

LEGAL SERVICES CORPORATION
BOARD OF DIRECTORS

PROVISIONS FOR THE DELIVERY OF
LEGAL SERVICES COMMITTEE

OPEN SESSION

Friday, January 19, 2007

11:05 a.m.

Legal Services Corporation
3333 K Street, N.W.
Washington, D.C.

COMMITTEE MEMBERS PRESENT:

David Hall, Committee Chairman
Jonann C. Chiles (by telephone)
Herbert S. Garten
Bernice Phillips
Sarah Singleton (by telephone)
Frank B. Strickland, ex officio

BOARD MEMBERS PRESENT:

Lillian BeVier
Thomas R. Meites
Michael D. McKay

ALSO PRESENT:

Helaine M. Barnett, LSC President
Karen Sarjeant, Vice President for Programs
and Compliance
Karen Dozier, Executive Assistant to President
Michael Genz, Director of Programs
Stephanie Edelstein, Program Counsel
Cynthia Schneider, Deputy Director of Programs
Kirt West, Inspector General
Ronald Merryman, Assistant Inspector General for Audit
Mattie Cohan, Senior Assistant General Counsel

Tillie Lacayo, Program Counsel
Charles Jeffress, Chief Administrative Officer
Patricia Batie, Manager of Board Operations
Treefa Aziz, Government Affairs Representative
Lourdes Castro, Administrative Assistant for OPP
David Richardson, Treasurer and Comptroller
Karena Dees, Assistant Counsel to the Inspector General
Evora Thomas, Program Counsel
Althea Hayward, Program Analyst
Guy Lescault, Program Analyst
Deborah Hankinson, American Bar Association
Linda Perle, Center for Law and Social Policy (CLASP)
Don Saunders, National Legal Aid and Defender
Association
Lillian Johnson, Community Legal Services/African-
American Project Directors Association
Allison Thompson, Executive Director for Three Rivers
Legal Services
Peggy Lee, Southeastern Ohio Legal Services
Joan G. Howard, National Legal Aid and Defender
Association
Claudia Johnson, Bay Area Legal Aid
Lillian Moy, Legal Aid Society of New York
Charles Wynder, National Legal Aid and Defender
Association

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

2 OPEN SESSION

3 MR. HALL: We are now ready to proceed. My
4 name is David Hall, chair of the Provisions Committee,
5 and I'd like to now call this Committee meeting to
6 order. Some of our committee members are I think going
7 to try to connect by phone. Is Sarah and Jonann on the
8 line?

9 (No response.)

10 MR. HALL: Well, they may be calling in since
11 we are starting a little bit earlier than what they
12 were informed. So we will have some other committee
13 members joining us. Bernice Phillips and Herb Garten
14 are committee members who are here, and we are glad to
15 see other board members who are not on the committee
16 but are on the board who are present as well.

17 I'd like to begin by seeking an approval of
18 the agenda that is in the board book.

19 MS. PHILLIPS: So moved.

20 MR. GARTEN: Second.

21 MR. HALL: All in favor?

22 (Chorus of ayes.)

1 MR. HALL: Thank you. We have in the board
2 book minutes of our October meeting, October 27th. I'd
3 like to seek approval of those minutes.

4 MS. PHILLIPS: So moved.

5 MR. GARTEN: Second.

6 MR. HALL: All in favor?

7 (Chorus of ayes.)

8 MR. HALL: Okay. Thank you for those two
9 matters. As many of you are aware for the last few
10 meetings of the Provisions Committee, we have been
11 seeking input from different constituencies about pro
12 bono or private attorney involvement, and have had some
13 very interesting presentations about how LSC can better
14 leverage our position and resources to get more private
15 attorneys contributing to the goal of equal access to
16 justice.

17 We asked Karen and Helaine to try to take all
18 of what we had received and develop it into an action
19 plan, because at least the goal of the committee was
20 not just to hear some wonderful presentations, but to
21 use that information to change how we go about
22 addressing this issue, because we feel there's great

1 potential there.

2 And so Karen is going to present to us today,
3 and she shared with us at our last meeting some
4 preliminary thoughts about an action plan, and we
5 reacted to that and discussed it. But today she is
6 presenting an action plan in regards to private
7 attorney involvement that I would like to see this
8 committee discuss, and if we are in favor of it, to
9 adopt it and recommend that it be adopted by the board.

10 So we have some other items on the agenda,
11 and we have some visitors who are going to present to
12 the committee later on. But since this is an action
13 item that we hopefully will be presenting to the board,
14 I'd like to start there. So, Karen?

15 MS. SARJEANT: Thank you, Chairman Hall.
16 Karen Sarjeant, Vice President for Programs and
17 Compliance at LSC. It is my pleasure today to discuss
18 with the Provisions Committee our private attorney
19 involvement action plan that is intended to guide the
20 work of LSC in 2007 on this subject.

21 As you mentioned, this plan was developed
22 from the presentations that were done before the

1 Provisions Committee in 2006, and it was developed
2 within the framework of our strategic directions
3 document. It will become our internal map for
4 integrating this aspect of our work into our work plans
5 for 2007.

6 At the October 17th meeting of the committee,
7 we shared with you our initial thinking about how we
8 might structure our work, and we received significant
9 input from the committee and additional ideas from the
10 board.

11 One of the things that we have done since
12 that time is have a meeting with members of the ABA,
13 the ABA Pro Bono Center, and our partnership with them
14 is a significant element of the plan as a means of
15 coordinating our work and avoiding duplication of
16 efforts in this area, because they also do a very
17 significant amount of work on pro bono and private
18 attorney involvement.

19 All of the input from the board, from the
20 ABA, from the presentations in 2006, all of that has
21 been woven into our plan that we're sharing with you
22 today.

1 We look at this plan as an evolving document,
2 as a flexible document, and one that we hope we will be
3 able to, and you will see the need for us to change as
4 situations change, as we learn new things. And so what
5 we're presenting to you today is something we certainly
6 intended to be guided by, and there's certain things,
7 as we will talk about, that we have put dates to that
8 we intend to do.

9 We also think that our work over the year
10 will help us develop some new ideas, and we certainly
11 want to maintain and retain the flexibility and add
12 those to our plan as they come up.

13 Copies of the plan have been provided to the
14 board, so -- and those were mailed out to you. We can
15 turn to that plan now. If you look at the plan, the
16 first two-and-a-half pages give context to the plan.
17 We talk about the overarching values of private
18 attorney involvement. We note some of the major
19 observations from the 2006 presentations, and we talk a
20 lot about the strategic directions that LSC has
21 developed and adopted and this board has adopted, and
22 we do that in order to demonstrate the clear connection

1 of this plan to achieving the goals and objectives of
2 the strategic directions.

3 So, the action plan itself. Applying both
4 the LSC strategic directions and the performance
5 criteria sources of guidance for the work that we are
6 going to undertake, we've developed essentially two
7 main categories, and that is activities for the LSC
8 Board of Directors to undertake, and activities that
9 the LSC staff will undertake.

10 And so first let me talk about the activities
11 that we have proposed and have put into our plan for
12 the Board of Directors. And the first activity is to
13 continue what you've been doing, and that is to honor
14 and celebrate individual private attorneys as you hold
15 your board meetings around the country, who have added
16 significantly to the private attorney involvement work
17 of the local programs.

18 One of the -- as you have your annual
19 meetings here in D.C., we will be thinking about other
20 ways in which we can use this meeting to honor and
21 celebrate private attorneys. And one thing that came
22 up in the discussion in October was that the plan

1 should also think about how to honor programs, and
2 programs that have very highly function private
3 attorney involvement plans.

4 So that's one of the things we will consider
5 for the annual meeting is taking a look at giving some
6 type of celebration and honor to programs from around
7 the country maybe that have very active private
8 attorney plans.

9 At the April 2007 board meeting, it is our
10 plan and we fully intend to provide you with one or
11 more resolutions for you to adopt that are in support
12 of private attorney involvement, and those resolutions
13 may cover a range of activities. And then we would be
14 asking the board members to be our advocates for those
15 resolutions as they work within their local and state
16 bar associations and really get out and talk about the
17 important of private attorney involvement to LSC-funded
18 programs.

19 An idea that came up in our October meeting
20 that actually came from Mr. Garten was to take a look
21 at the possibility of a national pro bono day. And so
22 we are in our plan indicating that we want to do a

1 joint committee with the ABA Pro Bono Committee and
2 explore the creation of such a national pro bono day,
3 to really find a way to honor private attorneys.

4 It's an honor that would be somewhat
5 different than what the ABA does, because they have a
6 number of awards that they give for pro bono work. And
7 so one of the things that we talked to the ABA about
8 was making sure that our work was not duplicating
9 theirs, but that we would be looking for some very
10 different and distinctive ways to do this.

11 We will also ask the board to explore the
12 development of a pilot project to enlist law school
13 faculty professors in working with LSC senior
14 management while they're on sabbatical to bring their
15 skills and abilities to the work that we do.

16 And this was a suggestion that was raised at
17 our July meeting by Jim Rowan from Northeastern, and we
18 just thought that was a really interesting idea and a
19 way to really forge the connection. Because if you
20 will all remember one of the points that he made is
21 that the law schools and the Corporation have grown
22 apart over the years, and so this was one of his

1 suggestions for ways in which to bring the two back
2 together. And so we're very excited about that type of
3 pilot project.

