

ORIGINAL

LEGAL SERVICES CORPORATION
BOARD OF DIRECTORS

PROVISION FOR THE DELIVERY OF LEGAL SERVICES

OPEN SESSION

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APR 20 1994

Executive Office

Friday, April 15, 1994

4:05 p.m.

The Legal Service Corporation
750 First Street, N.E., 11th Floor
THE BOARD ROOM
Washington, D.C. 20002

Diversified Reporting Services, Inc.

918 16TH STREET, N.W. SUITE 803

WASHINGTON, D.C. 20006

(202) 296-2929

BOARD MEMBERS PRESENT:

Hulett "Bucky" Askew, Chair
Nancy Hardin Rogers
Edna Fairbanks-Williams

STAFF PRESENT:

Alexander D. Forger, President
Patricia D. Batie, Secretary
David Richardson, Comptroller and Treasurer
Carolyn Kennedy, Office of General Counsel
Edouard Quatrevaux, Inspector General
Leslie Russell, OPS

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P R O C E E D I N G S

(4:05 p.m.)

1
2
3 CHAIR ASKEW: Can we come to order, please. This
4 is a meeting of the Provision for the Delivery of Legal
5 Services Committee of the Legal Services Corporation Board of
6 Directors. I note that we have a quorum present. All the
7 committee members are here with the exception of Chairman
8 Eakeley, who has gone on a mission and will soon return.

9 The first item on the agenda is the approval of
10 today's agenda. May I have a motion on that, please?

M O T I O N

11
12 MS. ROGERS: So moved.

13 CHAIR ASKEW: Second?

14 MS. FAIRBANKS-WILLIAMS: Second.

15 CHAIR ASKEW: All those in favor, say aye.

16 (A chorus of ayes.)

17 CHAIR ASKEW: Any opposed?

18 (No response.)

19 CHAIR ASKEW: The second item is the approval of
20 the minutes of the March 10, 1994 meeting in San Francisco.

M O T I O N

21
22 MS. ROGERS: So moved.

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1 CHAIR ASKEW: Second?

2 MS. FAIRBANKS-WILLIAMS: Second.

3 CHAIR ASKEW: All those in favor, say aye.

4 (A chorus of ayes.)

5 CHAIR ASKEW: Any opposed?

6 (No response.)

7 CHAIR ASKEW: The minutes of the meeting are
8 approved.

9 CHAIR'S REPORT

10 CHAIR ASKEW: The first item is the Chair's report.
11 I'd like to make a brief report and note to you that
12 unfortunately John Tull, who is serving as the acting
13 director of OPEAR and OPS, is not with us today because he's
14 out of the country, and Martha Bergmark, as well, is not
15 here. So we're going to do this meeting without our staff,
16 basically, that's been working for us. And I'm going to make
17 a quick report to you on reorganization of OPEAR and OPS that
18 John and James Head, Martha, and others have been involved in
19 for the last several months.

20 There is a memo that's been circulated to the
21 Board, and a copy of that memo is up here on the table for
22 those of you who are interested and may want to get a copy of

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1 the report that John prepared for us describing the
2 reorganization of the two divisions. And I'd like for Alex
3 to comment as we do this because I know he was involved and
4 has seen and participated in what's happened here.

5 As you remember, the Board, at its December
6 meeting, adopted a set of principals and resolutions for the
7 future conduct of the Corporation's oversight
8 responsibilities in relating to field programs. The staff
9 has been making an effort to look at the operations of the
10 two divisions affected by those two resolutions, the OPEAR
11 division and the OPS division.

12 And over the last several months, John has
13 conducted an evaluation not just of the staffing of those two
14 divisions but the organization and operation of those two
15 divisions. And he's reached a number of conclusions and
16 implemented an interim staffing plan to implement the Board's
17 resolutions that we adopted in December but also to address
18 some deficiencies that he found in the operation of those two
19 divisions.

20 I'm not going to go into detail with what's in the
21 memo because you can read it for yourself. But, basically,
22 what the memo is recommending is that the two divisions move

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1 away from a subdivisional structure that they had and a
2 mid-level management structure to a team-based approach to
3 working with programs.

4 The ultimate goal of this is to have what John has
5 termed "program officers" working at the Corporation who
6 would have responsibility for 15 to 20 programs covering a
7 range of issues all the way from support, oversight, legal,
8 and other relationships with those programs so that there
9 would be a more integrated and coordinated source of
10 information on every program that the Corporation relates to,
11 rather than having that information spread within the
12 divisions of the Corporation and not being coordinated very
13 well.

14 In order to get to that ultimate organizational
15 structure, John has implemented, with the support of the
16 president and with Martha, an interim staffing program that
17 has three assistant directors of the two divisions reporting
18 to him and divided the work of the two divisions into nine
19 clusters of issues. And those issues are being staffed by
20 people who both work in OPEAR and OPS.

