

LEGAL SERVICES CORPORATION  
BOARD OF DIRECTORS

MEETING OF THE  
DELIVERY OF LEGAL SERVICES COMMITTEE  
OPEN SESSION

Monday, July 21, 2014

2:54 p.m.

Des Moines Marriott Downtown  
700 Grand Avenue  
Des Moines, Iowa 50309

COMMITTEE MEMBERS PRESENT:

Father Pius Pietrzyk, O.P., Co-Chair  
Gloria Valencia-Weber, Co-Chair  
Sharon L. Browne  
Victor B. Maddox  
Julie A. Reiskin  
John G. Levi, ex officio

OTHER BOARD MEMBERS PRESENT:

Robert J. Grey Jr.  
Charles N.W. Keckler  
Harry J.F. Korrell, III  
Laurie Mikva  
Martha L. Minow

## STAFF AND PUBLIC PRESENT:

James J. Sandman, President

Lynn Jennings, Vice President for Grants Management

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

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

Wendy Long, Executive Assistant, Office of Government  
Relations and Public Affairs

Jeffrey E. Schanz, Inspector General

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

Thomas Coogan, Assistant Inspector General for  
Investigations, Office of the Inspector General

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

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

Julia Kramer, Program Counsel, Office of Compliance  
and Enforcement

Janet LaBella, Director, Office of Program  
Performance

Althea Hayward, Deputy Director, Office of Program  
Performance

Bernie Brady, LSC Travel Coordinator

## STAFF AND PUBLIC PRESENT (Continued):

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

Frank B. Strickland, Non-Director Member,  
Institutional Advancement Committee

Robert E. Henley, Jr., Non-Director Member, Finance  
Committee

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

Linda Morris, Client-Eligible Board Member and past  
President, Laurel Legal Services

Cynthia A. Sheehan, Executive Director, Laurel Legal  
Services

Susan Cae Barta, Secretary, Board of Directors, Iowa  
Legal Aid

Dennis Groenenboom, Executive Director, Iowa Legal  
Aid

Patrick McClintock, Iowa Legal Aid

Chris Luzzie, Iowa Legal Aid

Alan O. Olson, Iowa Legal Aid Board of Directors

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

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

Terry Brooks, American Bar Association Standing  
Committee on Legal Aid and Indigent Defendants  
(SCLAID)

Virginia Sipes, CRCRC and ISBA Access to Justice

Beth Hulett, Guest, Sioux City, Iowa

## 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 on April 7, 2014	5
3. Panel presentation and Committee discussion of LSC's Performance Criteria, Performance Area Four, Criterion 1 -- "Board Governance -- board composition, client-eligible member engagement in board decision-making"	6
<p style="padding-left: 40px;">Linda Morris, Client-Eligible Board Member and past President, Laurel Legal Services Cynthia A. Sheehan, Executive Director, Laurel Legal Services Susan Cae Barta, Secretary, Board of Directors, Iowa Legal Aid Dennis Groenenboom, Executive Director, Iowa Legal Aid Althea Hayward, Deputy Director, Office of Program Performance, LSC (Moderator)</p>	
4. Public comment	58
5. Consider and act on other business	58
6. Consider and act on motion to adjourn the meeting	58

Motions: 5, 6, 58

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

(2:54 p.m.)

CO-CHAIR FATHER PIUS: My name is Father Pius.

I, with Gloria Valencia-Weber, am one of the co-chairs of the Delivery of Legal Services Committee, and noting the presence of a quorum for our Committee -- although we're still waiting for Vic, but he'll be here soon -- I'll call this meeting to order.

First, if I could have an approval of the agenda. If I could have a motion.

## M O T I O N

MS. REISKIN: So moved.

CO-CHAIR FATHER PIUS: Is there a second?

CO-CHAIR VALENCIA-WEBER: Second.

CO-CHAIR FATHER PIUS: All in favor?

(A chorus of ayes.)

CO-CHAIR FATHER PIUS: Anyone opposed?

(No response.)

CO-CHAIR FATHER PIUS: Good. The agenda is approved.

We have one minutes to approve, that from the last meeting in April. If I could have a motion to

1 approve those minutes?

2 M O T I O N

3 CO-CHAIR VALENCIA-WEBER: I move to approve.

4 MS. BROWNE: Second.

5 CO-CHAIR FATHER PIUS: And Sharon seconds?

6 Okay. If there's no discussion -- oh, and I notice the  
7 return of Vic, so we're at full strength -- seeing no  
8 discussion on the motion, if I could have all the votes  
9 in favor of the approval of the minutes?

10 (A chorus of ayes.)

11 CO-CHAIR FATHER PIUS: And if there are any no  
12 votes?

13 (No response.)

14 CO-CHAIR FATHER PIUS: Good. Then they're  
15 approved.

16 Then we'll go just immediately to the main  
17 business of this Committee meeting, and that is the  
18 panel presentation on Performance Criteria Area Number  
19 Four, Criterion 1, Board Governance, something that has  
20 been of, I think, some interest to us for quite some  
21 time.

22 I notice Althea is here to provide the

1 presentations for us of the panel. So I will turn it  
2 over to you to introduce the panel and then get the  
3 discussion going about this performance criterion.

