Appendix G

Feasibility Report
Access to Justice Commission
October 30, 2013
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Introduction

Study Goals and Objectives

The primary goals and objectives of the fund raising feasibility study for the Access to Justice Commission include:

1. Establish, through factual and subjective information, a professional estimate of the funds that can reasonably be expected to be raised from individuals of wealth and Massachusetts businesses.

2. An opportunity to describe the needs and how they are currently met by civil legal aid service providers; to learn how potential donors perceive this need and evaluate its importance, and to what extent the ATJC’s goals might coincide with their personal, corporate and philanthropic goals.

3. Understand potential receptivity to a significant campaign over a multi-year period compared to a request for donations on an annual or repeated basis.

4. Determine what would be the most effective cultivation and education strategies, and appeal message.
The feasibility study is a time to inform, interest and involve potential campaign leaders and participants. It is not intended to secure financial or volunteer commitments. Interview appointments were made with the explicit understanding that no solicitation would take place. A solicitation by paid counsel outside of the context of a full campaign would, in most cases, result in a smaller gift than that which could be obtained later by volunteers within the context of a community-based campaign effort.

Rather than seeking commitments, an effective feasibility study is intended to accumulate enough factual and subjective information to establish an accurate indication of campaign potential.

This feasibility study, however, can be considered the first step in a campaign on behalf of the Access to Justice Commission. The study has advanced the cause of the ATJC and the campaign in the following ways:

- The attention and interest of 36 business and community leaders has been engaged through personal, in-depth discussions.
- The study, requiring many hours of volunteer committee effort to implement and oversee, and the resulting learning from it, may strengthen the resolve and commitment of the Commission to undertake a campaign.
- Key community leaders and businesses are now aware of the goals and intentions of the ATJC; as a result, they are a step closer to thoughtfully considering the extent to which they will commit their time, talents and dollars.

Study Process

The Access to Justice Commission retained Community Philanthropy Consulting (CPC) in March 2013 to conduct a study to test the feasibility of implementing a significant
statewide fund raising campaign in support of civil legal aid for the poor in Massachusetts. (See the Appendix for a summary of the proposed project.)

In addition to determining campaign potential, CPC was asked to offer recommendations for designing and implementing an effective fund raising campaign based on the study findings and the firm’s experience and professional judgment.

The project commenced in late March and continued through September 2013. Nancy Kerbs and Kathryn DeNitto conducted confidential interviews with a total of 36 identified community and business leaders, philanthropists, opinion leaders, and board members. The information gathered from these interviews was then shared and analyzed by CPC fund raising professionals.

The study was designed to reach community and business leaders and philanthropists, whose participation and/or opinions were deemed potentially important to the success of a fund raising campaign. The ATJC Revenue Enhancement Committee compiled a broad and comprehensive list of individuals for personal interviews. CPC prepared an introductory letter and case statement that was mailed to potential interviewees. Massachusetts Legal Assistance Corporation staff scheduled interviews and coordinated the interview process.

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**Fund Raising Criteria**

The four, broad, general criteria for determining campaign potential, relative to non-profit organizations and their respective fund development environments and constituencies, are as follows:
1. The extent to which the organization’s constituencies hold generally favorable attitudes toward the organization’s mission, and toward its perceived effectiveness in carrying out its mission; because the Access to Justice Commission and civil legal aid service providers don’t have constituencies as typically defined, we attempted to measure this based on impact to our communities statewide.

2. The strength of the organization’s case for support in terms of community needs, numbers of people to be served, lack of duplicate services available, and potential for the project to enhance the quality of life or assure that needs are met;

3. The giving potential of individuals, corporations, businesses and foundations that can provide support to the organization, keeping in mind that in most fund raising campaigns, the majority of the funding comes from a small number of participants;

4. The availability of strong leadership and well-recognized individuals to assume key volunteer roles within the fund raising campaign organization.

All topics of conversation during our interviews were derived from these four fundamental criteria for determining the potential for campaign success.