21 I should say that John did this after doing
22 interviews with almost all the staff of the two divisions,

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1 seeking their recommendations, asking them for their ideas
2 about how this should be done. And my understanding is that
3 this has been greeted affirmatively by the staff involved
4 with programs, because I think they realize that there needed
5 to be a more integrated, coordinated approach to serving
6 programs and to oversight of programs.

7 We're going to hear from Mr. Quatrevaux in a moment
8 about the Cotton & Company report. And, independent of that
9 evaluation, I think what John has done and what he's
10 recommended to us for the future confirms some of the
11 recommendations and conclusions reached by Cotton & Company.
12 So that was a very nice consequence from all of this.

13 I would encourage you to take a look at what he's
14 written. We will probably talk a little bit more about this
15 at the Board meeting tomorrow. Perhaps I should introduce
16 the three assistant directors, if they're here in the
17 audience. I see two of them, and I don't know if the first
18 one is here. One is Danilo Cardona, who is here. The second
19 is Leslie Russell, who is here. And third is Anh Tu, who has
20 recently joined us and is here. And they are reporting
21 directly to John on these functions.

22 So with that, Alex, is there anything you would

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1 like to add?

2 MR. FORGER: I would like to commend John and the
3 transition staff for having both studied, analyzed, and then
4 recommended modification of our delivery. This is really our
5 stock and trade, which is the granting of funds and the
6 oversight of their expenditures. In the past, it has been
7 focused principally on the issue of compliance and corrective
8 action, the work product being masses of material relating to
9 information that came from the field.

10 I think this shifts the emphasis almost 180 degrees
11 and to one that there is a presumption of regularity and
12 compliance, though there will be the process of its review.
13 But the principal focus will be support and to see how we at
14 the headquarters and national support and state support can
15 be helpful in enabling the staff and the programs to be more
16 effective in helping our client population. That is, after
17 all, the business we should be in and working closely with
18 those that are really doing the mission of the Corporation in
19 the field.

20 We have looked as well, Mr. Chair, at the financial
21 implications of this and space factors and try to anticipate
22 what this will mean in terms of financial and personnel

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1 matters. But, as far as I know, the staff has been pleased
2 with the manner in which it was done. I think virtually
3 everyone was interviewed and spoken to, and it was very
4 helpful to get their comments and their suggestions.

5 And of all of the activities that we're now
6 involved in -- I call them the four R's: reappropriation,
7 reauthorization, regulation, and reorganization -- this is by
8 far the most important, I think, for it is the whole purpose
9 in being of the Corporation. So if nothing else is achieved
10 within this first year other than to change the method of
11 delivery and support, I think that would be, in itself, a
12 very remarkable event. And your support, the support of your
13 committee to John and the transition team has been very
14 important. Thank you.

15 CHAIR ASKEW: Thank you. Any committee members
16 have any comments or questions?

17 (No response.)

18 CHAIR ASKEW: Let me mention a couple of things. I
19 think this was done very carefully and thoroughly and
20 sensitively to the people involved, and I think we owe a debt
21 of gratitude to the transition team. Not only is this very
22 important, it's been very time-consuming, I know. And yet, I

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1 think the outcome was well worth the effort and we appreciate
2 the effort.

3 Let me make a couple of comments about where we go
4 from here, as I understand it. John is planning to make a
5 report to the June meeting of this committee on the set of
6 recommendations for the permanent staffing in the division.

7 And in hopes that he'll be able to stick to the
8 time table to be ready to make those recommendations to us in
9 June, in the meantime, under this new structure, we're going
10 to be testing new approaches to program accountability,
11 program interaction, and support for programs. And all the
12 things that the two resolutions talked about and the things
13 we've discussed at several meetings will be tested out during
14 April, May, and into June.

15 I think the current plans are to have 20 to 30
16 program compliance reviews using new checklists for desk
17 audits and further utilization of the IPAs, and those
18 checklists are in the developmental stage. As well as doing
19 four to five -- six on-site visits using some of the new
20 ideas that we discussed at prior meetings.

21 So we're in one of these typical situations of
22 trying to change while we're also continuing to do business.

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1 But we'll be using some of the visits and some of the program
2 interactions over the next few months to test out some of
3 these new processes and procedures while we're, at the same
4 time, meeting our current responsibilities. So it will be an
5 interesting time over the next couple of months. And in
6 June, hopefully, if everything goes smoothly, the staff will
7 be prepared to make a recommendation to us on the permanent
8 structure and permanent procedures it will be using in these
9 areas.