4 MS. HAYWARD: Thank you. Good afternoon,  
5 everyone. My name is Althea Hayward. I am the Deputy  
6 Director of LSC's Office of Program Performance. We're  
7 pleased today to have this opportunity to present to  
8 this Committee and to the Board a brief overview of a  
9 subject of critical importance to the successful  
10 governance of grantee programs, that is, the vital role  
11 of the engaged board membership, especially  
12 client-eligible board members.

13 In its regulations, particularly in 45 CFR  
14 1607.3(c), LSC has made clear that its grantees must  
15 have an intentional approach to the recruitment of  
16 client-eligible board members. The regulation provides  
17 that:

18 At least one-third of the members of a  
19 recipient's governing body shall be eligible clients  
20 when appointed;

21 That they shall be appointed by a variety of  
22 appropriate groups designated by the recipient, such as

1 client-eligible neighborhood associations and  
2 community-based associations which advocate for and  
3 deliver services or resources to the client community  
4 served by the recipient;

5 Recipients shall designate groups in a manner  
6 that reflects, to the extent possible, the variety of  
7 interests within the client community; and finally,

8 That eligible client members should be  
9 selected so that they reasonably reflect the diversity  
10 of the eligible client community served by the  
11 recipient, including race, gender, ethnicity, and other  
12 similar factors.

13 LSC really values the significant role played  
14 by client-eligible board members and the contributions  
15 they make with local grantees throughout the legal  
16 services community. Every local grantee that has been  
17 fortunate enough to have engaged, well-informed, and  
18 motivated client board membership has a critical tool  
19 for program development, for community relations, and  
20 for fundraising capacity.

21 Client board members are the vital voices for  
22 program service delivery, and they help the program



1 provide services along with addressing issues that are  
2 relevant to the grantee's client community.

3           As LSC staff provides oversight to grantee  
4 programs, we are finding a need for increased focus on  
5 board development, and particularly the development of  
6 client board membership and engagement.

7           Representatives of two particular programs  
8 that have done a great job in providing support,  
9 education, and innovation as they have recruited and  
10 retained client board members are here with us today,  
11 and we've asked them to share some of the experience  
12 that they've had.

13           I'm going to share some introductory  
14 information. Of course, there is information in your  
15 materials generally about who they are, but I'd just  
16 like to tell you who you have here at the table.

17           From our host program, you have Susan Cae  
18 Barta. Susan has been a member of the Iowa Legal Aid  
19 board of directors since June of 2007, and currently  
20 serves as secretary of that board. Outside of her work  
21 at Iowa Legal Aid, Susan is a very activity member of  
22 her community of Sioux City, Iowa.

1           As you will see by her bio, Susan works in  
2 numerous capacities. She has been involved in the  
3 Sioux City Chapter of the American Indian Council since  
4 1990, and is currently president of that group. Since  
5 1996, Susan has served on the American Indian  
6 Employment and Training Board.

7           Next, from Iowa Legal Aid, we have Mr. Dennis  
8 Groenenboom. And of course, Dennis has introduced  
9 himself to us earlier. But I think it's important for  
10 us to know that Dennis has spent his entire  
11 professional career with Iowa Legal Aid.

12           He has worked as a staff attorney, senior  
13 attorney, managing attorney, and deputy director. He  
14 serves as the program's third executive director, a  
15 position he's held since 1992. And of course, you know  
16 that he is currently a member of the NLADA Civil Policy  
17 Group, and is currently the chair of that group.

18           Next we have representatives from Laurel Legal  
19 Services in Greensburg, Pennsylvania. Sitting to my  
20 right is Linda Morris, who is chair of the Laurel Legal  
21 Services board of directors. Linda has served on the  
22 Laurel Legal Services board since 2001. Prior to that

1 time, she served on the board of directors of Southern  
2 Allegheny Legal Aid in Cambria County.

3 She also presents to us this afternoon a  
4 regional and statewide perspective. While she serves  
5 as chair of the board of the Laurel Legal Services, she  
6 is also a member and current president of the Clients  
7 Council of the State of Pennsylvania. Additionally,  
8 she is currently serving as a board member of the  
9 Pennsylvania Legal Aid Network.

10 Finally, to my left is Cynthia Sheehan, the  
11 executive director of the Laurel Legal Services  
12 program. She has been with that program as its  
13 executive director since 2002, and has spent most of  
14 her legal career at Laurel legal services, after having  
15 a brief period as a law clerk in Beaver County,  
16 Pennsylvania.

17 As you'll see by her bio, she has had an  
18 extensive period or extensive work in the community.  
19 Besides her work as executive director, she is a  
20 founding member or a founding director for a domestic  
21 violence center and rape crisis center in Indiana,  
22 Pennsylvania, and as well, has founded a living

1 program, a community living program, for mental health  
2 consumers in Pennsylvania. She is currently president  
3 of that board. We welcome all of our panelists today.