4 Before I go into what the staff will do, I'll
5 entertain any questions.

6 MR. HALL: Yeah. That was going to be my
7 suggestion, so thank you for doing that. On the first
8 one, part of the goal of these receptions has been not
9 only to honor those who are contributing, but to
10 hopefully use it as a way of cultivating and inspiring
11 others to get on board.

12 Is there a way through the grantees we can
13 institutionalize that so that as they invite people to
14 the reception, those that they're going to honor, that
15 we have an expectation that those who they are trying
16 to cultivate are also present so that part of our
17 message is not just to praise those who are doing it?
18 Not to say that they don't need cultivation as well,
19 but to also try to encourage others to get on board.
20 How would we institutionalize that so that we would
21 have both categories of firms or individuals in the
22 audience?

1 MS. SARJEANT: I think that's something we
2 could certainly work with our programs to do. As you
3 know, part of the preparation for the board meetings
4 is -- are a series of telephone conversations that the
5 president has with the executive director to plan and
6 develop what's going to happen at the board meeting and
7 what activities are going to take place.

8 And we could certainly add to that some
9 guidance on how we want to use the celebration of these
10 attorneys and encourage them to make sure they have at
11 their activity other attorneys.

12 Another thing that we could do is to use our
13 own communications function and use our LSC updates or
14 use our website, maybe even think about how we might
15 target that community, those local bar associations
16 with a mailing to say the LSC board is going to be
17 honoring these attorneys in your community, we would
18 love to have you attend, you know, and we would talk to
19 the program.

20 I think there are many ways that we could
21 work into what we're already doing, ways to not only
22 have the program focus on those people who are already

1 involved, but people that they want to get involved,
2 lawyers they want to get involved.

3 MR. HALL: And other board members may have
4 some questions on these, too, and I'll go to them. On
5 this last item, the pilot project, which I certainly,
6 you know, think is a good idea, I assume it's under the
7 board category because you want our imprimatur, not
8 because you think we are going to design the pilot
9 project, right?

10 And that staff is going -- if we were to
11 adopt this, what we would be adopting is that staff
12 would develop how this pilot program would work and
13 that hopefully if we agree with the idea, that,
14 especially board members who may be associated with law
15 schools, might, you know, be instrumental in
16 communicating the value of this. But did you
17 anticipate the board developing the pilot?

18 MS. SARJEANT: Actually, I think there's only
19 one answer to this question, right?

20 (Laughter.)

21 MR. HALL: You are so wise.

22 MS. SARJEANT: No. We did not expect the

1 board to develop the pilot, but we certainly want to
2 work in concert with the board, and as you indicated
3 for those of you who have relationships and contacts
4 within the law school communities, we certainly wanted
5 to get your input into whatever we proposed as what
6 would be reasonable and workable.

7 And we do want the board to use, again, its
8 voice individually and collectively to support that
9 type of project, because we think it would be something
10 that would be very interesting and could add a
11 significant component to the work that we do.

12 MR. GARTEN: Karen, I was very impressed with
13 our meeting in West Virginia where we had a congressman
14 and a senator present, and I think we should encourage
15 the local programs that we're visiting to enlarge their
16 invitation list, certainly to include the people who
17 are running it who happen to be here in Washington.

18 MS. SARJEANT: I absolutely think we can do
19 that, and we will certainly work with our government
20 relations office to help work with programs to do that.

21 MR. HALL: Any other questions from board
22 members?

1 (No response.)

2 MR. HALL: Have other board members joined us
3 on the phone? Is Sarah and Jonann?

4 MS. SINGLETON: Sarah is on the phone.

5 MS. CHILES: Yes, and Jonann is here.

6 MR. HALL: Okay. Welcome. Glad to have you
7 with us. Karen is presenting the private attorney
8 involvement action plan, and we were walking through
9 those steps. So, please, if you have any questions,
10 let us know.

11 You didn't mention, though it's in the plan,
12 us attending local bar association meetings, et cetera,
13 or maybe I missed that. But that is another item that
14 you are asking us to do, which is to go out to the
15 local bar associations and promote the resolution
16 and --

17 MS. SARJEANT: Yes.

18 MR. HALL: -- and those other sorts of
19 things?

20 MS. SARJEANT: Absolutely.

21 MR. HALL: Okay. If there are no other
22 questions on the board responsibilities in regards to

1 private attorney involvement, then we should go to the
2 staff recommendations.

3 MS. SARJEANT: Okay. There are several
4 activities listed for the staff, and let me first say
5 that one of the things we've done here is we're in the
6 process of developing and adding staff to a private
7 attorney involvement staff focus group -- not a focus
8 group, a focus team, that will have primary
9 responsibility for developing the work under this plan.
10 And they will be the resource leaders within the
11 Corporation.

12 A commitment we have made in this plan is to
13 develop a program letter by June 30th, July 1, that we
14 will send to all of our grantees. And this program
15 letter will be very much like other program letters in
16 terms of providing guidance to programs on a range of
17 issues related to private attorney involvement. And we
18 have listed in the plan several areas that we think
19 would be appropriate for guidance and for some thoughts
20 about in the program letter.

21 This is not a finite list by any means. We
22 would hope that we will be in the program letter

1 talking about best practices, model programs, how to
2 develop really what are model written private attorney
3 involvement plans.

4 We'll be talking about the use of technology
5 and how that is changing the way and improving the way
6 you can involve private attorneys in a way that is very
7 time efficient for them. I think that was an issue
8 that came up in one of our very first presentations
9 last year, and so we'll be looking at that.

10 We also will be looking at the issues, we
11 think, in terms of what is actually countable when
12 programs are looking at what they can allocate to the
13 12.5 percent, and giving some more guidance on that.
14 We'll be looking at the issues of recognition and
15 different ways that programs are doing that around the
16 country.

17 So, this program letter, we haven't settled
18 on and really begun the outline of everything that will
19 be involved in it, but we certainly hope and think that
20 it will be a substantial undertaking for the next six
21 months and that when it goes out, it will actually
22 provide a range of guidance to our programs.

1 In our program visits, we will continue to
2 rely on the performance criteria. There is a wealth of
3 information in the performance criteria and in the ABA
4 standards about pro bono and private attorney
5 involvement, and we will continue to work with our
6 programs on that.

7 We also have here an online technical
8 assistance tool at LSC called the Library Resource
9 Initiative. And we have in fact added staff to that,
10 so we now have a full-time staff person supporting it,
11 in addition to other program, Office of Program and
12 Performance support that goes into the LRI.

13 And we expect, and the plan indicates, that
14 we will be expanding the section of LRI, which is the
15 resource initiative, that has information and, again,
16 best practices and examples of private attorney
17 involvement. So that will be a significant activity.

18 In addition to one of the comments that was
19 made at the last, I believe it was at the October
20 meeting, the comment was made that it would be helpful
21 to have LSC staff who are identified on our website as
22 resource people for programs as they call in.

1 Now our expectation is that all of our
2 attorneys certainly in Program Performance and in
3 Compliance and Enforcement who work with programs on
4 their PAI allocations, we expect them to be able to
5 give them lots of information about private attorney
6 involvement. But we are asking to staff to be
7 designated as really the resource leaders. And those
8 two staff people we will add to our website.

9 We will put that information out, and then
10 programs can call them and talk to them, and they will
11 have the responsibility of also helping to share that
12 information with our staff. And they will be, as I
13 said, what I call resource leaders on this issue. And
14 so that will be going up fairly shortly.

15 Our staff will also be collaborating with
16 other organizations. I mentioned that we're going to
17 work very closely with the ABA in the meeting that we
18 had with them at the Center for Pro Bono, the Pro Bono
19 Committee, SCLAID, there are just lots of opportunities
20 for us to build upon what they're already doing to
21 share tools that they use in the pro bono center for
22 their evaluation of private attorney involvement

1 programs.

2 We want to use our communications function
3 and really do more writing on this issue. We're going
4 to be looking to management information exchange, for
5 example, to see if we can get one of their entire
6 journals on the issue of private attorney involvement.

7 We have our own website. We have our updates. We are
8 looking at other communications tools that we will use
9 and develop. And then we expect to participate in
10 conferences as they come up.

11 The usual conferences that we go to, which
12 are NLADA and Equal Justice Conference, we also expect
13 to have a presence at the Access to Justice Conference,
14 the National Association for Law Placement. And I will
15 say that I know that Nancy Rogers is now the president
16 of NALP, and she used to be on the LSC board, and I
17 think she is -- I had the opportunity to speak with
18 her. She's very open and good at figuring out ways in
19 which NALP can be a partner with the Corporation in
20 pursuing this.

21 So, I think we have a lot in front of us to
22 do over the next year. And we are also going to be

1 exploring ways in which we can help train programs
2 through the web on all of these issues, so that we need
3 to figure out ways that we can use communication tools
4 that we have.

5 The one area that we think is very important
6 to this initiative is having a clear message from the
7 board, from the Corporation, on private attorney
8 involvement. And you will see on the last page you the
9 plan, that we tried several different tag lines, none
10 of which quite got it. But we would love to have your
11 insight, your thoughts, your creative thoughts about
12 what would be a good -- it really is a tag line -- that
13 we can use that really says in a very brief and concise
14 way, this is what we mean when we talk about private
15 attorney involvement. This is the value that it
16 brings.

17 So, if you have ideas on that, we'd be happy
18 to get those. Because before we kind of unveil this to
19 the world, we really want to have that in place. And
20 as I said, this is an evolving plan. We will continue
21 to work on this issue. We think this work over the
22 last year and the development of this plan has led us

1 to some other issues that we think we would like to
2 pursue following up with, and we will be talking with
3 you in more depth about those.