**Topics of Discussion**

The format and content of the interviews varied somewhat based on each interviewee’s area of interest and relationship, if any, to the Access to Justice Commission and/or civil legal aid. In most cases, our conversations touched upon the topics listed below. Of note, because awareness of the problem was very low among the people outside of the legal community, the typical hypothetical questions about potential level of giving and/or
volunteer involvement in a campaign, if it were to happen, were approached in less direct ways.

1. Awareness of/knowledge about civil legal aid before reading case statement.
2. Understanding and impression of the need from reading the case statement.
3. How important is this project to our state, based on what you now know?
4. Overall reaction to the case statement? Which components of the project seem the most important? Which seem the least important? Reaction to each key segment of the proposed plan.
5. Is a $25 million goal attainable? If not, does another number feel intuitively right?
6. If this moves forward similar to what’s proposed here, how significantly will people and businesses respond? Why or why not?
7. If you were responsible for the success of this project, are you more likely to structure the campaign as a one-time effort with a more significant goal or as an annual campaign with a lower goal? (question varied based on response to #5 above)
8. What information do you need about the organization responsible for the campaign to thoroughly evaluate this project?
9. How does this initiative compare/contrast with causes that you currently support or have considered supporting? What would make this one make your priority list?
10. If you were responsible for the success of this project, which individuals and businesses would you look to as potential major funding sources?
11. Do any particular business segments come to mind that you might expect to see as strong supporters vs. others?
12. Which individuals might best serve as volunteer leadership for a campaign? Who might provide optimum positioning and leadership as a campaign chair or co-chair?
The primary objective of the interview process was to give a selected group of constituents, on an individual and confidential basis, the opportunity to give a sincere and thorough assessment of the ATJC/The Fund for Legal Services’ position relative to its potential to attract voluntary support for the proposed project.

Findings

Awareness and Attitudes

Building a positive attitude toward any cause or institution takes time and, once established, requires ongoing attention and focus. A positive attitude toward a cause or organization paves the way for active support, financial and otherwise, and both speeds and eases the solicitation process in a campaign.

Outside of the legal community, awareness of the concept of and need for civil legal aid for the poor appear to be very low, as expected. In addition to a lack of knowledge overall, there is also confusion about the differences between civil and criminal legal aid, and about what types of cases are defined as civil legal aid cases. Once the basic definition is understood, most people quickly recognize the importance of providing these services, and the negative impact that an inability to provide them can have on the individual, family, and broader community.

Table 1: How important to our state is providing civil legal aid to the poor?


<table>
<thead>
<tr>
<th>Response</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very Important</td>
<td>31</td>
</tr>
<tr>
<td>Somewhat Important</td>
<td>3</td>
</tr>
<tr>
<td>Neutral</td>
<td>2</td>
</tr>
<tr>
<td>Somewhat unimportant</td>
<td>--</td>
</tr>
<tr>
<td>Not important</td>
<td>--</td>
</tr>
</tbody>
</table>

Once they understood more about the current situation, several people expressed surprise that they weren’t aware of this critical need for civil legal aid services and resources. “Perfect media opportunity” and “where is the Globe exposé on this?” were reflective of comments expressed, as well as ‘it’s time for this (civil legal aid) to come out of hiding’. It is ‘fairness for people who can’t afford to pay for it.’

Among the few people who described the need as something other than very important, the key reason expressed was what they felt was the ‘diffuse’ nature of the needs that require civil legal aid services. As a result, it gets ‘trumped by bigger, broader problems, such as violence on our streets and improving our schools’, and lacks the immediate ‘hook’ that other societal needs and concerns may have.

With the low awareness and lack of personal connection that currently exist about this need, it was widely felt that having the ‘right people’ involved and responsible for the big asks becomes the lead strategy and key predictor of success for a fund raising campaign. Several people gave examples of initiatives that they supported solely based on who asked them to get involved, with no previous connection to the cause. These people are used to both being asked and doing the asking; ‘that’s how the game is played’.

Examples of comments:

*When the right person makes the ask, it becomes legitimate.*
Without a personal connection, I want to know who else is supporting this. If the right people are, then I will, too.

**Case for Support**

The degree to which key constituencies support the proposed campaign initiatives is a major indicator of potential campaign success. Plans that are perceived as arising out of need and mission and that have been derived after careful thought, and in consultation with a variety of audiences, are most likely to succeed.