10 MR. FORGER: We're taking suggesting for renaming
11 this division from OPS to OPEAR to PEAR-OPS or whatever may
12 be appropriate.

13 (Laughter.)

14 CHAIR ASKEW: We'll assign that responsibility to
15 another committee to come up with names.

16 (Laughter.)

17 CHAIR ASKEW: So we'll look forward to the June
18 meeting to finalizing this.

19 With that, we'll move to the next issue -- that's
20 the conclusion of my report -- a briefing from the inspector
21 general on the Cotton & Company audit of grantee monitoring.
22 Mr. Quatrevaux, I'll ask you to make your report to us and

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1 then we'll have some questions about the status of the
2 report.

3 PRESENTATION OF EDOUARD QUATREVAUX, INSPECTOR GENERAL

4 MR. QUATREVAUX: Thank you, Mr. Chairman. A brief
5 summary -- I'm sure you've all read every page of the report.
6 There will be a test afterwards.

7 By way of background, we saw the need in the OIG,
8 early on, to audit this key function of the Corporation,
9 probably because it was a critical function, it consumed the
10 majority of resources of the Corporation, and it also had
11 been the subject of a great deal of external criticism.

12 I decided to do this by contract because of some of
13 the sensitivities surrounding that function at the time. We
14 had planned to do it in '92. We lost our funding.
15 Eventually, we put out request-for-proposals in spring of '93
16 and hired Cotton & Company not too long after that.

17 The work began in August '93 and its scope covers
18 October '91 through December of '93. The audit was conducted
19 in accordance with the Comptroller General's government audit
20 standards. The request for proposal and the audit plans set
21 forth eleven objectives. They're listed in Appendix 3 of the
22 report.

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1 Some are generic, but some specific ones, just to
2 give you a flavor, were: Does the monitoring function, the
3 policies and practices satisfy the requirements of the LSC
4 Act? Are on-site monitoring visits essential? Could they be
5 performed less intrusively? Could monitoring be done more
6 economically? Does monitoring duplicate the work of others?
7 And how is quality of service measured? What criteria are
8 used? And finally, a generic one, we asked the auditors to
9 identify the causes of any problems they surfaced, ways to
10 improve the monitoring process, as well as any monetary
11 savings.

12 The results follow pretty much from those
13 objectives. Although the audit found that monitoring had
14 improved in recent years, it still did not evaluate the
15 quality of legal assistance provided and thus could not
16 satisfy the LSC Act's requirement to ensure the maintenance
17 of the highest quality of service.

18 Three of the principal findings are also, in our
19 view, problem sources. The first is that monitoring policy
20 was not based on recognized standards. A lack of those
21 standards manifested themselves first in the reports that
22 were excessively long, consumed a lot of resources, contained

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1 material that was unnecessary, and ended up taking, on the
2 average, about seven months from the time of the monitoring
3 visit for the report to be issued.

4 Another manifestation was poor internal quality
5 control. Monitor training was inadequate and in some cases
6 nonexistent. There were no reliable procedures for
7 maintaining and referencing evidential material, that is, the
8 documentation to support the findings. And there was
9 possible impairment in monitors' objectivity, according to a
10 survey administered to line monitors. All of these are
11 elements of government audit standards, a recognized set of
12 standards, and the standards that the Corporation eventually
13 develops should address those kinds of points.

14 The audit found that there was duplication,
15 substantial duplication with the independent public
16 accountants' annual audit work, the IPAs. About half of the
17 deficiencies in one sample that were reported by monitors
18 dealt with accounting, financial management, and internal
19 controls. Again, these are areas that are covered in the
20 grantees' annual financial statement audits.

21 There were some problems noted with the IPAs'
22 audits that I want to mention here, problems that affect

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1 their reliability, the degree to which we are comfortable in
2 relying on. The audit guides, and there are two of them,
3 1981 and 1986, are outdated. They're not consistent with the
4 government audit standards that are used by auditors all over
5 the country in their audits of educational institutions,
6 state and local governments, and other recipients of federal
7 funds. We need a new audit guide.

8 The other problem is really lack of a policy or
9 agreed upon position or procedure for the rejection of
10 substandard audit work. We need to get on with that, and
11 we've opened discussions with management on that and other
12 audit topics.

13 Lastly, there was a lack of performance standards
14 for legal services in general. While there are plenty of
15 reasons for having those performance standards, one of the
16 problems of not having them is it's difficult to know which
17 grantees are really in the most need of assistance. And
18 scheduling monitoring visits based simply on a calendar is
19 inherently inefficient and wasteful of resources. We should
20 be doing that based on the need for that monitoring.