4 And so that's our work in front of us for
5 2007 on the issue of private attorney involvement.

6 MR. HALL: Thank you, Karen. Very thorough
7 and excellent report. Questions from committee
8 members, board members? Yes?

9 MR. MEITES: Yeah. I have a little different
10 slant on what you said. I just got my Illinois Supreme
11 Court renewal, which I dutifully paid. And for the
12 first time, there was a little questionnaire of my pro
13 bono involvement. Illinois is a little bit behind the
14 rest of the states in doing it, but it's done it.

15 And it occurred to me that while the
16 Corporation can provide assistance to grantees and
17 attorneys, we as the national organization responsible
18 for this area of social betterment should also spend
19 some time -- and you mentioned it in your
20 outline -- with the chief justices or the supreme
21 courts in other various states to learn what steps that
22 states are taking that are effective in increasing pro

1 bono involvement.

2 I know that lots of states have done
3 something. And there's a large variety of efforts by
4 either the state supreme court or the state licensing
5 agency to first quantify private attorney involvement
6 and then encourage it. I would suggest that you
7 consider either using our own staff or using the ABA's
8 research facilities to do some kind of comprehensive
9 study of what the various states are now doing, get
10 some idea of what seems to work better, and then work
11 through the Conference of Chief Justices to try to urge
12 the states to do more, and not just more, but do what
13 works better.

14 For example, if our state supreme court had
15 had the thought to include in the registration renewal
16 a list of names and phone numbers of organizations that
17 need pro bono attorneys, people might have done more
18 than just fill out the questionnaire, and when they got
19 to the meager number they put in the total hours box,
20 they may have felt guilty and then had a phone number
21 to call.

22 Now I can absolutely guarantee you the

1 Illinois Supreme Court will never think of this unless
2 someone suggests it to them. And we are in a position
3 to know maybe better than anyone else what motivates
4 attorneys to make a phone call. We and the ABA. So I
5 would urge that we, either alone or in cooperation with
6 the ABA, learn what the states are doing, try to
7 quantify what works best and then use our connections
8 with the Conference of State Supreme Court Justices to
9 try to encourage the states to do better.

10 MS. SARJEANT: I think we will absolutely do
11 that, and thank you for pointing it out. We did have
12 that in the outline that we were going to do some work
13 with the Conference of Chief Justices, and we do need
14 to follow up on that.

15 And I believe that is something we can do
16 clearly in partnership with the ABA because they -- I
17 would assume that they have that information, and it's
18 just a matter of our getting it and figuring out what
19 our message needs to be to the group of chief justices.
20 We can definitely do that.

21 MR. HALL: Other questions of Karen?

22 (No response.)

1 MR. HALL: Well, if there are no other
2 questions, as a committee, we need to adopt this action
3 plan. The suggestion made by Tom I believe is within
4 the spirit of the plan, at least Karen has affirmed
5 that. So I don't know if we need to specifically amend
6 it. So I would be looking for a motion from one of the
7 committee members to adopt the plan.

8 M O T I O N

9 MS. PHILLIPS: So moved.

10 MR. HALL: Is there a second?

11 MS. SINGLETON: This is Sarah.

12 MR. HALL: Okay. Thank you. Second. All in
13 favor, say aye.

14 (Chorus of ayes.)

15 MR. HALL: Any opposed? Any abstentions?

16 (No response.)

17 MR. HALL: Okay. Thank you, and we will
18 present this to the full board. Thank you for your had
19 work, and thank you, Helaine, as well. This is I think
20 a wonderful culmination of a lot of work that has gone
21 into this particular topic.

22 MS. SARJEANT: Thank you. And I'd like to

1 thank the staff also. They've done an incredible
2 amount of work on this.

3 MR. HALL: Good. Good. Our next topic is a
4 presentation on the LSC Leadership Mentoring Pilot
5 Project. Many of you are aware that for a while now,
6 we adopted this project to try to ensure that the
7 future leadership is strong and diverse.

8 And we have had the pilot project operating
9 for some time, and we have a list of individuals who
10 are coming before us to give us a glimpse of what has
11 been going on. So would each one of you introduce
12 yourselves and let us know the organization you are
13 associated with? And we look forward to hearing your
14 report.

15 MS. JOHNSON: Good afternoon. Thank you,
16 Professor Hall, for allowing the African American
17 Project Directors Association to begin this part of the
18 meeting with a presentation.

19 I'm Lillian Johnson. I'm the executive
20 director of Community Legal Services in Phoenix,
21 Arizona, and I also have the pleasure of serving as
22 president of the African American Project Directors

1 Association.

2 MR. ISAACS: Good afternoon. My name is Don
3 Isaacs. I'm the executive director at Florida Rural
4 Legal Services in South Florida, and I serve as the
5 vice president of the African American Project
6 Directors Association.

7 MS. HOWARD: Good afternoon. I'm Joan
8 Howard, and I'm chief counsel for the Civil Law Group
9 at Legal Aid and Defender Association in Detroit and a
10 member of AAPDA.

11 MS. JOHNSON: The African American Project
12 Directors Association's primary mission is to help to
13 develop, support and recruit minority leaders for the
14 equal justice community. As part of that effort, we
15 were very pleased when the Legal Services Corporation
16 appointed a Leadership and Diversity Committee. As
17 part of that committee, I served. Lillian Moy, who is
18 also going to be a part of the presentation this
19 afternoon about the Leadership and Mentoring Program,
20 served. And during that process, we developed a
21 request and an idea that we wanted to urge the Legal
22 Services Corporation, a national entity that has

1 exhibited leadership in delivery of legal services to
2 the low income community for some time, to take
3 leadership and really decide that it was going to
4 establish an initiative whose sole goal was to do
5 something affirmative to begin to initiate within the
6 legal services community the development of a diverse
7 leadership within the legal services programs.

8 As part of that committee, I met -- I had the
9 pleasure of meeting with the chair of the board and
10 with the president in a meeting in Atlanta nearly two
11 years ago. And their indulgence gave rise to me also
12 having the opportunity to come before the board and ask
13 the board, quite frankly, to consider doing that. The
14 board had a number of questions, most importantly, you
15 wanted to make sure that we did not see the Legal
16 Services Corporation running a leadership academy for
17 the equal justice community.

18 But most importantly, after that discussion,
19 and after a number of questions was answered, you said
20 yes. And we are so grateful that you did that.
21 Because what you will hear this afternoon, is by saying
22 yes, you have started this community in a direction

1 that gives rise to action in actually developing
2 diverse leadership.

3 So it is my pleasure to present to the Legal
4 Services Corporation, particularly to the chair of the
5 board and with great emphasis on the role that the
6 Provisions Committee played in developing it, a plaque
7 from African American Project Directors Association
8 that reads: "Presented to the Legal Services
9 Corporation for your dedicated efforts to ensure
10 diverse leadership in legal services programs." And it
11 acknowledges me as the president, and it has today's
12 date. So first and foremost, we want to say thank you.

13 Secondly.

14 MR. MEITES: Stop there.

15 MS. JOHNSON: Yes.

16 MR. MEITES: This is a moment to be bronzed.

17 (Laughter.)

18 MR. MEITES: We're not often thanked.

19 MS. JOHNSON: You're very welcome. And
20 secondly, we wanted to let you know that not only did
21 it matter when you adopted this project, but it
22 mattered, more importantly, that your president, she

1 made it her own. In her pursuit for excellence, she
2 made sure that there was a collaboration. She made
3 sure that there was ongoing communication, and she made
4 sure that her staff had the support of the Legal
5 Services Corporation in making this project successful.

6 So we have another plaque for our president, Helaine
7 Barnett, for her efforts in ensuring the success of
8 this program. And we want to say again how much we
9 appreciate it.

10 Briefly, before the illustrious panel comes
11 before you, we wanted to give you a few indications of
12 what has begun in our communities as a result of the
13 initiative that the Legal Services Corporation took in
14 developing this project. So we have both Florida and
15 Michigan.

16 MR. ISAACS: I'll start out. Obviously,
17 myself and Joan and Lillian Moy and Allison Thompson
18 were actual mentors in the program, and AAPDA obviously
19 had a great interest in this. And along with this
20 program, we were carrying the water back to our states
21 saying that you basically had to act on these
22 initiatives, and we see the dearth of persons of color

1 in leadership positions. I can just anecdotally tell
2 you in Florida there are 29 public interest programs of
3 varying sizes of course and myself and Allison Thompson
4 are the only directors of color in any of those
5 programs.

6 And so, it's been obvious that we're in this
7 range of many of the directors being in the 55-plus
8 range, and there's going to be this vacuum in terms of
9 leadership and community filling our legal services
10 cultural connotations going on in this programs. So
11 one of the things we've been doing is going
12 back -- I've been going back on a periodic basis, and
13 we have project directors meetings bi-monthly reporting
14 the process of the mentoring program and explaining
15 what we were intending to do and trying to get them
16 involved in, you know, taking on this project also.

17 What we did, what the Project Directors
18 Association did create a retention -- a recruitment and
19 retention committee and a leadership development
20 committee. And that is ongoing and still in place.
21 And one of those initiatives of course was the same
22 initial here was to create a diverse leadership in the

1 state of Florida.

2 Along with that goal is recruitment and
3 retention, of course, in order to have diverse leaders,
4 you've got to keep them in the programs. So another
5 initiative that we agreed, and the Florida Bar
6 Foundation is a larger funder in Florida, agreed to,
7 and this year it will be incorporated, is they're
8 giving a \$5,000 salary step increase to anybody in
9 legal services below the director level.

