Meeting of the Board of Directors

December 13, 2021

5:00 p.m.

Location: Vin 909 Restaurant, 909 Bay Ridge Avenue, Annapolis, MD

Virtual Attendance Options

(*We set up cameras & speakers at the meeting so that all attendees can fully participate.)*

Zoom https://us02web.zoom.us/j/87287679414?pwd=Mnc3NkZONFgydWtsYXNqK2tjQk1IZz09

Phone

- One tap mobile: +13017158592,,87287679414#,,,,*710121#
- Dial by location: 301-715-8592
    - *Meeting ID: 872 8767 9414*
    - *Passcode: 710121*

Agenda

5:00 Call to order, introduction, and welcome – Stevenson

5:05 Approval of prior meeting minutes (October 2021)

5:10 Presentation of iCAT survey results by John Brothers of T. Rowe Price Foundation

5:30 Finance Committee report – Schlesinger

5:35 Executive Director's report – Steinmeier

5:50 Introduction to strategy discussion – Stevenson

5:55 Breakout room discussions

6:20 Breakout reports

6:30 Adjourn for a holiday celebration

Attachments: Draft Meeting Minutes, October 10, 2021

Chesapeake Legal Alliance
Minutes of the Meeting of the Board of Directors
October 10, 2021

The Board of Directors ("Board") of the Chesapeake Legal Alliance ("CLA" or "Organization") convened by Zoom Conferencing.

Russ Stevenson called the meeting to order at 5:00 p.m. Russ welcomed everyone to the meeting.

Minutes

The minutes of the Board meeting of June 21, 2021 were approved.

Executive Directors' Report

Dave Reed and Eliza Steinmeier discussed important recent developments in the program and significant cases CLA is working on.

President's Report

Russ Stevenson gave a short presentation on the survey done for CLA by iCat.

Finance Committee Report

Jeff Griffith of Alta Group, CLA's independent auditors, discussed the draft audit report. He indicated that the audit had concluded that there no issues with CLA's financial statements or material weaknesses in its control procedures. He also discussed CLA's Form 990, for calendar 2020, which is due in November, which had previously been distributed to the Board.

Joyce Schlesinger presented the draft budget for 2021-22. After discussion, the Board approved it unanimously. She also presented the cash flow analysis for the first 9 months of 2021, which indicate that the organization's actual expenses and revenues have not departed significantly from its budget.

Diversity Committee Report

Marty Siegel presented the report of the Diversity Committee. He recommended that henceforth, we elect new board members only once a year in order to assure that appropriate attention is given to diversity in selecting new members.

Bob Sussman presented the report of the Strategic Planning Committee. He stated that the Committee is conducting a “top down and bottom up” process to study progress made against the strategic plan’s goals.

Development Discussion

Erin Mezgar described her development activities in the last quarter. She then introduced an exercise in creating a standard “elevator pitch” to be used by Board members and others in giving a brief description of CLA. The Board then broke into groups to conduct this exercise, after which it reassembled, with each group presenting the results of its discussion.

Adjournment

The meeting was adjourned at 7:30 p.m.

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Chesapeake Legal Alliance (CLA)
CLA 2021 Cash Flow and Actual P&L

		Actual										Budget	
		January	February	March	April	May	June	July	August	September	October	November	December
Income	**Beginning Cash***												
	$ 339,041.00												
Foundation Grants	(incl funds released from restriction on 1/1/21)	$ 603,701	$ -	$ -	$ 46,000	$ 15,000	$ 4,519	$ 17,500			$ 70,000	$ 80,000	$ 132,500
Corporation Contributions			$ 40									$ -	$ -
Law Firm Contributions					$ 250							$ -	$ -
Individual Contributions		$ 829	$ 2,268	$ 255	$ 2,656	$ 1,494	$ 1,875	$ 2,550	$ 1,334	$ 296	$ 682	$ 1,667	$ 1,667
Board of Director Contributions				$ 6,650	$ 258	$ 2,150	$ 5,600	$ 1,000		$ 1,050		$ 4,583	$ 4,583
Board of Advisor Contributions		$ 250					$ 5,000	$ 250				$ 1,667	$ 1,667
Client Contributions		$ 100						$ 872					
Interest & Dividend Income		$ 312	$ 224	$ 71	$ 45	$ 45	$ 43	$ 44	$ 1,058	$ 431	$ 1,272	$ 1,667	$ 1,667
PPP Funds			$ 129,904									$ -	$ -
Total Income	$ 339,041	$ 605,192	$ 132,436	$ 6,975	$ 49,209	$ 18,689	$ 17,037	$ 22,216	$ 2,393	$ 1,777	$ 71,954	$ 89,583	$ 142,083
Expenses													
RESERVE ALLOCATION		$ 300,000											
Fixed Expenses		$ 68,117	$ 72,170	$ 72,727	$ 67,336	$ 66,375	$ 66,653	$ 79,217	$ 69,075	$ 70,107	$ 67,575	$ 75,784	$ 75,784
Variable Expenses		$ 4,984	$ 4,326	$ 1,463	$ 7,392	$ 14,657	$ 10,165	$ 3,968	$ 1,940	$ 5,727	$ 3,355	$ 7,558	$ 7,558
Total Expenses	$ -	$ 373,101	$ 76,497	$ 74,190	$ 74,728	$ 81,032	$ 76,819	$ 83,185	$ 71,016	$ 75,834	$ 70,930	$ 83,342	$ 83,342
Net Income		$ 232,091	$ 55,939	$ (67,215)	$ (25,519)	$ (62,343)	$ (59,782)	$ (60,969)	$ (68,623)	$ (74,057)	$ 1,023	$ 6,241	$ 58,741
Operating Cash Flow	$ 339,041	$ 571,132	$ 627,071	$ 559,856	$ 534,337	$ 471,994	$ 412,213	$ 351,244	$ 282,621	$ 208,564	$ 209,587	$ 215,829	$ 274,570

*Beginning Cash = Net surplus from previous year

2020 Surplus Carryforward	$339,041
2021 Release of Previously Restricted Funds (Town Creek Foundation)	$600,701

Chesapeake Legal Alliance (CLA)
Budget Overview: CLA 2021 Budget - FY21 P&L
January - December 2021

