

LEGAL SERVICES CORPORATION  
BOARD OF DIRECTORS

MEETING OF THE  
BOARD OF DIRECTORS

OPEN SESSION

Tuesday, October 6, 2015

9:08 a.m.

Hyatt Regency San Francisco  
5 Embarcadero Center  
San Francisco, California 94111

BOARD MEMBERS PRESENT:

John G. Levi, Chairman  
Martha L. Minow, Vice Chair  
Robert J. Grey Jr.  
Charles N.W. Keckler  
Harry J.F. Korrell, III  
Victor B. Maddox  
Laurie Mikva  
Father Pius Pietrzyk, O.P.  
Julie A. Reiskin  
Gloria Valencia-Weber  
James J. Sandman, ex officio

STAFF AND PUBLIC PRESENT:

Ronald S. Flagg, Vice President for Legal Affairs,  
General Counsel, and Corporate Secretary

Lynn Jennings, Vice President for Grants Management

Rebecca Fertig Cohen, Chief of Staff

Mayealie Adams, Special Assistant to the President for  
the Board

Wendy Rhein, Chief Development Officer

David L. Richardson, Comptroller and Treasurer,  
Office of Financial and Administrative Services

Carol A. Bergman, Director, Office of Government  
Relations and Public Affairs

Carl Rauscher, Director of Media Relations, Office of  
Government Relations and Public Affairs

Marcos Navarro, Office of Government Relations and  
Public Affairs

Jeffrey E. Schanz, Inspector General

Laurie Tarantowicz, Assistant Inspector General and  
Legal Counsel, Office of the Inspector General

John Seeba, Assistant Inspector General for Audit,  
Office of the Inspector General

Daniel O'Rourke, Assistant Inspector General for  
Investigations, Office of the Inspector General

David Maddox, Assistant Inspector General for  
Management and Evaluation, Office of the  
Inspector General

Joel Gallay, Special Counsel to the Inspector  
General, Office of the Inspector General

STAFF AND PUBLIC PRESENT (Continued):

Lora M. Rath, Director, Office of Compliance  
and Enforcement

Janet LaBella, Director, Office of Program  
Performance

Peter Campbell, Chief Information Officer, Office of  
Information Technology

Herbert S. Garten, Non-Director Member, Institutional  
Advancement Committee

Allan J. Tanenbaum, Non-Director Member, Finance  
Committee

Thomas Smegal, Non-Director Member, Institutional  
Advancement Committee

Glenn Rawdon, Program Counsel, Office of Program  
Performance

Bernie Brady, LSC Travel Coordinator

Nancy Munoz Bigelow, Inland Counties Legal Services

Darrell Moore, Inland Counties Legal Services

Irene C. Morales, Inland Counties Legal Services

Ilene J. Jacobs, California Rural Legal Assistance

Don Saunders, National Legal Aid and Defenders  
Association (NLADA)

Robin C. Murphy, National Legal Aid and Defender  
Association (NLADA)

Judge Lora Livingston, Standing Committee on Legal  
Aid and Indigent Defendants (SCLAID)

Paulette Brown, President, American Bar Association

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## CLOSED SESSION

- 20. Approval of minutes of the Board's Closed Session meeting of July 18, 2015
- 21. Approval of minutes of the Governance and Performance Review Committee's Closed Session meeting of July 16, 2015
- 22. Briefing by Management
- 23. Briefing by the Inspector General
- 24. Consider and act on General Counsel's report on potential and pending litigation involving LSC
- 25. Consider and act on list of prospective funders
- 26. Consider and act on motion to adjourn meeting

Motions: Pages 6, 7, 70, 74, 97

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

2 (9:08 a.m.)

3 CHAIRMAN LEVI: All right. This is John Levi,  
4 and it's my pleasure to call to order the duly noticed  
5 meeting of the Board of Directors of the Legal Services  
6 Corporation this morning, and to ask the  
7 longest-serving member of the LSC Board and who is a  
8 resident of the San Francisco community to please come  
9 up and lead us in the Pledge. Tom Smegal.

10 (Pledge of Allegiance.)

11 CHAIRMAN LEVI: Thank you, Tom.

12 Could I have a motion to approve the agenda?

13 M O T I O N

14 FATHER PIUS: So moved.

15 DEAN MINOW: Second.

16 CHAIRMAN LEVI: All in favor?

17 (A chorus of ayes.)

18 CHAIRMAN LEVI: This is a very efficient Board  
19 here.

20 How about the approval of the minutes of the  
21 Board's open sessions? Do you want to combine them, or  
22 has somebody got a change in any one of them?

1 M O T I O N

2 MS. REISKIN: I move to approve both.

3 DEAN MINOW: And second.

4 CHAIRMAN LEVI: All in favor?

5 (A chorus of ayes.)

6 CHAIRMAN LEVI: This past week, on Friday, I  
7 was privileged to go to the Los Angeles area and, as a  
8 part of the NLSLA's 50th anniversary, to visit two  
9 programs there, and I visited them for about two hours  
10 each.

11 It really was quite an extraordinary  
12 experience, and the innovative work in areas that we  
13 are particularly interested in, from housing and family  
14 to domestic violence, veterans' issues, the use of  
15 tech, to see how the Pro Bono Innovation Fund  
16 grants -- particularly LAFLA has a very interesting  
17 project going on.

18 It occurred to me that we have a couple of  
19 years remaining, and struck me also, from the reaction  
20 of the staff and what they told me, that no LSC Board  
21 member had ever actually come to visit them physically,  
22 that if we over the next 18 months, two years, were to

1 divide up the states and we each visited in that way,  
2 two-hour senior staff type visits, and they brought the  
3 Equal Justice Works fellows and some of the new  
4 attorneys; they were so happy to tell what they're up  
5 to. And I think it's important.

6 Then, if we divided up among all of us, we  
7 each have four to six. And in members' reports, you  
8 can report on -- and we can pull some of this together.

9 But also it's, I think, part of showing the flag, and  
10 I feel in terms of the morale, these folks are working  
11 so hard for so little. I think it would be -- so I'm  
12 going to try to figure out a way to divide it up.

13 If a few of you can't do it, I understand.  
14 But maybe we can make this work out and have a plan  
15 that we actually cover the 50 states. And Vic Maddox  
16 can also go to Puerto Rico.

17 (Laughter.)

18 CHAIRMAN LEVI: But I think this is -- now, we  
19 know our own map. So in terms of the states that we  
20 are actually planning to go to, maybe we won't have to  
21 include them, or we'll figure out how to include them  
22 in this. But I just throw that out as something that



1 struck me, and I think it would be very useful and  
2 helpful.

3 I want to also say that as the planning  
4 process goes along here for the next few years, most of  
5 us are confirmed till the middle of 2017. And the way  
6 that things worked, at least in our tenure, we probably  
7 likely -- and I think you should all be thinking about  
8 the likelihood -- that we'll be serving into early  
9 2018.

10 So I think there is more than enough time to  
11 accomplish some of these things. But we also, as the  
12 Vice Chair pointed out in one of the Committee  
13 meetings, do need to start thinking about what are we  
14 going to leave for those that come in after us, and  
15 what things do we feel that we particularly still want  
16 to make sure we've got nailed down and in place?

17 I want to make two particular thank yous at  
18 this point. One of them is somebody that everybody on  
19 this Board knows because she has been working now with  
20 LSC for the past few years. And putting these Board  
21 meetings together and the Committee meetings together  
22 behind the scenes is -- and she has her own little girl

1 at home.

2 She has been juggling so many things, and I  
3 have to say I get emails from her after she's put  
4 Sidney to bed and probably before Sidney wakes up in  
5 the morning. So I don't know what goes on in between,  
6 but I can only say that Becky has been working two jobs  
7 the last year at LSC. And I want you to stand up and  
8 be acknowledged by the Board for your work.

9 (Applause)

10 CHAIRMAN LEVI: Also, I'm informed by a little  
11 birdie that the woman to my right here just received an  
12 extraordinary prize from Brandeis University, the  
13 Gittler Prize, for her scholarship. What a wonderful  
14 thing. And I don't know when that's going to be. Are  
15 we all invited?

16 DEAN MINOW: Thank you.

17 CHAIRMAN LEVI: But she is really very  
18 distinguished. It's so wonderful that you find time to  
19 be with us, and I just want to salute you. We didn't  
20 get to vote on the prize, but I'm sure we would have  
21 all been unanimous.

22 DEAN MINOW: Thank you very much.

1           CHAIRMAN LEVI: Later in the meeting, we will  
2 have -- can I say that we are going to have a report in  
3 New Business? You have on your seats or on your desks  
4 a copy of the collective bargaining agreement, and  
5 we'll have a report about that and then a briefing on  
6 it later in the meeting. It's not part of the regular  
7 agenda, but I think in New Business.

8           The American Academy of Arts and Sciences will  
9 be, in November, having a symposium on access to  
10 justice. I think that as yesterday demonstrated to me,  
11 as this afternoon in some way is also a part of, the  
12 discussion that we began to have four years ago.

13           The funny thing about the Pro Bono Task Force,  
14 the flowers that are blooming from that, from the Tech  
15 Summit report, you can hear the many flowers blooming.  
16 People will never know, really, where they came from,  
17 and it all sort of acts together.

18           Yesterday's panels were just so terrific. And  
19 what a panel of chief justices. It's a different  
20 discussion that they're having also now, a few years  
21 down the road -- more Access to Justice Commissions,  
22 more familiarity with the issues that confront low

1 income folks in their courts. And we are hearing more  
2 ideas.

3 One thing that concerns me, and I just throw  
4 out here and I'm trying to think about how we leave in  
5 our wake, is how some of these good ideas -- who  
6 coordinates them? And that's a big question, in my  
7 view. Does NLADA? Does the ABA? We do to some  
8 extent, maybe. And I wonder about that.

9 The opportunities to communicate now are so  
10 great, with the multimedia, that I wonder if there's  
11 some way that we could help in that process. And maybe  
12 that is something we'll also be talking about during  
13 the strategic plan discussions.

14 Finally, I want to just make a comment about  
15 our Board. I want to say I'm so proud of this Board.  
16 We have worked so well together, in the best of the  
17 bipartisan tradition. And I just only wish that the  
18 rest of the country might take a look at our example  
19 and it might be helpful for folks.

20 As we enter this political season, I hope  
21 we'll all remember what we checked at the door when we  
22 became members here, and hope that we will have as

1 good, if not better, 2016 as we look forward to the  
2 coming year.

3           So that's my report. And just to say thank  
4 you to all of you. And then I guess I should say one  
5 other thing. Bernie's not in the room -- are you in  
6 the room, Bernie? No. She's packing. Bernie also  
7 works so hard to put these meetings together, and we're  
8 grateful to her as well.

9           Jim? No, members' reports. I'm sorry. And  
10 now you see, when you visit the programs, there really  
11 will be members' reports and you'll each -- yes,  
12 Charles?

13           MR. KECKLER: Thank you, John. I just have a  
14 brief one that I thought I ought to mention.

15           Since last meeting, I shifted my role in the  
16 Boy Scouts, now that my son has moved to Boy Scouts  
17 from Cub Scouts, and he started work on his law merit  
18 badge, of course. And I just wanted to mention -- and  
19 I'm signed up to be a law merit badge counselor, of  
20 course.

21           But one of the things, as an FYI, is that as  
22 part of the law merit badge in the Boy Scouts, they do

1 have to respond and find out about resources for people  
2 that -- how to get a lawyer if you can't afford one.  
3 That's part of the law merit badge. And in the  
4 official law merit badge pamphlet, LSC is specifically  
5 mentioned and discussed.

