



Washington State Access to Justice Board OPERATIONAL RULES

From the Order Reauthorizing the Access to Justice Board (Amended Order, March 4, 2016):

“ . . . [t]he Access to Justice Board is hereby reauthorized and shall continue to be administered by the Washington State Bar Association, and is charged with responsibility to achieve equal access to the civil justice system for those facing economic and other significant barriers.”

Effective 3/9/06; amended 4/14/06, 9/18/09, 12/31/10, 4/1/12, 5/21/14, and 9/21/18. These rules supersede any previous policies covered herein.

- I. Access to Justice Board (the “Board”)
 - A. Composition.*
 1. The Board shall consist of ten members.
 2. The membership shall reflect ethnic, gender, geographic and other diversity.
 3. Recommendations for nominees to the Board shall be solicited broadly, based on experience in and commitment to access to justice issues, consistent with the needs of the Board, and including people affiliated with the Board for Judicial Administration, the Board of Governors (the “BOG”) of Washington State Bar Association (the “WSBA”), Statewide Staffed Legal Services Programs, the Volunteer Legal Services Community, and Other Members of the Washington State Alliance for Equal Justice.
 4. No less than one member of the Board shall be a person who is not an attorney, which is defined as a person who has not graduated from law school and/or has not been licensed to practice law in any jurisdiction.
 - B. Qualifications.*
 1. Board members shall have a demonstrated commitment to, and familiarity with, access to justice issues.
 2. The Board may identify other desirable qualifications, which may change from year to year depending on the needs of the Board.
 3. Board members who are licensed legal professionals must be in good standing with their licensing authority(ies).
 - C. Term.*
 1. Board member appointments are for a three-year term commencing on October 1 of the year of appointment and ending September 30 three years later.
 2. Board members are eligible for reappointment to the Board for one additional term.

* These matters are addressed, in part, by the current Supreme Court Order Reauthorizing the Access to Justice Board (Amended Order March 4, 2016).

3. Mid-term vacancies shall be filled for the unexpired term in the same manner as original appointments, provided, however, the solicitation for nominations may be abbreviated.
4. The appointee for a mid-term vacancy shall fill the remainder of the vacated term and shall be eligible for reappointment for up to two additional terms.
5. Board terms shall be staggered so that no more than three terms begin in any given year.

D. Board Member Duties.

Each Board member shall use best efforts to:

1. Attend each Board meeting;
2. Prepare for participation in Board meetings by reading the meeting materials sent before the meetings;
3. Follow up on tasks assigned at Board meetings;
4. Attend the annual retreat and participate in developing the Board's annual work plan;
5. Attend the Access to Justice Conference;
6. Represent the Board at the request of the Chair;
7. Contribute to the Campaign for Equal Justice once a year; and
8. Advance the work of the Board by serving as an ATJ Committee Co-Chair and/or a liaison to an outside entity. See IV(c)(4) for Committee Co-Chair duties and I(E)(1) for liaison duties.

E. Board Liaison.

1. Duties.

A Board member or volunteer who acts as a liaison to an outside entity will:

- a. Attend meetings of the other entity as often as possible;
- b. Listen to meeting topics with an ear and eye to the potential impact on access to justice and Board priorities, and look for opportunities to work collaboratively;
- c. Report back to the Board regularly or more often if pressing matters arise that need to be brought to the Board's attention; and
- d. Assist the Board in communicating information and requests back to the other entity.

2. Appointment.

- a. On an annual basis, the Board Chair will solicit Board members' preference for which outside entities they would like to serve as a liaison to. The Board Chair will then propose liaison assignments to be approved by the Executive Committee.

II. Board Meetings.

A. Form of Board Meetings.

1. Regular meetings shall be scheduled in advance. The schedule, agenda and materials will be posted online.
2. Special meetings shall be called by the Executive Committee upon notice by mail, e-mail or phone.
3. Meetings are open to the public, but the Board reserves the right to meet in executive session.