21 In sum, the audit concluded that monitoring was, in
22 part, ineffective and inefficient and costly, as well.

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1 The audit made 12 recommendations, which can be
2 characterized, in general, as separating the universe of
3 those things that need to be monitored into two parts. The
4 first is called technical compliance requirements, or
5 requirements that are objective, that don't require
6 experience in legal services or expertise in that area to
7 evaluate.

8 And we would propose that those kinds of
9 requirements be monitored through a self-assessment by the
10 grantee and certified, as part of that self-assessment, and
11 then attested to by the independent auditor as part of the
12 annual audit process. This will mean, in fact, greater
13 monitoring, greater oversight in those areas that would be
14 covered under that process, these technical compliance
15 requirements, because they would be done annually as opposed
16 to whatever the cycle happens to be at the moment.

17 The others, those requirements that are qualitative
18 and really require expertise and experience in poverty law,
19 the audit recommends it be reviewed through a
20 Corporation-managed peer review process. In order to do
21 this, however, we really have to establish our own delivery
22 service standards and then ask our grantees to apply those

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1 through practice-specific policies and procedures in their
2 own settings.

3 Under this sort of scheme quality, reviews would
4 assess three aspects: how well the grantee applied the
5 LSC-developed broad standards in its policies and procedures;
6 how well the grantee complied with its own policies and
7 procedures; and, through case review, specific evidence of
8 the effectiveness or ineffectiveness of those policies and
9 procedures.

10 The quality review reports, in contrast to the
11 current monitoring reports, would be quite simple and would
12 classify the grantee as part of this review as either in
13 substantial compliance or in substantial compliance except
14 for the following or not in substantial compliance for
15 reasons stated.

16 The audit also recommends that monitoring frequency
17 be based on need, as I said earlier, as demonstrated by
18 performance which, in turn, requires the development of a
19 performance measurement system.

20 We required that an estimate of any cost savings be
21 prepared, and I want to put the emphasis on the word
22 "estimate." As the report says, it's difficult to predict.

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1 There are many variables, assumptions, there are options on
2 how the Board might treat certain expenses. We are also
3 still checking the documentation, going through the
4 calculations and making sure it's all there and all adds up.

5 I think the best way to view potential savings is
6 that they are quite significant for both the Corporation and
7 grantees and to remember that the greatest benefits really
8 will occur through improved grantee performance as a result
9 of these changes and improvements in monitoring.

10 The audit, however, does estimate annual savings to
11 LSC of about \$1.6 million, a reduction of approximately 58
12 percent of the current cost of monitoring. It also estimates
13 annual savings at about \$450,000 to grantees, or a reduction
14 of about 31 percent. Again, these numbers carry with them
15 assumptions about how certain costs would be treated and who
16 they would be borne by, and they're subject to change based
17 on that.

18 The savings are largely generated through ending
19 the duplication with the IPA, which, of course, reduces the
20 number of reviewers needed and travel costs, and also a great
21 reduction in monitoring report efforts and the costs
22 associated with that, both at the grantees and here at the

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1 Corporation.

2 Those are the highlights of the draft audit report
3 that you have. I'd be happy to entertain any questions you
4 have at this time, Mr. Chairman.

5 CHAIR ASKEW: I want to talk in a second about the
6 process from here. But the first step is for a management
7 response, is that right?

8 MR. QUATREVAUX: That's correct.

9 CHAIR ASKEW: We've received one, but could you
10 tell me what the management response to the report has been?

11 MR. QUATREVAUX: Yes. I have a memorandum dated
12 March 31st. The memo says that the conclusions of the review
13 conducted, which you were discussing earlier, are consistent
14 of those with the auditors and the Corporation's management
15 is in agreement with the findings of the report and that they
16 also agree, in principle, with the recommendations in the
17 report. Of course, what's being recommended represents a
18 sweeping change, as is the reorganization outlined earlier.
19 So it's going to take some time to evaluate all the details
20 of this. But from our point of view, it's an adequate
21 response for publication of the report.

22 CHAIR ASKEW: Any questions?

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1 MR. FORGER: Adequate in the sense it's a good
2 response, not just minimal, bare bones.

3 (Laughter.)

4 MR. QUATREVAUX: It does the job, Mr. President.

5 MR. FORGER: We had the opportunity of sitting in
6 on a presentation of that report, a draft in its initial
7 stages from the consulting company. And it was a very
8 impressive and thorough review and certainly identified the
9 weaknesses and the excesses of the current system and the
10 cost overruns or burdens. And I think that message was
11 coming from the field for a long time, including my own in
12 New York City where we had been subjected to audits and
13 monitoring.

14 And I think that the response in the reorganization
15 of OPS and OPEAR anticipates or implements, however one wants
16 to view it, the study of Cotton & Company. And I would think
17 it was a very satisfactory conclusion to that inquiry. Of
18 course, that inquiry was started, Mr. Quatrevaux, I guess a
19 year or so back.

