

LEGAL SERVICES CORPORATION

1993 ANNUAL CONFERENCE
OF
LEGAL SERVICES PROVIDERS

PANELS A, B, and C
MORNING SESSIONS

Friday, September 10, 1993

The Hilton Plaza Inn
One East 45th Street
Kansas City, Missouri

Diversified Reporting Services, Inc.
918 16TH STREET, N.W. SUITE 803
WASHINGTON, D.C. 20006
(202) 296-2929

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MODERATORS FOR PANEL A: J. Blakeley Hall
William L. Kirk, Jr.

PANEL A: Leslie Q. Russell
Kathleen Welch
Cynthia Rold
Thomas Weeks

MODERATOR FOR PANEL B: EMILIA DISANTO

PANEL B: THOMAS MALIGNO
Director
Nassau/Suffolk Legal Services Committee

MARY BETH ONKKA
Director
Minnesota Legal Services Coalition

JUDITH RAUSCH
Director
Midwest Regional Training Center

MODERATORS FOR PANEL C: JO BETTS LOVE
JEANINE E. WOLBECK

PANEL C: HENRY FREEDMAN,
Director
Center for Social Welfare, Policy & Law

CARL SACHS
Client Representative
Arkansas River Valley Action

KEITH BENNETT
Board of Directors
DNA-People's Legal Services

JACQUELINE EXUM, Director
Judicare of Mississippi

ANN BAILEY
Client Representative

MARION HATHAWAY
Board of Directors
Harlem Legal Services

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C O N T E N T S

	PAGE
Presentation of Leslie Russell, Manager, Program Support and Technical Assistance Division, Office of Field Services	6
Presentation of Kathleen Welch, Director, National Association of Public Interest Law	8
Presentation of Cynthia Rold, Assistant Dean, University of Illinois School of Law	13
Presentation of Thomas Weeks, Executive Director, Ohio State Legal Services Aid	17
Introduction by Jo Betts Love, Board of Directors, Legal Services Corporation	88
Introductions of Panelists and Others by Jeanine E. Wolbeck, Board of Directors, Legal Services Corporation	89
Presentation by Jo Betts Love, Client, and Member of the Board of Directors, LSC	95
Presentation by Henry Freedman, Director, Center for Social Welfare, Policy & Law	98
Presentation by Carl Sachs, Client Representative, Arkansas River Valley Action	104
Presentation by Keith Bennett, Board of Directors, DNA-People's Legal Services, Navajo Nation	107
Presentation by Jacqueline Exum, Director, Judicare of Mississippi	111
Presentation by Ann Bailey, Client Representative, Springfield, Massachusetts	119
Presentation by Marion Hathaway, Board of Directors, Harlem Legal Services	129

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P R O C E E D I N G S

PANEL A

(11:23 a.m.)

1
2
3
4 MR. HALL: We're going to go ahead and get started
5 here today. We're running a little bit short of time. We're
6 going to try to stay pretty much within the schedule; we may
7 go over a little bit.

8 My name is Blakeley Hall, and I'm a member of the
9 Board of the Legal Services Corporation. I'm called your
10 moderator today, but I have several other folks with me that
11 probably know a lot more about the topic than I do, and I
12 consider them my chief moderators, actually.

13 This panel today is actually not a panel. We'll
14 make some brief comments to start it out, but I want to have
15 a lot of discussion and comments from you all and learn from
16 you all.

17 To my immediate right, I have with me Cynthia Rold,
18 who is the assistant dean from the University of Illinois
19 School of Law. Tom Weeks is next, who is the executive
20 director of the Ohio State Legal Services Aid. Then,
21 Kathleen Welch is the director of the National Association of
22 Public Interest Law.

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1 Basically, what we would like to do would be to
2 each make a very short little opening statement and, then,
3 throw it open. I will say that there are other groups
4 meeting, as you all know, and everyone is welcome to leave
5 this -- I don't want everyone to leave.

6 (Laughter)

7 MR. HALL: But, if you would like to leave, you can
8 leave this group and hear some of the other folks. Last time
9 that we had this conference, it was done that way, so you're
10 certainly invited to do that.

11 In fact, the last time we had this, the tables were
12 made into a square, so it was a little bit easier. You
13 didn't have to walk all the way from the back to the front of
14 the room and go out. But feel comfortable in doing that, and
15 feel comfortable in breaking in and saying something when you
16 need to say something.

17 Having said that, and having also asked you to
18 speak up, as the court reporter has asked me to say, I'll
19 begin by telling you that, over the past year or more, the
20 Legal Services Corporation has become interested in the issue
21 of recruiting attorneys for the field programs and how the
22 field programs can retain the attorneys that they have.

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1 Of course, our concern was that young lawyers who
2 might be interested in going into poverty law were not doing
3 that, we felt, perhaps, because of the financial problems
4 involved in it, or perhaps they really weren't aware of what
5 was out there and what was available.

6 And then, the experienced poverty lawyers, we
7 wondered if they were leaving, and the programs were
8 experiencing the problem of losing their experienced help.
9 So we began a study to look at those issues and to, perhaps,
10 suggest some solutions.

11 We have Leslie Russell, who really did quite a bit
12 on that study. If you would say a few words about that study
13 and how it was done, just very briefly, and, then, you three
14 speak, and we'll throw it open.

15 PRESENTATION OF LESLIE RUSSELL

16 MANAGER, PROGRAM SUPPORT AND TECHNICAL ASSISTANCE DIVISION

17 OFFICE OF FIELD SERVICES

18 MR. RUSSELL: Very briefly, my name is Leslie
19 Russell, and I'm the manager of the Program Support and
20 Technical Assistance Division in the Office of Field
21 Services. We've been looking at recruitment and retention
22 issues for the last two years.

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1 We have had program directors speak to us. We've
2 had Steve Godwin, who spoke to the Board at one meeting about
3 the program's position with respect to recruitment and
4 retention. Staff has been in close contact with Kathleen at
5 the National Association of Public Interest Law and with Sue
6 Hamry at the National Association for Law Placement.

7 Throughout this time, we've been compiling
8 information. We've issued a survey to field programs. 221
9 field programs responded. In June or July, we sent to each
10 of the Legal Services programs a synopsis of the results of
11 that survey.

12 Since then, we have prepared a report on
13 recruitment and retention, which is available up there. I
14 hope everyone takes at least one copy, so I don't have to
15 take them back to Washington.

16 Many of you have already received the survey
17 results, and that should be looked at in conjunction with the
18 report. The survey results provide a little more detail with
19 respect to the needs of the programs. The report focuses
20 somewhat more on the options available to respond to those
21 needs.

22 I can't say that the report is fully comprehensive

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1 of every possible response, but it does examine various
2 mechanisms, some of which have been tried before, like
3 fellowships, and new ones, like loan repayment assistance
4 programs. I would hope that the field would feel free to
5 suggest other alternatives that may have worked for them or
6 new ideas so that, maybe, we would move along down the road
7 and implement some successful ideas.

8 MR. HALL: Thank you. That's a good point to make,
9 that we don't want to turn this thing into a discussion of
10 this report, because this can be read later on.

11 But today, I think, some of the things that I would
12 like to hear are: What type of problems in this area do you
13 have? How do you deal with them? As a Board member at LSC,
14 we're particularly concerned with how and if we can help. Do
15 you want us to? What can we do? and those types of things.

16 Kathleen.

17 PRESENTATION OF KATHLEEN WELCH

18 DIRECTOR, NATIONAL ASSOCIATION OF PUBLIC INTEREST LAW

19 MS. WELCH: Great, thanks. For those of you who
20 aren't familiar with NAPIL, we're a coalition of 121 law
21 students' organizations across the country who work to
22 promote public interest law and help to overcome the fairly

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1 obvious obstacles law students face going into legal services
2 and other public interest jobs, namely, huge loan debts and a
3 very limited number of entry-level positions.

4 Given the limited time here, I won't display my
5 institutional ego -- because I'm very proud of what we do --
6 but I want to focus on a couple of ideas about recruitment
7 and just make, quickly, a couple of comments about what I
8 think is a real change in the environment on law school
9 campuses that's very beneficial for the legal services
10 community.

11 That is that I think there has been a real
12 resurgence of interest on the law school level in public
13 interest work and, in particular, in doing legal services
14 work. I think that's reflected in not only the rapid growth
15 in our organization -- from 15 member schools to 121 schools
16 in just six years -- but, also, in the fact that many legal
17 services programs are showing -- 43 percent are showing that
18 they're not having problems recruiting. Still, there are
19 57 percent of the programs who are having trouble with
20 recruitment.

21 But more important, I think, is the quality of the
22 applicant pool right now. The quality of the law students

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1 and law graduates who are wanting to go to work for legal
2 services is better than it has ever been before. These are
3 folks who have done clinical programs, done internship
4 programs, and many of whom have been involved in community
5 service efforts since their undergraduate years.

6 Just from my own recruiting efforts and from
7 talking with legal services programs, I think you will see
8 that there are some excellent people out here, not merely
9 because the law firm market is tight, but because I think
10 there is more of a nurturing environment for public interest
11 work at the law school level and a real interest on the law
12 students' part.

13 We run something that we're recently calling a
14 Summer Legal Services Corps every summer, which is funded
15 largely by the incredible efforts of law students. Each
16 year, students in our campus groups raise nearly \$2 million
17 to create over 700 summer positions at Legal Services and
18 other public interest organizations. These are folks who
19 come to your programs with grant funding for the summer.

20 All of this money is raised by the law students on
21 their campuses, largely from their peers through things like
22 pledge drives or events to get the dean to kiss a live pig.

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1 People will pay a lot of money for those kind of things.

2 But, at any rate, there is money out there, and the
3 question is, how do the program directors get to these
4 students who can come to you with grants?

5 One way to do that -- and I would strongly
6 encourage you to take a good look at it -- is to go to the
7 national and regional and local job fairs. NAPIL holds an
8 annual career fair every year that's in October, and these
9 blue forms are registration forms.

10 It doesn't cost anything for the employers to
11 attend, except getting you there, which I realize is a
12 problem for many program directors. But it's an opportunity
13 to either interview and/or talk with and collect resumes from
14 nearly 1,000 students who are dedicated to doing this work
15 and who come with experience and grants, usually.

16 Secondly is the emergence of loan repayment
17 programs. Many law graduates now have access to their law
18 school loan repayment programs that provide financial
19 benefits to come work for Legal Services groups.

20 About 44 on campuses across the country now, six
21 states and/or regions have programs, and about 20 Legal
22 Services programs have established some kind of loan

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1 repayment assistance programs. Those programs are growing,
2 and they're an added benefit.

3 Looking at recruiting from law schools who have
4 those programs, I think, can help in your recruitment
5 efforts. All of the information about how you go to those
6 student groups who fund students for the summer, how you find
7 those loan repayment programs, that's something that NAPIL
8 does, is run a clearinghouse on all that information, and
9 some of it is up here on the front table.

10 The next thing I want to tell you about -- that you
11 probably don't know too much, because it's so new -- is the
12 President's National Service Program, which was just finally
13 enacted by the Senate yesterday and is on its way to
14 President Clinton's desk within the next couple of weeks.

15 The National Service Program will provide some
16 funding for loan assistance for law graduates. Although it
17 was originally conceived of as a program to benefit
18 college-bound youth or college students, due to the efforts
19 of a lot of folks, including us and NLADA and other people,
20 law students and law graduates are able to participate in
21 this program.

22 There is going to be funding available for loan

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1 assistance and a possibility of even some job creation at
2 legal services organizations. I welcome, over the next few
3 months, all opportunities to talk with you folks about how to
4 best insure that some of that money is, in fact, directed at
5 your programs. I'm real excited about that as an opportunity
6 to help fund law students.

7 A lot of ideas about where the corporation can go,
8 about where your programs can go to help recruit and retain
9 law students, law graduates and lawyers, are in the report,
10 and I certainly have a lot to say, but we don't have a lot of
11 time, so I'm going to pass it to Tom or Cindy.

12 PRESENTATION OF CYNTHIA ROLD

13 ASSISTANT DEAN, UNIVERSITY OF ILLINOIS SCHOOL OF LAW

14 MS. ROLD: I'm also going to talk about recruiting.
15 I'm Cindy Rold, and I'm here in two capacities. One is that
16 I'm the president-elect of the National Association for Law
17 Placement, which, as many of you know, is a national
18 organization of law schools and legal employers who are
19 devoted to issues of employment for graduates. So there are
20 a lot of services that NALP provides for you, as employers,
21 and also for law schools.

22 I'm also the assistant dean at the University of

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1 Illinois College of Law, where one of my functions is career
2 services, and so I work directly with students every day who
3 are looking for jobs.

4 My message -- and you wouldn't be here, obviously,
5 if you weren't interested in the issue -- is to be proactive
6 in terms of recruiting, because I've heard for a number of
7 years from public interest organizations that they want
8 people who are going to seek them out, who want to put the
9 time and the energy into finding the public interest
10 organizations.

11 The problem with that is that students are so
12 inundated with information about different kinds of jobs that
13 it's often overwhelming for them to go out and really seek
14 out an agency if there's no information available about that
15 agency in their career services office.

16 Many of you might have graduated at a time when
17 your career services offices were either nonexistent or not
18 particularly helpful, because they just didn't have that much
19 information. Well, that has really changed now. You walk
20 into career services offices, and there's just a lot of
21 information that's available about different kinds of
22 employment.

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1 But the vast majority of it is about law firms,
2 because law firms produce materials and give them to the
3 students, and law firms are engaged in an active recruiting
4 effort all the time. Obviously, they have larger programs
5 and more money, so it's easier for them.

6 But that doesn't mean that you can't be involved.
7 The schools are interested in working with public interest
8 organizations to help promote those opportunities. So you
9 need to take a little initiative.

10 Even just taking a little initiative will reap a
11 large number of benefits in terms of the number of people
12 that you will see and the quality of people that you will see
13 applying for jobs with your programs, because the students
14 are eager, as Kathleen said, more than ever now, to find
15 public interest jobs.

16 Part of what has happened, too, is that students
17 come to law school without knowing exactly what it is they
18 want to do. So they have to be educated about what kinds of
19 jobs are available, and you can assist in that process, along
20 with the law schools, to help them figure out that public
21 service might really be the exact thing that they want to do,
22 but they didn't realize it.

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1 Many of them say, "I don't want to go to work for a
2 law firm, but gee, I don't know what else I can do." So we
3 have to help them realize what else they can do besides law
4 firms, because they know that.

5 Others come into law school knowing that they want
6 to do public interest work, but somehow they get sidetracked,
7 because the law firms are so prevalent at law schools these
8 days, and so, then, they think -- and in the media, too --
9 that's the way they ought to go.

10 Again, we need to counteract that, so that the
11 people who have the interest coming in can have their
12 interest sustained throughout. And the groups that Kathleen
13 was talking about that are on the campuses that raise money
14 are a big help with that.

15 Also, many law schools, in their career services
16 office, have somebody who's specifically hired to work on
17 public interest issues and to help promote those job
18 opportunities for their students. So you can work with those
19 people, as well.

20 Think, obviously, about what you have to offer
21 students. You have a lot to offer to them, and it's a matter
22 of just packaging what you have so that you can make it very

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1 attractive to students and make them want to come to work for
2 you agencies. It isn't all money, obviously. There are
3 other things that will attract them. That's what you have to
4 think about, what do you have to offer to them?

5 Like Kathleen, we'll leave the specifics to see
6 what else you have to say, and I'll turn it over to Tom.

7 PRESENTATION OF THOMAS WEEKS

8 EXECUTIVE DIRECTOR, OHIO STATE LEGAL SERVICES AID

9 MR. WEEKS: My name is Tom Weeks. I'm the
10 director, Ohio State Legal Services, which serves
11 southeastern Ohio, which is Ohio Appalachia. It's a poor,
12 very rural area of the state. Before that, I was with
13 Cleveland Legal Aid, so I've had some very different
14 perspectives on all of this.

15 Cleveland was an obviously urban and nonunionized
16 program. My current program is rural and unionized. Those
17 are important differences. Also, obviously, we've
18 experienced differences recruiting and retaining in the 70s
19 as opposed to the 80s, and maybe things are swinging back
20 more towards some of our earlier experiences.

21 But no matter where you are, what kind of program
22 you're in, I think part of what both Cindy and Kathleen are

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1 talking about is, we need to be very conscious of the fact
2 that recruiting is an active process, and we're trying to
3 sell our programs. You know, there are different ways of
4 doing that, but we are competing with other public interest
5 employers, and we're competing with each other.

