

LEGAL SERVICES CORPORATION
BOARD OF DIRECTORS

MEETING OF THE INSTITUTIONAL
ADVANCEMENT COMMITTEE

OPEN SESSION

Sunday, July 21, 2013

4:54 p.m.

Warwick Hotel
Millennium Ballroom
1776 Grant Street
Denver, Colorado 80203

COMMITTEE MEMBERS PRESENT:

John G. Levi, Chairperson
Martha L. Minow (by telephone)
Robert J. Grey Jr.
Charles N.W. Keckler
Father Pius Pietrzyk, O.P.
Herbert S. Garten (Non-Director Member)
Frank B. Strickland (Non-Director Member)

OTHER BOARD MEMBERS PRESENT:

Sharon L. Browne
Victor B. Maddox
Julie A. Reiskin
Gloria Valencia-Weber
Laurie Mikva

STAFF AND PUBLIC PRESENT:

James J. Sandman, President
Lynn Jennings, Vice President for Grants Management
Wendy Rhein, Chief Development Officer
Rebecca Fertig, Special Assistant to the President
Ronald S. Flagg, Vice President for Legal Affairs,
General Counsel, and Corporate Secretary
Atitaya Rok, Staff Attorney, Office of Legal Affairs
(by telephone)
Carol A. Bergman, Director, Office of Government
Relations and Public Affairs
Carl Rauscher, Director of Media Relations, Office of
Government Relations and Public Affairs
Jeffrey E. Schanz, Inspector General
David Maddox, Assistant Inspector General for
Management and Evaluation, Office of the
Inspector General
Bernie Brady, LSC Travel Coordinator
Allan J. Tanenbaum, Non-Director Member, Finance
Committee (General Counsel, Equicorp Partners)
Ed Marks, Executive Director, New Mexico Legal Aid
Anne Milne, Executive Director, Utah Legal Services

Chuck Greenfield, National Legal Aid and Defender
Association (NLADA)
Don Saunders, National Legal Aid and Defenders
Association (NLADA)
Lisa Wood, American Bar Association Standing
Committee on Legal Aid and Indigent Defendants
(SCLAID)
Meredith McBurney, American Bar Association SCLAID

C O N T E N T S

OPEN SESSION	PAGE
1. Approval of agenda	5
2. Approval of minutes of the Committee's open session meeting of April 9, 2013	5
3. Approval of minutes of the Committee's open session meeting of April 15, 2013	5
4. Approval of minutes of the Committee's open session meeting of April 23, 2013	5
5. Approval of minutes of the Committee's open session meeting of May 14, 2013	5
6. Approval of minutes of the Committee's open session meeting of May 28, 2013	5
7. Approval of minutes of the Committee's open session meeting of June 11, 2013	5
8. Discussion of LSC's 40th anniversary calendar	6
9. Consider and act on the Minnesota Charitable Organization Initial Registration and Annual Report Form	8
Resolution 2013-XXX, approving the Minnesota Charitable Organization Initial Registration and Annual Report Form	
10. Consider and act on the North Dakota Charitable Organization Registration Statement	8
Resolution 2013-XXX, approving the North Dakota Charitable Organization Registration Statement	

C O N T E N T S

OPEN SESSION	PAGE
11. Discussion of LSC's development plan	9
12. Public comment	28
13. Consider and act on other business	28
 CLOSED SESSION	
14. Approval of minutes of the Committee's closed session meeting of March 26, 2013	--
15. Approval of minutes of the Committee's closed session meeting of April 9, 2013	--
16. Approval of minutes of the Committee's closed session meeting of April 15, 2013	--
17. Approval of minutes of the Committee's closed session meeting of May 14, 2013	--
18. Discussion of prospective funders for LSC's 40th anniversary celebration and development activities	--
19. Discussion of prospective honorees for LSC's 40th anniversary celebration	--
20. Discussion of prospective members for an LSC 40th anniversary honorary committee	--
21. Consider and act on adjournment of meeting	--

Motions: 5, 5, 8, 8, 29

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

2 (4:54 p.m.)

3 CHAIRMAN LEVI: Could I have a motion to
4 approve the agenda?

5 M O T I O N

6 FATHER PIUS: So moved.

7 CHAIRMAN LEVI: Second?

8 MR. KECKLER: Second.

9 CHAIRMAN LEVI: All in favor?

10 (A chorus of ayes.)

11 CHAIRMAN LEVI: We have all these minutes that
12 apparently I should have been having approved when
13 we've had our telephonic meeting. But we didn't do it,
14 so how about one motion to approve them all?

