

**Reflections on my Six Years  
as President of the  
Legal Services Corporation**

**January 2004 – December 2009**

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## **Introduction**

It is with immense gratitude and pride that I approach the conclusion of my six years as President of the Legal Services Corporation (LSC). As I reflect on my time at LSC, I am struck by the number of accomplishments that we have been able to achieve together to further the cause of equal access to justice. With the hard work and dedication of everyone in the LSC community— Executive Directors, staff of LSC programs, the LSC management team and staff, and the LSC Board of Directors in collaboration with all of our partners in legal services, we have made lasting improvements in the delivery of civil legal services to low-income Americans.

In our groundbreaking Justice Gap report in 2005, we documented the continuing need for civil legal assistance to the most vulnerable Americans and achieved overall a \$90 million increase in federal funding. In fact, the term “justice gap” has become part of the language used by Congress. We have focused on not only access to justice, but ensuring that those eligible for LSC assistance receive high quality representation. We have successfully completed a number of initiatives, such as leadership development and mentoring and loan repayment assistance, to enhance our ability to have talented, dedicated people working in legal services. We have put in place processes to achieve even greater effectiveness and accountability in LSC programs as well as in the Corporation itself. In short, the future of LSC and its programs is promising as a result of everything we have worked on together in the last six years. As I prepare to depart LSC, I am proud to highlight our shared accomplishments.

I arrived at LSC in 2004, the year that marked the 30<sup>th</sup> anniversary of the Legal Services Corporation, created in 1974 as a not-for-profit corporation to promote equal access to the civil justice system in the United States. The anniversary provided a number of special opportunities, including the unprecedented gathering of all of the LSC Executive Directors in Washington, DC. The anniversary celebrated the progress of civil legal services during those 30 years. The meeting of Executive Directors gave me an opportunity to meet and thank the Executive Directors for all they do and to strengthen our partnership in working on our shared priorities for enhancing the quality of legal services.

From very early in my tenure, I recognized the value of getting a perspective from the people who work on behalf of our clients and created advisory groups of LSC-funded program staff and opportunities for conversations with them on issues important to the Corporation. Their guidance has been extremely helpful, always thoughtful and very much valued.

## **Quality**

I began my work at LSC in January 2004, after a 37-year career in legal services with the Legal Aid Society of New York, where I headed the Civil Division. From my first days at LSC, it was clear that quality would be a primary emphasis and a personal priority during my presidency. Throughout my professional life, quality has been my priority. Quality legal services are mandated under the LSC statute. Moreover, quality is essential to the ideal of access to justice. It is not enough for a low-income person to have access to a lawyer if it does not result in high quality service. Our focus on quality

was not to imply that representation by LSC programs was not of high quality. Rather, the aim was to make the delivery of legal services even better. We approached quality as a multi-faceted concept, including a program's capacities and processes and outcomes, both for individual clients and for the population served by the LSC program. Quality involves asking whether the program is taking on the cases reflecting the most critical needs of their client population and is also integrated into the community so that it is aware of the needs of the clients and clients are aware of its services. Quality also requires that the programs are well functioning with strong leadership and motivated staff with a commitment to diversity, adequate training, self-evaluation, and effective use of technology.

To begin this effort, in 2004 LSC launched a Quality Initiative to fulfill LSC's vision for supporting, building and institutionalizing strategies within legal services programs to increase their capacity for delivering high quality legal services. We also began holding a series of conversations on quality with LSC programs, in different regions of the country, as well as with our traditional partners in legal services, allowing us to obtain the benefit of input from a wide variety of programs and stakeholders in defining quality.

**Performance Criteria** - The centerpiece of the Quality Initiative was the development of the revised LSC Performance Criteria, which guide LSC's competitive grants process and assessments of program performance generally. The Criteria reflect LSC's view of best practices that promote the delivery of high quality legal services to low-income persons. The original Criteria were adopted in the early 1990's, and in the intervening time, there had been significant changes to both the legal services community and the client population. LSC worked with a broad advisory group of LSC program representatives, Interest on Lawyers Trust Accounts (IOLTA) program representatives, the American Bar Association (ABA) and other partners in a year-long process to review, update and rewrite the Criteria.