6 It was interesting, in the last hiring cycle, I
7 compared notes with other Legal Services program directors in
8 Ohio. We were talking to the same folks and ended up, in
9 many instances, wanting the same folks, so that it was
10 important what we had done to make them think that our
11 program was the one they wanted to come to.

12 I think many people think of interviewing as a
13 one-way process, but I think that's one of the biggest
14 mistakes you can make. I talk to people who have come to our
15 program, who have described interviews they had at other
16 Legal Services programs, with the project director, that were
17 so offensive and awkward that they said they would never have
18 considered working for that program -- none of them directed
19 by people in this room, by the way.

20 (Laughter)

21 MR. WEEKS: I think there is also some thought out
22 there that we should not be going out and looking for people,

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1 that they should be finding us, that it's a sort of a
2 winnowing process, and if they care enough to be the kind of
3 people that we want, they will find us.

4 I think that's a big mistake, particularly from
5 talking to Cindy and Kathleen about this, that a lot of the
6 people who have done public interest work are still sort of
7 unsophisticated about how to find programs that might be
8 willing to hire them. We need to be actively recruiting
9 them.

10 The last thing I'll say about recruiting is that in
11 my current program, we have seven area offices, and they
12 range in size from two to seven lawyers. Traditionally, our
13 program has filled vacancies as they have occurred. In a
14 two-lawyer office, it's very difficult to leave a vacancy and
15 to try to wait until you can tie into the law school hiring
16 cycle.

17 In a couple of our middle-sized offices, this time
18 around, I kept vacancies open for a long time, so that I
19 could hire from the law school class, and it was worth it. I
20 saw better people, I saw more people. I got a lot of grief
21 from some staff members in offices that were short-staffed,
22 some pressure from the union, but I think it was a very

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1 important improvement in our recruiting, so I would really
2 encourage you, if your program doesn't tie into that cycle,
3 to try it.

4 In terms of retention, first of all, we talk about
5 retention in very general terms. Retention is not
6 necessarily a good thing, in and of itself. Retention is
7 only good if it's tied to a quest for excellence. I think
8 most of our programs have people that we have successfully
9 retained for many years, and we would be better off if we
10 hadn't. So everything that we say about retention, I think,
11 needs to be tempered with that observation.

12 In a sort of related way, what you have to do to
13 retain people, obviously, depends on who it is you're trying
14 to retain. When the four of us talked about this, this
15 morning, the things that instantly come to mind are money
16 things -- salaries, benefits, the loan repayment assistance
17 program, and many of those tend to apply across the board. I
18 mean, if you have a pension plan, that encourages everybody
19 to stay.

20 There are some non-money things that I think we
21 should be thinking about that can be focused more precisely
22 on the people that we want to keep. In thinking about this,

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1 it seems to me that retention efforts can fall into -- I came
2 up with four categories. I'm sure there are other ways to
3 group them. But there are the monetary things.

4 There are also the what I would characterize as
5 professional inducements to stay. You've got to give people
6 challenging work. They have to be able to grow
7 professionally. They have to have variety in their work.
8 They need training. They need role models. They need
9 litigation support. And they need timely and effective
10 evaluations to help them grow.

11 Another category, generally, I think, is just good
12 management practices, and that shows up in some material that
13 was just handed to us that expands on the study, I guess.

14 MR. RUSSELL: Yes.

15 MR. WEEKS: It's terribly important to people
16 simply to be in a well-managed program. The lawyers want to
17 come to work and know that there's going to be a secretary
18 there, prepared to answer the phone and do their typing and
19 to do a good job of that. They want to be protected from the
20 kind of politics that can be distracting. And I think that
21 they need to have recognition and appreciation of their
22 achievements. I would categorize all of the sort of

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1 management things.

2 The last one that I came up with was things that I
3 couldn't figure out where to put anywhere else, sort of
4 quality-of-life issues. One of the things that we have to
5 offer in Legal Services, I think, is a better quality of
6 life, in some ways, in our work settings.

7 Obviously, our workplace needs to be safe. We need
8 to be pleasant, in a good work environment. People, I think,
9 care a lot about the sort of office community. That is,
10 having other people in the office with whom they share values
11 and who serve as a support group for them, and I think that
12 we can encourage that.

13 We can offer more flexibility in some ways than
14 other employers. We can have good leave policies. I think
15 that, in talking -- I talked to some of my staff to see --
16 some of the ones that had been around for a while, to see why
17 they had stayed and what they liked, and they often mentioned
18 those sort of quality-of-life things.

19 MS. ROLD: And we're certainly hearing "quality of
20 life" from students more, that they are talking about those
21 issues and being concerned about them when they're looking
22 for their first job, not just in terms of retaining them,

1 but, also, in terms of recruiting them, that that's how you
2 can get them to come there.

3 MR. HALL: We invite some comments. Yes, sir.

4 MR. EBBOTT: I guess I just second the last four
5 points.

6 MR. HALL: Sir, you may want to state your name.

7 MR. EBBOTT: I'm John Ebbott. I'm the executive
8 director of Legal Action of Wisconsin. For recruiting, we've
9 really been pretty happy. We've had, as you said, real good
10 quality of people. Almost everyone I've interviewed has
11 said, "Legal Services is why I went to law school to begin
12 with." So I think that has been sort of a real cheering
13 development.

14 I'm, I guess, mostly concerned with retention, and
15 what I've found, sort of to my surprise, is that even though
16 our salaries are abominable, I think, they still are not the
17 primary concern of my staff. When I sought their opinion
18 about raising them, they were more concerned with having
19 enough help and having enough time to do a good job on their
20 current caseload and the impact on things that we were doing.

21 So I think that, whether it's the quality of life
22 or the management, I don't think we'll ever have enough money

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1 to be truly competitive, even with other -- with public
2 defenders and DAs and so on. We have to make our choices all
3 the time about whether to use the money to raise salaries or
4 hire more staff.

5 The feedback that I have gotten is that it still
6 argues for a lot larger appropriations, of course, so that we
7 could hire even more staff, but my staff seem to be concerned
8 that they can do good quality work, and financial concerns
9 are secondary.

10 MR. WEEKS: I agree with all of that, and the one
11 area that I find troubling, though, is that there are certain
12 classes of people who get excluded by those salaries. When I
13 left Cleveland Legal Aid -- and that's a fairly large program
14 -- I was the only attorney on staff with children and with a
15 spouse who didn't work.

16 What started to happen is, I started thinking
17 about, where is this heading? How does college fit into this
18 picture for my kids? It just didn't work. I mean, I don't
19 care about most of the things that money buys, but for some
20 people -- and another instance of that is the loan problem
21 that we've talked about -- it simply excludes people. And I
22 don't have any way to propose to deal with it.

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1 MR. HALL: Yes, ma'am.

2 MS. LUDGOOD: I'm Merceria Ludgood, Legal Services
3 Corporation of Alabama. I guess one of my greatest
4 frustrations, since I've been a director for almost two
5 years, and I've just about stopped going to job fairs because
6 I have found that the people you interview will be, by and
7 large, white males. I rarely get women, and minorities are
8 even rarer.

9 And then they have to deal with the loan problem,
10 the loan forgiveness programs, and we just aren't able to do
11 that, and they can't pay a loan on a beginning salary,
12 \$21,900. And I don't know what to do.

13 I guess my question is, Kathleen, are there
14 minorities in this pool? Are there large numbers of minority
15 students who are interested that you're seeing in your
16 organization? Because I just don't know.

17 I do searches, I do national searches, I spend all
18 this money on advertising. Then, I'm lucky if I can get one
19 minority in my pool. It's beginning to make our corporation
20 -- just in terms of, the racial composition of staff is
21 skewed, and I'm very uncomfortable.

22 MR. HALL: Our study did find that recruiting and

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1 retaining minorities was a major problem for all of us.

2 MS. WELCH: Right. In fact, 83 percent or
3 something said recruiting minorities was a problem. I was
4 actually going to respond to the salary issue. The problem
5 is that it's not a level playing field. A lot of people can
6 take the low salaries, who come from more advantaged
7 backgrounds or less disadvantaged backgrounds, but when it
8 comes to single women who are mothers and minority
9 candidates, it's a real problem.

10 Are there a large number of minority applicants? I
11 would say the answer to that, unfortunately, is, no, and I
12 think part of it really is a resource question and the fact
13 that most folks are coming out. I mean, just looking around
14 the room, I think it's safe to say it has been a while since
15 most of you have been in law school.

16 (Laughter)

17 MS. WELCH: With all due respect. But the debts
18 are enormous. I mean, we're talking, you know, \$30,000,
19 \$40,000, \$50,000, \$60,000 a year.

20 NAPIL runs a postgraduate fellowship program. We
21 funded seven people this year. We got 320 applications, but
22 our minority pool was quite strong, and, in fact, of the

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1 seven, five people are from minority communities. The reason
2 is that we paid all their loans during the two-year
3 fellowship.

4 Well, let me tell you, the cost of that is
5 unbelievable. I mean, some of these folks are coming to us
6 with \$10,000 and \$12,000 of payments in one year.

7 So I would encourage you to recruit through some of
8 the minority job fairs, for one thing, if you haven't already
9 done that, and to try and look at some of the schools with a
10 more generous loan repayment programs or some of the more
11 generous tuition programs and scholarship programs.

12 We have a book over there called "Choosing Wisely,"
13 that lists what law school programs are out there that
14 provide scholarships, provide loan assistance, provide things
15 that make it possible for people to go into public interest
16 law, which, I think, naturally increases your pool of
17 minority applicants.

18 We also try -- in our national job fair, we provide
19 some travel stipends for students to get to the job fair, and
20 we prioritize those stipends to minority students and people
21 from disadvantaged backgrounds. So, you know, there's a
22 larger pool there, perhaps, than at some other fairs. But

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1 it's a problem.

2 MS. ROLD: I have a few things to add. One is that
3 the minority job fairs might be a better way than the public
4 interest job fairs. There are a large number of minority job
5 fairs where it's only minority job candidates and, so,
6 presumably, they're going to be interested in your kind of
7 work.

8 Part of it, too, is, again, just the status of the
9 type of work that you do. You want to make it seem
10 prestigious, so that minorities -- and people in general, but
11 minorities in particular -- are going to be attracted to it,
12 because many of them come into law because they want a
13 prestigious job. And so, if you make your job seem
14 prestigious, then it will be more appealing to them, and they
15 will want to do it.

16 The loans are a problem, as we talked about, but
17 there are ways. If there is a generous loan forgiveness
18 program, or if you particularly target state schools where
19 the students have paid lower tuition to begin with, that
20 might be helpful.

21 Another thing that, probably, many of you don't
22 realize is, you can contact the law schools -- through the

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1 career services office is usually the best way -- and they
2 can either give you lists of students or you can write to
3 them and they can send the letter, say, to the BLSA group --
4 the Black Law Students Association, the Latino Law Students
5 Association, the Asian Law Students Association.

6 So you can write a letter that will go directly to
7 those students saying, "Here's our organization. Here's what
8 we have to offer. I would like to encourage you to apply for
9 a job with us." And that will stimulate more interest and
10 more discussion among the students about your agency and what
11 you do have to offer.

12 MR. HALL: Linda.

13 A PARTICIPANT: I just have sort of a comment. I
14 have a lot of questions, but maybe I can ask you afterwards.

15 On the issue of retention, I'm not sure that,
16 frankly speaking, that we should be terribly concerned with
17 retention. The reason that I say that is for the reason that
18 you just mentioned, Tom. Our salaries are so low,
19 proportionately speaking, within the legal community, and
20 there's such a tremendous gap between the salary rolls for
21 civil practitioners versus criminal.

22 For example, if you are in the prosecutor's office

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1 or the corporation counsel's office or other, what you call
2 public interest law positions, where the salaries are, at the
3 upper ranks, probably \$20,000 to \$25,000 more than the more
4 senior legal services practitioners' salaries, then maybe we
5 should encourage people to come into Legal Services, maybe
6 spend three to five years, and then try to move on to
7 something more permanent where they can, in fact, support
8 their families more adequately, have a pension plan, have
9 benefits, and so forth, that are more meaningful,
10 irrespective of the fact that our work is, to me, much more
11 challenging and much more interesting.

12 I say that because, as we honor people today who
13 have spent 25 years in Legal Services, the majority of those
14 people have no pension plan. And, in fact, if they became
15 ill today or left our programs, they would be eligible for
16 Legal Services.

17 That grieves me, personally and professionally,
18 greatly, that, in fact, I don't have a parachute. I don't
19 have anything that I can offer them or give them that makes
20 their life or their lifestyle stable. And so, therefore,
21 what am I really doing?

22 Am I just providing interim income on what could

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1 very easily be perceived as almost an hourly wage, a very low
2 hourly wage -- \$12, \$13 an hour type wage overall -- for
3 people who will, then, ultimately, become eligible for our
4 services? And, to me, that's a real challenge for
5 management.

6 I mean, how are you going to reconcile the fact
7 that you have this grain of Legal Services, if you will, the
8 grain of the Legal Services community, and there is
9 absolutely nothing there for them? One of my senior lawyers,
10 a supervising attorney, said the other day that she had
11 already spoken to some people and so forth about moving into
12 some subsidized housing when her Legal Services tenure ended.
13 This was very distressing to me.

14 I know that that's not the case in Ohio, because of
15 the tremendous amount of support you have from the
16 legislature. You've got a \$7 filing fee, and you've got a
17 lot more money than Alabama, Michigan, many other programs
18 throughout the country. So perhaps you've been able to
19 address the problem of the care and treatment of the
20 professionals and paraprofessionals within your programs in a
21 much more meaningful way. But the majority of us do not have
22 that.

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1 So the question, then, becomes, if, in fact, you
2 want to face the fact of being 60 and having nothing to live
3 on -- or 50 -- but your Social Security, or should you move
4 into the prosecutor's office or the city attorney's office or
5 into corporate practice or into a private firm, where, in
6 fact, you can start to consolidate your assets and look for
7 your future and that of your children?

8 Until, I think, in my opinion, the Legal Services
9 Corporation addresses this issue systemically, the issue of
10 retention is a non-issue, because you're retaining people to
11 ultimately become indigent.

12 MR. HALL: Those are very good comments, and I
13 would hope that a forum like this can be used and repeated in
14 the future to convince Congress to give us more funds for
15 that purpose.

16 A PARTICIPANT: Something has got to be done.

17 MR. HALL: I think, if they knew of the problem, I
18 think that they would.

19 A PARTICIPANT: Legal Services lawyers, in many
20 instances, do not have significant savings. They can't save
21 money; they don't make enough money to save money, plus pay
22 for their families and so forth. Those that are fortunate

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1 have spouses that are professional or making a lot of money
2 or so forth.

3 I mean, I talked to a law student, Blakeley, in New
4 York at the ABA meeting, who is getting ready to go into
5 Cravath at \$92,000 as a law grad. That's more than virtually
6 every project director in the country. There may be 10,
7 maybe, at about that rate. I mean, they're very, very few --
8 New York, a few others like that.

9 But this is very, very serious. I mean, many of
10 our employees are client-eligible. I mean, if you look at
11 their income, look at the number of children they have --
12 they're a paralegal, secretary, in some instances, a lawyer
13 -- they are client-eligible for our services. This is a
14 national disgrace, and it's something that I think we've got
15 to address. It has got to be addressed. Otherwise, they
16 shouldn't stay. 25 year? Uh-uh. It doesn't make sense.

17 MR. HALL: It does a disservice to them.

18 A PARTICIPANT: Oh, absolutely.

19 MR. RUSSELL: If I can say one thing, Blakeley,
20 Linda's comments are not new to me. I know that in St. Louis
21 two years ago, Rick Teitelman urged the Corporation to look
22 into some aspect of providing a pension plan for field

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1 programs. I know that Jack is interested in looking towards
2 that. We've looked into it at a very minute level.

3 To a large extent, it would probably require
4 additional funding for Congress for that specific purpose,
5 and, as of today, that proposal hasn't been made. But I
6 think it's pretty clear that the Corporation will have to
7 make some type of response.

8 I think, from the 25-year awards, in 1990, there
9 were, maybe, 11, and each year since has been 60, 70, 80. So
10 there are a vast number of individuals at our programs that
11 have a lot of experience and tenure with the programs, and I
12 think that the Corporation will be looking more closely into
13 some type of pension plan or whatever.

14 One of the themes of the mini-grants option was
15 that programs could utilize the funds as they saw fit,
16 possibly to create or implement a pension plan, if that's
17 what they deem to be best.