While a large majority of interviewees supported the overall concept of raising funds to increase the level of civil legal aid services that could be provided, many people questioned some component of the specific plans that were shared with them. In some cases this resulted from no previous awareness that there was a need for these services. As a result, they did not feel qualified or ready to effectively evaluate the specifics of the proposed plans without more in-depth information.

The most consistent questions about the case statement revolved around:
1) Can an initiative with low awareness among both potential donors and the broader public, and without a built-in constituency for support, have a successful $25 million campaign?
2) What is the organization and who are the people responsible for this? What makes them best positioned to lead a successful campaign at any level?
Most people felt that a $25 million campaign was unlikely to be successful in the near term, based on the information provided in the case statement and the perceived low awareness of the need. Only three respondents felt that $25 million might be achievable with a well-run campaign, based on the importance and urgency of the need. More than half of those who answered the question felt that a $4-5 million campaign felt realistic and a smart starting point.

**Table 2:** If you were responsible for the success of this initiative, what campaign goal do you think seems realistic?*

<table>
<thead>
<tr>
<th>Response</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>$25 million</td>
<td>3</td>
</tr>
<tr>
<td>Up to $10 million</td>
<td>3</td>
</tr>
<tr>
<td>$4-5 million range</td>
<td>17</td>
</tr>
<tr>
<td>$2-4 million</td>
<td>7</td>
</tr>
<tr>
<td>Less than $2 million</td>
<td>2</td>
</tr>
<tr>
<td>Don’t know/didn’t answer</td>
<td>4</td>
</tr>
</tbody>
</table>

* This question followed ‘do you think a $25 million goal over three years is achievable?’

A campaign with a goal in the range indicated above felt more realistic and likely to succeed than a one-time campaign over several years with a significantly larger goal. Sustainability was not a concern to most people; this was expressed as ‘good donors will continue to support’. Once someone decides to give support at some level, showing sufficiently good outcomes from the additional funding will fuel continued support.

A couple of people who were concerned about sustainability felt that the right model for this type of program would require the beneficiaries of the services to have ‘skin in the game’: a way of giving back for the services they receive, possibly through volunteer time helping to bridge language gaps for the service providers, as one example.

Other specific areas of the Case Statement that generated discussion and questions:
Fellowship program – an important discussion topic because it represented ‘the front line’ of providing services and was the most costly program component. At the same time, supporting a cause by paying attorneys’ salaries was an uncomfortable concept to many. How would the ‘best and brightest’ be attracted to this program vs. other civil legal aid service opportunities or any other legal opportunities? How can they ensure that this will deliver outcomes that will be greater than with the current system?

The Innovation/Modernization project – perceived to be very important; ‘people will get excited about supporting the redesign and improvement of how services are provided to improve outcomes’. Technological advances, including those that improve the flow of information, were considered to be critical to a more efficient and effective system of providing services. It was widely expressed that there are creative approaches to this problem as a whole that would cost little and have a significant impact. Several people felt that securing pro bono resources should be achievable here, for areas beyond legal services.

Expansion of Services – the choice of Veterans and domestic violence as the two causes to focus on did not generate much discussion or particular interest. Most people did not feel that this choice would likely influence theirs or most peoples’ decision to support a campaign. A few agreed that veterans have been largely ignored and underserved as a population and were a worthwhile focus. There were questions about the role of the Veteran’s Administration in providing the type of support to veterans that this project outlined.

The Stabilization Fund – a few people were very focused on this area, and expressed that the information provided raised several questions. Examples were: how was this allocation of the total amount raised arrived at, how to determine if it’s the optimal amount to allocate; how the level of sustainability was calculated.
Overall, support expressed for the proposed campaign initiatives described in the case statement was strong.

Table 3: Based on the information provided, to what extent do you support the proposed campaign initiatives?