	Jan 2021	Feb 2021	Mar 2021	Campbell General ($45K) Apr 2021	RBC Tech ($10K) May 2021	Jun 2021	Munson ($10K) Patagonia ($20K) Jul 2021	Aug 2021	Sep 2021	Oct 2021	Dietel ($20K) note: they gave $80K in dec 2020; Rauch/Kentfields ($55K) Campbell Special ($5K) Nov 2021	CBT Capacity ($30K) Merrill ($30K) Shared Earth ($50K) Rouse ($3500) Henry ($1K) Potter ($1K) Helena ($10K) Dealy ($2K) Clif Bar ($5K) Dec 2021	Total	
Revenue														Previous total foundation income (and montly amt)
4000 Foundation Grants	600,701.00	0.00	0.00	45,000.00	10,000.00		30,000.00				80,000.00	132,500.00	898,201.00	685,701.00 981702 81808.5
4300 Individual Contributions	1,666.67	1,666.67	1,666.67	1,666.67	1,666.67	1,666.67	1,666.67	1,666.67	1,666.67	1,666.67	1,666.67	1,666.67	20,000.04	16,666.70
4301 Board of Director Contributions	4,583.33	4,583.33	4,583.33	4,583.33	4,583.33	4,583.33	4,583.33	4,583.33	4,583.33	4,583.33	4,583.33	4,583.33	54,999.96	45,833.30
4302 Board of Advisor Contributions	1,666.67	1,666.67	1,666.67	1,666.67	1,666.67	1,666.67	1,666.67	1,666.67	1,666.67	1,666.67	1,666.67	1,666.67	20,000.04	16,666.70
Total 4300 Individual Contributions	$ 7,916.67	$ 7,916.67	$ 7,916.67	$ 7,916.67	$ 7,916.67	$ 7,916.67	$ 7,916.67	$ 7,916.67	$ 7,916.67	$ 7,916.67	$ 7,916.67	$ 7,916.67	$ 95,000.04	79,166.70
Total Revenue	$ 608,617.67	$ 7,916.67	$ 7,916.67	$ 52,916.67	$ 17,916.67	$ 7,916.67	$ 37,916.67	$ 7,916.67	$ 7,916.67	$ 7,916.67	$ 87,916.67	$ 140,416.67	$ 993,201.04	764,867.70
Gross Profit	$ 608,617.67	$ 7,916.67	$ 7,916.67	$ 52,916.67	$ 17,916.67	$ 7,916.67	$ 37,916.67	$ 7,916.67	$ 7,916.67	$ 7,916.67	$ 87,916.67	$ 140,416.67	$ 993,201.04	764,867.70
Expenditures														0.00
FIXED EXPENSES													0.00	0.00
FINANCIAL SERVICES													0.00	0.00
5301 Accounting Fees	2,083.33	2,083.33	2,083.33	2,083.33	2,083.33	2,083.33	2,083.33	2,083.33	2,083.33	2,083.33	2,083.33	2,083.33	24,999.96	20,833.30
5302 Bank & Credit Card Fees	83.33	83.33	83.33	83.33	83.33	83.33	83.33	83.33	83.33	83.33	83.33	83.33	999.96	833.30
Total FINANCIAL SERVICES	$ 2,166.66	$ 2,166.66	$ 2,166.66	$ 2,166.66	$ 2,166.66	$ 2,166.66	$ 2,166.66	$ 2,166.66	$ 2,166.66	$ 2,166.66	$ 2,166.66	$ 2,166.66	$ 25,999.92	21,666.60
LEGAL & Compliance													0.00	0.00
5500 Misc. Compliance	16.67	16.67	16.67	16.67	16.67	16.67	16.67	16.67	16.67	16.67	16.67	16.67	200.04	166.70
5501 Insurance Expense	833.33	833.33	833.33	833.33	833.33	833.33	833.33	833.33	833.33	833.33	833.33	833.33	9,999.96	8,333.30
Total LEGAL & Compliance	$ 850.00	$ 850.00	$ 850.00	$ 850.00	$ 850.00	$ 850.00	$ 850.00	$ 850.00	$ 850.00	$ 850.00	$ 850.00	$ 850.00	$ 10,200.00	8,500.00
OCCUPANCY													0.00	0.00
5200 Office Rent	1,800.00	1,800.00	1,800.00	1,800.00	1,800.00	1,800.00	1,800.00	1,800.00	1,800.00	1,800.00	1,800.00	1,800.00	21,600.00	18,000.00
5201 Telephone, Internet & Utilities	333.33	333.33	333.33	333.33	333.33	333.33	333.33	333.33	333.33	333.33	333.33	333.33	3,999.96	3,333.30
5202 Office Improvements	125.00	125.00	125.00	125.00	125.00	125.00	125.00	125.00	125.00	125.00	125.00	125.00	1,500.00	1,250.00
Total OCCUPANCY	$ 2,258.33	$ 2,258.33	$ 2,258.33	$ 2,258.33	$ 2,258.33	$ 2,258.33	$ 2,258.33	$ 2,258.33	$ 2,258.33	$ 2,258.33	$ 2,258.33	$ 2,258.33	$ 27,099.96	22,583.30
OFFICE													0.00	0.00
5600 Office Supplies	500.00	500.00	500.00	500.00	500.00	500.00	500.00	500.00	500.00	500.00	500.00	500.00	6,000.00	5,000.00
Total OFFICE	$ 500.00	$ 500.00	$ 500.00	$ 500.00	$ 500.00	$ 500.00	$ 500.00	$ 500.00	$ 500.00	$ 500.00	$ 500.00	$ 500.00	$ 6,000.00	5,000.00
STAFF EXPENSES													0.00	0.00
5100 Salaries & Wages	58,633.33	58,633.33	58,633.33	58,633.33	58,633.33	58,633.33	58,633.33	58,633.33	58,633.33	58,633.33	58,633.33	58,633.33	703,599.96	586,333.30
5101 Payroll Taxes	5,277.00	5,277.00	5,277.00	5,277.00	5,277.00	5,277.00	5,277.00	5,277.00	5,277.00	5,277.00	5,277.00	5,277.00	63,324.00	52,770.00
5102 Benefits (Health & 401K)	5,848.33	5,848.33	5,848.33	5,848.33	5,848.33	5,848.33	5,848.33	5,848.33	5,848.33	5,848.33	5,848.33	5,848.33	70,179.96	58,483.30
5104 Payroll Processing Expense	250.00	250.00	250.00	250.00	250.00	250.00	250.00	250.00	250.00	250.00	250.00	250.00	3,000.00	2,500.00
Total STAFF EXPENSES	$ 70,008.66	$ 70,008.66	$ 70,008.66	$ 70,008.66	$ 70,008.66	$ 70,008.66	$ 70,008.66	$ 70,008.66	$ 70,008.66	$ 70,008.66	$ 70,008.66	$ 70,008.66	$ 840,103.92	700,086.60
Total FIXED EXPENSES	$ 75,783.65	$ 75,783.65	$ 75,783.65	$ 75,783.65	$ 75,783.65	$ 75,783.65	$ 75,783.65	$ 75,783.65	$ 75,783.65	$ 75,783.65	$ 75,783.65	$ 75,783.65	$ 909,403.80	757,836.50
VARIABLE EXPENSES													0.00	0.00
BUSINESS ENTERTAINMENT													0.00	0.00
6100 Board Expense	125.00	125.00	125.00	125.00	125.00	125.00	125.00	125.00	125.00	125.00	125.00	125.00	1,500.00	1,250.00
6101 Business Meetings/Meals	250.00	250.00	250.00	250.00	250.00	250.00	250.00	250.00	250.00	250.00	250.00	250.00	3,000.00	2,500.00
Total BUSINESS ENTERTAINMENT	$ 375.00	$ 375.00	$ 375.00	$ 375.00	$ 375.00	$ 375.00	$ 375.00	$ 375.00	$ 375.00	$ 375.00	$ 375.00	$ 375.00	$ 4,500.00	3,750.00
FUNDRAISING/OUTREACH													0.00	0.00
6202 Outreach	416.67	416.67	416.67	416.67	416.67	416.67	416.67	416.67	416.67	416.67	416.67	416.67	5,000.04	4,166.70
6300 Advertising Expense	83.33	83.33	83.33	83.33	83.33	83.33	83.33	83.33	83.33	83.33	83.33	83.33	999.96	833.30
Total FUNDRAISING/OUTREACH	$ 500.00	$ 500.00	$ 500.00	$ 500.00	$ 500.00	$ 500.00	$ 500.00	$ 500.00	$ 500.00	$ 500.00	$ 500.00	$ 500.00	$ 6,000.00	5,000.00
GENERAL CLA PROGRAM EXPENSES													0.00	0.00
6400 General Program Expenses	416.67	416.67	416.67	416.67	416.67	416.67	416.67	416.67	416.67	416.67	416.67	416.67	5,000.04	4,166.70
6404 Contract Services	833.33	833.33	833.33	833.33	833.33	833.33	833.33	833.33	833.33	833.33	833.33	833.33	9,999.96	8,333.30
6406 Legal & Professional Dues	250.00	250.00	250.00	250.00	250.00	250.00	250.00	250.00	250.00	250.00	250.00	250.00	3,000.00	2,500.00
6407 Travel	250.00	250.00	250.00	250.00	250.00	250.00	250.00	250.00	250.00	250.00	250.00	250.00	3,000.00	2,500.00
Total GENERAL CLA PROGRAM EXPENSES	$ 1,750.00	$ 1,750.00	$ 1,750.00	$ 1,750.00	$ 1,750.00	$ 1,750.00	$ 1,750.00	$ 1,750.00	$ 1,750.00	$ 1,750.00	$ 1,750.00	$ 1,750.00	$ 21,000.00	17,500.00
INDIVIDUAL PROGRAM EXPENSES													0.00	0.00
6500 Direct Client Services Program													0.00	0.00
6500.1 Conference/Event	416.67	416.67	416.67	416.67	416.67	416.67	416.67	416.67	416.67	416.67	416.67	416.67	5,000.04	4,166.70
6500.2 Software	150.00	150.00	150.00	150.00	150.00	150.00	150.00	150.00	150.00	150.00	150.00	150.00	1,800.00	1,500.00
6500.3 Travel	250.00	250.00	250.00	250.00	250.00	250.00	250.00	250.00	250.00	250.00	250.00	250.00	3,000.00	2,500.00
6500.4 Litigation Expenses	83.33	83.33	83.33	83.33	83.33	83.33	83.33	83.33	83.33	83.33	83.33	83.33	999.96	833.30
Total 6500 Direct Client Services Program	$ 900.00	$ 900.00	$ 900.00	$ 900.00	$ 900.00	$ 900.00	$ 900.00	$ 900.00	$ 900.00	$ 900.00	$ 900.00	$ 900.00	$ 10,800.00	9,000.00
6501 Legal Education Program													0.00	0.00
6501.1 Conference/Event	166.67	166.67	166.67	166.67	166.67	166.67	166.67	166.67	166.67	166.67	166.67	166.67	2,000.04	1,666.70
6501.2 Software	83.33	83.33	83.33	83.33	83.33	83.33	83.33	83.33	83.33	83.33	83.33	83.33	999.96	833.30
6501.3 Travel	166.67	166.67	166.67	166.67	166.67	166.67	166.67	166.67	166.67	166.67	166.67	166.67	2,000.04	1,666.70
6501.4 Intern Expense	750.00	750.00	750.00	750.00	750.00	750.00	750.00	750.00	750.00	750.00	750.00	750.00	9,000.00	7,500.00
Total 6501 Legal Education Program	$ 1,166.67	$ 1,166.67	$ 1,166.67	$ 1,166.67	$ 1,166.67	$ 1,166.67	$ 1,166.67	$ 1,166.67	$ 1,166.67	$ 1,166.67	$ 1,166.67	$ 1,166.67	$ 14,000.04	11,666.70
6502 Legal Innovation Program													0.00	0.00
6502.1 Conference/Event	83.33	83.33	83.33	83.33	83.33	83.33	83.33	83.33	83.33	83.33	83.33	83.33	999.96	833.30
6502.3 Travel	83.33	83.33	83.33	83.33	83.33	83.33	83.33	83.33	83.33	83.33	83.33	83.33	999.96	833.30
Total 6502 Legal Innovation Program	$ 166.66	$ 166.66	$ 166.66	$ 166.66	$ 166.66	$ 166.66	$ 166.66	$ 166.66	$ 166.66	$ 166.66	$ 166.66	$ 166.66	$ 1,999.92	1,666.60
6503 Policy & Research Program													0.00	0.00
6503.1 Conference/Event	62.50	62.50	62.50	62.50	62.50	62.50	62.50	62.50	62.50	62.50	62.50	62.50	750.00	625.00
6503.2 Software	41.67	41.67	41.67	41.67	41.67	41.67	41.67	41.67	41.67	41.67	41.67	41.67	500.04	416.70
6503.3 Travel	62.50	62.50	62.50	62.50	62.50	62.50	62.50	62.50	62.50	62.50	62.50	62.50	750.00	625.00
Total 6503 Policy & Research Program	$ 166.67	$ 166.67	$ 166.67	$ 166.67	$ 166.67	$ 166.67	$ 166.67	$ 166.67	$ 166.67	$ 166.67	$ 166.67	$ 166.67	$ 2,000.04	1,666.70
6504 Pro Bono Program													0.00	0.00
6504.1 Conference/Event	250.00	250.00	250.00	250.00	250.00	250.00	250.00	250.00	250.00	250.00	250.00	250.00	3,000.00	2,500.00