18 MR. HALL: I've seen Mr. Teitelman's hand. Rick.

19 MR. TEITELMAN: I wasn't going to speak to those
20 issues, though. These are great issues. But I was going to
21 say something about the recruitment of minorities and the
22 idea of, if we're looking at new recruits, generally, and

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1 looking at spending scarce resources on loan repayments, or a
2 Skadden, Arps-Thurgood Marshall kind of an idea of, like, an
3 honors program to bring African-Americans into Legal
4 Services, paying a higher salary, paying a loan forgiveness
5 to be competitive and being more -- we let every program
6 decide who gets loan repayments, that kind of thing, be more
7 directed at our recruitment, we might be able to recruit more
8 African-Americans in our programs.

9 I think that's a wide-ranging problem of every
10 program in the United States, and I think if we could do
11 that, I think we may be able to come up with something and
12 see the results more clearly after a couple-year period of
13 time.

14 In fact, we could even look at Skadden, Arps'
15 experience -- since I'm not sure if it's still going on --
16 and see what they did, how many African-Americans they
17 recruited -- I think it was a substantial number of people --
18 and how many we could recruit.

19 I recognize all of the economic issues, and that
20 kind of thing, and I would think that would be something that
21 would be very advantageous.

22 MR. HALL: Bud, did you have a comment?

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1 MR. KIRK: Just to take another position, I mean,
2 let me tell you, everybody is trying to get minorities hired.
3 I mean, there just aren't enough to go around. You make a
4 program to bring them into Legal Services, you're going to
5 take them out of somewhere else. I mean, every law firm in
6 the country is fighting the same battle.

7 So I think it's a more seminal problem of getting
8 them into law school and out of law school and increasing the
9 pool than it is to -- I just think we're putting bandaids on
10 if we try to take them from one place instead of there. I
11 mean, my firm faces the same problems. I mean, we're just so
12 happy we've got two black clerks this year. Whether they'll
13 take the jobs or not, I don't know. It's really very
14 difficult, all of this.

15 The other thing is, Linda, just to throw a
16 question, I'm a believer in giving the money to the local
17 programs and letting them decide how it can be used best. If
18 we get a 25 percent increase, and if you're funding from
19 Legal Services increases 25, are you going to use that on
20 salaries? How much will you use on salaries? I mean,
21 there's just so little money out there, and we've thrown the
22 burden, I think, on the directors.

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1 MS. ROLD: I would like to make a point about the
2 minority attorneys, that it's interesting, when you talk
3 about having trouble recruiting, you made the point that
4 everybody's having trouble recruiting them, and it's true.

5 And if you look at -- this is NALP's. They do an
6 employment survey every year of all the graduates across the
7 country on what kind of jobs they've taken. This has been
8 true every year, but for 1992, which is the most recent one
9 that's out, minorities take public interest jobs -- broadly
10 defined public interest, but it doesn't include government --
11 at a much higher frequency than nonminorities.

12 For all minorities, 5.7 percent go into public
13 interest jobs, and for nonminorities, it's 1.9 percent. And
14 if you look at minority females, they're the highest group.
15 They're the most likely to go into public interest jobs.
16 That's 7.6 percent. Nonminority males are the least likely.
17 That's only 1.3 percent. So they are choosing public
18 interest jobs at greater rates than they are choosing other
19 jobs, but it's still a difficult issue.

20 MR. HALL: Yes, sir.

21 MR. McALLISTER: Roger McAllister, Kansas Legal
22 Services. I would just like to pick up on something you've

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1 just mentioned. If there is more money at a national level
2 at some point in time, I think, at least I would -- and many
3 project directors would concur -- that we would not like to
4 see it siphoned off into a loan forgiveness program or
5 something like that.

6 We would like it all to go to the field and allow
7 us to use it as we see fit. Not all programs have the same
8 difficulty in recruitment and retention. Every one of us has
9 slightly different issues and problems regarding that, and we
10 would like to have the ability to deal with that at our level
11 without a national -- without siphoning money off for that
12 type of endeavor nationally, although we certainly appreciate
13 studies such as this and direction and guidance as to how to
14 set things up at the local level. We would like to be able
15 to have the choice to use that money.

16 MR. HALL: Well, there's no question that local
17 levels can best decide what their needs are. They're there
18 every day and they know what they need. However, I've
19 wondered and struggled with the question whether or not this
20 is a mechanism to get Congress to give us money that they
21 might not give us otherwise.

22 There are those in Congress that don't want to give

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1 you money, but if you come to them and say, "Look, we have
2 this need," then they may recognize that need and give some.
3 Whereas just giving it to be used however you wish, they may
4 not. So I don't know the answer to that.

5 I think you're correct in what you say. If going
6 ahead and doing these studies and identifying the problem is
7 not a good mechanism to persuade Congress to cut free some of
8 those funds.

9 Yes, sir.

10 MR. HALLIBURTON: I'm Dick Halliburton with Legal
11 Aid of Western Missouri, here in Kansas City. On the
12 minority recruitment issue -- and I agree with Bud that the
13 problem is the pool of our applicants, more than anything.
14 In our local law school here, there was a minority affairs
15 committee, which I have served on for a while.

16 Of course, it's sort of dissipated, but I think
17 this is one kind of effort that, maybe, we could get more
18 involved in, in trying to convince whatever law schools are
19 in our areas to set up programs, scholarship programs,
20 mentoring programs where it was necessary to attract minority
21 law students at their law schools, because I know here, at
22 least, and I think probably nationally, the number of

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1 minority law students is decreasing. So that's possibly
2 something. This is essentially my only recruitment problem.

3 But as far as retention, there seem to be a couple
4 of levels where I have problems. People, when they reach the
5 three to five-year level, seem to leave, either because they
6 can no longer tolerate the school loans and other kinds of
7 burdens, but usually because they've got a family and just
8 can't support the family on that salary. This is nothing new
9 to anybody.

10 The other problems are people who are sort of
11 getting to more like the nine or 10-year level, begin aging,
12 and suddenly of them start thinking about pensions. I guess
13 I would disagree with Roger. I would like to see some kind
14 of nationally funded pension plan, remove that political
15 problem of the local programs having to decide who gets the
16 pension and who doesn't, or whether it should be better spent
17 on salaries. I would really like to see that pursued.

18 I don't know if there's any possibility of this
19 program becoming part of the national Civil Service pension
20 plan, or whether that's legally not doable, but something
21 along those lines.

22 I disagree that we ought to concede that three or

1 four years of Legal Services is enough, and we ought to let
2 people just move on to other areas. We have a number of
3 people in my program, senior attorneys, whose experience at
4 work is just invaluable both to the program and the clients
5 they represent.

6 MR. WEEKS: I know that we're supposed to wrap up.
7 can I echo one point there?

8 MR. HALL: No. Let me tell you about wrapping up.
9 Pat Batie, I think, told us to wrap it up, and she came back
10 in and said we have 10 more minutes.

11 MR. WEEKS: Okay. Well, in that case, I definitely
12 want to respond.

13 MR. HALL: It doesn't mean you can talk any longer
14 than you were going to.

15 (Laughter)

16 MR. WEEKS: I think the point about sort of taking
17 the decision to have a pension, removing the political
18 difficulties with it, is a good one. When I was at Cleveland
19 Legal Aid, the only time that that program ever came close to
20 unionizing was when the director said, "We're going to have a
21 pension plan," and the employees said, "You're not going to
22 talk to us about this? Maybe we want the money."

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1 And then, several years ago at my current program,
2 management proposed, in the union negotiations, a pension,
3 and the union said, "Uh-uh-uh. We want the money," which,
4 from the program perspective, I think, is very shortsighted.
5 It may be correct from the employee's perspective, but if
6 what we're trying to do is look down the road and keep our
7 experienced lawyers later on, the program has a benefit in
8 having a pension plan.

9 MR. HALL: Yes, sir.

10 MR. MESAR: I've got to respond to some of the
11 things that have been said. My name is Joe Mesar, and I'm an
12 organizer with the National Organization of Legal Services
13 Workers and a former Legal Services attorney in Pittsburgh.
14 I wanted to respond to three or four things that have been
15 said.

16 First, I agree with Tom's point, in his initial
17 remarks, that a lot of the reason for retention is
18 nonmonetary, that you need that freedom to get involved in
19 different areas of litigation, to have role models to inspire
20 you to bring different sorts of cases. Programs that do that
21 best, I think, have those nonmonetary incentives, but I would
22 like to talk about three of the monetary issues real quickly.

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1 First of all, is in response to what Tom just said,
2 at this point, NOLSW has created a national pension plan,
3 which Tom's program is just about to start participating in.
4 It's for unionized employees only. I recognize that many of
5 you will hold that that doesn't really affect your staff,
6 but, hopefully, it will one of these days.

7 It's a national pension plan, a defined
8 contribution plan that is portable, so you can move from any
9 unionized program to any other unionized program and carry it
10 with you and retain the benefits. That is set up, not with
11 public dollars, not with corporation dollars, but with the
12 planning of rank and file staff attorneys and secretaries and
13 paralegals around the country and financed by their union
14 dues, the initial start-up of it.

15 So there is such a plan in existence and,
16 increasingly, I think that the problem Tom referred to is
17 less common than it used to be. I think that we regularly
18 include in our local demands increased pension contributions.

19 The second point is that there is a link between
20 recruitment and retention, and there are different recruiting
21 devices that are perceived differently by the existing staff
22 because of the effect on their morale. I think that point

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1 has to be made very strongly.

2 For example, a lot of the fellowship programs, I
3 think there was widespread support amongst Legal Services
4 staff for the Reggie program when it existed. You know, that
5 paid somewhat higher than the going rate at that point. I
6 think that's somewhat less true about Skadden, Arps and about
7 some of the programs that have been created in recent times.

8 First of all, I don't think those programs do have
9 an explicit minority recruitment emphasis. Skadden, Arps
10 certainly doesn't. I've met with the partners at Skadden,
11 Arps, and that is certainly not their policy, and, touring
12 around the country, I don't see it as a statistical matter
13 that it has had any appreciable effect on minority
14 recruitment at all.

15 The other problem with Skadden, Arps, in terms of
16 equity concerns, is that Skadden, Arps pays \$32,500 as a loan
17 forgiveness component and, in some urban localities, even has
18 a housing assistance component. In most cases, that's \$5,000
19 to \$7,000 to \$12,000 more than what starting attorneys in
20 Legal Services programs make, and the equity concern of that
21 is serious.

22 It also has an effect on retaining even to Skadden.

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1 You get their services for a year or two, but then they would
2 have to take a pay cut in order to stay in the program, so
3 that, unlike the Reggie program, where the salaries are not
4 that much above, but enough to recruit people, that program
5 may have provided some limited additional service for a few
6 years.

7 But it has not had that good an effect on morale or
8 a good effect on retention, and, frankly, I gather we have
9 some serious problems with these sort of equal pay for equal
10 work aspects of that.

11 Another program, a somewhat better program was
12 started by the IOLTA Board in New York City, administered by
13 the Greater Upstate Law Project, which offered fellowships.
14 They, at least, were at the going rate, at the starting rate,
15 and avoided those equity problems.

16 But it was dedicated IOLTA money, and, so, we had
17 the phenomenal situation of programs, in the year where IOLTA
18 money went way down, and programs were laying off staff with
19 one, two, three, four, five years' experience, having law
20 graduates come in from these dedicated fellowships.

21 In fact, the operation of that eventually decreased
22 minority staff, because the programs had, over time, with

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1 their more recent hires, tended to include a lot of
2 minorities, disproportionately more than the older staff,
3 whereas the fellowships didn't.

4 As a result, people who were funded on regular
5 IOLTA lines, with five years' experience, in some cases, were
6 laid off to make way for law graduates.

7 The final point I want to make -- I know this won't
8 be popular in this room, but it's my job to be a contrarian
9 at times -- is that there's another salary gap in Legal
10 Services which doesn't get discussed. Linda Bernard alluded
11 to a fact that's relevant to it, and that is the growing gap
12 between management and staff attorneys.

13 When I was hired in 1978 in Neighborhood Legal
14 Services, the common thing in Pennsylvania, at least, was the
15 step system. People would get raises based on their
16 experience. A managing attorney might get \$1,000, \$1,500
17 more than a similarly experienced staff attorney. A few of
18 them made \$3,000 to \$5,000 more.

19 Now, the gap between the top staff attorney
20 salaries is \$10,000, \$15,000, \$20,000, \$30,000, \$40,000.
21 It's not just 10 people that make more than the starting
22 salaries at some of the big law firms. There are many

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1 directors.

2 We are preparing an analysis based on LSC refunding
3 application data that shows that there is a widening salary
4 gap between experienced staff attorneys, people who are
5 actually doing legal work, and management folks of similar
6 experience. That, frankly, has got to get addressed.

7 It's simply not right, and contrary to the values
8 of this community, that you have a situation where the top
9 staff attorney's salary is \$40,000, and the director, with
10 similar experience, is making \$80,000. That contributes to
11 retention problems, and I think that's something that the
12 people in this room need to think about, and it is something
13 that is chafing and irritating staff around the country.

14 MR. HALL: Further response or comments? Yes,
15 sir.

16 MR. EBBOTT: John Ebbott, Legal Action of
17 Wisconsin. I would just like to go back, not only to try to
18 present a united Legal Services front, but I would just like
19 to go back to the national versus local. If it is extra
20 money, I guess I wouldn't have so much problem with the
21 national pension program.

22 But, if there is no extra money, I really would

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1 like the ability to retain local control and figure out my
2 own mix, if there is additional money or even the same money,
3 what the appropriate mix is for my firm to bring in
4 additional lawyers.

5 And, as I say, that makes a difference in terms of
6 keeping staff, additional lawyers, salary increases, and
7 whether or not we have a pension. So, to the extent that
8 there has been an expression for a national pension program,
9 independent of whether that's additional money that we would
10 not otherwise get, I would really like to keep the decision-
11 making local, because I think, together with staff and our
12 Board, I can better sense what the appropriate mix should be.

13 MR. HALL: We are going to need to wrap it up here
14 in a moment, I think.

15 A PARTICIPANT: Just a real quick point. When
16 Region 5 had a meeting, and talked about the national -- not
17 only pension, but the recruitment issue, taking away separate
18 money from what would be normally Legal Services money, at
19 the regional meeting, the region directors, at least, all
20 voted -- maybe with one exception -- that they preferred to
21 have local control versus the national.

22 MR. HALL: Any others? Yes, sir.

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1 MR. EMSELLEM: On the subject of retention of
2 people of minorities, people of color, one of the larger
3 issues that is directly impacting that group is the subject
4 of the impact of the bar examination on people of color.

5 That's a larger issue, but there's a very
6 significant opportunity for Legal Services people and other
7 people from the public interest community to get involved in
8 the process of trying to reform the bar examination and
9 document its impact on people of color.

10 My name is Maurice Emsellem. I'm staff attorney
11 for the National Employment Law Project. I used to work with
12 the Legal Aid Society of New York City. In New York, what
13 happened was, after two administrations of the bar exam, you
14 were allowed to stay on. After you flunked the first one,
15 you were allowed to take it a second time.

16 The impact was, it was three times more likely that
17 a person of color would flunk the bar exam as a majority
18 candidate. And so, what happened was, literally half -- they
19 successfully recruited a class -- out of 300 people, they
20 recruited something like 20 or 22 percent minorities. That
21 class was reduced in half, a little bit more than in half, as
22 a result of the bar exam.

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1 There's a lot of efforts underway nationally, but
2 in your state bar associations, the legal education
3 admissions to the bar committees, most of them are very
4 active in reevaluating bar exams, not just because of this
5 impact on people of color, but also because -- and we all
6 know this -- these are not good exams.

7 They don't express what it's like to be a lawyer,
8 so there's a fundamental reanalysis of the whole process of a
9 standardized test to test what lawyers do. And so those two
10 things link up very neatly.

11 It really is good idea -- we've been doing it in
12 New York, and it has worked very successfully -- to bring in
13 the Legal Aid Society, the DA's offices, other public
14 interest employers have a real interest in strong minority
15 recruitment into that process.

16 So that's one of the larger issues you can become
17 involved in, if you have the time to do that.

18 MR. HALL: Let me begin the wrap-up by personally
19 thanking every one that came today and for all of your
20 comments. It's my feeling -- I mean, obviously, all of you
21 had some good ideas and you have some things to say, and you
22 probably do this anyway, but I would encourage you to

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1 continue to verbalize and to continue to give the Legal
2 Services Corporation your ideas, whether you phone them up
3 and talk to them or whether you call them.

