

LEGAL SERVICES CORPORATION
BOARD OF DIRECTORS

MEETING OF THE
PROMOTION AND PROVISION FOR THE DELIVERY
OF LEGAL SERVICES COMMITTEE

OPEN SESSION

Wednesday, July 20, 2011

1:19 p.m.

Davis Wright Tremaine, LLP
1201 Third Avenue, Suite 2200
Seattle, Washington 98101

COMMITTEE MEMBERS PRESENT:

Laurie I. Mikva, Chairman
Sharon L. Browne
Victor B. Maddox
Father Pius Pietrzyk, O.P.
Julie A. Reiskin
John G. Levi, ex officio

OTHER BOARD MEMBERS PRESENT:

Robert J. Grey, Jr.
Harry J.F. Korrell, III
Martha L. Minow
Gloria Valencia-Weber

STAFF AND PUBLIC PRESENT:

James J. Sandman, President
Kathleen Connors, Executive Assistant to the President
Victor M. Fortuno, Vice President for Legal Affairs,
General Counsel, and Corporate Secretary
Katherine Ward, Executive Assistant, Office of
Legal Affairs
Mattie Cohan, Senior Assistant General Counsel, Office
of Legal Affairs (by telephone)
John Constance, Director, Office of Government
Relations and Public Affairs
Jeffrey E. Schanz, Inspector General
David Maddox, Assistant Inspector General for
Management and Evaluation, Office of the
Inspector General
Joel Gallay, Special Counsel to the Inspector General,
Office of the Inspector General
Thomas Coogan, Assistant Inspector General for
Inspections, Office of the Inspector General
Janet LaBella, Director, Office of Program Performance
Lora M. Rath, Office of Compliance and Enforcement
Alison Paul, Executive Director, Montana Legal Services
Association
César Torres, Executive Director, Northwest Justice
Project
Steve Pelletier, Director of Finance, Northwest Justice
Project
Reginald Haley, Office of Program Performance

Linda Perle, Center for Law & Social Policy (CLASP)
Terry Brooks, American Bar Association Standing
Committee on Legal Aid and Indigent Defendants
(SCLAID)

C O N T E N T S

OPEN SESSION	PAGE
1. Approval of agenda	5
2. Approval of minutes of the Committee's meeting of April 15, 2011	6
3. Presentation on client board members Reginald Haley, Office of Program Performance Latryna Carlton, Florida Rural Legal Services Richard Harrison, Northwest Justice Project Jennifer Sommer, Indiana Legal Services Rosita Stanley, National Legal Aid & Defender Association	6
4. Public comment	67
5. Consider and act on other business	67
6. Consider and act on adjournment of meeting	67

Motions: 4, 5, 67

1 P R O C E E D I N G S

2 (1:19 p.m.)

3 CHAIRMAN MIKVA: I would call to order the
4 meeting of the Promotion and Provision for the Delivery
5 of Legal Services Committee, duly noticed. My name is
6 Laurie Mikva. I would ask the other members of the
7 committee to identify themselves.

8 MS. BROWNE: Sharon Browne.

9 MR. MADDOX: Victor Maddox.

10 FATHER PIUS: Father Pius Pietrzek.

11 MS. REISKIN: Julie Reiskin.

12 CHAIRMAN MIKVA: The first item of business is
13 approval of the agenda.

14 M O T I O N

15 MS. BROWNE: Move approval.

16 FATHER PIUS: Second.

17 CHAIRMAN MIKVA: All in favor?

18 (A chorus of ayes.)

19 CHAIRMAN MIKVA: The second item is approval
20 of the minutes from the committee's meeting of April
21 15, 2011.

22 //

1 MOTION

2 MS. BROWNE: Move to approve the minutes.

3 MS. REISKIN: Second.

4 CHAIRMAN MIKVA: All in favor?

5 (A chorus of ayes.)

6 CHAIRMAN MIKVA: And now the fun part. We
7 have a great panel here today. I'm really excited.

8 And I will turn it over to Reggie Haley from the Office
9 of Program Performance to introduce his panel.

10 MR. HALEY: Thank you, Laurie. My name is
11 Reginald Haley. I'm the LSC Office of Program
12 Performance. It's a pleasure to hear before you too
13 to moderate this panel presentation on client board
14 members.

15 The panel represents a very diverse
16 cross-section of the delivery system of urban and local
17 and statewide delivery systems. Two of the panel
18 members are also from NLADA, the National Legal Aid and
19 Defender Association. NLADA panel members will provide
20 an additional aspect to the presentation based on their
21 work with client groups across the country, as well as
22 their role at NLADA.

1 Before I go any further, there are some
2 handouts in your board materials which begin on page 13
3 and may be useful in this discussion.

4 So we'll begin. To my right is Jennifer
5 Sommer. Jennifer Sommer is the vice president of the
6 Indiana Legal Services program, which is a statewide
7 program. She's also the co-chair of the board there,
8 and she serves on the training committee as well.

9 Ms. Sommer will offer insights on the types of
10 successful trainings that improve client/board
11 engagement and participation, and she'll also offer
12 observations on best practices cultivating client board
13 members. Ms. Sommer is also one of the board committee
14 members for NLADA.

15 Richard Harrison serves on the Northwest
16 Justice Project board. He is the treasurer and
17 chairman of the audit and budget committee. Mr.
18 Harrison will address some of the opportunities and
19 challenges of being a client board member, and make
20 some suggestions about how to make client boards more
21 participative and more inclusive.

22 Latryna Carlton serves on six Florida Rural

1 Legal Services board committees, including client
2 grievances, technology, strategic planning, audit,
3 executive director evaluation, and financial oversight.
4 She also serves on numerous community service boards,
5 too many to mention.

6 Ms. Carlton will share insights on recruitment
7 and retention and best practices with regard to
8 ensuring that client board members participate on
9 community service boards, and how that affects their
10 decision to serve on LSC grantee boards and improves
11 partnerships between our LSC grantees and community
12 services organizations within the service area.

13 Rosita Stanley, who many of you probably
14 already know, is vice chair, board of directors, for
15 the National Legal Aid and Defender Association. Ms.
16 Stanley would provide a perspective on client interest
17 and challenges based on her work with client groups
18 across the country as well as her role at NLADA.

19 Before we actually begin the panel
20 presentation, I'd like to just highlight a few points
21 that may be helpful in our discussion.

22 First, with regard to the handouts which begin

1 on page 13, you'll find a listing of client counsel
2 organizations. You will also find the amounts budgeted
3 by LSC grantees for board training as well as for board
4 travel. There's also a listing of LSC grantees that
5 have client-eligible board chairs.

6 Second, I want to talk just a little bit about
7 the requirement for client-eligible members on boards.

8 As you know, the LSC regulation requires that at least
9 33 percent of our grantee boards be comprised of
10 client-eligible members. You also know that the LSC
11 Act requires the LSC Board to include client-eligible
12 board members.

13 There is one other LSC regulation that also
14 requires inclusion of client-eligible board members,
15 and that's the LSC grant on the competitive grants
16 process, 45 CFR 1634. And basically, it requires that
17 we include client-eligible board members if there is
18 multiple applicants for the same service area in our
19 competitive grants process. The client-eligible member
20 serves on a review panel with attorneys, and the role
21 of that review panel is to provide a formal
22 recommendation to our president.

1 It seems that all the requirements, with the
2 Act and the LSC regulation, that it is important for us
3 to realize that clients are important to the delivery
4 system to make sure that client services are
5 client-centered. And that's the main point that I
6 would want to make, that client services remain
7 client-centered.