6504.2 Software	1,033.33	1,033.33	1,033.33	1,033.33	1,033.33	1,033.33	1,033.33	1,033.33	1,033.33	1,033.33	1,033.33	1,033.33	12,399.96	10,333.30
6504.3 Travel	41.67	41.67	41.67	41.67	41.67	41.67	41.67	41.67	41.67	41.67	41.67	41.67	500.04	416.70
Total 6504 Pro Bono Program	**$ 1,325.00**	**$ 1,325.00**	**$ 1,325.00**	**$ 1,325.00**	**$ 1,325.00**	**$ 1,325.00**	**$ 1,325.00**	**$ 1,325.00**	**$ 1,325.00**	**$ 1,325.00**	**$ 1,325.00**	**$ 1,325.00**	**$ 15,900.00**	13,250.00
Total INDIVIDUAL PROGRAM EXPENSES	**$ 3,725.00**	**$ 3,725.00**	**$ 3,725.00**	**$ 3,725.00**	**$ 3,725.00**	**$ 3,725.00**	**$ 3,725.00**	**$ 3,725.00**	**$ 3,725.00**	**$ 3,725.00**	**$ 3,725.00**	**$ 3,725.00**	**$ 44,700.00**	37,250.00
TECHNOLOGY													0.00	0.00
6000 Hardware Expense	208.33	208.33	208.33	208.33	208.33	208.33	208.33	208.33	208.33	208.33	208.33	208.33	2,499.96	2,083.30
6001 Software Expense	166.67	166.67	166.67	166.67	166.67	166.67	166.67	166.67	166.67	166.67	166.67	166.67	2,000.04	1,666.70
6002 Technical Support Expense	416.67	416.67	416.67	416.67	416.67	416.67	416.67	416.67	416.67	416.67	416.67	416.67	5,000.04	4,166.70
6003 Website Maintenance/Expenses	416.67	416.67	416.67	416.67	416.67	416.67	416.67	416.67	416.67	416.67	416.67	416.67	5,000.04	4,166.70
Total TECHNOLOGY	**$ 1,208.34**	**$ 1,208.34**	**$ 1,208.34**	**$ 1,208.34**	**$ 1,208.34**	**$ 1,208.34**	**$ 1,208.34**	**$ 1,208.34**	**$ 1,208.34**	**$ 1,208.34**	**$ 1,208.34**	**$ 1,208.34**	**$ 14,500.08**	12,083.40
Total VARIABLE EXPENSES	**$ 7,558.34**	**$ 7,558.34**	**$ 7,558.34**	**$ 7,558.34**	**$ 7,558.34**	**$ 7,558.34**	**$ 7,558.34**	**$ 7,558.34**	**$ 7,558.34**	**$ 7,558.34**	**$ 7,558.34**	**$ 7,558.34**	**$ 90,700.08**	75,583.40
Total Expenditures	**$ 83,341.99**	**$ 83,341.99**	**$ 83,341.99**	**$ 83,341.99**	**$ 83,341.99**	**$ 83,341.99**	**$ 83,341.99**	**$ 83,341.99**	**$ 83,341.99**	**$ 83,341.99**	**$ 83,341.99**	**$ 83,341.99**	**$ 1,000,103.88**	833,419.90
Net Operating Revenue	**$ 525,275.68**	**-$ 75,425.32**	**-$ 75,425.32**	**-$ 30,425.32**	**-$ 65,425.32**	**-$ 75,425.32**	**-$ 45,425.32**	**-$ 75,425.32**	**-$ 75,425.32**	**-$ 75,425.32**	**$ 4,574.68**	**$ 57,074.68**	**-$ 6,902.84**	-68,552.20
ADD IN "RESERVE ALLOCATION"														0.00
Other Revenue														0.00
9100 Interest Income	1,666.67	1,666.67	1,666.67	1,666.67	1,666.67	1,666.67	1,666.67	1,666.67	1,666.67	1,666.67	1,666.67	1,666.67	20,000.04	16,666.70
Total Other Revenue	**$ 1,666.67**	**$ 1,666.67**	**$ 1,666.67**	**$ 1,666.67**	**$ 1,666.67**	**$ 1,666.67**	**$ 1,666.67**	**$ 1,666.67**	**$ 1,666.67**	**$ 1,666.67**	**$ 1,666.67**	**$ 1,666.67**	**$ 20,000.04**	16,666.70
Net Other Revenue	**$ 1,666.67**	**$ 1,666.67**	**$ 1,666.67**	**$ 1,666.67**	**$ 1,666.67**	**$ 1,666.67**	**$ 1,666.67**	**$ 1,666.67**	**$ 1,666.67**	**$ 1,666.67**	**$ 1,666.67**	**$ 1,666.67**	**$ 20,000.04**	16,666.70
Net Revenue	**$ 526,942.35**	**-$ 73,758.65**	**-$ 73,758.65**	**-$ 28,758.65**	**-$ 63,758.65**	**-$ 73,758.65**	**-$ 43,758.65**	**-$ 73,758.65**	**-$ 73,758.65**	**-$ 73,758.65**	**$ 6,241.35**	**$ 58,741.35**	**$ 13,097.20**	-51,885.50