15 M O T I O N

16 FATHER PIUS: I move to approve all of the
17 minutes, items 2 through 7.

18 CHAIRMAN LEVI: Thank you. Second?

19 DEAN MINOW: Second.

20 CHAIRMAN LEVI: All in favor?

21 (A chorus of ayes.)

22 CHAIRMAN LEVI: Okay. Wendy, you want to talk

1 about the calendar, or do you want me to talk about the
2 calendar?

3 MS. RHEIN: What you'll find in your book is
4 an initial proposal of a calendar for some activities
5 for our 40th anniversary year. We have overlaid
6 several calendars in there.

7 You'll see LSC board meetings, important
8 conferences, dates when Congress will be in session,
9 which will be important for Washington, D.C.-based
10 events, of course, and relative holidays that you'll
11 see on that particular calendar.

12 We're still playing with some key dates around
13 when we might have an event involving the President,
14 when we might have an event that would be considered a
15 more gala celebratory event. So this is just an
16 initial attempt at a calendar. If there are other
17 dates that you know of that you would like to add in,
18 specific things we may be missing or ideas you might
19 have for events, please let me know.

20 CHAIRMAN LEVI: I think there's two things. I
21 think the September in Washington would be Monday the
22 15th, and it's the 14th/15th/16th, more likely, because

1 of grantee travel and what have you. If we were having
2 a two-day conference, we're looking at people arriving
3 the 14th, the 15th, 16th, and less at the middle of the
4 week. I know we cleared that on Martha's calendar, and
5 we have it in front of a number of people that matter.

6 The other thing, as I have begun to consider
7 the enormity of the task in front of us in terms of
8 making the 40th what we want it to be, it may be that
9 April is too soon to actually kick it off. And I've
10 been wondering whether we shouldn't kick it off in Des
11 Moines, Iowa, when in fact it is really right there
12 that it is almost the -- so we'll consider that as we
13 move along here.

14 But as we get into the discussion of the plan
15 and then what we're thinking about in terms of the
16 year, that may become a decision we should make. So
17 Wendy, I guess, any other comments on the calendar from
18 the Committee? On the phone?

19 (No response.)

20 CHAIRMAN LEVI: Okay. As you know, as a
21 Committee, we authorized or asked the Management to get
22 us registered where we needed to be so that we could

1 actually seek funds. And in a number of states, a few
2 states, at least, that requires a Board resolution.

3 So there are two here, Minnesota and North
4 Dakota. So I think we need to probably have separate
5 motions for each. But I would like to have those
6 motions right now so that we can get ourselves
7 registered.

8 DEAN MINOW: Can we do them together?

9 CHAIRMAN LEVI: I think we have to do them
10 separately, one for Minnesota and then one for North
11 Dakota.

12 M O T I O N

13 DEAN MINOW: So move Minnesota.

14 FATHER PIUS: Seconded.

15 CHAIRMAN LEVI: All in favor?

16 (A chorus of ayes.)

17 CHAIRMAN LEVI: Who's moving North Dakota?

18 M O T I O N

19 FATHER PIUS: I move that we approve the
20 resolution for North Dakota.

21 MR. KECKLER: I second.

22 CHAIRMAN LEVI: All right. All in favor?

1 (A chorus of ayes.)

2 CHAIRMAN LEVI: And I hope we find a really
3 big donor in North Dakota.

4 MS. RHEIN: We're working on it.

5 CHAIRMAN LEVI: Okay. So now, Wendy, the
6 truncated version of the development plan?

7 MS. RHEIN: In the interest of time, I'm just
8 going to refer to a couple of points. There is this
9 document in your books. This gives you some initial
10 thoughts, my initial thoughts of, after two months of
11 being on this job, where we're going, areas that we
12 will be focusing on.

13 So just to remind you, you all started this
14 process in January of 2011. I'm sure some of you
15 thought through these things long before that. I've
16 been on the job for just about two months now and am
17 enjoying every single day of it, so thank you for this
18 opportunity.

19 CHAIRMAN LEVI: And I want to say, Wendy was
20 in Chicago and we met last week.

21 MS. RHEIN: There is some really good
22 communications work being done across the sector,

1 actually, on some messaging that is coming from funding
2 that's been provided by the Public Welfare Foundation
3 and the Kresge Institute that is beginning to come
4 forth on how the public overall thinks of or, more
5 importantly, doesn't think of civil legal aid.

