

PLAN FOR THE ENDOWMENT'S PATH FORWARD

Adopted 6, 2020

The Endowment for Equal Justice was established with the goal of being a sustainable source of revenue for legal aid organizations in times of funding crises by providing an annual distribution to the Legal Foundation of Washington (LFW). A funding crisis has unexpectedly arrived with the COVID-19 public health and economic crisis, which will dramatically affect traditional revenue sources for LFW such as IOLTA and state funding. While LFW is stable enough to fund its current partnership grants through 2021, this crisis has created a new, unexpected, and greater challenge to our State's legal aid providers and the low-income and vulnerable persons and communities they serve. Continuing to solicit support for the Endowment's *Reach 20* Initiative should be secondary for the next several months to ensuring the network remains robust, nimble, and able to respond to emerging needs now such as addressing unemployment and eviction issues. However, it will be important for the Endowment to maintain visibility and nurture relationships during this interim time so that when we are actively raising funds again, people feel connected to the Endowment and understand the important role we play in the legal aid network.

Accordingly, the Board adopts this plan for the Endowment's path forward in 2020 and 2021. We will --

1. Extend the *Reach 20* Initiative for an additional year, through December 2021. While we still hope to reach the \$5M mark in 2020, extending to 2021 gives us additional flexibility in meeting the goal and allows us to (a) complete events and strategies that are underway, but that need to be delayed, (b) push beyond the \$5M goal, (c) make progress on the \$20M part of *Reach 20*'s Goal #1 (which is heavily influenced by the results of investing our corpus), and (d) focus on Goal #2 to increase Justice Society membership to 100.
2. Suspend active fundraising for *Reach 20* until November. (The last section of this plan details what the staff and Board members will do to engage with key stakeholders between now and November.)
3. Reactivate active *Reach 20* fundraising with a Voices of Justice Concert at Saint Mark's Cathedral on November 12. Invite C4EJ to co-host the event and, in support of current civil legal aid needs, share the net proceeds with C4EJ 50-50. (The staff will begin planning and building the program right away, with a wider save the date being sent out in the late spring. Given the new focus on virtual events and a venue well suited for this, the event will be live streamed to help increase contributions, raise awareness of the Endowment, and hedge against ongoing COVID-19 challenges by being able to switch to a fully virtual Concert event if that proves necessary.)

4. Postpone other in-person Reach 20 events until 2021. (This includes the Women for Justice event, the Palm Springs event hosted by Robert Taylor and Jerry Smith that is now scheduled for March 14, 2021, the Jim Degel/Jeanne Berwick/Green Machine event, the Brooks/Prinzing garden party, the Olympia event hosted by Chief Justice Gerry Alexander, and the Bloom/Hamburger summer event.),
5. Communicate key elements of this plan as soon as possible to our stakeholders (including the Advisory Council, the LFW and C4EJ Boards, civil legal aid providers, and important donors and prospects). Explain that we are stepping back for several months to make space for, and help with, responding to the COVID-19 public health and economic crisis as it impacts LFW grantees and the clients they serve; and, after this pause, we will reengage, meet and exceed our *Reach 20* goals, and continue working to assure stable, sustainable funding for civil legal aid.
6. Between now and November, assure that the staff and Board members regularly engage with key stakeholders, including our *Reach 20* major donors and prospects. Continue quiet fundraising with donors and prospects, as and when appropriate, including blended C4EJ/Endowment asks when the assessment is that this will be the most effective approach under the circumstances. Attachment A has a more detailed description of what the staff and Board will do in support of *Reach 20* during this interim period.
7. Update the approach approved at the January Board meeting regarding Board functioning:
 - a. Return to normal Board operations for now rather than focusing exclusively on *Reach 20*. Reactivate 2019 committee members and chairs, and liaisons. Attachment B has additional details.
 - b. Change the May 20 retreat into a virtual regular Board meeting from 2:00-3:30. Hold our currently scheduled Board meetings on July 22, November 11, and December 16.
 - c. Convert the September 30 Board meeting into our annual retreat; by then, we should be able to meet in person, preferably away from downtown Seattle. Use the retreat to (i) review the results of the Board's self-evaluation survey, (ii) discuss a 2020-2021 Board plan, including committees and task forces (goals, composition, chairs), liaisons, and officers, (iii) flag issues that might be on the table for post-*Reach 20* consideration, and (iv) of course, keep our eye on the *Reach 20* prize.
 - d. Get to and beyond our *Reach 20* goals during 2021 and then, beginning with a retreat in the Fall of 2021, undertake robust consideration of the Endowment's post-*Reach 20* future, with that consideration including input from (i) the Advisory Council (including at a January 2022 meeting), (ii) LFW's Board and staff, (iii) key civil legal aid providers, and (iv) donors and prospective donors.
8. Review this plan in early July and modify it if and as needed in light of changed circumstances, subject to Board approval at its July 22 meeting. (This is not intended to preclude the Board from modifying this plan at any time, if necessary.)