Chesapeake Legal Alliance (CLA)
Statement of Activity
January - October 2021

	Jan 2021	Feb 2021	March	April	May	June	July	August	September	October	Total
Revenue											
2020 Surplus Carryforward	339,041										339,041
2021 Previously Restricted Funds Released	600,701										600,701
PPP Funds	0	129,904									129,904
4000 Foundation Grants	3,000			46,000	15,000	4,519	17,500			70,000	156,019
4100 Corporation Contributions		40									40
4200 Law Firm Contributions				250							250
4300 Individual Contributions	829	2,268	255	2,656	1,494	1,875	2,550	1,334	296	682	14,239
4301 Board of Director Contributions			6,650	258	2,150	5,600	1,000		1,050		16,708
4302 Board of Advisor Contributions	250					5,000	250				5,500
4303 Client Contributions	100						872				972
Total 4300 Individual Contributions	**$ 1,179**	**$ 2,268**	**$ 6,905**	**$ 2,914**	**$ 3,644**	**$ 12,475**	**$ 4,672**	**$ 1,334**	**$ 1,346**	**$ 682**	**$ 37,418**
Total Revenue	**$ 943,921**	**$ 132,212**	**$ 6,905**	**$ 49,164**	**$ 18,644**	**$ 16,994**	**$ 22,172**	**$ 1,334**	**$ 1,346**	**$ 70,682**	**$ 1,263,373**
Gross Profit	**$ 943,921**	**$ 132,212**	**$ 6,905**	**$ 49,164**	**$ 18,644**	**$ 16,994**	**$ 22,172**	**$ 1,334**	**$ 1,346**	**$ 70,682**	**$ 1,263,373**
Expenditures											
FIXED EXPENSES											0
FINANCIAL SERVICES											0
5301 Accounting Fees	758	961	698	679	398	343	5,356	428	110	2,298	12,027
5302 Bank & Credit Card Fees	140	35	36	87	-30	338	15	72	15	15	723
Total FINANCIAL SERVICES	**$ 898**	**$ 996**	**$ 733**	**$ 766**	**$ 367**	**$ 680**	**$ 5,371**	**$ 500**	**$ 125**	**$ 2,313**	**$ 12,750**
LEGAL & Compliance											0
5500 Misc. Compliance			1,799	502	625		13				2,939
5501 Insurance Expense	153	5,269	151	156	157	154	743	334	321		7,437
Total LEGAL & Compliance	**$ 153**	**$ 5,269**	**$ 1,950**	**$ 657**	**$ 781**	**$ 154**	**$ 756**	**$ 334**	**$ 321**	**$ 0**	**$ 10,375**
OCCUPANCY											0
5200 Office Rent	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	18,000
5201 Telephone, Internet & Utilities	243	263	600	245	245	245	237	250	250	231	2,808
Total OCCUPANCY	**$ 2,043**	**$ 2,063**	**$ 2,400**	**$ 2,045**	**$ 2,045**	**$ 2,045**	**$ 2,037**	**$ 2,050**	**$ 2,050**	**$ 2,031**	**$ 20,808**
OFFICE											0
5600 Office Supplies		188		148	185		390	173		265	1,350
Total OFFICE	**$ 0**	**$ 188**	**$ 0**	**$ 148**	**$ 185**	**$ 0**	**$ 390**	**$ 173**	**$ 0**	**$ 265**	**$ 1,350**
STAFF EXPENSES											0
5100 Salaries & Wages	56,662	56,567	55,992	57,583	58,059	56,925	64,133	59,342	59,342	57,237	581,842
5101 Payroll Taxes	4,505	4,375	4,344	4,430	4,441	4,355	4,996	4,637	4,540	4,379	45,001
5102 Benefits (Health & 401K)	3,666	2,635	7,209	1,589	419	1,665	1,457	1,900	3,651	1,069	25,262
5104 Payroll Processing Expense	191	77	97	118	77	276	77	140	79	282	1,413
5105 Staff Recruiting						553					553
Total STAFF EXPENSES	**$ 65,023**	**$ 63,654**	**$ 67,643**	**$ 63,720**	**$ 62,996**	**$ 63,775**	**$ 70,662**	**$ 66,019**	**$ 67,612**	**$ 62,966**	**$ 654,070**
Total FIXED EXPENSES	**$ 68,117**	**$ 72,170**	**$ 72,727**	**$ 67,336**	**$ 66,375**	**$ 66,653**	**$ 79,217**	**$ 69,075**	**$ 70,107**	**$ 67,575**	**$ 699,353**
VARIABLE EXPENSES											0
BUSINESS ENTERTAINMENT											0
6101 Business Meetings/Meals	60			168			432	77	1,936	211	2,885
Total BUSINESS ENTERTAINMENT	**$ 60**	**$ 0**	**$ 0**	**$ 168**	**$ 0**	**$ 0**	**$ 432**	**$ 77**	**$ 1,936**	**$ 211**	**$ 2,885**
FUNDRAISING/OUTREACH											0
6202 Outreach	86	284	788	397	7,964	572	88	62	54	125	10,420
6204 Fundraising Event Expenses											0
6208 Contract Services	10										10
Total 6204 Fundraising Event Expenses	**$ 10**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 10**
Total FUNDRAISING/OUTREACH	**$ 96**	**$ 284**	**$ 788**	**$ 397**	**$ 7,964**	**$ 572**	**$ 88**	**$ 62**	**$ 54**	**$ 125**	**$ 10,430**
GENERAL CLA PROGRAM EXPENSES											0
6400 General Program Expenses	89								3,249	79	3,417
6404 Contract Services		3,775									3,775
6406 Legal & Professional Dues				1,199	936	329	228	1,079			3,770
6407 Travel	55	119	40	40	40	2,549	367		248	71	3,529
Total GENERAL CLA PROGRAM EXPENSES	**$ 144**	**$ 3,894**	**$ 40**	**$ 1,239**	**$ 976**	**$ 2,877**	**$ 594**	**$ 1,079**	**$ 3,497**	**$ 150**	**$ 14,491**
INDIVIDUAL PROGRAM EXPENSES											0
6500 Direct Client Services Program											0
6500.1 Conference/Event				500							500
6500.2 Software	106	106	106	112	586	112	112	112	112	112	1,579
6500.4 Litigation Expenses	181										181
Total 6500 Direct Client Services Program	**$ 287**	**$ 106**	**$ 106**	**$ 612**	**$ 586**	**$ 112**	**$ 112**	**$ 112**	**$ 112**	**$ 112**	**$ 2,261**
6501 Legal Education Program											0
6501.2 Software					113						113
6501.4 Intern Expense					4,000	4,285					8,285
Total 6501 Legal Education Program	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 4,113**	**$ 4,285**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 8,398**
6502 Legal Innovation Program				60							60
6502.2 Software			247								247
Total 6502 Legal Innovation Program	**$ 0**	**$ 0**	**$ 247**	**$ 60**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 0**	**$ 307**
6504 Pro Bono Program											0
6504.1 Conference/Event		44			500	500					1,044
6504.2 Software	2,628			2,628			2,628			2,628	10,512
Total 6504 Pro Bono Program	**$ 2,628**	**$ 44**	**$ 0**	**$ 2,628**	**$ 500**	**$ 500**	**$ 2,628**	**$ 0**	**$ 0**	**$ 2,628**	**$ 11,556**
Total INDIVIDUAL PROGRAM EXPENSES	**$ 2,915**	**$ 151**	**$ 353**	**$ 3,300**	**$ 5,200**	**$ 4,897**	**$ 2,740**	**$ 112**	**$ 112**	**$ 2,740**	**$ 22,522**
TECHNOLOGY											0
6000 Hardware Expense	1,675	-41		2,117		69					3,820
6001 Software Expense	93	38	38	38	38	1,750	113	484	127	129	2,849
6002 Technical Support Expense			44	131				126			301
6003 Website Maintenance/Expenses			200		480						680
Total TECHNOLOGY	**$ 1,768**	**-$ 3**	**$ 282**	**$ 2,286**	**$ 518**	**$ 1,819**	**$ 113**	**$ 610**	**$ 127**	**$ 129**	**$ 7,650**
Total VARIABLE EXPENSES	**$ 4,984**	**$ 4,326**	**$ 1,463**	**$ 7,392**	**$ 14,657**	**$ 10,165**	**$ 3,968**	**$ 1,940**	**$ 5,727**	**$ 3,355**	**$ 57,978**
Total Expenditures	**$ 73,101**	**$ 76,497**	**$ 74,190**	**$ 74,728**	**$ 81,032**	**$ 76,819**	**$ 83,185**	**$ 71,016**	**$ 75,834**	**$ 70,930**	**$ 757,332**
Net Operating Revenue	**$ 870,820**	**$ 55,715**	**-$ 67,286**	**-$ 25,564**	**-$ 62,388**	**-$ 59,825**	**-$ 61,013**	**-$ 69,681**	**-$ 74,488**	**-$ 249**	**$ 506,042**
Other Revenue											
9100 Interest Income	312	224	71	45	45	43	44	1,058	431	1,272	3,546
Total Other Revenue	**$ 312**	**$ 224**	**$ 71**	**$ 45**	**$ 45**	**$ 43**	**$ 44**	**$ 1,058**	**$ 431**	**$ 1,272**	**$ 3,546**
Net Other Revenue	**$ 312**	**$ 224**	**$ 71**	**$ 45**	**$ 45**	**$ 43**	**$ 44**	**$ 1,058**	**$ 431**	**$ 1,272**	**$ 3,546**
Net Revenue	**$ 871,132**	**$ 55,939**	**-$ 67,215**	**-$ 25,519**	**-$ 62,343**	**-$ 59,782**	**-$ 60,969**	**-$ 68,623**	**-$ 74,057**	**$ 1,023**	**$ 509,587**