- B. Frequency.
Board meetings shall be scheduled as often as necessary to conduct the Board's business, but not less frequently than once a quarter.
- C. Attendance.
 - 1. Board members may attend meetings in person or by audio or video conference call. In-person attendance is preferred but not mandatory.
 - 2. A Board member who misses more than three meetings in any 12 month period will be considered to have resigned from the Board. The Executive Committee will notify the member of the resignation. Any Board member may go before the Executive Committee to seek relief from this provision.
 - 3. Members who anticipate an absence may attend the Executive Committee meeting prior to the Board meeting they will miss and the absence will not be counted towards the three absences.
 - 4. The Chair will update members by email once they have missed two meetings in a 12-month period.
- D. Quorum.
 - 1. A majority of the Board members shall constitute a quorum for any meeting.
 - 2. Once established during a meeting, a quorum shall be deemed to continue for the remainder of the meeting.
- E. Manner of Action.
 - 1. The Board may act upon motion or resolution adopted at a meeting at which a quorum is present.
 - 2. A motion or resolution shall be adopted if approved by a majority of those Board members in attendance at the time the vote takes place.
 - 3. There shall be no voting by proxy or email.

III. Board Officers.

- A. Chair.*
 - 1. Qualifications.
The Board shall identify desirable qualifications, which may change from year to year depending on the needs of the Board.
 - 2. Selection.
The Chair-Elect shall succeed to the position of Chair at the end of the term of the predecessor. If there is a vacancy in the position of Chair during a two-year term for any reason, the Chair-Elect shall succeed to the position of Chair to serve out the term of the predecessor.
 - 3. Term.*
 - a. The Chair shall serve a two-year term which can extend up to one year beyond the expiration of the Chair's second Board term. In such a case, the Chair shall continue to serve as an eleventh member of the Board until his or her term as Chair expires.
 - b. Each Chair shall serve only one full term, but may serve a full two year term after serving out the term of a predecessor who left office early.
 - 4. Duties.
The Chair shall:
 - a. Serve as spokesperson for the Board;
 - b. Lead Board and Executive Committee meetings; and
 - c. Work to ensure that the Board's initiatives are moving forward.

- B. Chair-Elect.
1. Qualifications.
 - a. Each nominee for Chair-Elect must have served at least one year on the Board.
 - b. The Board shall identify desirable qualifications, which may change from year to year depending on the needs of the Board.
 2. Selection.
 - a. No less than six months in to the second year of the Chair's term, the Executive Committee shall solicit nominations (including self-nominations) of members interested in serving as Chair-Elect. The Executive Committee shall disclose the nominations to the Board at least two months prior to the September meeting in the year of the election.
 - b. The Chair-Elect shall be elected by the Board no later than September 1 in the year of the election. The Board will vote by secret ballot to elect the Chair-Elect. Candidates must receive votes from a majority of the Board to be elected. If necessary, there will be multiple voting rounds until someone receives a majority vote. The votes will be counted by the Chair and by the Access to Justice Manager. The votes will remain secret unless the Board votes to have the voting results made public.
 - c. If there is a vacancy in the position of Chair-Elect for any reason, a new Chair-Elect shall be elected by the Board as soon as possible to serve out the remaining term of the predecessor.
 3. Term.
The Chair-Elect shall serve a one-year term, but may serve less than a one year term after replacing a Chair who left office early.
 4. Duties.
The Chair-Elect shall:
 - a. Succeed to the position of Chair upon the end of the predecessor Chair's term or a vacancy in that position;
 - b. Support the Chair;
 - c. Serve as Chair when the Chair is unable to fulfill his/her obligations, including leading Board and Executive Committee meetings, if necessary; and
 - d. Serve on the Executive Committee.
- C. Executive Committee.
1. Membership.
The Executive Committee shall consist of the Chair, the Chair-Elect and two additional Board members selected annually by the Board. In years when there is no Chair-Elect, three additional members will be selected by the Board. The Board will elect the Executive Committee members by secret ballot with each Board member casting a vote for two or three persons depending on the number of positions being filled. Candidates must receive votes from a majority of the Board to be elected. If necessary, there will be multiple voting rounds until the positions are filled by members receiving a majority vote. The Board Chair and the Access to Justice Manager will count the votes. The votes will remain secret unless the Board votes to have the voting results made public. The Access to Justice Board Manager, serving *ex officio*, shall also participate in Executive Committee meetings.
 2. Executive Committee Meetings.
 - a. Form of Executive Committee Meetings.