4 We'd like to begin with a discussion about the  
5 recruitment of client-eligible members. And so my  
6 first question will go to Dennis and to Linda. I'd  
7 like them to take a few minutes to discuss some of the  
8 challenges that their individual programs have  
9 encountered in recruiting client-eligible board  
10 members. And then perhaps if you would both describe  
11 for us what kinds of solutions your programs have  
12 applied or are in the process of applying to attempt to  
13 overcome those challenges.

14 Dennis?

15 MR. GROENENBOOM: Thanks, Althea. I guess  
16 from a challenge standpoint, it's important to identify  
17 clients who are able, to a certain extent, hold their  
18 own or participate in a board function, board meeting,  
19 with attorney members.

20 As you remember the map that I had on the  
21 thing, both our attorneys and client members don't  
22 really know each other and for the most part don't

1 really interact except in conjunction with Iowa Legal  
2 Aid's board meetings.

3           So we need to make sure that we've got people  
4 who are able to interact with each other. And having  
5 clients who have had prior board experience is  
6 certainly ideal, but that's often not the case for us.

7           So from a standpoint of recruitment of board  
8 members, what we do is we have these advisory councils,  
9 and our appointing authority for the client members of  
10 our board are those advisory councils. We have six  
11 client members on our board. We have ten advisory  
12 councils. So we pair two offices together, and we just  
13 rotate back and forth which office advisory council has  
14 the authority to appoint a client member to the board.

15           The sixth one, under our bylaws, has to be a  
16 client from Polk County. Polk County is the most  
17 populous county in the state, and we felt it was  
18 important to have a representative from Polk County.

19           Then in identifying who may be prospective  
20 client board members, there are a variety of things.  
21 We have a client satisfaction survey that I mentioned  
22 this morning. It asks whether people are interested in

1 volunteering, and it lists the various options that may  
2 be available, including service on an advisory council.

3 So that's our first step for it.

4 We ask our staff to identify clients and put a  
5 note in their Pika -- which is our case management  
6 system -- into the file to indicate whether they think  
7 this person would be a prospective -- maybe it's a good  
8 client story for the type of video you just saw, and  
9 maybe it's a client who they think would be a good  
10 volunteer to serve on the board. So we can go back and  
11 search for that.

12 I have individual discussions with managers  
13 all the time about identifying client members who can  
14 serve on advisory councils. But another one, our  
15 board, at their annual meeting, we do recognitions and  
16 awards for excellence in service awards and outstanding  
17 client service awards.

18 We try to identify three to four clients each  
19 year who we have been able to assist, and then they  
20 have gone on to do other things in their communities.  
21 And that's really been a good mechanism for us to  
22 identify clients who both have a connection with Iowa

1 Legal Aid, but also they've got connections in the  
2 client community and in their communities are large.

3 Susan is a good example of that. Susan was  
4 one of the people, before she became a member of our  
5 board, who was identified and received the outstanding  
6 client service award for us.

7 So I think those are the types of things that  
8 we've identified as ways to identify clients. We have  
9 really not had a problem with retaining client board  
10 members when we have gone through that. Certainly  
11 things happen in people's lives, clients and attorneys,  
12 that would end their service earlier than what you  
13 would hope.

14 But I don't think we've had any more issues  
15 with that with client members than with attorney  
16 members of the board, and I think in part it's the  
17 mechanisms we go through to identify -- and the  
18 advisory councils really serve as a training ground for  
19 people who can then serve on the board.

20 So when functionally ideally, they've served  
21 on the advisory council, they know the system, they  
22 know the organization, and then they're appointed to

1 the board. That doesn't always happen, but that's the  
2 ideal system.

3 MS. HAYWARD: And Linda?

4 MS. MORRIS: First of all, I was appointed to  
5 the board to finish my mother, who is now deceased --  
6 her name was Ethel Coleman -- and at that time, it was  
7 Southern Allegheny Legal Aid. So was fulfilling her  
8 term. And after that, I was elected by the Oakhurst  
9 Residents Council to serve as a board member for Laurel  
10 Legal Services.

11 At that time, I experienced, as being a client  
12 board member -- and I served on the board -- for 27  
13 years I've been a client board member and have never  
14 missed a meeting. And when we were having meetings, I  
15 had a bad experience as being a client board member  
16 through the attorneys. I was elected to be president;  
17 I was the president-elect.

18 The president that went out ahead of me, when  
19 I went to the meeting in Pittsburgh, he asked me would  
20 I consider not taking a seat as the president. And I  
21 asked why, and I knew it was because I was a client,  
22 and I was the only minority that had served on that



1 board up until that time.

2 I told him that I'd like to know why you don't  
3 want me to be president of the board. And he said  
4 there was going to be chaos, probably, at the board  
5 meetings. And I told him that I live for that. So  
6 that was a challenge for me --

7 (Laughter.)

8 MS. MORRIS: -- as a board member, as a client  
9 board member, that I was facing. And I am now the  
10 president of Laurel Legal Services at this present  
11 time. So that was one of the barriers that we overcame  
12 as being a client board member through our board of  
13 directors.

14 How we pick our clients, we have a list that  
15 the clients give where the Laurel Legal Services has,  
16 through the community, like the women's health center,  
17 the churches, the Head Start programs, where we know  
18 clients are, is where we get these lists of names from  
19 to get these eligible clients.

