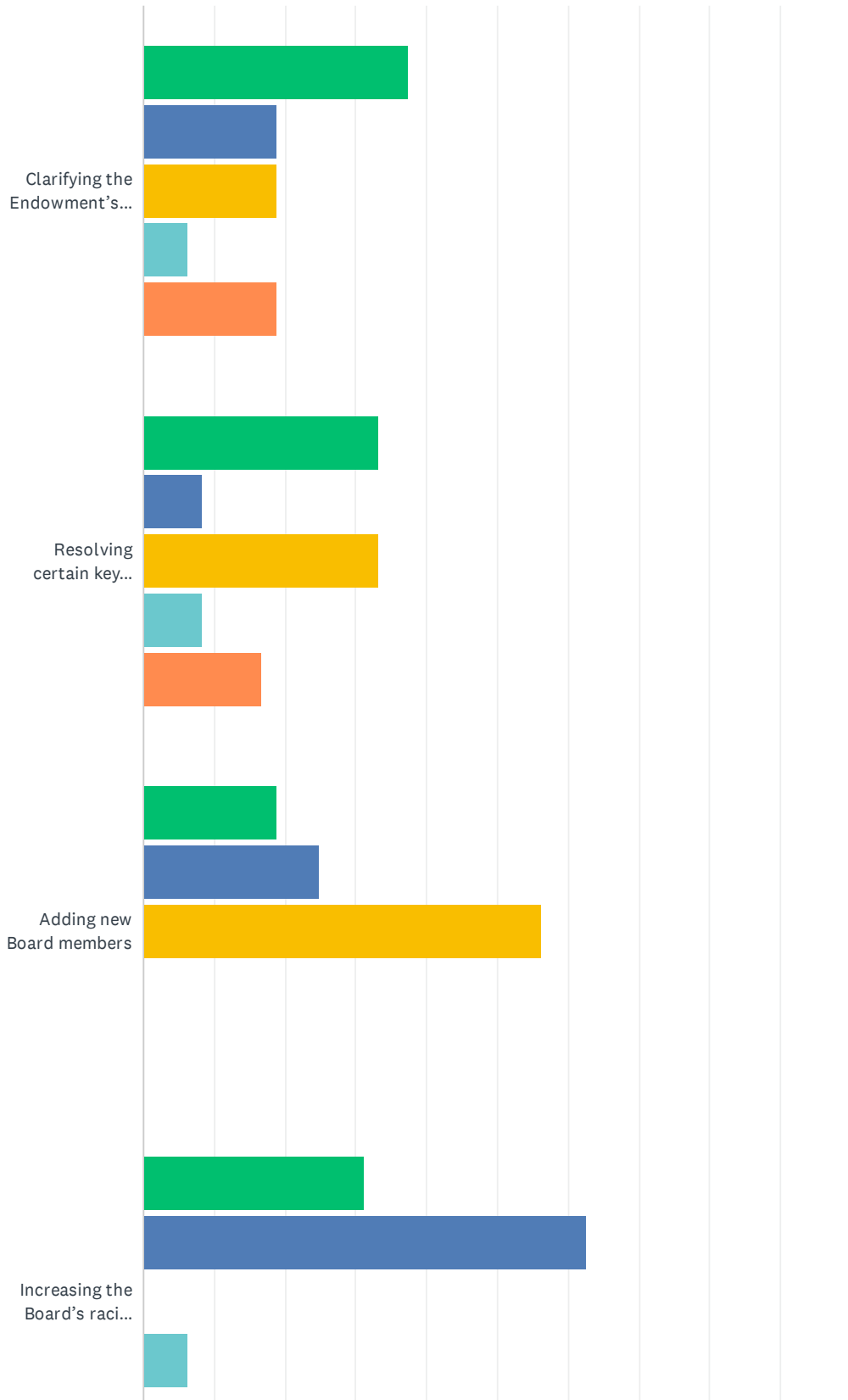
Answered: 16 Skipped: 0



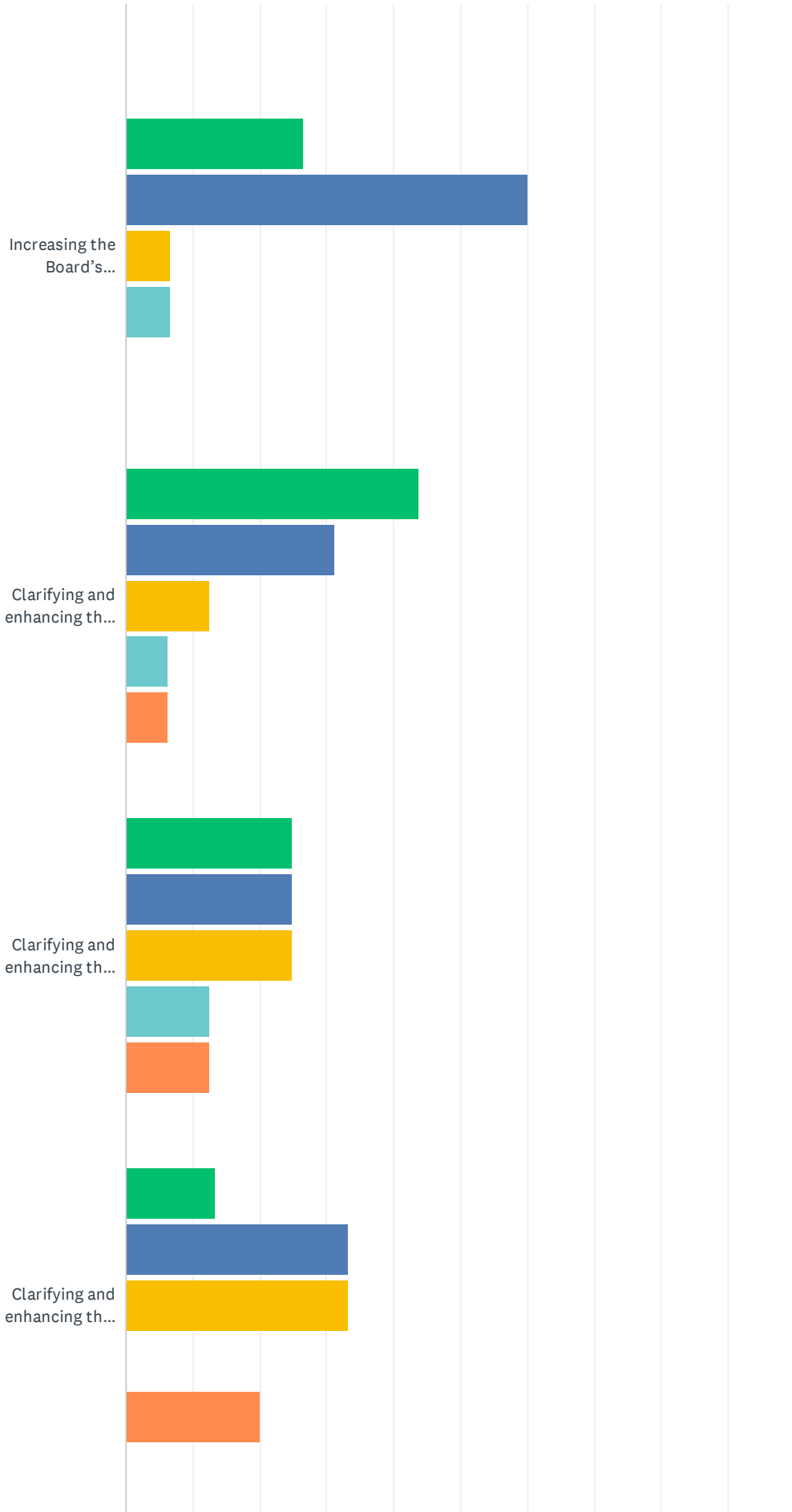
ANSWER CHOICES	RESPONSES	
Strongly agree	12.50%	2
Agree	56.25%	9
We do a fair job of this	18.75%	3
Don't agree	6.25%	1
This item needs urgent attention	0.00%	0
Don't know	6.25%	1
Not applicable	0.00%	0
TOTAL		16