8 The fourth thing I'd like to mention is that
9 LSC provides guidance with regard to the
10 responsibilities of LSC grantee boards, and that
11 guidance is provided through the LSC performance
12 criteria. LSC also remains informed about grantee
13 boards through the competitive grants process.

14 We receive information on the organizations
15 that recommend board members to our LSC grantee boards.

16 We receive information on ethnicity. We receive
17 information on gender or basic demographic data. And
18 we also require that applicants describe any formal or
19 informal training regarding board responsibilities.
20 And we also ask our applicants to describe how client
21 board members are involved in oversight
22 responsibilities.

1 With that, I'd like to begin the panel
2 discussion, what we're all here for. And we're going
3 to start with Ms. Jennifer Sommer.

4 MS. SOMMER: Hello. First of all, I want to
5 thank Reggie and the LSC Board for allowing me to share
6 my insights on successful trainings that I've had,
7 trainings that I've helped coordinate, and also maybe
8 some ideas that I've heard the client community talk
9 about, where we want to see our trainings to go in the
10 future.

11 As a client board member of both the Indiana
12 Legal Services and NLADA board, I'm aware of the
13 importance of training for clients and how this is
14 critical to our ability to be effective advocates on
15 the board as well as in our communities. I'm going to
16 first start talking about my trainings that happen in
17 ILS. I'm the co-chair currently of the training
18 committee.

19 ILS trainings include topics and resources
20 that reflect our client community, and empowers members
21 to assist in their areas. And what I mean by that is
22 that we have two trainings a year, and they're

1 organized by the training committee, which again, I am
2 a part of.

3 These trainings include various
4 issues -- veterans' issues, Medicaid issues, healthcare
5 issues, many more. One of our favorites is the Ask a
6 Lawyer panel during our training. And that's just to
7 name a few.

8 The trainings are interactive, where clients
9 are able to meet new clients, also, attorney board
10 members, the executive directors. And I think this is
11 a very important element because this interactive
12 approach provides a way to share new ideas, for us to
13 work together and get over, maybe, some of the
14 stereotypical things that happen between clients and
15 attorneys. And they're there, so I think it just
16 allows us to humanize each other and know that we're a
17 team.

18 ILS training committee: I think what we do
19 that's a little bit different, because a lot of the
20 committees do their own thing. They plan it. We
21 extend our training committee to all the client board
22 members, and also some members of the Circle City

1 Client Council. So that assures that the trainings are
2 going to be focused on what the needs of the clients
3 are, not just the trainers' ideas.

4 One of the things that we do to measure the
5 effectiveness of the trainings is that we have an
6 evaluation form, and at the end of the trainings, we
7 strongly encourage everybody to fill out these forms.
8 And the evaluation form is actually something that came
9 from an NLADA training that I had went to. So before
10 the trainings, we didn't have anything like that, and
11 it's actually proved to be a very effective tool.

12 And something that we really try hard to do is
13 to provide paper material so once the trainings are
14 finished, that clients have the information to be able
15 to go back into their community and give those
16 resources to not only themselves, if they need it, but
17 also to other community members.

18 The material that's provided definitely helps
19 assist with assessing, what their benefits are, and to
20 promote our program and outreach efforts for those
21 eligible for service. Currently these training
22 materials are not online, but a lot of the materials

1 that we do give out do have websites so people can
2 learn about the organization and what they're able to
3 offer.

4 Evaluation of our trainings, again, are done
5 by multiple ways. We have the evaluation forms; we
6 also have a discussion after our trainings to see if
7 the clients were satisfied with the trainings that were
8 given, and also the speakers.

9 The clients guide training decisions and are
10 used as community liaisons for choosing potential
11 trainers. And I think one of the future goals is to
12 start having legal services collaborate with other
13 organizations, and I think that could be one way to
14 maybe ease some of the cost.

15 So what we did this last training was we
16 actually were able to get community members to talk
17 about disability and also veterans. And these people
18 that came to our training were actually recommended by
19 other client board members, and it was all volunteer.
20 So every speaker that we have on our trainings, it's of
21 no cost.

22 Trainers are asked to provide printed

1 materials for participate. Because ILS trainings are
2 consistently held in June and December, the community
3 is aware of this and actively participates. Publicity
4 of ILS trainings include email notification, mailers,
5 and word of mouth. The largest expense for trainings
6 are travel and hotel for board members attending
7 because all trainers are volunteers.

8 Something that ILS has already started
9 doing -- this is, again, because of national training
10 events that I've been to -- is the trainer training the
11 trainer. So that means clients are training clients.
12 And that's been a really nice addition to our
13 trainings, and it's definitely a way that I feel we're
14 empowering other clients to actively participate in our
15 board.

16 We also provide certificates at the end of our
17 training. And this is to, I think, give people a sense
18 of achievement and let them know that they are
19 appreciated for the work that they're doing and the
20 time that they're spending voluntarily to better become
21 effective advocates in their community.

22 One of the things that I would like to see in

1 the future is these certificates to turn into
2 continuing education credits. That is something that I
3 see pretty regularly when I go to the national
4 trainings, is that attorneys are getting the continuing
5 education credits. And if there's a way to figure out
6 how we can also get that to be more of a benefit with
7 this war against poverty, I think it would be great.

8 So now I would like to talk about some
9 trainings that I would like to have. I think another
10 potential training would be something similar to
11 Americorps VISTA. And I'm not sure if you're aware of
12 that program. What VISTA means is Volunteer In Service
13 To America. It teaches community mobilization,
14 education, and involvement. An Americorps VISTA legal
15 services corps would be a great way to get advocates
16 out in the communities, making substantial impacts and
17 improving the lives of those we serve.

18 From speaking to clients across the country
19 and within my own board and community, I have been
20 privileged to be informed about issues affecting
21 clients and how they respond to those issues. VISTAs
22 are provided training on how to mobilize citizens on

1 common issues, how to do community projects, how to
2 promote and expand upon the service the programs
3 provide, and how to make impact in less than a one- to
4 three-year period.

5 VISTAs are required to volunteer a minimum of
6 40 hours per week in the program which provides a
7 full-time resource for the promotion and outreach
8 efforts offered. VISTAs have been volunteering in
9 communities for over 40 years, and have made
10 substantial impacts. Examples are efforts to assist
11 victims of domestic violence, emergency preparedness,
12 community mobilization to assist citizens in making
13 sustainable impacts where they live, and many others.

14 Now I'll speak on issues of observations about
15 cultivating other client board members. All board
16 members should have a copy of "The Nuts and Bolts of
17 Board Service." And how I got access to this was Ms.
18 Evora Thomas from LSC. I went to a Chicago training
19 through NLADA, and it was amazing. It was a perfect
20 example of making information understandable by
21 clients.

22 So now when we have new board members come on

1 the board, each board member gets this. And it's been
2 also used as part of the client training clients, so me
3 and another client used the Nuts and Bolts to do a
4 training this past June.

5 It's very important to send clients to
6 national training events to get new ideas to implement
7 in their state board. And I'm just going to speak
8 from -- the only board that I was on was Indiana Legal
9 Services, so I thought my board was perfect. That was
10 the only board that I had been exposed to.

11 Going to the national trainings allowed me to
12 see that there's a lot of great things that we're doing
13 as board members, but there's a lot of things that we
14 can add to; and being able to meeting other client
15 board members, like Latryna, seeing just the most
16 amazing people are having such an impact in their
17 community. It's nice to be able to get out of Indiana
18 and get some new perspectives and some new ideas on
19 what we can implement in our own board.