- i. Regular meetings shall be scheduled in advance and held approximately 10 days prior to each Board meeting.
 - ii. Special meetings shall be called by the Chair with notice to other Executive Committee members.
 - iii. Meetings are open to all Board members.
 - b. Attendance.
Executive Committee members may attend meetings in person or by audio or video conference call. In person attendance is preferred but not mandatory.
 - c. Quorum.
At least three of the four Executive Committee Board members constitutes a quorum. Once established during a meeting, a quorum shall be deemed to continue for the remainder of the meeting.
 - d. Manner of Action.
 - i. No action may be taken by the Executive Committee except at a meeting with a quorum in attendance.
 - ii. The Executive Committee may act upon motion or resolution adopted at a meeting.
 - iii. A motion or resolution shall be adopted if approved by a majority of the quorum in attendance at the time the vote takes place.
 - iv. There shall be no voting by proxy, mail or e-mail.

D. Executive Committee Duties.

The Executive Committee shall:

- 1. Set agendas for Board meetings;
- 2. Act on behalf of the Board on urgent matters, or otherwise as delegated by the Board; and
- 3. Call special Board meetings.

IV. Committees and Task Forces.

A. Standing Committees.

The Board shall establish standing committees to help the Board accomplish its mission. The Board will, on an annual basis, review the work of each standing committee to determine whether each committee continues to advance the Board's work. The Board may dissolve a standing committee at its discretion. The Board may remove a committee chair, or member, at its discretion. The Board may revise the mission of a standing committee to address changing priorities. The Board may establish new standing committees as necessary and appropriate. The Committees shall follow the committee rules described in the Operational Rules unless the Committee has proposed its own operating rules which were approved by the Board. If the Board has approved a Committee's own rules, those rules shall be incorporated into the Operational Rules as an addendum.

B. Special Initiatives Task Forces.

The Board may establish task forces with limited life spans to work on specific initiatives. The Board Chair will appoint the chairs of all special initiatives and task forces. The Board will provide the specific charges to the task forces and shall establish time frames and reporting requirements for completing the work. In all other respects, these special initiatives task forces, their chairs and members are subject to the same requirements as standing committees.

- C. Committee Chairs.
1. Qualifications
The Board, in appointing Committee Chairs, should take into account the following:
 - a. Committee Chairs should reflect ethnic, gender, geographic and other diversity to the greatest extent possible.
 - b. Committee Chairs who are legal professionals must be in good standing with their licensing authority(ies).
 2. Selection.
 - a. Each Committee will generally be co-chaired by a Board member and a person who is not a Board member except for the Equal Justice Coalition (EJC) and the Pro Bono Council (PBC). The EJC and PBC shall be governed by their respective Operational Rules (see Appendix B and C).
 - b. On an annual basis, the Board Chair will solicit Board members' preferences for which Committee they would like to co-chair. The Board Chair will then propose co-chair committee assignments to be approved by the Executive Committee.
 - c. At least two months prior to the end of the non-Board Committee Co-Chair's term, the Committee Co-Chairs shall solicit nominations (including self-nominations) from the Committee and the new non-Board Co-Chair shall be selected by majority vote of the committee.
 - d. The Executive Committee has authority to reject or accept proposed Committee Co-Chairs. All Committee Co-Chair appointments are made effective at the start of the ATJ fiscal year which is October 1.
 3. Term.
 - a. Non-Board Committee Co-Chairs shall serve a two-year term, which may be renewed. However, a non-Board Committee Co-Chair cannot serve for more than four consecutive years.
 - b. The Board Committee Co-Chairs shall serve at least a one-year term which shall be renewable depending on the needs determined by the Board.
 4. Duties.
Each Committee Chair shall:
 - a. Read and follow the *Best Practices for Recruiting and Retaining Access to Justice Board Volunteers*;
 - b. Provide an orientation to new committee members about the work of the committee;
 - c. Serve as spokesperson for the committee and its initiatives;
 - d. Set the agenda for each committee meeting;
 - e. Schedule, convene and lead committee meetings, which may be attended in person or by conference call;
 - f. Ensure notes of the meeting are kept and distributed to committee members;
 - g. Direct the development and oversight of committee goals, work plans, deadlines and committee member assignments; and,
 - h. Facilitate the recruitment and retention of committee members and the succeeding Committee non-Board Co-Chairs.
- D. Committee Members.
1. Qualifications.
The Board, in appointing committee members, should take into account the following:

- a. Committee membership should reflect ethnic, gender, geographic and other diversity to the greatest extent possible.
 - b. Committee members who are legal professionals must be in good standing with their licensing authority(ies).
 - c. Committees should seek members outside the legal profession who can contribute skills, expertise and ideas that are not legal in nature.
2. Selection.
Individuals who wish to join the Committee can apply by sending a request to the Committee that includes the following: information about the background, skills and perspective they will offer to the Committee, and a stated commitment to attend regular meetings and engage in the Committee's work. Membership is determined by a majority vote of the Committee. If the Committee votes to accept the applicant, an invitation will be sent by the Committee Co-Chairs.
3. Term.
Committee member appointments are for a one-year term, which may be renewable. A member may not serve more than three, one-year consecutive terms. If a Committee proposes their own operating procedures which are approved by the Board, then those operating procedures will dictate the Committee's term limits and supersede the term limits here.

E. Committee Operating Procedures.

The Board recognizes the unique needs of each committee and to the extent possible encourages committee structure and operations that enable the committee to effectively address its mission. The Board has determined that the following operating procedures are necessary:

1. No committee or its members may enter into contracts or negotiations that bind the Board or the WSBA.
2. No committee may take a formal public position on an issue or represent the Board without the express approval of the Board.
3. Each committee shall be accountable for establishing a workplan in a timely manner each year, as advised by the Access to Justice Board Manager, and proactively communicating progress with the Board.

V. Other matters.

A. Staff.

1. WSBA staff shall provide strategic and leadership support for the work of the Board and its committees (e.g., overall management of Board budget, strategic thinking and delivery on Board goals and initiatives). The Board will work with the Access to Justice Board Manager to prioritize its support based on staff expertise and capacity, and the needs of the Board, committees or task forces.
2. WSBA staff shall also provide the following administrative support:
 - a. Board, committee and task force roster maintenance;
 - b. Committee e-mail listserv creation and maintenance;
 - c. Logistical arrangements (meeting space at WSBA, conference call numbers, beverage service, meeting notices) for Board, committee and task force meetings; and
 - d. Electronic distribution of Board and Executive Committee meeting materials. Paper copies of materials will not be distributed unless requested.
 - e. Staff are not required to attend committee or task force meetings unless a Committee Co-Chair requests, at the beginning of the

fiscal ATJ year, that the committee or task force have a staff member attend for the purpose of taking notes and/or providing input to the committee.

- f. Staff will attend all Board and Executive Committee meetings and will take minutes.

B. Amendments.

The Board may amend these operational rules.

C. Other Administrative Procedures.

1. The Board shall maintain records as scheduled in the WSBA retention policy.
2. The Board shall record and maintain minutes of its Board and Executive Committee meetings.
3. The Board shall prepare and deliver an annual report to the BOG and the Supreme Court.*
4. The Board shall not enter into contract negotiations nor sign contracts. The Access to Justice Manager may facilitate review and approval of contracts by the WSBA.
5. The Board shall retain copies of all contracts entered into on its behalf by the WSBA.

D. Website.

The Board shall maintain a web presence, which may include the following:

1. Board meeting minutes for the previous twelve months;
2. Annual Board reports to the BOG and the Supreme Court;
3. Key Board documents, including its authorizing order from the Supreme Court; and
4. A schedule of its regular meetings, which will also be posted on the WSBA website.

E. Policies.

The Board may adopt policies from time to time.