LSC issued the revised Performance Criteria in April 2007. The Criteria ask programs to identify the most pressing legal needs in their service areas, engage and serve the population, improve effectiveness, and better evaluate their internal operations, governance and leadership. The Criteria have been useful for internal program self-evaluations, planning and program development as well as external peer reviews. The Criteria form the basis for LSC's program visits, the reports of visits, the Request for Proposal for the competitive grants process and the evaluation of grant applications.

**Leadership Mentoring** - Since high quality civil legal assistance depends on strong leadership at LSC programs, one of the first initiatives we undertook was aimed at addressing the need to develop the next generation of leaders in legal services. In 2004, as we looked at the leadership of LSC programs, we saw that 40% of the Executive Directors had served for 25 years or more, with a large percentage likely to retire in the next several years. There was also a need to increase diversity in the leadership ranks. It became apparent that mentoring and leadership development would be critical to ensuring that the legal services community continues to deliver high quality legal assistance.

In order to develop a diverse pool of future leaders and in response to suggestions from the African American Project Directors Association, LSC, working with an advisory group, launched a pilot leadership mentoring program. LSC and its advisory group looked at the established best practices on leadership and mentoring and matched 10 experienced leaders in LSC programs with 10 protégés from across geographic regions and different LSC programs. Both the National Legal Aid and Defender Association (NLADA) and the Management Information Exchange (MIE) were our partners in developing and implementing the pilot.

Our review and evaluation of the program documented that it was successful and enabled us to identify the essential elements of a successful leadership mentoring program. We have seen the results of this focus on mentoring, with some of the protégés in the program assuming new leadership positions or increasing their role and responsibilities in existing positions. The emphasis on mentoring and leadership development has taken hold. We now see broader participation of newer or mid-level staff in key meetings. It is important that these efforts continue in order to develop the next generation of diverse leaders in legal services, which is essential to ensuring that we have the capacity to provide high quality civil legal assistance.

**Loan Repayment Assistance Program** - Another critical element in providing high quality civil legal assistance is the continued recruitment and retention of talented lawyers to work in legal services. When we began to examine this issue in mid-2004, it was clear that addressing law school debt was essential. Many recent law school graduates were starting their careers with as much as \$100,000 in debt that could take decades to repay, making it difficult for them to choose careers in legal services, or to remain in legal services beyond a few years. With congressional approval to use \$1 million of funding during fiscal year 2005, we developed a pilot loan repayment assistance program (LRAP). We convened a LRAP Task Force that worked with LSC to review proposed plans for establishing an LRAP and to provide feedback. Since its inception, the pilot LRAP has awarded LRAP assistance to 162 attorneys in 46 programs. Today, each participant receives up to \$5,600 per year for three years, with a maximum of \$16,800. Participants are required to remain in good standing with their program for three years.

Now called the Herbert S. Garten Loan Repayment Assistance Program, the program has been successful in meeting its goal of recruiting and retaining highly qualified attorneys in LSC programs. Executive Directors report that it makes a significant impact on their ability to recruit and retain well-qualified attorneys. Congress has continued funding of the LSC LRAP and, significantly, it has established a federal LRAP program as part of the Higher Education Opportunity Act of 2008, administered by the Department of Education. That program has received \$5 million in federal funding for FY 2010. While high law school debt will continue to be a challenge to the legal services community, these LRAP programs represent significant progress in recruiting and retaining talented attorneys in legal services programs.

**Revised Case Service Report Handbook** – Another component of the Quality Initiative focused on improving our data collection and reporting of the services that LSC programs provide to eligible clients. In August 2007, LSC issued a revised Case Service Report Handbook, updating the 2001 edition. Developed with the assistance of

an advisory committee, the Handbook clarified standards and documentation required for cases reported to LSC. It provides guidance on how to count and document cases so that we have consistent data reporting across programs, which is vital to LSC's ability to account for and to secure continued federal funding. LSC engaged in a significant national training initiative prior to January 1, 2008, the effective date of the revised Handbook, to enable LSC and its grantees to better capture and report the work done on behalf of eligible clients. The revised Handbook has resulted in more accurate and uniform collection and presentation of case data.

