

ORIGINAL

LEGAL SERVICES CORPORATION

TASK FORCE ON CLIENT BOARD MEMBER TRAINING

Thursday, January 26, 1989

2:00 p.m.

Board Members Present:

Basile Uddo, Chairman
Hortencia Benavidez, Member
Claude J. Swafford, Member
J. Blakeley Hall, Member
Lorain Miller, Member

Staff Present:

Timothy B. Shea, Vice President
& General Counsel
Maureen Bozell, Secretary

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P R O C E E D I N G S

(2:17 p.m.)

1
2
3 CHAIRMAN UDDO: I call this meeting to order. It is
4 the meeting of the Task Force on Client Board Member Training.
5 We are starting a little late because my plane got diverted from
6 National to Baltimore, but our purpose here today is to hear a
7 staff report and consider the staff report and public comments
8 on this question that has been around for some time, but most
9 recently at the San Diego when Mr. Wear decided that a Task
10 Force would be necessary to make some proposals to the Board
11 about the matter of client board member training.

12 The record should reflect that four members of the
13 Task Force are present: Ms. Miller, Ms. Benavidez, and Ms.
14 Swafford and myself and we also are pleased to have our newest
15 board member in attendance with us, Mr. Blakeley Hall.

16 We do not have any of the formalities of meetings or
17 the things like that to worry about, so I think we will just go
18 straight to the staff report unless any members of the Task
19 Force has anything, point of order, or anything they want to say
20 or suggest at this point. No?

21 Then, Mr. Moses, why don't you tell us what the -- I
22 might say that the staff report, I assume, is partly a result of

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1 a meeting that we had at a somewhat informal gathering with
2 myself, Ms. Miller, and Ms. Benavidez in Washington just to try
3 to air out their concerns about what they would like to see
4 incorporated in some client board member training proposal.

5 That was -- when was that, Lorain, early January?

6 MS. MILLER: On the ninth.

7 CHAIRMAN UDDO: The ninth of January?

8 MS. MILLER: Yes.

9 CHAIRMAN UDDO: I think it was a very productive
10 meeting and we learned a lot about what the client board members
11 had been hearing from other client grantee board members about
12 their concerns and their needs and their desire for some
13 assistance and training.

14 I have not seen the final staff report, but I assume
15 that we are going to have some of that stuff incorporated into
16 it, so, Mr. Moses, if you would?

17 MR. MOSES: Well, first, maybe I should make sure that
18 everyone understands what our feeling is this meeting is today.
19 We thought it was going to be very much of a working meeting to
20 work with you. That is one reason why all the documents that
21 you have that have been sent to you, you probably noticed are
22 marked draft because I anticipated that there might be changes

1 that we would have to make as a result of this meeting today.

2 I know of a few changes that we would recommend to
3 what you have already been given based on some additional
4 information that we have been able to obtain over the past day
5 or so.

6 CHAIRMAN UDDO: Let me just say this, Charlie, my
7 understanding when we had that meeting on the ninth was that we
8 were going to try to do something today that could be proposed
9 to the board tomorrow because I pretty much assured the client
10 board members that this was not going to get bounced around
11 anymore unless they felt that there was something that needed to
12 be added or done to make the proposal better, so I am assuming
13 that we are going to get enough out of the report that we could
14 make a decision today about something to propose to the board
15 tomorrow.

16 MR. MOSES: And I would anticipate that we could, too,
17 it is just I wanted to explain to you why everything was marked
18 draft at this point.

19 CHAIRMAN UDDO: That is okay.

20 MR. MOSES: I also wanted everyone to understand that
21 if we have any need for any change or if you have any questions
22 or things that you would like edited or put in, that there is no

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1 problem; that can be done and we can have a report to the board
2 tomorrow with no problem.

3 CHAIRMAN UDDO: Do we have a copy of what you are
4 working from?

5 MR. MOSES: I believe you do. Basically, as I
6 envision it, I will just walk you through a little bit of the
7 procedure that we did in coming up with this, so you have an
8 understanding of where we got not only our budget, but where we
9 got our idea.

10 As Basile mentioned, there was a previous meeting on
11 January 9th. I unfortunately was not at that meeting. I was on
12 some other corporation business outside of town, but the result
13 of that meeting was that I believe a decision was made that we
14 would like to investigate the possibility of creation of a video
15 tape for training of board members, so that not only -- well,
16 especially focusing on client board members, but for use by all
17 board members in general.

18 What we have done since that time is to investigate
19 the production cost of such a video tape. We have done that
20 very informally through basically just getting three or four
21 different estimates of the cost from different entities in town.

22 At the same time, everyone recognized that the video

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1 tape by itself would probably not be sufficient. We felt that
2 that would be important to have a set of materials coordinated
3 with the video tape. We have looked at a variety of different
4 materials and are proposing that initially a set of materials
5 not to exceed fifty pages in length could be produced and
6 distributed so that every board member in the country would have
7 a packet to try and orient them into the different
8 responsibilities and obligations of serving on a local board.

9 This packet would also, however, assist them in
10 various different things such as rules of parliamentary
11 procedure, other various things, whatever this committee or this
12 Task Force might feel as appropriate to go into the written
13 material text.

14 Basically what we did and I am open very much to
15 questions on this, but what we did was work with that concept
16 and try to put together what we felt was a realistic budget so
17 that we could come forward to the board with some idea of the
18 amount of cost that would be involved in such a program.

19 In doing this, we were mindful and we found that in
20 1983, for example, was the last time that the National
21 Corporation specifically addressed the issue of client board
22 member training.

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1 At that time in 1983, all of the grants that were
2 released by the corporation included a specific grant condition
3 that each recipient would use either the greater of \$1,000 or
4 .25 percent of its funding for the use of client training and
5 support.

6 Originally, and this is where we have already had a
7 modification, originally the proposal that was sent to you was
8 including that in addition to including the verbiage concerning
9 the actual putting on of the training.

10 Since that time, we have been able to find some of the
11 records from 1983. Unfortunately, when we were first putting
12 together this proposal, they were not available. What we have
13 found, and by looking at several runs, computer runs of the
14 figures that we are talking about, quite frankly, Maureen and I
15 have discussed it and other staff members of the Task Force have
16 discussed it and we felt that given the actual figures that we
17 were talking about, it might be good for this Task Force to
18 consider a modification to that grant condition.

19 The modifications that we are proposing at this point
20 is being passed out by Maureen. The basic premise of the
21 modification is that the corporation is primarily concerned with
22 the training itself and making sure that the training occurs at

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1 the local level, but making sure that the training uses the
2 materials that the corporation has deemed appropriate and
3 necessary for local eligible client board members and other
4 board members to know about.

5 The reason -- what we basically did was take all
6 mention of any monetary amount out of the grant condition for
7 two reasons. Number one, if a training is going on at a local
8 level, we really have no way of knowing the specific amount of
9 money that might be necessary at the local level for an
10 appropriate training given these materials, at least I do not
11 know it.

12 I know that we did a computer run and given the
13 particular funding amounts, there would be a hundred and twenty-
14 five programs that basically we would spending a thousand
15 dollars or less on the training. Quite frankly, I do not know
16 that that would be enough on a local level for them to do it,
17 depending upon what they decide to do with the money.

18 Conversely, there would be a lot of programs that
19 would be spending large amounts of money for training, even
20 though all the materials would be provided directly by the
21 corporation, even though all of the video tapes would be
22 provided, there would be no production costs and so forth.

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1 Many programs, for example, would be spending forty,
2 fifty thousands dollars or more and, in fact, what this did in
3 1983 was create a lot of practical problems when the grant
4 condition was in existence.

5 At that time because of the amount of money that was
6 involved, there were many programs that had to seek waivers of
7 the grant condition. There were many programs that were not
8 able to use that amount of money for the various different
9 training events.

10 They might want to use it or ask to use it for
11 priority setting or some other event. Basically, that is a
12 local decision. That was not something that we should do and
13 when we felt that the localities had better know what money they
14 had and, therefore, they would be in a better position to
15 allocate it.

16 That was the reasoning behind taking out this specific
17 monetary amount in the grant condition, proposed grant
18 condition. However, having said that, we would still recommend
19 that the proposed grant addition be adopted or a version, a
20 revised version of a proposed grant addition be adopted so that
21 each recipient would be made aware that from a national level,
22 the corporation is, indeed, very serious about the need for this

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1 type of client training and board member training.

2 The grant condition would, in fact, force that type of
3 training to occur using the materials that this corporation
4 would distribute. I am open for any questions. I am not sure
5 exactly what else you would like to cover.

6 CHAIRMAN UDDO: I have a couple of questions. One is,
7 I think, that one of the things that we had discussed on the
8 ninth was that we be a little more specific about how we would
9 mandate the training.

10 One of the concerns that I think the client members
11 had was that some programs might be satisfied just to let people
12 watch the video and hand them the book and that that might not
13 be adequate for some client board members.

14 I think that we had suggested that there would be a
15 requirement that the executive director or some designated as
16 the executive director would actually be required to spend some
17 amount of time with the client board members to answer their
18 questions, to elaborate on the things that may appear in the
19 video or in the written materials, but some live training from
20 an executive director or one of the attorneys or someone else on
21 the board that the executive director feels can do that, and the
22 grant condition does not really require that.

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1 MS. SWAFFORD: Wouldn't you think on this second page
2 here, Basile, that that is addressed; maybe not. We further
3 recommend that the executive director of the local programs be
4 required to --

5 CHAIRMAN UDDO: -- to conduct yearly training for
6 local board members using at a minimum the approved LSC
7 materials. I think the concern was that they might just give
8 them the materials -- here is the video tape and here is the
9 written material and not provide them with an opportunity to
10 have a warm body answer questions for them and elaborate on
11 that.

12 So, I mean, I think it attempts to address it and it
13 may have been intended in that paragraph, but if you read that
14 and you read the grant condition, I think you could satisfy that
15 grant condition just by giving them the video tape and the
16 packet of information and say, "We have provided training by
17 giving them at least the minimum materials supplied by the
18 corporation."

19 MS. SWAFFORD: What about this? What about if each
20 director would be required to send an agenda of what they
21 propose to, a date when they propose to have it, and give a
22 report on the number of people there and that sort of thing and

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1 the material used. Would that be --

2 CHAIRMAN UDDO: Send it where?

3 MS. SWAFFORD: To the corporation.

4 MR. MOSES: That could easily be done. In fact, with
5 many grant conditions similar reports are required.

6 MS. SWAFFORD: Questionnaire maybe could even be --

7 CHAIRMAN UDDO: Reports are in the grant
8 reapplication.

9 MR. MOSES: Well, many of the special grant conditions
10 would require ongoing reports be submitted to the corporation
11 and since this would be some type of condition that would be--
12 we would propose going in the grants when the grants are
13 finalize after -- I believe it is in April when the final grant
14 conditions would go out.

15 I would think that we could put something along the
16 lines that Ms. Swafford is suggesting, if this committee feels
17 that that is strong enough.

18 CHAIRMAN UDDO: At this point, I am less concerned
19 about how you verify that they do -- I think that that is
20 important, but that is a second step.

21 I want to make sure that we understand that -- at
22 least I am proposing and the committee may disagree -- I am

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1 proposing that that be part of the proposal that this Task Force
2 makes to the board, that the executive director be made
3 responsible for providing some live or opportunity for a client
4 board member to deal with a person in this training process and
5 not just be stuck with the video tapes and the printed material.

6 I would like to hear from particularly the client
7 board members if my understanding of what you said on the ninth
8 is incorrect, maybe you could correct me, but that was my
9 interpretation that you felt it would be important that there be
10 some person responsible for watching the tapes with the group of
11 client board members and take their questions then or if they
12 watch the tapes separately and read the materials separately,
13 but just give them an opportunity to ask questions because we
14 are trying to do a lot.

15 I mean, you are trying to do a lot with a sixty minute
16 tape and fifty or a hundred pages of material. I think even
17 attorney board members would have questions after seeing the
18 tape and reading the materials because particularly there are
19 things about the regulations, budgets, audits.

20 There is a lot of things that we are proposing to put
21 in there that I do not know could be covered without raising
22 questions that people would need to have answered. Lorain?

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1 MS. MILLER: Yes. That is somewhat what we were
2 saying. We want to make sure that these people get this
3 information and I still do not see how we are going to be sure
4 that they get it.