B18 add B7+8 C18 add C9

Chesapeake Legal Alliance (CLA)
Budget vs. Actuals: CLA 2021 Budget - FY21 P&L
January -October, 2021

	Total			
	Actual (Jan-October)	Budget (Jan-October)	Variance	Executive Director notes
REVENUE				
2020 Surplus Carryforward	339,041		**Over or (Under) Budgeted INCOME**	
PPP Funds	129,904			
2021 Previously Restricted Foundation Grants - Released	600,701			
4000 Foundation Grants	156,019			
Total Foundation Grants	756,720	685,701	$ 71,019	
4100 Corporation Contributions	40	0	$ 40	
4200 Law Firm Contributions	250	0		
4300 Individual Contributions	14,239	16,667	$ (2,428)	
4301 Board of Director Contributions	16,708	45,833	$ (29,126)	
4302 Board of Advisor Contributions	5,500	16,667	$ (11,167)	
4303 Client Contributions	972		$ 972	
Total 4300 Individual Contributions	**37,419**	**79,167**	**$ (41,748)**	
Total Revenue	**1,263,373**	**764,868**	**$ 498,506**	
Gross Profit	**1,263,373**	**764,868**	**$ 498,506**	
EXPENSES				
FIXED EXPENSES			**(Over) or Under Budgeted EXPENSES**	
FINANCIAL SERVICES				
5301 Accounting Fees	12,027	20,833	$ 8,807	
5302 Bank & Credit Card Fees	723	833	$ 110	
Total FINANCIAL SERVICES	**12,750**	**21,667**	**$ 8,917**	
LEGAL & Compliance			$ -	
5500 Misc. Compliance	2,939	167	$ (2,772)	
5501 Insurance Expense	7,437	8,333	$ 897	
Total LEGAL & Compliance	**10,375**	**8,500**	**$ (1,875)**	
OCCUPANCY			$ -	
5200 Office Rent	18,000	18,000	$ -	
5201 Telephone, Internet & Utilities	2,808	3,333	$ 525	
5202 Office Improvements		1,250	$ 1,250	
Total OCCUPANCY	**20,808**	**22,583**	**$ 1,775**	
OFFICE			$ -	
5600 Office Supplies	1,350	5,000	$ 3,650	
Total OFFICE	**1,350**	**5,000**	**$ 3,650**	
STAFF EXPENSES			$ -	
5100 Salaries & Wages	581,842	586,333	$ 4,492	
5101 Payroll Taxes	45,001	52,770	$ 7,769	
5102 Benefits (Health & 401K)	25,262	58,483	$ 33,221	
5104 Payroll Processing Expense	1,413	2,500	$ 1,087	
5105 Staff Recruiting	553	0	$ (553)	
Total STAFF EXPENSES	**654,070**	**700,087**	**$ 46,016**	
Total FIXED EXPENSES	**699,353**	**757,837**	**$ 58,483**	
VARIABLE EXPENSES			$ -	
BUSINESS ENTERTAINMENT			$ -	
6100 Board Expense	0	1,250	$ 1,250	
6101 Business Meetings/Meals	2,885	2,500	$ (385)	
Total BUSINESS ENTERTAINMENT	**2,885**	**3,750**	**$ 865**	
FUNDRAISING/OUTREACH			$ -	
6202 Outreach	10,430	4,167	$ (6,263)	
6300 Advertising Expense		833	$ 833	
Total FUNDRAISING/OUTREACH	**10,430**	**5,000**	**$ (5,430)**	
GENERAL CLA PROGRAM EXPENSES			$ -	
6400 General Program Expenses	3,417	4,167	$ 750	
6404 Contract Services	3,775	8,333	$ 4,558	
6406 Legal & Professional Dues	3,770	2,500	$ (1,270)	
6407 Travel	3,529	2,500	$ (1,029)	
Total GENERAL CLA PROGRAM EXPENSES	**14,491**	**17,500**	**$ 3,009**	
INDIVIDUAL PROGRAM EXPENSES			$ -	
6500 Direct Client Services Program			$ -	
6500.1 Conference/Event	500	4,167	$ 3,667	
6500.2 Software	1,579	1,500	$ (79)	
6500.3 Travel		2,500	$ 2,500	
6500.4 Litigation Expenses	181	833	$ 652	
Total 6500 Direct Client Services Program	**2,261**	**9,000**	**$ 6,739**	
6501 Legal Education Program			$ -	
6501.1 Conference/Event		1,667	$ 1,667	
6501.2 Software	113	833	$ 720	
6501.3 Travel		1,667	$ 1,667	
6501.4 Intern Expense	8,285	7,500	$ (785)	
Total 6501 Legal Education Program	**8,398**	**11,667**	**$ 3,269**	
6502 Legal Innovation Program	60		$ (60)	
6502.1 Conference/Event		833	$ 833	
6502.2 Software	247	0	$ (247)	
6502.3 Travel		833	$ 833	
Total 6502 Legal Innovation Program	**307**	**1,667**	**$ 1,360**	
6503 Policy & Research Program			$ -	
6503.1 Conference/Event		625	$ 625	
6503.2 Software		417	$ 417	
6503.3 Travel		625	$ 625	
Total 6503 Policy & Research Program	**0**	**1,667**	**$ 1,667**	
6504 Pro Bono Program			$ -	
6504.1 Conference/Event	1,044	2,500	$ 1,456	
6504.2 Software	10,512	10,333	$ (179)	
6504.3 Travel		417	$ 417	
Total 6504 Pro Bono Program	**11,556**	**13,250**	**$ 1,694**	
Total INDIVIDUAL PROGRAM EXPENSES	**22,522**	**37,250**	**$ 14,728**	
TECHNOLOGY			$ -	
6000 Hardware Expense	3,820	2,083	$ (1,737)	
6001 Software Expense	2,849	1,667	$ (1,182)	
6002 Technical Support Expense	301	4,167	$ 3,866	
6003 Website Maintenance/Expenses	680	4,167	$ 3,487	
Total TECHNOLOGY	**7,650**	**12,083**	**$ 4,433**	
Total VARIABLE EXPENSES	**57,978**	**75,583**	**$ 17,605**	
FUTURE RESERVE	**300,000**	**300,000**	**$ -**	
Total Expenditures	**1,057,332**	**1,133,420**	**$ 76,088**	
Net Operating Revenue	**206,042**	**-368,552**	**$ 574,594**	
Other Revenue				
9100 Interest Income & Dividend Income	3,546	16,667	$ (13,121)	
Total Other Revenue	**3,546**	**16,667**	**$ (13,121)**	
Net Other Revenue	**3,546**	**16,667**	**$ (13,121)**	
Net Revenue	**209,587**	**-351,886**	**$ 561,473**	