4 As a Board member -- and Bud can speak for himself
5 -- but, as a Board member, I've always loved to hear directly
6 from the staff attorneys or from any part of the staff of a
7 Legal Services program or from the executive director about
8 what they're actually doing and the real problems that
9 they're actually having.

10 That's just more helpful to us -- it would be to me
11 -- than a study that says there's a problem out there. It's
12 really great for me, as a Board member, to know what you want
13 us to do, if you want us to do anything.

14 It's just real helpful to continue that, so I
15 certainly encourage you -- although you probably won't be
16 calling me -- to keep your contacts going with the new Board.
17 I'm really encouraged by them. I think you'll find that
18 they'll be a good help and things will go well.

19 Do you all have anything to say, other than that
20 you're hungry?

21 MR. RUSSELL: Could I say one thing, Blakeley?

22 MR. HALL: You certainly may.

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1 MR. RUSSELL: In this June mailing and the August
2 mailing, we sent out applications for the directory that
3 NAPIL and NALP -- and I just want to say that I encourage all
4 the programs that existed from a recruitment standpoint in
5 both directories. The more of you that do, the better.

6 (Whereupon, at 12:22 p.m., Panel A was concluded.)

7 * * * * *

8 PANEL B

9 TRAINING STAFF

10 (11:25 a.m.)

11 MS. DISANTO: I think we'll begin. My name is not Basil
12 Uddo. My name is Emilia Disanto. Basil Uddo could not find
13 someone to take over his class today and so he was forced to
14 head back to Loyola Law School and I was recruited.

15 We are going to be talking today about training,
16 training staff. We have three very distinguished panelists
17 here that, hopefully, are going to give you some good ideas
18 and be able to give you -- be able to answer some of your
19 questions.

20 We have got Thomas Maligno who is sitting right to my
21 immediate right, who is with Nassau Suffolk Legal Services;
22 we have Judith Rausch, Midwest Regional Training Center; and,

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1 Mary Beth Onkka, Director of the Minnesota Legal Services
2 Coalition.

3 The way I would like to start today is I would like to
4 just go around the room briefly. We are a small enough group
5 that we could kind of introduce ourselves and, if you could,
6 just tell us where you're from and just a general size of
7 your program because there is a big difference when it comes
8 to training and things when you've got a \$5 million program
9 or when you've got a \$300,000 program.

10 So if we could just start right here to my left and just
11 go around the room quickly, please start.

12 MS. ELLSWORTH: My name is Christina Ellsworth. I am a
13 trial court advocate with DNA Peoples' Legal Services and I'm
14 just here for -- well, we came with Randolph Barnehouse.

15 MS. DISANTO: Sure, okay.

16 MS. JIMM: My name is Eleanor Jimm. I'm a legal
17 secretary with the DNA Peoples' Legal Services and I've been
18 working with the legal service program for 25 years.

19 MR. SNYDER: Mike Snyder with Oklahoma Indian Legal
20 Services. Our program has five attorneys, including the
21 director. Our budget is about 300,000 and we serve the whole
22 state of Oklahoma.

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1 MS. HAYES: Ida Hayes from Indianapolis Legal Services
2 and our program has at least 40 staff people in our main
3 office and we have one, two, three, four satellite offices.

4 MS. TROVATO: I'm Val Trovato from the Southern
5 Allegheny Legal Aid in Jonestown, Pennsylvania. I'm the
6 administrative assistant. We have twenty staff altogether
7 and we have three offices. We have three different counties.

8 MR. MYER: My name is Jeff Myer. I'm from Legal Action
9 of Wisconsin. We've got a \$3 million program.

10 MR. DONAHUE: I'm Pat Donahue. I'm the Director of
11 Legal Aid Society of Topeka and we're under the umbrella of
12 Kansas Legal Services, Inc. I'm a regional director of
13 Kansas Legal Services. Kansas Legal Services statewide is
14 about a 60-attorney program and the program I manage have
15 five attorneys and a staff of seventeen.

16 MS. SHEPARD: I'm Karen Shepard, Director of Legal Aid,
17 Omaha, Nebraska, and we have two branch offices, a total of
18 fourteen attorneys, including me, and a total budget of about
19 1.4 million.

20 MR. HANNIBAL: I'm Rich Hannibal. I'm with the
21 Corporation and I'm the manager of the Compliance Division.

22 MR. BOEHM: I'm Ken Boehm, assistant to Jack O'Hara of

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1 the Corporation.

2 MS. DISANTO: I think we've done our introductions. The
3 way we would like to start is that our three panelists have
4 prepared kind of just a five-minute overview and then, if you
5 can, you can hold your questions or you can give questions,
6 whichever way you would like, at the end of each person's
7 discussion.

8 Mary Beth, can you start?

9 MS. ONKKA: Okay. I guess I'm going to kind of take the
10 lead from the way people were going this morning. I am here
11 representing a state support center in Minnesota and we
12 provide services to the six legal aid programs in Minnesota.
13 There is approximately 350 staff statewide that we service.
14 They are our clients, as I call them.

15 I have been involved in state support activities
16 nationally with the National Organization of State Support
17 Units, which is a loose organization of all the state support
18 centers in the country. And last year, fortunately, the
19 Corporation funded support centers in every state in the
20 country so now at least there is funding going into each
21 state to provide some kind of support services.

22 The centers all operate and look very differently,

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1 depending on the amount of funding, as in the field programs,
2 and the centers all provide different kinds of services,
3 depending on how much money they have.

4 But NOSSU has been very active in the last few years.
5 I've been with state support since '86 and in 1990 a
6 conference was pulled together, the first united supported
7 conference in San Francisco that brought together not only
8 state support people but also the national support, the
9 backup center people, to begin trying to identify how we
10 as -- what our role is in the support community and how we
11 can better serve the staff in the field.

12 And a study came out of that conference that was funded
13 by the Ford Foundation that one of the findings in that study
14 was the need for support centers, not just state support but
15 national support, to better provide training to the field
16 staff.

17 And it was found that, you know, training is happening
18 across the country but it's happening very differently. It
19 happens in the programs, probably more so in programs that
20 have more money that can hire a training coordinator that
21 have the resources to bring in backup center people because
22 usually it costs the program or the center to bring those

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1 people in.

2 People in the very rural programs in the states that
3 have, you know, five, six, seven staff -- I think Wyoming is
4 one state that has a program and has very, very few staff.
5 They just don't have the resources to provide any staff
6 training so we tried to look at those issues.

7 And another big thing that was identified at the
8 conference and the study is that we needed a national
9 coordinator to help us work together better so that we can
10 talk on a regular basis about training issues and try and
11 coordinate what's going on because there is a lot of lot good
12 training that goes on every year.

13 There is the Berkeley training that happens every year
14 put on by NLADA but very few people can go to that training
15 so there is a work group that has been established through
16 the united support project and NLADA to look at how we can
17 improve the delivery system, work better with the backup
18 centers.

19 How can we make Berkeley better? There has been a lot
20 of comments that Berkeley needs some improvement. I mean
21 everything we do always needs some improvement so efforts
22 have been made to improve the training skills of the

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1 presenters, to provide training of trainer sessions for them,
2 to provide more usable materials for staff that can take them
3 back to their local programs and do training there, which
4 extends the opportunity for other staff to be able to have
5 access to that type of training.

6 There is also an effort going on with LSC right now in
7 the Organization of Legal Services backup centers to provide
8 funding for them to just kind of replicate Berkeley around
9 the country to provide that type of training in more
10 locations around the country, and Emilia can probably talk a
11 little bit about that what will be happening over the next
12 two years.

13 Because of the scarcity of resources only primarily the
14 western state field people are going to Berkeley and having
15 that opportunity, so how can we better get that out there,
16 replicate it in different parts of the country, make it more
17 accessible? How can we get more staff to those events?

18 There has also been discussions about videotaping those
19 or teleconferencing those things to make them more accessible
20 to more staff.

21 I have also been involved with the National Training
22 Coordinating Council, which Judy will talk a little bit

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1 about, which is an organization of the regional training
2 centers within legal services and I serve as the state
3 support representative.

4 And one of the projects that has been undertaken by NTCC
5 in the training area is to develop a core curriculum for
6 legal services staff, a national curriculum. And our hope is
7 to try and put together a curriculum for all staff for
8 attorneys, for paralegals and for support.

9 Skills training and substantive training that we would
10 recommend needs to be provided on a regular and a timely
11 basis for all staff. I mean staff need to be trained and
12 they need to be trained early on and they need to be trained
13 ongoing, not only for themselves and their professional
14 development, but certainly to help meet the needs of the
15 client community. They have to be kept informed on a regular
16 basis about changes in the law and training is one mechanism
17 to do that and a very effective method, I believe.

18 So we are going to be working through and trying to
19 establish tables which identify for each staff level
20 substantively and in the skills area what the community feels
21 is needed on a regular and ongoing basis. We're going to be
22 working with the backup centers to help us come up with the

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1 substantive curriculum and we're also going to be, of course,
2 working with the field people and getting their input and
3 their response to this idea of a curriculum.

4 Is it -- you know, can we really do this. I mean is
5 this something that can really happen? How can we sell it to
6 the field? How can we get the project directors to buy into
7 the fact that I think everyone believes that people need to
8 be trained, but what's the first thing to be cut?

9 In my fifteen years of experience in legal services,
10 training just is the first thing out and I just interviewed
11 someone from Maine where that is exactly the words she used.

12 You know, training, you're not going to send people out
13 of state. We're having to deal with more of the issues in
14 state now. I mean we have been for the last couple, three
15 years because people don't have the travel money to send
16 people out and so if the training is not provided locally by
17 the programs or by a support center or you can't access the
18 bar associations and the training that go on there, the staff
19 don't get trained and that results in a lot of problems.

20 It results in not being able to meet the needs of the
21 client community, it results in burnout of staff, lack of
22 professional development. You know, they're frustrated.

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1 They're not motivated. They're not efficient. They're
2 having to do so much extra work to try and do their day-to-
3 day case work and so training, you know, is really important.

4 And I think we all believe that and, hopefully, over the
5 next few years as we continue to work through the improving
6 the delivery system establishing some kind of a core
7 curriculum and working through that process we can improve
8 the training in legal services.

9 MS. DISANTO: Thank you, Mary Beth. Judy.

10 MS. RAUSCH: I would like to do three things in five
11 minutes. Briefly, all three of these things. I would like
12 to talk about the place of training within the legal services
13 community, then talk about the training needs surveys that we
14 do and then, lastly, talk about the regional training centers
15 that try to coordinate and support these activities, all
16 within five minutes, hopefully.

17 The place of training within legal services is, I think,
18 viewed by perhaps every single legal services staff member
19 and member of the client community differently, so I am going
20 to give you my perspective on this. I see training as a tool
21 as a strategy for legal services program to use in order to
22 carry out its mission to carry out its annual work plan, to

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1 carry out its day-to-day activities with the client
2 community.

3 And let me describe further how this would be working,
4 and this is what we try to promote and have been trying to
5 promote for the last several years. And I think we're
6 getting more support from what is going on in other work
7 sites across the country and through the present
8 administration in trying to put training and retraining in
9 the proper perspective.

10 When a local legal services community sits down and puts
11 together priorities in conjunction with the board and with
12 the staff and with the client community, unmet needs surface,
13 hopefully, that are addressed through this priority-setting
14 process.

15 Areas may be listed as a priority; for example, working
16 with the homeless, working with community economic
17 development, getting involved in ADR, doing disaster relief
18 to prepare staff for when the next disaster will be hitting.
19 These will all be and may all be priorities that would
20 surface and then actually made concrete in a work plan that
21 staff, with the client community, will work all throughout
22 the year.

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1 Training fits in because it's a tool to enable the staff
2 to gain the skills and the knowledge they need to prepare
3 themselves to work in these areas. It's a tool that new
4 staff members need in order to prepare themselves for the
5 daily work that may have been our priorities and still are:
6 housing, welfare, office automation.

7 What we are hoping happens in programs and this training
8 needs assessment survey that, hopefully, most programs use
9 every year, is an opportunity for staff with supervisors to
10 look at themselves to see if they have the skills needed to
11 do this work.

12 If not, what training will enhance these skills or give
13 them the skills? Do they have the knowledge of the law that
14 is necessary in order to really be effective in this
15 particular area of work? What skills are necessary for staff
16 to do better client community outreach? You know, bodies of
17 skills are developed to make this work more effective, more
18 efficient.

19 And so when this area is identified as being lacking,
20 training is one tool that can be used to meet these needs
21 because this is about meeting these needs and this training
22 can take place in an office setting with people in an office

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1 using some of the materials that are available through the
2 training center libraries to gain some of these skills.

3 It can take place on a personal level through
4 videotapes, through a mentor type program, through audiotapes
5 in some of the rural states, and we have some in the midwest
6 where staff members would check out audiotapes to place in
7 their car cassette to be learning as they're driving.

8 It can be done, you know, through a training that's on a
9 statewide level. It can be accomplished through a training
10 that may be on a regional level. It can be accomplished
11 though Berkeley. These are questions that need to be asked.
12 How can I enhance my skills? How can I gain this knowledge?
13 What is the best way for me to do that and how am I going to
14 take responsibility to do this?

15 We offer training as a benefit for our staff, not just
16 as a freebie or something because somebody has done a good
17 job and they can go off someplace because that's -- they've
18 done a good job, let's send them to Berkeley. Berkeley is a
19 fine place to go. It is not viewed as that. It should not
20 be viewed as that. It should be part of the program plan.

21 We belong in the other room where they're talking about
22 retention and recruiting of staff We belong in the other

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1 room that's talking about client outreach, because it's all
2 together.

3 And I guess one of the things that I'm hoping that we as
4 a community will be able to do is see training as an integral
5 part of the community where it really fits and is seen then
6 as a tool, a strategy, to meet these unmet needs.

7 Every training center -- and there are five regional
8 training centers throughout the country. In the midwest we
9 incorporate and include fourteen states from the Dakotas to
10 the Virginias.

11 Each of the regional training centers with the state
12 support person who is responsible for training -- we call
13 them in the midwest the training responsible person in each
14 of the state support centers who, in turn, work with training
15 responsible people on the local level who are working with
16 staff to identify these needs.

17 We try to every year do a needs assessment survey to
18 assist us in putting together training plans and every region
19 or state may do this a bit differently, but in the midwest we
20 use one survey which a committee of state responsible people
21 have assisted in putting together.

22 The survey includes all the possible training packages

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1 that are available to provide the skills, the substantive
2 law, that people may need. I always have mixed feelings when
3 these surveys go out because we do not have the resources to
4 meet all these needs, resources as far as people and money.
5 We have the data, the figures that were talked about earlier
6 this morning, to substantiate the training need.

7 Our survey asks people to check off the training that
8 they have attended in the past according to job category and
9 substantive law area and then which ones do they need for the
10 future. All the data is here to show where the unmet need
11 is.

12 You know, we set up an expectation and let people know
13 we want to know what you need. We can not do it all. We're
14 going to try to meet as much of it as we possibly can and so
15 if figures are needed we have the figures and I think that is
16 one of the values of the needs surveys that we do have.

17 We do try to provide the training as identified by the
18 majority of people as needed on a regional level. State
19 support people have this data, local programs have this data.
20 And we try to promote planning groups on each of these levels
21 to take a look at what the need is at the local level, the
22 state, and the region so that we can start to begin to meet

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1 some of these needs.

2 The regional training centers are a resource for people.
3 We are small. In the midwest we have one full-time staff
4 member. That's myself. And I have a part-time
5 administrative assistant, Doris Porter, who works with me for
6 fourteen states. Our budget is about 150,000.

7 Some of the money in this budget is reserved to
8 reimburse trainer expenses for the regional events. Some of
9 the money is used to build a good training library so it is
10 accessible to programs and I try to purchase training
11 materials that people can use on their own individual level
12 for self-development, as well as in programs and on the
13 region, you know, so that materials are available.

14 We try to coordinate with one another, the five regional
15 centers do, in order to try to develop new materials to meet
16 needs that are surfacing and to prevent overlapping. We've
17 worked with the uniting support project together and in other
18 projects in order to provide the best training in the
19 community and make it accessible and then try, of course, to
20 advocate for additional funds.

21 I have prepared a very brief handout indicating the
22 names and addresses and staff of the five regional training

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1 centers with the states that they serve for you so that you
2 can contact them for assistance and then a brief description
3 of what we do, so before you leave the room you can fill in
4 the spaces and contact the centers that have more
5 information.

6 MS. DISANTO: Thank you, Judith. Tom.

7 MR. MALIGNO: Nassau Suffolk Law Services is on Long
8 Island in New York and we were a five -- over \$5 million
9 program last year but we lost a million dollars so we're a
10 little bit over a \$4 million program this year.