20 Because of the importance of trainings, we
21 should ensure the information is understandable to
22 clients and that it informs them of their

1 responsibilities as client board members. The most
2 difficult thing about training clients on a national
3 level, of course, is the cost related to tuition,
4 travel, per diem, and hotel stay. This often leaves
5 boards unable to send all the clients that could
6 benefit because of the cost related to doing so.

7 Trainings from a national leave has led ILS
8 implementing trainings done by clients to empower,
9 educate, and cultivate them for board and community
10 service. To cultivate clients, they must be aware of
11 responsibilities related to the board. This ensures
12 that clients are on a track to fill officers'
13 positions, which also moves them forward as well as
14 their board forward.

15 And that's something that I think is very
16 important for ILS, is that we want to make sure that
17 clients are part of the officers' positions. So it's
18 not all attorneys that are the presidents, the vice
19 president right now; we actually have a client who is
20 our board president.

21 Because ILS has a nomination committee,
22 clients are provided the opportunity to serve in

1 numerous positions that help the program fulfill its
2 mission. This is also how I was chosen to be the
3 co-chair for a training committee, because I was able
4 to present a report on an NLADA training during a board
5 meeting, which I guess impressed them because now I'm
6 the co-chair.

7 In the past, ILS has not evaluated the
8 effectiveness of the existing committees or committee
9 chairs, but our strategic planning committee is
10 currently working on performance goals for our
11 program's strategic plan. Face-to-face meetings to me
12 are the most important, and again, this goes to
13 humanizing, especially the clients.

14 And it's probably one of my biggest fears with
15 the budget cuts because that's the first thing I hear.
16 We're going to cut -- we had four face-to-face
17 meetings when I first came onto the board. Now we have
18 two, and now we're thinking about canceling the one in
19 December.

20 And I know, by listening, you guys do a lot of
21 telephone conferences, as we do. And it's very
22 difficult, I feel, as a client to advocate

1 appropriately. We have a lot of attorneys that have a
2 lot to say, and it's a little bit more difficult during
3 a teleconference to be able to get in our words. So I
4 really want to advocate for the continuation of the
5 face-to-face board meetings.

6 So in closing, I just want to thank LSC for
7 providing this opportunity to give input and to share
8 some of my ideas and some of the things that's going on
9 with ILS. So I'm going to give you a chance to talk to
10 these other great panelists.

11 MR. HALEY: And just before we go any further,
12 Jennifer said she was going to be nervous. You were
13 great.

14 MR. LEVI: You were terrific. And I just want
15 to say, I know a number of you traveled quite a
16 distance to be with us. But we're a new Board and
17 we're very interested in this topic. And so we do very
18 much appreciate your presentation, which was terrific.

19 MS. SOMMER: Thank you.

20 MR. HALEY: Yes, ma'am.

21 MS. CARLTON: Me? Thank you, Reggie, for the
22 introduction, thank you, fellow clients, and most of

1 all, thank you, members of the Board for the
2 opportunity to speak with you today on these important
3 issues related to clients. As a client representative,
4 I feel deeply honored to be here, and I want to say
5 that I'm very nervous, just like Jennifer --

6 (Laughter.)

7 MS. CARLTON: -- because I understand that
8 what I say is representative of clients across the
9 country. That's a great responsibility, and I want to
10 make sure that I do not fail to convey the information
11 clearly and, most of all, that I don't let the clients
12 down.

13 With that said, I will begin with my insights
14 and personal experiences on recruitment and retention,
15 and best practices and, client board member involvement
16 with community service organizations and how that
17 involves the decision to serve on the board. I will
18 begin my presentation with recruitment.

19 If programs and current client board members
20 are searching for new advocates and capable successors,
21 it requires partnerships with clients councils, if they
22 exist, community, local, and federal government and

1 other legal and social services providers. A potential
2 successor should form connections in advance with
3 communities they will represent, which leads to greater
4 trust, confidence, and an informed client base.

5 For historical purposes, the client council
6 used to represent clients throughout the U.S., and were
7 the backbone and voice of the low income community.
8 For me, participation with various groups provides the
9 chance to educate citizens, promote the program,
10 identify legal needs, and develop potential successors.

11 For example, the Florida Tenth Judicial
12 Circuit, DJJ, task force on DMC, disproportionate
13 minority contact, and Save Our Sons, the SOS, an
14 organization providing support for at-risk youth, held
15 a conference last year and reached over 300 kids. My
16 volunteering at the event resulted in a request to my
17 other legal services organization program, Florida
18 Equal Justice Center, FEJC, to attend the meetings.

19 The new collaboration identifies issues with
20 the children that were not being addressed, and
21 sometimes their families, and helps with achieving the
22 goal of promoting of the community knowing about the

1 services and program. An advocate must have some
2 knowledge of low income needs and maintain a connection
3 with providers assisting these individuals while
4 simultaneously searching for capable successors. If
5 possible, filling board vacancies can be achieved
6 through potential successors' participation in the
7 board meetings to acclimate them to the board process.

8 An invitation can be made, either by the
9 executive director, or the client representative
10 seeking a successor, or program ambassadors. Potential
11 board members should feel somewhat informed and capable
12 of educating client-eligible communities, leading to
13 confident successors.

14 For example, a community advocate attended our
15 board meeting and requested the Lakeland managing
16 attorney attend a neighborhood meeting to hear about
17 community injustices. Because of Florida Rural Legal
18 Services' presence at that one meeting, efforts were
19 made to work with the community because it was
20 perceived they had obtained legal representative. This
21 further empowered the citizens to identify other areas
22 of concern, and resulted in Florida Rural Legal

1 Services having another program ambassador and
2 potential successor.

3 Now I will speak on the subject of retention.

4 Successor retention of client board members requires a
5 comprehensive approach so that clients feel a sense of
6 investment in the program and the communities that they
7 serve. To the extent where possible, and within the
8 capacities of the clients and program funding, the most
9 basic client board member support should be the chance
10 to be actively engaged in the program's mission.

11 Clients can then make informed decisions about
12 the program's purpose and intents, learn about
13 governance, restrictions, and their roles as board
14 members and program ambassadors. An example is Florida
15 Rural Legal Services assists with incorporation and
16 501(c)(3) status and representation on neighborhoods'
17 issues, which has benefitted groups and moved
18 communities forward, and motivates me to stay on the
19 board. Each success makes me feel more invested in the
20 program and a deep appreciation for its ability to make
21 a difference.

22 Retention requires clients be provided the

1 necessary tools to be effective, responsible, and
2 community-oriented. If clients are not able to be
3 actively engaged, give input on issues, voice concerns
4 about identified needs, or question things they do not
5 understand, then the board climate is not advantageous
6 for client participation, growth, and development, and
7 is truly not fulfilling its role to support client
8 retention.

9 I will now speak on recruitment and retention
10 best practices. It is critical to client education to
11 participate in strategic planning to understand how to
12 set and accomplish goals. To encourage full
13 participation in board functions, a priority should be
14 the support and development of clients.

15 Florida Rural Legal Services recently
16 completed strategic planning, and I participated as the
17 client representative. Now I understand what strategic
18 planning is and how we will implement the goals over
19 the next three years.

20 Creating an effective client advocate requires
21 training about the program's goals, priorities, board
22 governance, and the evaluation of these areas. A

1 supportive board culture will start with the idea that
2 the client is a necessary and invaluable part of the
3 program's success, not an obstacle to it.