**Enhanced Private Attorney Involvement (PAI)** – The effective engagement of private attorneys in the delivery of legal services to low-income clients is a value embedded in quality delivery of legal services. LSC programs are required to spend an amount equivalent to 12.5% of their grant on PAI. LSC has undertaken a major initiative to increase the involvement of private attorneys in the delivery of legal services with LSC-funded programs. In 2007, LSC adopted a PAI Action Plan, *“Help Close the Justice Gap, Unleash the Power of Pro Bono,”* which among other activities included a call to programs to adopt resolutions based on the LSC Board resolution that recognizes and celebrates the involvement of private attorneys in the delivery of civil legal services. To date 107 programs have done so. LSC also began the practice at its Board meetings of honoring private attorneys who provided extraordinary pro bono services to clients of LSC programs. In a 2007 Program Letter, LSC provided guidance to programs on resources and creative and innovative approaches to more effectively integrate private attorneys into the delivery of civil legal aid. LSC has recommended that programs develop long-term relationships with large law firms, corporate and government attorneys and offer support to small law firms, solo practitioners and judicare attorneys so that they may more effectively assist low-income clients. LSC continues to be a leader in encouraging activities that creatively involve as many private lawyers as possible in providing civil legal assistance and has an advisory group to help shape the PAI discussion going forward.

**Technology Plan** - In order to maximize the benefits of using technology to increase the efficiency and effectiveness of programs, LSC adopted a Strategic Technology Plan. In November 2008, after convening a conference with technology experts from private law firms, foundations, academia, IOLTA and LSC-funded programs, we issued a document entitled, *“Technology Capacities that Should be in Place in a Legal Aid Office Today.”* The document was distributed to every LSC Executive Director. A technology plan is now required as a part of each LSC grant and renewal application for funding and LSC has taken a leadership role in ensuring its grantees stay current and effectively use technology to serve clients.

**Role of the Executive Director** - One of the last conversations on quality was with the Executive Directors in 2008, when LSC again brought together its Executive Directors at a national conference. The conference focused solely on the role of the Executive Director, recognizing the breadth of the management roles filled by Executive Directors. The conference provided a valuable opportunity for LSC and the Executive Directors to have an open exchange on issues such as fiscal guidance, PAI guidance and Board governance, with a special focus on the role of the Executive Directors in promoting quality. The Executive Directors shared what they have found most effective

in promoting quality. The conference generated ideas, suggestions and possible initiatives to improve quality in civil legal services that we continue to implement.

## **Justice Gap**

In addition to focusing on quality, in order to provide assistance to as many eligible clients as possible, making the case for increased federal funding was paramount. Although the experience throughout the legal services community has been that the number of attorneys providing civil legal assistance is far exceeded by the number of low-income Americans in need, we needed a comprehensive study that would document this “justice gap” in order to forcefully and effectively advocate for greater resources.

In 2005, we asked all LSC grantees to collect data for a two month period on the number of individuals they were unable to serve due to lack of resources. We also looked at data from other state legal needs studies, the U.S. Census, and other sources covering the period from 2000 to 2005. The result was the issuance in September 2005 of a groundbreaking report titled *“Documenting the Justice Gap in America: The Current Unmet Civil Legal Needs of Low-Income Americans.”* It was the first nationwide report on civil legal needs since 1994. The report found that for every client served by an LSC-funded program, one person who sought help is turned down because of insufficient resources. The report noted that the data on the number of those going without help was under-inclusive, as it looked at data only from LSC programs. It also did not count all the people who do not even contact a provider, or may not even know where to turn for civil legal assistance.

We began referencing the report to raise awareness of the justice gap and to advocate for increased federal funding to LSC. The Justice Gap report had a broad impact in the legal services community. Most significantly, members of Congress and the media adopted our phrase “justice gap” and began to talk in terms of “the need to close the justice gap.”

LSC programs also found the report to be helpful in seeking state and local funding and expressed support for an update to the 2005 Report. As with the 2005 Report, in 2009, we convened a Justice Gap Advisory Committee, to assist in preparation of the updated report, which included representatives of the ABA Standing Committee on Legal Aid and Indigent Defendants (SCLAID), the NLADA, Executive Directors and other members of the legal services community with experience and expertise in documenting legal needs.