<table>
<thead>
<tr>
<th>Responses</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very Supportive</td>
<td>24</td>
</tr>
<tr>
<td>Somewhat Supportive</td>
<td>8</td>
</tr>
<tr>
<td>Somewhat Unsupportive</td>
<td>1</td>
</tr>
<tr>
<td>Not Sure/Don't Know</td>
<td>3</td>
</tr>
</tbody>
</table>

Examples of comments:

Need to provide justification for the #’s in the case; how they were calculated.
Easier to get excited about redesigning the system to serve more people and serve them better, because of the lasting impact.
Make system improvements that show that for every $1 spent, $1+$X comes back to our state.
Expanding services at existing facilities is smarter than adding new service providers.

Messaging

Although awareness of the need for civil legal aid services for the poor appears to be quite low, people quickly understand the importance and impact that providing these services can have. Several people expressed that the issue is about fairness and equal justice for all, not about providing civil legal aid. That distinction should be an important theme in campaign messaging. Not surprisingly, the stories about outcomes, about the lives impacted by receiving urgently needed legal aid services, resonate strongly.
Several people made the suggestion that children should be the face for the cause, whether or not they are the most directly impacted by the particular situation. This is the most effective way to get attention to the problem, to ‘play the sympathy card’.

Numbers have impact. People were consistently surprised by how many people are impacted by the lack of services, as well as by the costs associated with services being provided and not being provided. There were a few specific discussions about the business case and ROI, and how best to use that information to build the most compelling case.

**Campaign Organization**

The key question and concern expressed by several people with regards to the organization leading this effort was not related to whom it was comprised of or how it was organized. Rather, the focus was on how the new organization complemented, coordinated with, and/or possibly competed with existing legal aid service providers. There was concern and some degree of skepticism about how this campaign could happen successfully without potentially undermining the fund raising efforts of existing civil legal aid service providers. We heard two concerns: 1) that giving to ATJC/The Fund for Legal Services could mean that less money is given to existing providers; and 2) what made ATJC/The Fund for Legal Services a better avenue for supporting legal aid services than giving directly to an existing organization? Is this an additional layer that adds ‘bureaucracy’ to the process vs. giving directly to a front-line service provider? Will this initiative work in concert with the Boston Bar Association’s task force that is working to quantify the need and recommend how to address it? If not, why not?
Campaign Leadership

The most important ingredient to the success of fund raising is dedicated and committed leadership. For this reason, one of the study’s important tasks was to determine whom the thought leaders we met with would suggest as ideal leadership, if willing, for advancing the Access to Justice Commission’s plans. While the responses to this question were primarily focused on the ‘big’ name or names who could be the face of a significant campaign, it also serves to identify leaders for consideration as campaign steering committee members.

There are several well-known individuals listed in Table 4 who should be discussed and possibly considered for leadership roles, based on the recommendations from this study. Strong leadership can be accomplished based on a high level of enthusiasm for this project and, perhaps most important, the willingness of the right volunteers to execute enlistment approaches.

The list below represents a starting point only. It is by no means an all-inclusive list of top leadership prospects. These people were suggested in three or more discussions as people who have the reputation and influence to be both a public face of a campaign of this significance as well as successfully make leadership asks.

**Table 4:** Most likely candidates suggested for leadership positions.
It was also suggested that an athlete, entertainer, or other prominent public figure who might have had a personal connection in his/her life to the need for civil legal aid services, or personally known other people who did, could be a powerful public face for the campaign.

**Corporate Support**

While most people felt that the need to provide a higher level of civil legal aid to the poor was urgent and significant, and had potentially broad, far-reaching impact on our communities, they expressed skepticism about the likelihood of generating any significant level of support from businesses in the state. This sentiment was expressed by business leaders themselves as well as from people with significant experience fund raising to area businesses.

Corporate giving goals and plans are firmly entrenched at most companies, centered on the mission of the company and the business sector it competes in. Beyond causes that tie directly to its core mission, businesses will often support initiatives that are championed
by their employees. Much of the rise in giving by corporations over the past couple of years was driven by in-kind donations rather than cash donations.

Without a ‘hook’ that speaks directly to a particular business, gaining business support becomes the right person making an ask at the highest levels in the company. This is often required to get even a modest level of support from businesses (defined as $5,000-$10,000 in most cases). Fortunately, corporate giving still represents a small slice of charitable donations, dwarfed by giving by individuals and foundations.