10 So to initiate that the PDA is doing it, it's
11 just a longevity bonus. It's based on being in the
12 programs. And one of the suggestions was, you know, at
13 a certain level, entry level attorneys are going to
14 have to take on, you know, a car or a house or
15 something like that, and on our salaries, it's going to
16 be fairly difficult for them to do that. So that was a
17 major initiative that we -- I brought before the
18 committee, and they've adopted it, and that's going to
19 happen.

20 The other things, we're intimately involved
21 in the student loan assistance plans in Florida. We're
22 meeting about other -- and actually, we're looking to

1 model this program, and I've spoken to the Florida Bar
2 Foundation main officer Paul Doyle about that, and he
3 actually is receptive to it and is willing to do a
4 partnership where we swap, you know, attorneys, so they
5 can have leadership opportunities, actually be able to
6 litigate. Because, obviously, the majority of our
7 programs are not LSC, and they have an opportunity to
8 do class actions and other major litigation, so one
9 thing is to keep them invigorated and keep them in the
10 public interest field is to actually have them work in
11 other programs and leadership positions.

12 So we're well along in terms of moving this
13 at the state level in Florida, and we're very proud of
14 the efforts we made, myself and Allison, who serve on
15 the diversity committee at the state level of the
16 Project Directors Association, so we have taken this to
17 the state. They've embraced it, and we hope for great
18 things to continue to happen in Florida at this point.

19 MS. HOWARD: Good afternoon. I wish Michigan
20 was as far along as Florida in this regard. But I,
21 like Don and Allison, I was a mentor in the first
22 leadership mentoring program. I had a really cool

1 protege, and we lived kind of close together, which was
2 a little bit different than what the other proteges and
3 mentors had. So we developed a real strong
4 relationship.

5 But AAPDA asked me to come here to talk to
6 you today not about my mentoring experience, because
7 you're going to have a panel of very qualified people
8 who are going to do that, but they asked me to come and
9 talk about what's going on in Michigan.

10 And I want to start out by saying that when
11 we had our last mentoring session, we were in a room
12 with several folks from LSC, and we were talking about
13 where do we go from here, and, you know, can we
14 replicate our experience? Can we do it on a statewide
15 level? Can we do it at regional level? So on and so
16 forth. And I was really excited about what I
17 experienced through this mentoring program, but I
18 actually raised my hand and said I don't know if it'll
19 fly in Michigan.

20 And so I was really kind of disappointed,
21 because I didn't know how it would be received by my
22 colleagues and our state funder. But after I left the

1 room, I said to myself, you know, you always have to
2 test your assumptions. You cannot assume that just
3 because you think something that it's true.

4 So it just so happened to be that our last
5 session was at the beginning of the NLADA conference in
6 Charlotte. And so I went around to several of my
7 colleagues and I brought up the idea of starting a
8 statewide leadership program in Michigan, and I even
9 approached our state funder. And much to my surprise,
10 they were extremely receptive.

11 They were very enthusiastic about developing
12 such a program in Michigan. And I can't tell you what
13 that means to me. But I was just really excited to
14 find out that my colleagues our state funder was very
15 receptive.

16 I think that whether or not you believe that
17 leaders are born or made, that we all have to agree
18 that you have to have tools. They have to have tools,
19 and they have to have effective tools. And to do that,
20 you do that by designing a thoughtful, well crafted
21 leadership program. And I'm going to say that I don't
22 think that I would be the person in the state of

1 Michigan advocating for our leadership program, leading
2 the state discussion, if it hadn't been for my
3 experience with the national program.

4 So I want to thank the folks at LSC that
5 selected me for this opportunity, and I do believe that
6 in the future that my colleagues and our state funder
7 are going to develop something in the way of
8 leadership. And I can't tell you what it will look
9 like, but I can tell you that as the basis of my
10 experience here, that we've started the discussions and
11 that I do believe that we will be having something more
12 to share in terms of an actual plan sometime in the
13 near future.

14 Thank you.

15 MS. BARNETT: Thank you very much.

16 MR. HALL: Thank you.

17 (Applause.)

18 MS. BARNETT: Well, I'd like to thank the
19 AAPDA representatives for this presentation. I
20 accepted, with the understanding that I am sharing it
21 with the LSC staff that was so instrumental in making
22 this possible. But we thank AAPDA for identifying and

1 having so many members serve as mentors, as I've been
2 known to say on many occasions, the mentors didn't get
3 anything out of this personally. They really gave of
4 their expertise, and they gave of their experience to
5 our proteges.

6 But I'm very proud of what the board will now
7 do about the development of the program and the
8 participants of the program. And I truly thank you for
9 this most unexpected recognition.

10 MR. HALL: And certainly on behalf of the
11 Provisions Committee and I believe also the board in
12 general, this recognition is heartfelt coming from this
13 organization, and I am touched by the fact that
14 something that we do on a national level could have the
15 type of impact that it has had on a state level, and
16 that's very encouraging to all of us.

17 So, thank you for the thoughtfulness, and I
18 hope that there will be many more triumphs and
19 successes down the road.

20 At this point we are going to hear a little
21 bit more in detail about the project is played out, and
22 so we welcome our new presenters. Please introduce

1 yourself for the record.

2 MS. THOMAS: Good afternoon, Mr. Chairman and
3 committee members. My name is Evora Thomas, and I am
4 one of the program counsel in LSC's Office of Program
5 Performance. I'd like to thank you for this
6 opportunity to appear before you this afternoon.

7 It's been almost two years since we last
8 spoke to you at length about LSC's leadership mentoring
9 pilot program. The pilot's goal and design were
10 developed by a staff committee that President Barnett
11 appointed immediately following the presentation by
12 AAPDA to LSC's board in June of 2004.

13 Those goals are to promote the deliberate
14 cultivation of diverse trained and prepared core of
15 highly qualified leaders in the legal services
16 community, and to demonstrate that a deliberate and
17 thoughtful approach to mentoring will be of benefit to
18 our programs and to the larger community.

19 The committee incorporated input from staff
20 of numerous LSC offices, including the offices of
21 Program Performance, Compliance and Enforcement,
22 Information Management, Legal Affairs, and of course

1 the Executive Office. Our partners in the pilot, the
2 National Legal Aid and Defender Association and
3 Management Information Exchange, subsequently provided
4 valuable staff time, materials and resources as well.

5 We announced the pilot's launch during the
6 May 2005 Equal Justice Conference. Over the next
7 several months, the committee refined the pilot model,
8 developed criteria and procedures for selecting mentors
9 and proteges, drafted LSC's core competencies of
10 leadership -- and you have a copy of that in your
11 materials. And they designated a special committee of
12 recognized legal services leaders to assist by
13 reviewing applications and selecting the program's
14 participants.

15 The involvement of others outside of LSC for
16 the selection process was critically important because
17 of the need for recognition of our joint
18 responsibilities to support and encourage leadership
19 development in the equal justice community. These
20 activities ensured that the pilot had a diverse pool of
21 mentors and proteges.

22 As part of the pilot's design, LSC explored

1 the effectiveness of a range of strategies and decided
2 to use two popular mentoring models, group mentoring
3 and one-on-one mentoring. The pilot design included
4 three group training sessions held in conjunction with
5 national events sponsored by our partner organizations,
6 NLADA and MIE.

7 The first session was held November 2005 in
8 Orlando, Florida, immediately prior to NLADA's annual
9 conference. The second session took place in March of
10 2006 in San Antonio, Texas, that in conjunction with
11 MIE's biannual middle manager training, which was
12 entitled "Leading from the Middle." And the final
13 group session was held in Charlotte, North Carolina
14 this past November, again, immediately prior to
15 NLADA's annual conference.

16 By combining our leadership mentoring
17 sessions with these national conferences, mentors and
18 proteges had the opportunity to participate in both.
19 In fact, all the mentors and proteges participated as
20 trainers during the MIE Leading from the Middle
21 training in San Antonio.

22 Working with our national partners, the

1 committee developed and facilitated a curriculum
2 intended to enhance proteges' leadership skills and to
3 prepare mentors for their role. And you have a list of
4 the main activities that were conducted during each of
5 the group sessions also included with your materials.

6 Every session included time for each
7 mentoring pair to meet in order to discuss individual
8 protege goals and challenges. They focused on the LSC
9 core competencies of leadership as they worked to
10 enhance the proteges' leadership skills. Between the
11 group sessions, mentors were expected to hold regular
12 telephone conversations with their proteges, and the
13 pairs were encouraged to also have at least one
14 in-person meeting.

15 LSC's group training focused on a variety of
16 topics to strengthen protege leadership and management
17 skills. One of the most interesting activities
18 occurred during our first session when we developed a
19 legal services history quilt, highlighting major
20 milestones in legal services since the early 1960s.
21 Mentors and proteges then added their personal
22 timelines and shared their own stories.

1 Other topics included defining and exploring
2 the issues of leadership and mentoring, team building,
3 active listening, financial management, board
4 government, organizational management, and resource
5 development. Two distance learning trainings were also
6 held, one on the use of the technology needed to
7 support the pairs in their work, and the second to
8 discuss the applicability of the LSC performance
9 criteria adopted in 2006.

10 Proteges also received selected publications
11 and other resource materials, and a list of those are
12 included in your materials, too.

13 To evaluate their progress during the pilot,
14 at the final group session, the proteges also returned
15 to the leadership practices inventory, a personal
16 development self-assessment tool they first completed
17 during the pilot's initial session. Time was set aside
18 during the session for mentors and proteges to meet
19 privately to discuss the results of the assessment and
20 to define future plans.