20 We really don't have a problem retaining these  
21 clients because of the fact that when these clients do  
22 come to a board meeting, which it takes me about an

1 hour to get to the board meeting, but we do have child  
2 care, where the attorneys give up their child care  
3 money for the clients to be able to pay whoever is  
4 watching their child.

5           We have dinner at the board meeting. And the  
6 board meetings do not last that long, where the mother  
7 or whoever needs to get back right away because that  
8 board meeting is probably over like in 45 minutes to an  
9 hour, somewhere in there.

10           Our orientation, whenever a new board member  
11 comes on, we take and give that board member an  
12 orientation package that's sent out from the office.  
13 And Cynthia, who is my director, she goes over the  
14 packet with that individual.

15           If they call and they have a question  
16 pertaining to the packet, they read the packet and call  
17 her or whatever, or they come to the board meeting, to  
18 the committee meetings we have prior to the board  
19 meeting, and we allot time for -- if there's anything  
20 that a client needs to go over that they don't  
21 understand, financial statements and whatever is in  
22 that board orientation packet, then she goes over that

1 with them. And that's how we do as far as orientating  
2 that client.

3 Through being a client on a legal service  
4 board, I really learned a lot. I really have. I went  
5 to a lot of meetings, task force meetings, and that is  
6 really another thing that retains me on this board.  
7 And I don't plan to go nowhere until I retire.

8 But I went to a lot of meetings, task force  
9 meetings that were through legal service where we have  
10 the consortium, when it's the clients that meet. And  
11 we go to these meetings, and we have housing meetings,  
12 health meetings. Housing was one of my things that I  
13 really enjoy doing.

14 Through the housing, HUD has Section 8, which  
15 is a federal program. And through this federal  
16 program, the housing authority was not doing what they  
17 were supposed to be doing as far as the tenants were  
18 concerned because I would take the information that I  
19 would get from legal aid back to the community so they  
20 can use that information to better the community and  
21 themselves.

22 I would take that information back. And what

1 happened is whenever -- the contractors under the  
2 Section 8 program was not doing what they were supposed  
3 to do, and I was trying to make them do what they was  
4 supposed to do.

5 I had an attorney from regional housing, legal  
6 services out of Philadelphia -- his name was Art  
7 Haywood -- who worked with Mark Schwartz. They  
8 educated me on the Section 8 program. I went back to  
9 Art and told him what was happening in my community,  
10 which at that time I was living in the homes.

11 Art took time to help me file a complaint, a  
12 federal complaint. And to make a long story short, it  
13 was Linda Morris versus the United States of America,  
14 and I won. The money that I got from that lawsuit I  
15 took and put back into the community, and we took the  
16 children to different places like the black wax museum,  
17 places that I knew these children and I were going to  
18 never get.

19 So we went to these places. We also ended up  
20 building an Oakhurst Youth Recreation Education Center  
21 for these kinds out of that monies that, through legal  
22 services, I used that knowledge to do what I did.

1 MS. HAYWARD: Thank you.

2 Dennis, talk to us a little bit about how Iowa  
3 Legal Services provides orientation to its client board  
4 membership and about the continuing development of  
5 client board members.

6 MR. GROENENBOOM: There's one thing I want to  
7 add before I answer that question as far as the  
8 challenges for client board members. We also do child  
9 care reimbursement, as Linda was mentioning, and travel  
10 reimbursement. But it's not just reimbursement; we do  
11 an advance so that clients can get the funds to drive  
12 in to meetings, or hotel reservations.

13 I normally meet with clients, or always meet  
14 with client members of the board the evening before the  
15 board meeting. Our board always meets on Saturdays.  
16 And so they come in the night before. We go through  
17 the materials. And that's a way -- it really goes to  
18 your second question, which is orientation and ongoing  
19 support for board members.

20 We try to get our new board members, attorneys  
21 and clients, appointed before the annual meeting so  
22 that they come to the annual meeting of the board,

1 which is a much more informational meeting where  
2 they're hearing more from other staff. I have  
3 managers; all of our managers attend the annual  
4 meeting.

5           So new board members aren't seated until the  
6 conclusion of that meeting. But if we can get them  
7 there so they're sitting through that meeting, they get  
8 a much better sense of what the program's about.

9           We then do an in-person orientation session  
10 before the first meeting where they're actually voting  
11 as a member of the board for it. Those are done in  
12 person. We use the board and advisory council website  
13 that I had mentioned.

14           We also try to do a substantive presentation  
15 at each board meeting so all the board members,  
16 attorneys and clients, get a sense of what the impact  
17 is of their work. So I'll have somebody come in and  
18 talk about, as Chris did, domestic violence, or the  
19 work that we do in housing.

20           Then that not only educates and supports the  
21 board members in knowing that what they're doing has  
22 value, but it certainly educates the attorney members

1 as to what are the legal issues that our clients are  
2 facing and the clients who are sitting in the room with  
3 them are facing.

4           So those are some of the things that we do to  
5 train and support board members. But I think the  
6 Friday evening sessions with client members -- I bring  
7 in dinner. We sit down in a private setting. First of  
8 all, we catch up personally so that there's a feeling  
9 of camaraderie among the group.