1. *Use of ATJ Board letterhead (2-27-95)*: There are no restrictions on the use of ATJ Board letterhead. ATJ Board members may use ATJ Board letterhead for any purpose provided the ATJ Board has taken a position on the issue. An exception is private fundraising because judges are prohibited from soliciting money.
2. *Keller rebate policy (3-20-95)*: Expenses associated with lobbying efforts by the ATJ Board in support of continued funding for legal aid programs — which includes letterhead — do not fall within the WSBA's *Keller* rebate policy.
4. *ATJ Board endorsements of candidates for elected office (4-9-04; amended 6-9-06)*: (1) The ATJ Board shall not endorse candidates for elected office. (2) ATJ Board members may endorse candidates for elected office provided they do not identify themselves as Access to Justice Board members. (3) The ATJ Board chair and Chair-Elect shall not endorse candidates for elected office, even in their personal capacities.
5. *Guidelines Regarding Third-Party Requests for ATJ Board Support (6-1-07; amended 7-17-14)*: The ATJ Board periodically receives requests from third parties to sponsor (or co-sponsor), support, or endorse events, initiatives, legislative or policy issues (including substantive and fiscal matters) and court rules.
6. *Pro Bono Council Operational Rules (2014)*

7. *Equal Justice Coalition Operational Rules*
8. *Delivery System Committee Operational Rules*

Attachment A

Guidelines Regarding Requests for ATJ Board and ATJ
Board Committee Support



GUIDELINES REGARDING REQUESTS FOR ATJ BOARD AND ATJ BOARD COMMITTEE SUPPORT

Policy Statement: The ATJ Board and its committees (“Committees”) periodically receive requests from third parties to sponsor (or co-sponsor), support, or endorse events, initiatives, legislative or policy issues (including substantive and fiscal matters), and court rules (“Support”). Committees periodically desire to provide Support without having received a request from a third party.

Recognizing that access to the civil justice system is a fundamental right, the Access to Justice Board and Committees work to achieve equal access for those facing economic and other significant barriers (the “Mission”). The mission is reflected in the following foundational documents (the “Mission Documents”):

- [Supreme Court Order Reauthorizing the ATJ Board](#)
- [Hallmarks of an Effective Statewide Civil Legal Services System](#)
- [ATJ Board’s Statement of Principles and Goals](#)
- [Plan for the Delivery of Civil Legal Aid to Low Income People in Washington State](#) (the “State Plan”)
- [ATJ Board’s Operational Rules](#)

The ATJ Board and Committees may provide Support consistent with the Mission as expressed in the Mission Documents pursuant to the below Principles and Procedures.

Principles: In evaluating third-party requests for Support, the ATJ Board and its committees will be guided by the following principles:

- (1) Is the request consistent with the ATJ Board’s Mission as expressed in the Mission Documents?
- (2) Does the ATJ Board or the committee have sufficient time, expertise, knowledge, and information to make an informed and credible response to the request?
- (3) Has the ATJ Board or committee appropriately received and considered input from, and the impact on, other relevant stakeholders regarding the request for Support?
- (4) Will the ATJ Board or committee be able to provide ongoing Support, if requested and necessary?



- (5) How important is the ATJ Board's or the committee's Support to the third-party's request and/or advancing the ATJ Board's Mission?
- (6) In light of the foregoing factors and the ATJ Board's or committee's time and resources, what type and level of ATJ Board or committee Support (including communication of that Support) is appropriate?

Procedures:

A party requesting ATJ Board or a Committee's Support will be asked to complete a checklist in support of its request. In the normal course, the Executive Committee of the ATJ Board or the Committee, as applicable will consider the request and make a recommendation to the ATJ Board; provided, however, that, consistent with the Operational Rules, the Executive Committee may "[a]ct on behalf of the Board on . . . urgent matters, or otherwise as delegated by the Board" (IV.C.2.). The Executive Committee or the Committee may ask the party submitting the request to provide additional information that will assist the Executive Committee or the Committee in making its recommendation to the ATJ Board. The Executive Committee or the Committee may also defer recommending any action on the request until other relevant parties have considered it.

The ATJ Board may define the level of Support it determines it or a Committee will provide, if any, and such decision will be communicated to the requesting party following such decision.