ATTACHMENT A

This attachment, which has been prepared by Melinda and Jessica and endorsed by the *Reach 20* Co-Chairs, elaborates on paragraph 6 regarding staff and Board actions in support of *Reach 20* between now and November.

What the Endowment staff will do between now and November in support of *Reach 20*:

- Implement regular communication with our *Reach 20* major donors and prospects (approx. 75) to keep them informed, inspired and connected to the legal aid community and how it is responding to current events.
 - Organize phone outreach from board members to our *Reach 20* donors to say thank you and we hope you are well: 3 calls per board member by April 15th
 - Letter signed by Campaign, Endowment, and LFW leadership thanking people, informing them, and inviting them to give. (This was done in March.)
 - Send invitations to any virtual events, webinars, or conference calls that may be of interest

- Design stewardship and educational opportunities/events for our donors and stakeholders
 - Virtual Town Hall with Executive Directors of legal aid organizations – mid to late April
 - Social media training for board followed by a social media fundraising/education campaign
 - Invite people to Carol Anderson presentation on Sunday 6/21 to hear about voter issues, and have gathering before with Endowment focus and to steward potential Montgomery trip attendees [Will know by end of April whether this will take place; looks unlikely.]

- Launch a “Leave a Legacy of Justice” effort to build the Justice Society. This is a perfect time to invite people to consider leaving the Endowment in their will or estate plan, either in addition to or in lieu of a cash gift or pledge. We have a wonderful list of donors who have indicated an interest in doing so and we also know who our prospects are (age 65+).

- Continue planning the Montgomery trip taking place in the fall of 2020
 - Think about a virtual convening of this group in May and use the time between now and then to invite more people to participate. It’s a great touch whether people come or not and will provide HOPE and a look to the future in this time, as well as keep important prospects and donors in the fold.

What Board members should do between now and November in support of *Reach 20*:

You are our most important asset right now as people look for information on issues they care about and connections to others in the community. In your role as an Endowment board member, you can provide both of those things and help people understand the importance of legal aid. As a reminder, fundraising is 95% stewardship and 5% direct asking. This is a great time to really see that play out.

Here's how we envision Board members using our online EQUAL JUSTICE tool kit which includes examples of how to stay in touch with your personal list of prospects:

- a. Engage personal list of donors and prospects through:
 - i. **Email:** see examples of messages about legal aid which we will update regularly depending on changing needs
 - ii. **Phone calls:** we can provide scripts for a check in call with donors
 - iii. **Social Media:** we will provide sample posts for Linked In, Facebook and Twitter for those who use they tools. I encourage you all to sign up for Linked In if you don't already have an account.
 - iv. **Regular Mail:** this is the least used option these days but some of our donors still really appreciate it: however, now with social distancing and fear of infection, it may become moot.
- b. Send check-in messages – ask how people are doing? How has COVID-19 affected their world and family? (Staff will send draft emails ready to go.)
- c. Send information and resources -- we will provide information to share with donors to keep your networks engaged with LFW and the Endowment.
 - i. [Splainer video](#) – see our new online tool to educate people about Endowment. Before sending this out, we would love to hear your feedback on this new tool.
 - ii. [CLS Video](#) – emotional video about work of largest grantee and social justice issue dealing with youth.
 - iii. [Brad Smith Video](#) – shows leadership, stability from our region's most prominent CEO, it's a great endorsement of the work.
 - iv. ["Leave a Legacy of Justice" Tool Kit](#) – this is under development.
- d. Where appropriate, send soft asks, reminding people why the Endowment is so important in these times of uncertain funding, and ask people to consider giving to both C4EJ and the Endowment.

ATTACHMENT B

Committees and Other Assignments Through October 2020

The “Moving Forward” plan says we will reactivate 2019 committees and liaisons and return to normal Board operations for now rather than focusing exclusively on *Reach 20*. This attachment lays out more specifically what we envision for the period between now and October 31, at which point a new Board plan will take effect through the end of 2021.

1. Operations and Investment Committee (Bruce Brooks, Chair, Ellen Dial, John Hoerster, Nancy Isserlis, Margaret Niles, Gerry Schley). This committee will meet regularly to (a) review returns with Canterbury, monitor investment strategies, and report to the Board, (b) assure effective implementation of the MOA and of the LFW/Endowment Statement of Shared Principles, including participation in a joint meeting with LFW, (c) periodically review financial performance against budget, and (d) review the annual audit and Form 990. (It is anticipated that any changes to the spending policy will be considered in 2021).