6 We'll be getting more of that information over
7 the next several months. As John said, I was in
8 Chicago a couple of days ago, and they did an initial
9 review about the key words and values that are
10 resonating with the public.

11 So we'll be able to use some of that
12 information, but the focus on fairness and justice for
13 all are some very important components we're going to
14 want to consider using as we move forward.

15 Here are some initial thoughts on why to fund
16 LSC -- the unparalleled national reach, fiscal
17 responsibility, and how LSC can help narrow the justice
18 gap. So these are, in particular, the program areas --

19 CHAIRMAN LEVI: This has become the lightning
20 round. That went faster than --

21 MS. RHEIN: Hey, I want to get to the names
22 portion of this conversation. So we'll keep going.

1 After talking to many of you and also talking
2 to the leadership staff at LSC, these are the program
3 areas for which we will be pursuing private
4 fundraising. This gives you a sense of specific areas.

5 This is individuals, foundations, corporations, even
6 in-kind contributions.

7 And as I move forward, I'll be developing
8 buckets of these particular funding areas to be able to
9 have programs at different price points that would fall
10 within these key areas that will allow us to reach to a
11 wide variety of donors.

12 Over the next couple of slides, I went into
13 some more detail, in particular on some of these
14 initial projects that we're talking about. Leadership
15 training is something that is incredibly important to
16 LSC and to our grantees as well.

17 Executive director training is something that
18 Lynn mentioned earlier. The high-tech online learning
19 center as an option for private funding. And then also
20 being able to have LSC grantees work with us for
21 compelling stories to be able to reach out to
22 additional funders.

1 Advancing technology, of course, is something
2 that you all have discussed at length in previous
3 meetings. Being able to optimize some of the TIG
4 innovations that have already come through. Being able
5 to encourage more mobile use and mobile-friendly
6 innovations for the grantees.

7 Pro bono innovation, of course. The Pro Bono
8 Task Force recommendations. Matching some of the
9 funding for the Pro Bono Innovation Fund.

10 Fellowships is something that is incredibly
11 important to both the grantees and to LSC, and I'm sure
12 to this Board as well, and whether that could be
13 several fellowship programs. The Pro Bono Task Force
14 is working on this particular initiative as well.

15 It could be reinvigorating what was the Reggie
16 Fellows, looking at rural fellows, pro bono placement
17 fellows. These are all possible opportunities for
18 private funding, and a good opportunity for high net
19 worth individual who may want to provide an endowment
20 for a fellowship opportunity, a named opportunity.

21 Special projects includes funding for the 40th
22 anniversary. We, as you know, will be funding all of

1 the events, not just those that would have a
2 fundraising component but the gatherings that we would
3 have with executive directors and boards, staff
4 functions, others as well. All of that funding needs
5 to be raised. So a lot of the focus will be on raising
6 money, not just for celebratory things, but for
7 substantive programmatic information.

8 And then these are just some of the unique
9 advantages that I think a funder will find interesting
10 moving forward, things that I have been very impressed
11 with over the last couple of months. The grantee
12 network. LSC's national standing. The investments
13 that will be able to alter service delivery across the
14 country. Transparency. And the focus on programmatic
15 and fiscal excellence. So these will all be points
16 that we'll continue to make with funders moving
17 forward.

18 There are, of course, challenges that have
19 come forward over the last couple of months and that
20 we'll continue to work our way through -- that there
21 are very few foundations right now that are paying
22 attention to civil legal aid, again going back to some

1 of the messaging work that's being done by the Public
2 Welfare Foundation and Kresge.

3 They're looking also, as funders, to try to
4 find partners to help promote this. And so they've
5 been good touchpoints for me to be able to talk about
6 what funders are interested and how we can continue to
7 talk to national funders about civil legal aid.

8 Programmatically, internally within LSC,
9 fundraising is brand-new. And we're looking at also
10 how we integrate some of these programmatic things like
11 running fellowship programs or enhancing TIG
12 operations, how we might do that programmatically and
13 establish that within the organization as well.

14 Otherwise, we're looking at funders who want
15 to partner directly with -- we're just going to be a
16 flow-through organization and provide funding directly
17 to other organizations to run projects or to implement
18 some of the things we want to do. We'll become a
19 middleman, and we need to be able to show a national
20 funder that LSC is actually running these projects.

21 There are systems that we're going to be
22 working on within the development office, creating

1 databases, gathering names, vetting potential funders,
2 proposal-writing, all of those different systems that
3 need to go in place.