4 This supportive board culture should be
5 present with the directors, the staff, and particularly
6 with the board attorneys. Programs should train
7 clients on LSC's performance criteria to ensure they
8 are equipped with the most basic knowledge about
9 standards set for their programs, promoting
10 understanding of programmatic quality and board member
11 responsibilities.

12 Now I'm going to speak on client board
13 members' involvement with community service
14 organizations and how that informed my decision to be
15 on the board. Partnerships often have connected
16 services that can help to move a client and/or the
17 families to improve circumstances.

18 To assist clients with FAFSA federal study
19 aid, unemployment, food stamps, advocates are sometimes
20 required to have internet access and computer skills to
21 complete basic forms, particularly in rural areas where
22 access to services are strictly online. In Florida,

1 that is the case with us. This constantly evolving low
2 income future requires partnership to facilitate
3 services and preserve the limited funding available to
4 assist the board.

5 Collaborations like Florida Rural Legal
6 Services and neighborhoods, the SOS and FEJC, federal
7 and community-based organizations, are examples of
8 client/advocate partnerships that can address issues
9 facing low income people.

10 Clients seeking legal help can benefit from
11 effective collaborations and knowing of available
12 services, which helps to holistically improve lives.
13 Reductions in funding mandate new ways to increase
14 access to justice, no doubt.

15 Intergovernmental coordinated training, such
16 as the 2008 Region 6 client council conference that I
17 supported is just one example of clients helping
18 clients. These collaborations promote our programs,
19 show a visible face of clients empowering and educating
20 clients, and establishes additional support bases which
21 can fill critical gaps where our programs cannot.

22 When clients are educated and actively engaged

1 in forming partnerships to assist their eligible
2 communities, they can produce real change in an age of
3 budget cuts and elimination of funding. I believe that
4 there are many capable clients throughout the U.S.,
5 just like the panel members here today. I know this
6 because I've met and worked with some of them over the
7 years, like Mr. George Lee, Jr. with the multi-county
8 client council of Louisville, Kentucky, who specializes
9 in veterans' issues, just to name one.

10 They are in our programs waiting to be
11 identified, like emerging legal issues, to bring the
12 ideas, services, and knowledge of successful endeavors
13 to the rest of the clients across the country. We all
14 can learn new ways to help poor folks, especially if
15 the knowledge is replicable.

16 One idea is for clients to assist their
17 programs' partnerships with other client service
18 organizations in the community and to share that
19 assessment and perspective about the effect those
20 partnerships have had in assisting clients.

21 Our collective assessment and perspective of
22 those partnerships could result in a best practices

1 model that improves services to clients and client
2 board member participation, development, recruitment,
3 and retention.

4 In closing, I would like to share a quote with
5 you by Daisaku Ikeda, a Japanese philosopher and
6 educator, and it is what I believe all client advocates
7 live daily through our continuous efforts to assist.

8 "None of us can exist in isolation. Our lives
9 and our existence are supported by others in seen and
10 unseen ways, be it by parents, mentors, or society at
11 large. To be aware of these connections, to feel
12 appreciation for them, and to strive to give something
13 back to society in a spirit of gratitude is the proper
14 way for human beings to live."

15 Thank you for your time and your patience
16 today, and this concludes my remarks. And I'm open for
17 any questions that you may have.

18 MR. HALEY: If that's you nervous, I look
19 forward to seeing you calm.

20 (Laughter and applause.)

21 MR. LEVI: Can I just ask, do you know,
22 whether your programs or other programs, when clients

1 come in, if ever a note is made, "This client would be
2 a good board member someday"? Do our programs ever
3 sort of take note of that?

4 MS. CARLTON: Well, that's what I do. I
5 invite people, the community leaders, to my local board
6 meetings in order to identify them.

7 MR. LEVI: No. I mean who actually come in
8 asking for services from the --

9 FATHER PIUS: Not just client-eligible but --

10 MR. LEVI: But real clients?

11 MS. CARLTON: Well, I am a result of that. I
12 came in for legal services, and that's how I got on the
13 board. I looked for Florida Rural help, my
14 organization, become incorporated and get 501(c)(3)
15 status, and that's why I ended up serving on the board.

16 MS. STANLEY: That's how I got involved in my
17 programs at the local level because as a part of
18 service delivery, we have a client satisfaction survey
19 after they complete your case. And a part of the
20 questionnaire, beyond, "How do you feel the service
21 was," was, "Would you like to be engaged in our work
22 and would you like to volunteer?" And I answered yes,

1 and I've been here 30 years.

2 (Laughter.)

3 MR. LEVI: No good deed goes unpunished.

4 MR. HARRISON: Same thing with me at Northwest
5 Justice Project. I came in -- the organization I was
6 involved with came in asking for services.

7 MS. SOMMER: We do something a little bit
8 different, where we have our community organizations
9 identify advocates. So I came in because of a domestic
10 violence situation, and was identified as a client
11 leader through them, and then nominated to the board.
12 So it was a little bit of a different -- it was a
13 little bit different, I think.

14 MS. STANLEY: But the answer to your question
15 is back in historical LSC days, we did that because we
16 was really connected to the community differently then.

17 MR. HALEY: Rick? That's a tough act to
18 follow, but --

19 MR. LEVI: We're still --

20 MR. HARRISON: I'd like to thank you for the
21 chance to share my perspectives as a client-eligible
22 board member. I've been asked to speak about two

1 things, the opportunities and challenges of being a
2 client-eligible board member, and suggestions for how
3 to be more inclusive of client-eligible board members.

4 I've had a lot of great opportunities as a
5 client-eligible board member of the Northwest Justice
6 Project, commonly known as NJP. Words fail to express
7 the rewards and satisfaction I've gotten from serving
8 on the NJP board. It's truly been life-changing for
9 me. I've been able to meet and interact with
10 well-educated, intelligent, and caring people. And
11 I've got to meet some lawyers, too.

12 (Laughter.)

13 MR. HARRISON: I'm glad you laughed at that.

14 I've been able to contribute to a problem
15 that's doing much-needed work for people like myself.
16 I bring the perspectives of a client to the leadership
17 of our organization. I believe that we, my fellow
18 client board members and I, have helped shape the way
19 in which NJP serves our clients. It's also been very
20 rewarding to me personally to earn the respect of
21 people far beyond my economic class and to be treated
22 as an equal.

1 Another advantage I've gained is being able to
2 use what I've learned on the NJP board to help me work
3 more effectively in other organizations. Currently, I
4 also serve on the board of directors of the Tenants
5 Union of Washington, and I'm past president of the
6 Resident Action Council. That's the citywide
7 organization for residents of the Seattle Housing
8 Authority. At the Tenants Union in particular, I've
9 been able to use the things I've learned about finances
10 at NJP to deal with our recent money problems at the
11 Tenants Union.

12 Not only have I learned a lot from NJP,
13 serving on the board has given me and the organizations
14 I'm involved with more credibility when dealing with,
15 in particular, the local housing authority, as well as
16 others. When we discuss legal issues with them, they
17 know we are coming from a well-informed position and
18 that we've done our homework. They are more likely now
19 to compromise, or at least bargain in good faith,
20 instead of the stonewalling they've done in the past.

21 Another advantage of being on the NJP board is
22 that I've met many staff and vendors from other legal

1 aid programs such as Columbia Legal Services and the
2 local bar associations, and I have a better
3 understanding of how they form part of the overall
4 service delivery system. So when someone asks me,
5 where can I get help on a particular subject, I don't
6 have to necessarily send them to NJP because I know,
7 oh, well, this other organization does that better.
8 And I also have a much better understanding of what's
9 realistically possible and what's not.