10           But it also gives me a chance to find out  
11 what's on their mind and make sure that their voices  
12 are heard, and if they've got any particular questions  
13 about the materials, that we address them. It then  
14 also allows me to clue in the board president the next  
15 day to say, these are the particular areas where we  
16 might want to make sure we're drawing out the client  
17 members because this is an area they have particular  
18 interest or concerns about.

19           MR. LEVI: This sounds like a wonderful best  
20 practice, and I wonder how widely that's being shared  
21 with your colleague organizations.

22           MR. GROENENBOOM: I've talked about it a

1 number of times. And for us it works because our  
2 meetings are on a Saturday, so we're bringing people in  
3 on Friday evenings, the client members of the board.  
4 But it really has worked very well.

5 I think it's helped us also with retention of  
6 board members because they get a better sense of the  
7 value of what they're doing and the fact that we are  
8 investing in them, just as we are asking them to  
9 support and invest in us.

10 MS. HAYWARD: We do have a number of programs,  
11 Mr. Levi, that do practice that particular outreach to  
12 client board members. They convene a separate time for  
13 client board members to meet with both the board chair  
14 and the executive director prior to the regular board  
15 meeting so that they can have an opportunity to ask  
16 questions about the upcoming board again and to bring  
17 before both the executive director and the board chair  
18 items of concern about the program, about the  
19 community. We are finding that as we visit our  
20 programs.

21 Thank you so much, Dennis and Linda.

22 Once client-eligible board members are



1 recruited, boards must keep them engaged, and that is  
2 critical. We have to have their engagement in order  
3 for the ongoing work of governing the program to  
4 proceed.

5           So I'm going to ask Cynthia and Susan to talk  
6 to us. Can you please take a few minutes to address  
7 the importance of engaging client board members in the  
8 meaningful roles on the board that they should have?  
9 Tell us a little bit about how your programs have  
10 benefitted from the recruitment and retention  
11 strategies that you've employed.

12           MS. SHEEHAN: Well, I think Linda mentioned  
13 consortium meetings. And what she was referring to, in  
14 Southwestern Pennsylvania there are three programs that  
15 work closely together as a consortium, three LSC  
16 programs. And the clients have their own group called  
17 the client consortium.

18           Three or four times a year, we convene that  
19 group, which consists of all the client board members  
20 of the three programs, for a two-day meeting in one of  
21 the counties served by one of the three programs. We  
22 try to rotate it around.

1           At that meeting, the clients have a business  
2 session, at which they do their organizational  
3 structural things and talk about the issues that they  
4 would like to discuss and what they would like to see  
5 addressed within the three programs.

6           Then we also provide either leadership  
7 training or substantive law training, either one on  
8 Friday afternoon and one Saturday morning, or two  
9 events on Saturday morning. And those over the years  
10 have been on things such as public benefits, health  
11 insurance issues, mortgage foreclosure, unemployment  
12 benefits.

13           If the clients ask for a particular issue, we  
14 try to find somebody from a specialty program to  
15 address it. I remember giving one on identity theft  
16 and the census. So it depends on what kinds of issues  
17 they'd like to see.

18           We also send our clients to the Client Council  
19 meetings of Pennsylvania, and as it was mentioned,  
20 Linda's been president of that organization. They also  
21 have training there of a similar nature on a statewide  
22 basis, substantive law from the statewide legal

1 specialists and some leadership/governance training.

2           If it's a year in which the statewide  
3 Pennsylvania Legal Aid Network training is occurring,  
4 one of the consortium meetings takes place there and  
5 the clients are permitted to attend that. And they  
6 also have a client track where they discuss governing  
7 issues and leadership issues. So that's part of the  
8 training part of it.

9           We generally meet with the clients, if they  
10 are there, before the board meeting. There's always  
11 someone participating in one of the committees. All of  
12 our board committees have at least two or three client  
13 board members; at least a third of the committee  
14 composition are clients.

15           So they are there when the committee's  
16 discussing the issue that's going to be presented to  
17 the board, and if there's time between that and the  
18 board meeting, we can discuss personally any concerns  
19 that they may have.

20           The other thing that we've done, and it's not  
21 a mandatory part of our bylaws but it's more a  
22 tradition in our program, that we have alternated the

1 presidency of the board between the attorneys and the  
2 clients so that a client is always either the president  
3 of the board or the president-elect. And then they are  
4 also usually the secretary. So they are half of the  
5 executive committee.

6           So when the executive committee makes  
7 decisions, which they make a lot of in between the  
8 board meetings, which only occur now four times a year,  
9 half of that committee are the client board members.

10           One thing I've learned in the course of  
11 preparing for this and coming out here are things I  
12 didn't know about Linda, including her lawsuit, because  
13 that occurred while she was at the other program prior  
14 to merging one county of that program with our program,  
15 her county, Cambria. So I was really happy to hear  
16 about that.

17           But the other thing I didn't know about was  
18 the thing that she mentioned about having had it  
19 suggested that she resign as president, or  
20 president-elect, by a board president. And that  
21 happened, I think, a little bit before I became  
22 director or right around the time.