Q19 How important is it during the next 1-2 years for the Board to focus on:

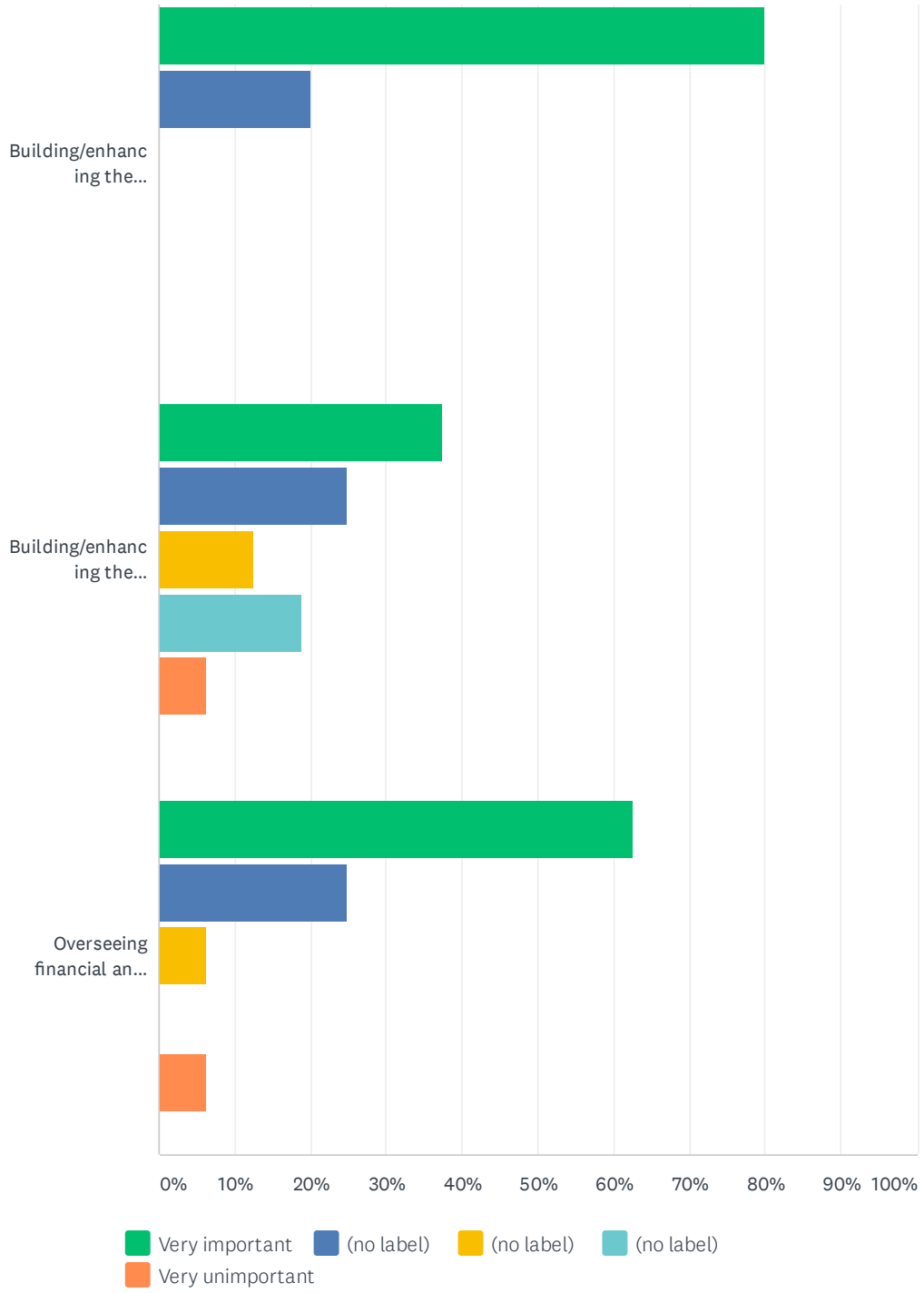
Answered: 16 Skipped: 0



ENDOWMENT FOR EQUAL JUSTICE SELF AND MUTUAL EVALUATION BY BOARD 2019
PERFORMANCE PERIOD



ENDOWMENT FOR EQUAL JUSTICE SELF AND MUTUAL EVALUATION BY BOARD 2019
PERFORMANCE PERIOD



**ENDOWMENT FOR EQUAL JUSTICE SELF AND MUTUAL EVALUATION BY BOARD 2019
PERFORMANCE PERIOD**

	VERY IMPORTANT	(NO LABEL)	(NO LABEL)	(NO LABEL)	VERY UNIMPORTANT	TOTAL	WEIGHTED AVERAGE
Clarifying the Endowment's mission or vision	37.50% 6	18.75% 3	18.75% 3	6.25% 1	18.75% 3	16	2.50
Resolving certain key strategic or policy issues (please identify these issues below)	33.33% 4	8.33% 1	33.33% 4	8.33% 1	16.67% 2	12	2.67
Adding new Board members	18.75% 3	25.00% 4	56.25% 9	0.00% 0	0.00% 0	16	2.38
Increasing the Board's racial diversity	31.25% 5	62.50% 10	0.00% 0	6.25% 1	0.00% 0	16	1.81
Increasing the Board's geographic diversity	26.67% 4	60.00% 9	6.67% 1	6.67% 1	0.00% 0	15	1.93
Clarifying and enhancing the relationship between the Endowment and LFW	43.75% 7	31.25% 5	12.50% 2	6.25% 1	6.25% 1	16	2.00
Clarifying and enhancing the relationship between the Endowment and legal aid providers	25.00% 4	25.00% 4	25.00% 4	12.50% 2	12.50% 2	16	2.63
Clarifying and enhancing the relationship between staff and Board	13.33% 2	33.33% 5	33.33% 5	0.00% 0	20.00% 3	15	2.80
Building/enhancing the Endowment's reputation with potential donors	80.00% 12	20.00% 3	0.00% 0	0.00% 0	0.00% 0	15	1.20
Building/enhancing the Endowment's reputation with legal aid providers	37.50% 6	25.00% 4	12.50% 2	18.75% 3	6.25% 1	16	2.31
Overseeing financial and investment performance and risk management	62.50% 10	25.00% 4	6.25% 1	0.00% 0	6.25% 1	16	1.63

#	COMMENTS	DATE
1	key to improve relationship with LFW, and resolve issues of staff alignment with EEJ goals	12/21/2019 3:25 PM