11 What I am going to talk about is to try to be practical
12 as far as what training happens in a program in a local
13 program and also how we have made some choices when funds
14 have been cut and how we have tied it into our pro bono
15 training and that saved us money.

16 So we have not cut back our training. In fact, we have
17 increased our training even with our funds going down by
18 tying in with our pro bono program and getting a lot of free
19 help.

20 And one of the main ways that we increased our training
21 is that we created our training committee within our staff
22 and also included our pro bono people so we could find areas

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1 of common need that our staff needed training and also that
2 our volunteer lawyers needed training. And also it took the
3 responsibility off just me as the executive director and I
4 think we have a better training program now because we're
5 listening to what the needs are out there of our staff.

6 So in a short amount of time I'm just going to do a
7 couple of quick hits to say some of the things we've done,
8 not because you have to copy these things but because they
9 can give you an idea of what creative thinking can bring in
10 melding the staff and the pro bono parts of training
11 together.

12 And also I should tell you that I've had a chance to do
13 some traveling for the American Bar Association to look at
14 pro bono programs and my experience is that a lot of these
15 things also work in smaller communities where there may not
16 be the same financial resources but there still can be a
17 partnership brought together of the legal services program
18 and the private bar.

19 Quickly, why do you do pro bono training? Well,
20 obviously, for recruitment of attorneys, for recognition, for
21 retention, just like staff. How do you do it? Well, a
22 couple of different ways.

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1 Sometimes we do it to kick off a new training program.
2 For example, we created a breast cancer legal advocacy
3 project within our pro bono program last year because,
4 unfortunately, Long Island has a high rate of breast cancer
5 and we were getting lots of people coming to us that were
6 having problems with Medicaid or Medicare or their insurance
7 companies.

8 We kicked off that event, that recruitment event, by
9 having a huge free training event in which we brought both
10 medical and legal professionals in and some insurance people
11 in to talk about that training.

12 We do training through video tapes, we do training
13 through audio tapes, through mentor programs, through written
14 materials and things that you don't necessarily formally
15 think of training as a big event.

16 In our newsletters that go out, both our program
17 newsletter and our pro bono newsletter, have little tips and
18 we consider that part of our training process. Not extensive
19 to do and, by the way, all of our training materials are
20 printed for free for us by appellate printing companies and
21 we give them pro bono credit so when we list who our pro bono
22 attorneys are we also list the appellate printing companies

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1 and they do all of our brochures and all our training
2 materials for free for us.

3 Couple little things that we did for our volunteers
4 through the bar associations that have their own training
5 programs. We have the one-for-one program. For each case
6 completed, along with the thank-you letter, the attorney gets
7 a certificate entitling them to a free program with -- at our
8 bar association.

9 Also, if someone takes a case and they say to us, you
10 know, I'd like to brush up a little bit on some of the
11 changes in the law, well, the bar association allows them to
12 take out the videotape at the same time that they -- if there
13 was a program within the last year on divorce or
14 landlord/tenant or consumer or whatever, and that's also done
15 for free. The volunteer lawyer of the year and the four or
16 five semi-finalists -- it's a long story -- also get free
17 training coupons as part of being that.

18 Quickly, I also want to say that all of our legal
19 services staff training are open to our volunteers and they
20 get notice of that. How is our staff trained internally?
21 Well, we work in conjunction with other legal services
22 programs either in New York State or in the New York

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1 metropolitan area. Our volunteers are invited to that.

2 Secondly, we do these little quick hits that are on
3 simple topics that were training needs that we didn't
4 necessarily plan on in the past. So every other Tuesday in
5 one office and every other Wednesday in another office -- I'm
6 sorry, one Wednesday a month, we do a little quick training
7 such as tuberculosis because, unfortunately, we're seeing
8 more and more people with AIDS and more and more people with
9 active TB coming into our offices. The staff wanted to know
10 about that. What is the responsibility since we have social
11 workers in our programs when the staff becomes aware of a
12 child abuse issue involving one of our clients? So we did a
13 quick hit on that.

14 So, you know, we got away from thinking that all
15 training had to be these big, grandiose, all-day things and
16 got into that and many of our volunteers come to our offices
17 for that as well.

18 And let's see, my staff attorneys now get to go to many
19 bar association training programs for free because of the
20 relationship that we have worked out with our bar
21 associations, but certainly when we train our volunteers on
22 landlord/tenant or on divorce law, consumer law, bankruptcy

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1 law, our new staff attorneys and our new paralegals also
2 become part of that program as well.

3 The last thing I want to say because we could talk about
4 this forever, but I'm really throwing this out just perhaps
5 so that we can talk about other ideas and how you do them, is
6 that we set up training with other professionals who are part
7 of our pro bono programs so, for example, we have volunteer
8 psychologists who help out in divorce cases where custody
9 issues are.

10 And one of the things that we did for six years now is a
11 joint program every year with our volunteer lawyers and our
12 volunteer psychologists and we do mock examinations; for
13 example, a child custody case where there has been sexual
14 abuse allegations.

15 But we started out very basic and so, for example, part
16 of the program for the attorneys and my staff as well was
17 what's the difference between a psychologist and a
18 psychiatrist and why as a lawyer would you use one instead of
19 the other either to help a client prepare for trial or as an
20 expert witness. We've also done joint training programs with
21 accountants and with pension actuaries and I know I'm
22 forgetting somebody. Oh, we've also done computer joint

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1 training as well.

2 And so, well, why am I telling you this? Because those
3 professional associations help underwrite the cost of the
4 training so it didn't cost our legal services program a penny
5 for the most part to run those programs. And so we looked
6 out at what the need was and then we try to find other people
7 to help pay for that for us.

8 So, once again, I apologize for being so quick but it
9 was just to give you some quick practical tips, not for you
10 to copy them necessarily although you are certainly welcome
11 to because what I did say is we stole a lot of these from
12 other programs, is to just get you into the creative frame of
13 mind about how you do training on a local level even with
14 scarce resources.

15 MS. RAUSCH: Thank you. A good example, a very good
16 example, of what I was trying to illustrate before, you know,
17 how training fits into a program and is integrated into the
18 program very, very nicely.

19 MS. DISANTO: Right now I would like to just throw it
20 out if anyone has any questions about anything that we talked
21 about, anything you'd like to talk about. I realize that our
22 time is short but I would like to just open it up to anything

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1 or any comments anyone has to say because we kind of have a
2 nice mix of programs here. We have small programs, we have a
3 Native American program, we have rural programs.

4 Rich.

5 MR. HANNIBAL: For those of you that have particularly
6 not done a lot of programs through regional training, give a
7 rough idea what percentage programs spend per employee on
8 training and do you have any idea what you think we should
9 spend, or a dollar amount that they should spend, and how
10 close are we.

11 And beyond that, from your assessment, are our programs
12 doing a better job at training staff initially or in terms of
13 ongoing training? Which is the greater need?

14 That's several questions.

15 MS. ONKKA: I think they're all needs and it's hard. I
16 mean I can somewhat speak for Minnesota in six different
17 programs. I don't -- I think ongoing. In Minnesota we have
18 more of what is the graying of legal services, I guess, more
19 advanced staff.

20 So the challenge that I'm facing there and have for a
21 while is how do I provide service to that category of staff's
22 immediate new kinds of needs, not the basic lawyering skills

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1 and not the basic paralegal advocacy skills because there
2 hasn't been much turnover in staff.

3 So, you know, but they look to me in state support to
4 provide that training and we do a lot of training, but you
5 look at many of the other states that don't have the
6 resources to do it so I mean we basically do it on behalf of
7 the programs.

8 So in Minnesota I would say they're putting a fair
9 amount of money into it into my budget to provide ongoing
10 training. They're doing -- they put money in -- I can't give
11 you dollar figures though -- into pro bono efforts to train
12 and, as with Tom's program, all of our events with the
13 exception of some skills training are open to attorneys but I
14 don't know nationally.

15 MS. RAUSCH: It varies from program to program. Maybe
16 I'm just thinking that you have access to those figures, you
17 know, basically taking the line item in the budget as spent,
18 not as projected, dividing it up by the number of staff and I
19 think in some programs that might mean \$10 per staff person
20 per year and in other programs it might mean -- because I
21 know some might have \$100 to \$200 per staff person. That
22 doesn't mean that each staff person uses that dollar figure.

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1 There is an association called the National Association
2 of Trainers and Developers, a nationwide organization that
3 encompasses trainers in industry, you know, the corporate
4 sector of society, as well as the non for profits. And their
5 recommendation, you know, as far as how much per employee is
6 not as precise as so much per person but basically what
7 percentage of the personnel budget should be spent in
8 training, and they said 30 percent of the personnel budget of
9 that organization should be spent in training.

10 And in order to keep the staff abreast of what is
11 happening within that organization so that they can meet the
12 need, I guess I'm very pleased with this emphasis nationally
13 because we need in legal services to be retrained as much as
14 people do who are in a factory need to be retrained.

15 I mean computers are everybody's desk now in many
16 programs or will be soon. Especially for the support and
17 administrative staff, people are being retrained.
18 Secretaries are being retrained to be legal assistants
19 because every -- they're not typing any more. I mean they
20 have their own computer but they're not doing other peoples'
21 typing as they may have when they came into the organization,
22 you know, so we have that need as much as anyone else does.

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1 We don't have the money for it. Definitely the monies
2 are not there for it but I think we, you know, we are
3 responding if we do not do as Mary Beth indicated, have that
4 be the first thing that's cut and many times that does
5 happen. There was more money in training twelve years ago on
6 the local program level when I started with the regional
7 training centers as there is now and this year is especially
8 difficult, you know, in the programs that have IOLTA funds.

9 MS. DISANTO: Any other questions?

10 MR. SNYDER: Mike Snyder from Oklahoma. We're facing a
11 situation where we have very limited training funds and all
12 of our training for Native American programs or for Indian
13 law is held at a national level. And I think there's
14 probably a good reason for that because it's highly
15 specialized; however, this year, for instance, although we're
16 having what looks to be a very good national training, I can
17 send one staff attorney. That's it. And the only reason
18 that he's going is because he's on one of the panels and
19 they're paying for everything. That's a reality in Oklahoma.
20 If he weren't a speaker he wouldn't be going either.

21 Any suggestions? And then to compile that problem, when
22 occasionally there are bar associations CLEs that are useful

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1 to our client base, we can not get scholarships because we
2 get IOLTA money so we're not going to let you have a
3 scholarship even if we tell them that we don't want your
4 materials, we just want to sit and listen. We can not get
5 those materials.

6 MS. DISANTO: Mike, let me just share with you just a
7 couple things that are kind of happening. There is a
8 national training that's going on on Native Americans and I
9 think I just saw the grant go out just a couple of days ago,
10 as a mater of fact. And it is a problem.

11 Something that we are involved with right now and we're
12 just kind of fine-tuning a contract that we're working out
13 with OLSBUC. About three years ago we were real interested
14 in, you know, Berkeley West. You know, we heard a lot about
15 Berkeley West and we started thinking about about, well, what
16 about Berkeley East? You know, just to have some kind of a
17 balance.

18 Right now this contract that we're working out with
19 OLSBUC is, I think, the initial contract. It's for three
20 large training, three large training, along the Berkeley type
21 and to take place over an eighteen-month period.

22 And one of the things that we're doing is that we have

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1 two training centers that are available to legal services
2 programs. The training centers themselves are available.
3 And that is the Drake Center, which is in Des Moines, Iowa,
4 where if there is any cost at all it would be nominal for
5 legal services program attorneys to go and use their training
6 facilities. It is a new -- we built a facility about four
7 years ago. There is another section of the facility is being
8 built right now, another whole building that is going to be
9 devoted to legal services type training.

10 The other location is at Loyola and, in fact, in working
11 out this particular contract for training is going to take
12 place at Loyola because we have a training facility down
13 there in New Orleans and it's expected that the very first
14 training that is probably going to take place is going to
15 take place there.

16 The Corporation's role. What we're trying to do --
17 everybody -- there is no question that money is a real
18 problem and I think it was Mary Beth who said training is the
19 first thing to go. I know with our own staff we have been
20 very, very tight on funds and when you sit down at the table
21 and Jack and I sit down, what's the first thing we said? No
22 more training, no more dues. You know, that's the first

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1 thing. That's the first thing that we hit.

2 What we're trying to look at in a long-term is that when
3 these kind of training are taking place that the Corporation
4 wants to act as the facilitator. We want to make it easy,
5 like we're working with OLSBUC to get the training people
6 there and we want to be able to provide the scholarships or
7 some portion of the scholarships for people from the field to
8 go.

9 It may be just the travel money, the airline ticket, and
10 working the airline tickets through us because we can get the
11 government rate for airline tickets and the programs can't.

12 And just to make a comment on that, we try to work with
13 the GAO et cetera and said, well, wait a minute. Why can't
14 we extend this particular benefit to our programs? I mean
15 this is all federal money. We're all under the same
16 umbrella. And that was a two-year fight that went on and we
17 could not get them to budge for all the tea in China so we're
18 planning on trying to make that service available through us
19 to get you the ticket at government rate that we would pay
20 for so that you can send your staff attorneys.

21 Now, I know that doesn't solve your today problem and
22 all I can tell you is that we're real hopeful about the

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1 future. I think this OLSBUC contract is a beginning and
2 hopefully things will get a little bit better.

3 And please spread the word about Loyola and about Drake.
4 Going to Des Moines is sometimes expensive -- it depends on
5 where you're coming from -- but to keep somebody there isn't.
6 To keep somebody in Des Moines because they would probably
7 sometimes even provide housing, the facility is there, and we
8 are talking, you know, an excellent facility with all new
9 type of training equipment, all type of technology that is
10 going to be available to the programs.

11 I know you had a follow-up there, Mike.

12 MR. SNYDER: Well, you had mentioned in your
13 conversations with Jack over the budget and the first one to
14 go was budget -- I mean training.

15 MS. DISANTO: With our staff it definitely has been.

16 MR. SNYDER: I understand that but it's ironic that
17 during our last meeting with Jack one of the major concerns
18 was training and out of that few day of the week session what
19 we got out of that was what I felt to be a real commitment on
20 Legal Service's part, the Board and on Jack's part, a
21 recognition of how important training was that it affects
22 retention.

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1 MS. DISANTO: Absolutely.

2 MR. SNYDER: That it affects the quality of
3 representation to our clients, and that in fact was one of
4 the areas that was going to be increased. And I can
5 understand why something has to be cut, but training? I
6 guess, was that meeting for naught?

7 MS. DISANTO: No, that meeting was not for naught and
8 let me tell you why. These are topics, I mean believe it or
9 not, that come up and stay up. I mean we have a system where
10 topics don't get lost in the system, believe it or not,
11 although sometimes it takes a really long time to make it
12 come up.

13 No, that wasn't for naught. We realize that training is
14 -- it's a motivational tool, it's a retention tool, it's a
15 quality of service issue. It is a -- sometimes it's keeping
16 your attorneys trained for license purposes. It serves so
17 darn many purposes and just keeping your people interested.
18 And it increases your efficiency. It increases all these
19 things that help make programs work.

20 And all I can say is that we're sitting here waiting for
21 our appropriation, you know. We've gotten -- we put in for,
22 you know, what is it, 535. The first budget they came out

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1 was then we heard 400 million. We heard the President's
2 budget that came out at 432, then we were asked for a two
3 percent cut, then we were asked about what would happen with
4 a five percent cut.

5 So we've kind of been all over the gamut on this in a
6 relatively short period of time. What is going to happen we
7 don't know. We are hopeful that there is going to be an
8 increase close to the 400 million. If we see that increase
9 close to the 400 million there is going to be -- there will
10 be money shifted to putting more money into the RTCs, into
11 the support centers. That is what we are hoping for in the
12 future.

13 Whether or not it happens, unfortunately, a lot of that
14 is all held in the numbers and we don't know what that number
15 is but we believe that we're going to know what that number
16 is in about two weeks.

17 MR. SNYDER: Is the national Native American training
18 going to be videotaped?

19 MR. MYER: I assume so. The problem with the videotapes
20 that we've found is since there is not interaction when
21 questions are raised it's very difficult to get a response.

22 MR. MALIGNO: You know, one of the things I'm going to

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1 talk about because I try to get real practical back down to
2 what it, you know, means to the director and what she or he
3 needs to do. Certainly, I think we need to, you know, just
4 like you had this dialogue now, we need to make the training
5 needs known that there needs to be more money and structure.