CHESAPEAKE
LEGAL ALLIANCE

Board Meeting Visioning Session

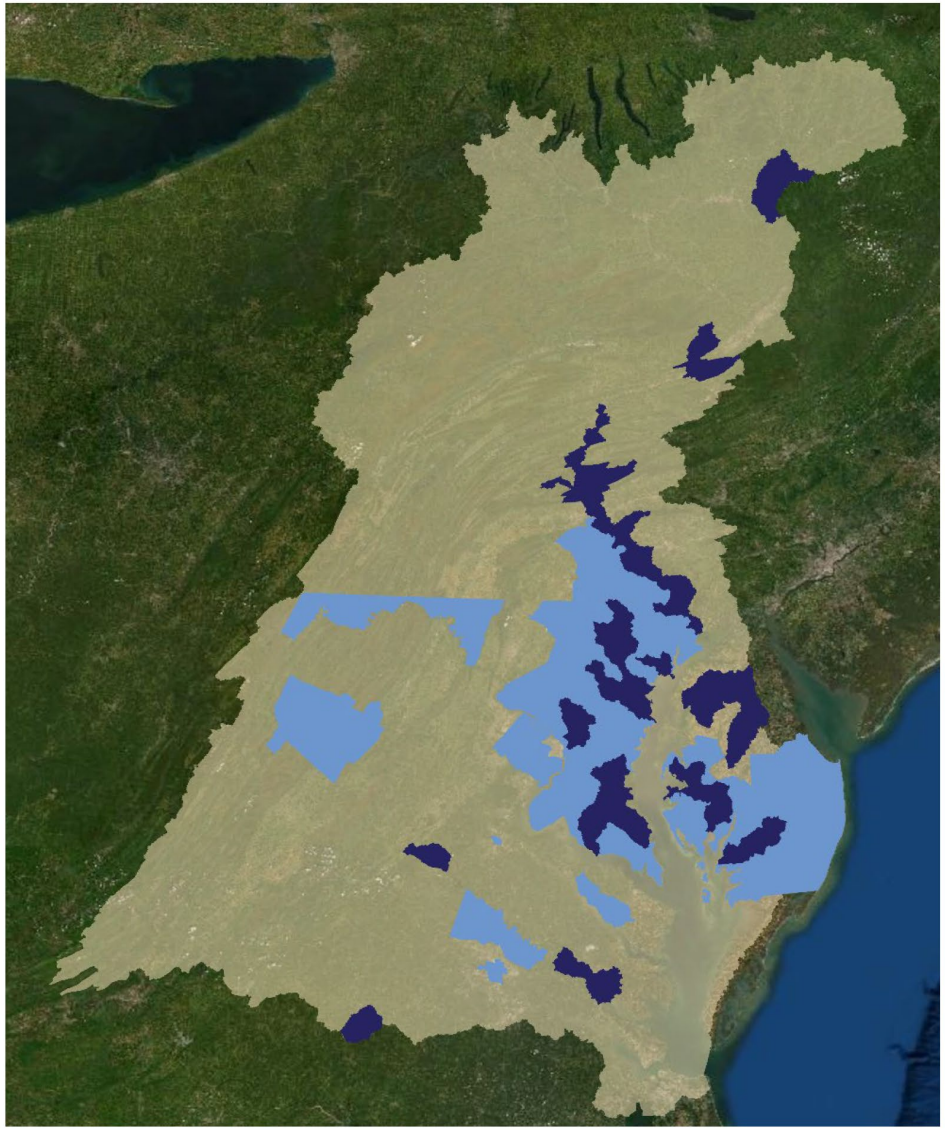
DECEMBER 13, 2021

5 Main Goals (2020-23 Strategic Plan)

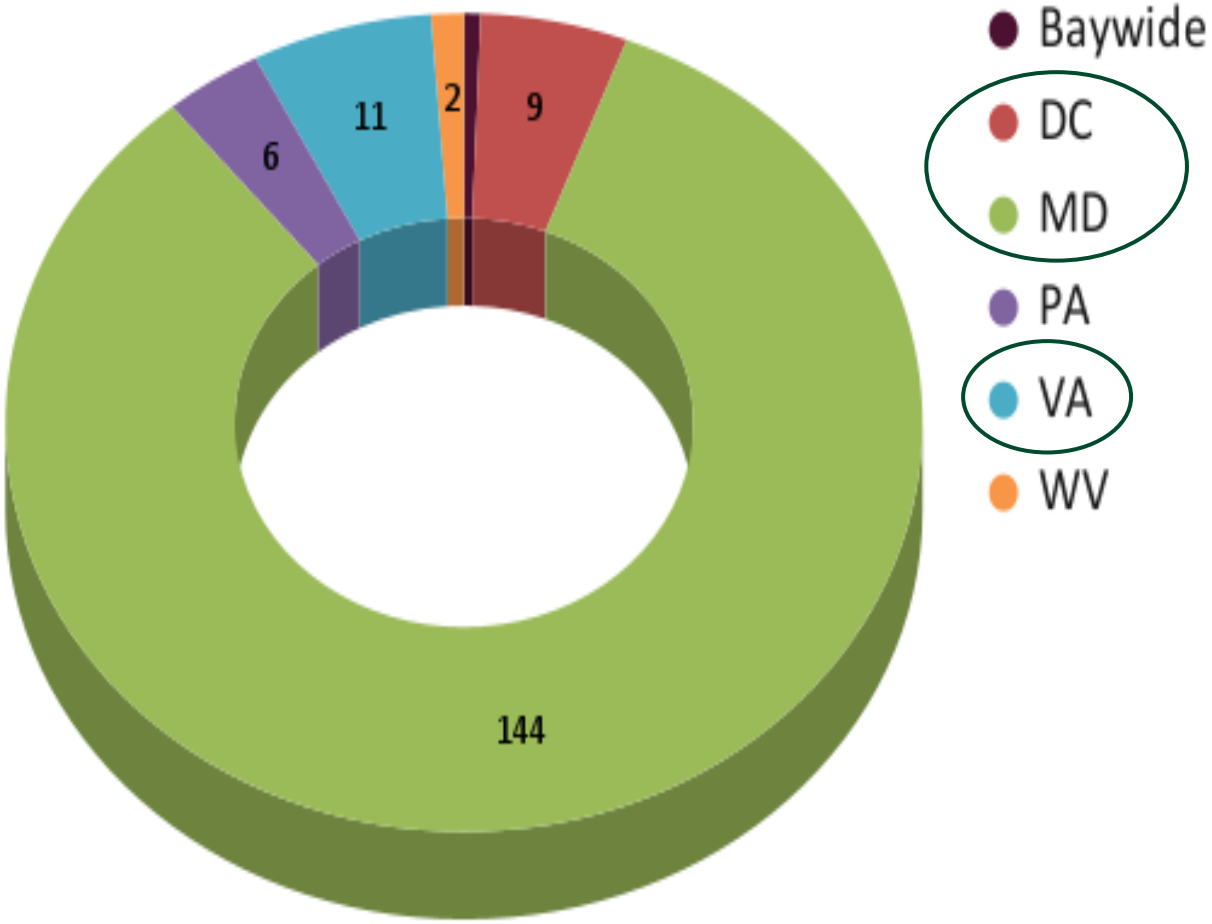
- ✓ Our LEGAL SERVICES (staff or volunteer) result significant environmental improvement in the watershed.
- ✓ Our LEGAL EDUCATION PROGRAM empowers Bay advocates to achieve environmental improvements in the watershed.
- ✓ We have sufficient VOLUNTEER ATTORNEYS around the watershed to meet demand.
- ✓ We successfully prioritize J.E.D.I. (justice, equity, diversity & inclusion) in its projects & organizational culture.
- ✓ We have sound program & business OPERATIONS.

Are we working throughout the Bay watershed?