6           So that's just an FYI that people should think  
7 about. But it also raised a little bit of a seed of a  
8 thought in my mind, that if you really want to get in  
9 on the ground floor, the Boy Scouts is national, as are  
10 our programs.

11           It's worthwhile for us to think about, and  
12 maybe also the grantees to think about, that there are  
13 people out there who want to learn about access to  
14 justice at a very early stage.

15           DEAN MINOW: That's great.

16           MR. KECKLER: It's just a thought.

17           CHAIRMAN LEVI: I think that should be one of  
18 your members' reports.

19           DEAN MINOW: Could we develop some kind of a  
20 pamphlet or something in response to Boy Scout/Girl  
21 Scout --

22           CHAIRMAN LEVI: Sounds like a collaborative

1 type thing. We could maybe --

2 DEAN MINOW: So imagine if --

3 CHAIRMAN LEVI: It's written at that age level  
4 appropriately.

5 MS. REISKIN: John? I will volunteer the  
6 Communications Subcommittee to work on that.

7 MR. MADDOX: I was going to nominate Charles  
8 as our official liaison to BSA.

9 CHAIRMAN LEVI: Any other members' reports?  
10 Father Pius?

11 FATHER PIUS: As many of you know, I've been  
12 in the States for the summer, and I had the  
13 opportunity, at the request of Southeast Ohio Legal  
14 Aid, to join them at an event in Zanesville.  
15 Unfortunately, because of the budget cutbacks, their  
16 Zanesville office, which has been around since the  
17 1980s, they were forced to close.

18 So one of the results of that is people don't  
19 think that they're in Zanesville any more. I mean,  
20 they don't have an office, but of course they still  
21 serve the people in the area. And so they've been  
22 trying to make a deliberate effort to make sure that

1 the people of the community know and that area of the  
2 county know that they are still there. They don't have  
3 an office there, but they're still serving the people  
4 there.

5           It was a nice event. The mayor was there.  
6 The sheriff was there. The lawyer for the city was  
7 there. So there were a number of good people there who  
8 are important in the city of Zanesville. So it was a  
9 very good event, very nice to be part of that. Tom  
10 Weeks, I think, is a great guy down there, does great  
11 work down there. And it's always nice to be able to  
12 work with Tom when I'm there.

13           CHAIRMAN LEVI: Thank you. Robert and then  
14 Gloria.

15           MR. GREY: Mr. Chairman, last week we had the  
16 annual meeting. You mentioned it before, the  
17 Leadership Council on Legal Diversity. The dean of the  
18 law school at Harvard gave the keynote address to 245  
19 general counsel and managing partners, who to a person  
20 said thank you for inviting her and giving us a lift,  
21 not only in terms of the work that the organization is  
22 doing, but a real exposure to the work of Legal



1 Services.

2           So I think as we go about our own business  
3 throughout the year and the coming years, making sure  
4 that we continue to expose as many people in the  
5 profession and outside the profession to what we do  
6 through the leadership of this organization is most  
7 important. And it was well received.

8           It will be up on the website, and I'll make  
9 sure everybody has a link to it. But a number of the  
10 general counsel and managing partners said, I want to  
11 show that to my firm or to my corporate law department.  
12 So it's going to be received, I think, very well  
13 within the organization.

14           CHAIRMAN LEVI: I want to thank you again,  
15 Robert. That was an extraordinary event, and what a  
16 group you pulled together there. It's sort of a who's  
17 who of the profession.

18           Gloria?

19           PROFESSOR VALENCIA-WEBER: On September 1, Ed  
20 Marks and I were the featured speakers at the  
21 Albuquerque Bar luncheon. The Albuquerque Bar is the  
22 core membership of the New Mexico Bar. And we spoke

1 about the whole national campaign of expanding pro bono  
2 lawyers, and then Ed talked about the particulars of  
3 how we want to do it in New Mexico.

4           The response was quite good. A lot of  
5 questions after we finished talking. And Ed and his  
6 staff people were ready to go. We had brought in  
7 copies of the annual report that was just published as  
8 well as the pro bono report. And the followup  
9 questions were, how does it work? Where do I sign up?  
10 Which is exactly the kind we wanted.

11           This week, while we're here, the New Mexico  
12 Bar is having its annual meeting, or reasons I do not  
13 understand, at Broadmoor in Colorado. And Ed took all  
14 of the PowerPoints and everything that we had  
15 assembled, and this was a very tightly packed  
16 presentation because we only had 25 minutes to talk and  
17 then had to allow for -- so he took it on the road.

18           He's at that meeting. And I do want to report  
19 that the New Mexico Bar is giving its outstanding  
20 service award for pro bono work to a non-lawyer, to one  
21 of our staff people at New Mexico Legal Aid. So  
22 there's a lot of reasons why Ed is there. But that was

1 quite an honor.

2 Then in mid-September, I was the plenary  
3 speaker with another person at the American Indian Law  
4 Center Leadership Conference that took place at Tamaya  
5 outside of Albuquerque. This is a conference that  
6 every year brings tribal court judges, tribal  
7 officials, up to date on what has happened in the law.

8 A core discussion topic was, now that VAWA has  
9 triggered in providing that tribes, if they meet the  
10 requirements of the new VAWA, can exercise criminal  
11 jurisdiction over non-Indian defendants who commit  
12 violence, domestic violence, on the reservation,  
13 there's a big concern and discussion about that, along  
14 with the Tribal Law and Order Act, which you may  
15 remember were all changed in conjunction to the change  
16 to our statute that allows -- does not mandate -- that  
17 our grantees can provide criminal defendants an  
18 attorney in tribal court trials for those offenses.

19 So people are on the cusp looking at who's  
20 doing what, what's happening among the tribes that did  
21 exercise the demonstration pilot jurisdiction that the  
22 Department of Justice first set up. So how we fit into

1     that, as we know, remains to be seen, depending on  
2     which tribes meet the requirements of the VAWA and the  
3     Tribal Law and Order Act to exercise that criminal  
4     jurisdiction.

5                 Then last week, I was in Santa Fe for the  
6     Women's Leadership America Conference, which  
7     brings -- it's kind of like the leadership programs you  
8     see in cities and states where different leaders are  
9     trained for a year and sponsored by somebody.

10                While this is a national level that does it,  
11     it's very multi-cultural, seeks diversity not only  
12     among its leaders but also among the population. So  
13     there were people from all over the United States  
14     there. And I was on a panel explaining not only my  
15     work but what we do at LSC.

16                CHAIRMAN LEVI: I should have mentioned two  
17     other things on my list here, and I forgot them.

18                The TIG Conference is January 13th, 14th, and  
19     15th. And last year Charles, Gloria, and I went. It's  
20     an extraordinary experience. It's in San Antonio.  
21     Julie's volunteered to go this year. I hope she can be  
22     joined by one or two more of you.

1           The TIG Conference and the whole series of  
2   events during it, this is one of the major things that  
3   LSC actually does in the tech arena. And I think  
4   having the Board be aware of it, at least go to one,  
5   would be a good thing. And you'll learn a lot, too,  
6   without making too much trouble for Glenn. So I want  
7   to encourage that.

8           Then the second thing, I do want to thank on  
9   the record the Chief Justice, Tani Cantil-Sakauye. She  
10  was terrific yesterday in offering us the courtrooms  
11  the first Monday in October. And I also want to thank  
12  our programs for putting up with us and all the work  
13  they do to help pull this together as well.

14          So we never take for granted that a chief  
15  justice is going to offer his or her courtroom, and  
16  that was a terrific facility for yesterday. And we do  
17  very much appreciate it.

18          So with that --

19          MR. KORRELL: John, one more member report?

20          CHAIRMAN LEVI: Yes. Harry?

21          MR. KORRELL: I'm sorry. I think it was the  
22  Mountain States Executive Directors held their meeting

1     in Seattle at our office. Jim presented by Skype. I  
2     was able to attend part of it.

3             Just the one thing that struck me about it, in  
4     addition to the excitement you see in the room with  
5     everybody committed and getting together and sharing  
6     ideas, and a lot of ideas shared, was that absent was  
7     the doom and gloom that I've heard at so many of these  
8     meetings.

9             People were talking about new sources of  
10    funding they had found. They were talking about people  
11    they had brought on, shaking off some of the doldrums  
12    from the recession. Still not a lot of interest in  
13    IOLTA accounts, but people coming up with alternative  
14    sources.

15            Every person around the room was talking about  
16    a new program, new staff, expansion of programs. It  
17    really was nice to see, and my only comment was, this  
18    is the first time I've been to one of these where  
19    people were excited and talking about positive things  
20    instead of being so negative.

21            So I enjoyed it. It was nice to be able to  
22    go. I confess I wish I'd had more notice that it was

1   happening in my office, but I did get enough notice to  
2   be able to go and attend.

3                   CHAIRMAN LEVI:   Any other member reports?  
4   Martha?

5                   DEAN MINOW:   I, at the request of a  
6   congressperson and the chief justice of our  
7   commonwealth, convened a meeting on access to justice  
8   held at our school with people from across the state.  
9   And it was, I think, an effective, lively meeting, and  
10  we'll continue the conversation.

11                  CHAIRMAN LEVI:   Jim?

12                  PRESIDENT SANDMAN:   Thank you, John.  I'd like  
13  to present on five items this morning.  I'd like to  
14  report on recent grantmaking activity in three  
15  categories, Pro Bono Innovation Fund grants, Technology  
16  Initiative grants, and our new Vieth Leadership  
17  Development grants.

18                  Next I'll report briefly on new private grants  
19  to LSC.  I reported on this yesterday at the Governance  
20  and Performance Review Committee, and will just  
21  highlight the news on new grants.

22                  I'd then like to explain the census adjustment

1     that we will be making effective January 1, 2016,  
2     update you on some improved internal LSC policies and  
3     procedures, and conclude with a report on technology  
4     improvements. For that portion of my report, I'm going  
5     to cede my chair to Peter Campbell, our chief  
6     information officer.

7                 We recently made 15 Pro Bono Innovation Fund  
8     grants totaling \$3.8 million across 15 states. Once  
9     again this year we were able to complete the  
10    grantmaking process by the end of the fiscal year in  
11    which funds for Pro Bono Innovation grants were  
12    appropriated. We were able to do the same thing with  
13    our Technology Initiative grants, all grantmaking  
14    completed by September 30th.

15                We issued a national press release describing  
16    the grants that we'd made, and prepared -- Carl  
17    Rauscher did this -- 15 separate local press releases  
18    about the particular grants that we'd made to go out in  
19    those markets.

20                We got statements, quotations, from 27 members  
21    of Congress to be used in the press releases, 23  
22    Congressmen and four Senators, a bipartisan group. And



1    so far, we have held press conferences in New York City  
2    and Albany, we have one upcoming in Kansas City on  
3    October 30th, and are working to see if we can't  
4    arrange more.

5               I attended the press conference in New York  
6    City with Congressman Jerry Nadler, and I attended the  
7    press conference in Albany last Friday with Congressman  
8    Paul Tonko.

9               These press conferences, and the participation  
10   of members of Congress, are useful not only to  
11   disseminate news about the grants, but when the  
12   Congressmen come to the offices -- and that's where  
13   these press conferences are held, at the grantee  
14   offices -- it's wonderful for the staff because the  
15   Congressmen make a big deal of it.

16              Each of these two, Congressman Nadler,  
17   Congressman Tonko, spent a good amount of time at the  
18   office and made the staff aware that both are familiar  
19   with the work that they do, appreciate it, and that the  
20   work is important.