As a result, LSC again collected program data, reviewed recent state studies and other data and, in September 2009, LSC issued an updated and expanded report. The program data collected in 2009 confirmed the conclusion of the 2005 Justice Gap Report—that there continues to be a major gap between the civil legal needs of low-income people and the legal help that they receive. In one current area of need—foreclosure cases—LSC programs are turning away two people for every client served. In other areas of need, the report contained additional data on a significant rise in unrepresented litigants, particularly in housing and family law matters, which affect a large number of low-income litigants.

The updated and expanded report shows that we still face a substantial justice gap. To provide enough funding to serve all those currently seeking help from LSC programs, we would need a doubling of LSC funds as well as a doubling of the state, local and private funds that also support LSC programs and increased pro bono services, as well.

LSC's work in gathering this data has resulted in a substantial body of work on the justice gap. In fact, by issuing the reports and drawing attention to the problem, LSC has been able to make the "justice gap" a term that is now understood by a much larger audience, including the media, and as noted above, members of Congress. . It has, in fact, shaped the dialogue with Congress. We must build on this work and continue to work with all of our partners to close the justice gap and to advocate for increased resources for civil legal services.

**Congressional Funding** – During my tenure, we have increased LSC's appropriation from a low of \$326 million to our appropriation for FY 2010 of \$420 million, or a 29% increase. During these six years, I testified at eight Congressional hearings—five appropriations hearings and three oversight hearings. In 2009, LSC remains the single largest source of funding for civil legal assistance, funding 137 programs across the country with 918 offices. The funding supports nearly 9,000 full-time staff at LSC programs, including over 4,000 attorneys, handling close to a million cases a year.

We are fortunate to enjoy strong bipartisan Congressional support for LSC. In addition to increased funding, Congressional support for the reauthorization of the LSC is also evident in the Civil Access to Justice Act of 2009, Senator Harkin's proposed reauthorization legislation for LSC, introduced in March of 2009, with a comparable bill introduced in the House in September 2009 by Congressmen Scott, Watt, Conyers and Cohen. The strong congressional support for LSC and its mission should help us to provide civil legal assistance to a greater number of low-income Americans in need.

### **Closing the Justice Gap**

Closing the justice gap requires a multifaceted approach. In addition to advocating for continued increased federal support, we need to work with all of our strategic partners, including the private bar, the judiciary, state, local and private funders, law schools and others. It will also require leveraging the creative uses of technology.

**Access to Justice Commissions** - Among the most significant developments in recent years in the effort to achieve equal access to justice has been the creation of state Access to Justice Commissions. Justices of state supreme courts, other judges and state bar leaders play important roles in these efforts to study, evaluate and support statewide justice systems and formulate statewide strategic plans to support the work of legal services providers. LSC has encouraged the creation of Access to Justice Commissions, highlighted the importance of integrated statewide delivery systems, and urged the involvement of local legal aid programs in being active participants in the work of the commissions. Twenty-four states and the District of Columbia now have such

commissions and many Executive Directors of LSC-funded programs serve on their state's commission. LSC should continue to work with the Access to Justice Commissions in supporting the significant role they have in ensuring the availability of civil legal assistance to low-income Americans in need.

It has been a special privilege to meet with 16 state chief justices and to participate in the Conference of Chief Justices. Judges play a critical role in the creation and work of these commissions and in leading the call for support for civil legal assistance in general. As the neutral arbiters in our justice system and as the leaders of their state judicial system, judges can forcefully call for equity and fairness, which demands that the poor have equal access to justice.

**Technology** - The effective use of technology is an important part of expanding access to legal services. Technology has been a major focus of LSC in the last several years and will continue to be so. Since 2000, LSC has had a Technology Initiative Grant (TIG) program, with specific funding from Congress, to support the use of technology to reach more of those who need civil legal assistance, especially in providing self-help options for those that LSC programs are unable to serve with actual representation.

In the last several years, the TIG program funded efforts such as expanding intake through online systems, greater assistance for pro se litigants through the use of automated form preparation, assistance with preparing Earned Income Tax Credit refunds, video-conferencing in rural areas, and improved case management and telecommunications. We have worked in partnership with the courts and the State Justice Institute to develop effective self-help initiatives using technology that expands capacity that helps pro se litigants. Recognizing the need for greater assistance to veterans returning from war zones, LSC's TIG program awarded a major grant in 2009 to establish a user-friendly national website for veterans through which they may access legal information and available legal and other resources.