6 So I don't mean this to replace that but when we sent
7 someone to a training and there's only one person we could
8 afford, that person has a responsibility to do a training in
9 our office, bring back the materials which we duplicate, and
10 it serves a lot of purposes.

11 We've found it helps the staff know. It sort of assures
12 that the person who went to the training went to a lot of the
13 training so they can report back to us on what they did and
14 it actually has become a good event within our program.

15 For example, I have to report back to my staff on what
16 happened here today and at the fundraising training in St.
17 Louis and the issues and I write my little notes down on what
18 the specific topics are that I'm going to bring back to them.

19 But in no way do I think that that should replace us
20 fighting for more but in the meantime on a local, practical
21 level, what can we do while we fight for more?

22 MR. MYER: We do the same thing, but that's no

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1 substitute, particularly in a substantive law --

2 MR. MALIGNO: That's what I just said.

3 MS. DISANTO: Absolutely, absolutely.

4 MR. MYER: -- to having the video tape. And I
5 understand that you don't get the interplay because questions
6 are going to come up and that may not have been the question
7 that was asked when it was taped, but something like this,
8 and this isn't even a priority of ours, but I would love to
9 have a videotape because we need --

10 MS. DISANTO: I have just made a note of that for myself
11 because I wasn't real sure about the response but I think
12 it's something that in my head I think we can do relatively
13 easily and if either of you want to call me at the
14 Corporation to touch base on it, please feel free.

15 I have the Corporation secretary behind me right in
16 front of me saying I think it's time to wrap it up.

17 MR. SNYDER: One side note. To my knowledge, I have
18 never received a listing of video tapes that are available on
19 the price of national training, not just within the Native
20 American programs but in --

21 MS. DISANTO: Okay, let's --

22 MR. SNYDER: I've heard there are more out there that

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1 are available and our state training office has videotapes --

2 MS. DISANTO: That is something probably that could be
3 done easily.

4 MR. SNYDER: -- but is something that should be mailed
5 out, I would think at least once a year.

6 MS. ONKKA: Just to respond to that, I mean the training
7 -- the midwest training resource center publishes a catalog,
8 a national catalog, that all of the training centers have and
9 should be making available to the local programs and it lists
10 all of them. I mean that's one of the major efforts of NTCC
11 is to bring it all in one place. It's also on Handsnet. The
12 complete --

13 MR. SNYDER: We don't have the money to afford Handsnet
14 so --

15 MS. RAUSCH: A telephone call to the Denver center.

16 MR. SNYDER: To the Denver?

17 MS. RAUSCH: That's right, because they -- I'm certain
18 that they have extra copies and I thought they had
19 distributed a copy to each program.

20 MR. MALIGNO: The other thing is we got local banks to
21 pay for all our video equipment. We did grant proposals and,
22 in fact, I just had to go back because some of our video

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1 equipment was ten years old and I went back and they said,
2 "You used it up already?" I said, "Give us a break. You
3 know, it was ten years ago. You know we need more video
4 equipment."

5 So we didn't even have to pay for that and I'd be
6 willing to be that -- you know, the thing about video
7 equipment, it's one-shot stuff. You don't have to come back
8 to them again and again and you can say look at the
9 difference your three or four thousand dollars is going to
10 make over the next ten years.

11 MS. DISANTO: Well, listen, thank you very much for
12 attending and I hope you enjoy the luncheon which is right
13 across the hall.

14 (Whereupon, at 12:15 p.m., the session was adjourned.)

15 * * * * *

16 PANEL C

17 CLIENT OUTREACH

18 (11:16 a.m.)

19 INTRODUCTION BY JO BETTS LOVE, BOARD OF DIRECTORS,

20 LEGAL SERVICES CORPORATION

21 MS. LOVE: Good morning. My name is Jo Betts Love,
22 and I'm from Aberdeen, Mississippi.

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1 I am a very nervous individual, and I don't like
2 reading from speeches, but I'll try to do my best.

3 On this 10th day of September, 1993, we take this
4 opportunity to express our appreciation to all in the legal
5 services community who assist us in the discharge of our
6 function area responsibilities. Many of the strides made
7 since 1990 are attributed directly to your great effort and
8 input.

9 We trust you will provide the same support to the
10 incoming Board of Directors. We applaud our work and will
11 continue to do so in our coming endeavors.

12 We shall look to the future and do what is
13 necessary to ensure that dignity -- the Legal Services Board
14 of Directors, George Wittgraf, Norman Shumway, Blakeley Hall,
15 William Kirk, Jr., Jo Betts Love, Guy Molinari, Penny Pullen,
16 Tom Rath, and Basil Uddo, and Jeanine Wolbeck.

17 INTRODUCTION OF PANELISTS AND OTHERS BY JEANINE E. WOLBECK,
18 BOARD OF DIRECTORS, LEGAL SERVICES CORPORATION

19 MS. WOLBECK: I'm Jeanine Wolbeck. And we're going
20 to discuss the client outreach today, which is considered to
21 be an extremely important topic. And I thank all of you for
22 coming.

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1 I think the first thing we'll do is -- well, first
2 of all, I need to tell you that our court reporter needs to
3 get everything recorded. And not all of you are going to
4 have microphones. So when you speak up, be sure and speak as
5 loud as you can so that she can hear you.

6 First of all, I'd like have everyone on the panel
7 introduce themselves. And then I'd also like all of you to
8 introduce yourselves so we can find out where we're all from
9 and to know each other a little bit.

10 Can we start over here?

11 MR. FREEDMAN: I'm Henry Freedman, Director of the
12 Center on Social Welfare, Policy & Law, which is a legal
13 services national support center with offices in New York and
14 Washington.

15 MR. SACHS: I'm Carl Sachs, with Western Arkansas
16 Legal Services, a client rep.

17 MS. EXUM: My name is Jacqueline Exum. I'm
18 director of Judicare of Mississippi and from Columbus,
19 Mississippi. It's a part of our program service in three
20 counties.

21 MS. BAILEY: My name is Ann Bailey. I live in
22 Springfield, Mass. And I'm associated with Western Mass.

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1 Legal Services, as well as sitting on the Civil Council of
2 the National Legal Aid Defenders Association as a client
3 representative.

4 MS. HATHAWAY: I'm Marion Hathaway. I'm listed in
5 the program as the Board of Directors member of Harlem Legal
6 Services, but I'm also a client representative. And I sit on
7 the board of the Project Advisory Group.

8 MS. WOLBECK: All right. Thank you.

9 Maybe we could just start over -- well, here.
10 Let's just go around the table. Let's start with you and go
11 across and then just kind of zig-zag back.

12 Could you start, please? Tell us who you are,
13 where you're from.

14 MR. BENNETT: My name is Keith Bennett. I come
15 from the Navajo Nation, and I'm a member of the Board of
16 Directors in the Navajo area.

17 MS. BAILEY: Mr. Bennett, you're supposed to be up
18 here.

19 MS. PITTS: My name is Ernestine Pitts, P-i-t-t-s.
20 I'm from Wayne County Neighborhood Legal Services, Detroit,
21 Michigan.

22 MS. BAKER: I'm Gloria Baker.

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1 MS. WOLBECK: Do you want to start back there?
2 Over here, sir.

3 MR. BASTIDOS: Me?

4 MS. WOLBECK: Yes.

5 MR. BASTIDOS: I'm Arturo Bastidos, with Southern
6 New Mexico Legal Services out of Las Cruces, New Mexico.

7 MS. SMEAD: I'm Ellen Smead. I'm with the
8 Corporation. I'm director of the Office of Field Services.

9 MR. BARNHOUSE; Dolph Barnhouse, with DNA-People's
10 Legal Services.

11 MR. KOCH: I'm Russ Koch, executive director of
12 Tulare/Kings County Legal Services in Central California.

13 MR. MURRAY: My name is Greg Murray. I'm with
14 Wayne County Neighborhood Legal Services in Detroit,
15 Michigan. And I coordinate our ADR activity.

16 MS. WENZLER: I'm Marcy Wenzler, staff attorney
17 with Legal Services Organization of Indiana, in Bloomington,
18 Indiana.

19 MR. GRIESMANN: Don Griesmann, Northeast Ohio Legal
20 Services, Youngstown, Ohio.

21 MR. FROKE: Bill Froke, the director of East River
22 Legal Services of Sioux Falls, South Dakota.

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1 MS. KING: Shelia King, board chair, Rhode Island
2 Legal Services.

3 MS. FULLER: My name is Lauren Fuller. I'm the
4 manager of Program Monitoring and Evaluation Division at
5 Legal Services Corporation.

6 MS. SPARKS: I am Susan Sparks. I'm the director
7 of the Corporation's Office of Monitoring, Auditing.

8 MR. KAYS: I'm David Kays, Legal Aid of Southwest
9 Missouri in Springfield, Missouri.

10 MR. YOX: Raymond Yox from Chautauqua County Legal
11 Services of Jamestown, New York.

12 MS. PRITCHARD: Sally Pritchard, deputy director of
13 Spokane Legal Services, in Spokane, Washington.

14 MS. GRIFFIN: I am Frances Griffin from
15 Kansas City, Missouri, a client representative, Western
16 Missouri.

17 MS. PHILLIPS: Maxine Phillips, Western Missouri.

18 MS. WARD: Mildred Ward, chairperson, North
19 Mississippi Rural Legal Service.

20 MS. FORD: Marguerite Ford of Central Ohio Legal
21 Aid Society.

22 MS. DORIOT: Phyllis Doriot. I'm the manager of

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1 Grants and Budget Division at the Corporation.

2 MS. WOLBECK: All right. Well, thank you. I think
3 we've got most all of the country covered here. So we can
4 get a lot of perspectives from different regions.

5 I think to start with -- well, first of all, from
6 my own perspective, I guess one of the things that we've done
7 as a national board is gone out on about every other meeting
8 in the past year or two to different areas of the country.
9 And our purpose in doing that was to be able to meet with the
10 people from those regions and give them a better opportunity
11 to share their concerns and their needs at our board
12 meetings.

13 And hopefully that has been as successful for you
14 as it has been for us, because I know personally it has
15 helped me a lot to be able to hear from all the people from
16 the regions and to be able to understand what their real
17 needs are. And hopefully the new Board will continue that,
18 because I think it has been a really worthwhile endeavor.

19 So I think from here we're going to start with --
20 does anyone want to volunteer to start up here? Or just
21 start on one end?

22

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1 PRESENTATION BY JO BETTS LOVE, CLIENT, AND
2 MEMBER OF THE BOARD OF DIRECTORS, LSC

3 MS. LOVE: First of all, I don't know if I said I
4 was a client. I am a client and a very proud client. I am
5 the beggar of the Board, I think, because I don't think we
6 can have enough money for the people.

7 One thing, we went through three presidents, I
8 think. I'm just aware I've gone through Mr. Martin and our
9 present president. But the first thing I wanted to know from
10 them, would they be willing to go out in the field and mingle
11 with the people.

12 "Go out and get your hands dirty, feel, go out and
13 look around," I said, "because there's nothing like knowing."

14 I can get down with lowest and the dirty. I can
15 put my hands out and get dirty. I can get to know a class.
16 I can move to upper class. I can get into upper, upper class
17 and feel comfortable anywhere I go.

18 I am so proud, because all of them said to me that
19 they would be willing to do this. And I don't think any of
20 them had their hands dirty that's on the Board that I can --I
21 can truly say all of us in these four years -- some of them
22 haven't been there as long as Wolbeck -- me and Ms. Wolbeck,

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1 but they did get their hands dirty.

2 So I feel like they -- everybody should just go out
3 and just keep on pushing. I had never heard of legal
4 services until I was appointed by a Republican president --
5 and I'm a Democrat. But I thought it was an honor, being
6 appointed by a Republican president and being a woman and a
7 black woman from Mississippi.

8 So my grandchildren, great-grandchildren, all of
9 them, will have something to read about their grandmother,
10 great grandmother. And it has really been an honor. And I
11 really don't intend to stop at what I was appointed to do.
12 And it was an honor.

13 A cute little thing happened to me -- then I'll
14 finish -- when I was appointed. I laughed because, like I
15 said, I didn't know what legal services was -- judge
16 advocate. An attorney, yeah, I knew.

17 But months passed, and I didn't hear anything. And
18 the postman came by, and he had this the long envelope.

19 He said, "Well, I didn't bend it. I didn't bend
20 it."

21 I said, "Well, there's no problem. There's nothing
22 to it."

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1 But in the corner, it said "White House." "The
2 Honorable Jo Betts Love."

3 I said, "Oh, what is this? 'Honorable.'"

4 [Laughter]

5 And I said, "Don't even worry about this envelope.
6 It's nothing."

7 But when the FBI got through with me, it was
8 something --

9 (Laughter)

10 -- because they had to go all over the world, it
11 seemed like, on me.

12 So it was a pleasure. I begged, from Jump Street
13 -- I was begging yesterday for still that \$525 million. And
14 I think I'll go out begging. But I still intend to help the
15 poor people, including -- help myself first, then others,
16 because charity begins at home, and it spreads abroad. So
17 I -- when I help myself, I'll go out and help others.

18 Thank you very much.

19 (Applause)

20 MS. WOLBECK: Well, Jo, when I got that envelope, I
21 didn't recognize the signature. I thought it said Sy Bursh.

22 (Laughter)

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1 My son is the one who looked at it and said, "Whoa.
2 You've got George Bush's signature here." And I didn't even
3 recognize it.

4 So I think the best way to proceed here is to start
5 with the panel over here. And then, after they've presented
6 what they would like to tell us about, how they feel that we
7 can reach out better to the clients, how we can reach our
8 clients, sharing ideas, then we'll -- I'd like to hear from
9 the rest of you if we could.

10 One thing again, I remind you, before you speak, we
11 need to have your name. Even if you're doing it for the
12 second time, always first give your name and then speak, so
13 that the court reporter can record who is speaking.

14 Thank you.

15 PRESENTATION BY HENRY FREEDMAN, DIRECTOR,
16 CENTER FOR SOCIAL WELFARE, POLICY & LAW

17 MR. FREEDMAN: All right. I'm Henry Freedman from
18 the Center on Social Welfare, Policy & Law.

19 And I was at first surprised to be invited to speak
20 on this panel, because I think that most people, when talking
21 about national support, don't think in terms of client
22 outreach.

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1 But it really provides an opportunity to remind all
2 of us that the 15 or so national support centers are funded
3 by the Legal Services Corporation both to support the work of
4 field legal services programs through training, consultation,
5 advice, and so forth, but also to provide representation to
6 clients on matters of national import. And that can be in
7 litigation or in administrative or legislative
8 representation.

9 So I think one of the things in terms of outreach
10 to clients that we all have to keep in mind is that there are
11 resources at the national level in the areas of health,
12 housing, consumer -- all of the areas in which the national
13 support centers work -- which can provide representation to
14 clients.

15 We also, of course, can play a critical role in
16 getting information out to clients. And many of the national
17 support centers both prepare information directly for client
18 organizations and client advocates to tell them about
19 developments in the law in their area or assist local
20 programs in those efforts.

21 But there's also another way in which the national
22 support centers attempt to be involved with clients and reach

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1 out to clients, and that's in priority-setting.

2 Reference was made during the general session to
3 surveys that local programs have to do. Well, national
4 centers also have to do those surveys, and we have attempted
5 to reach out as much as possible to client organizations now,
6 always welcoming suggestions of others that we can reach to.

7 And I'd just like to comment, in terms of our
8 center, we have found some interesting things that I think
9 raise questions about legal services outreach to clients,
10 which is we have done a statistical analysis and compared the
11 returns from legal services advocates and the returns from
12 clients. And in many of the areas, priorities are rated high
13 or low similarly.

14 But in certain areas, we find that client
15 respondents have rated certain issues as much more important
16 than legal services programs have. And it is my sense that
17 these are the kinds of the issues that don't really get into
18 a legal services office or get in as much.

19 For example, one had to do with problems with child
20 support cooperation. And we have a sense that there are a
21 lot of women who drop their applications for public
22 assistance because they are concerned about the questions

1 that child support enforcement is asking, afraid that a
2 formerly abusive boyfriend or spouse is going to come after
3 them, don't really understand the rights they have in that
4 area, and often don't get into a legal services office with
5 that issue. So it doesn't get as highlighted in the legal
6 services office.

7 The same thing with problems people have with work
8 programs and work requirements, I think often they don't see
9 them as a legal issue. They don't come to legal services
10 with them. And therefore we may see different evaluations of
11 the importance of the issue from a legal services programs
12 and and from the client point of view. So this raises
13 questions that we have to look at.