Committees shall not provide Support without the approval of the ATJ Board. If a Committee wants to provide Support, it will ask the ATJ Board to provide the Support requested. The ATJ Board will either: (1) endorse the action and provide the requested Support; (2) not endorse the action or provide Support but allow the Committee to do so; or (3) not endorse the action and prohibit the Committee from providing Support. If the ATJ Board takes action (2) above, in all communications by the Committee, it must be made clear that the position taken is the Committee's position and not the position of the ATJ Board. The Pro Bono Council and Equal Justice Coalition do not need ATJ Board approval to provide Support and are governed by separate operating procedures and guidelines.



Attachment B

Pro Bono Council Operational Rules

Pro Bono Council Operational Rules Final 2014

- I. Pro Bono Council (PBC)
 - a. Composition
 - i. The PBC shall consist of 8-12 members from the statewide pro bono community.
 - ii. The PBC Manager and a liaison from the Access to Justice Board will also participate in the PBC, but will not be voting members.
 - iii. The membership shall reflect geographic and program diversity and may include pro bono program directors, staff, board members, and any other representatives the PBC deems necessary.
 - iv. The PBC recognizes that diversity, beyond geography and program, is vital to its relevance and success, and therefore shall also strive to achieve cultural, ethnic, racial, age, gender, and other forms of diversity when possible.
 - b. Qualifications
 - i. PBC members shall have a demonstrated commitment to, and familiarity with, pro bono programs in Washington State.
 - ii. The PBC may identify other desirable qualifications, which may change from year to year.
 - c. Selection and Appointment
 - i. New PBC members will be nominated by a current PBC member
 - ii. New PBC members shall be appointed by a majority vote of the PBC
 - d. Term
 - i. PBC member terms are as follows:
 - 1. New PBC members will be appointed for an initial one year term.
 - 2. After a member's initial year, subsequent terms will be two years.
 - 3. Members may serve an unlimited number of additional terms beyond their initial term.
 - ii. Mid-term vacancies shall be filled in the same manner as original appointments. The appointee for a mid-term vacancy shall fill the remainder of the vacated term and shall be eligible for reappointment for an unlimited number of additional two year terms.
 - e. PBC member duties
 - Each PBC member shall use best efforts to:
 - i. Attend each PBC meeting;
 - ii. Prepare for participation in PBC meetings by reading the meeting materials sent before the meetings; and
 - iii. Complete the tasks assigned at PBC meetings.

f. Removal of Council Members

A Council member may be removed, with cause, by a majority vote of the PBC. Any Council member whose removal has been proposed, shall be given an opportunity to be heard at the PBC meeting.

II. PBC Meetings

a. Form of meetings

- i. Regular meetings shall be scheduled in advance and approved by the PBC. Notice of scheduled meetings will be provided by email at least two weeks in advance of the meeting date.
- ii. Special meetings may be called by the PBC Manager, PBC Chair, or the Executive Committee upon notice by email or phone.
- iii. PBC meetings shall be open to pro bono program staff and board members and to other members of the Alliance by invitation.

b. Frequency

PBC meeting shall be scheduled as often as necessary to conduct the PBC's business, but not less frequently than once a quarter.

c. Attendance

PBC members may attend meetings in person, or via conference call.

d. Quorum

A majority of the PBC Members shall constitute a quorum for any meeting

e. Decision making

- i. Decisions shall be made by majority approval of those PBC members in attendance at the time the vote takes place.

f. PBC Positions and Advisory Opinions

- i. The PBC may decide to or be called upon to provide an advisory opinion or take a position in representation of the Washington VLPs. The PBC is designed to reflect a diversity of opinions and understands that, due to differences in program size and geographic location, achieving one unified position from the VLPs may not always be possible. When this is the case, the PBC will issue both a majority opinion and any differing opinions that are shared by more than one VLP or council member.