21 It may be useful to highlight three notable
22 elements of the final session. First, as their

1 leadership mentoring project, the mentoring pairs were
2 given the assignment of developing a private attorney
3 involvement plan in response to a specific hypothetical
4 posed by LSC.

5 The proteges presented the PAI plans they had
6 developed with their mentors, and the development of
7 these plans was a key element of the pilot's design.
8 The exercise provided the proteges the opportunity to
9 further hone and employ their leadership skills as they
10 worked on an issue of great important to the entire
11 legal services community. It also increased proteges'
12 substantive knowledge of this issue, but was especially
13 useful to those proteges who had no prior experience in
14 either PAI or pro bono delivery efforts.

15 As part of the exercise, participants were
16 assigned to work as part of a group or as individual
17 mentoring pairs to address the challenge of leveraging
18 resources to expand the involvement of private
19 attorneys in the work of our grantee programs in both
20 urban and rural settings.

21 A second highlight of the final session was
22 the proteges' opportunity to participate in

1 conversations on quality with President Barnett.
2 Proteges as emerging leaders within the legal services
3 community shared their thoughts on quality and ways to
4 recruit and retain new leaders in legal services.

5 The third highlight of the final training was
6 an entire afternoon session focused on leading
7 effectively in a diverse environment. That session was
8 facilitated by an expert diversity trainer from the
9 Center for Creative Leadership, a highly regarded
10 organization within the leadership development field.

11 Mr. Chairman and members of the committee, we
12 as staff want you all to know that this pilot program
13 has been an immensely invigorating opportunity not only
14 for the participants but for the LSC staff as well.
15 And we thank you for giving us the imprimatur to
16 proceed.

17 At this point, I'd like to turn the
18 microphone over to my colleague, Althea Hayward.

19 MS. HAYWARD: Good afternoon to Chairman Hall
20 and members of the Provisions Committee. My name is
21 Althea Hayward. I am a program analyst with LSC's
22 Office of Program Performance. Bristo Harden, who

1 leads our evaluation team for this process, is
2 attending the LSC Technology Conference in Austin,
3 Texas and is unable to be here, and so I am
4 appreciative of the opportunity to share just a few
5 remarks on behalf of the evaluation team about the
6 mentoring pilot.

7 A critical element in the development and
8 implementation of LSC's leadership mentoring pilot has
9 been the vital input that we've received from both
10 mentors and proteges as we acquired that data through
11 the evaluation process has been ongoing. And Ms.
12 Thomas went over with you the goals of our project, and
13 around those goals, our team developed a strategy for
14 evaluation.

15 In consideration of those goals, we shaped
16 the evaluation to take into consideration several
17 areas, several factors that came to light as we did our
18 initial baseline evaluation prior to the beginning of
19 the project.

20 We wanted to look at factors that formed
21 barriers to the development of a diverse core of
22 leaders in legal services and the key elements that

1 would address those barriers. We were researching
2 elements and strategies which are critical in producing
3 a cost effective leadership program that could be
4 replicated in legal services programs across the
5 country.

6 We've been inquiring and researching the
7 extent to which identifiable strategies would increase
8 the capacity for programs to expand staff participation
9 in leadership programs. And then we wanted to look at
10 some of the ways in which mentoring or leadership
11 mentoring could impact and have a direct impression on
12 the enhancement of quality work by our grantee.

13 In doing so, we developed a methodology that
14 included the distribution of electronic surveys. WE've
15 conducted in-depth interviews, in-person interviews.
16 We've looked at myriad of administrative data. We
17 continue to do comparisons of that data. And we've had
18 the opportunity to talk to varying groups of people who
19 have provided some in-depth information.

20 Key informants in this evaluation process
21 have been of course both the mentors and the proteges
22 and the LSC Leadership Mentoring Committee, our

1 partners, managers and supervisors of the participants,
2 and we will look to continue to complete this process
3 by interviewing and evaluating data we receive from
4 other key informants who are familiar with mentoring
5 and the operational and attitudinal trends of
6 leadership development in legal services.

7 During our evaluation, we have amassed a
8 great deal of information which we are synthesizing.
9 And at this stage, we have just come past the
10 completion of our process, the actual pilot. But we
11 will be evaluating at the conclusion the impact the
12 pilot has had on the proteges, the impact the pilot has
13 had on our mentors, executive directors and
14 supervisors, as well as the impressions gathered by our
15 national partners.

16 We are looking to provide to our readers, the
17 committee and the board, a way in which to look at
18 information that will identify how LSC and other
19 national partner organizations can proceed further to
20 enhance each protege's experience and exposure in the
21 future, and to institutionalize a leadership mentoring
22 program nationally.

1 In terms of a timeline, we envision that we
2 will complete the synthesizing of this information and
3 the development of a draft report probably -- hopefully
4 by the end of March.

5 MS. THOMAS: At this point I'd like to
6 acknowledge the performance of the coordinator of the
7 pilot program who would be here in my stead making this
8 presentation today. That's Monica Evans, who is also a
9 member of program performance, program counsel there.
10 But she is embracing a new role currently, and this of
11 a mother as a first time parent of a bouncing baby boy
12 born on December 26th.

13 But Monica was responsible for the
14 coordination of the logistics and keeping everybody
15 apprised of the progress of the initiative and working
16 out the logistics of meetings, and we all miss her very
17 much but wish her well in her new endeavor.

18 At this point, I would like to give you an
19 opportunity to learn more about the value of our pilot
20 program from the perspective of those who actually
21 participated. And so we will hear from three of the
22 pairs about their experiences, the personal benefits of

1 the experience to each of them, and their suggestions
2 for future development of leadership mentoring as an
3 essential element of the legal services delivery
4 system.

5 As they come forward, our pairs are Allison
6 Thompson and Tanya Douglas. Allison has been the
7 executive director of Three Rivers Legal Services in
8 Gainesville, Florida since she returned to the mainland
9 in 1996, following 14 years of service as executive
10 director of legal services of the Virgin Islands. Her
11 entire legal career has been devoted to the delivery of
12 legal services to the poor.

13 Tanya Douglas is a supervising attorney with
14 legal services for New York City. She spent her entire
15 legal career as a public interest attorney, due to her
16 commitment to equal justice for the indigent. And
17 she's also committed to diversity and chairs Legal
18 Services of New York's Diversity Committee.1

19 Claudia Johnson, to my left, and Lillian Moy
20 standing behind me, are also a pair, our second pair.
21 Claudia is a managing attorney at the Livermore Office
22 of Bay Area Legal Aid in California. Claudia manages a

1 hotline serving 1.2 million people in the Bay Area.
2 And the hotline helps over 26,000 people in six
3 languages. She's been at Bay Legal Services for three
4 years.

5 Lillian is the executive director of Legal
6 Aid Society of Northeastern New York. She lives with
7 her two daughters in Albany and is committed to
8 enhancing the diversity of our legal services community
9 so that we can better serve our clients.

10 To my far right, Peggy Lee and her mentor,
11 Guy Lescault. Peggy is currently a staff attorney in
12 the Portsmouth, Ohio office of the Legal Aid Society of
13 Cleveland. Although when our pilot began, she was a
14 staff attorney with Legal Assistance of Western New
15 York in Rochester.

16 In applying to law school, Peggy Lee wrote of
17 her desire to pursue a career in public interest law.
18 And since graduation from Cornell Law in 1996, she
19 remains as committed as ever to that path, and she is
20 honored to be part of the Legal Services Corporation
21 family and legacy.

22 Guy Lescault recently joined the staff of LSC

1 as a program counsel in the Office of Program
2 Performance. He, however, is well known as a legal
3 services management consultant, and he has had a
4 lengthy resume of past experiences as an executive
5 director, interim director of many of our grantee
6 programs, as well as having been executive director of
7 MIE.

8 I hope that you will enjoy their
9 presentations, and thank you for my time.

10 MR. HALL: Thank you. Is there a particular
11 order? Please begin.

12 MR. LESCAULT: All right. Well, let me
13 begin. My name is Guy Lescault. I'm, as Evora said,
14 now at the Legal Services Corporation as a program
15 counsel, and I am in the Office of Program Performance.
16 We thought it might be helpful for the board and the
17 chair to hear how we individually elected to
18 participate and the experiences that we shared from our
19 participation individually, as well as some of the
20 challenges, and involvement in this project has led to
21 future career decisions as well as some
22 recommendations.

1 So in response to the first question, why did
2 I elect to participate? It's selfish. And I say that
3 quite frankly because in my 35 years in legal services,
4 I was the beneficiary of individuals who provided
5 excellent mentoring.

6 Unfortunately, many of my colleagues were not
7 as fortunate. They -- I think we lost a lot of
8 individuals over the course of time because we had no
9 institutionalization of the concept of leadership
10 development.

11 And, therefore, I welcome the opportunity,
12 having participated in a variety of committees and a
13 variety of studies of how do we go about building
14 leadership, and I selfishly thought I could learn best
15 from participating as a mentor when the opportunity
16 arose and LSC took the initiative with its partners to
17 do this project in 2005.

18 I entered into it with some skepticism, I
19 must admit, because I thought that LSC was presenting
20 severe challenges to the whole pilot project by
21 attempting to combine diversity not only in gender,
22 ethnicity, but geographical. And I found that even at

1 this stage of my life I can learn, and I'm pleased to
2 say that I learned that those challenges could be met.