14 The one other comment that I wanted to make was to
15 reiterate something I said yesterday in the substantive
16 sessions on the national support centers presented. And in
17 talking about the work that we do in welfare, I said that
18 there are three kinds of legal services advocacy that I think
19 are very closely interconnected.

20 And one is seeking systemic change, trying to
21 improve the applications procedure in public assistance, for
22 example, so that it doesn't deter so many eligible people

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1 from receiving benefits. Obviously, that kind of work
2 requires outreach into the client community to get people who
3 are being adversely affected by this aware of what rights
4 they have.

5 We engage in a law enforcement role. All of the
6 suits and fair hearings and everything make agencies comply
7 with the law.

8 But the third aspect I said is client empowerment,
9 and I think that really runs through a lot of the work that
10 we do. Sometimes we may not even be conscious of it, but I
11 think we need to be very conscious. There were there ways
12 that it seemed to me we seek to empower clients through our
13 work.

14 In a way, the simplest is just by trying to make
15 the system itself user-friendly, by which I mean that notices
16 and forms and procedures should be understandable to the
17 person who is involved.

18 The person shouldn't have to go to a legal services
19 office in order to fill out a welfare application. Yet, in
20 many places, it is so complicated that people get turned down
21 unless they get that kind of assistance. If a system
22 itself -- we should eliminate the need for legal services

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1 assistance in many cases by reforming the system.

2 We empower clients by training them as individuals
3 and as organizations so that they can represent themselves,
4 represent each other, educate each other and, again,
5 eliminate the need for legal services intervention.

6 And finally, some of our work promotes client
7 empowerment by facilitating direct client involvement in
8 policymaking deliberation. And here I'm thinking of the
9 kinds of issues that arise now with the new administration in
10 Washington, for example.

11 The national and local, various agencies are
12 reconsidering policies. There are ways in which they can
13 reach out and seek input directly from the poor people
14 affected by their programs. And of course, there are ways
15 they cannot do that and ignore it.

16 And it seems to me an important legal services
17 function on behalf of clients to try to encourage agencies to
18 adopt procedures, to adopt methods, whether it's going around
19 the country on road trips and having hearings, or whatever
20 the method is, that they get out where clients are and learn
21 directly from clients.

22 One of the things we have heard repeatedly is that

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1 policymakers get tired of hearing from advocates. They get
2 tired of saying, "No, no lawyers. We don't want to hear from
3 any more lawyers," but are often moved when they actually get
4 out in the field and encounter people and hear the problems
5 of their lives.

6 And this is what we hear is going on with a lot of
7 people working on welfare reform right now. When they get
8 out of Washington, when they get out into the countryside,
9 when they begin to talk to people who are actually on public
10 assistance and tell of the struggles that they have, they are
11 very strongly affected.

12 PRESENTATION BY CARL SACHS, CLIENT REPRESENTATIVE,

13 ARKANSAS RIVER VALLEY ACTION.

14 MR. SACHS: I am Carl Sachs, and I'm fortunate to
15 come from the home state of our president. We're not sure
16 what town in Arkansas, but we know he's from Arkansas.

17 (Laughter)

18 I want to pick up on something Ms. Santos said
19 earlier about educating client reps. I think that's a real
20 need. But that's only part of the battle, because it doesn't
21 make any difference how much education you give a client rep
22 if they're not in a position to use it.

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1 And what I mean by that -- I am fortunate to work
2 for a CAP agency, and I come in contact with these clients,
3 and I can refer them to legal services. But if you work in a
4 position where you don't come in contact with the people's
5 problems, you're really not accomplishing a heck of a lot.

6 Now, I'd like to tell you what I did four years
7 ago. At our annual Christmas banquet, I invited the county
8 administrator from the Department of Human Services as my
9 guest. I brought the enemy, the entire camp.

10 What happened out of that relationship was, in our
11 county office at the Department of Human Services, they have
12 the toll-free number of our legal services. We're 60 miles
13 away from the office. They not only referred a client. I
14 try and keep them updated on, you know, what to refer. They
15 will make the initial phone contact right there from the DHS
16 office, the original intake form.

17 In other words, in that way we're gaining the
18 mileage, because these people that come into these DHS
19 offices, they're the ones with the problem. The staff has
20 been trained, especially the county administrator. If she's
21 not sure about a referral, she'll call me. If she's not --
22 if I'm not there, she'll call our director or one of her

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1 staff to find out is there such a program.

2 Just to give you a quick example, our legal
3 services does not handle divorce cases unless they've
4 actually filed a battery charge with the sheriff, the reason
5 being you spend a lot of time and then they kiss and make up.

6 So they were referring divorce cases until I
7 explained that we had made a change. Now they know just in
8 what direction -- don't turn a client around by giving them
9 all the wrong information.

10 I guess what I'm trying to say is most of you
11 people here are directors, but there's client board members.
12 And I think what their main purpose should be, besides going
13 to the board meetings and giving their input, should also be
14 to go out in the community, go to visit some of the
15 organizations. They're always looking for speakers anyway.

16 Explain legal service, make yourself visible, where
17 you'll get a call. And this happens in my home, where
18 somebody said, "I've got a problem. Aren't you -- got
19 something to do with legal services?"

20 "Yeah, tell me your problem," so I can direct them
21 and know what legal services actually got to do.

22 But I think the axe I'm trying to grind is it

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1 doesn't do any good for a client rep to get all the education
2 in the world if they cannot direct it to the client.

3 Thank you.

4 PRESENTATION BY KEITH BENNETT, BOARD OF DIRECTORS,
5 DNA-PEOPLE'S LEGAL SERVICES

6 MR. BENNETT: My name is Keith Bennett, from the
7 legal service in the Navajo Nation.

8 I'm here to ask your support. My people -- and
9 about -- there's 2,000 population in the Navajo Tribe, what
10 we need support from you is the funds.

11 And we live in an isolation area, where Jack said
12 he visit some area, and the way the people living in
13 cardboard and had no running water. At the same, similar, we
14 live in the area, that there. One of these people that live
15 in the area where they don't have no running water.

16 We had to travel-- they had to travel about 15
17 miles, some of them, to have -- travel about 100 miles to get
18 at the -- to get the water. So they did.

19 We do -- in American society, we're behind. Some
20 of our area and our country's -- our land has been freed by
21 the government, by the Bureau of Indian Affairs or Department
22 of Interior, where they say we don't develop anything, we

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1 don't prepare the Indian improvement development, but we live
2 there in the little hogan, where we don't have any running
3 water.

4 But we have needed some assistance by the legal
5 service. But every time when we do it through our legal
6 service, they say, "We are short of funds, no funds."

7 So, we are here for my people, to say, "Well, how
8 are we going to get this assistance?"

9 Mostly our elders, going to the hospital and coming
10 back with some of the machines that were plugged in. But
11 when they get home, they don't have any electricity, so we
12 have these housing problems, and some of these education
13 problems.

14 In some area, in a university, they don't -- they
15 don't admit our students because of their -- they don't have
16 no funds. They don't enroll them. And they send them --
17 send them back to the tribe, and the tribe don't have any
18 money.

19 We need -- all these areas, we need some funds for,
20 to help our students. And a lot of these people are saying,
21 you know, we need some training to educate our clients, so
22 we need some kind of fund to train our clients.

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1 And we had old problems with some odd family with
2 child support, which we don't have funds to help them. Every
3 time we get our funds from the legal service, we -- have
4 short of change.

5 And that -- well, just last year, we had about
6 1,000, 2,000 -- the Navajo Nation population. About
7 60 percent of that population don't have that income or any
8 other income to provide legal service of their own.

9 And if we're going to hire a proper attorney, he
10 really asks about \$200 to \$300 an hour. We don't have that
11 kind of income among our people.

12 And most problem we had is the freeze we had with
13 our own neighbor tribe. And the government said we don't
14 need to develop -- but that freeze area and my area, they
15 don't have any road development, no water line or anything be
16 developed.

17 In the last 25 years, my people have been suffering
18 without running water, without medication, and without health
19 assistance from any source because of the land dispute in my
20 area.

21 And also we have a health matter problem in among
22 my people. They don't have any other way to improve the

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1 health and the people's homes, to get our own water line to
2 their -- hooked on to their residence.

3 So we need all the -- whatever the funds from the
4 legal service, we need all the help we need to help these
5 people to catch up on the society. And I wish these new
6 Board come in to visit my area and my land, to see these --
7 like Jack said, the area where he seen -- like Penny said
8 this morning.

9 Like he said, "I seen with my own eyes," so that
10 these new Board from the Legal Services Corporation come and
11 visit our country to see with their own eyes what I'm talking
12 about, and how are we live, and what I mean by we need legal
13 assistance in these areas.

14 My new director came in. He's really trying --
15 Mr. Barnhouse here, he's with me. I tried to explain what I
16 mean, and I asked him to visit this area. And he come to my
17 area to look into my people, where they live and how they
18 live. He looked at it.

19 And now he tells me, "I know what you mean." Maybe
20 I'm not educated out here, but what I see and what I see with
21 my people is what I mean.

22 And he went over there on his own and spent days to

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1 walk around, live, and stayed with them out there, and what
2 he sees --

3 And he's the one that accompanies me and he tell to
4 come down here, to tell you people over here, you go to this
5 people and tell them what you mean by that.

6 So that's why I came to this conference. This is
7 the first time I talked to this kind of people, to ask them
8 and beg them to help my people for the legal service.

9 Thank you.

10 MS. WOLBECK: Thank you.

11 PRESENTATION BY JACQUELINE EXUM, DIRECTOR,

12 JUDICARE OF MISSISSIPPI

13 MS. EXUM: My name is Jackie Exum. I'm going to
14 talk to you about my program's outreach training to clients,
15 Addressing outreach and training needs in my particular area
16 has become a necessary component to delivery of legal
17 services, in making legal service cost-effective. We are
18 better able to meet the needs of our clients by supporting
19 outreach and training efforts.

20 I would like to first start by explaining to you
21 the difficulties and challenges we experienced in handling
22 the domestic violence cases, in particular divorces involving

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1 domestic violence matters. And it's not something that we
2 could just set aside and not look at and try to understand,
3 because those types of cases in my area have resulted in
4 fatal -- people being fatally murdered, and arson and other
5 violence to the households.

6 In addition, a review of the case closures reveals
7 that the type of cases taken on -- this type of case takes on
8 a substantial amount of time to resolve, because usually
9 these are contested matters. In attempting to resolve the
10 legal problems, clients have a tendency to use the attorneys
11 and staff as counselors, psychiatrists, and psychologists.

12 Not ever having used an attorney for the most part,
13 a number of our clients were unfamiliar with the role of an
14 attorney. Clients would telephone the law office, like,
15 several times a day, maybe every day, and refuse on occasion
16 to even talk with that attorney's secretary to leave, like,
17 messages.

18 So, utilizing local judges, private attorneys,
19 clients, and staff, we produced a legal video explaining the
20 role of attorneys, clients, and the judge in court. It is
21 hoped that through this video, distributed as an outreach
22 project to local libraries, to the local bar, to safe houses,

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1 and for our office use and other agency use, that the clients
2 will have a better understanding of the role of an attorney,
3 the role of a client, the role of the judge, the role of the
4 court.

5 Another area of outreach included education to
6 public housing recipients. A survey of applicants assisted
7 by our program and of the public housing tenants showed that
8 a number of the tenants who were signing lease agreements
9 were not reading the lease agreement like other people do
10 when they buy things or they get credit cards. They just
11 sign and really don't read the fine print.

12 And because some people apparently sign not only
13 the lease agreement but other documents presented to them,
14 they really aren't familiar with the laws and regulations of
15 the public housing facilities.

16 Consequently, Judicare has designed a pamphlet and
17 a video describing the lease agreement and other contracts
18 that the tenants are signing. We hope that by distributing
19 this video to the public housing facilities and to other
20 agencies that come in contact with recipients -- and this can
21 also be used by Section 8 landlords as well and private
22 landlord-tenant -- you know, individuals -- that it will

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1 decrease the number of evictions, or at least people will
2 understand that they have appeal rights if they're being
3 evicted.

4 Or they will understand that the reasons why the
5 landlord would evict them, not for having company over, not
6 for silly reasons, but the real reasons for eviction. If,
7 obviously, it has been determined that you have had drugs --
8 selling in and out of your apartment -- and someone has that
9 on video, you know, you might get evicted.

10 But, you know, we don't want people to continuously
11 be evicted for just nonpayment of rent. And it goes beyond
12 explaining the rights of the landlord-tenant. I think that
13 it goes to the responsibility of teaching people what
14 priorities are.

15 During November of 1992, in our particular county,
16 we had 20 individuals who were evicted because they did not
17 pay a rent of \$20 or less. And because a number of them paid
18 telephone or cable or other bills before they would pay the
19 rent.

20 So in addition to providing this video and pamphlet
21 on the lease agreement and other -- explaining the other
22 documents that they signed, we also do outreach efforts at

1 the housing facility site on debtor relief, because a number
2 of people live obviously on little income and have to manage
3 that income, but have to really know what bills to pay first.

4 And we got the forms that we use from Mississippi
5 State, which is a local university, which are really forms
6 that anybody can use.

7 Another area that we have provided outreach on is
8 our youth. We found that a lot of people in our area were
9 calling us for representation on youth court matters, but it
10 really wasn't a priority for our project.

11 So consequently, in an attempt to -- in visiting
12 youth court on one occasion and talking to the judge and just
13 going up there whenever they would have youth court, I
14 noticed that a number of the teenagers who were preparing to
15 go to court had boom boxes, hats -- were dressed
16 inappropriately.

17 So on some of the summer programs that were
18 designed to access youth, what we decided to do, after
19 getting the support of the courthouse personnel and the
20 judges, is to do a mock trial and, in addition to that, do
21 tours of the courthouse and the jail, and basically teach the
22 youth that they ought to respect the court, the law, and

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1 themselves.

2 We have also implemented different training
3 seminars at the local hospital. The hospital is a place that
4 brings in speakers on all different types of subjects, and we
5 decided to use that facility to do the training. And we've
6 had private attorneys to, in fact, do outreach there on
7 elder law and other case types.

8 In addition to that, we also continuously go to
9 churches in the area to let people know that we are there, we
10 are available, the types of services that we represent people
11 on.

12 Some of the other outreach activities that we are
13 involved in are basically in the media. We're unable to
14 afford really television time, though I can say that I'm
15 working on trying to get some television coverage from the
16 new person who is over the television. But I do have access
17 to the radio. We do some informative radio ads.

18 For instance, we had a lot of people coming in the
19 office who, when they would receive a summons, would just
20 throw the summons in the trash can. We want to let people
21 know that's the worst thing that you can do. Just because
22 you throw the summons in the trash can doesn't mean the

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1 problem is going to go away. Your check is still going to
2 garnished if you don't do something about it.

3 So what we did was do some informative-type,
4 probably less than a minute, ads with radio stations. And
5 what they would do is would have us to appear on their
6 morning or afternoon or weekend show to discuss that
7 particular problem. And we would involve the private bar in
8 assisting us on that.

9 Whenever there is a new law that comes out like the
10 "stalking law" and people really don't understand it, what we
11 do is -- if we've developed a rapport with the local
12 newspaper, what we do is do news releases, trying to explain
13 what impact that would have on the community.

14 One difficult thing for me -- and that's because
15 I'm not a very good mingler; I've had to make myself become
16 one in this position -- is dealing with the Chamber of
17 Commerce in my area and attending business after hours and
18 all the other things. Like Harrison, standing back there, a
19 good mingler, can go anywhere.

20 (Laughter)

21 But, you know, there are some people who can go
22 anywhere. But you know, legal services folks really have to

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1 mingle and make themselves available to the business sector.

2 So consequently, I have joined and my staff does
3 participate in the Chamber of Commerce, and we do go to the
4 functions of the Chamber and we do participate on committees.
5 And by that, those people become more familiar with you, and
6 they're not as afraid of you, and they don't think that
7 you're the big bad wolf and always on the other side.

8 And you can help them understand your program and
9 make them become more familiar with your services, because
10 these are the same people who usually have some input on the
11 United Way boards and committees that are going to offer you
12 funding.

13 So you really have to make yourself available --
14 outreach that way as well. And it has paid off, not in a
15 very big way, but we -- at first, when I first told the
16 United Way folks that we wanted some funding, they never
17 mailed the application, they never came for the on-site visit
18 or anything. And we started communication, and now we have
19 communication going on. And we did receive a small grant
20 last year, and we hope that this opens the door for more
21 funding for our program.