1           But she never shared it with me at the time,  
2           although I think she sought advice from some other  
3           legal services directors in the state about it. But I  
4           do recall that at that time, she said the man described  
5           it as the board being in chaos, and that was probably a  
6           pretty accurate description.

7           At the time I became director, there was just  
8           a lot of tension various ways -- between the attorneys  
9           and the clients, between the various counties, because  
10          there was one big county and a lot of little counties,  
11          and between the established program and the county they  
12          were taking on, which happened to be Linda's.

13          So there were a lot of issues there, and there  
14          were some unpleasant board meetings. And the one way  
15          that we chose to deal with that was we finally,  
16          consulting with various people, decided we really  
17          needed professional help for this group.

18          So we hired a consulting firm, and a man came,  
19          John Scanlon, who used to work with Ken Smith, who now  
20          runs The Resource. And he attended some board  
21          meetings, and then he finally ended up doing a two-day  
22          retreat with the board and did a lot of little

1 exercises.

2 I think when he was coming to the board  
3 meetings he did that, too; before each board meeting,  
4 he would run a little exercise, a little interactive  
5 thing, where he'd have people meet in small groups and  
6 try to address an issue.

7 The goal of all of this was to bring people to  
8 the realization that we really were trying to achieve  
9 the same things; they just had different views as to  
10 how that would best happen. And I think the end result  
11 of that was a very positive thing.

12 In all the years that I have been director  
13 since that occurred, since 2003 we probably had that  
14 retreat, I think the relationships have been really  
15 great and clients are treated with great respect.  
16 Everybody's very eager to have them take their turn as  
17 officers, and probably more so that they don't have to  
18 do it.

19 (Laughter.)

20 MS. SHEEHAN: But everybody's happy to pass it  
21 on and roll it over. And I think that the clients are  
22 respected, and they treat the attorneys with respect,

1 which I couldn't say always happened, either, before,  
2 there was just so much tension there previously.

3           So I always think that that would be a best  
4 practice when there's that much tension in a board. It  
5 would be to enlist help from someone who knows how to  
6 deal with those situations, and an objective third  
7 party, because as director at the time, I was right in  
8 the middle of it, and it really was impossible for me  
9 to do that. We really needed an intervention. And I  
10 think it's all going well now.

11           Other than that, we do some of the same sorts  
12 of things that Dennis spoke of. We don't have advisory  
13 committees, but we do have these meetings with the  
14 clients several times a year.

15           We do meet for dinner, have it brought in  
16 before the board meeting, so people are sitting around  
17 chatting and exchanging pleasantries and asking about  
18 each other's families. And it creates a comfortable  
19 atmosphere for the clients.

20           The clients who don't want to travel -- and  
21 some of them would have to drive about two hours -- can  
22 participate by phone, and some of the attorneys do that

1 as well, so they're not the only ones on the phone.

2 I think in general, our clients have come to  
3 feel comfortable on the board, and certainly  
4 comfortable enough to run for office and to be the  
5 officers. So I think we pretty much have solved that  
6 problem.

7 Our clients then take all the information that  
8 they gain of the training that we do for them and with  
9 them, and they take it back to the groups that they  
10 interact with and participate in.

11 Some of them are with their own little welfare  
12 rights groups in some of their counties, and they do a  
13 lot of information-sharing with people that call them  
14 because people in the community know that they do that  
15 and they get calls and they share information.

16 They'll call us up and ask us for additional  
17 help and refer the client on to us if that becomes  
18 necessary. They all have access to our public benefits  
19 specialist to call and ask questions. The housing  
20 issues, they'll call about those, too.

21 Another thing that the client group did in  
22 Pennsylvania statewide, and Linda was involved in this,



1 too, they participate in advisory committees with the  
2 State Welfare Department, medical assistance, and  
3 public assistance, TANF.

4           They also have done their own work with the  
5 State Welfare Department to try to get grants for legal  
6 services. A few years ago they obtained one to work  
7 with TANF recipients for legal services. The money  
8 came to the legal services program, but the clients  
9 were instrumental in getting the state to issue this  
10 grant because they felt it was a needed service.

11           So they've been very helpful with the  
12 fundraising. They're helpful in disseminating  
13 information and bringing clients in, and in serving as  
14 liaisons with the community organizations that are  
15 nominating them and that they work with.

16           MS. HAYWARD: Thank you.

17           All right. Susan?

18           MS. BARTA: Thank you for having me be here  
19 today. It's an honor to sit amongst all the giants in  
20 our communities that help the poor people.

21           My parents were at the forefront of human  
22 rights struggles in Northwest Iowa and beyond, so my

1 earliest memories of Iowa Legal Aid was at the age of  
2 16, when my father used to refer clients to legal  
3 services. I saw that it made a difference in their  
4 lives during their need of crisis and time, and it  
5 instilled in me a passion for social justice and the  
6 necessity for an effective legal services, and the  
7 effectiveness that legal services play in our scenario.

8 As an adult, I found myself in need of legal  
9 services and unable to afford legal services, which  
10 brought me to Iowa Legal Aid. It was at that time --  
11 and that is why I got involved in Iowa Legal Aid today,  
12 is because I wanted to pay back the services that were  
13 given to me to help me with my employment issue.