10 But yes, there have been challenges. In
11 preparing to speak to you today, I spoke with other
12 client board members at NJP. They pointed out
13 challenges I hadn't thought of. The biggest challenge
14 for all of us is balancing board duties with personal
15 responsibilities and problems.

16 Two of my fellow board members have young
17 children to take care of. My only baby's 32 and a
18 lieutenant in the Navy, so that's not a problem for me.
19 Sometimes these two board members are unable to
20 arrange child care so they can attend the quarterly
21 board meetings in Seattle. They're as much as 280
22 miles away from here. Then they call in and

1 participate by phone, which does work but it's not as
2 good as attending in person.

3 There are two other things that I have
4 personally found challenging, although I don't think
5 they are challenges specific to client board members.
6 I just think that perhaps client board members may see
7 things from a different perspective than an attorney
8 board member might.

9 One of these challenges is having to accept
10 the fact that no matter how hard our staff works, we'll
11 never be able to everyone who needs them. It's more
12 like one in five. And the worst challenge of all is
13 having to do with decreases in revenues and resources
14 available to our organization.

15 We, the board as a whole, have to make
16 difficult decisions that are required when these
17 decreases occur, and we're always trying to do the best
18 we possibly can for our incredible staff, who, after
19 all, are the lifeblood of our organizations.

20 I guess that as a client-eligible board
21 member, the consequences are more up-close and
22 personal. I live in a 142-unit public housing project.

1 I've got friends and neighbors who have suffered
2 because they have not gotten the legal help they need,
3 so it's more personal to me.

4 And there is one more, well, I guess
5 opportunity, if you will, that I've gotten, and it's
6 really the most important thing I've gotten from
7 serving on the NJP board. Whenever I start to feel
8 sorry for myself, I don't have to look very far to see
9 much worse off than I am.

10 I don't have to fear for my life or the lives
11 of my children, like victims of domestic violence do.
12 I'm not a female farm worker, who has to endure daily
13 sexual harassment from my boss. Serving on the NJP
14 board has recommended me so many times and in so many
15 ways just how truly blessed I've been.

16 I was also asked to speak about how to be more
17 inclusive of client board members. Well, first I have
18 to say it was a little difficult for me because NJP has
19 always been pretty good at that. But that being said,
20 I would like to make these observations and
21 suggestions.

22 I would make certain that attorneys and client

1 board members truly listen to each other. Acknowledge
2 and embrace the fact that client and attorney board
3 members have different, but equally valuable
4 perspectives on the issues.

5 We should always openly encourage questions
6 from all board members, always operate under the
7 principle that there are no stupid questions, only
8 stupid mistakes. Attorney board members should
9 actively solicit and value input from the client board
10 members, and vice versa.

11 This requires leadership from the executive
12 director and the board officers, who must lead by
13 example. Again, NJP is pretty good at that. I'm a
14 board officer myself; who'd-a thunk that was possible?

15 All board members should keep in mind that the
16 client board members don't have JDs, and attorneys may
17 not have the close personal insights on the issues that
18 clients have. And both views are essential.

19 Sometimes attorneys say things that any fellow
20 attorney would understand, but to clients they're
21 speaking Martian. Likewise, clients may refer to, for
22 example, social programs or situations unique to low

1 income people by nicknames, slang, or abbreviations
2 that the attorneys don't understand. Always translate
3 more esoteric terms into more understandable language.

4 One good example -- somebody said I should
5 come up with an example. I heard somebody say the
6 other day that they were trying to get a kick-down from
7 Vinny's. Now, does anybody -- I've applied for
8 financial assistance from the Society of St. Vincent de
9 Paul.

10 (Laughter.)

11 MR. HARRISON: So anyway, those are the kinds
12 of things that attorneys might not, you know, pick up
13 on.

14 All board members should keep in mind
15 client -- oh, I did that one already.

16 Another important thing: Client board members
17 should be strategically distributed amongst the various
18 committees on the board, and give the client board
19 members the opportunity to serve on different
20 committees. At NJP, once a year we ask board members
21 to renew their interest in serving on the same
22 committee or changing which committees they serve on.

1 In my first three years on the board, I've
2 served at least one year on each of the committees.
3 That was invaluable for helping me to learn about the
4 organization. I discovered I had a particular
5 interest, and I suppose a little talent, for the audit,
6 budget, and human resources committees.

7 The last two years, I've served on both
8 committees, and chaired the audit/budget committee. So
9 that's where the money comes from, where most of it
10 goes, and that's really the definition of synergy.

11 Experienced board members should be assigned
12 to act as mentors to all new board members, but
13 especially the client-eligible board members. While
14 NJP, I can't say, has ever really formally assigned
15 such mentors, it's never really been necessary. It's
16 always just happened organically. But some
17 organizations may not have that kind of natural
18 inclusiveness, so it would be of great benefit to
19 ensure that all new board members are mentored.

20 And one of the most important things that can
21 be done to make the boards more inclusive is training,
22 training, and more training. In addition to the many

1 trainings that have been given to all the board
2 members, I've greatly benefitted by trainings offered
3 by such places as the Management Information Exchange,
4 our audit firm of Moss Adams, and from the Nonprofit
5 Assistance Center here in Seattle.

6 Another thing that I think would be helpful is
7 in the area of technology. Modern communications rely
8 on computers and the internet now more than ever.
9 Sometimes it's difficult for low income people to keep
10 up with that. It would be of great help if
11 organizations would be able to subsidize the cost of
12 internet access for its client board members; and if
13 they need a computer, offer them a surplus computer,
14 one that's been taken out of daily service in the
15 organization.

16 We don't need the latest or greatest hardware,
17 but it can be a real challenge to keep computer
18 hardware going and maintaining a good internet
19 connection on a limited budget. And having good access
20 to the internet and the hardware to use it is essential
21 in being an effective board member.

22 And finally, I would make it a point to have

1 at least one annual social gathering or board retreat,
2 or have all the board attend a conference together. At
3 NJP, our board always attends the annual Washington
4 State Bar Leaders and Access to Justice conference.
5 Not only has this built positive relationships within
6 the board, the workshops offered at these conferences
7 have been very useful in understanding the current
8 challenges facing the client community; and for the
9 attorney board members, it gives them some CLEs.

10 So anyway, those are my thoughts. Thank you
11 for listening, and I welcome any questions you may
12 have.

13 (Applause)

14 MR. HALEY: Thank you.

15 Ms. Carlton? Ms. Stanley, I'm sorry?

16 MS. STANLEY: I'm a little nervous. I'm from
17 the South, but I ain't that nervous.

18 (Laughter.)

19 MS. STANLEY: First of all, my name is Rosita
20 Stanley. I'm vice chair of the board of directors of
21 National Legal Aid and Defender Association and chair
22 emeritus of the Client Policy Group, which is a

1 community piece that we connected to NLADA to ensure
2 that clients that are part of the equal justice
3 community had a stable place to come to receive
4 training, to be mentored, and continue to be developed.

5 It is with great pleasure that I address you this
6 afternoon, and I appreciate the opportunity to speak to
7 you about issues, challenges, and opportunities that I
8 care about.

9 Before I begin, let me share my context in
10 which in coming from because sometimes it's difficult
11 for people to understand. I began by answering three
12 questions dealing with the three As -- authority, being
13 authentic, and accountability.