21              Here are a few examples of the Pro Bono grants  
22   that we made. The grant that we made in Albany for

1 northeastern New York will link pro bono lawyers to  
2 rural clients. There are a lot of rural areas in  
3 upstate New York.

4           In Kentucky, our grantee will be developing a  
5 statewide hotline for veterans that will be staffed by  
6 pro bono lawyers. And in separate grants in Cleveland  
7 and in Cincinnati, the grantees will be reaching out to  
8 later career and retired lawyers to involve them in pro  
9 bono work, a market that has been underutilized to  
10 date.

11           MR. MADDOX: Which grantee in Kentucky?

12           PRESIDENT SANDMAN: It was Bluegrass, I  
13 believe.

14           MR. MADDOX: Bluegrass?

15           PRESIDENT SANDMAN: Yes. We recently made 36  
16 Technology Initiative grants totaling \$4.2 million to  
17 30 grantees. Now, we have not yet put out press  
18 releases about these. We want to sequence our press  
19 releases and cover Pro Bono Innovation first and then  
20 Technology grants. If we announce them all at one  
21 time, things tend to get lost.

22           So we're in the process of seeking comments

1 from members of Congress to be included in the press  
2 release about the TIGs, and we will be facilitating  
3 press conferences. Here are a few examples of new  
4 Technology grants.

5 In Texas, there is a project to develop  
6 interactive forms, plain language guided interviews to  
7 generate forms that the users can then file in paper or  
8 e-file with courts.

9 We're funding a project to analyze the impact  
10 of self-represented litigants in state courts in  
11 Virginia. One of the purposes of that project will be  
12 to identify the greatest areas of need where the  
13 largest numbers of unrepresented litigants are  
14 appearing.

15 We're funding a project in Boston with the  
16 Volunteer Lawyers Project there to enhance mobile  
17 access to resources for pro bono lawyers.

18 This year we have a new privately-funded grant  
19 program. Yes?

20 MS. REISKIN: On the self-represented  
21 litigants, you're looking at greatest area of need.  
22 Are you going to be doing any analysis on what types of

1 cases are more versus less appropriate for a  
2 self-represented litigant to do or no?

3 PRESIDENT SANDMAN: That's not a focus of the  
4 grant.

5 This year for the first time we have a  
6 privately-funded grant program, leadership development  
7 grants. This is a competitive grant program funded by  
8 the Arnold & Porter Foundation. We received 24  
9 applications for grants this year, and made seven  
10 grants totaling \$50,000.

11 Here are some examples of the grants that  
12 we're making. We're funding grants management training  
13 for an executive director. One grant is for leadership  
14 coaching for emerging leaders. There is ongoing a fair  
15 amount of turnover at the executive director level  
16 among our grantees, and one of the applications was to  
17 provide leadership coaching for people who are up and  
18 coming to replace an executive director whose  
19 retirement is imminent.

20 One grant will be to provide strategic  
21 planning assistance, another fundraising training. So  
22 the goal here is to make funds available for purposes

1   that grantees might not be able to fund themselves. We  
2   depend on them to identify what the leadership need is  
3   that they're trying to meet.

4           They present a specific proposal to us about  
5   what kind of vendor they might use to provide the  
6   training, although we offer technical assistance to  
7   them in identifying resources if they're not able to do  
8   that themselves.

9           There's a lot of enthusiasm about this grant  
10   program. The recipients have been notified. But once  
11   again, we'll be publicizing that separately and  
12   sequentially to generate maximum publicity. That will  
13   be a few weeks down the road.

14           DEAN MINOW: Did you say coaching?

15           PRESIDENT SANDMAN: Coaching is a part -- it  
16   depends on what the grant application is for. But one  
17   of the grants is specifically for coaching.

18           CHAIRMAN LEVI: We could actually enhance that  
19   pool, even though it was a specific gift, by allocating  
20   some unrestricted funds to the extent that that was  
21   needed. I'd just throw that out there. You're just  
22   launching it this year. Right?

1           PRESIDENT SANDMAN: Yes. And we would like to  
2 have been able to fund more projects. There were  
3 worthy projects that we weren't able to fund because we  
4 didn't have enough money.

5           CHAIRMAN LEVI: Well, that's something -- in  
6 other words, it could have been a matching grant that  
7 we then took 250 more from the unrestricted pot and  
8 made it -- it's still the named grant. Think about  
9 that, and if we're leaving out good possibilities and  
10 you want to revisit, I think that's -- I leave that to  
11 you to consider. But I'd just toss that out there.

12           MS. MIKVA: I'm sorry. I'm just a little  
13 confused. So these are programs that the grantees will  
14 be putting on for everyone?

15           PRESIDENT SANDMAN: No.

16           MS. MIKVA: Or these are sending someone in  
17 the program to these --

18           PRESIDENT SANDMAN: Yes. It's either -- well,  
19 sometimes it's sending a person in the program, say the  
20 executive director, to a particular training program.  
21 Sometimes it might be bringing in a coach to consult.  
22 But these are for individual programs.

1           As I reported yesterday, we've received  
2   several new grants from private sources. I'm not going  
3   to repeat what I said yesterday; I'll just briefly show  
4   them on the screen, and they'll be a part of my  
5   PowerPoint as I make it available publicly.

6           Next I'd like to report on the upcoming census  
7   adjustment. You will recall that back in 2013, our  
8   appropriations legislation required that we update the  
9   census data that we use to distribute our basic field  
10   grants.

11           As you know, basic field grants are  
12   distributed pursuant to a census-based formula. Each  
13   of our grantees gets a percentage of our basic field  
14   grant appropriation equal to its percentage share of  
15   the poverty population located within the geographic  
16   borders of the service area.

17           Previously, those adjustments had been made  
18   every ten years. But because the decennial census no  
19   longer includes poverty data, we now have to use  
20   another source -- the Census Bureau now has to use  
21   another source -- and they're using the American  
22   Communities survey to derive these numbers.

1           The American Communities survey is updated  
2 annually, so it's now possible to make census  
3 adjustments more frequently than we were making them  
4 under the old decennial census mandate.

5           Congress said in the appropriations  
6 legislation in 2013 that going forward, we would have  
7 to make census adjustments every three years rather  
8 than every ten. So this first of the three-year cycle.

9           We recently received, just last week, the  
10 information from the Census Bureau that we need to make  
11 these adjustments. The new data comes from 2014. We  
12 had been using 2011 census data to make our  
13 distributions of basic field grants over the last few  
14 years.

15           The information from the Census Bureau showed  
16 that between 2011 and 2014, the U.S. poverty population  
17 increased by 4.9 percent. Now, what this means for our  
18 grantees is that if the grantee within its service area  
19 had an increase in the size of the poverty population  
20 more than 4.9 percent, it is going to see an increase  
21 in its share of our basic field grant appropriation.  
22 If they had an increase of less than 4.9 percent or a



1 decrease in absolute terms, they will see a decline in  
2 their percentage share of the basic field grant  
3 appropriation.

4           We're analyzing the numbers, but there are  
5 nine service areas that had an increase of more than 10  
6 percent in their share of the U.S. poverty population.

7    What that means is that if our basic field  
8 appropriation were to remain level with what it is  
9 currently, they will see an increase of 10 percent in  
10 their basic field grant appropriation.

11           On the other side, we had three service areas  
12 that had decreases of more than 10 percent in their  
13 share of the U.S. poverty population. So they're going  
14 to see a hit.

15           Now, what we don't know yet is what the basic  
16 field appropriation is going to be for 2016. You need  
17 to know two things to be able to determine your basic  
18 field grant: what the overall basic field  
19 appropriation is, and what your percentage share of the  
20 U.S. poverty population is. We're now in a position to  
21 give our grantees the second number but not the first.

22           I was a little surprised to see some changes

1 of this magnitude over only a three-year period. What  
2 this suggests is that there's a fair amount of mobility  
3 among the poverty population. We will once again see  
4 situations in service areas where although they've had  
5 an increase in the absolute number of poor people  
6 living in their borders, they're going to see a  
7 decrease in their share of the basic field  
8 appropriation because the change that they saw was less  
9 than 4.9 percent.

10 Martha?

11 DEAN MINOW: How much is noise due to changes  
12 in methodology, is one question. Another is, I'm sure  
13 the math works, but how could there be an increase in  
14 nine areas and a decrease in three? How does that  
15 work?

16 PRESIDENT SANDMAN: It can be the size of the  
17 areas. There are, yes, exactly, significant  
18 differences in the total population living within a  
19 service area.

20 DEAN MINOW: And the methodology question?  
21 How much --

22 PRESIDENT SANDMAN: Bristow Hardin is our

1 expert on this. I have not heard him say that changes  
2 in methodology would account for these changes.

3 CHAIRMAN LEVI: Father Pius?

4 FATHER PIUS: That was my question.

5 CHAIRMAN LEVI: Laurie?

6 MS. MIKVA: This is really not quite this.

7 But our chair talked about doing the grants on the  
8 basis of the standard of living in the communities.

9 What would be involved?

10 CHAIRMAN LEVI: They can't hear you.

11 MS. MIKVA: What would be involved in making  
12 that change? Amending the statute, I assume.

13 PRESIDENT SANDMAN: Yes. The question was, if  
14 we were to make a change in the distribution formula  
15 that took account of differences in the cost of living  
16 in different services areas, how would we go about  
17 that? That would require a statutory change. There  
18 are two exceptions built in currently, for Alaska and  
19 Hawaii. But otherwise, the standard is the same  
20 everywhere.

21 CHAIRMAN LEVI: So this is interesting, and I  
22 think, as we track it going forward, if we start to see

1   that these service areas, with the 10 percents  
2   particularly, are having wildly different results the  
3   next time around, the same service area, then that will  
4   raise the question -- because that must be hard on  
5   grantees -- as to whether the three-year thing is  
6   really too quick. I don't know the answer to this.  
7   But you'll keep --

8               PRESIDENT SANDMAN: Yes. The last time, we  
9   had increases of 20, 30 percent. Yes. So waiting a  
10   long time can only exacerbate the problem.

11              CHAIRMAN LEVI: Maybe. Yes.

12              PRESIDENT SANDMAN: Also, keep in mind, the  
13   whole goal here is to get the money where the poor  
14   people area.

15              CHAIRMAN LEVI: Sure.

16              PRESIDENT SANDMAN: And to the extent that we  
17   delay in implementing changes, we are overpaying some  
18   areas and underpaying others.

19              CHAIRMAN LEVI: Yes. It's just I  
20   wondered -- I guess it goes to the reliability of the  
21   data and the permanency of the population in the area.

22              PRESIDENT SANDMAN: There is one service that

1 I recall that had a very significant increase in the  
2 last census adjustment, and now they're getting a  
3 decrease. I think what happened was they made a strong  
4 recovery from the recession that was reflected in the  
5 most recent numbers.

6 CHAIRMAN LEVI: Julie?

7 MS. REISKIN: Service area is not necessarily  
8 a state, or is it?

9 PRESIDENT SANDMAN: No.

10 MS. REISKIN: So a state could have more than  
11 one service area?

12 PRESIDENT SANDMAN: Oh, yes. Many do. We  
13 have 28 statewide grantees, but in the others, there  
14 are multiple grantees.

15 MS. REISKIN: So a statewide grantee would be  
16 a service area?

17 PRESIDENT SANDMAN: Yes.

18 MS. REISKIN: Okay. And then my second  
19 question is, because if the worst happens in Congress  
20 and we have a significant cut, they're not really going  
21 to get an increase. They're just going to get less of  
22 a decrease. Is that --

1           PRESIDENT SANDMAN: Yes. Some are going to  
2 get a double whammy. They're going to get a decrease  
3 because our appropriation went down, and a further  
4 decrease because their share of the U.S. poverty  
5 population went down.