22 I think it is also good for outreach if your

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1 programs have good relationships with other agencies so that
2 you can, in fact, refer back and forth clients. And, in
3 addition to that, when they have staff meetings, you can be
4 invited to speak at some of those meetings to make your
5 services known.

6 I think, in my conclusion, that outreach
7 strengthens our community, not only our client community and
8 clients-to-be, but it strengthens our community. It improves
9 access to our programs. It equips clients to handle their
10 own legal problems or at least helps them to recognize their
11 problems. And outreach is a method of addressing needs
12 without doing intake.

13 Thank you.

14 (Applause)

15 PRESENTATION BY ANN BAILEY, CLIENT REPRESENTATIVE,
16 SPRINGFIELD MASSACHUSETTS

17 MS. BAILEY: Well, unlike the other panelists -- my
18 name is Ann Bailey; I'm from Springfield, Massachusetts -- I
19 am not going to speak about my local program. I am going to
20 speak from what I have seen at the national level.

21 Unlike most people, I am not opposed to federal
22 intervention, because I think that's where the money is. And

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1 I think they're the ones that ultimately can help us.

2 So basically, there have been three questions that
3 have been raised for at least seven, eight years about client
4 involvement. And they are:

5 Are local legal services programs serving the
6 greatest needs of the poor people as seen and articulated by
7 the poor people in their community?

8 Two, if Legal Services Corporation and all the
9 programs were to die tomorrow, what would there be left of
10 value?

11 And third, the clients who serve on these boards,
12 nationally or locally, are they representative of the clients
13 that they propose to serve?

14 And I'll answer the last question, from my point of
15 view, first. I think my director, I know, as well as many
16 I've talked to at NLADA, really try very hard to get good
17 clients on their board. And very often they will let us know
18 that this is very, very difficult for them. NLADA did a
19 survey on their panels program, and 35 percent of those that
20 answered said a major problem was communication with the
21 client community.

22 Very often, I think that's why they end up with the

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1 clients that are willing to serve, that have the time to
2 serve, that may not necessarily be representative of the
3 community.

4 Like Peggy said this morning, to know the community
5 you have to live in the community. As Carl said, if you work
6 in the community for a CAP agency, that gives you an idea of
7 what's going on.

8 If, like me and many of the rest of us, you belong
9 to local organizations such as the NAACP, such as community
10 center boards, such as the places where the poor people have
11 to go, you are going to find out what the needs are, and you
12 are going to be representative.

13 And I'm going to end this with recommendations as
14 to how all of this can be implemented.

15 The second question: Is legal services serving the
16 greatest needs of the poor people? I don't even know how we
17 can pretend to say yes to that when all studies show that in
18 LA every free minute a client is turned away. In Kentucky,
19 75 percent of the people are rejected.

20 And I want you to know, these are the people that
21 get through. There are many others that never get through.
22 So I don't think we can possibly be serving the needs of the

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1 people.

2 Also, I don't think that at this point that even
3 are the needs articulated by the people. And I know we have
4 priority-setting, and I know there has been a genuine effort
5 to include clients.

6 But any time you get a few clients with a lot of
7 lawyers, particularly those lawyers that care about the poor
8 and know what has been going on and have seen the problems,
9 the clients definitely -- ideas do not get in there in the
10 same manner as they would if they were with all clients and
11 had that opportunity to say, "This is what we feel are the
12 needs."

13 And I will just give you an example of something in
14 my program. One of the priorities is not utilities. I live
15 in the Northeast. Because of this, in the spring of the year
16 and in the fall, before the utility companies are stopped
17 from shutting off, they shut off people by the hundreds. And
18 yet, if people call legal services, this is not a priority.

19 I happen to work with homeless and at-risk homeless
20 people. The people that legal services doesn't take come to
21 me. And I need to tell you that when I say these five words
22 to them, "How may I help you," people actually cry, because

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1 they have had no one that they can even talk to, that they
2 could tell about the problem. They had been turned away
3 before they could even say what the problem was.

4 What we do then is we try to help them in the way
5 we can. But if it is a legal problem, I, myself, am very
6 frustrated, because I know all about not practicing law
7 without a license.

8 (Laughter)

9 But I can't help them, and the program can't help
10 them. I think in priorities -- and I think this should be in
11 the regulation -- there has to something for emergencies, for
12 those clients that come in that could be helped very easily,
13 very quickly, but it can make the difference between somebody
14 having a home and perhaps somebody having a life.

15 Because when utilities are shut off, people heat by
16 whatever means they have to. And you see, when they shut off
17 in September, they don't have to turn them back on for the
18 moratorium. People will use candles for light; they will use
19 electric heaters if their gas is off; they will use whatever
20 they have to. And very often many of the things that we use
21 are dangerous.

22 Okay. So the third question -- and I have more

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1 answers to these in my recommendations -- if legal services
2 were to die tomorrow, what would be left?

3 Well, first of all, I want to talk about what has
4 been lost since I first became involved. National Clients
5 Council, an organization which helped us all to know what was
6 going on, to know our rights, as Peggy articulated this
7 morning, that's gone. Many of the young idealistic lawyers
8 who came to us are gone. The Reggies, of course, are gone --
9 Reggies who were paid to work for us. Client training, for
10 all intents and purposes, is gone.

11 Clients testifying -- I mean, it has been said over
12 and over they want to hear from us. They're going to know
13 the problems from us. That's gone.

14 The mentors, the Mary Ellen Hamilton, the
15 George Moores -- that we still have great leaders. We have
16 Peggy and we have Rosita Stanley, and we have many others.
17 But the ordinary client in Topeka doesn't know about these
18 people, because we have no mechanism for letting people know.
19 And that was very important for us to see people that had
20 succeeded.

21 There is no national tenants organization. I'm not
22 blaming that on legal services, but there isn't even that for

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1 people anymore. Or if it is, it's a shell. Welfare rights
2 basically is gone.

3 We've lost neighborhood offices, where our lawyers
4 were within walking distance, where we felt comfortable.
5 Most of all, what we lost is a sense that we, the clients,
6 were making a difference. And I talk to clients all over the
7 country, and we fight with each other, we blame each other.
8 But we don't feel like we're making a difference anymore.

9 We have lost an ability to communicate with each
10 other. And along with that, we've lost trust in each other,
11 because when you can't talk to somebody, you wonder what
12 they're doing, and they wonder what you're doing when you go
13 home.

14 Just so you understand this, I want you to picture
15 this. Picture the Legal Services Corporation, the ABA,
16 NLADA, or PAG without any resources. No staff left there
17 after you went home from a meeting. No money. No stamps.
18 No telephones. Nothing.

19 Also, picture going home from here. You're going
20 home to another job, not legal services, so you can't use
21 your rack time to follow up on whatever you said you will do
22 here. You go home to a family that very often, because

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1 you've been poor, many of us are still poor. And when they
2 said today our median was \$60,000, I'm still poor, even
3 though I have a job. We go home to a family that needs us,
4 even when they're grown. We don't go home to just whatever
5 it is.

6 We also go home, even when we have a job, to
7 supporting children who probably can't get a job. So we have
8 all of this to do, and then, plus, we have no resources to do
9 anything with.

10 We're not discounting that NLADA and PAG and many
11 of the others have really tried to help us. But up to now,
12 if we're only serving 15 percent of the people -- and that's
13 at the high point -- we're not doing anything in terms of
14 really hitting the people.

15 Now -- I know you're all waiting for this -- my
16 recommendations, how we can change this.

17 First of all, we do need to fund a national entity.
18 I won't say what exact one it has to be, but we do have to
19 have a national client organization. We need to provide
20 national training for clients by clients and by others.

21 We have to ensure that there are legislation and
22 regulations for the local boards, and these are to say the

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1 programs will have policy boards of low-income clients.
2 These they will go to. They will not have one or two persons
3 on their board who are the only ones they listen to.

4 There will be a policy board made up of whatever
5 low-income group is in your city or combinations of groups.
6 They will elect the people to serve on your board. Then you
7 will know they are representative of the community.

8 There will be sensitivity training for attorneys.
9 I think the one place we still have left to go is in the
10 classes of issues.

11 When I first became involved at the national level,
12 there were very few women attorneys involved. There were
13 very few people of color. They both seem to have caught up
14 some.

15 However, the clients -- and it's strictly a class
16 thing -- we still have not caught up in terms of being where
17 the others are.

18 We want clients to be hired in every legal services
19 office. This way you can have someone there who can at least
20 speak to everyone that comes in, that you don't have to turn
21 away desperate people without a word, that there can be
22 somebody to see them.

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1 When we first started fighting for survival, I
2 found out that most of my cases in our office did not ever go
3 to court. Many of these may not even be legal problems. But
4 if they can have somebody sit down and talk to them, spend 10
5 minutes with them, they can refer them to other places, they
6 can give them advice, and they can let the lawyers know which
7 are the emergency cases that they do need to take.

8 We need to, again, make sure clients are trained
9 nationally, and then train and pay them to train the local
10 people. Why should clients be any different than anyone
11 else? When we get the training, we're able to pay the
12 clients, help them out.

13 We need to have satellite offices in the poor
14 neighborhoods. You don't have to pay for them. You can put
15 them in CAP offices. You can put them in churches or schools
16 or community centers.

17 Have the lawyers spend one day a week in the
18 poverty groups. And that also will mean getting to see all
19 of the people that are working with the poor people, the
20 people again that are turned away.

21 Make sure that the National Trust Service Act for
22 Scholarships and Repayment of Loans is opened up to

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1 low-income women on welfare so they can get an education and
2 turn around and help their own, because I think the most
3 important things that have been lost is a sense of
4 empowerment that we have, Peggy and I and the others, but
5 that many will not now have a chance to get unless we change
6 that.

7 So you may be a lame duck, those of you that are
8 still on. But you have this opportunity to initiate these
9 changes, and then you can fly, not only walk.

10 (Laughter)

11 (Applause)

12 PRESENTATION BY MARION HATHAWAY,
13 BOARD OF DIRECTORS, HARLEM LEGAL SERVICES

14 MS. HATHAWAY: My name is Marion Hathaway, and I'm
15 from New York City. And I guess -- in fact, I know one of
16 the disadvantages to being last is, with a panel this large,
17 is that everybody has said everything that you thought you
18 wanted to say and all the notes that you had put down, and
19 everybody has touched on just about everything that I had
20 down.

21 Although, I want to say, at the onset, that we are
22 celebrating our 25th year of legal services. And the thing

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1 that bothers me about that is that still, after 25 years, and
2 across this nation and all the good fortune that I have had
3 of meeting clients from all across the country, attorneys
4 from across the country, in my years of -- in my last 10
5 years of being a client representative, is that today, even
6 today, September 10, 1993, there are still areas in this
7 country that know nothing about Legal Services Corporation.
8 They don't know that we exist. I do want to piggyback on
9 what Ann said, is that we did have a mechanism.

10 And I think in the short time I was involved with
11 NCC, we had a great impact. That is no longer with us, and
12 we cannot continue now to look behind. We now have a new
13 entity, NOCA, and we intend to take NOCA and do the same
14 thing and even more -- that when we see that these things
15 need to be done, we need to let, by whatever means necessary,
16 quoting a very past, deceased member of the African-American
17 race, Malcolm X, we need to let everyone know that we do
18 exist and that we need help.

19 And we need to take all of these suggestions that
20 we have heard today and not just go out and say, "Oh, that
21 was a good workshop; that was a good panel," and leave it
22 there. We need to take all of this information, go back

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1 wherever we came from, in whatever capacity that we are in,
2 and utilize it.

3 I come from what I consider the most unique and
4 diverse community in the nation, and that is Harlem. The
5 program that I represent sits right in the middle of Harlem,
6 right there on 125th Street, between 7th Avenue, which is
7 known as African Square, and which is known as Adam Clayton
8 Powell, Jr. Boulevard, and flanked by Lenox Avenue, which is
9 also known as Malcolm X Boulevard.

10 And within that radius, we have Africans,
11 African-Americans, Asians, Asian-Americans. We have
12 Hispanics. We have East and West Indians. We also have
13 Anglo-Saxons. We have everything in this world that you can
14 name right in that one block, and that's without even going
15 three blocks further west or four blocks further east.

16 And our office is a small office, but what we have
17 done is try to, in our outreach program -- and we have a
18 committee that is comprised of the Board of Directors, of
19 which I'm a client rep, the staff of that program, and the
20 administration of that program -- our priority setting is
21 done annually by reaching out to the community, the churches,
22 the centers, the businesspeople, private, corporations, and

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1 as many people as we can gather, invite them to our programs,
2 set aside a whole day.

3 And we let the community tell us what their needs
4 are, and we then try to categorize the information that we
5 get. We assimilate it, we sent it back out into the
6 community.

7 Housing has always been the first need in Harlem,
8 and it still is. So that becomes our top priority. However,
9 we have abuse, adult and children, that has to be dealt with.
10 We have community -- we have consumer service.

11 And we're lucky enough to have on our board a
12 member from the State Attorney General's Office and one of
13 the national advocates for consumer education who works and
14 lives in our community who gives us help with that.

15 We also set up self-help within our program, where
16 the staff members go out. And we also have a survey that,
17 when the clients come in, they fill out, if they so choose,
18 letting us know their comments, what their feelings are. And
19 we try to act upon that.

20 We have trained people to go to court to do things
21 that they can do on their own, because we don't always have
22 the attorney or the paralegal to go with them. But when they

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1 get to a certain stage, where they need that help, then we
2 are able to come in and step in where they were no longer
3 able to go on by themselves. And that has proved to be a
4 great help.

5 We also help the homeless. We have a unit in our
6 program that helps find homes for the homeless, to educate
7 them how to go about the things they need to do before they
8 get in the home and after they get in the home.

9 The senior citizens -- we also help them. That is
10 a corps -- that is a brand new corps that I find myself in.

11 We have problems of no health benefits. I am
12 working -- I'm retired because of medical problems. I am
13 working, fortunately, through the Department of Aging,
14 part-time so that I can have health insurance. There are
15 others who are not able to do that.

16 Now, because of that, I am still, at the end of the
17 year, going to have to give that up, but fortunate enough --
18 I look at the budget that I have to exist on, and I'm very
19 happy that I'm going to be able to pay the \$100-and-whatever
20 a month to keep the insurance, because I need it.

21 Now, I'm one of the fortunate ones. There are
22 many, many more that I see every day who are not that

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1 fortunate. So the health care is very important for the
2 seniors -- housing as well as health care.

3 There are so many things, that I won't go on. But
4 we utilize -- we have a great use for pro bono in our
5 community and even outside of the community. We get a great
6 deal of pro bono service. The law firms in New York are
7 very, very helpful. We've gotten to the point now that we
8 don't have to go searching for them. They will call the
9 program and find out "What do you have? What do you need us
10 for? Are there any cases that you're bogged down with that
11 we can take on?"

12 So, like divorces and things that we can't handle,
13 we are now able to help the people who need them. And
14 believe you me, we have lots of people who need advice on
15 divorces. We have people who need advice on abuse. We have
16 people who need advice on their children and what to say to
17 them, how to get them in school.

18 And if you read the paper, you know we've got a
19 great big mess now about school in New York City, that it's
20 going to open by the 20th, and I don't believe it.

21 I have a grandchild who is now in the second grade,
22 and she cannot go to school. I have one who is in parochial

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1 school; she's in school. She's 16, and this is her third
2 year, so she's very happy that she's able to go to school.
3 But that's a struggle, but that's a struggle that my daughter
4 and I -- we're going to continue to keep her in there.

5 So the things that I'm mentioning, I'm sure that
6 they're universal, whether we sit here and we say it or not.
7 So it does not matter what the color, where we're from, we
8 have some bonding. We have some problems which are the same.

9 And my thing for outreach is that we reach out our
10 hands, not sit on our duffs, and get busy when we leave here.

11 And I will -- I want some business cards, and I
12 want some names and things, because I'm going to call. I
13 don't care where you're from, I'm sure that you're going to
14 be able to help me even though I'm sitting in New York City,
15 because that's a big problem because I sit in New York City.

16 Thank you.

17 (Applause)

18 MS. LOVE: Thank you very much.

19 This gentleman right here. I forgot your name.

20 MR. BENNETT: Keith Bennett.

21 MS. LOVE: But I want to say to you, I'm happy you
22 made it to the conference, but go to Washington, please.

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1 Beg. Beg. And eventually you'll get a lot of whales.

2 (Laughter)

3 MS. LOVE: Thank you.

4 MS. WOLBECK: Thank you all. They're waiting for
5 us for lunch over there.

6 (Whereupon, at 12:23 p.m., the session was
7 adjourned.)

8 * * * * *

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