14 I wanted to make sure that our services were  
15 there with people with similar situations, employment  
16 issues and other issues. And so that is why I got on  
17 the board.

18 Many people think that only criminals need  
19 legal assistance. They don't. The truth of the matter  
20 is that most people need legal services at least one  
21 time in their life, whether it is someone who is just  
22 starting out or someone that is just struggling for a

1 lifetime.

2           Legal services may be necessary, but then the  
3 money part of it isn't in their budget. And so the  
4 cost of not having appropriate legal information can be  
5 devastating to the client or the individual or the  
6 family involved.

7           Client board members are important because  
8 they are the grassroots of the organization. We've  
9 lived through experiences, legal experiences, and had  
10 to humbly -- and it's really hard to go into a place  
11 and say, I need help, I don't have any money, and this  
12 is what's going on.

13           So just know that when our clients walk into  
14 those doors, it's tear-jerking. It's sad. We don't  
15 want to do it but we have to do it because we don't  
16 know where else to turn.

17           We know the distress and we don't know where  
18 to turn. But when you become a client board member,  
19 maybe you haven't had any board experience, for  
20 example. Personally, I did. I had best practices, and  
21 have been presidents of organizations in Sioux City.

22           But a lot of the times, our client board

1 members don't have the necessary board training or have  
2 ever participated. I believe that a board organization  
3 is as strong as its leadership and as strong as its  
4 membership.

5           So Iowa Legal Aid has several strategies to  
6 maintain client board member commitment: A, training  
7 and development of board members; B, meaningful  
8 leadership and effective committees; C, creating and  
9 maintaining a comfortable environment for client member  
10 participation; and D, encouraging client member program  
11 ambassadorship.

12           A, training of board members, is important  
13 because of the limited board experience of many of the  
14 client board members. Each new client board member is  
15 assigned a client board member mentor, someone that's  
16 been on the board before, to help them make a smooth  
17 transition into their board position.

18           The new board member training covers the  
19 mission of the organization; the organizational  
20 structure; their role as a board member, including  
21 reading and understanding board packet information.  
22 Board member development prepares us for our roles as

1 board members. We learn how we can become active board  
2 members. Board development is very important to get  
3 the client members active.

4 Board development defines our roles,  
5 functions, and limitations as client board members.  
6 Planning and adherence to our mission statement is  
7 critical to maintaining a healthy organization. All  
8 board development focuses on how best to carry out our  
9 mission, providing critical legal assistance to low  
10 income and vulnerable Iowans.

11 B, good direction from the board president and  
12 executive director effectively guide the board to  
13 properly implementing the purpose of the organization.

14 Communication needs to be read and understood. Any  
15 shortfalls can be overcome by developing good working  
16 relationships among board members.

17 Committee assignments are key, and they focus  
18 on everybody's individual strengths. Committees break  
19 down the overwhelming task of running the organization  
20 into manageable tasks. Committees monitor, advise, and  
21 make recommendations to the total board.

22 All committees meet prior to the board with a

1 set agenda and a board chairman that leads that target,  
2 and this is held via telephone conference because it's  
3 hard to get everybody together at once. This process  
4 alleviates long, drawn-out meetings.

5 C, creating a comfortable setting allows  
6 client board members to grow into a more effective  
7 board member faster. Mentorship, training, and board  
8 development help client members learn what is expected,  
9 and helps client board members share their ideas and  
10 input.

11 Participating in committees helps members  
12 become comfortable with the process in a small setting,  
13 so the individual committees that we are assigned to  
14 acclimate us, and it all comes together into one big  
15 committee. So our smaller committees do make the  
16 recommendations to the larger committee.

17 D, having had a client board member mentor  
18 assigned to each board member at the beginning of their  
19 term helps them to understand their role as board  
20 members. The mentor is available to answer questions  
21 about the organization or direct the new board member  
22 to staff for the correct information.

1           We always make sure that their questions are  
2 answered, any client board member or any board member.

3       Identifying and sharing our own personal board  
4 experiences help the new client board member to feel  
5 comfortable and feel good about what they're doing as a  
6 board member.

7           We also know as client board members that it's  
8 important for us to be able to make donations to our  
9 organization because when we go out and talk to our  
10 funders, our foundation board goes out and talks to our  
11 funders, we want our foundation presenters to be able  
12 to say, our total board membership donates money to the  
13 organization. So that's very critical. We're all poor  
14 as client board members, but we manage to scrape a few  
15 bucks up, and we manage to donate. And that works well  
16 for us.

17           We also learn through training that when --  
18 let me see. Training and development, understanding  
19 our mission, and personal struggles that brought us to  
20 Iowa Legal Aid help us make good ambassadors. We can  
21 reach diverse populations. As I said at the start, we  
22 are the grassroots of the organization.

1           I attend my advisory committee meeting at my  
2 local Iowa Legal Aid office in Sioux City to keep up to  
3 snuff on information, what's happening in our area.  
4 Maybe some information I need to take from that  
5 advisory committee to our main board to address to help  
6 our constituents in Northwest Iowa.