III. Board Officers

a. Chair

i. Selection

The PBC will be lead by co-chairs. The co-chairs will be selected by the PBC by majority vote

ii. Term

The co-chairs shall serve staggered terms of two years each – one term ending on an odd year and the other ending on an even year.

iii. Duties

The co-chairs shall:

1. Coordinate with the PBC Manager on meeting schedule, agendas, and facilitation for both the PBC and the PBC Executive Committee, and shall perform these functions in the absence of a PBC Manager
2. Serve as a member of the Executive Committee.
3. Serve as a means of oversight and communication for the PBC Manager in-between PBC meetings.
4. Work with the PBC Manager to ensure the PBC's initiatives are moving forward.

b. Executive Committee

i. Membership

The Executive Committee shall consist of the co-chairs and two additional PBC members selected annually by the PBC. The PBC Manager shall also participate, but shall have no vote.

ii. Executive Committee meetings

1. Regular meetings shall be scheduled and approved in advance by the Executive Committee. Notice will be provided via email at least two weeks prior to the meeting date.
2. Executive Committee meetings shall take place approximately one week prior to each PBC Meeting
3. Special meetings shall be called by the co-Chairs or PBC Manager with at least 48 hours notice to other Executive Committee Members

iii. Quorum

At least 2 of the 3 Executive Committee members must be in attendance to constitute quorum

iv. Decision making

Decisions shall be made by consensus approval of those Executive Committee members in attendance.

v. Duties

1. Act on behalf of the PBC on routine business and urgent matters, or otherwise as delegated by the PBC.
 - a. The Executive Committee is only authorized to act on routine matters related to projects already approved by the PBC and on urgent matters for which there is not time to

schedule a PBC meeting, such as a question or request from the Alliance that has an immediate deadline.

b. In the event that the Executive Committee calls a special meeting on urgent business, the full PBC will be given notice via email and will be invited to attend or comment.

2. Make recommendations to the PBC.
3. Approve the agenda for PBC meetings.
4. Call special meetings.

c. Other Committees

Other subcommittees of the board may be established as needed to ensure the PBC's initiatives are moving forward.

- i. Subcommittees will consist of one or more PBC members.
- ii. Subcommittee membership will be on a volunteer basis.
- iii. The PBC Manager will work directly with each subcommittee.
- iv. Subcommittees will meet outside of PBC meetings to work on discrete projects or initiatives and will report back to the Executive Committee and the PBC.

IV. Amendments

The PBC may amend these operational rules with the affirmative vote of the majority of the entire PBC.

Attachment C

Equal Justice Coalition Operational Rules



Equal Justice Coalition Operational Rules

- I. Equal Justice Coalition (EJC)
 - a. Composition
 - i. The EJC is an opt-in coalition composed of stakeholders (organizations and individuals in support of civil legal aid) in Washington State.
 - ii. The EJC Executive Committee is composed of:
 1. EJC Chair
 2. EJC Chair-elect, if applicable
 3. Communications & Advocacy Director of the Legal Foundation of Washington (aka EJC staff)
 4. Executive Director of the Legal Foundation of Washington
 5. EJC's Contract Lobbyists
 6. 1-2 volunteers, as appointed by the Executive Committee
 - b. EJC stakeholder duties

EJC stakeholders shall use best efforts to:

 - i. Attend semi-annual EJC meetings
 - ii. Prepare for participation in EJC meetings by reading the meeting materials sent before the meetings; and
 - iii. Actively participate in EJC calls-to-action and advocacy efforts, as communicated and directed by the EJC Executive Committee.
 - c. EJC Executive Committee member duties

The EJC Executive Committee is responsible for the day-to-day operations of the EJC, and Executive Committee members shall use best efforts to:

 - i. Deliver timely and informative communications to EJC stakeholders, including but not limited to "Action Alerts," advocacy one-pagers, and legislative updates
 - ii. Meet on a weekly basis while the state legislature is in session to ensure effectiveness of advocacy efforts
 - iii. Prepare materials for and facilitate semi-annual EJC meetings; and
 - iv. Report to the Access to Justice Board on a monthly basis.
- II. EJC Meetings