20 MR. QUATREVAUX: August '93.

21 MR. FORGER: August '93, so that's almost -- well,
22 a year back, or so. That certainly identifies the things

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1 that we have now sought to correct.

2 CHAIR ASKEW: Any questions or comments from
3 committee members?

4 MS. ROGERS: It was really interesting to read. I
5 wondered whether you had a sense of whether the desk audits,
6 which on the average are going to save a lot of money, and
7 the accounting changes that would be required for that would
8 be something that small programs could bear easily.

9 MR. QUATREVAUX: In terms of expanding the role of
10 the IPA to include compliance checks, I think yes, there will
11 be some additional cost. There is an option. Given that
12 there's so much savings involved in this process, there is
13 always the option for the Board to take some action if it
14 felt relief were necessary. Yes, the individual audits --
15 this audit report estimates it will cost about \$500 extra,
16 over and above the current cost to perform the audits, to
17 include that monitoring check. And whether that proves to be
18 a good estimate or not, only time will tell.

19 CHAIR ASKEW: You said you were going to test us.
20 You don't know this about me, Mr. Quatrevaux, but when I was
21 a law student my most common answer to a question from a
22 professor was, "Not prepared, sir."

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1 (Laughter.)

2 CHAIR ASKEW: I'm prepared on this one; you can
3 test me. I've read the report. I think it is very
4 informative, very helpful. It certainly appeared to me to be
5 very comprehensive and looked at monitoring evaluation, those
6 activities by the Corporation, in ways that we've never
7 really looked at them before, I thought. And as a result, it
8 was helpful. I also found it to be objective. And
9 importantly, confirming what Alex said, I think it confirmed
10 what a lot of us believed, but did it in a very objective,
11 straight-forward fashion.

12 It also is consistent with the direction that I
13 think the interim staff or the transition team has been
14 moving in terms of the future of this process. And the
15 resolutions we adopted at the December meeting also confirm
16 that this is the right direction for us to be taking. So I
17 appreciate the work. I think it's going to be helpful to us
18 as we move forward over the next few months to reorganize and
19 be more responsive and meet our obligations and be more
20 helpful to programs.

21 Now let's talk about where it goes from here.
22 What's the process for this committee, for the Board, and for

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1 public release of this report?

2 MR. QUATREVAUX: Well, at this time, we are still
3 checking the workpapers of the auditors. This is a process
4 we go through to essentially vet it as an OIG product. Once
5 we are satisfied with the adequacy of the documentation, and
6 we're already satisfied that standards were followed, the
7 appropriate standards, at that time we'll print the report
8 and we'll mail it to you.

9 We will then wait 30 days and then we'll mail it,
10 first of all, a little deviation here, we're going to mail it
11 to each grantee. And we're going to do that because,
12 obviously, the report has the potential to affect them and
13 because so many of them participated in the audit and were
14 very helpful. But essentially, it would be issued at that
15 time to a standard mailing list which is composed of a
16 hodgepodge of people who, at one time or another, have
17 requested to be on our mailing list. It includes some
18 executive directors, CLASP, some media reps, and some
19 staffers from the Hill.

20 CHAIR ASKEW: So we could probably expect 45 days
21 or so before it would be out publicly?

22 MR. QUATREVAUX: That's correct. And I would think

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1 that you'll have it by the end of the month. I won't promise
2 that but, yes, I think so. And, at that time, you're free to
3 handle it as the Board might wish to. If for any reason you
4 want to use, reveal the contents of the report, you are the
5 customer and that a product you will then own.

6 CHAIR ASKEW: Okay.

7 MR. QUATREVAUX: For our part, we will report it in
8 the semiannual report to Congress, a summary of it. And we
9 will continue to track the Corporation's progress in
10 improving monitoring operations.

11 CHAIR ASKEW: Great, okay.

12 MS. ROGERS: Mr. Chair, I wonder if we might want
13 to think about releasing that at the same time as releasing
14 the plan for change for the staff.

15 MR. FORGER: Or the day before.

16 (Laughter.)

17 CHAIR ASKEW: The timing of that might work nicely.

18 MR. QUATREVAUX: Thank you, Mr. Chairman.

19 CHAIR ASKEW: The next issue is the report of
20 Corporation efforts related to the National Community
21 Services Act. Kathleen Welch from NAPIL and Leslie Russell
22 from our staff are going to report to us. Welcome.