3 I was the beneficiary of working with my
4 protege, Peggy Lee, and I learned from her. And I
5 welcome the opportunity at this stage of my life to
6 find out what people are interested in her capacity and
7 what we need to do to keep people like Peggy Lee in
8 legal services and build upon that experience. So it
9 was a learning experience to me.

10 What was dismaying to me was the realization
11 that we have lost a large sense of community through
12 our inability to conduct training and a series of
13 events so that people have exposure to others. This
14 allowed me to partner with someone whom I would not
15 have but for this pilot project.

16 And we have created silos in many communities
17 where, unfortunately, individuals don't know their
18 partners in other legal services programs, much less
19 other states or other regions. And so that was a
20 realization that I was aware, but it was more
21 dramatically drawn home to.

22 Yes, I -- not to contradict President

1 Barnett, but I did benefit as a mentor most directly
2 because I made a future career decision to return to
3 the Legal Services Corporation because I thought that
4 this was a venue that had obviously identified
5 something I had great passion in support of and was
6 committed to seeing it through. And it wasn't the sole
7 factor of my decision, but it was one of my
8 considerations.

9 And I think, in my recommendations to the
10 chair and the board, is that this project, and I, like
11 Evora and Althea had pointed out, will show, is that we
12 have and certainly by the presentations, I have a
13 commitment to continuing my mentoring with Peggy Lee.

14 But I also have a commitment to seeing how we
15 can develop models that may be applied in a variety of
16 settings within the structure of the legal services
17 community to continue the work that this project has
18 done.

19 MS. LEE: Thank you for allowing us the
20 opportunity to address you this afternoon. My name is
21 Peggy Lee. I am a staff attorney with Southeastern
22 Ohio Legal Services, formerly of Portsmouth, currently

1 of Athens, Ohio. I made an intra-program transfer.

2 First of all, I had applied to this program
3 because I have been a case handler with legal services
4 throughout my career. And when the information about
5 this program came about, I was very excited about
6 applying, because I was interested in improving my
7 skills as a case handler, but also improving my skills
8 as a legal services attorney in general.

9 I also wanted to learn about the side of
10 legal services that I had never had exposure to, which
11 is, for instance, the management side, for instance,
12 the big picture side, where you're not looking from the
13 ground up but looking from the top down.

14 The parts of the program which I was most
15 affected by and impressed by and, you know, what I
16 learned most from were, for instance, the MIE
17 management conference that we were sent to in San
18 Antonio in March. That's a conference that I would
19 never have been able to attend if it were up to my own
20 program, for instance, and I was very fortunate to have
21 seen how information is distributed to middle managers,
22 something I've also never experienced.

1 I was also very pleased to have gone to the
2 leadership inventory, the LPI that I believe Evora and
3 Althea made reference to. This is where we
4 self-assessed our own management skills that we've
5 learned throughout the program, and then we also had
6 colleagues assess our abilities. That was very
7 informative for me.

8 I also extremely enjoyed the PAI plan
9 process. I am admittedly not somebody who would have
10 otherwise had any experience with writing or even
11 thinking about a PAI plan, because that is usually left
12 up to our upper management folks to do outside of case
13 handler input.

14 This experience has definitely solidified my
15 desire to be a legal services attorney, and in fact has
16 opened up a whole new realm of options that I would
17 like to hopefully at some point pursue, but it's also
18 made me realize that there are a lot of skills and a
19 lot of things that must be developed first in order to
20 be a good manager before I would even want to consider
21 those options. So it's given me -- it's opened my eyes
22 and it's opened some doors, and I'm very thankful for

1 that.

2 As far as recommendations on future support,
3 I do agree with Guy, and I also want to acknowledge the
4 fact that, again, I would never have met somebody like
5 Guy Lescault without this program, and I'm very
6 thankful for that because he has given me the ability
7 to see things from the top down, where I've always been
8 as a case handler looking from the bottom up.

9 Recommendations in that sense I think it
10 would be helpful for people like me who have been case
11 handlers and have not been in middle management or
12 upper management support in terms of allowing other
13 programs to kind of somehow find sister offices or
14 other offices within their region to communicate with
15 and maybe allow exchanges.

16 Not to say that LSC or the board would force
17 programs to meet with one another, but to encourage
18 that kind of, you know, intra-program communication and
19 to allow people to see different ways of doing things
20 and hopefully improve.

21 Another recommendation is to, you know,
22 ensure that leadership training is part of the

1 development process for all staff attorneys that join a
2 legal services program, and make it part of the culture
3 from the very beginning so that staff attorneys see
4 that there is something later on that they can aspire
5 to and see if it is something that they wish to do, and
6 also ensure the longevity of a program and loyalty to a
7 program so that there is a better retention rate.

8 Another question I believe that we were given
9 was barriers in terms of implementation. I've talked
10 about this with colleagues, and I do believe that
11 because some programs have operated in isolation from
12 one another for a long time, they may have a mindset
13 that's been in place for many decades and so forth, and
14 how to overcome this mindset and implement a good, you
15 know, feeling about change.

16 Because I think change for me is something
17 that I enjoy and welcome, but change isn't always
18 something that people appreciate. And if there is any
19 creative thoughts that the board may be able to present
20 as far as how to create a kind of change, I think that
21 might be good. Because I do believe that change
22 ultimately can only bring better things for legal

1 services programs.

2 So that's the one main barrier I think that
3 some programs we have is how to rethink how they've
4 been doing things all these years.

5 And I think I would like to turn the floor
6 next to either pair? I'm not sure.

7 MR. HALL: Well, if I could just interject,
8 and being sensitive to time and knowing that board
9 members may have some questions, and there is another
10 meeting, maybe we could see if there are some questions
11 that the board might have, and I hope that we can get
12 everyone involved.

13 I would be first interested, and not to say
14 that I don't want to hear from the mentors, but I
15 especially would like to hear from the proteges about,
16 you know, what ways did this program, as was indicated
17 earlier, open some doors or some insights to you about
18 legal services that wasn't there before. You know, how
19 did it change things for you by going through this
20 process? So --

21 MS. CLAUDIA JOHNSON: I could try to address
22 your question. For me, this program gave me the time

1 to think about leadership, but not to think about
2 leadership in a vacuum, but to think about leadership
3 in public interest law.

4 As somebody that supervises a team of 14
5 attorneys where we're trying to use the knowledge and
6 the wisdom and the tools that we have collectively to
7 improve the lives of low income people, I needed a
8 space. I needed a place, and I needed guidance.
9 Having access to, I thought that the curriculum, the
10 way it was planned and actually the way it was
11 delivered was done very well.

12 And the self-assessment, we started with the
13 timeline, which was really nice to see where
14 everybody -- how everybody got involved in the public
15 interest community as attorneys, and then the
16 self-assessment tools were really great.

17 I think we did also some personality testing
18 kind of thing where we fell in terms of our different
19 leadership types, whether we are more cheerleader
20 types, supportive types, whether we're more visionary
21 people. And having the time to do that in a safe
22 environment was really great. The 360 degree

1 evaluation that we did at the end, and Chuck Weiner at
2 the NLADA led us through that tool, that was fantastic.

3 But then to be able to sit down with somebody
4 of the caliber of our mentors, to be able to sit down
5 with them and say, okay, I didn't do too well here, and
6 what can I do to fix that, you know.

7 And just to be self-directive and
8 self-critical and open, and to have the guidance and
9 the core competencies, I read them, every time I read
10 them, I get something -- I have another aha moment with
11 myself. So, to create an environment where you can do
12 this, that was great.

13 And I guess for me the other thing is
14 sometimes it's lonely at the top. Sometimes when
15 you're supervising people where you're trying to create
16 change, when you're trying to push things and make
17 things better, you take some things that you can
18 discuss with other people, and I think the higher up
19 you get -- you probably all know this, because you
20 yourselves are leaders -- it is great to have a
21 community of people that you know and you trust that
22 you can call and say, hey, I'm dealing with this issue,

1 and I need help. Or I did this and I don't think it
2 was the best thing. Can you help me?

3 And I have no doubt that as I go forward,
4 developing as a professional in this field, I would
5 have no qualms in calling any of the mentors, not only
6 Lillian Moy, but any of them, and maybe even some of
7 the LSC staff, and say, I need help. You know, I need
8 to discuss this. I need somebody to hear me out and
9 give me some feedback.

10 And to have that Rolodex, to have those names
11 and those relationships and those friendships available
12 to support me, it just gives me a lot more confidence
13 that as I advance, I will have other people that I
14 respect to lean on. And I think that for me was a key
15 take from this program.

16 MR. HALL: And while you were going through
17 the program, before going to the next, did you feel you
18 were supported from your ED -- I forget what program
19 you were with.

20 MS. CLAUDIA JOHNSON: It's Ramone Arias at
21 the area legal aid. Yes, he was very supportive,
22 and --

1 MR. HALL: Because this took time away from
2 some things that I assume --

3 MS. CLAUDIA JOHNSON: Yeah. He was on
4 sabbatical for a little bit of this process.

5 (Laughter.)

6 MS. CLAUDIA JOHNSON: But, you know, he was
7 very supportive at the beginning. And we've just had
8 again the conversation about him also being my mentor.

9 But this program actually came, from a
10 personal point of view, at a very crucial point in my
11 life. My father died in a house fire, and I had to
12 deal with that, and I had to deal with my
13 responsibilities at work, and as a mother.