2	I fear that the Endowment competes with LFW for donor dollars (it also competes with some legal aid providers, but that is not a major concern)	12/18/2019 12:00 PM
3	I think we still need to focus on messaging and expanding our donor base	12/18/2019 10:56 AM
4	Question asks 1-2 years. Except as they affect Reach 20 success, these topics can await year 2021 to tackle.	12/8/2019 8:57 AM

Q20 What could the staff do to better support the Board and/or individual Board members?

Answered: 10 Skipped: 6

#	RESPONSES	DATE
1	Nothing. I find the staff always available and proactive in supporting Board members.	12/23/2019 10:31 AM
2	I believe that key staff are conflicted between LFW goals and EEJ goals, and that EEJ takes the back seat.	12/21/2019 3:25 PM
3	I think they try very hard. They may be overworked. Jessica is more detail oriented and sometimes more prompt in her responses. Because I don't know how much Melinda has on her plate, I don't know how good she is at task management and use of time.	12/20/2019 3:53 PM
4	I think the staff does an incredible job of supporting the Board. I am struggling to find a suggestion here.	12/18/2019 2:18 PM
5	N/A	12/18/2019 12:00 PM
6	Staff works well and they meet my needs	12/18/2019 11:09 AM
7	I would like invites to our events so they go on my calendar automatically	12/18/2019 10:56 AM
8	Continue to push Board members to engage in specific fundraising activities that further our Reach 20 initiative.	12/8/2019 8:57 AM
9	Can't think of anything -- they do a great job supporting us already.	12/4/2019 9:03 AM
10	Nothing I can think of at this time. I think the staff do a good job of supporting the individual board members	12/3/2019 3:17 PM

Q21 What could the Board and/or individual Board members do to better support the staff?