CHESAPEAKE
LEGAL ALLIANCE

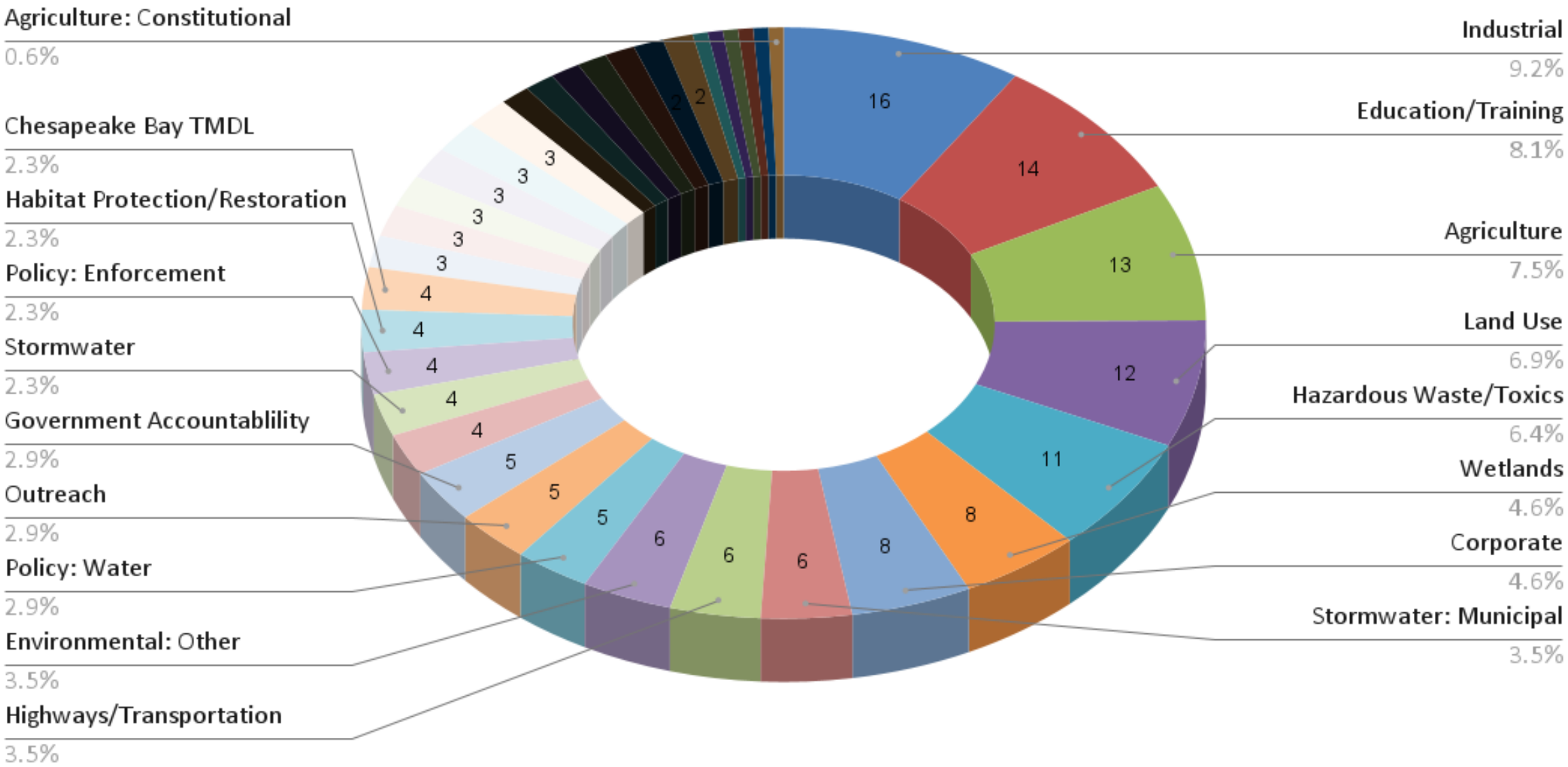


Where is CLA Working?

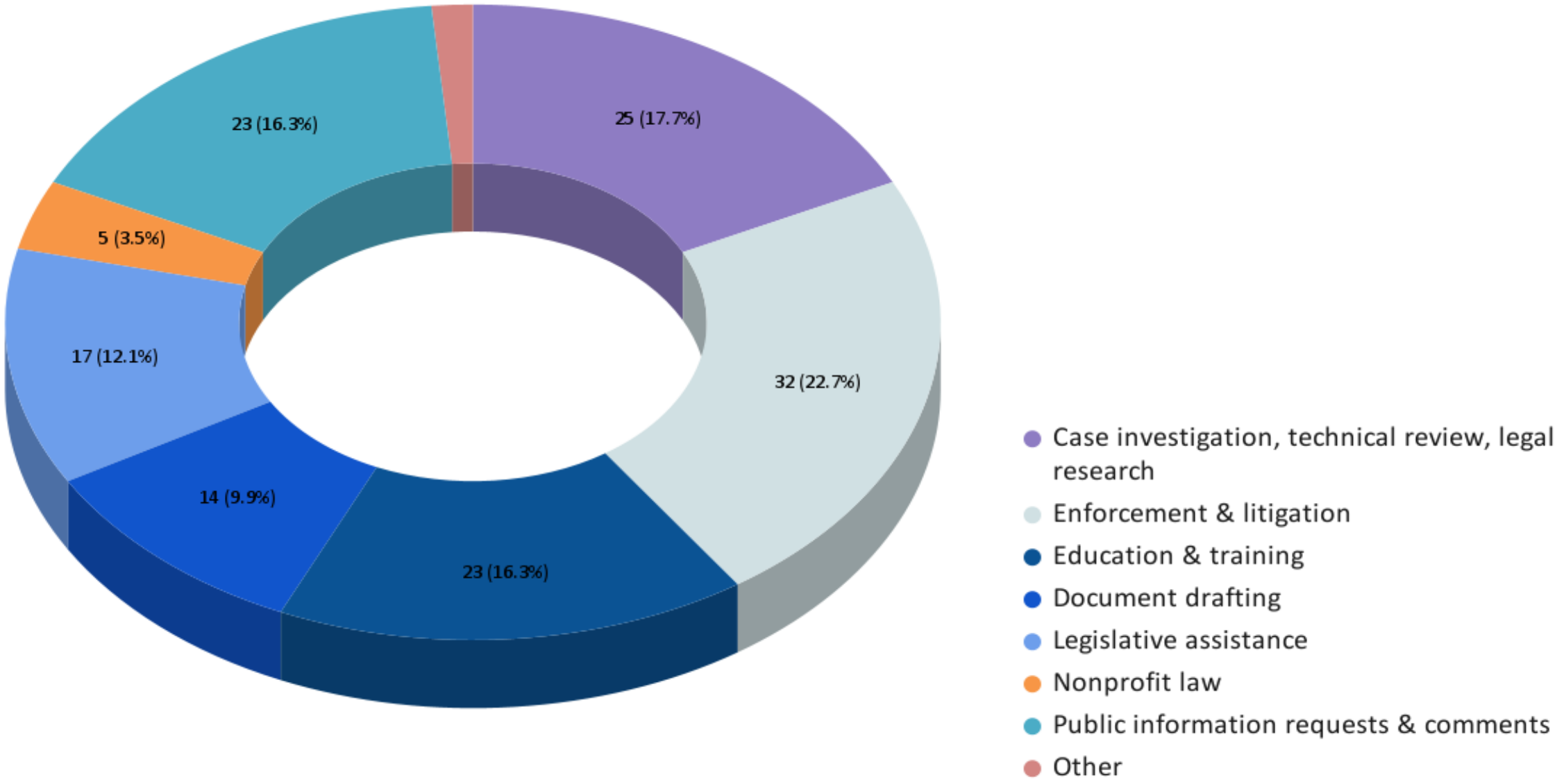


What type of legal help do we provide?