14 So having Lillian to lean on as a
15 professional mentor, it couldn't have been more
16 perfect, because I stayed afloat, and my team didn't
17 have -- you know, my team that I have to lead and set
18 an example for, they
19 -- I was able to continue to support them as I was
20 trying to support my whole family. So that was -- I
21 don't think I would have pulled through that fast
22 enough if I hadn't been part of this program.

1 MR. HALL: Okay. Tanya?

2 MS. DOUGLAS: Yes. This has actually been a
3 very valuable program to me. I spend a considerable
4 amount of my time doing training for MIE as a middle
5 manager. I think it's very important that managers get
6 training.

7 Oftentimes, people are selected to become
8 managers because they're good litigators, but there's a
9 different skill set that you need to be a manager. And
10 I do the training with MIE on a regular basis.

11 We've instituted it at Legal Services for New
12 York City where we have middle managers doing regular
13 training, similar to the way you have CLE training for
14 lawyers. You don't take, you know, a housing case,
15 housing CLE wants and then you're done for the rest of
16 your career.

17 And so I was very surprised, and pleasantly
18 surprised when I received the e-mail about this
19 project, because it told me that LSC also values
20 training and that they were looking at the pipeline and
21 issues of succession, and what do we do from here.

22 And actually, I also do some diversity

1 training as well. And I know one of the unintended
2 consequences of restructuring had to do with the
3 reduction of executive directors of color. And being a
4 person of color, that was a little unsettling for me.

5 So having this program come together, seeing
6 the mentors who were involved. Allison has been a
7 great resource for me, but so have some of the other
8 mentors, some of whom are of color, some who are not,
9 to understand how the process works.

10 Claudia alluded to one of the -- alluded to
11 the core competencies, which are very valuable, one of
12 which has to do with change, and that change happens
13 all the time, and that you have change in every year
14 and you can survive it and how do you effectively deal
15 with it.

16 And I try to bring some of those values back
17 to my staff. So when I come back from training, and we
18 have regular meetings, I share with them what I did.
19 I've shared with my executive director the LIP study
20 that we did, just to get -- so she can see some of the
21 stuff that we've done, what it is that I do. We've
22 also started to share some of this information with the

1 management team.

2 So I've been very impressed with the process.

3 It allows also one of the good things, which I thought
4 was going to be a challenge, was having someone who
5 wasn't in the same area with me as a mentor. But
6 actually it was a great benefit, because given the
7 technology, we had those wonderful web cameras, so you
8 have ways of communication. You have e-mail, you have
9 the phone.

10 But also having someone who is not in your
11 same program gives you the ability to speak freely
12 about issues that maybe you may not speak so freely
13 about.

14 And so I really hope this program gets
15 replicated again. And perhaps looking outside of
16 regional areas, but having people go outside in
17 different areas, because then you have that opportunity
18 to interact with someone who's not immediately in your
19 program and can you a different insight that you may
20 not see because you're enmeshed in what's going on.

21 And one of the things as we were talking I
22 thought would be helpful is maybe LSC can incorporate

1 this as part of the competition and evaluation in the
2 programs. Because then it really sends a message to
3 the programs that this is something that's important.
4 We want to see what's being done.

5 And there's ways to replicate it, where it
6 doesn't have to cost lots of money, and you have the
7 resources out here. You have 20 people who have gone
8 through the process, and it's been a wonderful
9 experience.

10 Not only do I have the mentors that I've met
11 with, but I also have the proteges. We've created a
12 Listserv, and we communicate fairly regularly, probably
13 not regularly since we were doing case closing the last
14 few weeks, but it's been a great resource to talk to
15 other people or send an e-mail and say this is what's
16 happening in my program. And it helps a lot in the
17 process. It really does.

18 MR. HALL: On the issue of
19 institutionalization, which both you and Peggy have
20 mentioned, it seemed like you could institutionalize it
21 on a local level; that is, each program do it.

22 But just listening to you, part of the

1 benefit that you have received is the fact that you've
2 come together on a national level and you have been
3 able to interface with people who are not even in your
4 region who have expertise that maybe people in your
5 organization don't have.

6 So is there a way -- and again, I'm asking
7 the proteges primarily -- is there a way that you could
8 keep the benefit that you've received, at least that
9 part of the benefit, and still have a program where
10 many more people than the 20 or however many we
11 selected, could participate in? Have you given any
12 thought to that?

13 MS. LEE: Well, I don't know if there is a
14 way to tie it with the regular LSC site visits or audit
15 processes that go on every year with the different
16 programs, but I think it would be useful for people who
17 have had the benefit of a leadership program to go and
18 be part of that process where, you know, once LSC is
19 giving the program their recommendations on whatever
20 they've found from reviewing the program, and then
21 implementing the seeds of a leadership training model
22 if they don't already have one, and then maybe at the

1 next process have somebody come back and review what
2 they've implemented, but making somebody intimately
3 familiar with the leadership program process, part that
4 discussion, the initial discussion to implement
5 something, and then to come back and see how the
6 program has started that process.

7 MR. HALL: But someone would have had to have
8 gone through the initial training that you have gone
9 through before they would do what you're suggesting,
10 right?

11 MS. LEE: Yes. Although I -- you know, I,
12 certainly as a protege would be very open to the idea
13 of helping other programs, you know, learn from what my
14 experiences have been, and I probably envision that the
15 other proteges would also enjoy the opportunity to
16 visit other programs and help them get designs put
17 forward.

18 MS. DOUGLAS: And just to add to what Peggy
19 said, to draw on some of the people who we worked with,
20 whether it's MIE or NLADA, because there are other
21 resources out there as well. You can get input from
22 the people who have gone through it, but we've also

1 done a lot of work with MIE and NLADA, and they have
2 great expertise that can be used to replicate
3 throughout the various programs.

4 MS. CLAUDIA JOHNSON: Can I?

5 MR. HALL: Yes.

6 MS. CLAUDIA JOHNSON: I thought that tying
7 the project meetings right before the national meetings
8 was brilliant, and --

9 MR. HALL: I came up with that idea.

10 (Laughter.)

11 MS. CLAUDIA JOHNSON: It was a brilliant
12 idea. Because we did this leadership thing in our
13 group of 20, and then we went into the bigger
14 conference with a different perspective, and then we
15 could do either the more substantive or the more, you
16 know, pro bono, hotline track or whatever, but with
17 that perspective.

18 And so I think that working with the NLADA
19 and with MIE and figuring out if their particular
20 trainings, if these were replicated, that would be a
21 way to keep people connected with people who have other
22 perspective and come from different legal cultures.

1 Because each of our states has its unique legal
2 culture, and one of the things that has been really
3 beneficial is to learn about other states and about
4 other ways of kind of going at the same problem.

5 And I think if it's left to a
6 program-by-program development of leadership, the
7 leadership that you will result with is again not with
8 regional leadership, but with very local leadership,
9 which is not a bad thing, but the world is getting to
10 be a bigger place, and we need to have connections and
11 bridges to all different worlds.

12 So that's one of the barriers that I see that
13 at a very local level, you may not have people that
14 have really looked at the quality and performance
15 criteria that the Corporation has spent a lot of time
16 and resources developing, because maybe that's not
17 something part of your local culture.

18 So I think tying it all back to quality, I
19 think that quality is a lot better when it's broader
20 and national and you have a lot of different
21 perspective, because you have different ways
22 of -- different legal systems in each of our states.

1 MR. HALL: Okay. We've heard Guy address the
2 perspective of what the mentors got out of it, and so
3 we have a couple of other mentors. As you address the
4 issue of what you received from serving in that role, I
5 would also, and I think we always have to be interested
6 in whether we are putting a burden on individuals who
7 we are expecting a whole lot from and now adding
8 something else to their plates that may be pulling you
9 away from other important issues.

10 So in addition to addressing whatever
11 benefits you feel you received from participating in
12 it, I'd at least ask that you, you know, quickly if you
13 can, since we are running out time, address how you
14 deal with this issue of is this a new task that you now
15 have to fold in with a lot of other tasks.

16 MS. THOMPSON: Well -- my name is Allison
17 Thompson. I'm the other half of the diversity of
18 Florida.

19 (Laughter.)

20 MS. THOMPSON: And, yes, it does take some
21 time. And the only problem I had with the whole pilot
22 was that I thought I didn't have enough time for Tanya.

1 I wanted to have more time with her. But I don't
2 think it's a burden that is a nonessential burden. I
3 think that we're going to have this mass exodus of
4 people like me -- I've been in legal services for 32
5 years -- of folk in a few years as we baby boomers
6 decide to -- we're probably too poor to retire.

7 (Laughter.)

8 MS. THOMPSON: But that we'll do something,
9 and we're going to have a vacuum there. And I think
10 that's a real problem. So I think it's not about it
11 being a burden. It's an essential step. More than
12 that, if we're talking about creating diverse
13 leadership in our programs, it is absolutely essential.
14 Because diversity is not just about it being a good,
15 fair and equal thing, but it brings a life and a
16 culture and a color and a perspective to programs that
17 you don't have otherwise.

18 The same way Peggy was talking about the
19 diversity among the mentors and shared experiences and
20 so forth. That's very, very important. And it doesn't
21 happen, as we all know, or as many of us know,
22 accidentally. I mean, it happens as a result of a

1 concerted and planned effort.

2 Some of us in the '60s and the '70s, you
3 know, we got the fire and religion because we were
4 going to change the world, so it was easy for us to say
5 this is what I'm going to do. I think that we're in a
6 different time now and what we're going to do in terms
7 of leadership has to be a result of a concerted effort;
8 planning, training, recruitment, paying people enough
9 to be able to stay in the programs and to care about
10 equal justice and to care about -- be able to afford to
11 care about it. I think many people do care about it.