With the growth in the numbers of Americans needing civil legal assistance and the expanding possibilities of technology, LSC's focus on technology initiatives will continue to be essential to closing the justice gap.

**Law Schools** - Law schools will also continue to be important partners in providing civil legal assistance. Approximately 200 law schools have clinical programs serving indigent clients, and other law schools have mandatory pro bono requirements. Law students also provide supervised assistance through fellowships and externships with legal services programs. These programs provide students with valuable experience in representing clients in need of legal assistance. The experiences instill in law students, as future lawyers, an understanding of the importance of public service in the legal profession that can endure throughout their careers. As a means of encouraging even more connections with law schools, we recently shared with all LSC-funded programs a compilation of many of the creative and successful collaborations that currently exist between LSC-funded programs and law schools.

**Private Bar** – The expanded involvement of private attorneys in providing *pro bono* services of course remains an important element in efforts to close the justice gap.

LSC continues to be the recipient of significant support from the ABA, an important national voice on access to justice issues.

### **LSC's Leadership Role in New and Emerging Issues**

LSC has responded to new and developing challenges by providing leadership following Hurricane Katrina and numerous other natural disasters and in response to the foreclosure crisis.

**Disaster Assistance** - A significant development in LSC and the legal services community in the last several years has been the recognition of the importance of civil legal assistance as part of the recovery from natural disasters. Addressing the need for civil legal assistance following disasters is now very much part of LSC activities, following the unprecedented effects of Hurricane Katrina in the summer of 2005. The impact was so great that more than four years later, the effects of the storm remain apparent.

Shortly after the storm, we visited the affected LSC programs in Alabama, Mississippi and Louisiana and saw some of the devastation from that horrific storm. By early September 2005, LSC began hosting weekly conference calls with its national partners in order to bring all the stakeholders together to coordinate the efforts to provide civil legal assistance to the overwhelming number of those affected by the hurricane in need of help. LSC and its partners, including the ABA, NLADA and Pro Bono Net, launched a website, [www.katrinalegalaid.org](http://www.katrinalegalaid.org), to serve as a clearinghouse for legal information and resources to help those in need of legal assistance, legal aid providers, and pro bono volunteers. In September 2008, we launched a new website, [www.disasterlegalaid.org](http://www.disasterlegalaid.org), as a new, permanent website to serve as a centralized national resource for individuals affected by disasters and legal aid and pro bono attorneys across the country. Through the website, necessary resources can be mobilized following a natural disaster in order to share timely, accurate information.

LSC's expanded role in disaster situations also includes new relationships with organizations such as the Federal Emergency Management Agency (FEMA) and the American Red Cross. In 2008, LSC entered into a Memorandum of Understanding with the American Red Cross to work more closely together during disaster relief operations and which provides access by LSC-funded program staff to Red Cross disaster sites. LSC has helped to coordinate services during crisis situations resulting from wildfires, flooding, tornados and hurricanes in various regions of the country. In disaster-stricken areas, there is always an increased demand for legal assistance.

LSC encourages all grantees to develop disaster plans and continuity of operations plans and has expanded staff who help LSC with its response to disasters. LSC will continue to work on facilitating information flow to legal services programs to enable ongoing high quality legal services to low-income Americans affected by disasters.

**Foreclosure** - Likewise, with the rise in foreclosure actions as the result of the economic downturn and predatory lending practices affecting low-income homeowners and renters, LSC has taken a leadership role in facilitating and coordinating bimonthly

calls with staff of national organizations and LSC-funded programs to share new collaborative approaches. LSC has served as a clearinghouse on the issue, helping to coordinate a response among legal services organizations, hosting conference calls and promoting training and information sharing among legal services providers.

**NITA Training** – In response to an offer from the National Institute for Trial Advocacy (NITA), recognizing the need to provide trial skills training for attorneys in grantee programs, LSC joined with NITA to provide LSC-funded legal aid attorneys with an invaluable Attorney Trial Skills Training program. Seventy-five attorneys from LSC-funded programs from every section of the country—including urban, rural, Native American and statewide programs—were able to attend a week-long training program tuition-free. The training was sponsored by NITA, the NITA Foundation and the law firm of Sullivan & Cromwell.