5 CHAIRMAN UDDO: That is the second question that
6 Claude is raising and that is, if we are going to require it and
7 we are going to make it a grant condition, what sort of
8 reporting would be required to make sure that they have actually
9 done it so that the corporation will know if grantees are
10 fulfilling that obligation?

11 MS. MILLER: Will it work like your Monitoring Team?

12 CHAIRMAN UDDO: I think we had talked about whether or
13 not -- in fact, I think you raised whether or not monitoring
14 would be responsible -- Mac would be responsible for seeing to
15 it that it was actually carried out because it should be on the
16 record that the client members of this board express some
17 concern about whether or not it would actually be carried out
18 and they felt strongly that there should be some mechanism for
19 assuring that that is being carried out. Hortencia?

20 MS. BENAVIDEZ: I was talking to Lorain early this
21 afternoon regarding that and I thought maybe a formula of the
22 person giving the training to fill out the date and then for

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1 each member that attends the training to sign it and just to
2 return it to the office to make sure --

3 MS. MILLER: The evaluation sheet.

4 MS. BENAVIDEZ: Yes.

5 CHAIRMAN UDDO: What about that, Charlie?

6 MR. MOSES: That could certainly be done with no
7 problem. We might even be able to do it with a postage free
8 paid envelope to --

9 MS. SWAFFORD: Let me just make an observation here.
10 I have been on boards, especially school boards, where once a
11 year they had what they called a training meeting and they had a
12 session for new board members and obviously a person who had
13 been on that board twenty years did not need to take that.

14 Then, they would have other things and they would
15 start -- I mean, I am just going to give you an example of what
16 would happen -- would start out at five o'clock and you would
17 have a session from about -- well, starting about four, you
18 would have a session from four to six, you would have dinner,
19 and then you would have sessions that would go to about nine
20 o'clock.

21 You would have things like -- sometimes there will be
22 red hot issues on legislation and sometimes people need to know

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1 about just parliamentary procedures. Some people would just
2 like to know what is in the hat. This is what we are talking
3 about, isn't it?

4 CHAIRMAN UDDO: Yes.

5 MS. SWAFFORD: I mean, it was very productive and you
6 had very good attendance. It took a while to train people. I
7 mean, I was in on this in the very beginning.

8 CHAIRMAN UDDO: I think that is what the client board
9 members are concerned about.

10 MS. MILLER: We are talking about what we can do to
11 have -- when we get these board members there, how are these
12 board members going to get this information. That is the major
13 problem. We have client board members -- they don't know when
14 have the national board meeting.

15 When they do find it out, it is too late for them to
16 do anything about it. Getting them the information is what I am
17 concerned about, my most concern about. We like put the horse
18 before the carriage, so to speak.

19 We are talking about what we could do to give them
20 this information. What can we do to let them know that we are
21 going to do these things for them.

22 CHAIRMAN UDDO: We talked about that on the ninth.

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1 MS. MILLER: In depth.

2 MS. SWAFFORD: In depth?

3 MS. MILLER: Yes, ma'am.

4 MS. SWAFFORD: You have not given me that
5 understanding yet.

6 CHAIRMAN UDDO: Well, I think what we had said and it
7 is not in this report -- maybe it is going to be treated
8 separately and Maureen, maybe you can clear that up for us -- we
9 had talked about a news letter that would be required to be sent
10 to all board members.

11 Isn't that what we said? To all board members because
12 there was some concern that if they just go to executive
13 directors, not for any ill will, but they may not really make it
14 to the board members and make it on time or they may have some
15 programs that are good about getting it to board members, some
16 that are not, and I think we were suppose to be looking into
17 total number of total members per grantees and what would be
18 involved in just informative news letter.

19 MS. BOZELL: We have got -- all the board members
20 would be receiving the news letter. Also, all the board members
21 would be receiving the text of material that we produced. We
22 will not be sending it to the executive director.

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1 We will be sending it directly to the board members,
2 however, the tape, the video tape because it is more expensive,
3 we will send just one of those out to each program, something
4 they will have in their archives so that it can be used over
5 many years. Each board member will not get a tape.

6 MS. MILLER: I understand that, but they will get the
7 opportunity to see?

8 MS. BOZELL: Oh, yes, ma'am. That is what we are
9 talking about.

10 CHAIRMAN UDDO: What I think, Lorain, we are talking
11 about is a combination of things and maybe we should include
12 this in the proposal if not as directly part of client board
13 training, as part of an understanding that the Task Force is
14 operating under and that is that there is going to be a news
15 letter that is going to go to all individual board members which
16 would be a vehicle for getting information directly to board
17 members about things like training, about things like meetings
18 and the kinds of things that you raise concern about.

19 So, that would be step number one, letting the board
20 know that when we made our proposals it was with the assumption
21 that that was going to happen.

22 MS. MILLER: If the board member does not get that

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1 information that they are looking for on this tape, then what?

2 CHAIRMAN UDDO: Well, we talked about a couple of
3 strategies for that. I think we have talked about the eight
4 hundred number, but that is too costly.

5 MS. BOZELL: We talked about an ombudsman.

6 CHAIRMAN UDDO: That is right.

7 MS. BOZELL: That is not included here just because it
8 is not part of the training proposal per se, but it is something
9 that I believe we were going to. We were talking about having
10 Barbara Catulo, who is in our Public Affairs Office, help us
11 establish a single person whom these people could contact.

12 CHAIRMAN UDDO: That is right, whose name and number
13 would be routinely published in the newsletter as a person who
14 serves as an ombudsman which is just a fancy way of saying, "If
15 you have a complaint, this is the person that you would call,"
16 and they are suppose to know the system well enough to tell you
17 how to get your complaint worked out.

18 MS. MILLER: Well, maybe we ought to put that in.

19 CHAIRMAN UDDO: Yes, I think we have to make mention
20 of that because I think that when we met on the ninth --

21 MS. MILLER: If it is not on paper, then it will not
22 be done.

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1 CHAIRMAN UDDO: I think on the ninth, we sort of
2 assumed that that would be either part of the proposal or at
3 least it would be an understanding that to make this work,
4 something like that would probably have to happen too because it
5 is a legitimate concern that board members and particularly
6 client board members may not -- again, I am just being frank
7 about it and on the record -- a lot of client board members do
8 not feel that when they express concerns to executive directors
9 or chairman of the local boards that they always get
10 satisfactory considerations for those concerns or responses for
11 those concerns.

12 Lorain and Hortencia have felt very strongly that
13 there ought to be some way that those people can have their
14 problems or concerns or questions responded to. That is how we
15 came up with the idea of an ombudsman because if nothing else,
16 they might be able to jolt the executive director and say, "You
17 ought to answer these people's problems and at least give them
18 somewhere to go."

19 So, I think we have to include that in what we want to
20 say to the board, the newsletter and the ombudsman and I think
21 the newsletter was going to happen anyway, so that is not really
22 additional funds attached to this and the ombudsman is pretty

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1 much somebody who is probably already in-house and just making
2 sure that her or his name and number are published.

3 I have a couple of other things. Is there anything
4 else you want to --

5 MS. MILLER: I will think of some as we go along.

6 CHAIRMAN UDDO: Okay. The other thing, in the
7 description of what the package overall would contain, I think
8 it says everything we have talked about except for one thing.
9 It says, "And responsibilities of local board members."

10 I think we have fairly specifically said in rights of
11 local board members, that there was a concern that all board
12 members, but in particular, client board members do not always
13 know what their rights are, that they have a right to make a
14 motion like anybody else has a right to make a motion and they
15 have a right to interpose certain objections and they have a
16 right to speak and be heard, that those kinds of things ought to
17 be included in there too.

18 I mean, their responsibilities obviously have to be
19 included in there, but I think it was the feeling of those
20 others that met, staff included, that there has to be some
21 description of rights so that they understand that they are
22 entitled to certain amount of respect, certain amount of

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1 deference when they want to be heard, that they can do things
2 procedurally that anybody else can do and make sure that they
3 understand what their rights are.

4 So, I think that has got to be added in there too.
5 The only other thing that I am concerned about is I think these
6 are relative optimistic figures about what you can do with video
7 tape for. I may be wrong; I have limited experience with it,
8 but I do not know that you are going to produce an hour long
9 tape for thirty-five hundred dollars.

10 MR. MOSES: Let me explain where those figures came
11 from and if you would like me to, I can try to get further
12 estimates. Basically, what I did, I have never had any dealings
13 with anyone who produces video tapes, so I went to the phone
14 book, went to the yellow pages, found the list of video
15 production companies and called four or five companies getting
16 estimates from three of them.

17 The estimates were all right in about the same ball
18 park figure. There are various things that can raise or lower
19 the cost, but everyone was telling me that they felt once
20 everything was scripted, now these estimates are only the
21 production and post-production costs.

22 They are not the pre-production cost of scripting the

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1 hour long video.

2 CHAIRMAN UDDO: Which you are proposing be done in-
3 house anyway,

4 MR. MOSES: Right, which we were proposing that staff
5 would simply do. Basically, what we tried to do, we took the
6 three estimates that we had been given and then we did increase
7 those slightly because quite frankly, I was not sure, it might
8 be some time or it could have been at least a month or so after
9 the meeting or after the estimates when we actually did it, so
10 we increased the prices slightly and did increase them a little
11 more for a fact just in case we needed the extra funds.

12 CHAIRMAN UDDO: What did they base that estimate on
13 though?

14 MR. MOSES: They were basing the estimate on
15 production of a sixty minute video tape. In order to do sixty
16 minutes of actually edited tape, they were saying it could take
17 anywhere from four hours of shooting to possibly a day of
18 shooting.

19 There are various factors that might influence that
20 one, that is whether or not we use a professional actor or
21 whether or not we use simply members of the board of directors
22 or somebody from the corporation, various different things

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1 obviously impact on.

2 They were also basing that on the fact that we would
3 get all editing of the video tape. We would get all development
4 of the tape. We would get all supplies for the tape. We would
5 get use of the studio if we had to do that or if we prefer to
6 have the tape shot in another location, we would get that other
7 location.

8 CHAIRMAN UDDO: So, this does not include studio time?

9 MR. MOSES: No, it does include studio time if we want
10 to use the studio. In fact, the studio time was a little less
11 expensive than if the companies had to come out and set up in
12 another location.

13 CHAIRMAN UDDO: So, they think they can shoot for a
14 day and edited it down to a one hour video for less than thirty-
15 five hundred dollars.

16 MR. MOSES: Several of the companies that I called and
17 granted, I just called very randomly, so I did not even have
18 anyone who suggested a particular company; we just randomly
19 called. Several of them even thought that they could shoot in
20 the morning and complete the editing process in the afternoon as
21 long as it was not anything particularly difficult.

22 We also asked about the use of visuals. We felt that

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1 there might be some instances in the tape when we might want
2 visuals, so that it would not simply be a talking head tape and
3 so that the use of visuals and dubbing in over them, dubbing a
4 voice over a visual is also included in this.

5 Now, the one thing that I might add: I read the
6 minutes of the San Diego board meeting and at that board
7 meeting, there was some discussion possibly of the use of
8 interactive video tape. This is not an interactive video tape.
9 This is what they would call a talking head tape. It would be
10 some person talking to the camera trying to educate those people
11 who are listening to the tape.

12 If this committee were to consider doing an
13 interactive video tape, I personally do not think it would be a
14 good option because quite frankly, in order to use an
15 interactive video tape, you need to have specific interactive
16 video equipment to use it on.

17 CHAIRMAN UDDO: I think that it is too expensive and
18 to cumbersome.

19 MS. SWAFFORD: It takes an extremely skilled person to
20 carry that out.

21 CHAIRMAN UDDO: Ideally it would be great, but I think
22 it is more than we should shoot for.

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1 MR. MOSES: At that point, the tape would cost itself,
2 just the production of such a tape would be probably thirty-five
3 to forty thousand dollars and then you would have to worry about
4 video equipment on top of that.

5 CHAIRMAN UDDO: How about the duplication cost, a
6 little over eight dollars a tape, is that what they are saying?

7 MR. MOSES: That is running a little high actually.

8 CHAIRMAN UDDO: What does that include, purchase of
9 the blank cassette and the dubbing?

10 MR. MOSES: Exactly.

11 CHAIRMAN UDDO: Who does it, the same studio who said
12 they would reproduce these for eight bucks a piece?

13 MR. MOSES: Well, no, we have previously gotten
14 estimates -- I think each of you have seen or most of you have
15 seen the video tape that we had reproduced for the Task Force to
16 see -- when we were doing that reproduction, we called around
17 for series of different reproduction centers and, of course, the
18 higher the volume that you reproduce, the lower the price
19 becomes.