Types of Legal Matters Handled by CLA Lawyers

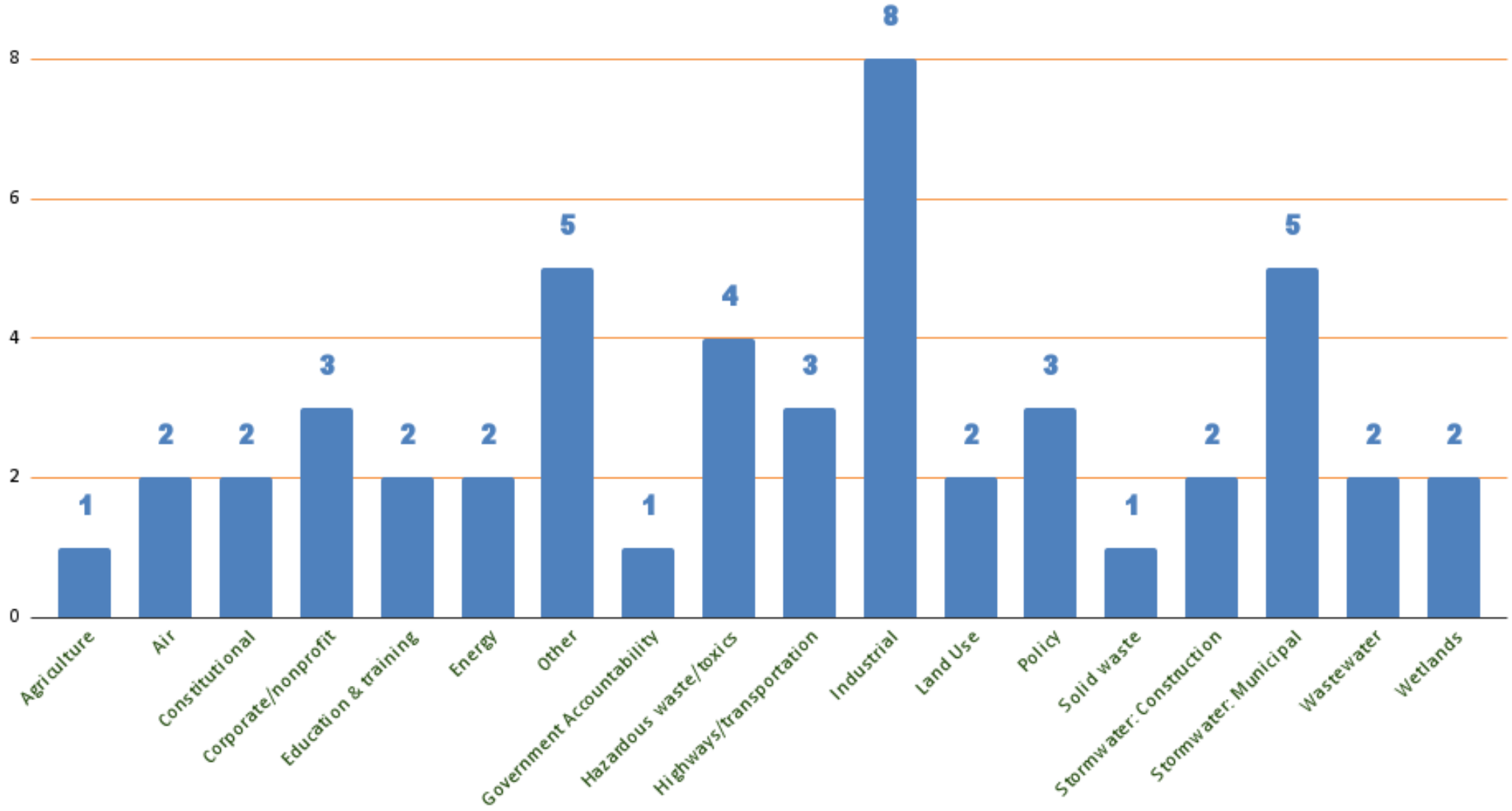


Types of Legal Work Performed by CLA Lawyers



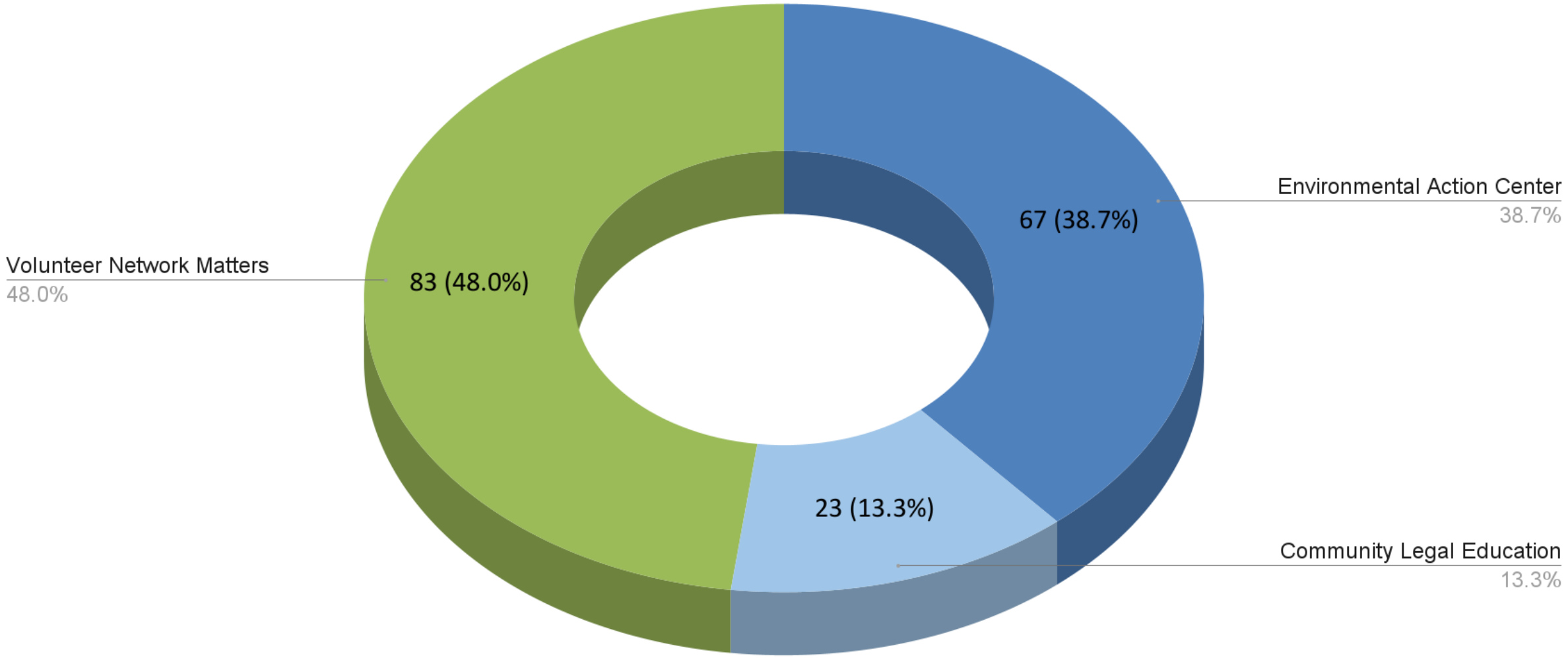
Legal Matters Address that Environmental Injustices: 50

Percentage of total (172): 29%



Who’s providing these services?

Matters Handled by CLA Centers & Volunteer Lawyers



How are we paying for these services?

Financial Projections = Solvent thru 2025

	FY 21/22 PROJECTION	FY 22/23 PROJECTION	FY 23/24 PROJECTION	FY 24/25 PROJECTION	25/26 PROJECTION	Notes
Town Creek Foundation	600,701	300,351	0	0	0	
Other Foundations	683,500	658,000	670,000	700,000	595,000	
TOTAL FOUNDATION REVENUE	1,284,201	958,351	670,000	700,000	595,000	
NON-FOUNDATION REVENUE	168,250	214,758	251,537	282,199	312,937	
BEGINNING CASH	**207,517**	**317,410**	**251,332**	**189,472**	**291,355**	
TOTAL REVENUE	1,452,452	1,173,109	921,537	982,199	907,937	↓ Enter annual expense increase (%) ↓
TOTAL EXPENSES	1,032,559	1,084,187	1,138,396	1,195,316	1,195,316	5.00%
NET REVENUE	**627,410**	**406,332**	**34,472**	**(23,645)**	**3,976**	
CASH (resticted) or released from restriction	(310,000)	(155,000)	155,000	315,000	150,000	
ENDING CASH	**317,410**	**251,332**	**189,472**	**291,355**	**153,976**	
TOTAL CASH RESERVE	665,000	820,000	665,000	350,000	200,000	NOTE: At the end of FY 25/26, the Board Reserve of 200,000 still remains in the bank.

What happens after 2025?

Reality Check: The OPPORTUNITIES

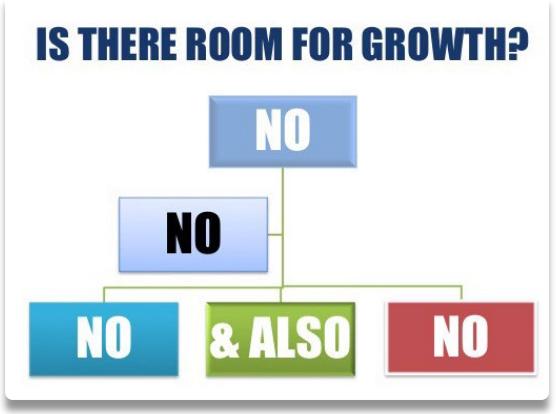
- CLA is the ONLY organization exclusively devoted to legal services for Bay
- Volunteer network allows CLA to accept higher # and more diverse types of cases than most other environmental legal services NGOs.
- Strong connections with grass-roots organizations
- Strong reputation among funders & Bay-focused organizations
- Familiarity with Maryland (and to lesser extent Virginia) laws and regulations
- Network is expanding in VA and PA

Reality Check: The CHALLENGES

Bay $ is Competitive

CLA will always compete with CBF for individual donors.

Foundation landscape shifting away from water to climate, EJ, & multi-disciplinary issues.



Max Capacity

We need additional staff: lawyers in PA & VA, communications, additional development staff.

BUT… current budget doesn't account for added personnel.

PA is upstream

"Chesapeake Bay" issues and organizations **DO NOT** resonate upstream.

BUT….success in PA is critical to Bay restoration.

How can CLA best deliver on its vision over the next 10 years?

Recap: CLA's Vision/Mission

VISION

What does success look like?

At CLA, we envision enduring protections for the Chesapeake Bay watershed with healthy ecosystems, sustainable land use, and clean water for all.

MISSION

How do we achieve that success?

To achieve our vision, we apply the power of the law to protect and restore clean water and promote healthy, resilient ecosystems for communities across the Chesapeake Bay watershed.

Status Quo: Focus on Chesapeake

Pros

- Clear mission
- Tighter connection with Chesapeake-focused funders
- Retains established brand equity

Cons

- Limits ability to work in PA, NY, DE & WV
- Limits sources of funding
- Stiff competition for funding with other Bay-oriented non-profits
- Limits growth potential

Geographic Expansion
(via growth or merger)

Pros

- Facilitates work outside MD and VA
- Broadens access to funding
- Lessens competition with other Bay-focused organizations
- CLA's unique model doesn't exist anywhere nearby

Cons

- Loss of Bay identity
- Loss of focus
- Loss of brand equity

Scenarios to Consider for the Future

1. Steady as she goes
2. Explore alliance with Chesapeake Bay Foundation
3. Expand geographic scope through growth or alliance/merger with another environmental law organization