14 You might be wondering by what authority do I
15 speak. I've been an advocate for justice in this
16 community for over 30 years. I received training in
17 '92 for making an impact in low income communities in
18 my local program at Georgia Legal Services under the
19 direction of John Crowden as a part of the National
20 Client Council and my local tenant association and my
21 involvement in Head Start in Macon, Georgia.

22 During this time, I've been involved in work

1 for our program and sometimes who comes sometimes to be
2 served and sometimes to serve. Sometimes I show up
3 differently, and people need to understand that my life
4 shifts in and out.

5 I am in regular communications with clients
6 and client councils around the country. I have done
7 work NLADA staff, an organization development
8 consultant, with program staff, executive directors,
9 and board of directors.

10 I was part of a team of consultants and staff
11 led by NLADA that worked with Greater Legal Aid
12 Services of Miami for nearly two years on this change
13 initiative. It was a holistic work with staff, board,
14 and clients.

15 I've been involved as a trainer and
16 participated in the NLADA Silver Justice Leadership
17 Conference, and played a key role on the board track at
18 the annual conference. My authority come from the
19 community which I'm a part of and the community in
20 which I serve.

21 This gets me to my second A, being authentic.
22 I am an eligible client. I'm a single parent, mother

1 of three children. Now they're grown folks. I have
2 one daughter who followed my ambitions and my
3 initiative to be engaged in justice. She attended
4 Mercy Law School; she's a practicing attorney. She
5 specialize in juvenile advocate. She serves in three
6 counties in Georgia as a judge on the juvenile court,
7 and she's a traffic judge in a court in Houston County.

8 I have one son who retired from the military
9 after 20 years, and a daughter who's a beautician by
10 trade. I reared one grandson; he graduated from high
11 school this year. I've raised him from 13 months old.
12 So I got a chance to parent twice.

13 I do not have health insurance, but I know
14 people who come to our office for service because I am
15 one, and I'm intricately involved in the life of people
16 like me. I are about the hopes, dreams, and
17 aspirations of other people who live with low income
18 and no income.

19 We are advocates, but this is not all that we
20 are. We are advocates who believe in the third A,
21 which is accountability, holding peoples accountable
22 for what they say they're going to do. We have a motto

1 at NLADA: Why don't you do what you say you're going
2 to do.

3 (Laughter.)

4 MS. STANLEY: Because of my understanding of
5 the aspirations of low income peoples and communities
6 in the client community, I align my action, my
7 advocate, and my accountable (sic) solely to the
8 peoples of the community. I believe that all of us who
9 seek to advocate and teach justice are actually
10 accountable to the people we seek to co-labor on behalf
11 of, and people we seek to serve.

12 We must remember that clients are more than
13 clients. We have assets, skills, stewards, and
14 aspirations that we bring to our communities and
15 families and to this community.

16 So it is with this image I speak to you. I'm
17 humbled at being asked to speak on behalf of clients
18 around the country on our issues, challenges, and
19 opportunities. Clients who are involved in
20 co-producing justice in our community in partnership
21 with our program are seeking to be full partners in the
22 governance, stewardship, and vision of the program

1 funded by Congress through the Legal Services
2 Corporation. We want to be trained to be good board
3 members who can exercise our full fiduciary and
4 oversight responsibility.

5 In my work on the national level NLADA, I am
6 engaged with client board members of LSC-funded
7 programs. They express their concerns to me as to,
8 what is my role? I'm a new board member? What is my
9 responsibility? Who is supposed to train me, and where
10 do I get training?

11 In fact, the National Organization of Client
12 Advocates, led by Lucille Logan, did a survey on
13 clients' needs, and the answer was overwhelming, that
14 people wanted to be trained. So as an ambassador and a
15 leader at NLADA, I try to ensure, through my work and
16 connection at NLADA, that NLADA provide training that
17 is essential, especially for clients.

18 Most of the training focus on leadership
19 development. We do some thing on board development,
20 but every year at our annual conference we
21 intentionally design training for clients. And it's
22 basically about client leadership, it's about

1 mentoring, and it's about networking.

2 We co-labor with LSC, MIE, and some other
3 people around doing governance training. But
4 specifically, the training that we designed for clients
5 is what we function on.

6 We have three client leadership conferences in
7 addition to the training we do at the annual
8 conference. An important focus for our training is
9 promoting communication and connection between client
10 board members and attorney board members about the
11 effective operation of programs, the effective
12 functioning of the board, and issues of concern
13 occurring within the low income community.

14 At this year's conference, client impact
15 leadership conference, clients formally requested Julie
16 Reiskin, who attended our conference, to explore an
17 institutional and a formal way for clients to be
18 connected with client board members of LSC.

19 At last year's conference -- and Jennifer
20 spoke about that -- Evora Thomas did a presentation on
21 board governance and board roles and responsibility,
22 and there was some concern because most of us who

1 served on program boards know that most board work get
2 done in committee process.

3 And so clients was concerned that even though
4 the regulations required that one-third of the board be
5 eligible clients, it doesn't specify how committees are
6 structured. So we're not asking you to mandate the
7 LSC-funded programs have one-third clients on their
8 committee, but we actually want to encourage that
9 behavior.

10 Also, at our client impact last year -- that
11 was last year conference, and then this year. The
12 conference before then, our concern was the lack of
13 client participation at client impact conference. This
14 is the conference where we try to get NLADA to use its
15 revenues annually to do a conference just for client
16 leadership and development.

17 It is difficult for us to get programs to
18 support clients to come to those conferences.

19 Oftentimes, we might get one client. Some programs
20 don't send any clients. And when I looked this
21 morning, I saw that some programs only budget \$100 in
22 their annual budget for board training. You get the

1 picture.

2 But I think because we don't have a structure
3 place for clients to be trained is why NLADA inherit
4 that. But I think that if we can design a training,
5 build a place, and staff it, that at least programs
6 ought to be encouraged to send their clients to the
7 training so that they can learn not only how to be good
8 board members, but how to be good advocates for their
9 community.

10 I thank you again for the chance to speak with
11 you. And I didn't want to be long, but I wanted to be
12 concise with what I have to say. And the reason I'm
13 speaking to you from the national
14 perspective -- because I had that question raised -- is
15 because early on in my service in this community, I
16 started out in my local program.

17 And I think that I'm a capacity-builder, so as
18 I get a chance to move and grow, I try to create spaces
19 for other clients to move and grow. So when I became
20 engaged in my statewide program, my director nominated
21 me to NLADA. So that created an opportunity for
22 another client to rise to the leadership position that

1 I had in my local program.

2 And so when I've been engaged in NLADA, for a
3 long time I was the only client that was in NLADA. Now
4 we have seven clients that's a part of our client
5 policy group. We have six clients that serve on the
6 NLADA board. We have a client policy committee. We
7 have a client section within the NLADA structure. We
8 do a newsletter quarterly. We have a website on NLADA
9 website -- we have a web page on their website. We
10 have a listserv. So we're trying to build a capacity
11 so that we can make the connection with clients around
12 the country, so that we can be a vehicle to train and
13 to mentor them.

14 One of my concerns is and has been because
15 oftentimes I'm engaged in some of the national
16 discussion, and so I get a chance to have a
17 conversation with John McKay when he was here about
18 funding some training for clients. There was a study
19 that in this community, the leadership was aging out.
20 And as many of you can see, I mean, I look real good,
21 but I'm 64 going on 65 years old. So most of my peers
22 who are now engaged in LSC are basically my age, and we

1 are aging out of this community.