20 The lowest price we actually had gotten at that time
21 was \$6.25. We put in a little higher price just in case we had
22 some delivery problems or so distribution problems, but I think

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1 those prices are certainly in line with the estimates that we
2 have been given.

3 CHAIRMAN UDDO: It says duplication and distribution,
4 do you mean the actual mailing of these things?

5 MR. MOSES: The mailing. What we had done -- I would
6 hope, quite frankly, that the distribution -- when we did this
7 budget, we were assuming that the distribution of the textual
8 materials and the distribution of the tape could be done at one
9 time. Hopefully in that way, we would only have to do 324
10 mailings.

11 Now, it appears to me from today's meeting that there
12 might be some interest to mail each of the text separately as
13 oppose to the local program. If that is the case, I will have
14 to obviously go back, we will go back after this meeting today
15 to look at the distribution cost again. That would increase the
16 distribution cost.

17 CHAIRMAN UDDO: Well, I think -- you mean, as oppose
18 to one packet to each --

19 MR. MOSES: Exactly. What the distribution cost were
20 based on was basically one box. We were going to try to do UPS
21 to each grantee. If, however, we would like to have one
22 separate mailing to each board member of each grantee, we can go

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1 back and re-figure those distribution costs.

2 I would suspect that something the size of about fifty
3 to a hundred pages if we were to send it regular mail would cost
4 somewhere between a dollar fifty and two dollars per package.

5 CHAIRMAN UDDO: So, that would be about fifty percent
6 more than what you budgeted it for?

7 MR. MOSES: Probably it would be. There would be
8 6,350 separate distributions as oppose to 324, but, again, I
9 might add, that would still not mean that there was an
10 extraordinary amount of money being spent on this. I think it
11 would still be possible for us to come with a budget probably
12 under \$30,000 which were the high estimates.

13 CHAIRMAN UDDO: The \$30,000 estimate assumes
14 production outside of the corporation, the preproduction, I
15 mean?

16 MR. MOSES: No, the \$30,000 --

17 CHAIRMAN UDDO: What is the second page when it says,
18 "excluding absorbed administrative costs?"

19 MR. MOSES: Exactly.

20 CHAIRMAN UDDO: In other words, that is what needs to
21 be budgeted --

22 MR. MOSES: Right, exactly, and we get it if you

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1 arrange there. There might be some vagaries and, obviously, we
2 wanted to show you the worse case scenario which we think would
3 be the \$30,000.

4 CHAIRMAN UDDO: Are there any questions from the
5 members and any members of the Task Force?

6 MS. MILLER: You are not getting ready to sum this up,
7 are you?

8 CHAIRMAN UDDO: Oh, no. We are going to take public
9 comment.

10 MS. MILLER: Okay. Maybe I should save this for after
11 the public comment.

12 CHAIRMAN UDDO: Whatever you prefer. Hortencia?

13 MS. BENAVIDEZ: Not at this moment.

14 CHAIRMAN UDDO: Ms. Swafford?

15 MS. SWAFFORD: I have nothing.

16 CHAIRMAN UDDO: Not a member of the Task Force, but
17 Mr. Hall. Do you have anything?

18 MR. HALL: I would like to hear some of the client
19 board member's feelings on having attendance mandated if you are
20 going to have the training mandated.

21 If you are worried about whether or not the client
22 board members will get noticed and be there and so forth if you

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1 require them to be and put that burden on the executive
2 director, I think you would get them there. You would be sure
3 to have them there. I do not know if that is --

4 CHAIRMAN UDDO: That is a valid question, but what you
5 think about that, Lorain, requiring board members to attend
6 training sessions? In other words, if we are going to require
7 that they training sessions, that I guess might be -- of course,
8 we have not really gotten into controlling the specifics of each
9 board member's qualifications for being on the board to the
10 extent that we would want to decide among all six thousand board
11 members if six hundred of them failed to attend, do something
12 about it.

13 I think that the point is that the executive director
14 ought to be absolved of the responsibility for getting a client
15 board member's signature showing that the training took place if
16 the client board member does not come to the training.

17 MR. HALL: Or at least a percentage of them.

18 MS. BENAVIDEZ: Also give them plenty of notice, not
19 at the last minute.

20 CHAIRMAN UDDO: No, I understand. I think that that
21 has got to be fairly clearly spelled out that the intent of this
22 is to make the training available, to make it freely available

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1 to do it under circumstances that occur just a maximum
2 participation of the client board members and, again, I am not
3 saying this because I do not have any independent knowledge of
4 it, but I sense that the client members of this Task Force are
5 very concerned that somewhere, under some circumstances some
6 executive director is going to hold the training at three in the
7 morning and say nobody showed up.

8 I mean, I am just stating what I think our client
9 board members have some concern about, so I think it has got to
10 be obvious that this thing is being done to maximize the
11 information getting to the client board members, and I think Mr.
12 Hall's point is a good one.

13 If we are going to put that burden on the executive
14 director, we ought to have a reciprocal obligation on the part
15 of the board member to be as cooperative as possible, to attend
16 the training session and to cooperate with the attempts of
17 training.

18 MR. HALL: That is not exactly my point. I think if
19 the client board members want this training and they have
20 questions and they want to know, I think they will be more than
21 willing to attend. I think the ones that want to come just want
22 to be sure the executive director to give this high priority.

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1 I think if you put a mandate on them to do it, I think
2 they will put a high priority on it and be sure to make it
3 available and let the client members know about it timely and
4 well ahead of time. That was my concern. I think the client
5 board members will certainly -- they are the ones --

6 MS. MILLER: I do not think that will be the problem.

7 MR. HALL: I am not trying to force them to come. I
8 think they will be there --

9 MS. MILLER: I think they will be more than happy.

10 MR. HALL: Sure, if they get the proper notice and
11 that is what I want to be sure that they get.

12 MS. MILLER: They will be happy to know that there is
13 a national meeting in their state and they do not know about it.
14 So I am sure they would be happy to go.

15 CHAIRMAN UDDO: You mean our meetings when we are in a
16 different state?

17 MS. MILLER: In a different state. A lot of members
18 wished they had of known.

19 CHAIRMAN UDDO: How often is that newsletter going to
20 go out?

21 MS. BOZELL: It is supposed to go out once every two
22 months now.

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1 CHAIRMAN UDDO: So we would really have to start
2 setting up our meeting schedule and sticking to it for a change
3 to really give people notice.

4 MS. MILLER: And not reschedule it.

5 CHAIRMAN UDDO: I mean that has been a real problem
6 over the past year, year and a half. We do not stick by our
7 schedule, meeting dates, and it is difficult to get the word
8 out, but other than newsletter and trying to set up meeting
9 schedules in advance and sticking to them, I do not know what
10 else we can do, unless you have some other suggestion.

11 I think, and I know what your concern is, I was going
12 to say, you would assume that the programs in the state would
13 let the board members know that the LSC Board is going to be
14 meeting in there area, but I guess that is your concern, is it,
15 maybe it is not.

16 MS. MILLER: That was one of the major concerns.

17 CHAIRMAN UDDO: Maybe we have to just give a little
18 more thought to that, see if a newsletter is going to be
19 sufficient to do that and if it is not working out, you know, I
20 do not know, maybe a special mailing to the board members in the
21 state where we are going to be meeting.

22 MS. MILLER: We should know the first two months,

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1 right?

2 CHAIRMAN UDDO: After the first -- well, I think it is
3 going to take about two newsletters before you know whether it
4 is really working, my opinion. The first one, people may not
5 realize what it is. They may not pay close enough attention to
6 it, but once they see something coming regularly and they start
7 paying attention to it, I think then we will know whether it is
8 getting the word out and getting the message out.

9 Of course, as of right now, maybe that is just
10 something we have to talk about tomorrow. We do not have a
11 meeting scheduled. We should have one because if there is a
12 newsletter going out, it would be nice to be able to publish it,
13 but we do not have any meetings scheduled that I know of beyond
14 this one, do we?

15 MS. BOZELL: That needs to be addressed tomorrow.

16 CHAIRMAN UDDO: Yes, so maybe we can help by trying to
17 pick, even if it is only two months in advance, a meeting
18 schedule that can go out with the newsletter that I think is
19 scheduled -- the first one is scheduled to go out fairly soon,
20 isn't it?

21 MS. BOZELL: Yes, next week it is supposed to be
22 printed.

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1 CHAIRMAN UDDO: Okay.

2 MS. MILLER: Mr. Uddo, everything was nice. It was
3 good that the Task Force did get together and discuss these
4 things, but my major problem has not yet been solved and that
5 is, we do not have none of the clients in the field input into
6 this, so we do not know what their thinkings are and their
7 concerns are.

8 CHAIRMAN UDDO: I am going to open it up for public
9 comments.

10 MS. MILLER: We do not have any of their ideas or
11 concerns.

12 CHAIRMAN UDDO: Let me say two things about that,
13 Lorain. First of all, my assumption from our meeting on the
14 ninth and from talking to you in San Diego when this first came
15 up is that client board members were in touch with you more
16 intensively and expressing their concerns through you, so I am
17 assuming that most, if not all of what you have told us has been
18 the concerns of the client board members and I think you have
19 done a very good job of persuading this board that there are
20 concerns that need to be addressed.

21 I think in our meeting on the ninth, you were both
22 very direct about what your concerns were and, again, I think

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1 you were very clear that they were coming from client board
2 members in addition to your own experience.

3 Secondly, we are going to take public comment for
4 those people who are here and then, thirdly, whatever action we
5 take, almost necessarily is a pile of project that is going to
6 be subject to changes. We are going to get started on this
7 project.

8 We are going to propose budgeting some money for it.
9 I think we should propose that the Task Force stay in existence
10 and each one of these stages comes back to us. I think this
11 Task Force ought to review what is going to go into the video
12 tape and what is going to go into the manual so that we are
13 involved in the whole process and somebody is aware so that we
14 do not end up with a video tape six months from now that we look
15 at and we say, "That is not going to do it."

16 So, I think that it is a project where there is going
17 to continue to be the opportunity for modifications because I
18 see it as a pilot project and not something that is written in
19 stone that cannot be modified as we go along.

20 MS. BOZELL: Everything that we have perceived from
21 clients has been incorporated. We have not received very
22 specific information from clients who have written in as you

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1 have requested to, but by and large, the feedback we have gotten
2 asks for us to cover exactly what we are covering, what is in
3 the proposal, in the text, if that helps, the responsibilities,
4 the rights of the board members, the reps, the Robert's Rules of
5 Order, all of that has been spoken about.

6 MS. MILLER: Okay, Mr. Moses, do you remember anything
7 that was written to the corporation in reference to like what
8 Maureen is talking about from a couple of regions. I know
9 Region Six sent in a nice several pages of ideas. I do not know
10 if you got the chance to read them, but I think Mary Higgins
11 did.

12 MR. MOSES: Well, I know at various different times,
13 we have been communicating with client groups throughout the
14 country.

15 MS. MILLER: In fact, there should have been at least
16 four, maybe five, I am not sure that there were five.

17 MS. BOZELL: We got one from Ms. Barnes. Is that what
18 you are talking about?

19 MS. MILLER: Ms. Barnes --

20 MS. BOZELL: From Region Six.

21 MS. MILLER: Region Six, one from Region Seven.

22 MS. BOZELL: What we received a lot of times, Ms.

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1 Miller, was an agenda of how a meeting should be held, but not
2 specific topics that should be items for training. In other
3 words, there was talk of having -- they would have specific days
4 agenda set out, but the topics were very much the ones that we
5 are talking about.

6 MS. MILLER: This is what we tried to give you on the
7 ninth was the ideas of the training, wasn't it?

8 MS. BOZELL: Yes, ma'am and that is what we have in
9 there.

10 CHAIRMAN UDDO: At least, that is what I believe we
11 have.

12 MS. BOZELL: The paper that you gave to us was almost
13 identical to what we had there already. Remember, I went
14 through and showed that and I can show you again, if you would
15 like.