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1 REPORT ON CORPORATION EFFORTS RELATED TO
2 THE NATIONAL COMMUNITY SERVICES ACT

3 MR. RUSSELL: Good morning, Mr. Chairman. I'm
4 Leslie Russell.

5 CHAIR ASKEW: Leslie, and identify yourself.

6 MS. ROGERS: I'm with the Office of Program Support
7 and Program Evaluation, Analysis, and Review, combined.

8 CHAIR ASKEW: PEAR-OPS, right?

9 MR. RUSSELL: Right.

10 (Laughter.)

11 CHAIR ASKEW: And Kathleen.

12 MS. WELCH: Kathleen Welch, the executive director
13 of the National Association for Public Interest Law. It's
14 nice to be here again. Hello.

15 CHAIR ASKEW: Welcome, again. Why don't you bring
16 us up to date on what's happened since our last committee
17 meeting.

18 MR. RUSSELL: In the absence of John Tull, I'm here
19 to try to fill those large shoes. As you know, the
20 Corporation has been working closely with NAPIL, NLADA, and
21 PAG on a demonstration project for the Corporation for
22 national and community service. I've been working in that

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1 process for several months also.

2 As of now, we're at a point where we have -- well
3 as of March 4th, we issued the RFP. We received 35 two-page
4 summaries of the proposals. We reviewed those and issued
5 comments. Subsequently, on April 1st, we received 26 full
6 proposals for participation in the demonstration project.

7 As you may know, the application deadline from CNCS
8 was revised to April 29th. So right now we've received the
9 26 proposals, we've reviewed them, and we have made
10 selections. We selected 14 programs to participate in the
11 demonstration project.

12 Kathleen is going to tell you a little bit more
13 about how that process evolved and where we are now.

14 CHAIR ASKEW: Great.

15 MS. WELCH: I think all of us who have been
16 involved in this process are feeling a great deal of pride
17 and excitement about the proposals that were developed by the
18 field programs on an incredibly tight timeline with
19 complicated and frequently changing regulations and
20 requirements for fulfilling the proposals and with a very
21 significant match requirement. So the fact that we got 25
22 proposals, all of which had some excellent elements to them,

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1 and chose what we think are 14 very strong proposals I think
2 is exciting.

3 What we did was we established a peer review panel
4 that consisted of field program representatives, a member of
5 one of the national organizations, and LSC staff and NAPIL,
6 all of whom spent about two days pouring over these proposals
7 and providing extensive comments on them and what kinds of
8 things were good, what needed to be changed, and so on.
9 Subsequently, your staff and two of my staff sat down and
10 selected the 14 proposals based on those comments.

11 And I don't know if you've received the chart that
12 Leslie prepared, but if you take a look at it you can see
13 that of those 14 proposals there's really a very strong
14 diversity, both in terms of the kinds of issues, ranging from
15 community economic development to education issues, family
16 law issues, homelessness, and housing, and juvenile justice
17 issues or at-risk youth issues, I should say, and also in
18 terms of geography, kinds of programs. And I think that
19 together, they represent a very, very strong approach.

20 We've talked to CNCS, the Corporation for National
21 and Community Service, about where we are. They're
22 enthusiastic. They don't know of another similar project

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1 that's going to be submitted. And I just hope that we've
2 been able to develop something that meets their rather
3 unusual guidelines.

4 We are working very closely with the 14 programs
5 right now to revise their proposals, to make them very
6 specific and focused on CNCS requirements. What each of the
7 proposals do is set up teams of people consisting of a
8 combination of lawyers, paralegal, community organizers, and
9 in one case there's a medical worker on the team. Out of the
10 50 participants that are in the aggregate proposal, 27 of
11 those are lawyers and the rest are either paralegals or
12 organizers.

13 In the next two weeks, we'll be developing both the
14 aggregate proposal, and your staff and NLADA and PAG and
15 NAPIL are working together on that, and also working with the
16 individual programs to hone in and finalize their proposals.

17 I just want to comment that for us, for NAPIL, to
18 have this opportunity to work so closely with the Corporation
19 and with the other organizations has really been terrific.
20 And I really want to commend both your management staff and,
21 in particular, Leslie, who has put in a lot of extra hours on
22 this proposal and has done a really fabulous job. And we

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1 thank you for the opportunity to work with you and hope that
2 we're going to submit a proposal on April 29th that actually
3 gets funded and brings a couple million new dollars into
4 legal services programs.

5 CHAIR ASKEW: Great. Well thank you for your
6 efforts. It's been impressive in terms of the amount of time
7 you've had to put this all together.

8 Let me ask, this is submitted as one package,
9 right?

10 MS. WELCH: Mm-hmm.

11 CHAIR ASKEW: So is it up-or-down on the entire
12 package or could they choose to fund some of these and not
13 others?