Examples of comments:
* Couldn’t get a foot in the door with businesses. It’s appalling.
* What’s the direct hook for business?
* Tech/Pharma community is too young to give up their money. They’re not yet philanthropists and not linked to Boston.
* Does writing a big check help my business? Does it help keep people employed?

Foundation support was a topic of interest to several people and was considered an important avenue to explore as part of a fund raising campaign for support of civil legal aid services for the poor in Massachusetts.

**Statewide Campaign Support**

The interest level in a potential statewide campaign in support of civil legal aid for the poor was noticeably different during the few interviews conducted with individuals who live and/or represent businesses that are located outside of the 495 half-beltway. Their experience is that their communities do not benefit commensurately from initiatives that also involve Boston and the closer suburbs. They expressed that support that comes from
their communities needs to stay in their communities, rather than going into a pool of resources to be reallocated statewide. Leadership for fund raising efforts in these areas should come from within the area, not from a state ‘figurehead’ or a Boston-based group.

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**Role of the Legal Community**

A general feeling among the people interviewed who were not part of the legal community (27 of 36 interviews) was that they would expect the legal community to be a key leadership partner in a campaign targeted to a non-legal audience. Lawyers committed to the cause have the depth of understanding of the need and of the strongest course of action to pursue, and will therefore more successfully attract attention and support from outside the legal community. A leadership partnership between the legal and non-legal communities felt like the strongest course of action.

This expectation of involvement in a campaign by the legal community extends to financial support as well as volunteer commitment. Additional information on current levels of support for civil legal aid for the poor by attorneys and law firms – including financial donations and pro bono services – should help to better frame the expectations of what level of additional commitment from the legal community, if any, might be realistic.

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**The Economy & Other Campaigns**

It has been proven through periods of economic uncertainty over the years that giving remains surprisingly consistent despite fluctuations in economic activity, employment
and investment. The perception of local and national economic conditions, however, can impact a campaign.

The impact of the economic fluctuations over the past five years or so deserves some consideration in any assessment of fund raising potential. In recent years we have encountered some hesitancy to giving on the part of mid-level donors ($5,000 - $25,000 in general). These are individuals who typically give out of income rather than capital, or who are dependent on income to preserve current lifestyle. This reluctance appears to be abating in the past couple of years. Those capable of substantial gifts ($50,000 and up in general) remain, broadly speaking, capable and willing to commit at high levels to fund raising campaigns. These are typically individuals who are independently wealthy and/or who can give out of capital/savings rather than income. In summary, based on the axiom that over 90 percent of commitments will ensue from less than 10 percent of sources, we remain confident when recommending a fund raising campaign to an organization with a strong mission and public support (or the likely potential for it), especially if the goal is set at a reasonable level.

While a number of other current fund raising campaigns were mentioned in our discussions, typically as examples of what that person was presently involved with and supporting, the general feeling was that the near future appeared to be as good a time as any to launch this initiative.
Conclusions & Recommendations

Based upon our study findings, the opinions of interviewees, and our experience working with other non-profits in New England, we respectfully offer the following conclusions and recommendations:

Awareness and Attitudes – Although awareness of the need for civil legal aid services for the poor is very low, people quickly understand the importance and impact that providing these services can have. An education campaign to raise awareness and understanding of the need and situation appears to be essential. We recommend a deliberate, targeted education campaign to an identified potential donor list of philanthropic individuals and business leaders as the first step, rather than trying to raise broader public awareness from the outset. Campaign counsel can work with other resources to develop and orchestrate this type of campaign.

Messaging – Based on feasibility study learning, this is a campaign for fairness and equal justice. This can be most effectively communicated through telling the many compelling stories of lives saved or improved because of access to civil legal aid services, often for things that most people take for granted as basic human rights. The people, and especially the children, whose lives have been impacted are the face of the campaign. It appears to be important that a campaign not be perceived as fund raising for the purpose of paying more attorneys to provide civil legal aid services.