16 MS. MILLER: No, you do not have to show me again. I
17 know what we had.

18 MS. BOZELL: It really is identical.

19 CHAIRMAN UDDO: Is there something specific that you
20 think has been omitted, that we have not covered or we have not
21 addressed in this proposal in our discussion so far today?

22 MS. MILLER: No.

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1 CHAIRMAN UDDO: Do you have any other --

2 MS. MILLER: Not at this time.

3 CHAIRMAN UDDO: Okay. Hortencia?

4 MS. BENAVIDEZ: No.

5 CHAIRMAN UDDO: Mr. Hall?

6 MR. HALL: No.

7 CHAIRMAN UDDO: Then, we will open it to public
8 comment if we can rearrange the table there. Are there anyone
9 from the public who wants to address this issue? Yes, ma'am,
10 would you come up to the table and just state your name and
11 address for the record and if you are a board member or
12 affiliated with the program, we would like to have that on the
13 record, too.

14

15 PUBLIC COMMENT BY MS. GLADYS BARNES

16 MS. BARNES: Thank you. My name is Gladys Barnes. I
17 am from Gadsden, Alabama. My program is the Legal Service
18 Corporation of Alabama based in Montgomery, Alabama of whom
19 Winston Durant is the director.

20 I am here specifically today in the interest of
21 clients. My region, of course, is the southeastern region where
22 I have served in the position as chairperson for nearing the end

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1 of three two-year terms. My role is to act as the spokesperson
2 for clients and this is why I have come to Washington today.

3 I regret now that I was not in San Diego, but as you
4 know, the region does not have much money. We have to count our
5 pennies. I came up here today by Greyhound, so I am kind of
6 tired. I have been riding since yesterday about 4:00, but --

7 CHAIRMAN UDDO: We appreciate you coming.

8 MS. BARNES: We felt that this was a high priority and
9 I said, I have been sitting and I have been listening to what
10 has been discussed and trying to think how best I would address
11 this committee. I applaud the idea that at last somebody is
12 trying to take a look at the clients, not only client board
13 members, but clients in general need training if they are going
14 to become self-sufficient.

15 I think in order that there will be no surprises when
16 I am called on to address the board tomorrow or Friday, whenever
17 this comes up, and you may say, "Well, you addressed the Task
18 Force Committee; she did not tell us these things."

19 I think I will just share with you what I plan to
20 share on that date and I have been assured that I will be
21 permitted to speak.

22 CHAIRMAN UDDO: You will.

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1 MS. BARNES: Please allow me to go back to 1987 when
2 our region developed a work plan that when, if permitted, would
3 find clients prepared with knowledgeable skills that would bring
4 about self-sufficiency and allow them to take a visible place in
5 society, that of training clients to become self-sufficient and
6 be able to fight some of their own battles.

7 The Region Six client's counsel with technical
8 assistance of a project director who has shown much sensitivity
9 to the needs of developing a training plan for clients that will
10 serve as an enhancement and a motivation through empowerment
11 that comes from region self-sufficiency through training skills.

12 The funding proposal was submitted to the LSC Board
13 through our client board member, Ms. Lorain Miller. In
14 November, 1987, I was invited to Philadelphia to meet the board
15 and to present the proposal to its whole board.

16 The proposal seemed to have gone very well and it
17 seemed surely only positive and progressive things could happen.
18 However, in early Spring, 1988, I was notified that no monies
19 were on hand available for such a training proposal, but should,
20 at a later time, monies become available, the proposal would
21 again be looked at.

22 Imagine our joy and thanksgiving when during the

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1 banquet of our regional conference, which was held in Raleigh
2 and hosted by North Carolina Legal Service Programs and the
3 North Carolina Client Counsels, when the LSC staff person
4 visiting us announced that a very early date clients
5 representing each of the LSC regions would be invited to come to
6 Washington as guest of the corporation to meet with LSC staff,
7 LSC board members to put in place the initial work of
8 formulating a plan of client training needs.

9 Right away, our board elected its representatives to
10 attend. Since then, I have worked closely with Ms. Miller in
11 furnishing region six work plan to LSC for review, developing a
12 tentative agenda from a meeting of clients of all ethnic
13 backgrounds coming together to express needs in their part of
14 the country and to share input with staff and board members.

15 From this initial meeting, clients along with Ms.
16 Benavidez and Ms. Miller had hoped that a cooperative effort
17 utilizing the expertise of staff to serve as technical advisors
18 would be able to sit down and listen and having listened, work
19 together after hearing the various comments, concerns, look at
20 the resources available for possible implementation and present
21 an overview of the meeting to the board at a later date,
22 complete with work plan, timetables, and etc., all working

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1 together to accomplish a common goal.

2 Now, for the frustrations. The appointment of a Task
3 Force to study the needs of client training with no at large
4 clients from the field regions is a real slap in the face to
5 those clients who are about the business of trying to be visible
6 in their community, trying to upgrade the potential of clients,
7 to learn through training those skills that bring about self-
8 sufficiency that they may be true advocates of the force.

9 It seems that we have not progressed from the old
10 days. Everyone but clients have the input into a planning
11 process for clients, but those clients who work in the field day
12 by day often wearing many different hats of their community
13 involvement, but at the same time, effectively serving as one of
14 LSC's most vocal lobbying groups and who have first-hand
15 knowledge of the needs of the people in his or her community.

16 I have spent many telephone calls as well as written
17 memos to Ms. Miller that clients may have a plan to present when
18 we were called to come to Washington in our efforts to bring
19 together all aspects of a pre-planning process for a training
20 package, but it seems that we have a Task Force with one of its
21 players missing, the clients in the field.

22 Do not think for a minute that we are not appreciative

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1 of the participation of Ms. Benavidez and Ms. Miller, but at the
2 same time, clients strongly feel that this Task Force cannot
3 effectively and truly produce a worthwhile and lasting packet
4 without the involvement of at large clients as participants.

5 How in the world, even by the most vague standards,
6 can this be carried out with any kind of measurable
7 effectiveness when no clients on the LSC regions are serving as
8 members of this team, this team that is to set policy and have
9 input into the planning process.

10 The answer, of course, could be summarized by saying
11 that if process that takes place with one spectrum of the
12 players, the client, absent is bound only to failure, is doomed
13 only to failure. In fact, we wonder what is the need of a Task
14 Force when the groundwork has already been done for training
15 meeting or training proposal.

16 Again, clients are really frustrated with so-called
17 client involvement and participation when, in effect, client
18 involvement and participation, as we now see it, so many times
19 mean client involvement after the fact.

20 Clients are fully aware that all need to work
21 together, share ideas, and collaborate efforts in order to
22 produce any sort of training packet proposal. The only thing

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1 clients are asking is that they be allowed to come to Washington
2 or elsewhere for a brainstorming session along with LSC staff
3 and its board members.

4 Clients readily welcome and invite your review and
5 comments on any drafted training proposal prior to the time it
6 is presented for your approval. All we are asking is to be
7 privileged to share ideas during the planning process, not after
8 its adoption.

9 In closing, I appeal to each of you to conscientiously
10 consider the points I have stressed. I truly believe that each
11 of you who are members of the LSC board, and I might add of the
12 Task Force, are sensitive to the progressive growth of clients
13 especially when it comes to what is best that will serve the
14 client community and motivation and enhancement in a truly self-
15 sufficient manner.

16 CHAIRMAN UDDO: Ms. Barnes, let me say a couple of
17 things. One is we do believe the clients are represented here
18 from our two client board members, so I do not think it is a
19 fair criticism to say that clients are not involved in the
20 process of what this Task Force has been trying to do.

21 As you said, you have extensive discussions and
22 communications with Ms. Miller and I can assure you, she has

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1 brought them to the Task Force very forcefully, very
2 articulately and she has done a very good job, I think, of
3 representing your particular concerns and I think clients
4 generally.

5 I can tell you the same thing for Ms. Benavidez. I
6 mean, I think she has done an extremely vigorous job. On the
7 ninth, both Ms. Miller and Ms. Benavidez were very direct about
8 what their concerns were and what their desires were for client
9 board member training. So, I would take issue with the
10 statement that we do not have clients involved. I think we do.

11 MS. BARNES: Well, surely you have those two clients,
12 but those two clients are unable, due to their physical
13 locations and their time to know all the aspects that involve a
14 client community and we just feel like that -- well, I know for
15 a fact, I do not have to beat around the bush -- region six has
16 been one of the most strongest client groups that have held
17 together through the time and we feel real, real bad that, okay,
18 surely Ms. Miller, Ms. Benavidez and I are on a good wave
19 length, but I cannot sit here and express what is good for
20 somebody in California. I cannot do that.

21 That is not my role. My role is what is best -- I can
22 speak for the people in my region, those persons who have

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1 elected me to be their spokesperson, but there is no way in the
2 world I can know what is going on in Colorado, on the first hand
3 basis to stand here and tell you that this should be included,
4 that should be included.

5 Those people need the right to come together and let
6 you know from their own self -- they do not have to have
7 anything written down. I just try to do things sometimes, so
8 maybe it is a little orderly to present to a big board, but we
9 do not need anything written down to tell you what is on their
10 mind in what we find in the community. That is all.

11 I tried to really express that we appreciate our
12 client board members, but at the same time, if you are going to
13 have total client involvement, we feel that you must bring in--
14 we did not say bring in everybody from the region -- I do not
15 say bring in Gladys Barnes, but bring in those people who have a
16 track record of trying to do something for clients, of being on
17 the way of trying to promote legal services, trying to do what
18 is fair and right to the client community. That is all I am
19 saying.

20 CHAIRMAN UDDO: No, I am not suggesting that you said
21 you did not appreciate our efforts and I think you did go out of
22 your way to say that and I appreciate your expressing that

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1 sentiment, but let me just respond by saying that just like you
2 have been able to communicate effectively with Ms. Miller and
3 Ms. Benavidez, I think client members in California or in
4 Colorado or any of the places that you choose to mention can
5 also communicate Ms. Miller and Ms. Benavidez.

6 Ms. Miller has a legal services corporation long
7 distance credit card that anybody who writes her a note and
8 says, "Please call me," because they do not want to pay the bill
9 and I do not blame them for not wanting to pay the bill, "Please
10 call me to discuss this," she can call.

11 At the expense of the corporation, she can discuss
12 these things, so I just want -- I want to make it clear that the
13 client community ought to feel good bad about Ms. Miller and Ms.
14 Benavidez. I mean, I think they are very open people with the
15 client community. I think they are trying to do everything they
16 can to bring those concerns here.

17 One other thing I wanted to mention. You referred to
18 client board member training and client training. This Task
19 Force, at my motion in San Diego, who was not concerned with the
20 question of general client training, only with client board
21 member training, because that was the issue that came up most
22 consistently as a need of some sort of remediation, something

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1 had to be done about the fact that client board members did not
2 feel that they were well enough informed, trained, equipped to
3 take on the responsibilities that were being handed to them, so
4 our mandate was limited to training client board members.

5 The question of training clients at large is a very
6 different question. I think you know it is a sensitive and a
7 controversial question and I think you can thank the National
8 Client;s Council for that. I think the National Client's
9 Council did great damage to the idea of broad-based general
10 client training.

11 That problem continues on today, so we are addressing
12 the question of client training at this Task Force, only client
13 board member training.

14 MS. BARNES: I appreciate that and I am also going to
15 say that whatever happened with the National Client's Council,
16 we are now living today. We cannot afford to go back to ten or
17 twelve years ago and say, "This one did that and that one did
18 that."

19 We have clients out here -- sure we have client board
20 members. Some of them do not even hardly know how to pick up a
21 pencil and like you say, or when to vote, right? They have the
22 right to vote, but they are just there because they make up that

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1 client involvement we are talking about, but we have -- if we
2 are going to be advocates, it is no point in clients working for
3 years and years and years of trying to promote something and did
4 the very time they try to become self-sufficient where they can
5 be advocates, where they can be not only the help to the legal
6 services community, but to their own self.

7 Then, you know, you say, "Well, we are going back and
8 look at what happened ten years ago, you do not need no
9 training. Those of you who did get it then, what have you done
10 with it." We as an enlightened society, we cannot afford to go
11 back to those things. That means that we have not progressed.

12 CHAIRMAN UDDO: I understand what you are saying, but
13 institutions are effected by those kinds of things and it is not
14 ten years ago. I mean, the presiding officer's decision was
15 January 16, 1985. It was only three years ago that the
16 corporation was, in a sense, vindicated in their action into
17 funding the National Client's Council.