### **Strategic Directions**

In January 2006, the LSC Board of Directors adopted the LSC Strategic Directions 2006-2010. LSC set the following goals: increase public awareness of and support for civil legal services to low-income persons in order to respond appropriately to more of their legal needs; enhance the quality and compliance of legal services programs; and ensure that LSC operates efficiently and effectively. To accomplish these goals, LSC established a number of objectives and strategies and adopted a work plan to assign specific LSC offices responsibility for yearly progress on each of the strategies. LSC has made substantial progress in meeting its goals.

### **Improved Governance and Management**

For several years, LSC has been the recipient of reviews by its Office of the Inspector General (OIG) and by the United States Government Accountability Office (GAO). From the beginning, LSC took the recommendations from the OIG and GAO as helpful technical assistance to improve our own operations and undertook serious and deliberate activities to implement the various recommendations. By doing so, LSC has become a more modern agency; we have improved our internal working relationships; we now use more effective procedures and methods of operation; and our own governance and grants oversight has improved. As indicated in a recent GAO statement, LSC has made good progress on prior recommendations, implementing more than a dozen major actions to improve Board governance, financial and grants oversight and management practices. LSC will continue to work with OIG and GAO in ensuring that LSC has strong governance and internal controls so that it carries out its mission as effectively and efficiently as possible.

LSC created a Fiscal Advisory Group to help develop grantee best practices for internal controls and developed a revised LSC Accounting Guide for grantees, which had not been updated by LSC since 1977. It will soon be published for comment.

LSC also made significant efforts to further integrate the work of the Office of Program Performance (OPP) and the Office of Compliance and Enforcement (OCE) and now have more collaboration and better communication between the two offices to make oversight more efficient and effective. This has strengthened our on-site

compliance and programmatic program visits and our internal review of the competitive grants process.

### **Current Challenges and Looking Ahead**

LSC's challenges in meeting the huge civil legal needs of eligible Americans have always been formidable, but have been made more acute by the current recession. Approximately 54 million people—including 18.5 million children—are eligible for LSC-funded services, according to Census Bureau data. This is the highest number of people eligible for civil legal assistance in LSC's history. Although there are those who believe that the recession appears to be ending, the Office of Management and Budget projects that unemployment will remain around 10 percent for much of 2010.

LSC will likely see another increase in the actual number of people eligible for legal services when the Census issues a new count next year. The bottom line is that millions of Americans are either falling deeper into poverty or into poverty for the first time. The harsh economic times and unprecedented numbers of foreclosures have created even greater needs for civil legal services. By providing the assistance that can prevent foreclosure and eviction, LSC-funded programs save lives and taxpayer dollars by averting more costly interventions by state and local social services and public assistance agencies, a safety net that is under great strain due to the dire financial conditions of many state and local governments.

Despite the continuing challenges of the growing number of Americans needing civil legal assistance, LSC is well positioned for the future. The executive, legislative and judicial branches of our government are supportive of LSC and the principle of federal support for civil legal assistance for low-income Americans. This is reflected in the appropriation for Fiscal Year 2010 of \$420 million, which is a \$30 million increase over current levels. I believe that LSC and its programs are on a strong footing as we begin the new decade.

I have had the opportunity to travel to more than 40 states to visit with LSC programs from coast to coast and to understand the issues particular to different regions of the country, including Native American reservations such as Pine Ridge and Rosebud; migrant farm workers, and the Gulf Coast shortly after Hurricane Katrina. I have been impressed with the meaningful difference our programs make in the lives of their clients.

I participated in Midwest Project Directors meetings, Southeast Project Directors meetings, California Project Directors meetings, Mountain West States Project Directors meetings and statewide conferences in Pennsylvania, Arizona, Indiana, Texas, Oregon, Mississippi, South Carolina and New York. I have also participated in numerous programs' special celebrations. All of my interactions with LSC-funded staff have reinforced my respect for and recognition of the unquestioned commitment, dedication and expertise of LSC-funded staff throughout the country. In addition, I participated in national conferences, including NLADA, the Equal Justice Conference, the Access to Justice Commission Chairs, IOLTA Directors annual meetings, and the ABA, and testified in 2004 and 2009 before the Texas Supreme Court at its hearings on the state

of civil legal services to the poor in Texas. These activities strengthened LSC's relationship not only with its grantees, but with its partners and supporters of equal access to justice.