12 But it's a different time. It's a time that
13 we have to do it with a focused kind of energy. So,
14 no, it's not a burden. It's an essential effort that
15 we have to contribute toward if we want to maintain the
16 competency and professionalism and the legal services
17 program that we know about that's done so much for
18 people for so many years.

19 MR. HALL: Thank you.

20 MS. MOY: What she said.

21 (Laughter.)

22 MR. HALL: All right.

1 MS. MOY: Just to say that it is, you know,
2 it's not a burden. It's part of the responsibility of
3 being a leader, and it was a great blessing. I want to
4 just give you a capsule version of what I learned from
5 Claudia. I said to her, do you journal? And she said,
6 do you mean blog?

7 (Laughter.)

8 MS. MOY: So that's just a little slice about
9 some of our communication, and about what I can learn,
10 right, from someone who's a little bit newer in the
11 community than me. And that was a very -- just a
12 very -- one of the things that was most helpful to me.

13 MR. HALL: Okay. Good. Good. Questions
14 from other board members? I've been hogging the
15 question time. Any other questions? Those on the
16 phone?

17 MS. SINGLETON: I don't have any. Thank you.

18 MS. BeVIER: Just have one as a comment sort
19 of but also really a question for the mentors. I would
20 have thought that one of the benefits you might have
21 enjoyed from this is to reflect on what it is that
22 you -- to reflect on your own job and what about it can

1 be articulated and transferred and conveyed to somebody
2 else. In other words, it makes you a better leader
3 when you have to think about what it is you do as a
4 leader. Is that fair? Or do you think that it was --

5 MS. MOY: I mean, I would say absolutely,
6 that it was very invigorating to talk to Claudia about
7 the possibility of thinking about becoming a director.

8 So, yeah, absolutely. Just a chance to be more
9 analytical about what I do on an every day basis.

10 The same thing when I read the competencies,
11 which are almost like a very intimidating report card,
12 score card situation, hello? Your responsibility is to
13 be a leader. So, both the interaction and the
14 competencies is very helpful.

15 MS. THOMPSON: And it does just that I think.
16 We had a little session this morning about something
17 that Tanya is preparing to do. And as I was giving her
18 my sage wisdom, I was thinking about what I had not
19 done and what I could do better in delivering a message
20 and a mission. And I think it does. It is very
21 important. And we did get -- I know I got a lot. I
22 happened to have an incredible mentee, but I think I

1 really gained a lot from it, too.

2 MS. BeVIER: I think that's important for us
3 to know that it is, although it is a burden and so
4 forth, it's mutually reinforcing.

5 MS. CLAUDIA JOHNSON: Can I?

6 MR. HALL: Yes.

7 MS. CLAUDIA JOHNSON: In terms of future
8 recommendations, I think that something that is very
9 important is that program boards be involved in this.
10 Ultimately, when they hire leadership, when they hire
11 the top person at each program, the ones who are going
12 hire are board members. And so I think that in terms
13 of helping them realize what kind of leadership they
14 want to bring in when the turnover happens or the
15 transition happens is very important.

16 I think communicating some of the results
17 when everything is done in March, communicating some of
18 the results to the program's boards would be very
19 important. I don't know if my board -- they probably
20 know I'm doing this, but I don't know how much they
21 know. And I think a lot of boards, when they hired, I
22 don't know how many hire locally or nationally, and

1 where do they look for talented people, are they
2 looking for people with this core competence of
3 leadership?

4 Are they looking for people that are going to
5 help have really good answers to the LSC performance
6 criteria? Are they going to look for people that
7 understand what it is to be an LSC-funded program and
8 the responsibility that carries in your state or in
9 your seven counties or however much it is that you are
10 going to be taking on on behalf of poor people?

11 So I think that communicating some of the
12 results of this to our program boards will be very,
13 very helpful, and also helping boards get ready for
14 when they have to. Because eventually -- I saw that
15 you were reading the MIE, and the survey that MIE did,
16 on the transition that's coming up. I think there's
17 about 19 percent of executive directors are planning to
18 transition in the next five to ten years, and that's
19 huge.

20 And so the boards need to be thinking about
21 it and to be very directive to and analytical and look
22 for people with the core competencies and all that kind

1 of thing. So, engaging them is important.

2 MR. HALL: Yeah. What I pulled from that,
3 and maybe, you know, staff can look at this, as to
4 whether this program can become a kind of certifying
5 pool of potential leaders so that when boards are
6 looking for future leaders that they, at least our
7 grantees in particular, aren't just restricted to
8 people who are in their program, but they could contact
9 the headquarters to find out who are the people who
10 finished this program and who have achieved certain
11 types of expertise.

12 And hopefully, that would be a way in which
13 the program addresses the issue that you're talking
14 about by making this list available to boards and
15 feeling confident that the people on this list are the
16 type of people who should be running these types of
17 programs.

18 A couple of others. Herb and then Tom.

19 MR. GARTEN: The Maryland State Bar
20 Association, and I'm sure it's replicated elsewhere,
21 has a leadership academy. And the people that
22 participate and are chosen, and it takes over a year,

1 are invited to every board meeting held throughout the
2 state. And they find this a very rewarding experience
3 and it also gives the board an opportunity to observe
4 who the future leaders are. So you might want to
5 consider a suggestion to your respective boards that
6 this might not be a bad idea for them to get to know
7 you and you to get to know them.

8 MR. HALL: Tom?

9 MR. MEITES: I have a short statistical
10 observation. To give you all hope that this is
11 worthwhile, 20 percent of the executive directors are
12 now 60 or above, and 52 percent are 51 or above. So if
13 you just wait it out --

14 (Laughter.)

15 MR. MEITES: -- there will be jobs.

16 MR. HALL: Well, if there are no other
17 questions on behalf of Provisions, we, one, want to
18 thank all of you for having participated in the
19 process. Pilots are not successful unless you bring
20 some good people in in the beginning to demonstrate
21 that it is successful. And it's clear by the
22 presentations that we have some very outstanding

1 mentors and proteges who are going through this
2 process, and it's very, very encouraging.

3 And hearing from the staff who have been
4 working on this and trying to make sure that it has
5 been designed in a proper way is just very encouraging.

6 Because sometimes programs like this are marginalized
7 and are done on the fly, and it's clear based on what
8 I've heard here today that a lot of thought went into
9 it.

10 I personally look forward to the report in
11 March to hear what the final evaluation is, based on
12 the data collected. If this is any preliminary
13 indication of what the report will be, I'm sure it's
14 going to be positive. But I certainly look forward
15 through that, that there may be some other
16 recommendations that the Provisions Committee would
17 certainly want to hear about as we go forward, so.

18 Yes?

19 MS. THOMAS: Chairman Hall, I need to add to
20 the information that I provided on behalf of the
21 evaluation team, the information that we will be
22 completing by the end of March is a preliminary report

1 that will be included in a more extensive report from
2 the overall Mentoring committee that will provide to
3 the Provisions Committee and to LSC some
4 recommendations.

5 MR. HALL: Okay.

6 MS. THOMAS: And we envision that that will
7 happen somewhere around the middle of April.

8 MR. HALL: Okay. All right. Just to make
9 sure I'm not looking for that report --

10 (Laughter.)

11 MR. HALL: I get the message. Thank you for
12 that clarification.

13 MS. CLAUDIA JOHNSON: And just on behalf of
14 all the other mentees that are not here, there were ten
15 of us, and all the mentors that aren't here, but I
16 don't know if I speak for the group here, just thank
17 you for enabling this to happen. Thank you, President
18 Barnett for assigning such excellent staff in terms of
19 creating the curriculum and getting us all together,
20 and also for recruiting such a wonderful group of
21 mentors. And it was an experience of a life, and it
22 will be with us if we ever -- until we retire, if we

1 ever retire. Some of us may not.

2 (Laughter.)

3 MR. HALL: Well, thank you very much. And
4 thank all of you for being here.

5 The next item on the agenda is public
6 comment. Is there any public comment to come before
7 the Provisions Committee?

8 (No response.)

9 MR. HALL: Okay. Is there any other business
10 to come before the committee? Any items that the
11 members want to put on the table?

12 (No response.)

13 MR. HALL: Okay. Hearing none, before
14 seeking a motion for adjournment, I again would just
15 like to highlight what I think this meeting represents
16 for me, and these are two different efforts that you've
17 kind of heard about.

18 But the first one, which is PAI and the
19 action plan, to me is an example of how these meetings
20 and the information we get from people can lead to
21 hopefully some future action. And though that one is
22 not in place yet, my hope is that that action plan will

1 be not only approved by the board but ultimately
2 implemented.

3 And in the second half of our meeting, I
4 think we have the proof of how that happens, that is an
5 idea can be presented to this committee. Staff takes
6 it and refines it and puts it into place, and we get
7 wonderful reports and even get plaques for our effort.

8 (Laughter.)

9 MR. HALL: So I believe this meeting has
10 symbolized what I believe Provisions should be about
11 and what we as a board should be about. And so I want
12 to thank all of those who have worked so hard to get us
13 to this point, and certainly those who came and
14 presented today.

15 So I will entertain now a motion to adjourn.

16 M O T I O N

17 MR. MEITES: So moved.

18 MR. HALL: The Provisions Committee is
19 adjourned.

20 (Whereupon, at 3:08 p.m., the meeting was
21 concluded.)

22 * * * * *