18 So, all I am saying to you is that that is not
19 something that was before this Task Force and I do not think it
20 is something that is going to get before this board at any time
21 soon. I think we are taking it one step at a time and I think
22 client board members are the thing that we have been addressing

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1 and that has a high likelihood of getting some money and some
2 practical solutions to the concerns of client programs.

3 MS. BARNES: Well, even with that, we still need other
4 client's involvement other than our two client board members.

5 CHAIRMAN UDDO: I understand.

6 MS. MILLER: Mr. Uddo, I also agree with Ms. Barnes.
7 Geographic areas are different which you already know. My area
8 is much different from yours and this is why I asked for a
9 gathering of the five regions and I was given ten people; I
10 could have ten people.

11 I did not want that taken away, even with the packet
12 that was set up on the ninth. I still wanted the ten people to
13 get together if that was all we could have. Sure, we would like
14 to have more people. The more people involved, the better
15 concerns that we would come up with to give to the board and
16 say, "Can we have this?", but we cannot you information of what
17 we want before we get together and we are refused getting
18 together now.

19 What Ms. Barnes is talking about we were promised, we
20 could get ten people and this is --

21 CHAIRMAN UDDO: I am not familiar with that. At our
22 meeting on the ninth, the question of a conference came up and I

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1 think that no votes were taken, but the sense of the people who
2 were there was that that might not be necessary in light of the
3 other proposals we were going to make.

4 I do not know the ten person gathering; I was not
5 involved with that.

6 MS. MILLER: That was what brought us to Task Force,
7 me asking for people, clients, to get together from all five
8 regions, then someone came up with the idea of a Task Force.
9 Before the Task Force, we had no Task Force in mind. What we
10 had in mind was for clients to come together as a group, have a
11 two-day conference or whatever you want to call it, a meeting,
12 or whatever.

13 This is what we asked for in the beginning and we got
14 into everything but. Then, like I said in the beginning, we
15 appreciate the Task Force, we appreciate what you have given us,
16 but we still are not getting what we asked for.

17 CHAIRMAN UDDO: Well, let me just say, we are not
18 giving anything. I mean, this is something that you are
19 entitled to, it is something that you have advocated very
20 effectively and I think that the Task Force's proposal as it
21 stands right now is thanks to you and Ms. Benavidez.

22 So, I do not think you should view it as we are giving

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1 you anything. You have done a good job of convincing me and I
2 think ultimately the other people on the Task Force that at
3 least what is on the table is justified and necessary. If you
4 wanted to amend the staff report to include a conference, you
5 are certainly entitled to do that.

6 MS. MILLER: I certainly would like to do that then.

7 CHAIRMAN UDDO: Why don't we wait until we start
8 taking motions on what it is we are going to do and if you want
9 to amend the proposal, we will take a vote on it. I will tell
10 you now as I told you on the ninth, personally I am not
11 sympathetic to a conference because I do not know what it will
12 add to what is already being proposed.

13 I think what is being proposed strikes me as something
14 very effective for training client board members, but I will
15 certainly consider it if you make the motion. I am a little bit
16 afraid we are going to have a two-two tie if some of the Task
17 Force members do not show up.

18 MS. MILLER: Well, I make the motion that we add the
19 conference, if we want to call it a conference or a meeting,
20 whatever we want to call it --

21 CHAIRMAN UDDO: Why don't you do this. Why don't you
22 hold that until we finish public comment and then we will start

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1 taking motions on whether to accept -- I assume there will be a
2 motion to accept the staff report as a proposal to go to the
3 board and at that time, you can move to amend it with that.

4 MS. MILLER: Okay.

5 CHAIRMAN UDDO: Thank you, Ms. Barnes, I appreciate it
6 very much.

7 MS. BARNES. Thank you, I appreciate that.

8 CHAIRMAN UDDO: Any other public comment?

9 MS. BENAVIDEZ: I would like to ask a question to Ms.
10 Barnes.

11 CHAIRMAN UDDO: Ms. Barnes, just a second. Ms.
12 Benavidez has a question for you.

13 MS. BENAVIDEZ: Ms. Barnes, how do you feel about what
14 we have proposed, what the Task Force is trying to do?

15 MS. BARNES: Well, I think it is a wonderful
16 beginning. I like it, but I still insist that there should be
17 some clients input from around the region, rather, other than
18 and additionally to the two client board members.

19 I think it is a wonderful start.

20 MS. SWAFFORD: Let me just ask a question. Would you
21 think that if that would be appropriate? You take, there are
22 nine other members on this board and certainly, every state in

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1 the union is far from represented.

2 So by the same reasoning, there, would we say, "Well,
3 look, I am just one Tennessee; I need to have a group like ten
4 around the country and I have been asked to meetings." Would
5 that be the same reasoning followed there?

6 MS. BARNES: No, I think that clients play a most high
7 priority in anything that has happened within the legal service
8 program and I think that inasmuch we are dealing with different
9 conditions, different environments, different backgrounds, that
10 it is only fair, it is the human thing to have clients.

11 You notice, I did not say bring in a whole world of
12 clients. I just said bring in a client, at least one client
13 from each of those regions.

14 MS. SWAFFORD: I would go any further. I think
15 clients are what we are all about. I mean, we are not here for
16 lawyers, we are here for clients.

17 MS. BARNES: Well, you said it.

18 MS. SWAFFORD: I mean, it is just like school. They
19 are here not for teachers, they are here for students.

20 MS. BARNES: It is nice you have a voice in the
21 planning process, not after the fact.

22 MS. SWAFFORD: But you see, a board member ought to

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1 have some concern about clients.

2 MS. BARNES: I realize that.

3 MS. SWAFFORD: I mean, you know I am concerned about
4 clients, especially --

5 MS. BARNES: You will not find anyone more sensitive
6 to what a client board member or any board member should have
7 regarding clients than I am, but still, I must go back to my
8 earlier point, that we need actual client involvement.

9 If we are going to put together something that we are
10 going to be using from time on, certainly we should have that
11 fact.

12 MS. SWAFFORD: Well, I will tell you, I thought this
13 was a good report. I was prepared to --

14 MS. BARNES: Sure, it is a good report.

15 MS. SWAFFORD: You know, no one has lobbied me for it
16 or against it. I just read in the mail and I started talking
17 about this when I came on this board, that we needed training
18 for board members, no matter if all of them were lawyers.

19 They would benefit by board training, but there is a
20 distinction between board training, how to be a good board
21 member of anything or how to just have client training. I think
22 there is a big distinction there.

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1 MS. BARNES: There is a distinction. Most of us sit
2 on a number of boards. I know that I am not the only client,
3 even in my region, who sits -- many of them sit on many more
4 boards than I do and I realize the responsibility of being a
5 board member, so whatever part of society you are serving, I
6 thoroughly realize that.

7 MS. SWAFFORD: I hope we do not cloud this up because
8 I -- I mean, I have been irritated because we have drugged
9 along, and drugged along. I have finally given up on it.

10 MS. BARNES: Well, if you have good client board
11 training, you will have good clients. One is interwoven with
12 the other, but I do not think that we can -- I would really be
13 upset if I had to get back on that Greyhound for that long, long
14 ride to think I came all the way up here and whatever I said, I
15 did not feel it adequate to this committee. So, just look at
16 what I said.

17 CHAIRMAN UDDO: I think you have convinced the
18 committee that client board member training, which is one of the
19 things you spoke about, needs to be addressed and I think that
20 is what this Task Force is going to do. I cannot tell you what
21 is going to happen.

22 What I can tell you on client training, that is not

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1 even within the purview of this Task Force --

2 MS. BARNES: Well, if that is not in the purview of
3 it, it still could be in the purview of this Task Force to have
4 clients to be a member of this team that is going to set policy
5 for client board training.

6 CHAIRMAN UDDO: Let me ask you a question, Ms. Barnes.
7 What if instead of bringing ten people to Washington, we sent
8 our two board members out to each region over the next several
9 months to talk to as big a group of clients as could be gathered
10 in one place? Would that be satisfactory?

11 MS. BARNES: That would be certainly better than what
12 it is now.

13 CHAIRMAN UDDO: So, that would be a possible
14 alternative. Instead of just trying to pick ten people to send
15 to Washington, we could --

16 MS. BARNES: The persons who were going to be picked
17 were picked by the regions themselves.

18 CHAIRMAN UDDO: I understand, but if you want maximum
19 client participation, it would seem that sending people from the
20 board to the regions where instead of meeting with two people,
21 it might meet with twenty clients or two hundred clients --

22 MS. BARNES: That would certainly be better than what

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1 we have now. I would feel better.

2 CHAIRMAN UDDO: That may be something that could be
3 done as a coordination of our meetings over the next few months,
4 make sure that we have a meeting at least in each region and
5 arrange, in conjunction with those meetings, an opportunity for
6 our client board members and any other board members who want
7 to, to meet with clients in that region and explain to them what
8 we are undertaking with client board member training and here is
9 some feedback from them because, as I say, beating a pilot
10 project, I think it is subject to continual revision and
11 modification.

12 So, we might be able to kill two birds with one stone
13 by having our meetings, board meetings in the different regions,
14 the five different regions over the next five months and
15 coordinate that with some invitation to clients to come in and
16 hold an additional -- you know, come in on Wednesday night and
17 spend Thursday morning with clients, Thursday afternoon with
18 committee meetings, and Friday with board meetings, something
19 like that.

20 Maybe it would have to be on Saturday if it is more
21 convenient for clients, but the point is, that I think then you
22 might get the maximum number of clients in direct contact with

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1 members of the board rather than bringing ten people to
2 Washington one time which I can tell you, I do not support
3 because I do not think it will produce anything more useful than
4 what we have already proposed.

5 MS. BARNES: Well, whatever is going to be done, in my
6 opinion, needs to be done before it is really set in stone
7 because I have found out to try to go back and amend something
8 that is already on the books, is not the most easiest task in
9 the world.

10 CHAIRMAN UDDO: Let me ask you your personal opinion.
11 Do you see anything in this proposal that would not seem to be
12 useful to client board member training?

13 MS. BARNES: No, I do not.

14 CHAIRMAN UDDO: Alright. At least the proposal, as
15 you see it, is not a bad proposal at this point --

16 MS. BARNES: No.

17 CHAIRMAN UDDO: It could maybe be expanded. It could
18 do some other things, but you do not see it as doing anything or
19 wrong or bad at this point?

20 MS. BARNES: No, I really do not. As I said, I think
21 it is a wonderful beginning. I think it is just a little
22 overdue coming.

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1 CHAIRMAN UDDO: Well, I agree with you on that. I
2 agree with Ms. Swafford. She raised it earlier on. Her client
3 board members raised it earlier on and, frankly, it got bounced
4 around for far too long and I think San Diego really brought it
5 to a head and I agree with you, it is overdue.

6 MS. MILLER: Professor Uddo?

7 CHAIRMAN UDDO: Yes?

8 MS. MILLER: You just made a good point. You came up
9 with an entirely different idea of how to do it. This is what I
10 meant, different geographical areas have different concerns,
11 different ways of doing things.

12 CHAIRMAN UDDO: I do not see any reason why we cannot
13 coordinate with our board meetings with clients in each region.
14 I mean, we can meet in each region over the next months.

15 MS. MILLER: But you do not go for bringing them
16 together in one place?

17 CHAIRMAN UDDO: Personally, Lorain, I do not think
18 that is going to produce anything. I do not see with bringing
19 ten people to Washington is going to do that they have not been
20 able to do through you. Now, if we get a group of ten board
21 members in Los Angeles --

22 MS. MILLER: I think she elaborated on that when she

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1 spoke about it a while ago, because I talked to her on something
2 else, but just like Ms. Barnes and several of the people here
3 that might have called me or contacted me and I responded back
4 to them by calling them back, there are thousands that do not
5 know to do that.

6 CHAIRMAN UDDO: When we send out our notices if we are
7 going to meet in Los Angeles, in Kansas City, or wherever, if we
8 are going to do this in the future, then we are just going to
9 have to adopt a mechanism to make sure that there is adequate
10 notice to the client board member. We cannot inform the whole
11 client population.

12 MS. MILLER: I have had these people come to up to me
13 and tell me they tried to contact myself and Ms. Benavidez and
14 they cannot do it. If we happen to be in their state and have a
15 meeting there, they are able to talk to us.