6           Next I'd like to report on some improved  
7 internal policies and procedures. As Ron Flagg  
8 reported on Sunday, we have a new records management  
9 policy and retention schedules, comprehensive; these  
10 were developed by the Office of Legal Affairs.

11           We have developed new purchasing and contract  
12 protocols; again, the Office of Legal Affairs working  
13 closely with the Office of Inspector General. We are  
14 doing mandatory training on our conflicts of interest  
15 and whistleblower policies, another project of the  
16 Office of Legal Affairs.

17           And just last week we rolled out our new  
18 program for joint teams of people in the Office of  
19 Program Performance and the Office of Compliance and  
20 Enforcement, regional teams where people will meet  
21 monthly to talk about the issues that they're seeing  
22 with the grantees in the geographic area, exchange

1 information so that we will break down the silos  
2 between the two offices, and make sure that everybody  
3 has access to all of the information LSC has anywhere,  
4 among anyone, about a grantee. And the teams have been  
5 formed. We're off and running.

6 This is obviously followup on recommendations  
7 of the Fiscal Oversight Task Force.

8 CHAIRMAN LEVI: Was there a question? No.

9 MS. REISKIN: Yay.

10 MS. MIKVA: A question. Will the visits  
11 become joint as well? Is that in the plan?

12 PRESIDENT SANDMAN: Not typically. But there  
13 certainly are occasions, depending on what we're seeing  
14 at a grantee, where there are joint teams sent out.  
15 We've done that recently with one grantee. But it's on  
16 a case-by-case basis.

17 Typically, the focus of an Office of Program  
18 Performance visit is very different from the focus of  
19 an Office of Compliance and Enforcement visit. But the  
20 idea is to coordinate and eliminate duplication and  
21 overlap.

22 Next I'm going to ask Peter Campbell to report

1 on technology improvements. Before he does, I just  
2 want to give you an overview here.

3 A couple years ago, when we created the  
4 position of chief information officer and when we  
5 subsequently hired Peter to fill it, our goal was to  
6 make sure that our internal technology function deeply  
7 integrated into the work of LSC, that our technology  
8 people know the business of LSC and they're not sort of  
9 adjunct players.

10 I'm sure everybody has had experiences in  
11 organizations where the IT people are kind of off to  
12 the side. They do their thing, and they're the  
13 techies, and they're not integrated into the work of  
14 the organization.

15 They're the help desk, and they install  
16 things, but in terms of understanding the work of their  
17 users and having users understand how the tech people  
18 can be helpful to them, there just isn't a lot of  
19 cross-fertilization.

20 I'm very happy to report that under Peter's  
21 leadership, we have a first-rate technology office that  
22 is deeply integrated into the work of LSC. Peter



1     himself understands what OPP does, what OCE does, and I  
2     think we've made enormous progress.

3                 We have three very significant projects that  
4     we've implemented recently that Peter will report on.  
5     I cite them just as examples of the success that we've  
6     had in accomplishing the integration we set out to  
7     achieve.

8                 Peter?

9                 MR. CAMPBELL:   Yesterday we had an interesting  
10    conversation about joining the Board and I assume  
11    receiving a binder full of documents -- just the  
12    documents, and maybe a table of contents -- and the  
13    difference between that and receiving that binder with  
14    a memo at the front telling the recipient which  
15    discussions are important and which are less important,  
16    which are going to tell them about the structure of LSC  
17    versus maybe the day-to-day work or whatever, but  
18    having that context provided.   Very powerful.

19                I think, today, we have access to huge amounts  
20    of information today, and we have very inexpensive hard  
21    drives to store it all on.   We don't have a problem  
22    with storing data.   We have a problem with organizing

1 and working and sharing the data. So coming to LSC,  
2 what I found was that the systems we had in place were  
3 very good at storing the data, and not much else. We  
4 were having a great problem.

5 When you think about what we do, we go on the  
6 site visits, whether it's Program Performance or  
7 Compliance and Enforcement. Before those site visits  
8 we have to collect a huge amount of documents, a huge  
9 amount of data, to provide context for the visit.

10 What the Office of Compliance and Enforcement  
11 does, I discovered, was very similar to standard  
12 litigation. When they're doing an investigation, they  
13 have a document production. And when Jim or Carol are  
14 going up to the Hill, we again have to collect a huge  
15 amount of data, the relevant data, for the talk, put it  
16 together. We didn't have systems that did that.

17 So what we've put together is a project that  
18 we've somewhat unimaginatively titled the data portal.

19 And the goal, my mantra from the time that I started  
20 at LSC, is that we need one place to go to find all of  
21 the information relevant to a grantee.

22 So right now what we've rolled out to the

1 Office of Program Performance and Compliance and  
2 Enforcement is the initial data portal, which is a  
3 combination of all of the data that we collect from the  
4 grantees in an easily reportable system and the  
5 documents that we store.

6           They're integrated so you go to one place.  
7 You can access reports, database-type functionality,  
8 and document management. And as I'll talk about later,  
9 this will integrate directly with the grants management  
10 system that we're going to build.

11           Some real quick screenshots here. We're using  
12 software called Salesforce, which was designed  
13 originally as a program to track sales but now is a  
14 general database application. When you go to a grantee  
15 page in Salesforce, you immediately get the basic  
16 information about the grantee, the phone numbers, the  
17 people in charge; but as you scroll down, it gets  
18 deeper.

19           It has these simple graphics and charts, but  
20 you can click on those to get to more detail, and then  
21 change the criteria if you want to learn more. And we  
22 have a whole list of prepared reports that we've

1 provided, again, working very closely with our users on  
2 what it is that they actually need to see.

3 Document management is on that same webpage  
4 that you go to. We've restructured how we store our  
5 documents, again related to each grantee, to make  
6 everything easy to find and apparent. And then  
7 finally, we're developing a large reporting dashboard,  
8 kind of one place to go to get that grantee  
9 demographics information.

10 So what I'd say about this is that -- I had a  
11 point -- future plans are to roll this out to the rest  
12 of the staff because right now we've just rolled out to  
13 Program Performance and Compliance and Enforcement.  
14 We'll be doing that this month, and eventually make  
15 what's relevant to the grantees available to them.  
16 This is web-based software so that we have good  
17 security on and we can strategically share it beyond  
18 our walls.

19 Another big project we've finished was the  
20 selection of a new grants management system. Again,  
21 the grants management system that we have is standard  
22 grants management software, and what I noticed about

1 LSC is that grants management is not the core process  
2 that we do.

3           The core process we do is assessment,  
4 compliance, looking at how the grantees work and  
5 working with them to keep them -- how they spend the  
6 money. Actually allocating the money, which is what a  
7 grants management system does, is fairly easy for us.  
8 It's done on a calculation. We aren't deciding which  
9 grants to give except in the smaller programs like TIG  
10 and Pro Bono.

11           So our current grants management system, I  
12 think, was not sophisticated enough to handle our  
13 needs. And I had the same concern that any  
14 off-the-shelf product we would buy might have a similar  
15 limitation.

16           So we worked last year, as you know, with a  
17 consultant called Barker & Scott and did a thorough  
18 business process analysis so that we understood exactly  
19 what our grants management needs were. The business  
20 process evaluation was centered around how we use  
21 grantee data.

22           Then we worked with the same consultants to

1    develop a request for proposal that we put online and  
2    sent out to specific vendors that interested us. From  
3    the RFP we got five responses, and went forward with  
4    demos from four. These were eight-hour demos; we put  
5    the work into it.

6            We chose to develop a system on Salesforce,  
7    much like the data portal, with a vendor that has done  
8    grants management systems on this platform before, and  
9    the same vendor that worked on the data portal. So  
10   they know us well.

11           One of the huge advantages will be that when  
12   this system is done, it will be directly integrated  
13   with the data portal, all of our grantee information in  
14   one place. That's still my mantra.

15           As I said, I think the most interesting  
16   reference for us was the Council on Accreditation  
17   because what they do -- it is very similar to what they  
18   do. They have thousands of organizations that they go  
19   and do accreditation on. They have performance  
20   standards. They operate similarly as we do.

21           When we did the cost on this, building a  
22   custom system cost more than buying an

1 already-developed system in the first year, but over  
2 time, over the five- and ten-year evaluations, it  
3 became much more affordable. So we thought this was  
4 economically a sound way to go as well.

5 CHAIRMAN LEVI: Can I just ask, as to that  
6 piece of it, will that also cover the grants that we  
7 are making, the innovation funds and the privately  
8 raised funds that then are also part of grantmaking?

9 MR. CAMPBELL: The software that we're using  
10 will be capable of doing that, yes, whether it's in the  
11 initial plans or not. Well, we actually are using  
12 Salesforce right now for our grants management. So  
13 that was actually -- our start with Salesforce was  
14 Wendy's group using it.

15 We're kicking off this project officially on  
16 October 21st, and the consultants are coming by the  
17 last week of October to start the interview process so  
18 that we can really drill down what it is that we need  
19 to build. We anticipate that this will take a year or  
20 more to develop. So it's a project.

21 Finally, I wanted to do a demo of the civil  
22 legal outcomes toolkit, which I know you've been

1     briefed on.

2                 CHAIRMAN LEVI: I just want to take one second  
3     to acknowledge that we've just been joined by the  
4     president of the American Bar Association, and welcome  
5     her to our meeting, Paulette Brown. Thank you.

6                 (Applause)

7                 MR. CAMPBELL: I don't know if this link is  
8     going to work. It should.

9                 Okay. So the civil legal outcomes toolkit is  
10    basically a website that we developed with the idea  
11    that any grantee at any stage in the process of  
12    developing their own outcomes measurement system should  
13    have a valuable resource where they can go to learn  
14    what they need to know. So the idea was that this will  
15    be useful for programs that have not even started and  
16    programs that are well along with the process.

17                What we have here is fairly simple, and it was  
18    designed to be very easy to use. This introduction  
19    says what it is, and then when they go to the main  
20    outcomes toolkit page, they have two choices. Our  
21    internet is not very fast here.

22                But they have two choices. One is pretty much



1 a chapter book guide approach, where they can go step  
2 through step from stage 1, establishing a system, to  
3 what are outcomes, why do we measure them, to how you  
4 would then create a system. Or they can go straight  
5 down to a kind of FAQ-style, dive into the topic that  
6 you're interested in, index.

7 In addition to the two styles of navigation  
8 for the new person or the experienced one, we have so  
9 far two case studies, and we are working on additional  
10 case studies, with lots of examples, screenshots,  
11 reports, so that they can see how some of the more  
12 advanced and successful organizations have done it.

13 Then we collected from our grantees who are  
14 already doing outcomes tracking a full list of the  
15 measures that they track. So for every one of these  
16 items on this webpage, you can expand it and see the  
17 different types of measures. And this goes a ways.

18 Finally, under the Resources tab, we have lots  
19 of external resources because we are not inventing this  
20 wheel of outcomes management. Nonprofits across the  
21 world are struggling with this, and there's a lot of  
22 good writing going on. So we have a number of

1 resources here.

2 Julie?

3 MS. REISKIN: Is this available externally?

4 Can we look at all of that? That's awesome.

5 MR. CAMPBELL: Yes. It is it now published on  
6 the web, although we have not publicized it. The  
7 address is clo, for civil legal outcomes, dot lsc.gov.