The ‘diffuse’ nature of this cause, as expressed in several interviews, presents a messaging challenge. It is important this need is perceived as having a singular, focused objective rather than as a collection of different causes. Based on our discussions, it did not appear to be important to people that one specific cause (e.g., domestic violence) or group of people (e.g., veterans) should be the beneficiary of this effort. The most interest was generated by resourceful and innovative applications of
services that result in more people benefitting from the services provided.

The present low level of awareness and knowledge about this cause appears to drive a high level of interest in the numbers that support its importance and urgentcy. How many people are in need, that can’t get help? How much does the lack of ability to provide services cost our communities? How much is returned to our communities for every dollar spent providing services? This is impactful information that should be highlighted in education efforts.

Case Statement

**Campaign Goal:** Most people understood and supported making civil legal aid services available to more people in need. They felt that these plans to expand services were a logical and important evolution for service providers. However, a campaign of $25 million seems unrealistic given the current low awareness and lack of a defined constituency to look to for support. An ‘annual’ type of campaign with an initial goal of $4-5 million made sense to most people as the right starting point. It is important to reiterate that this number or range was not determined based on the aggregation of indicated levels of likely or potential giving, but rather by discussion of what campaign goal felt realistic and achievable.

**Innovative use of Resources:** Two important objectives are accomplished by funding innovative, new initiatives that make the process more effective and efficient, and improve outcomes as a result: 1) finding ‘creative resources’, including pro bono services beyond legal services, to play a significant role. This would likely include advertising/public awareness and management/business to analyze and recommend new processes; and 2) making sustainable improvements beyond paying more attorneys to provide services. Measurable outcomes from these applications will be essential to securing ongoing support from potential donors. This should resonate well with donor prospects based on the feasibility study learning.
Creative ways to fund additional legal service providers should be considered as part of the exploration of innovative use of resources. A fellowship program could have a “Fund A Fellow” component, where a person’s donation to the campaign would cover the cost of funding a specific service provider for a year. The donor would be kept informed about the impact that the fellow s/he is funding is making at improving lives by the services provided. With positive results, the connection established between the donor and the service provider could be a strong bridge for building ongoing support.

**Technology:** The role of technological advances in improving the quantity and quality of services provided could be important for generating donor interest and support. Technological improvements are often perceived as delivering sustainable results for basically a one-time investment. Improving the flow of information through technology can have measurable impact that people easily grasp. As mobile devices have become an increasingly important way of obtaining information, particularly for lower income populations, making information delivery programs compatible with mobile devices has become imperative.

**Campaign Organization:** The organization responsible for this campaign can expect a high level of scrutiny and questions. Why is a new organization needed? What makes this organization the best choice to lead a campaign? Is there potential for both positive and negative reverberations from legal aid service providers towards this fund raising effort? Any potential ‘shockwaves’ from this initiative should be discussed and planned for in advance. It appears that is happening as part of the ATJC process of defining and designing this new organization.

**Leadership** – We did not get a strong gauge of individuals’ willingness to become involved in a campaign during our discussions because of the current overall lack of knowledge about or personal connection to the need discussed. However, the
perceived importance of addressing this need and possibly its ‘newness’ to the public among human service causes should drive interest among high profile leadership candidates. As important is who makes the enlistment ask and how it’s made. The suggested volunteer leadership list may be more geared toward a Campaign Chair than Steering Committee volunteers. Discussions with some of the people listed, if possible, as well as follow-up with others who participated in the feasibility study (most expressed willingness) should yield additional insight on volunteer leadership candidates.

It is often said that the campaign will succeed or fail based on the quality of community leaders that are recruited to the Campaign Steering Committee. The Campaign Steering Committee is the key linkage group between the organization and the prospective donor/leader community. People who agree to serve on the Steering Committee would generally agree to the following:

- Leadership gifts
- Solicit leadership and major gifts
- Linkage with corporations and foundations
- Spokesperson for campaign
- Open doors to prospects
- Attend periodic (not frequent) meetings

Campaigns start with the ‘family’ and move outward through the community. The Access to Justice Commission/Fund for Legal Services Board members must show leadership and support for the campaign in order to drive a successful campaign. Potential leadership and donor prospects will want to know the extent to which the board endorses, supports, and donates to the campaign in order to judge the size and extent of their own commitment.