Answered: 9 Skipped: 7

#	RESPONSES	DATE
1	Some board members could be more proactive in their participation in Board activities, e.g., solicitation, stewardship, etc. recognizing that the staff facilitates, but is not responsible for our fundraising goals	12/23/2019 10:31 AM
2	i think it's important to save and organize digital files so before we bother staff with questions we check what we already have.	12/20/2019 3:53 PM
3	Provide timely responses and execute on tasks in a timely manner.	12/18/2019 2:18 PM
4	N/A	12/18/2019 12:00 PM
5	I could be more timely in responses and more proactive in getting their help	12/18/2019 11:09 AM
6	I think we need to hear from staff if they have issues	12/18/2019 10:56 AM
7	Proactively engage in Reach 20 activities.	12/8/2019 8:57 AM
8	Can't think of anything.	12/4/2019 9:03 AM
9	Nothing I can think of other than making the board members readily accessible	12/3/2019 3:17 PM

ENDOWMENT FOR EQUAL JUSTICE SELF AND MUTUAL EVALUATION BY BOARD 2019
PERFORMANCE PERIOD

Q22 What is the best thing for you about being on the Endowment Board?

Answered: 14 Skipped: 2

#	RESPONSES	DATE
1	Supporting the work of the talented and critically important civil legal aid providers and getting to know these individuals on a personal level.	12/23/2019 10:31 AM
2	Working with extraordinary people.	12/21/2019 3:25 PM
3	Collaborating with colleagues in the pursuit of finding some justice for those that can't otherwise access the system	12/20/2019 3:53 PM
4	Being part of the mission.	12/18/2019 2:18 PM
5	I am involved with the local legal community to support a cause I believe in	12/18/2019 12:00 PM
6	I feel I am ensuring that those who need legal assistance most, and who are least able to afford it, get valuable assistance from the organizations we support	12/18/2019 11:09 AM
7	hopefully affecting the ability of low income people to get legal services and supporting the providers	12/18/2019 10:56 AM
8	Knowing that I am contributing to fulfilling an often critical need for individuals, families, and communities across the state	12/17/2019 4:19 PM
9	Our collegial work to advance an important mission.	12/8/2019 8:57 AM
10	Knowing that I am making a difference.	12/4/2019 9:03 AM
11	Helping to build a foundation for help in the community.	12/3/2019 3:17 PM
12	developing creative fundraising opportunities	12/3/2019 1:56 PM
13	Our Mission	12/3/2019 12:12 PM
14	Opportunity to help raise the profile of the Endowment and broaden economic support for the mission of the organization	12/3/2019 11:53 AM

Q23 What is one thing that is especially important for the Board and/or staff to clarify, change, or improve?

Answered: 9 Skipped: 7

#	RESPONSES	DATE
1	Ability to put EEJ first in communications while still respecting the close relationship between EEJ and the Endowment	12/21/2019 3:25 PM
2	The differences between KCBF, the LFW, the C4EJ and the EEj	12/20/2019 3:53 PM
3	continue to clarify role of LFW and Endowment	12/18/2019 12:00 PM
4	-----	12/18/2019 11:09 AM
5	supporting EEJ opportunities for Board memebers and donors	12/18/2019 10:56 AM
6	We need to make sure we Reach 20 in 2020.	12/8/2019 8:57 AM
7	We still need to bring more diversity to the board.	12/4/2019 9:03 AM
8	Nothing I can think of at this time	12/3/2019 3:17 PM
9	Relationship with LFW	12/3/2019 12:12 PM