8 CHAIRMAN LEVI: This even goes to my question  
9 of who's coordinating and how do people see what others  
10 are doing. And this is certainly an example of our  
11 taking the leadership. And wow, this is --

12 MS. REISKIN: It's so cool.

13 CHAIRMAN LEVI: This is quite amazing for  
14 those of us sitting here for the last few years  
15 wondering what we would -- this is quite remarkable.

16 DEAN MINOW: Having just gone through the  
17 process of building custom systems both for our school  
18 and for another nonprofit, can I just say that it  
19 requires a bird-dogging person every single day. It's  
20 enormously time-consuming. And it's going to require  
21 more time of more team members than you can imagine.  
22 So just plan it.

1           I understand the long-term calculus about  
2   saving money. We made the same calculation. It took  
3   twice as much time and about ten times as much people  
4   power on our staff.

5           MR. CAMPBELL: I talk a lot about why I love  
6   my job. One of the reasons I love my job is that when  
7   we decided we needed a new grants management system,  
8   Jim and Lynn were right there with me, understanding  
9   that we needed to do the business process analysis. We  
10   needed to do the thorough dive into what we needed  
11   before we bought software and thought it would just  
12   solve our problems. I'm with you 100 percent.

13           Any questions?

14           (No response.)

15           MR. CAMPBELL: Thank you.

16           CHAIRMAN LEVI: Thank you.

17           DEAN MINOW: Thank you.

18           MR. MADDUX: I do have one question, now that  
19   I think about it. We talked yesterday about analyzing  
20   outcomes of brief services cases. Is this something  
21   that ultimately could be applied to that area of our  
22   work? Because I think that's something that ultimately

1 we would really want to know. Are we making a  
2 difference in brief services as well?

3 MR. CAMPBELL: The toolkit is designed to help  
4 them establish the system for collecting and reporting  
5 on outcomes, and it's not specific, I think, to the  
6 extended outcomes, as far as that goes.

7 MR. MADDOX: I thought I saw up here a  
8 reference to the fact that the outcomes were based on  
9 extended services.

10 MR. CAMPBELL: What we are initially asking  
11 grantees for is extended.

12 MR. MADDOX: So ultimately you'll expand that  
13 to brief services?

14 PRESIDENT SANDMAN: That's down the road.  
15 This project that we're working with Professor Rhode on  
16 is to figure out how to do that. It's much more  
17 difficult to do outcomes measurement in brief services  
18 than it is extended. But this system will have the  
19 capability to do everything with information we get  
20 about brief services that we can do with information we  
21 get about extended services.

22 DEAN MINOW: The missing piece will be how to

1 follow up with people who don't have phones and don't  
2 have emails. But going forward, this system will be a  
3 place to put in the information that you gather.

4 PRESIDENT SANDMAN: Yes. There's nothing  
5 about the design of this toolkit that limits its  
6 relevance or utility to extended service cases.

7 FATHER PIUS: As we all know, one of the main  
8 points that our task force found was the siloing  
9 effect, and the effect that we're now putting all  
10 grantee information in one spot is great.

11 Of course, a lot of that historically is going  
12 to be in pre-computer stuff if we go back 40 years or  
13 so. Is there an attempt, to the extent that we have  
14 records going back that far, to digitize those records  
15 and make them part of the electronic database?

16 MR. CAMPBELL: That hasn't been a goal that  
17 we've been shooting for. I think it's something that  
18 we would look at after we have the system.

19 PRESIDENT SANDMAN: We've had to establish  
20 some priorities in dealing with --

21 FATHER PIUS: No, I understand that. But I  
22 was wondering if that was at least something -- whether

1 people thought that was important or whether that was  
2 on the horizon. Because I don't know how far back it  
3 would go with electronic records, is the other thing.

4 PRESIDENT SANDMAN: My sense is that doing a  
5 cost/benefit analysis is not going to have that much  
6 use.

7 MR. CAMPBELL: That's what we're looking at.  
8 I believe the system we've designed goes back five  
9 years.

10 MS. MIKVA: Is there a plan for monitoring how  
11 the grantees are doing outcome measures?

12 PRESIDENT SANDMAN: Yes. They'll be required  
13 to report to us on what they're doing -- not the final  
14 results, but what they're doing -- and how they're  
15 using it. This is going to be an evolutionary process.

16 We're starting modestly, and then over time, as our  
17 grantees get more experienced with it and more  
18 comfortable with it, we'll do more.

19 MS. REISKIN: This is really exciting. As  
20 this continues and builds and as grantees choose  
21 different outcomes, different things that  
22 they -- because you measure what matters -- I hope that

1 we're coaching and talking a lot about making sure that  
2 they're doing that in conjunction with the client  
3 community. And just like the client community should  
4 be involved in planning, they should also be involved  
5 in determining what's important.

6 We need to talk about this when we do our  
7 presentation. I'm going to amend it because this is  
8 really important for the clients to know about.

9 MR. CAMPBELL: Thank you.

10 PRESIDENT SANDMAN: I just want to emphasize  
11 that each of the demonstrations of technology that  
12 you've just seen or heard about all have to do with the  
13 core business of what LSC does. We're in the business  
14 of grants oversight and providing technical assistance  
15 and managing relationships with our grantees.

16 This to me is a legacy project. I think we'll  
17 be able to do what we do much better and more  
18 efficiently, and really be a model for other  
19 grantmakers, because of the technology that Peter and  
20 his team have helped us develop. So I want to thank  
21 you, Peter.

22 PROFESSOR VALENCIA-WEBER: When we had our

1 40th kickoff and conference in D.C., that was the first  
2 time that we really had all of the grantee directors  
3 and core officers together in one place. And is there  
4 any thought of how to attempt to have similar access,  
5 perhaps like what Harry mentioned in the Mountain  
6 States and regional gatherings of directors, maybe?

7           Because otherwise, we gather clusters of our  
8 directors at regional or at TIG conferences and other  
9 places. I would hope that these presentations and  
10 updates on, for instance, the toolkit could occur at  
11 those places as well, those gatherings, so our grantees  
12 continuously are keyed in with, as you say, the  
13 evolving system and perhaps how others are using it.

14           PRESIDENT SANDMAN: Yes. Absolutely. And we  
15 do have a presentation scheduled at next month's annual  
16 conference of the National Legal Aid and Defender  
17 Association about the outcomes toolkit. We get very  
18 good attendance at the sessions we put on there.

19           That concludes my report.

20           CHAIRMAN LEVI: Thank you.

21           DEAN MINOW: The Chair needs to step out for a  
22 couple minutes, but I recognize the Inspector General



1     for his report.

2                 MR. SCHANZ: Thank you, Madam Chair. For the  
3     record, I'm Jeff Schanz, the Inspector General. With  
4     me is Dan O'Rourke, who is the Assistant Inspector  
5     General for Investigations. We'll have two reports for  
6     you, one in open session and one in closed session.

7                 For the open session, I would like to draw  
8     your attention first to what Becky just handed out to  
9     you. Your homework from the last meeting was to go on  
10    our website at least weekly. I don't know -- I'd like  
11    a party admission here -- how many people have done  
12    that. No. Kidding.

13                But we've been very active in not only our  
14    work. We've pushed out some very good audits. You  
15    were briefed on it by Daniel last meeting on the report  
16    of investigation, our subgrant capstone report. That  
17    is up now on the website for your edification and use  
18    when you talk to some of the grantees because they  
19    don't seem to understand always that some grantees are  
20    better than others.

21                Our recent reports are posted with what I said  
22    I would do last time. I said I would put a brief

1   synonymous in there, and I would also put in the IG  
2   notes as to what's important in that report. What we  
3   have done also is we've issued the last two reports to  
4   all members of the board, the local board.

5               MS. REISKIN: Good.

6               MR. SCHANZ: Yes. That's only half the story,  
7   though, Julie. No one has responded to us saying that  
8   this is information they could use. We put quite a bit  
9   of effort into getting a listing of all the board  
10  members of the local grantees, and we've been met with  
11  a wall of silence.

12              I thought somebody would say, hey, this is  
13  good. This is a good idea. Now I don't have to wait  
14  on the board chair. I go right to the source. And  
15  we've sent it to everybody in the last two reports, and  
16  we've had no comments back from the local board  
17  members.

18              DEAN MINOW: We think it's good.

19              MR. SCHANZ: Okay. We will continue to do so.

20   I learned some time ago not to keep hitting my head  
21  against the wall because it hurts.

22              Yes?

1           MS. REISKIN: I wouldn't assume that just  
2 because they haven't responded to you, that no one's  
3 reading it or dealing with it. Again, I don't know  
4 what the cover letter said or whatever. I'd be happy  
5 to look at the cover letter to see, from a client  
6 perspective, if it makes sense from that perspective.  
7 But I wouldn't assume that no one's reading it.

8           MR. SCHANZ: Well, you have what we send out.  
9 We send out the same thing. When I send it out, it  
10 goes to this Board --

11          MS. REISKIN: Oh, it's that exact -- okay.

12          MR. SCHANZ: It's the exact same thing. It's  
13 not a plea for responses or anything like that. It's  
14 an FYI, which we agreed to do and we're doing it. And  
15 I think perfect information is better than imperfect  
16 information, so they'll at least have that.

17                If I could just divulge a little bit about  
18 what I used to do -- I did this once before -- when I  
19 did quite a bit of pro bono work when I was still an  
20 attorney at the Department of Justice. Victor, I'd  
21 like to tell you a little bit about what they call  
22 advice and counsel.

1           It's now being called brief services, and I  
2    did quite a few of those, over several hundred, during  
3    my pro bono years with Northern Virginia Legal  
4    Services. And the advice and counsel, you can't put it  
5    in a box.

6           Some were complex. Some were just, as we  
7    heard yesterday, the complainant needs somebody to  
8    listen to their story. And I'm a good listener, and  
9    sometimes that was the extent of the advice I'd give.  
10   I'd just listen. So there was no way to categorize  
11   that.

12          Other cases turned into -- it would be like  
13   peeling an onion. The more you peeled it, the worse  
14   the case got, which would lead then to extended  
15   service. If I had the time, I would do the extended  
16   service; more often than not, I did not have the time,  
17   currently working at DOJ for 40 hours or 40-plus hours  
18   a week.

19          But at least in my experience, there was no  
20   definitional terms I could use to describe brief  
21   service. Sometimes it was listening. Sometimes it was  
22   telling them what their rights were. And mainly it was

1 a divorce case or a protective order. And I couldn't  
2 expand on that.

3           There were numerous times -- and I was just a  
4 voice behind the phone with the advice and  
5 counsel -- where the client would contact the program  
6 again and say, can I talk to this attorney Jeff? And  
7 of course, I was only there for a short period of time.

8    If I had the time and if it was easy enough, on my own  
9 volition I would follow up with the client. But that  
10 didn't happen as frequently as just literally brief  
11 services and advice and counsel to the client.

12           So I know you're trying to get a metric on  
13 that, and I thought I'd give you my personal view of  
14 that. And that has nothing to do with my presentation;  
15 I just wanted to let you know that that's going to be a  
16 very hard thing to measure, and it'll vary attorney to  
17 attorney and client to client.

18           DEAN MINOW: That's very helpful advice, and  
19 I'm sure that Jim will share that with Deborah Rhode  
20 and others working on that project. I think that's one  
21 reason it's been so challenging. And yet a whole lot  
22 of our resources are being spent that way. We need to

1 work on it. Thank you.