**Foundations** – It is our experience that an on-going foundation grants program conducted concurrently to, and as a part of, the capital campaign can have a significant
impact on the success of the project, especially when the case for support is strong and valid, and when the organization serves a key community need. To attract as much foundation support as possible, the campaign organization, generally through staff-driven efforts, should develop individualized case statements tailored to the interests of potential foundation grantors. The grant proposals are submitted according to the individual foundation schedules indicated within their respective guidelines.

Personal contact within a foundation can be instrumental in securing grant approval. A list of the trustees of each likely foundation should be prepared with a questionnaire distributed to the pre-campaign committee at the outset of the foundation grants sequence. This questionnaire will ask each respondent to identify contacts he or she may have with any of these foundations’ staff or trustees. Then, the steering committee member may, as appropriate, alert the foundation contact person that a proposal is underway, discuss and promote the case for support, and generally attempt to assure that the proposal receives as much favorable attention as possible. In today’s competitive climate, these kinds of personal contacts are extremely important. Optimum continuing approach strategies (personal meetings, presentations, conference calls, personalized mail, etc.) and follow-up will need to be employed by campaign staff and pertinent volunteers in the case of each outstanding foundation proposal.

**Suggested Campaign Goal* – $4-5 million**

*based on responses as to what was viewed as a realistic, achievable campaign goal*
Campaign Planning

As discussed earlier, it is our opinion that the feasibility study learning indicates the potential for a successful statewide fund raising campaign for civil legal aid for the poor. Because of the significant need for increased awareness and education in support of any fund raising effort, Community Philanthropy Consulting recommends a 24-month, three-phase “Annual” campaign. This phasing will allow time for ATJC/Fund for Legal Services to develop its full campaign potential with intermediate goals and objectives. This timeline also permits the ATJC/Fund for Legal Services to implement a focused, targeted program of awareness/education, volunteer cultivation and board training (Phase I) prior to embarking on a full-fledged fund raising effort (Phases II & III).

Phase I success should be measured by the depth of the ATJC/Fund for Legal Services’ pool of potential volunteers and donors to a campaign. Successful completion of this phase will position ATJC/Fund for Legal Services to begin Phases II and III with the ultimate goal of soliciting between $4,000,000 and $5,000,000 in pledges to be contributed over a three year period.

It is suggested that the ATJC/Fund for Legal Services establish a campaign goal of $4,000,000 for (quiet) Phases I and II of the campaign. With a successful close of Phase II, the final public goal can be set at $5,000,000.

The importance of the pre-campaign initiatives cannot be overstated. For any campaign to achieve its full potential, a successful period of planning, organization, and leadership enlistment must precede a full campaign. Having said this, it is probable that during the first phase ATJC/The Fund for Legal Services will be in the position to solicit several
substantial advance gifts provided the awareness/education and subsequent cultivation efforts are successful.

Toward that end, we offer the following specific recommendations, in chronological sequence:

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**Phase I: Education/Awareness and Volunteer Cultivation Program (January 2014-October 2014)**

The ATJC/Fund for Legal Aid should begin the process of developing and implementing education and awareness initiatives, volunteer cultivation, planning and organizing the campaign, expanding and refining the case for support, and enlisting the best possible leadership prospects. Some advance gift opportunities will arise during this phase, and approaches should be orchestrated and executed according to opportunity. (Note that the formation of The Fund for Legal Aid organization is not addressed here; its Board must be in place before most campaign planning begins)

1. Develop education/awareness program about civil legal aid, for use in campaign volunteer enlistment and donor solicitation. Outreach to potential pro bono Advertising/PR partner.
2. Develop and conduct customized board training in the process of volunteer enlistment and major gift cultivation and solicitation.
3. Develop budget for this phase of activity.
4. Build list of key volunteer leaders/donors for cultivation. Develop list of people who could help making connections to volunteer and donor prospects.
5. Plan cultivation program strategy and events. Orchestrate every touch point.
6. Implement key volunteer leadership and donor cultivation plan.
7. Write draft campaign Case for Support.
8. Identify campaign leadership for recruitment to Campaign Steering Committee.