- a. Form of meetings
 - i. EJC meetings give stakeholders an opportunity to receive updates from the Executive Committee, provide feedback to the Executive Committee, and make decisions regarding the strategy and focus of upcoming advocacy efforts.
 - ii. EJC meetings are held in-person and also accessible by phone.
 - b. Frequency
 - i. The EJC will convene its stakeholders twice per year. Once after the state legislative session adjourns and once before the next state session begins. The timing of these meetings will vary year to year, depending primarily on the length of the state session.
 - ii. Special meetings may be called by the EJC staff, EJC Chair, or the Executive Committee as a whole.
 - c. Decision making
 - i. The EJC strives to make all decisions by consensus of its stakeholders, as the effectiveness of our advocacy is dependent on our unified efforts. As such, decisions will be made by consensus of those EJC stakeholders in attendance during the meetings.
 - ii. In the event that we cannot reach consensus, the Executive Committee will determine course of action.
- III. EJC Chair
- a. Chair
 - i. Selection

The EJC chair will be selected by the Executive Committee and approved by EJC stakeholders
 - ii. Term

The EJC chair will serve one two year term, beginning in an even year.
 - iii. Duties

The Chairs shall:

 1. Coordinate with the EJC staff on meeting schedule, agendas, and facilitation for both the EJC stakeholder meetings and the EJC Executive Committee meetings
 2. Serve as a member of the Executive Committee.
 3. Serve as a means of oversight for the EJC staff
 4. Work with the EJC staff and Executive Committee to ensure the EJC advocacy efforts are moving forward.

Attachment D

Delivery System Committee Operational Rules



Delivery System Committee

The Delivery System Committee's mission is to assist the ATJ Board in tracking the effectiveness and development of Washington's civil legal services delivery system and to promote adherence to the Hallmarks and the Plan for the Delivery of Civil Legal Aid to Low Income People in Washington State. The Committee, comprised of legal aid service providers and funders from across the state uses three strategies to advance its work:

1. Convening key system participants, who gather to share, discuss and analyze the changing economic and political landscape that impacts the scope and breadth of client needs.
2. Engaging in strategic planning, using the Hallmarks and State Plan as a lens, to assess the legal aid delivery system and its responsiveness to changes in client need.
3. Making recommendations to the ATJ Board and other participants in the delivery system about adaptations and new approaches to the existing legal aid delivery system that will address unmet needs and underserved client groups.

The Delivery System Committee is comprised of persons representing a broad spectrum of Alliance for Equal Justice members and should include representatives from large and small programs, urban and rural programs, staffed and pro bono programs, as well as a mix of individuals in positional authority and staff directly engaged in the delivery of civil legal services. At a minimum, the Committee should include the Executive Director (or designee) of Columbia Legal Services and Northwest Justice Project; the Pro Bono Council Manager and three other representatives of Pro Bono Programs; two members of the ATJ Board; the Executive Director (or designee) of four Alliance specialty legal aid providers, including the Center for Justice, Legal Action Center, Solid Ground, TeamChild, Northwest Immigrants Rights Project, Unemployment Law Project, Seattle Community Law Center, and Wayfind; a designated representative from Washington Law Schools' clinical and pro bono programs; WSBA's Pro Bono and Public Service Manager; and the Executive Director(or designee) of the Legal Foundation of Washington and the Office of Civil Legal Aid. The Committee Co-Chairs are responsible for sending a letter of invitation to people holding the positions outlined above if they are not already regularly attending Committee meetings.

Individuals in positions not listed above who wish to join the committee can apply by sending a letter of request to the committee that includes the following: information about the role they play in the Alliance for Equal Justice, information about the skills and perspective they will offer to the committee, and a stated commitment to attend regular monthly meetings. Membership is determined by a majority vote of the committee. If the committee votes to accept the applicant, a letter of invitation will be sent by the Committee Co-Chairs.

The Committee is co-chaired by a current ATJ Board member and a representative of a legal services provider. The legal services provider (LSP) Co-Chair position serves for no more than two one-year terms. At least two months prior to the end of the LSP Co-Chair's term, the Committee Co-Chairs shall solicit nominations (including self-nominations) from the Committee and the new LSP Co-Chair shall be selected by majority vote. The ATJ Board member Co-Chair is selected by the ATJ Board through their own selection process. The second ATJ Board member who serves as a member of the Delivery System Committee will serve as the Co-Chair Elect for the ATJ Board Co-Chair.

*The Delivery Systems Committee Workplan is a separate document that gets updated regularly.