2 MR. SCHANZ: Okay. Well, continuing on, I'd  
3 like to give you a quick summation of what we're doing  
4 in the IG community, which is demanding more and more  
5 of my time. Those of you who get a major newspaper  
6 will probably see an IG daily in the Washington Post  
7 somewhere, and it's not all good news. There are some  
8 bad IGs out there.

9 But with the CIGIE, we've been dealing with  
10 Congress on access to records. CIGIE, for the record,  
11 is Council of Inspectors General for Integrity and  
12 Efficiency. The last meeting we had, and this is run  
13 by Horowitz from DOJ, we're trying to refine our  
14 discussions. And that's as close as I can come to a  
15 board meeting, where you get 72 IGs in a room. There's  
16 a joke there somewhere, but I don't know what it is.

17 But here's what we've been doing. And they're  
18 trying to focus our discussions. We meet monthly, and  
19 then I'm with the audit committee of the CIGIE, which  
20 also meets monthly. The last time, it happened on the  
21 same day, which had me out of the office for the whole  
22 day, which I do not like to do.

1           But, "To assist in the last discussion, we  
2   will be requesting that folks share the types of  
3   congressional requests that you have been receiving  
4   relating to things such as: information about open  
5   audits and investigations; information about closed  
6   investigations; information for documents, including  
7   emails, received from the agency; for work papers, et  
8   cetera."

9           So they're trying to focus, the community is  
10   trying to focus, on some of the things -- Benghazi,  
11   emails, FOIA, things like that. Being part of the  
12   community, we're caught up in the wake of some of those  
13   requests. But we still respond to them very promptly  
14   and very accurately.

15           Speaking of CIGIE, we have the fiscal  
16   year -- of course, CIGIE is mostly Fed agencies  
17   operated on a fiscal year -- so as of the end of fiscal  
18   year '14, here's results at a glance. And Julie, last  
19   time I presented this, you wrote this down, so I'll be  
20   happy to provide this for you in an email or a PDF  
21   copy.

22           The aggregate for all the CIGIEs, including

1 DOD, Justice, HHS, et cetera, the big boys:

2 \$13.8 billion in potential savings from audit  
3 recommendations agreed to by management. Now, that's  
4 the operative word here as far I'm concerned, "agreed  
5 to by management," not just pushed forth by the OIG.  
6 But this is what management agrees to to improve their  
7 operations.

8 \$32.7 billion from investigative receivables  
9 and recoveries. We've experienced a few of those  
10 through the work of Dan and his office.

11 In 2014, the OIGs also considerably  
12 strengthened programs through, and here's the numbers  
13 you don't need to recount because I have them here,  
14 3,351 audit, inspection, and evaluation reports issued;  
15 24,301 investigations closed; almost half a million  
16 hotline complaints processed; 5,521 indictments and  
17 criminal informations; 5,895 successful prosecutions;  
18 1,827 successful civil actions; 5,193 suspensions or  
19 debarments, and we're in that number; and 3,988  
20 personnel actions.

21 So I think -- and then there's also a number  
22 here that I hesitate to give to you, that every dollar



1    invested in an IG results in \$1.2 thousand in  
2    recoveries. And the reason I hesitate to give you  
3    that, because that's sort of witch-hunting.

4               Way back when in Denver, first I was with HHS  
5    at the time, and the first IG came around, and then  
6    were one of them, and we argued against witch-hunting  
7    because if you witch-hunt you may miss the other big  
8    frauds down the road. So that's why I hesitate to give  
9    you that number.

10              With that, my presentation is concluded. I  
11    will defer to my esteemed counsel, who does all the  
12    work on those investigations. And Martha, yes? I'm  
13    sorry.

14              DEAN MINOW: I just want to say we are, of  
15    course, honored that you have the standing you do in  
16    the IG community. And it reflects well on this  
17    organization and on good governance generally.

18              MR. SCHANZ: Thank you very much. It is  
19    recognized in the community. I have numerous new IGs  
20    call me up and say, how do you do this?

21              DEAN MINOW: That's wonderful.

22              MR. SCHANZ: Thank you.

1           DEAN MINOW:   Dan?

2           MR. O'ROURKE:   That's a nice segue for my good  
3 news story that I wanted to bring to the table.  Our  
4 OIG has been selected to receive a CIGIE award for 2015  
5 for LSC OIG fraud prevention program.

6           This Board actually shares in the receipt of  
7 this award because about three years ago we provided a  
8 fraud awareness briefing to you, and you suggested or  
9 recommended -- requested -- us to go out to all the  
10 grantees.

11           We recently completed all of these fraud  
12 awareness briefings -- FABs, we affectionately call  
13 the -- and as a result, the CIGIE decided to give us an  
14 award.  So fraud prevention is a key part of this type  
15 of dynamic.

16           But let me give you a little context about the  
17 award.  To be nominated for such an award, LSC OIG  
18 completed against the accomplishments of 72 other  
19 federal OIGs throughout government.  This award is  
20 prestigious in that those receiving a CIGIE award are  
21 recognized by our OIG peer group for outstanding work.

22   The CIGIE award ceremony will occur on October 22nd,

1 and the keynote speaker is the Attorney General of the  
2 United States.

3 We received this award for our LSC fraud  
4 prevention program, and then after approximately three  
5 years, the OIG recently completed these FABs with all  
6 LSC grantees. Ninety-five percent of these briefings  
7 were completed in person, with significant emphasis in  
8 discussion with the executive directors and grantee  
9 accounting staff.

10 As a result of completing these FABs, we  
11 estimate that we briefed over 5,000 grantee employees  
12 relating to fraud prevention and detection. This fraud  
13 prevention program has been highly successful in  
14 educating grantee staff on the importance of internal  
15 controls, fiscal compliance with LSC accounting  
16 standards, and referring matters to the OIG for  
17 investigation. So well done for your idea and the  
18 accomplishments of what we completed.

19 DEAN MINOW: That's terrific news, and we are  
20 very proud of this work. Now that everyone has had the  
21 training, is there another cycle, or what happens next?

22 MR. O'ROURKE: We have new executive directors

1 out there that have come new to LSC; that's one  
2 thought. The subgrantee level is another area where we  
3 think we need to concentrate on as well. And then  
4 we'll take it from there.

5 CHAIRMAN LEVI: Kind of a refresher for the  
6 people that were three years ago.

7 MR. O'ROURKE: Exactly.

8 CHAIRMAN LEVI: In the sense that there's  
9 staff turnover, I think you might consider, how do we  
10 take it from here? Which is gather you are.

11 MR. O'ROURKE: Yes.

12 CHAIRMAN LEVI: Subgrantees. But we don't  
13 want to have a new Board come in to what we -- and so I  
14 know that you understand how important this is. We do,  
15 too. So we just can't take it for granted that, well,  
16 the future groups will know. Somehow, there has to be  
17 a refresher. I don't know whether it's the full  
18 briefing or how you're going to do it, but we'll be  
19 interested in what you come up with.

20 MR. O'ROURKE: Sure. We'll advise you down  
21 the road.

22 CHAIRMAN LEVI: And maybe you can win another

1     award.

2                 MR. O'ROURKE:   That's right.   We'll take it.

3                 MS. REISKIN:   I would just say the effect is  
4     probably even bigger because I'm sure people have done  
5     what I did with it, which is I then brought it to  
6     several other boards that I'm involved with,  
7     particularly those that get government money.   And I'm  
8     sure that lots of other people did that.   So I'd say  
9     you probably reached five times that number.

10                CHAIRMAN LEVI:   But thank you, and thank you  
11     for providing that for our Board.   And when we're next  
12     in Washington, if there are updates to that that you  
13     wish to show us or share with us in April, let us know  
14     and we'll arrange the time.

15                MR. SCHANZ:   We can make the time, Mr.  
16     Chairman.   But would that be at the sake of the White  
17     House visit?

18                CHAIRMAN LEVI:   I certainly hope not.

19                MR. SCHANZ:   No?   Okay.   Attempted levity.  
20     Sorry.

21                CHAIRMAN LEVI:   We'll find a good time for it.

22                DEAN MINOW:   Thank you.

1                   CHAIRMAN LEVI: Any other questions from the  
2 Board?

3                   (No response.)

4                   CHAIRMAN LEVI: Thank you, Mr. IG.

5                   Now Mr. Finance Chair.

6                   MR. GREY: Thank you, Mr. Chairman. The  
7 Finance Committee met yesterday and received a  
8 presentation on the ten-month period ending July 31,  
9 2015 by the Treasurer, and all expenditures were within  
10 normal limits for the time period.

11                   We received a briefing from Carol Bergman on  
12 the budget for '16 and '17 as it is winding its way  
13 through appropriations in Congress. And we were told  
14 to hold our breath and to see what would happen.

15                   M O T I O N

16                   MR. GREY: So with that advice, we then went  
17 to consider for the Board's approval a temporary  
18 operating budget and special circumstance operating  
19 authority for fiscal year 2016. Having been considered  
20 by the Committee, it was approved and is now before the  
21 Board for its approval.

22                   CHAIRMAN LEVI: All in favor?

1 (A chorus of ayes.)

2 CHAIRMAN LEVI: Opposed?

3 (No response.)

4 MR. GREY: Thank you.

5 CHAIRMAN LEVI: That concludes the report of  
6 the Finance Committee?

7 MR. GREY: That concludes the report of the  
8 Finance Committee.

9 CHAIRMAN LEVI: The Audit Committee?

10 MR. MADDOX: Thank you, Mr. Chairman. The  
11 Audit Committee met on October 4. We had a review of  
12 our charter responsibilities in the development of a  
13 work plan to ensure that the Committee's  
14 responsibilities are met on a timely basis every year,  
15 and will likely have some minor revisions to our  
16 charter as a result of that discussion.

17 We had a briefing by the Inspector General and  
18 his staff. We had a Management update regarding the  
19 risk management matrix. We received a briefing from  
20 OCE regarding followup on referrals from OIG, both in  
21 our public and in our confidential session.

22 There's no action for the Board from the

1 Committee. We also did receive a memo from Traci  
2 Higgins concerning the 403(b) thrift plan. That's in  
3 our materials at page 124. Nothing particularly  
4 noteworthy; all the funds lost money in the last three  
5 months, like nearly every other fund in America. But  
6 there's nothing to be particularly concerned about.

7 That completes our report.

8 CHAIRMAN LEVI: Questions? I should have  
9 asked if there were questions for the Finance chair.

10 (No response.)

11 CHAIRMAN LEVI: Thank you.

12 Ops and Regs?

13 MR. KECKLER: Thank you, Mr. Chairman. The  
14 Operations and Regulations Committee met on Sunday. We  
15 considered the advanced notice of rulemaking on the  
16 Accounting and acquisition manual and our cost  
17 standards, 1630. No Board action is required at this  
18 time on that.

19 However, I just wanted to note as it goes on,  
20 and Ron Flagg offered this heads up to us during the  
21 meeting and I'll just add to it, this is a very complex  
22 rulemaking for us at LSC. It's a big rule. It



1 incorporates the Property and Acquisition Manual, which  
2 we're considering codifying into a rule. Right now  
3 we're just soliciting information.

4 But it's got to be a collective effort. You  
5 talked about legacy projects. This is a great way for  
6 us to try to institutionalize our own experiences of  
7 fiscal oversight and knowledge of the organization into  
8 these changes that are going to occur over the next  
9 year or so in that particular rulemaking.

10 I'll also mention that we received a briefing  
11 on the records management policy during that Committee  
12 meeting, and a followup will be coming at some point  
13 regarding, in particular, a clarification of our duties  
14 vis-a-vis records as directors, which will be  
15 important. So looking forward to knowing about that.  
16 And that concludes the report of the Operations and  
17 Regulations Committee.