9. Recruit Campaign Steering Committee members.

10. Build, research and rate list of campaign prospects.

11. Recruit Campaign Chairperson.


13. Solicit leadership and advance gifts as opportunities arise.


15. Formally review success of Phase I.

Note: It is strongly recommended that outside campaign counsel orchestrates or handles many of these activities.

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**Phase II: Advance and Major Gifts Campaign**
*(November 2014-June 2015)*

Full campaign steering committee should be in place and moving forward into proactively soliciting advance and major gifts to the campaign. The leadership cultivation and enlistment program should continue, along with awareness and education initiatives that started in Phase I.

1. Identify key leadership, business and corporate gift prospects and assign them to campaign volunteers.

2. Recruit Advance and Leadership gift volunteers – to support Steering Committee.

3. Conduct solicitation-training sessions.

4. Solicit any remaining advance gift prospects.
5. Research, prepare and submit foundation proposals according to their guidelines & timetables.
6. Determine broader campaign publicity/education plan.
7. Complete prospect review for balance of donor base and assign all prospects for personal solicitation.
8. Finish advance gift approaches.
9. Enlist major gifts committee; orient to solicitation procedures.
11. Create ‘community’ campaign structure and determine plan.
12. Finalize campaign goal. Make adjustments if needed.

**Phase III: Broad-based Campaign**  
(July 2015-December 2015)

The final phase of the campaign will see the expansion of the Steering Committee to include a wider base and to seek the broad-based campaign participation needed to bring the campaign to a successful conclusion.

1. Announce final campaign goal.
2. Initiate the ‘public’ phase of the campaign. Announce goal and progress to date at campaign kickoff.
3. Recruit campaign volunteers for local community solicitation.
4. Explore crowdfunding and other online and social media avenues for community solicitation.
5. Solicit community gifts of $5,000 or less.
6. Determine strategies and approaches, and solicit gifts from the broader public.
7. Implement active donor recognition program.
8. Hold campaign victory celebration!
### Projected Gift Table Required to Reach $5 Million Goal

<table>
<thead>
<tr>
<th># of Pledges</th>
<th># of Prospects</th>
<th>Pledge size</th>
<th>Total by Size</th>
<th>Cumulative Total</th>
<th>% of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>3-5</td>
<td>$500,000</td>
<td>$500,000</td>
<td>$500,000</td>
<td>10%</td>
</tr>
<tr>
<td>2</td>
<td>8-10</td>
<td>$250,000</td>
<td>$500,000</td>
<td>$1,000,000</td>
<td>20%</td>
</tr>
<tr>
<td>12</td>
<td>50</td>
<td>$100,000</td>
<td>$1,200,000</td>
<td>$2,200,000</td>
<td>44%</td>
</tr>
<tr>
<td>20</td>
<td>60</td>
<td>$50,000</td>
<td>$1,000,000</td>
<td>$3,200,000</td>
<td>60%</td>
</tr>
<tr>
<td>30</td>
<td>120</td>
<td>$25,000</td>
<td>$750,000</td>
<td>$3,950,000</td>
<td>79%</td>
</tr>
<tr>
<td>50</td>
<td>200</td>
<td>$10,000</td>
<td>$500,000</td>
<td>$4,450,000</td>
<td>89%</td>
</tr>
<tr>
<td>100</td>
<td>300</td>
<td>Less than $10,000</td>
<td>$550,000</td>
<td>$5,000,000</td>
<td>100%</td>
</tr>
<tr>
<td>Total: 215</td>
<td></td>
<td></td>
<td>$5,000,000</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Projected Divisional Targets to Reach a $5 Million Goal

<table>
<thead>
<tr>
<th></th>
<th>% of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individuals</td>
<td>$3,750,000</td>
</tr>
<tr>
<td>Foundations</td>
<td>$ 750,000</td>
</tr>
<tr>
<td>Corporations</td>
<td>$ 500,000</td>
</tr>
<tr>
<td>Total</td>
<td>$5,000,000</td>
</tr>
</tbody>
</table>