2 We was a part of that study component, and we
3 was engaged in the discussion. So a couple years ago,
4 LSC funded a mentoring project to address the aging out
5 of the practitioners in this community. But there was
6 nothing done, as we know, to support the development of
7 the advocates and to talk about -- to do what Latryna
8 said, to build a pipeline so that we begin now to
9 mentor the people who will come behind us.

10 I've stayed here to make sure that there will
11 continue to be places built for people to come, but my
12 days are short. I'm thinking, as a board, we would
13 encourage you to encourage LSC leadership to support
14 intentionally ensuring that there is a pipeline for
15 advocates, for the poor, not for organizations to do
16 like my housing authority did.

17 They had to put a tenant on the board, but
18 they put a lady who was part of the high echelon of the
19 poor as a tenant -- I mean, actually people who
20 received a benefit from the service. It is crucial
21 that we are engaged in the discussion and in the
22 delivery about what this community looks like, how

1 their resources get spent, and how we engage in making
2 sure that legal services continue to be a high priority
3 in this country.

4 I thank you for giving me an opportunity to
5 say this. I hope I said it in a way where you can
6 receive it. It's just so -- for clients, it's just so
7 essential that we have, not access to a lawyer, because
8 I tell them all the time in this community, having
9 access to a lawyer and having a good advocate is two
10 different things. And to get good representation and
11 to have high quality, zealous representation is two
12 different things.

13 And I think that if we do as best as we can
14 and of the quality that we know this community can do
15 for a client, that we make good use of revenues and
16 that people cannot continue to deny that legal services
17 are a resource in this community so that we continue to
18 serve justice.

19 I don't know what justice is, but I surely
20 have been confronted in my life by injustice. And I
21 want to make sure that my grandchildren don't have to
22 go through that. So I thank you for your service, and

1 I thank you for this opportunity. Thank you.

2 (Applause)

3 MR. HALEY: These were all great stories.

4 Hopefully you heard something that piqued your
5 interest, piqued your curiosity.

6 Do you have any questions, first?

7 CHAIRMAN MIKVA: Questions? Mr. Sandman?

8 MR. SANDMAN: I do have a question, but Laurie
9 can go first.

10 DEAN MINOW: I have a question. Thank you so
11 much, each of you. These were exquisite presentations,
12 and we won't forget them.

13 I do have a question about what would best
14 equip a new eligible member in learning how to
15 represent the community, since it's a diverse
16 community. So how much -- I mean, you talked about
17 training that's very relevant to board service, and
18 that's obviously crucial.

19 But I was wondering about that. And
20 essentially as we hear about the linguistic and
21 cultural differences, I think that creates obstacles
22 for who can serve on the boards. So I just wondered if

1 you had thoughts about that.

2 MS. STANLEY: I do. I think that we train
3 clients -- that's why I think leadership training is so
4 important, because this is broader than board training.

5 And I think that if you give people the skills to be a
6 good advocate, it empowers them.

7 And I think that our working with LSC staff
8 and bringing them back into our community doing
9 community legal education is that they can do the
10 training around the substantive issues like housing and
11 food stamps. But once they leave our community, we
12 have to have somebody that's going to be there that
13 people know are going to always be there, that can be
14 an advocate.

15 I was engaged in a public housing project
16 wherein people was dying overnight from heat exhaustion
17 because the landlord would not allow us to put fans in
18 our windows. We didn't have air conditioning then.
19 And so we mobilized, and through our tenant counsel we
20 had legal services come out and talk about our rights
21 and our responsibilities.

22 But then what we began to do was have meetings

1 with the housing director and with the city leaders.
2 And those apartments now are air conditioned even
3 though Mercy, which is a big college campus next door,
4 they want to get the land. But it's affordable.

5 And, I mean, one morning we woke up: One
6 person was dead. The next morning we woke up: Two had
7 died from heat because people was afraid -- one, the
8 buildings are concrete. People was afraid to sleep
9 with the windows open. And it was just inhumane.

10 So I think if you train people to be advocates
11 for themselves, they can sustain and build that
12 community. But they also become advocates for legal
13 services because that's where we have the partnership.

14 MS. SOMMER:

15 MS. CARLTON: I would like to say that for me
16 personally, I'm always engaged with what they call
17 state neighborhood conferences. We have neighborhood
18 conferences. You got NUSA, which is Neighborhood USA.
19 These are all community leaders that are already
20 actively engaged and involved in their communities.
21 They know. They have their hands on the pulse of the
22 community.

1 My personal experience, from walking in the
2 door and needing help with trying to mobilize in my
3 community, I see that happening all over, in Polk
4 County, at least, and in the state of Florida. So I
5 think that what we have to do is look at where people
6 already are there because if I hadn't been actively
7 involved in my community, there was no way I could walk
8 in the door and say -- for them to even consider
9 wanting to put me on the board, because it was because
10 I was engaged in community they knew that, through me,
11 I could be a conduit to reach people.

12 And I think that that's what -- maybe even LSC
13 could partner with NUSA or partner with -- have us
14 attend statewide conferences where community leaders
15 that are already actively engaged are. The best of the
16 best, they are already there.

17 MR. HALEY: You know, what I hear is -- and
18 this is based on the conversation we're having right
19 now -- is that there are a number of resources, and
20 there are a number of resources that are passionate and
21 want to be engaged. And it seems like one of the
22 challenges is simply connecting the dots. There are

1 opportunities for doing that. Just as there are active
2 people out there, there are avenues for connecting the
3 dots.

4 As an example, NLADA has national conferences.
5 There have been a number of conferences that have been
6 held by LSC over the past several years. We need to
7 find a way to continue to work toward connecting the
8 dots first so that we can get a good feel, a good
9 representation, of all that's really needed out there.

10 But I think that this is something that
11 clients can actually be engaged in, and they want to be
12 engaged in internal. It need not be a huge
13 resource-eating monster if we think strategically about
14 this. Connecting the dots is very important.

15 MS. STANLEY: And I think ITT goes back to the
16 proposal that Julie has submitted that talked about
17 surveying our community because when I first got
18 involved, I wasn't connected to nothing but my
19 children. You know, I wasn't a part of no group. I
20 went to church some Sundays, but I wasn't really a
21 leader in my community.

22 I become an asset in my community after I got

1 the service I need and people that supported me and
2 helped me to understand that I could -- as Erica Kahn
3 said, there are no throwaway people. I could be a
4 nexus for change.

5 So I want to talk about how we get the client
6 that walk in the door empowered to be engaged in our
7 work, that come in for services. And that's my piece.

8 And so I think it's about just getting -- just doing a
9 survey. What happened with me is I connected with the
10 paralegal. She connected with me. And so she felt
11 like that I would fill out that survey, and I did it.

12 But now we use a lot of community-based
13 organizations to make nominations onto the board, and
14 that bring us some people. But that don't get to the
15 core of our community all the time.

16 CHAIRMAN MIKVA: A question for Ms. Sommer.
17 Did I understand you right that you have trainings just
18 for client board reps in Indiana? Or is it --

19 MS. SOMMER: Well, it's client-focused, but
20 attorneys attend. SO it winds up being all the board.
21 Plus we have the Circle City clients that also attend.
22 So we try to open it up.

1 CHAIRMAN MIKVA: And do you know whether other
2 states do this? Are you unique? Because I have not
3 heard anyone else.

4 MR. HARRISON: I think you're unique. We
5 don't open ours to nobody else.

6 MR. HALEY: It is relatively unique for an LSC
7 grantee board to devote a committee to training board
8 members, particularly client board members.