18 CHAIRMAN LEVI: Questions?

19 (No response.)

20 CHAIRMAN LEVI: Governance and Performance?

21 DEAN MINOW: The Governance and Performance  
22 Committee met yesterday, on Monday, and we reviewed our

1 Committee charter and resolved to amend it. And I do  
2 not know if this whole Board now needs to vote on that  
3 amendment.

4 CHAIRMAN LEVI: It does.

5 M O T I O N

6 DEAN MINOW: It does? I think everyone has  
7 seen it.

8 CHAIRMAN LEVI: It's in the form of a  
9 resolution.

10 DEAN MINOW: It's in the form of a resolution,  
11 and recommended by this Committee. It has two  
12 elements. One is to codify our existing practice,  
13 which is that the Committee is reviewing the work on  
14 research and evaluation sponsored by external funding.  
15 And the second is that the Committee is empowered to  
16 take on such responsibilities as the Board itself  
17 delegates.

18 CHAIRMAN LEVI: All in favor?

19 (A chorus of ayes.)

20 CHAIRMAN LEVI: Opposed?

21 (No response.)

22 DEAN MINOW: Thank you. We also discussed

1 beginning to address the risk factor on our risk list,  
2 which is Board succession. And Ron developed a great  
3 set of materials. But we also realized we have some  
4 work to do. We have time to do it, and so that will be  
5 the work of the Committee going forward.

6 Carol Bergman gave us a report on the GAO  
7 federal low income programs inquiry that had  
8 encompassed us as well. We also talked about the  
9 upcoming Board and Committee evaluations, which  
10 everyone should be alert to. And Jim Sandman gave us a  
11 thorough report on foundation grants and the LSC's  
12 research agenda.

13 That concludes the report of the Governance  
14 and Performance Review Committee.

15 CHAIRMAN LEVI: Questions?

16 (No response.)

17 CHAIRMAN LEVI: Institutional Advancement met  
18 on Friday -- no, Saturday. Right? Sunday.

19 DEAN MINOW: We've been together a lot.

20 CHAIRMAN LEVI: Wow. Okay.

21 (Laughter.)

22 CHAIRMAN LEVI: Anyway, and we heard reports

1 of new grants that we were receiving. We received and  
2 will in closed session consider some prospective new  
3 funders.

4 We learned from Wendy Rhein that our efforts  
5 in the past year have resulted in the raising of over  
6 \$5 million in commitments towards this effort, and Jim  
7 reported on a number of the grants that we have  
8 received and how they're being utilized.

9 I frankly didn't know where we would land at  
10 this point when our Committee talked about this. I  
11 think we're very comfortable or feel good about the  
12 success of the effort so far, and want to thank, again,  
13 Wendy and her staff for that help.

14 We did not have any public meeting action  
15 items. Isn't that correct? Have I missed anything?  
16 That concludes the open session report of the  
17 Committee. Questions?

18 (No response.)

19 CHAIRMAN LEVI: Delivery of Legal Services?

20 FATHER PIUS: The Delivery of Legal Services  
21 Committee met on October 5th. We had a review of the  
22 LSC's Management proposal to include client-eligible

1 representatives, which is something we've been talking  
2 about for a little while.

3           Then what took up the time of most of the  
4 meeting was very good panel representation on fiscal  
5 oversight and internal controls, both in-house with  
6 John Seeba and Lora Rath and then, I think, two  
7 excellent presentations from the grantees, from Gregory  
8 Knoll in San Diego and Mohammed Sheik, the director of  
9 finance for Bay Area Legal Aid, a local grantee, and  
10 well-known in the community for his diligence in  
11 financial oversight.

12           And we put the Committee on alert that there  
13 will be a teleconference some time in November to  
14 discuss some more issues. And then there are no action  
15 items. That concludes the report of the Delivery of  
16 Legal Services Committee.

17           CHAIRMAN LEVI: Questions?

18           (No response.)

19           CHAIRMAN LEVI: Strategic planning? Who's  
20 going to offer that?

21           FATHER PIUS: I don't think we had talked  
22 about it. But if you look in your Board book, you have

1 a schedule. I've got to find it myself. There it is,  
2 New Strategic Plan Timeline.

3           What we'd like to do is again finish before  
4 2016, and especially because, given the presidential  
5 race, we would like to have the strategic plan in place  
6 for the new administration so that once that's elected  
7 and the team starts getting together, we can give them  
8 a plan. That's why we've got the goal set as approving  
9 a strategic plan a year from today in Albuquerque, at  
10 the October meeting in Albuquerque.

11           I don't think this is going to be as  
12 complicated a process, mostly because we've done it  
13 before. We've thought and have decided, I think, to do  
14 a consultant, but not a consultant for strategic  
15 planning, per se, but a consultant to help do some of  
16 the interviews and collate some of the data for us to  
17 relieve a little bit of the stress on the staff to  
18 provide that information for us. But we don't plan to  
19 have these guided strategic planning sessions the way  
20 we did last time, thank the Lord.

21           (Laughter.)

22           FATHER PIUS: And then the rest of the

1 schedule is -- we would like, of course, to get  
2 information from interested parties before the Board  
3 itself makes its deliberations so that we can have a  
4 fully formed deliberation from those who are  
5 interested, both from in-house and outside.

6           So the first task really is to draft a public  
7 notice to encourage people to provide information, as  
8 well as then to choose the consultant who will then  
9 gather both the information from that and from some  
10 internal information.

11           I think also in your Board book is the current  
12 strategic plan that finished up in 2016, just for your  
13 reference. If you'd like the older strategic plans, we  
14 can get them for you if you want. But I'm not sure  
15 that they'll be that necessary.

16           CHAIRMAN LEVI: I think they're actually  
17 posted.

18           FATHER PIUS: Yes, they are. I think they're  
19 online, probably, aren't they? I'm not sure.

20           CHAIRMAN LEVI: Yes.

21           FATHER PIUS: So the schedule is there. It  
22 does not entail an extra session of strategic planning

1 by the Board. I think there's always a possibility  
2 that that might be necessary or helpful, but so far  
3 it's not planned in.

4 We'll see in a bit how much information we get  
5 and how much discussion the Board thinks it needs, but  
6 so far we're not planning that. If the Board really  
7 strongly feels that we do, please let me know and we  
8 can discuss it. But so far that's not on the agenda,  
9 although it might be necessary.

10 CHAIRMAN LEVI: What we might do is add a  
11 half-day.

12 FATHER PIUS: I think that would be  
13 sufficient, yes. I don't think we need to do an extra  
14 weekend to come up with our --

15 CHAIRMAN LEVI: And two things I should  
16 just -- while this gets completely -- one aspect of  
17 Board planning is related to this. The other is not.  
18 Clearly, our next meeting is in Charleston, South  
19 Carolina, or it's supposed to be. But --

20 FATHER PIUS: If it's still there.

21 CHAIRMAN LEVI: Yes. So we'll have to keep an  
22 eye on that. But the question would be, at which



1 meeting? Would it be there or would it be Washington  
2 that we would add some of the time? We'll have to  
3 figure that out, Father Pius.

4 FATHER PIUS: It would be a little later than  
5 that. Which one we were thinking of? The April Board  
6 meeting because we would prevent feedback. And I think  
7 that consideration would be at the July Board meeting.

8 CHAIRMAN LEVI: That's great.

9 FATHER PIUS: And then we would allow  
10 some -- and there'll be, obviously, emails back and  
11 forth between meetings. So the big discussion will be  
12 in July, which we'll need some extra time for, so that  
13 a final version can be presented for the October  
14 meeting.

15 CHAIRMAN LEVI: Yes.

16 FATHER PIUS: So it would be the July meeting  
17 where we would probably need some extra discussion  
18 time.

19 CHAIRMAN LEVI: And as you all know, we were  
20 unable to go to the Nixon Library because of the  
21 construction. But we're told that next October, that  
22 it will be reopened. We don't know. We're going to

1 watch that.

2 But if it is, it might be an opportunity to  
3 present the new strategic plan at the Nixon Library  
4 following the meeting, and have our opportunity to be  
5 there. And there's some relevance to that since it was  
6 actually Nixon and the rule of law.

7 When we presented the strategic plan the last  
8 time, I should say we presented it with some length of  
9 description of what we meant by each piece of it, and  
10 so that's not a short presentation. In any event,  
11 we'll work out the timing.

12 FATHER PIUS: Yes. And not just speaking  
13 about the content, but I would imagine that the overall  
14 format of the strategic plan be at least similar to  
15 what we did the last time around.

16 CHAIRMAN LEVI: I do, too.

17 MR. KORRELL: John, I have a question.

18 CHAIRMAN LEVI: Question. Harry?

19 MR. KORRELL: Father Pius, I was just looking  
20 at the schedule, and there's the April to June 2016  
21 draft updated strategic plan. Who's going to be  
22 drafting it, and do you anticipate a subcommittee or

1 temporary subcommittee of the Board to do that?

2 FATHER PIUS: Well, the temporary subcommittee  
3 is Gloria and I. So it'll probably be Gloria and I  
4 working with the consultants to put the information  
5 together and get a draft together. I mostly took the  
6 one last time around and made it readable, so I did it  
7 last time. I'm happy to do it again, and working with  
8 Gloria as well.

9 CHAIRMAN LEVI: They volunteered while you  
10 were --

11 FATHER PIUS: Volunteered with a twisted arm  
12 behind me.

13 MR. KORRELL: No. Actually, I'm pleased to  
14 hear two things -- one, that there is a committee doing  
15 it, as opposed to trying to have the whole  
16 Board -- last time it was important. We were  
17 getting --

18 CHAIRMAN LEVI: You hosted it, too. It was in  
19 Seattle.

20 MR. KORRELL: So I appreciate that. And I'm  
21 also pleased to hear your comments about the scope of  
22 consulting services that we might or might not need

1   because I think you're exactly right about it. We  
2   could use some facilitating and some research, but I  
3   don't think we need the --

4               FATHER PIUS: And a lot of it will be the  
5   compilation of input that we receive. I think it's the  
6   most important thing that a consultant can do for us.

7               MR. KORRELL: I think that does sound great.  
8   I'm encouraged by that.

9               FATHER PIUS: Martha?

10              DEAN MINOW: I think that the lesson we  
11   learned was that we, a Board that didn't know one  
12   another very well, could bond over our --

13              FATHER PIUS: Common enemy?

14              (Laughter.)

15              DEAN MINOW: Yes, that the consultants were  
16   not worth it.

17              CHAIRMAN LEVI: The collecting of the  
18   information, that's where I think --

19              FATHER PIUS: Yes. And to the extent that it  
20   relieves the Management from that kind of pressure so  
21   that we're not overwhelming Management with these  
22   duties.

1                   CHAIRMAN LEVI: We just can't do them to them,  
2 really.

3                   FATHER PIUS: Well, we can't do it more than  
4 we already have.

5                   (Laughter.)

6                   CHAIRMAN LEVI: That's true.

7                   Gloria, did you want --

8                   PROFESSOR VALENCIA-WEBER: No.

9                   CHAIRMAN LEVI: Julie?

10                  MS. REISKIN: I just finished doing this with  
11 my organization, and one that my board found helpful  
12 was we went through the existing plan and put together  
13 what got done, what didn't get done, and lessons  
14 learned in each area. And I'm wondering if we're going  
15 to do anything like that.

16                  It was just as we're doing a new one, it's a  
17 good gauge of -- you want to have reach goals in a  
18 strategic plan. But I didn't know if we were looking  
19 at anything like that.