4 The registrations process is a big part of
5 that. Policies and procedures, as you will see at the
6 Board meeting, are also a big part of that. So those
7 are the building blocks that we continue to work on.

8 Then starting from the beginning with
9 individual funders who need to be cultivated, and that
10 will take time -- developing these relationships,
11 working with individual funders to be able to make the
12 case for LSC and to build a relationship, which is a
13 key component, of course, of any kind of individual
14 fundraising. That process will take some time.

15 Yes?

16 (Inaudible question.)

17 MS. RHEIN: Not by name. We were just going
18 to talk about foundations, corporations, but not by
19 name.

20 CHAIRMAN LEVI: You had a question? Go right
21 ahead.

22 MR. GREY: Is it all right?

1 CHAIRMAN LEVI: Yes.

2 MR. GREY: Could you go back to the slide,
3 please?

4 MS. RHEIN: Yes.

5 MR. GREY: Just a thought about the word
6 "transformative" in unique advantages because I think
7 if the work that we do really takes place, that it
8 would be transformative. And I think when you talk
9 about people who want to fund things, they like
10 transparency, but they like transformative things,
11 things that are going to absolutely be game-changers in
12 the field that we are in.

13 The other thing, I don't know how you say
14 this, but this idea of standing up the human investment
15 in getting better access to legal services is another
16 term we've got to figure out how to use.

17 And the point is this, that if all we're doing
18 is recycling the current group of true believers, then
19 we're not going to really achieve what we want to
20 achieve, and that is build an army of people who are
21 really dedicated and intent on making this happen
22 across the country for people who just are unable to

1 make life better for themselves.

2 So if we could figure out how to say that, I
3 think that that would -- it captures people's
4 imaginations. And you also have to capture their
5 interest in believing that they are part of a bigger
6 force than us and themselves. So I would just
7 encourage that.

8 MS. RHEIN: I completely agree. And I think
9 that's part of what is going to take time in this
10 process --

11 MR. GREY: Oh, sure.

12 MS. RHEIN: -- is the messaging of that and
13 finding the right place for LSC because we are not
14 going to be delivering direct service. So how do we
15 discuss that and at the same time build this wider army
16 of believers, as you said? I think that's part of the
17 communications initiative that I've been talking to the
18 communications staff about as well.

19 MR. GREY: Thanks.

20 MR. GARTEN: There have been numerous studies
21 made of the economic advantages of helping people. And
22 I think that we ought to incorporate that, with

1 appropriate language, in this particular slide.

2 MS. RHEIN: Thank you. I will look at that.

3 So as we move forward, we're thinking of
4 prospects, or I'm thinking of prospects, in four key
5 areas -- individuals, law firms, corporations, and
6 foundations. And you are all, from fundraising, I'm
7 sure, for other organizations, have some of this in
8 your background, so you will know a lot of this.

9 The important thing about fundraising with
10 individuals is the personal connection, whether that's
11 a personal connection with a member of this Committee,
12 the Board, or even a member of LSC staff. But that
13 initial introduction, that initial contact, will be
14 incredibly important for us.

15 We are of course looking for people who have
16 an interest in justice issues, legal services, poverty
17 reduction, and some patriotic philanthropy, being able
18 to build that army of true believers of people who see
19 the importance of access to justice for all.

20 Interest in technology -- it maybe a
21 professional interest in technology, someone who's from
22 a startup, someone who may not have thought about LSC

1 and providing civil legal aid as a tool to be able to
2 address a certain social issue that they may have a
3 commitment to. And of course we're looking for naming
4 opportunities, multi-year commitments, endowments,
5 opportunities like that for individuals.

6 Law firms. These are some natural fits,
7 potentially, for law firms -- fellowships or pro bono
8 opportunities, the 40th anniversary event sponsorships,
9 some naming opportunities.

10 We're very cognizant about not wanting to
11 impact the direct funding that some of the law firms
12 provide to LSC's grantees. That's incredibly
13 important. We're looking at potentially more national
14 partnerships as opposed to individual city by city, not
15 wanting to impact that bottom line.

16 Also for corporations, sponsorships as well
17 for the 40th anniversary, specific events within the
18 40th anniversary. Potential in-kind agreements around
19 travel, hotels, technology, hardware, software; those
20 are all opportunities for corporate relationships.

21 May corporations, of course, have private
22 corporate foundations as well as corporate social

1 responsibility giving opportunities, and another option
2 for pro bono support.