16 CHAIRMAN UDDO: That is what I am saying. We are not
17 going to go to all fifty states, I do not think, but we can go
18 region by region. Our meetings have moved around, theoretically
19 for the purpose of being out in the field and there is no reason
20 that I can see because -- I mean, I can see a problem with a
21 large conference that would be expensive or a small conference
22 that I do not think would be productive, but if we are going to

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1 be meeting somewhere anyway, I do not see any reason why we
2 cannot coordinate that with an opportunity to meet with clients
3 and hear from clients. Maybe we should have been doing that all
4 along.

5 MS. MILLER: I did ask this four years ago.

6 CHAIRMAN UDDO: You did not ask me.

7 MS. MILLER: I asked the whole board.

8 CHAIRMAN UDDO: I do not remember it. It is a good
9 idea, though. You get credit for it.

10 MS. BENAVIDEZ: I think it is a wonderful idea.

11 CHAIRMAN UDDO: Well, maybe we will incorporate that
12 into our suggestion. I think it makes some sense and I think it
13 avoids the problem of trying to come up with a bunch of
14 additional money for a major conference or something like that.

15 I think we can get in touch with the clients when we
16 meet and we will just have to make sure that our meetings cover
17 each region over the next several months, whatever.

18 MS. MILLER: Okay, would you put that in a good
19 sentence.

20 CHAIRMAN UDDO: We will get into the proposal somehow,
21 whether it is into the main motion or we add it as a separate
22 proposal. Again, I am just suggesting that. This Task Force

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1 has to vote on whether or not they want to do that.

2 MS. MILLER: We have to vote on it, plus we have to
3 take it to the full board. I understand.

4 CHAIRMAN UDDO: And I do not know who, who else is on this
5 Task Force. I am the chairman of it and I do not even know.

6 MS. MILLER: Bob.

7 CHAIRMAN UDDO: Bob is on there. What about Mike? Is
8 Mike on it?

9 MS. BOZELL: He is ex officio.

10 CHAIRMAN UDDO: Ex officio? Does he vote?

11 MS. BOZELL: Not unless he has to break a tie.

12 CHAIRMAN UDDO: Okay, so we could vote. We have a
13 quorum. We can vote; you may end up with ties, but --

14 MS. BOZELL: You could appoint Mr. Hall to act as a
15 pro tem.

16 CHAIRMAN UDDO: How would you like to get stuck with
17 that?

18 MR. HALL: That is fine. I have a comment too if I
19 could take one moment.

20 CHAIRMAN UDDO: Go ahead.

21 MR. HALL: I think -- I do not know that you are going
22 to get a lot done having ten people come, not nearly as much as

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1 if you go out to a large group yourself.

2 I like that idea; I think it is a good idea, but I
3 think all of the board members and the client board members
4 should be aware that if that is the way we are going to do it,
5 that makes another three or four months and to me, getting this
6 information out and starting on it is kind of a high priority,
7 but it looks like that could be a delay if that is the way you
8 are going to do it. Do you see what I am saying?

9 CHAIRMAN UDDO: Let me just saying something. My
10 conception of it is that we would not delay this, that this
11 would start -- we would start producing the educational
12 materials and go out and see if there are other things of
13 interest to clients that we may want to consider in addition to
14 this.

15 I do not -- I think as Ms. Barnes said and I think as
16 Lorain said, Hortencia said, everybody said, this proposal is a
17 good proposal. There is no reason to hold it up. We can go on
18 and let these meetings take place and see if there are other
19 things that this Task Force can propose as we move along, but I
20 do not think your intention would be to stop the production of
21 these materials. We need to start on this stuff.

22 MS. MILLER: No, not at all. We want everything we

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1 can get.

2 MS. SWAFFORD: You know, let me just say, we really
3 think it is a good proposal. I was prepared to be for this as
4 is, but if we start cluttering it up with a lot of amendments
5 and recommendations, I just would not be a privy of it, because
6 I think then it just gets out of hand.

7 But I would be for it just as is because I think we
8 need to get started on this video. It takes some time to do
9 that.

10 CHAIRMAN UDDO: Would you be for that basic proposal
11 if there was also the additional recommendation to the board
12 that we try to meet as a board in all five regions over our next
13 five meetings and allow points to have a meeting with whoever
14 the board is interested in meeting with.

15 MS. SWAFFORD: Why I certainly am for that. I have
16 been for that all along and I thought that was what we were
17 doing. If it is not, correct me.

18 CHAIRMAN UDDO: Well, I think, as I said,
19 theoretically we said that we were going out to other places to
20 get in touch with the field. I think we have been in touch more
21 with people from the programs than with clients and maybe we
22 need to make a special effort to invite clients to some sort of

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1 meeting.

2 MS. SWAFFORD: I have no problem with that, that we do
3 try to meet in all five of the regions and that we have set
4 aside time that we precisely identify as clients.

5 It is a time for them to come in and share their
6 feelings with the entire board, anybody, and we would have an
7 opening forum and a time set aside, two hours maybe.

8 CHAIRMAN UDDO: I think that is good.

9 MR. HALL: I thought the idea was Ms. Miller and Ms.
10 Benavidez to go out to them because it is difficult for a large
11 group to come in.

12 MS. SWAFFORD: We did talk about that, that I would
13 think is unwieldy and that when they start going to these
14 meetings, I just think it is going to be unwieldy.

15 MR. HALL: The burden is on --

16 MS. SWAFFORD: I am named to do it. At the same time,
17 I would be for the former, because I think that the board ought
18 to do that. I have always thought we should meet in other
19 places besides Washington.

20 CHAIRMAN UDDO: Well, I think we can refine that maybe
21 and maybe when we go somewhere to meet, it may be that instead
22 of meeting at whatever hotel we are meeting in for the board

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1 meeting, we may have to arrange a meeting at a community center
2 or somewhere where clients can get to easily and not just Ms.
3 Miller and Ms. Benavidez, but any board members who would like
4 to go meet with the clients for a couple of hours and talk to
5 them and listen to them can go.

6 It may be that you are right. You cannot the clients
7 easily to get to a downtown hotel in any numbers to be
8 represented and we may have to arrange meetings in other places.
9 That part of the meeting may have to be in other places, but I
10 think we can refine that.

11 MS. BARNES: May I ask a final question, please?

12 CHAIRMAN UDDO: Sure.

13 MS. BARNES: If this Task Force Committee approves the
14 amendment to the proposal that Ms. Miller and Ms. Benavidez
15 would meet with clients as the board meets in different
16 geographical areas to specifically get their input of client
17 board training, would these concerns that come from clients when
18 they meet with them, would they be incorporated into -- would
19 the proposal be amended to show these concerns?

20 CHAIRMAN UDDO: Well, I cannot guarantee you that
21 anything would be amended. What I can guarantee you is that the
22 concerns would be brought back to this Task Force for

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1 consideration of additional action, whether it is an amendment
2 or it may be something completely new that we have not even put
3 in here yet, but I can assure you that the purpose of the
4 meetings would be to bring that information back to this Task
5 Force who would then consider them and either act favorable or
6 unfavorable, make additional proposals --

7 MS. BARNES: That is all I would be interested in.

8 CHAIRMAN UDDO: That is all I can assure you. I can
9 assure you that the information will come back to this Task
10 Force. What the Task Force does with it, I have really no more
11 control over it than you or anybody else.

12 Everybody votes their conscience on it and we will see
13 what comes out.

14 MS. BARNES: I understand that, but I just wanted the
15 record to show that --

16 CHAIRMAN UDDO: I will assure that the information
17 that they gather, not just them, anybody on this Task Force, any
18 information gathered by members of this Task Force in those
19 meetings will be brought back to this Task Force for
20 consideration.

21 MS. BARNES: Thank you.

22 CHAIRMAN UDDO: Thank you, Ms. Barnes. Any other

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1 public comment? Martha, PAG does not have a comment?
2

3 PUBLIC COMMENT BY MS. VERA MARTIN

4 MS. MARTIN: Good afternoon. I am Vera Martin from
5 Dayton, Ohio, representing from the PAG for clients of region
6 four. I am very appreciative to be allowed to speak at this
7 Task Force, however, as I sat and listened to the agenda, my
8 mind went back over the various concerns that I have regarding
9 client board members on the boards in my local region.

10 Many of the trainings that we have, we have been
11 blessed to have a state client's counsel support that train the
12 client training and when many of the clients have come together,
13 it is very astounding how they even came to be board members.

14 It appeared that many board members are placed on the
15 boards only my mandate of the corporation, hand picked, etc. and
16 oftentimes, their concern or interest in even being on the board
17 is just fly by night.

18 However, many are there by representation of client
19 community organizations and it is very important that they have
20 adequate training to be able to represent the constituent from
21 which they come and in an fashionable knowledgeable manner which
22 makes oftentimes their participation very meager due to the fact

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1 when lawyers speak in lawyer terms, oftentimes when you are
2 sitting on the board, you do not want anyone to know that you do
3 not know it, so you are just voting ignorant.

4 CHAIRMAN UDDO: Most lawyers do not know what they are
5 talking about when they talk like that. They just talk that way
6 to make people think they know what they are doing, but they do
7 not.

8 MS. SWAFFORD: But she is right. What she is saying
9 is absolutely right.

10 MS. MARTIN: So, therefore, in many instances the
11 program is being won oftentimes by directors manipulating the
12 board and as you say, the lawyers on the board and the clients
13 on the board, neither are too familiar with what is going on, so
14 I see a great need for board training, but again, the other four
15 part is, I say, that oftentimes these client board members ought
16 to come back and make a report to their organization which they
17 are unable to do because they did not understand what went on at
18 the board meeting.

19 They have sat on these boards for years, some fifteen
20 and twenty years, as long as there has been a board, but they
21 are unfamiliar with what is going on. They are sitting as head
22 of committee leaders with no understanding of direction of what

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1 they are even supposed to be about.

2 So, it is really very urgent and important that they
3 get board training. However, in my experience on the board,
4 when it was mandated some few years back that client training be
5 that thousand dollars set aside for client training.

6 We had a client's training, but all it was was giving
7 out information and the lawyers were included in that and they
8 more or less socialized and had a dinner and past out some
9 information that was taken home and stacked on the shelf and
10 served no benefit, but it satisfied the corporation.

11 This, I feel, is part of the problem that it is looked
12 at, you know, programs looked at what all it is to satisfy the
13 program, not so much of the intent, educating, or the dedication
14 or the obligation to the client community which is very sad
15 because if it was not for the client community -- we keep
16 telling them in our area, if it was not for the client, there
17 would be no need for you.

18 So, again, though, I also feel that there is a great
19 need not only for the initial board training, but as ongoing
20 training because of the fact -- okay when their are legislative
21 things to be voted on and clients do not really understand what
22 is going on and you are saying, "When we were in the battle

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1 about our funding, and needed support, you know, in the
2 funding," and clients were going to support and encourage letter
3 writing, etc., that the funding would not be cut.

4 Then we needed and in our area, we were blessed to get
5 it, training on how to write the letters, who to write the
6 letters to, and all of this kind of stuff. This came about
7 through the client, the National Client's Council though.

8 This is where we got that kind of training, but to be
9 more effective board members, it needs to be ongoing training,
10 not just the initial board training because budgets are, you
11 know -- you cannot just get there and give me a piece of paper
12 and say, "Read it." After I have read it, it is still Greek.

13 MS. SWAFFORD: Could I ask Ms. Martin a question? Why
14 I think you are exactly right, people get on boards and never
15 know why they are on these boards. One question: Who do you
16 perceive legal services to be for? Why do you think we have
17 legal services?

18 MS. MARTIN: Sometimes I wonder. Sometimes I wonder
19 is it for -- I realize what it is mandated for.

20 MS. SWAFFORD: Just say it. I just want to hear you
21 say it.

22 MS. MARTIN: For clients, justice for clients and for

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1 the legal justice for clients, but sometimes it appears that it
2 is just for jobs or lawyers. Well, I do not want to go into --
3 I better not say that.

4 MS. SWAFFORD: Let me ask you this: Were you given
5 instructions as to how to write your representative with regard
6 to how you wish them to vote?

7 MS. MARTIN: No, but about just we were told that
8 legal services -- they were, the funding was being cut and to
9 write our representatives in regards to --

10 MS. SWAFFORD: Were you given form letters?

11 MS. MARTIN: No, no, we were not given form letters.
12 We were not given form letters.

13 MS. SWAFFORD: But you were encouraged to write?

14 MS. MARTIN: We were encouraged to write. We were
15 told who were our representatives in the legislative body, etc.
16 We would not have known otherwise if we had not had that
17 training, you know, somewhat to call that to our attention.