14 MS. WELCH: No, we actually have asked them that,
15 specifically. And they will look very carefully at each
16 individual proposal within the aggregate. And if there's one
17 they don't like, they're going to try and negotiate it out,
18 so it doesn't go up-or-down. And because of that, we've
19 selected I think a very, very diverse group of proposals,
20 some of which may, if you will, push the envelope a little
21 bit on what CNCS wants.

22 And I think that -- our approach to this is let's

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1 do a demonstration of a broad range of activities that
2 lawyers can do within this program. So we'll just have to
3 see how they perceive the individual proposals.

4 CHAIR ASKEW: Any questions?

5 (No response.)

6 CHAIR ASKEW: There was a grant assurance issue
7 that was raised at the last meeting. Has that been resolved,
8 Leslie?

9 MR. RUSSELL: It hasn't been resolved, fully. The
10 general counsel has pretty much finalized a memorandum, and
11 I'm expecting it to be finalized next week. I think that the
12 memo will basically say that there are no major obstacles to
13 our participation in the project.

14 CHAIR ASKEW: Okay. And for those applicants who
15 were not successful through our process, they can still apply
16 at the state level; is that right?

17 MR. RUSSELL: When we sent them letters advising
18 them that they had not been selected we advised them that
19 they should explore their state commission and seek funding
20 through them.

21 CHAIR ASKEW: Do you know when we may know if this
22 will be accepted or not?

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1 MS. WELCH: The aggregate national proposal?

2 CHAIR ASKEW: Yes.

3 MS. WELCH: They are expecting to make funding
4 decisions in early June.

5 CHAIR ASKEW: Okay. Well hopefully we'll hear good
6 news from you at the June meeting of this Board.

7 MS. WELCH: I hope so, too.

8 CHAIR ASKEW: And thanks. I know Don Saunders was
9 very involved in this, too, thank you, Don. Thank all of you
10 for what you did. I think it's a great thing, as quickly as
11 you were able to do it. And I haven't seen these proposals,
12 but I'm sure they're high-quality proposals. I know a lot of
13 these programs and know they're good programs. So we'll hope
14 that it all works out. Thank you.

15 MR. RUSSELL: Thank you.

16 MS. ROGERS: I just want to say it's a great job.

17 CHAIR ASKEW: Leslie, you stay right there, okay.

18 The next issue is the law school clinic program
19 solicitation. Leslie, would you just bring us up to date on
20 that?

21 REPORT ON THE LAW SCHOOL CLINICAL PROGRAM SOLICITATION

22 MR. RUSSELL: Yes, I think this will be rather

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1 brief. As you are aware, the law school solicitation
2 proposals are due on Monday. To date, we've received three
3 proposals. I don't think that's an indication of lack of
4 interest. I think that it's an indication of a lot of people
5 are still out there trying to finalize things and get things
6 together in the last minute. I can say that because one
7 staff member has fielded approximately 180 telephone calls
8 with questions regarding the RFP. That, in and of itself,
9 would suggest that we will probably receive somewhere in the
10 neighborhood of 100 proposals.

11 In addition to that, we did send a letter to all
12 field programs and law schools and other interested parties
13 requesting resumes for interest in participating as peer
14 reviewers. We received 61 resumes. So I think the interest
15 level is fairly high. I think staff will be very busy next
16 week trying to put all of this information together.

17 One other thing I would note that John mentioned at
18 the last meeting was -- and I think it was on March 10th --
19 he indicated that there was a meeting scheduled for March
20 23rd to discuss several issues regarding the law school grant
21 process. That meeting was held. Eighteen people attended.
22 Mr. Forger was there. And it was a very productive meeting.

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1 I think a lot came out of the meeting, nothing
2 final, but I think there were some good discussions about
3 enhancing coordination and cooperation between law schools
4 and field programs. We did discuss the long-term
5 considerations for the LSCCP as well as the current grant
6 process.

7 The minutes for that meeting are being prepared and
8 I think John's intent is to share those minutes with the
9 Board as soon as they are finalized. Hopefully, those will
10 be finalized in the coming weeks also.

11 I think that pretty much sets the stage as to where
12 we are now.

13 CHAIR ASKEW: Any questions?

14 (No response.)

15 CHAIR ASKEW: Alex, would you like to comment on
16 the meeting you sat in on. I also heard very affirmative
17 things about that meeting.

18 MR. FORGER: Well that's one of the wondrous things
19 about being involved here is that every day is a learning
20 experience. And I think that meeting was a good
21 illustration. It was deans of law schools, professors, and
22 the legal services community stakeholders. It was fine

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1 cross-section of people.

2 And one of our efforts this year, under Nancy's
3 direction, is to have a closer collaboration here between the
4 law schools and the legal service. And I think that dialogue
5 brought to the surface lots of issues that added to the
6 better understanding of each of these sets of people. And I
7 think it ended on a very optimistic note as to all of the
8 things we might think of in trying to effect a closer
9 collaboration and ultimately improve the delivery of service
10 for our clients. So it was very satisfactory, and thanks to
11 Leslie for his role in doing that.