3 Foundations. The focus on legal aid is really
4 a tool. So we could work with foundations that have an
5 interest in domestic violence and present to them
6 working on civil legal aid as a tool to address the
7 issue that they are currently focusing on -- looking
8 at, as I said, poverty, domestic violence, access to
9 justice, housing, health, the full gamut of social
10 issues, and using civil legal aid as the tool which
11 they can use to address that particular issue.

12 Several next steps, just so you know where we
13 are. Continuing the state registrations -- as of
14 today, we have 23 state registrations out of the 38
15 that we need, so that's wonderful. There are several
16 key states that are still in play that we have not
17 heard back from yet, Illinois and California among
18 them.

19 Of course, as you saw from having to approve
20 the individual ones for North Dakota and Minnesota,
21 every state has its own process and has its own time
22 frame in which to go through approvals. So that's been

1 a daily effort for the last couple of months, following
2 up on all of those as well.

3 Working with staff within LSC to create
4 projects in these key funding areas. Looking at
5 creating budgets so we know how much these initiatives
6 are going to cost. It's going to be impossible to go
7 to some of these individuals, high net worth
8 individuals that we would like engage until we can tell
9 them really how much these projects are going to cost.
10 So that's an internal process that will be ongoing.

11 I now have access to a database system for
12 tracking prospects and for tracking our progress with
13 prospects, which is great. 40th anniversary events,
14 sponsorship levels, benefits, all of that is ongoing as
15 well.

16 And working with you all to create portfolios
17 of individuals or corporations, foundations, that you
18 feel you could make an introduction, that you would
19 feel comfortable going to and setting up or having a
20 meeting with John, with Jim, with me, to be able to
21 launch some of these conversations.

22 That was the quick and dirty version.

1 CHAIRMAN LEVI: Sharon?

2 MS. BROWNE: Going back to your foundations
3 slide, I know you now have some sort of a tracking
4 system on how to identify different foundations to go
5 to. And it's my understanding, when you're working
6 with foundations, is that they love education. Let me
7 educate you on certain issues.

8 It seems to me that your focus should be on
9 education when you go to some of these
10 foundations -- educating the public on poverty and
11 what's the result of poverty and how we can move out of
12 poverty into some sort of an economic base for people.

13 So I would just kind of suggest that when you
14 look at foundations, you look at their education
15 component that they're going for.

16 MS. RHEIN: That's a very good thought. We'll
17 add that into that list as well. A lot of the
18 foundations, they as well have had cuts in their own
19 philanthropic giving, and the program officers want to
20 know, how does this relate to one of my preapproved
21 priorities?

22 So that's usually a good starting point to

1 say, well, it's about access to justice, it's about
2 poverty, and be able to have initial conversations that
3 way as well. So education is a good one to consider in
4 that process.

5 CHAIRMAN LEVI: Julie?

6 MS. REISKIN: I think you've done a fabulous
7 job. This is really great. And I appreciated on law
8 firms the caution not to take away from grantees, and I
9 just think we need to be really clear that that's not
10 just about law firms; it'll also be about corporations.

11 MS. RHEIN: Yes.

12 MS. REISKIN: And I know that's true. I'm
13 just saying that for anyone who's concerned or worried
14 that this isn't about -- never has been competing with
15 grantees that would go against our own strategic plan.

16 CHAIRMAN LEVI: I think, actually, the
17 opposite is going to happen. I actually believe if we
18 do this right, it'll be the best thing that ever
19 happened for our grantees.

20 Charles?

21 MR. KECKLER: Thank you, John. The only thing
22 I would say is that -- and this good work and a good

1 plan -- is that I take your point, John, about the time
2 and the issue of next April as the beginning.

3 The only thing is that I think it would be
4 very good from a fundraising perspective to be able to
5 do the event in Washington as opposed to Des Moines
6 because there's 30,000 lawyers in Washington, D.C.

7 CHAIRMAN LEVI: I agree with you. Well, the
8 event is September.

9 MR. KECKLER: Right. But --

10 CHAIRMAN LEVI: Okay. But I agree with you.

11 MR. KECKLER: But the reason is that -- you're
12 smiling about it because, as you're talking about,
13 we're bootstrapping here.

14 CHAIRMAN LEVI: All right.

15 MR. KECKLER: We are doing this, and if --

16 CHAIRMAN LEVI: We'll just have a 15-month
17 year. That's what we'll do.

18 MS. RHEIN: There's nothing wrong with that.

19 MR. KECKLER: Yes. But if we can get that
20 initial event in Washington, D.C., even if it's a
21 one-day event, an evening event --

22 CHAIRMAN LEVI: I agree.

1 MR. KECKLER: -- with sponsorship of tables,
2 and raise \$100,000 to help move us forward with our
3 other things, that's what I hope.