18 (A brief recess was taken.)

19 CHAIRMAN UDDO: Why don't we get started again and let
20 Ms. Martin finish her comment. Let the record reflect that we
21 are reconvening and all of the members of the Task Force that
22 were present before are still present. We are still missing Mr.

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1 Valois and Ms. Martin was in the process of giving her comments
2 when we took a brief recess.

3 So, we will ask Ms. Martin to continue with her
4 comments.

5 MS. MARTIN: The other reason for the coming together
6 and I feel possibly, the impact that clients have when they meet
7 together from region to region makes for stronger, makes for a
8 stronger reflection from the client body in regards to issues of
9 concern, of client concern, and the boards being more strongly
10 heard at the national level.

11 So, I think that that is one of the reasons for the
12 concern for the participation or the getting together of the
13 clients from the various regions. I do appreciate and think you
14 did make a great suggestion in regards to the regional training,
15 I mean the regional meetings with the clients being able to come
16 before the Task Force and express their interest or their
17 concerns.

18 Another point that, a question that I would have is:
19 in regards to the draft, I think it is commendable and it is a
20 thought and show some concerns for the input of clients, the
21 realistic myths of client participation and on the board. I do,
22 again, wonder who, as you stay here, who will review the

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1 materials and the video that is going to be made.

2 Also, will there be a survey or an assessment of
3 client member's feelings and needs? Will they be gathered
4 before putting this package together because I feel that if you
5 get the expressed -- I have heard from clients on the board,
6 they would say directly to me, "I do not want to serve on that
7 board. Will you take that seat because I do not know anything,
8 I do not understand it, or either why the meeting is going on,
9 they will say, "What does that mean?"

10 What I am trying to say is, their insecurity and their
11 lack of knowledge makes oftentimes the questions and things that
12 they made would convey on a survey or written information that
13 you may be given that would be helpful to make them better
14 participants, coming directly from them who is very critical and
15 very important.

16 So, I am asking, are you considering at any point, a
17 survey or an assessment of what the clients themselves feel
18 would make them more effective participants on the board?

19 CHAIRMAN UDDO: Well, Ms. Martin, I think that that is
20 what we have been doing through Ms. Miller and Ms. Benavidez.
21 We have been trying to gather the concerns of client board
22 members as they have been expressed to our two client board

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1 members and I think that coupled with our own -- I think an
2 educated guess is to what client board members could use the
3 most is what forms the background of this report.

4 I guess the thing I should do is to ask you, can you
5 think of anything else that we have not covered and I will tell
6 you the things that we have got covered here: information on LSC
7 reps, parliamentary procedure or Robert's Rules of Order,
8 however you want to refer to that, budgets, audits, rights and
9 responsibilities of local board members.

10 That came out of our gathering on the ninth where we
11 tried to think of the things that -- not only think of, but hear
12 from the client board members the things that seem to be the
13 areas where client board members want some training, some helps
14 and more information. Can you think of anything to add to that?

15 MS. MARTIN: The various committees that oftentimes
16 are developed.

17 CHAIRMAN UDDO: That is a committee structure. It is
18 a good thing, I think, to add. What is the committee structure
19 and what are some of the sort of standard committees that you
20 anticipate to hear about when you are on a board? That is a
21 good suggestion.

22 MS. MARTIN: Also, the other problem that oftentimes

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1 comes up from the client's viewpoint is that we are outnumbered
2 on the board already and how do we make our voice -- how can we
3 make ourselves, our voice heard. All I can say or look at is
4 that here is five clients and nine lawyers, so we have nothing-
5 - we are not able to do anything but go along with whatever is
6 presented anyway.

7 So, the inferior mind is present. You know, right
8 from the -- I understand that it does not have to be, so I guess
9 the last thing I would say in regards to it is support of the
10 mandate and the monitorings that effective training be given and
11 that it be monitored and some mechanism be built in that
12 measures or feedback from the clients that they have really
13 benefited and feel themselves better effective to participate
14 and serve on the board than just to be there and be a token.

15 But the overall draft, I find it to be just alright,
16 but like I say, support that it be monitored, what training the
17 clients were given and how effective was the training and where
18 possibly a mandated outline be sent to the corporation of what
19 the intent is and how they plan to do it, etc.

20 CHAIRMAN UDDO: Well, I think, we are going to --

21 MS. MARTIN: Or are you talking about cutting out this
22 thousand dollars?

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1 CHAIRMAN UDDO: No, we are not going to specific a
2 thousand dollars because it was a thousand dollars or what, one
3 quarter -- one quarter of one percent of their budget and as
4 Charlie was saying, for some programs, that would be an
5 extremely large amount of money and probably would not be
6 justified and other programs would be spending only a thousand
7 dollars, so we are getting away from specifying an amount of
8 money to be spent and we are going to specific the nature of the
9 training that they have to give as a minimum and require some
10 validation or assurance that they actually did that because some
11 programs would be spending forty thousand dollars on training
12 and others would spend a thousand dollars.

13 The truth of it is that they probably have the same
14 number of client board members in those situations and it just
15 would not make much sense.

16 MS. MARTIN: Very good. Well, thank you. That is my
17 total concerns that my recommendation would be, like I say, the
18 ongoing training because as the regulations change, oftentimes
19 they come before the board, and it has been my experience, even
20 if they send them out early, and oftentimes you get them just at
21 the board meeting, and you really -- if you have not had anyone
22 to read them and explain them to you, oftentimes you are just

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1 holding on to something that the director says this is what it
2 should be and pass it on.

3 CHAIRMAN UDDO: I can assure you that happens on this
4 board and not just with client members. A lot of times if you
5 are not particularly interested in a regulation or even if you
6 are, there are a lot of them that are very difficult to
7 understand. I have come up against some of these regulations
8 that I have read a dozen times and not quite sure what are it
9 says.

10 MS. SWAFFORD: You have?

11 CHAIRMAN UDDO: Oh, yes, absolutely.

12 MS. SWAFFORD: Well, that makes me feel a lot better.

13 CHAIRMAN UDDO: Well, good, it is true.

14 MS. MARTIN: That was one of the reasons that I am
15 saying that it should be reiterated that ongoing training --

16 CHAIRMAN UDDO: Well, I think our proposal does say it
17 would be done annually. Now, we need to make clearer that
18 implicit in that is not just for new client board members, but
19 for updating existing client board members with respect to
20 changes and regulations or other things that should be the
21 subject of retraining or updating.

22 Thank you very much, Ms. Martin.

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1 MS. MARTIN: Thank you.

2 CHAIRMAN UDDO: Your comments were very helpful. We
3 appreciate your coming here.

4 MS. MARTIN: Thank you.

5 CHAIRMAN UDDO: Any other public comment?
6

7 PUBLIC COMMENTS BY MOZELLE MOODY

8 MS. MOODY: Good evening. My name is Mozelle Moody.
9 I am voted chairperson of the Board of Directors who serves in
10 D.C. I do not have a speech and I was not prepared because I
11 just knew about this meeting on Tuesday and since I have no
12 communication with the Task Force or the board members.

13 So, one thing I want to make a recommendation and a
14 comment. I liked this proposal; it is good, and also commend
15 you on the board meeting in each region with the clients. I
16 think that is a good idea, then we will have a chance to put our
17 input in.

18 Also, I would like to recommend that the board send an
19 announcement of the meeting out earlier than they usually do
20 because usually when I get it, it is now a day before the
21 meeting. I might want to attend, you know, if other things have
22 already been prepared and I cannot attend or whatever.

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1 Like this meeting, I had to run between doctor
2 appointments to get here. Like tomorrow I am going to attend.
3 I am going to run between, back and forth, in order to be here
4 at the meeting because I think it is very important to be here
5 tomorrow.

6 I do not know -- why is it that notices are sent out
7 so late?

8 CHAIRMAN UDDO: How did you get your notice?

9 MS. MOODY: I get it through the mail. They send it
10 directly to me.

11 CHAIRMAN UDDO: Who sends it?

12 MS. MOODY: The Legal Service Corporation sends it.

13 CHAIRMAN UDDO: You are a member of the board of the
14 D.C.?

15 MS. MOODY: Yes, I am the chairperson, co-chairperson.

16 CHAIRMAN UDDO: Okay, so as chairperson --

17 MS. MOODY: She always receives it.

18 CHAIRMAN UDDO: She gets it as a chairperson.

19 MS. MOODY: And the director.

20 MS. BOZELL: We send out the federal register notice
21 at every meeting. Ordinarily, the federal register --

22 CHAIRMAN UDDO: To whom?

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1 MS. BOZELL: To the chairpersons and to -

2 CHAIRMAN UDDO: The executive directors.

3 MS. MOODY: The executive director got his before I
4 did, so he called me.

5 CHAIRMAN UDDO: The federal register notice has to go
6 in how many days in advance?

7 MS. BOZELL: Seven days. We sent it in nine days
8 ahead of time. It has to be seven days notice.

9 CHAIRMAN UDDO: So, that notices generally go out at
10 least a week in advance?

11 MS. BOZELL: At least, and probably just that.

12 MS. SWAFFORD: You know, that was by action of this
13 board that that was done earlier on, that we, this --

14 MS. MOODY: I think I saw somewhere on the notice that
15 it was originated -- I do not know if it was mailed on that
16 date, but the 18th, I believe.

17 MS. SWAFFORD: This is --

18 MS. MOODY: If I am not mistaken, I think it was on
19 the 18th.

20 MS. SWAFFORD: It has been and this plan that you are
21 talking about, none of this in the federal register is sent to
22 the director of the program and also the chairperson, is that

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1 right?

2 MS. MOODY: Right. He got his, I think, was Tuesday
3 also; got his on Tuesday morning or maybe Monday evening and I
4 received mine the day --

5 MS. BOZELL: We sent them all out at the same time.

6 MS. MOODY: Oh, you did?

7 MS. BOZELL: Yes, ma'am.

8 MS. MOODY: I guess there was some mixup up with the
9 mail --

10 CHAIRMAN UDDO: This is an legitimate complaint and we
11 have had it before. Now, one of the problems is -- now, of
12 course, I have to say that this meeting is set by statute and
13 the bylaws of the corporation. This is -- not the Task Force
14 meeting, but the fact that the board meets the last Friday of
15 January is either in the statute or bylaws. I do not recall,
16 but I know we have to do it. We are bound to do it.

17 MS. MOODY: Oh, you meet --

18 CHAIRMAN UDDO: The last Friday in January is always a
19 board meeting and in Washington.

20 MS. MOODY: What about the other months?

21 CHAIRMAN UDDO: Well, the other ones, what I was going
22 to say is, we have got to get back to publishing a proposed

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1 schedule of meetings and trying to stick by them because that
2 way, everybody has notice, not seven days in advance, but if we
3 can give six months notice and say, for the next months, this is
4 when we are going to meet and that is not really a Task Force
5 problem as much as it is a board problem. Generally, we just do
6 not get the notice out as much.

7 I think this went out in the PAG newsletter some time
8 ago, didn't it, Martha, I mean the announcement of this meeting
9 was in the PAG newsletter a few weeks back.

10 MS. PAG: Probably in January.

11 CHAIRMAN UDDO: Yes, do you get the PAG newsletter?

12 MS. MOODY: Yes, I get it. It goes to our program and
13 then it comes to me. I must say I did not read it. I have not
14 read it completely for this month.

15 CHAIRMAN UDDO: I hate to tell you that that is the
16 best source of finding out when we are meeting, but sometimes it
17 is. They are generally pretty accurate about getting that
18 notice out.

19 MS. SWAFFORD: I just would like to go on record as
20 saying that I appreciate the PAG newsletter. I find out a lot.

21 CHAIRMAN UDDO: More from PAG than you do from the
22 corporation.

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1 MS. SWAFFORD: Well, I was not going to say that.

2 MS. MOODY: I would like to bring up one more thing.
3 It might be off a little bit. It is just something that has
4 been pressing me for quite some time. You know, like the
5 eligibility kind to be on the board.