12 MR. RUSSELL: I will echo what Mr. Forger said.
13 One of the major outcomes that was suggested, by several
14 participants, was that similar meetings be conducted either
15 across the country, regionally, or regularly so that the
16 input of the law school community and the field programs,
17 combined, can help drive the law school initiative forward to
18 more collaboration and more cooperation. And I think that
19 that was echoed by so many people. It was a good sign.

20 CHAIR ASKEW: Great. What's the schedule for
21 making decisions on those grants?

22 MR. RUSSELL: We have tentatively scheduled a

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1 one-day meeting of peer reviewers for May 23rd. We are
2 anticipating selecting four peer reviewers, two from field
3 programs, two from the law school community.

4 If we get 100 or so applications, we will probably
5 do the review in a two-tiered process. Each team would be
6 three individuals, one LSC staff, one field program staff,
7 and one law school clinician. Each would review say half of
8 the proposals. And we would take probably the top 15 or 20
9 from both of those reviews and then the six reviewers would
10 review all 30 or 40. And then we would meet and have a
11 consensus meeting and hopefully come to some decisions about
12 funding.

13 CHAIR ASKEW: Great.

14 MS. ROGERS: Sounds good.

15 CHAIR ASKEW: Thank you for your work on that also.
16 I think we're in good shape on that project also.

17 Let me say also, both in terms of the community
18 service proposal and the law school clinic proposal, these
19 issues were driven by time deadlines, obviously, and not
20 because they were the first things that we wanted to do. And
21 in the midst of reorganization and all the changes here and
22 the work of this Board put a lot of pressure on the staff to

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1 do these things while other things were happening.

2 And we appreciate the way all of you have responded
3 to this and gotten this done. And now hopefully you can put
4 this behind you and go on to other things. But you've done a
5 great job and we appreciate it and we look forward to hearing
6 in future meetings how this all turns out.

7 Also, I met a dean from the University of Maryland
8 Baltimore Law School in Atlanta last week who attended the
9 meeting and had a lot of praise for what happened and was
10 very pleased with what occurred there. So maybe we've
11 started a new thing, a dialogue that should certainly
12 continue.

13 Thank you, Leslie.

14 MR. RUSSELL: Thank you.

15 CHAIR ASKEW: Act on any other business. Any other
16 committee member have anything you would like to raise?

17 (No response.)

18 CHAIR ASKEW: Any public comment to the committee?

19 (No response.)

20 CHAIR ASKEW: Let me mention one thing. This
21 committee will be meeting in May at the next Board meeting,
22 and in June, of course. We have a lot of things that will be

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1 on our agenda for the next few meetings. I think this is the
2 last short and calm meeting we will have probably for a
3 while.

4 And obviously, addressing the whole issue around
5 monitoring evaluation and the organization of the Corporation
6 to meet our responsibilities there, the whole issue of
7 technical assistance which we have not really gotten into
8 yet, training and all the issues around program, and the
9 Corporation responsibility to training needs of staff, and
10 then reports from various segments of our community to this
11 committee and, through us, to the Board are going to be
12 things we're going to be discussing, hearing about, and
13 probably taking some action on in the next few meetings.

14 We have made no commitments at this stage to any
15 particular group to appear before us, but we'll be doing that
16 soon. So those of you who represent community organizations
17 or groups that may want to appear before this committee, I
18 encourage you to make your approach or put in your bid soon.
19 And we will try to structure committee meetings over the next
20 three or four meetings where we can do what we've been doing
21 in the past, which is hear from the various segments of our
22 community while we're also getting our work done, doing our

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1 business. So we'd like to come up, I think, with a long-range
2 plan for accomplishing that.

3 So those of you who might want to make a
4 presentation to this committee, put something before us. I'd
5 appreciate it if you would let me know or let John Tull know
6 in the near future so that we can develop a schedule for the
7 next few meetings.

8 MR. FORGER: I forget, what state are we going to
9 be in next month?

10 CHAIR ASKEW: We're due to be in Georgia, Atlanta,
11 Georgia, at the next meeting. So please let me know if you'd
12 like to appear.

13 Any other business before the committee?

14 (No response.)

15 CHAIR ASKEW: If not, I'll entertain a motion to
16 adjourn.

17 M O T I O N

18 MS. ROGERS: So moved.

19 CHAIR ASKEW: Is there a second?

20 MS. FAIRBANKS-WILLIAMS: Second.

21 CHAIR ASKEW: All those in favor, say aye.

22 (A chorus of ayes.)

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