4 CHAIRMAN LEVI: Yes. I agree. I agree with
5 you, yes.

6 MS. RHEIN: As we look forward to that, we
7 can't start these events without having several
8 significant gifts already made. We're going to have to
9 be able to tell people, we have a foundation gift,
10 whether it's a million dollars or \$750,000, booked
11 before we start asking others for money. So I agree
12 with you. We need to kick it off in a big way.

13 CHAIRMAN LEVI: I agree with that, too. I
14 have to say allowance that the Reggie community, for
15 example, has asked, wouldn't it be nice if we started
16 off with a reunion around them? So there are things
17 like that that are out there.

18 PROFESSOR VALENCIA-WEBER: Could you go back
19 to your statement of need? Okay. I'd like to suggest
20 that when we make the need statement, that we find a
21 way to incorporate there that what we're after is what
22 was promised in the Constitution.

1 The second sentence -- "Regardless of income,
2 all Americans should be able to seek justice, as
3 promised in the Constitution" -- I say this because
4 people who do not see anything wrong with LSC money
5 being cut or even LSC itself being terminated see it no
6 different than National Endowment for the Humanities or
7 the Arts, or isn't it just a form of welfare.

8 We must tie it to the most foundational idea
9 that this country has contributed to the whole world,
10 that everybody in the Constitution, like it says in the
11 front of the Supreme Court building, of equal justice,
12 equality under the law. And we have to keep reminding
13 people that our biggest job is to make that
14 constitutional right real for the poorest of our
15 citizens.

16 MS. RHEIN: That was actually something
17 that -- there was a focus group and some survey work
18 that was done as part of this communications
19 effort -- that polled very well, focusing on the
20 Founding Fathers and the Constitution.

21 Those are all elements that polled very, very
22 well, even among those that said, well, wait a minute.

1 Isn't this just more things for the poor? So keeping
2 those ideas will be important for us to have. This?
3 No, this is a work in progress.

4 CHAIRMAN LEVI: It's a very good work in
5 progress.

6 MS. RHEIN: Thank you.

7 CHAIRMAN LEVI: And I think there have been
8 some very good suggestions here. I'm mindful of the
9 time because Becky keeps waving at me notes, and one of
10 those is that everyone going to dinner must be in the
11 lobby at 6:15. And Bernie then will coordinate getting
12 us into cabs.

13 But we have a closed session that's quite
14 important here. So I don't want to cut off this
15 discussion, except that I will in five minutes if it
16 isn't over now.

17 MS. RHEIN: And please feel free to mull this
18 over.

19 CHAIRMAN LEVI: Because we need the closed
20 session in order --

21 MS. RHEIN: Mull this over over the next
22 couple of days. You could always send me an email with

1 your thoughts, or we could have a separate phone
2 conversation with thoughts as well.

3 CHAIRMAN LEVI: Thank you. And our Committee,
4 incidentally, the Institutional Advancement Committee,
5 meets every two weeks by phone. We will start to
6 publish that calendar for you so that you can know that
7 this is the kind of work we're doing and have
8 confidence. That's the only way you can really launch
9 one of these kinds of years, is to have regular
10 meetings.

11 I'm not saying that to the rest of the
12 Committees. Please don't try to compete with that
13 because then you'll really exhaust us. But that's what
14 we've been doing.

15 So, public comment?

16 (No response.)

17 CHAIRMAN LEVI: Other business?

18 (No response.)

19 CHAIRMAN LEVI: Can we move to a closed
20 session?

21 //

22 //

1 M O T I O N

2 DEAN MINOW: So move.

3 CHAIRMAN LEVI: And those of you who are going
4 to dinner -- I hope you are -- you got that instruction
5 because I gave it in open session. And I should
6 welcome Lisa Wood, who's the new SCLAID chair here, and
7 Don Saunders back there from NLADA. Thank you for
8 being here.

9 Bernie, you'll have some kind of a flag
10 downstairs so people know what to do. Right?

11 MS. BRADY: Yes.

12 CHAIRMAN LEVI: Okay. So the closed session,
13 anybody on the phone do they have a number to dial?

14 MS. FERTIG: So everyone should hang up and
15 dial into the closed session, which would be Dean Minow
16 and any --

17 CHAIRMAN LEVI: And it's an important session.

18 (Whereupon, at 5:23 p.m., the Committee was
19 adjourned to executive session.)

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