## **Conclusion**

It has been an honor and privilege to serve as President of the organization that remains the largest funder of civil legal assistance to the poor in the United States. The opportunity to be LSC's longest-serving President has been a capstone to a career now spanning 43 years spent entirely in the cause of equal access to justice. It has been a career rich in challenges and rewards, while working with incredibly dedicated and talented people committed to one of the highest ideals of our country, equal justice for all. The work we do ensures that all Americans are treated equally in the justice system, in situations where their families, homes, health and other essentials of life are at risk. A justice system that allows equal access for all Americans is critical to the rule of law and a foundation of our society. While it remains an ideal that we continue to pursue, in our time together we have taken important steps to get closer to our goal.

## **Acknowledgements**

None of the accomplishments achieved during the last six years would have been possible without the hard work of the talented management team and officers at LSC who have served with me: Karen Sarjeant, Vice President for Programs and Compliance; Charles Jeffress, Chief Administrative Officer; John Constance, Director of Government Relations and Public Affairs; Victor Fortuno, General Counsel; and David Richardson, Treasurer/ Comptroller. This leadership team, coming together from varied backgrounds, has served LSC with great distinction.

In addition to the leadership team, I must thank each member of the great staff at LSC. Regardless of where they work in LSC, everyone on the staff is committed to and has a part in the mission of ensuring that low-income Americans have access to civil legal assistance. I would also like to acknowledge the superb and tireless efforts of Karen Dozier, my Executive Assistant. LSC staff has made possible all of the great work of the last six years, and I have no doubt that their wonderful service will continue.

A great thank you goes to the thousands of dedicated staff who work every day in LSC-funded offices. I particularly thank our Executive Directors, so many of whom have been longstanding friends and so many of whom have become good friends. In that regard, I want to acknowledge the assistance of Jon Asher and Luis Jaramillo who, in the beginning of my tenure, served as my Acting Special Counsel.

Finally, my thanks go to the LSC Board of Directors under the leadership of Frank B. Strickland for entrusting me with the awesome responsibility and privilege of laboring to fulfill LSC's important mission for the past six years.

## LSC Documents Published 2004 – 2009

- *Documenting the Justice Gap In America*, September 2009
- *2008 Annual Report*
- *Quality and Equal Justice – “The Role of Executive Directors”*, November 2008
- *Technologies That Should be in Place in a Legal Aid Office Today*, November 2008
- *Leadership Mentoring Pilot Program Report*, December 2007
- *Documenting the Justice Gap in America*, September 2007
- *Case Service Report Handbook – 2008 Edition*, August 2007 (effective January 1, 2008)
- *Revised LSC Performance Criteria*, April 2007
- Action Plan for Private Attorney Involvement, *“Help Close the Justice Gap, Unleash the Power of Pro Bono,”* October 2006
- *Strategic Directions – 2006-2010*, January 2006

## **LSC Program Letters Issued 2004 – 2009**

- Program Letter 09-3: Compliance Guidance and Interim Guidance on Attorneys Fees, December 17, 2009
- Program Letter 08-3: Compliance Guidance (Program Advisory), December 18, 2008
- Program Letter 08-2: Fiscal Management and Use of LSC Funds (Program Advisory), March 3, 2008
- Program Letter 07-2: Guidance to LSC Programs for the Development of Enhanced Private Attorney Involvement, December 20, 2007
- Program Letter 06-2: Violence Against Women Act 2006 Amendments, February 21, 2006
- Program Letter 05-3: LSC Guidance on Programs' Response to Hurricane Katrina, December 8, 2005
- Program Letter 05-2: Eligibility of Immigrant Victims of Severe Forms of Trafficking and Family Members for Legal Services, October 6, 2005
- Program Letter 04-2: Services to Client Eligible Individuals with Limited English Proficiency, December 6, 2004