20                  FATHER PIUS: That's a Jim question, I think.

21                  MS. REISKIN: You don't have to answer right  
22 this second.

1           PRESIDENT SANDMAN: I think that would be  
2   useful.

3           CHAIRMAN LEVI: I do, too.

4           PROFESSOR VALENCIA-WEBER: My thought is to do  
5   it in a rough spreadsheet type way.

6           CHAIRMAN LEVI: Other comments? Questions?

7           (No response.)

8           CHAIRMAN LEVI: Okay. We're going to have a  
9   report on the implementation of the Pro Bono Task Force  
10   and the Innovation Fund. And I see Lynn and Ron there,  
11   and I'm hoping that's where it's coming from. Is that  
12   correct?

13          MS. JENNINGS: That is correct. Lynn  
14   Jennings, for the record. As Jim announced during his  
15   briefing, we just rolled out the second round of Pro  
16   Bono Innovation Fund grantees.

17          So we will be not back to the drawing board,  
18   but sitting with the team and rehashing lessons  
19   learned, and what we can do better in the next round,  
20   and how we can promote more and better applications for  
21   the next time. So that's something, when we get back  
22   to LSC, that we will be doing.

1           We will also be presenting a panel at NLADA  
2   about best practices that we've learned so far from our  
3   Pro Bono Innovation Fund, as well as we will have  
4   Stefanie Davis there from OLA to present on any  
5   questions that continue with 1614, the PAI rule  
6   revision. So that's something. And NLADA will be  
7   allowing us to tape our sessions at NLADA so that we  
8   can put them up on the website. They were very  
9   courteous to allow us to do that.

10           We are also working with Equal Justice Works  
11   to put together the final touches on the Summer Rural  
12   Legal Corps. That comes from the fellowship  
13   subcommittee that was part of the Pro Bono Task Force.

14           And we will be getting back to putting best  
15   practices and lessons learned related to a pro bono  
16   toolkit. A lot of those resources have been going to  
17   the LSC website revamp. So we'll be able to double  
18   back on some of those things and work on that.

19           We continue to work with our partners at DLA  
20   Piper. We talk to them monthly. We have incorporated  
21   the PBIF team to sit in on those calls so we can  
22   leverage those resources as well.

1           Ron, do you have anything to add?

2           MR. FLAGG: Just briefly, we continue to get a  
3 fair number of questions about implementing the PAI  
4 rule, which obviously was a key component of the  
5 strategy to increase pro bono work by our grantees.

6           While we answer those questions in a variety  
7 of formats, one way we've found effective is to have a  
8 dynamic Q&A page which gets updated every time we get a  
9 new question that seems like it might be of general  
10 application.

11           We've reprinted at pages 273 and 274 the last  
12 couple of questions and answers we've gotten. And as  
13 Lynn said, Stefanie will be at the Equal Justice  
14 conference to continue that therapeutics.

15           DEAN MINOW: This is great progress. I just  
16 have two questions.

17           Have we seen any development on supporting  
18 state bars in recognizing pro bono for CLE credit or  
19 the other suggestions we had for state bars with regard  
20 to nonresident corporate counsel -- rules changes, in  
21 other words? That came up in yesterday's panel with  
22 the judges. That's one question.



1           The other question is, will we soon be at a  
2 point that it makes sense to have a webinar or  
3 something where we push out what has been developed, as  
4 opposed to simply hope people will come to our website?

5           MR. FLAGG: Let me answer the second question.  
6 We've had webinars on PAI, and we push out the guidance  
7 on a regular basis directly to our executive directors.

8           DEAN MINOW: I meant beyond the PAI. I meant  
9 about the other -- the toolkit, other elements that  
10 have really -- it's quite a resource that's been  
11 developed. And I know we had rich and meaningful  
12 conversations with the ABA committee, but they didn't  
13 have the support and the staffing to be able to do some  
14 of the things we were doing. So now that we've made  
15 quite a robust set of resources, I just wondered about  
16 that.

17           MS. JENNINGS: With regard to the rules  
18 update, we haven't updated it in a few months. But Ron  
19 has new fellows that we can tap. I think it's been  
20 about a quarter since we've updated them, so we need to  
21 update them.

22           We should start posting those on our website

1 because we haven't to date. I think a lot of resources  
2 were geared toward the refresh, and so now is a good  
3 time to put that up.

4           You're right, we continue to push out. With  
5 regard to the Pro Bono Innovation Fund, we push out a  
6 lot of information related to that. The  
7 team -- Mytrang, Meredith, Alla -- they do a great job  
8 in terms of customizing the remarks where people's  
9 applications have fallen short, what they could do  
10 better, and what we're looking for. So they are very  
11 proactive in making sure that all of that information  
12 gets to the grantees.

13           CHAIRMAN LEVI: Before Julie, I just want to  
14 ask, do our grantees view the 12-1/2 percent as an  
15 aspirational goal that they will well-exceed? I hope  
16 that now that we're encouraging more pro bono, that  
17 we'll see that they're going through that number easily  
18 and that the numbers are quite high, actually.

19           MS. JENNINGS: Well, I think as we receiving  
20 reporting from 2015, we'll be sending out the grant  
21 activity reporting instructions. And we will have to  
22 analyze that data as it comes in because that will be

1 the first full year of implementation after the PAI  
2 rule change.

3 So I think that is something that we will do,  
4 and we will have to see. And with regard to PAI  
5 waivers we are now, with the joint teams, engaging both  
6 the OPP program counsel and the OCE program counsel in  
7 those reviews as well.

8 CHAIRMAN LEVI: Thank you.

9 MS. REISKIN: When these resources are posted  
10 and these things come out, every time are we tweeting,  
11 Facebooking, all of that, saying this is out, with a  
12 link? Yes?

13 MS. JENNINGS: We will.

14 MS. REISKIN: Thanks. It sounds like you are.

15 CHAIRMAN LEVI: Well, maybe we should be  
16 having some kind of a friendly competition.

17 MR. FLAGG: We know where we can compete and  
18 where we can't.

19 (Laughter.)

20 CHAIRMAN LEVI: Yes. I also want to welcome  
21 Mickey Kantor here. Mickey, I just saw you walk in,  
22 and one of the early members of the LSC Board at its

1     founding?  Is that --

2                 MR. KANTOR:  And you managed to survive.

3                 (Laughter.)

4                 CHAIRMAN LEVI:  Welcome.

5                 Any other further questions for Lynn and Ron  
6     about this issue or the Pro Bono Task Force?  I think  
7     many flowers are blooming, and we're certainly hearing  
8     about them.  It's really a remarkable, I think,  
9     accomplishment, and it will continue to, I think, grow  
10    in ways that we can't fully predict at the moment.

11                So I think we look forward to your regular  
12    reports on this and to hearing what our grantees are  
13    doing.  Thank you.

14                DEAN MINOW:  It's just wonderful to see it  
15    mainstreamed inside of our organization and then with  
16    the grantees.  That was our goal, and it's happening.  
17    I do think it therefore belongs in our transition  
18    succession document as one of the tasks that the Board  
19    has.

20                MS. JENNINGS:  Thank you.

21                CHAIRMAN LEVI:  Now public comment?  I think  
22    that's all of our committee reports.  Am I missing any?

1     No.   Public comment?   Lora Livingston, chairman of  
2   SCLAID.

3                 JUDGE LIVINGSTON:   Thank you very much.   I  
4   just wanted to reintroduce myself wearing a new hat.  
5   Some of you will of course remember meeting me in my  
6   capacity as a member of the American Bar Association  
7   Standing Committee on Pro Bono and Public Service.

8                 I've now, thanks to President Paulette Brown,  
9   been appointed to chair the Standing Committee on Legal  
10  Aid and Indigent Defendants, and so look forward to  
11  joining you at your meetings and the continued  
12  opportunity for SCLAID to work with LSC in the way that  
13  we have in the past.   Thank you.

14                CHAIRMAN LEVI:   Thank you, and welcome.   We're  
15  thrilled.

16                DEAN MINOW:   We're very lucky.

17                CHAIRMAN LEVI:   Consider and act on other  
18  business?   And I turn it over to Ron.

19                MR. FLAGG:   Thank you, Mr. Chairman.   I'm  
20  pleased to announce that Management and Union  
21  negotiators last night reached agreement on a proposed  
22  collective bargaining agreement.   The agreement will

1     require approval by this Board, the Union's board, and  
2     the Union's membership to become effective.

3             Management recommends and requests that this  
4     Board approve and ratify the agreement. Obviously, you  
5     just received a copy of what is a --

6             CHAIRMAN LEVI: Fifty pages.

7             MR. FLAGG: -- yes, 57-page document. So I  
8     suspect even the most ambitious among you have not yet  
9     had a chance to review it completely.

10            CHAIRMAN LEVI: Or if they did, they weren't  
11     paying attention.

12            (Laughter.)

13            MR. FLAGG: We will start the process of  
14     providing more information on the document at a  
15     briefing in the executive session shortly.

16            In the meantime, I'd invite my colleague,  
17     Glenn Rawdon, who comes to these meetings with many  
18     hats -- and for the moment I'd invite him up as a  
19     member of the Union's board and one of the negotiators  
20     of the CBA.

21            MR. RAWDON: Thank you, Ron. Thank you to the  
22     Board members for the opportunity to say that on behalf

1 of IFPTE Local 135, we are also very pleased to be able  
2 to submit this to you.

3 Lots has gone on in the last week to be able  
4 to wrap this up. This has been a three-year process.  
5 Through much of that process, we used a process called  
6 interest-based bargaining.

7 We really believe that that was helpful  
8 because every time there was a proposal, we sat down,  
9 we looked at the interests of Management, the interests  
10 of the Union, and we tried to come up with what was in  
11 the best interests of LSC.

12 we believe that this document reflects the  
13 efforts on both sides, which have been very  
14 well-meaning, and will actually result in a collective  
15 bargaining agreement that can bring improvements to the  
16 way that we are able to do our business, to work with  
17 grantees, and to improve access to justice.

18 So I just want to congratulate Management for  
19 the willingness to work with us. They didn't always  
20 agree with us, but they always heard us. And so I just  
21 wanted to make that statement on behalf of the Un.

22 CHAIRMAN LEVI: Well, thank you, Glenn.

1           Board members, comments? Questions? Before I  
2 say something?

3           (No response.)

4           CHAIRMAN LEVI: I want to just thank both of  
5 you. As someone who does collective bargaining, it has  
6 its moments that are tense, difficult. But at the end  
7 of the day, the best kind of collective bargaining is  
8 when the two principal negotiators can come to the  
9 table and speak as you just did.

10           I am very encouraged by that, and look forward  
11 to having a good relationship with the Union going  
12 forward. And particularly, Glenn, thank you for that  
13 statement. Certainly I think three years may be a  
14 shortening of what I recall because I recall that when  
15 we came into office, we already knew that there was.

16           So this has been something that's been out  
17 there during our entire tenure. And to see that we're  
18 getting to the point of a first contract that both  
19 sides feel good about is -- I don't want to get ahead  
20 of it; we haven't ratified it. But it will be an  
21 accomplishment. So thank you.

22           MR. RAWDON: Thank you very much.



1                   CHAIRMAN LEVI:   Any other comments?   Any other  
2   business?

3                   (No response.)

4                   CHAIRMAN LEVI:   Can we consider and act on  
5   authorizing us to go into closed session?

6                                   M O T I O N

7                   DEAN MINOW:   So moved.

8                   FATHER PIUS:   Seconded.

9                   (Whereupon, at 10:59 a.m., the Board was  
10   adjourned to Closed Session.)

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