6 We have a problem with that and I talked to a lot of
7 other region clients. They are having a problem too because a
8 lot of clients -- a lot of persons who want to sit on the board
9 do not want to give us the personal income of other person.
10 They said, "Why should I? I am volunteering my time. Why
11 should I give you my life history, so we are having a problem
12 with that?"

13 CHAIRMAN UDDO: That is required by statute.

14 MS. MOODY: I know that it is.

15 CHAIRMAN UDDO: To be client eligible, there have to
16 be some verification.

17 MS. MOODY: Well, I am sorry.

18 CHAIRMAN UDDO: I understand what you are saying. I
19 do not know of anything that we can do to change that. We are
20 obligated to follow the statute with respect to board
21 eligibility and composition and there is really no way to know
22 other than if they are willing to give me the information to

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1 verify that.

2 MS. MOODY: I know that some of the clients ask for
3 that eligibility, but it is really backfiring in our face and we
4 cannot get the board members on that board because of that and
5 maybe those clients should --

6 CHAIRMAN UDDO: Maybe they are not eligible clients if
7 they do not want to give you that information.

8 MS. MOODY: Yes, maybe we clients should reconsider,
9 make another proposal or --

10 CHAIRMAN UDDO: Well, I think -- that is going to end
11 up having to go through Congress. If you want to get away from
12 client eligibility to be a non-lawyer board member, I think that
13 would require changing the statutes. I recall that that is in
14 the statutes.

15 MS. MOODY: I guess you are right, but I do not know
16 any other way to do it. I mean, I feel the eligible client
17 should be on the board, but when a person does not want to give
18 out the personal outcome, or how much they make an hour, I do
19 not feel we have the right to force them to do it.

20 CHAIRMAN UDDO: That is a touchy subject. When we
21 were nominated to the board, we had to answer some awfully
22 specific questions about things like that. I mean, we all did

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1 and they are all on file and I guess subject to FOIA request.

2 I guess a lot of it could even be made public, but
3 that is part I guess of what you sacrifice to serve on a board
4 that use public funds and has public interest involved in it.

5 So, I do not think there is much -- and I am not sure
6 that I would want to do much about that. I mean, I think it is
7 a good idea that people be as open as we can about those kinds
8 of things.

9 MS. MOODY: Maybe you are right, but it is really
10 hurting getting people to sit on the board.

11 CHAIRMAN UDDO: Well, I appreciate you coming, Ms.
12 Moody.

13 MS. MOODY: Okay, thank you.

14 CHAIRMAN UDDO: Thank you very much. Any other public
15 comment? If there is no other public comment, then I guess we
16 should try to make some sort of a motion of what the Task Force
17 is going to propose to the board and I cannot make the motion,
18 but let me just sort of outline what I think would be included
19 in a motion and whoever is interested in making one, can vary it
20 how they please.

21 I would ask Charlie that whatever passes you put into
22 some kind of a motion form that we can bring to the board

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1 tomorrow because we are not going to get that detailed right
2 now, but it seems to me that there is fairly general agreement
3 that the report be adopted with respect to the manner of
4 education, that is, a video tape and a package of printed
5 materials somewhere between fifty and a hundred pages.

6 There seems to be pretty close to unanimous agreement
7 as to the content of that material, with things listed in the
8 report with at least the two amendments that we suggested: One
9 adding rights along with responsibilities and then I guess Ms.
10 Martin's proposal that committee structure would be something
11 else that client board members should be made aware of.

12 I think there is fairly consistent agreement that we
13 need a grant condition that mandates the training and the
14 mechanism for seeing to it that the training has actually been
15 performed.

16 MS. SWAFFORD: Tool.

17 CHAIRMAN UDDO: Tool, whatever. I think there is also
18 agreement that the obligation to provide the training carries
19 with it the obligation to have some sort of personal training,
20 that is, executive director or chairperson or designee actually
21 spend some time with the people to answer questions and
22 elaborate on the video and the printed material.

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1 I think, even though we did not discuss it very much,
2 that we would probably have agreement that the idea of an
3 ombudsman in the corporation is a good idea, a person designated
4 in the corporation whose name and number would be published as a
5 contact person for clients who feel that they are not getting
6 the training or the information from the director or the
7 chairperson or whatever.

8 That much I think we have agreement on. Let me tell
9 you some other things that we have discussed and we can decide
10 whether whoever makes the motion wants to include them or not.
11 Sounds like we had agreement on holding at least the next five
12 board meetings, one in each region, and making a specific effort
13 at each of those meetings to provide for a meeting with clients
14 from those regions.

15 Now, again, the detail of that we can talk about
16 later. Certainly, the members of this Task Force would all be
17 invited and interested, but the whole board could meet with
18 them, but because of what Ms. Miller said, I think we have to
19 make some special effort to publicize and make sure that there
20 is an opportunity for clients to come in and meet at that time,
21 but the idea of a meeting in each region with that opportunity
22 for client contact, I think we have an agreement on that.

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1 Now, we have not discussed it and I do not know if we
2 have agreement on it, but it seems to me that the Task Force
3 ought to continue in existence at least long enough to review
4 the video materials and the printed materials so that we can
5 have some sort of board input on what those things should look
6 like and long enough to take feedback from the five regional
7 meetings with clients.

8 So, I think as a part of our proposal to the board, we
9 ought to, even though it is self serving, propose that we stay
10 in existence for a while.

11 MS. BOZELL: Isn't there a problem there? The
12 meetings across the country would take place over a years time.
13 We are proposing that this can all be done in four months. I
14 think one of the clients suggested, what are we going to do with
15 their reaction.

16 CHAIRMAN UDDO: Well, first of all, I do not know that
17 it would necessarily have to take place over a year. I do not
18 know how often we are planning on meeting in the next year. If
19 we are going to meet once a month as was our tradition, we could
20 do it over five months, as long as we plan the next five
21 meetings, one in each region.

22 Secondly, I think the video material and the printed

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1 material ought to proceed without too much concern for these
2 regional meetings because I do not think there is much to add or
3 subtract from that. I think we are going to hear from clients,
4 maybe in the other unique proposals or ideas or thoughts about
5 what would be helpful in the training.

6 So, I do not want to hold up the video and the printed
7 material. When you are talking about Robert's Rules and you are
8 talking about committee structure or you are talking about LSC
9 reps, there is nothing we are going to hear in these meetings
10 that changes any of that.

11 Those things are going to stay pretty much the same.
12 I cannot say that some meeting might not produce some great
13 idea, or if something else ought to be in the video, but there
14 will be times in the future to update and change those things.

15 I am more interested in those opportunities of meeting
16 with clients, just kind of get some feedbacks, some ideas, see
17 if those things generally we have overlook. I do not suspect it
18 is going to change much with the videos and the printed
19 material.

20 So, the continuation of the Task Force is something
21 else that I think we ought to propose and I do not have any
22 problem of putting a deadline on it. Six months is as long as

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1 we are going to have monthly meetings for the next five months
2 to get the Task Force reports, but I would not personally put a
3 deadline on the existence of a committee, because I think we
4 ought to exist long enough to review the materials and to get
5 the feedback from these meetings, however long that takes.

6 Then, the final thing, we have not discussed and I do
7 not know whether there is going to be disagreement or not, I
8 would propose that we adopt the budget proposal of thirty
9 thousand dollars which I think is the highest of the proposals,
10 but my experience with video is they may be overly optimistic
11 here and I would rather have a few extra dollars in there than
12 not, so if I were making the motion, I would propose the thirty
13 thousand dollars.

14 If somebody else wants to make the motion in varying
15 that, that is fine, but that to me sounds like what this
16 proposal to the board ought to look like generally and we need
17 somebody to make a motion along those lines.

18 MS. SWAFFORD: I do not believe I am the one to make
19 it, Mr. Chairman. I --

20 M O T I O N

21 MS. MILLER: I will make that motion.

22 MS. BENAVIDEZ: I second it.

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1 CHAIRMAN UDDO: Okay, the motion is made and seconded.
2 I think everybody understands --

3 MS. MILLER: When do I put an amendment to it?

4 CHAIRMAN UDDO: Well, you can -- since you made the
5 motion on this, what amendment did you want to make, remind me.

6 MS. MILLER: It was still having ten clients come in.

7 CHAIRMAN UDDO: Isn't our going out to meet with the
8 clients going to take the place of that? In other words, I
9 thought that that was going to take -- I said specifically that
10 I thought instead of bringing ten people here, let's get you and
11 Hortencia and whoever else is interested out to the region.

12 MS. MILLER: I move that we make that motion without-

13 MS. SWAFFORD: Let me clarify that. That means that
14 the board as a whole is going to attempt within the next five
15 months to meet in five separate regions and there is going to
16 be, not just -- there is going to be a distinct effort to give
17 clients an opportunity, a time and a place in which to come in
18 and share with client board members or with the board as a
19 whole.

20 CHAIRMAN UDDO: With anyone in a distinct meeting, not
21 just part of the board meeting, it will be a distinct -- I do
22 not know exactly how we handle that with sunshine laws and all

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1 of that, but we will actually have a part of the time of the
2 meeting for meeting with clients. That is my understanding.

3 The motion has been made and seconded. Do the staff
4 people have some questions or problems?

5 MR. MOSES: The only thing I might mention, the
6 original thirty thousand dollar budget was envisioning that all
7 of the materials would be sent out to each program separately
8 and then distributed. I have already been on the phone to the
9 office and we are currently in the process of checking what cost
10 might be associated with postage if instead of distributing them
11 in 324 batches, we send something specifically individually to
12 each of the 6,350 client members, so they are not dependent on
13 their executive director to get the textual material.

14 I am not sure which way this Task Force would like to
15 have that sent, but I will have better figures on the
16 distribution costs for individual distributions to work. I do
17 not have that right now.

18 CHAIRMAN UDDO: What I would suggest is that we adopt
19 a proposal of a minimum of thirty and then, if you have some
20 specific figures for us tomorrow, again, I guess technically it
21 is not the way to do it, but I could poll the individual members
22 of the Task Force to see if there is a majority in favor of

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1 upping it to whatever you say it is going to cost.

2 MR. HALL: Frankly, I do not think it will be that
3 much more, but it is something I wanted to check.

4 CHAIRMAN UDDO: Probably not more than five thousand
5 dollars, I would not think.

6 MR. HALL: Oh, I doubt five thousand more because we
7 already had somebody in for distribution, but I wanted to check
8 so that this Task Force and the board was fully understanding of
9 what all the various distribution costs would be.

10 CHAIRMAN UDDO: I would rather take a vote on that
11 figure today and if need be, poll the members of the Task Force
12 in the morning on an increase in that. I do not want the thing
13 to go out without a figure, because I assured Ms. Miller when we
14 met on the ninth, that the Task Force would make a specific
15 funding proposal to the board and I want to stand by that.

16 So, the motion has been made and seconded. Yes?

17 MS. BOZELL: About again the length of the term of
18 this Task Force. Do you want that to be part of the proposal?

19 CHAIRMAN UDDO: Yes.

20 MS. BOZELL: If so, could you be a little more
21 specific about --

22 CHAIRMAN UDDO: We are proposing to the board that the

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1 Task Force stay in existence for the purposes of reviewing the
2 material to go into the video and reviewing the material to go
3 into the printed matter and for purposes of gathering the
4 feedback from the client meetings with the intention of making
5 any additional proposals that we see fit to the board.

6 So, I am saying we stay in existence until all of that
7 is done, until the five regional meetings have been held and
8 until the review of the video material and the printed material.

9 MS. BOZELL: In that case, you would be the occasion
10 of that distinct meeting? What you are saying is that there
11 will be a meeting --

12 CHAIRMAN UDDO: Yes, that probably would be the best
13 way to handle, the Task Force would meet with clients in each of
14 the five regions in conjunction with the board meeting and it
15 would be done through the vehicle of the Task Force. That is
16 the best way to do it.

17 Any discussion? Is there a motion to call the
18 question?

19 M O T I O N

20 MS. SWAFFORD: So moved.

21 MS. BENAVIDEZ: Second.

22 CHAIRMAN UDDO: All those in favor of the motion,

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1 please signify by saying aye.

2 (Chorus of ayes.)

3 CHAIRMAN UDDO: All those opposed? It is unanimous.
4 That is great. Thank you all very, very much. I appreciate the
5 public comments and everyone's attention and the work of the
6 members of the Task Force and I hope we are successful at the
7 board tomorrow.

8 (Whereupon, the task force meeting was adjourned at
9 4:37 p.m.)

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