2. Board Support Committee (Kay Frank, Chair, John Hoerster, Mark Hutcheson, Mark Kamitomo, Ron Knox, Dick Manning, Sal Mungia). In preparation for the September Board retreat, this committee will meet in August to assess results of the December 2019 Board self-evaluation and provide input about the 2020-2021 Board plan. (No recruiting of new Board or Advisory Council members is contemplated, and there is no need to update onboarding procedures during this interim period.)

3. Communications (Ellen Dial, Chair, Beth Bloom, Kay Frank, Mark Hutcheson, Nancy Isserlis, Michelle Moersfelder, Margaret Niles, Michael Schwab). This committee will meet as needed to help (a) develop and implement a marketing and communications plan during this challenging interim period, (b) promote the Voices for Justice Concert, (c) market the Justice Society program, working with the Reach 20 Co-Chairs and the Justice Society Committee, and (d) lay the communications groundwork for resumption of Reach 20 events in 2021.

4. Donor Engagement (Sal Mungia, Chair, Ele Hamburger, John Hoerster, Dick Manning, Michael Schwab). This Committee will not be meeting, but donor engagement by all Board members will be very active. The “Moving Forward” Plan calls for every Board member to undertake specific donor engagement activities between now and November. Guidance and support for these activities will be staff driven, but the Committee will support staff in assuring that all Board members engage with donors and prospects, and especially those who are on that Board member’s personal prospect list.

5. Justice Society (Dick Manning and Gail Mautner, Co-Chairs, John Hoerster, Gerry Schley, Linda Strout, and others to be invited by the Co-Chairs). This committee will meet regularly to (a) develop and help implement a plan to achieve the Reach 20 goal of growing the Justice Society to at least 100 members and (b) identify prospects and strategies to approach them. The committee will recommend whether to form a Justice Society Advisory Council in 2021 and, if so, what its charter and membership composition should be.

6. Reach 20 Co-Chairs: (Rima Alaily, Michelle Moersfelder, and John Hoerster). The Co-Chairs will meet regularly with Melinda Mann and Jessica Niewohner to (a) assure successful implementation of the “Moving Forward” Plan and lay the groundwork for Reach 20 activities between November and the end of 2021, (b) coordinate with the Communications Committee to assure effective marketing of and communication about Reach 20, and (c) incorporate Justice Society goals as part of Reach 20. The Co-Chairs also serve as the Board's liaisons to the Advisory Council.

7. Reach 20 Teams:

The Green Machine

John Hoerster
Kay Frank
Mark Kamitomo
Ron Knox
Dick Manning
Mike Schwab
Gerry Alexander
Joel Benoliel
Jim Degel
John McKay
Steve Rovig
Robert Taylor

Chili Verde

Rima Alaily
Ele Hamburger
Nancy Isserlis
Gail Mautner
Sal Mungia
Gerry Schley
Paula Boggs
Lucy Helm
Dave Savage
Ada Shen-Jaffe
Linda Strout

20/20 Vision

Michelle Moersfelder
Beth Bloom
Bruce Brooks
Ellen Dial
Mark Hutcheson
Margaret Niles
Greg Dallaire
Don Horowitz
Pat McIntyre
Jimmy Rogers
Gordon Wilcox

While individual team members will be active, team activity will be limited and the teams will not be meeting during this interim period. We anticipate the teams will become active again in the Fall when planning for events resumes.

8. LFW/Endowment Liaison: Nancy Isserlis will continue to serve as LFW/Endowment liaison: The Boards of LFW and the Endowment are committed to a close, mutually supportive partnership and believe it may be helpful from time to time to designate a liaison who will act as a link to assist with communication and cooperation between the Boards. The liaison may come from either Board and is appointed by both Boards, with any associated costs being shared equally by LFW and the Endowment. It is anticipated that the liaison will attend the Board meetings of both organizations and will report to each organization about activities and issues facing the other. The liaison will place special focus on helping the Boards fulfill their Statement of Shared Principles.

9. Cy Pres: Ele Hamburger will continue to explore strategies to increase cy pres awards for the benefit of both LFW and the Endowment.

10. REJI Liaisons: Ele Hamburger and Mike Schwab will continue to serve as liaisons between the Endowment Board and the Washington Race Equity and Justice Initiative. The Endowment Board voted in April of 2019 to be a REJI partner, working together with people, communities and organizations for racial fairness and justice in the law, legal profession, and justice systems.