



BOARD OF DIRECTORS

Legal Services Corporation
America's Partner For Equal Justice

RESOLUTION

ADOPTING A DEVELOPMENT PLAN FOR THE LEGAL SERVICES CORPORATION

WHEREAS, on July 31, 2010, the Board of Directors ("Board") of the Legal Services Corporation ("LSC" or "Corporation") established a Development Committee, which was renamed the Institutional Advancement Committee on September 19, 2011, for the purpose of assisting the Board in exploring and pursuing development opportunities by the Corporation in carrying out its mission; and

WHEREAS, the Institutional Advancement Committee has approved and recommends the Board's adoption of the attached Development Plan for the Corporation to help guide in the establishment and implementation of the Corporation's development efforts;

NOW, THEREFORE, BE IT RESOLVED THAT the Board hereby adopts the attached Development Plan for the Corporation.

Adopted by the Board of Directors
on October 2, 2012

A handwritten signature in black ink, appearing to read "John G. Levi", written over a horizontal line.

John G. Levi
Chairman

A handwritten signature in black ink, appearing to read "Victor M. Fortuno", written over a horizontal line.

Victor M. Fortuno
*Vice President for Legal Affairs,
General Counsel & Corporate Secretary*



Development Plan

September 2012

Plan Objectives

- To establish a three-year, sustainable fundraising plan for the fundraising priorities identified in the Strategic Plan that will not undermine the separate fundraising activities of LSC's grantees
- To identify as many potential donor prospects as necessary to meet the goals of the plan
- To engage all prospects effectively
- To create a reliable and stable pool of funders
- To create a strong Institutional Advancement Committee and volunteer corps capable of major gift fundraising
- To establish an LSC alumni group and honorary support auxiliary group
- To provide some level of technical support to LSC grantees in basic fundraising
- To introduce LSC grantees to potential private funders

Vision

- It is critical to articulate a vision
- Big ideas get big gifts
- LSC's vision should build on its Strategic Plan
 - Obtaining gifts to fund the establishment and growth of an LSC development operation
 - Promoting the identification and development of best practices for the delivery of civil legal services
 - Promoting the development and implementation of technologies that maximize the availability of legal information and assistance
 - Implementing a new performance measurement system to assess client needs, client outcomes, and program efficiency
 - Developing a comprehensive communications program to explain the need for civil legal services and to present a research-based business case for civil legal services
 - Creating a fellowship program for new and senior lawyers to serve in civil legal services programs
 - Cultivating major gifts in support of a Pro Bono Innovation/Incubation Fund aimed at encouraging innovations and best practices in pro bono

Institutional Advancement Committee

- Traditionally, fundraising begins with the board of an organization
- LSC does not have a traditional board
- Members of the Institutional Advancement Committee will need to serve as fundraisers
 - Will include non-board members
 - Will need to expand committee
 - Will need to oversee volunteer efforts
 - Volunteers are a critical part of fundraising

Institutional Advancement Committee

- Membership can be:
 - Board members
 - Former board members
 - Alumni of LSC or LSC grantee organizations
 - Others interested in access to justice issues
 - Law firm partners
 - General Counsel of corporations
 - Retired judges
 - Chairs and members of states Access to Justice Commissions
 - Academics

Prospecting

- LSC's best prospects will be
 - Large national foundations
 - Selected individuals (most likely with family foundations)

Major Gifts

- Major gift success:
 - A bold vision
 - A strategic plan
 - Staff that has a strong understanding of relationship-building and stewardship
 - A database able to track relationships
- Experienced staff is the best way to start a program
- Appropriate use of volunteers with respect to making introductions

Foundation Giving

- Foundation giving represents best source of giving
- Identify foundations interested in legal services and related areas
- Fundraising efforts need to be connected to each foundation's areas of focus

Foundation Stewardship

- Foundations require targeted stewardship
- Suggested stewardship activities:
 - Required reports – usually asked for annually
 - Interim reports
 - Sent six months into grant period
 - Press booklet – collection of annual press
 - Face-to-face visits

Alumni Constituencies

- Former LSC board members
- Former LSC officers
- Former grantee volunteer leaders

Alumni Structure

- National Alumni Board
 - Assist with LSC fundraising
 - Coordinate national alumni efforts
 - Serve as ambassadors

Honorary Auxiliary

- Increase public awareness of and educate about LSC and its mission
- Assist with raising funds and other activities in support of LSC

Development Office Staffing

- The number of staff will depend on the growth of LSC's development operation
- A staff of four is probably needed by year three:
 - Chief Development Officer
 - Development Associate
 - Development Associate (Grantee Support)
 - Development Assistant
- Retain consultants with respect to fundraising advice as needed