9 MS. STANLEY: But they do it in Miami. I
10 mean, they do it in Miami coming out of that initiative
11 that they did. They have a whole -- one of their
12 client board members, who's now an officer -- you met
13 her, Julie -- was at our conference.

14 MS. REISKIN: Yes.

15 MS. STANLEY: And they do a lot of training
16 with the community and with the board.

17 MR. SANDMAN: I have a followup question on
18 your thoughts on the best way to deliver training. We
19 face a real challenge. We have 136 programs around the
20 United States, each separate programs. A third of each
21 program's board members are client members.

22 Delivering training to all those people is a

1 challenge. Many of the programs can't afford to send
2 board members to NLADA conferences or to MIE or to
3 something that LSC might sponsor. In many places,
4 there aren't state resources to be able to provide
5 training. Is this something that can be done through
6 technology? What are your thoughts?

7 And then I also want to pick up on a point
8 that Richard made. I think that in addition to
9 training client board members about some of the issues
10 that you've discussed, it's also necessary to train the
11 other members of the board, the attorney members, not
12 only on board obligations generally but on how to
13 engage the client members.

14 I served as an attorney member on the board of
15 one of our grantee organizations, and I have to tell
16 you, based on my experience, it was not a terribly
17 hospitable environment for the client members of the
18 board. The lawyers were the majority of the board.
19 They spoke in that lawyer lingo that you talked about.
20 I don't think they felt terribly welcome to speak up,
21 a number of them.

22 So delivering training to a very broad group

1 spread throughout the country is difficult. What are
2 your thoughts on how we might go about that?

3 MR. HARRISON: Well, technology -- I mean, you
4 can earn a college degree online now. I think that,
5 you know, use the internet. I would like to see LSC
6 kind of coordinate the training and have a training
7 component that would provide training not just for the
8 client board members but for all board members, and
9 have a variety of different trainings available -- not
10 just on the responsibilities of the board and
11 responsibilities of the finance committees and the LSC
12 accounting guide -- those are things that people need
13 to know -- but also about the specific issues that face
14 our clients.

15 I mean, I think across the nation you
16 agree -- housing, employment, domestic violence. Those
17 are the big three that immediately come to mind. And
18 while maybe some of the individual facts might be
19 regional, you could look at the whole nation and
20 describe domestic violence, and the description of how
21 it is and how it works is going to be the same in New
22 York as it is in California.

1 And I think LSC could go a long way, for not a
2 lot of money, either, to have like one part of their
3 website that's just training.

4 MR. LEVI: We could do a webinar.

5 MR. HARRISON: Yes. Webinars are another one.

6 MS. STANLEY: Can I address --

7 MR. LEVI: Or do a video and post the video.

8 MR. HARRISON: Yes. Well, that's the other
9 thing, is make them available. And I've been involved
10 in webinars and they're nice, but they're at a specific
11 time.

12 MR. LEVI: Well, I meant really a video
13 because that -- and then the next --

14 MR. HARRISON: Yes. There you go. But make
15 it so that anybody at any time can do it.

16 MS. STANLEY: We done training in Region
17 6 -- I'm a part of Katrina region; we have ten
18 states -- where we've done training at the state level
19 and we've done training at the regional level. We used
20 to have at least two conferences a year in the region,
21 and we do training, holistic training, at those
22 conferences.

1 I understand from training that people learn
2 different. And so far, a lot of our clients -- I mean,
3 this next generation of client going to be
4 computer-savvy. But for people my age and on the
5 computer, it's a foreign instrument. I mean, it took
6 me a long time just to figure out I couldn't tab up.

7 And in some rural parts of our service area,
8 people really just don't have access to that kind of
9 technology. And I think we have to be honest about
10 that. When I was doing some work with one of the
11 programs, one of the LSC-funded programs, one of the
12 disconnect in communication was the attorneys had
13 access to technologies and the clients didn't even own
14 a computer.

15 And so what -- but, I mean, the director got
16 it out there. We did the sensitivity piece. And what
17 she did was took the refurbished computer that they was
18 going to -- had in the bottom of the basement and had
19 them refurbished, and they provided the basic internet.
20 They paid that for every one of their client board
21 members.

22 Even at NLADA, we communicate -- our staff try

1 to communicate with us through technology, and then a
2 lot of us just don't get it. And so we were like, you
3 got to still do the paperwork stuff. I think that you
4 have to understand the age of people we dealing with.

5 Some let stuff just -- I mean, because they've
6 all been had this training stuff that she did at our
7 conference, Reggie, for years. I mean, that stuff been
8 put together for years. And programs has just not used
9 it because it wasn't -- the community couldn't put they
10 arms around it.

11 So when you're training, people learn
12 different. And I think video might work in some place,
13 and webinar might work in some place, and in some
14 community we just going to have to get program to
15 decide that it's a part of what we do as business and
16 they have to make the investment even if the training
17 has to be at the state level.

18 We been trying to get NLADA to invest its
19 resources in developing the Client Leadership Institute
20 so that we can train clients to be trainers because a
21 lot of time, people go to conferences and training, and
22 they can't even go back and tell people what they

1 learned.

2 It ain't that they didn't learn it. They
3 don't feel comfortable in trying to decipher that
4 information back to a larger group. And so we are
5 trying to teach people how to do presentations, you
6 know, and how you share information in a different
7 technique. But I can't get them to fund a leadership
8 institute. I've been working on it for ten years. I
9 got another three.

10 (Laughter.)

11 MS. REISKIN: One issue that I think you might
12 miss that way, and one thing that -- and I don't know
13 the answer, but I just wanted to throw it out -- is we
14 come from very different worlds. There's the lawyer
15 world and the client world. And if we don't have a way
16 to interact, we're never going to fix this and we're
17 never going to solve these things.

18 And the first question was, how do we get
19 clients that really represent the community, that can
20 come in and not just represent their own personal
21 issue -- which is important, but it's just a
22 piece -- but that are really going to go connect to the

1 broader low income communities.

2 And so I just don't see -- even if everyone
3 had -- even if we gave everyone a million computers, I
4 just don't see that. I think that there has to be a
5 way to interact. This morning's panels, when they were
6 talking about the lawyers' like new legal issues or
7 whatever, I don't know that the issue was really that
8 they're not comfortable with learning a new law. I
9 think it's about interacting with a group that is scary
10 and foreign.

11 And I'm not saying anyone is bad or wrong.

12 But I'm saying they're two Americas, and until we can
13 interact, it's not going to change.

14 CHAIRMAN MIKVA: Thank you so much. We need
15 to wind up here. I just can't thank you guys enough.
16 We've heard from a lot of executive directors and a lot
17 of attorneys, but this is the first time we've heard
18 from some client board members and it's been very
19 informative. So I thank you so much.

20 MR. HALEY: And we want to thank you for the
21 opportunity.

22 MS. STANLEY: Thank you much.

1 (Applause)

2 FATHER PIUS: So we're going to have to divide
3 the room now because --

4 MR. MADDOX: We're still in a committee
5 meeting, actually.

6 FATHER PIUS: Oh, I'm sorry.

7 CHAIRMAN MIKVA: Sorry. We need to wrap up
8 here.

9 (Laughter.)

10 CHAIRMAN MIKVA: Public comment?

11 (No response.)

12 CHAIRMAN MIKVA: Any other business?

13 (No response.)

14 CHAIRMAN MIKVA: I would consider a motion to
15 adjourn.

16 MOTION

17 MR. MADDOX: Move to adjourn.

18 MS. REISKIN: Second.

19 CHAIRMAN MIKVA: All in favor?

20 (A chorus of ayes.)