7           I never, as a client board member, when I do  
8 make referrals -- and I make a lot of them; I've made  
9 two already in Des Moines, and I didn't go say I was  
10 part of this organization. Somehow it's on my forehead  
11 where people ask me for information.

12           (Laughter.)

13           MS. BARTA: But anyway, I did make two  
14 referrals. However, I don't have the authority to say  
15 that we can help as a board member. Granted, I know  
16 I'm Dennis's boss, and I can tell him what to do.

17           (Laughter.)

18           MS. BARTA: I had him carrying around my to-go  
19 package last night for a while. But anyway, I never  
20 guarantee services because I don't know if clients are  
21 eligible. And so I don't ever want to put our team on  
22 the spot.



1           I work really good with the local offices,  
2   like I said, as far as like when we have activities in  
3   the community that can reach our constituents. I'll  
4   tell you what was really good is we partnered up with  
5   another community organization that made a housing and  
6   landlord/tenant book, and it was so grassroots we were  
7   up at a local quick shop in Sioux City, in inner  
8   mid-city, and out of the trunk of our cars we handed  
9   out this information and we reached a lot of people.

10           I attend a lot of meetings. I was just  
11   recently at a meeting a while back where I ran into  
12   Senator Courtney. Okay? It's important for me to  
13   reach out to my senators, congressmen. Anybody that  
14   will listen to me, I need to talk about how good this  
15   organization is and how much it helps people and how it  
16   helped me. I always share my personal experience with  
17   the senators and congressmen. I also send them  
18   birthday cards, too, and different things.

19           (Laughter.)

20           MS. BARTA: Because I like to keep that  
21   consistency up where you're not only hitting them up,  
22   hey, help us with this funding, but happy birthday,

1 too, you know, if something happens.

2 (Laughter.)

3 MS. BARTA: So it's important. I have a legal  
4 aid office out of my trunk of my car. I'm on the  
5 client member advisory or ad hoc committee for the  
6 community, where we distribute our literature on  
7 various programs. And we've helped a lot of people  
8 save their homes. Foreclosure was big for a while, and  
9 I did a lot of referrals there.

10 But I pass out literature about the Older  
11 Iowans program, our domestic program, the foreclosure  
12 program, anything that I can help people with. And so  
13 it's ongoing. It's ongoing for me.

14 Only through your service during our time in  
15 need, you gave us hope, dignity, and justice. And for  
16 that, we will always be grateful. By defeating  
17 oppression, we build self-esteem. That self-esteem  
18 makes a good client board member.

19 My hat's off to everybody, and my panelists,  
20 because the work we do is phenomenal. Thank you.

21 (Applause)

22 MS. HAYWARD: I would like to thank each of

1 our panelists for sharing, and open the conversation  
2 for any questions.

3 CO-CHAIR FATHER PIUS: I'll go ahead and  
4 moderate. And as the co-chair, I'm going to get the  
5 first privilege. So I have a few questions.

6 Fascinating. Thank you all for this. This  
7 was lots of interesting ideas, lots of very good  
8 information, and helpful for me, because one of the  
9 things I keep thinking about, and looking, as the Board  
10 knows, I've been thinking a lot about the performance  
11 criteria that we have and ways to improve those.

12 We're not going to do it this year, but I  
13 think we will one day -- but to think about and ask you  
14 each if you've looked at them -- and if you want to  
15 email me later, that would be great, too -- but looking  
16 at the performance criteria and asking whether that  
17 adequately captures what it is we think board members  
18 should look like.

19 I'll take a couple of examples just from the  
20 talks. We work well partly because we do a lot of work  
21 in committee. And I think most boards must have an  
22 audit committee. If you don't have one, you really

1 should.

2           But there's nothing, for example, in the  
3 performance criteria about the use of committees or the  
4 effective use of committees. That, I think, is an  
5 oversight, and one that we should continue.

6           I think in your discussion, because we have a  
7 third of our members who are client members who often  
8 don't have or don't have a legal background -- probably  
9 there are a few client members that have a legal  
10 background -- we have to often treat client members a  
11 bit differently and provide an orientation that's  
12 different. And that's, I don't think, adequately  
13 captured in the performance criteria.

14           So if you've got anything to say about that,  
15 if you've had a chance to look at the performance  
16 criteria, if you have anything to say. If not, that's  
17 fine. But if you want to email me something later  
18 through the Board, I would appreciate it. I do want to  
19 start thinking long-term about ways in which we can  
20 improve these.

21           MR. GROENENBOOM: If I could address your  
22 point about the committees, we had a member of our

1 board probably ten or twelve years ago who was  
2 corporate counsel for Wellmark, and he did a lot of  
3 work on -- he was general counsel for Wellmark.

4           So he'd given a lot of thought to this, and  
5 his contributions -- he was only able to serve one  
6 three-year term on the board -- but during his term of  
7 service, we actually wrote committee charters for each  
8 of the committees.

9           We structured them so that each board member  
10 is only on one committee unless they're also on the  
11 executive committee. So we can go to board members and  
12 say, this is your commitment. And if you're on the  
13 executive committee, you've got two meetings.

14           So I think that having a written description  
15 for the committees' responsibilities and dividing the  
16 responsibilities so that board members aren't  
17 overwhelmed and only serve on one committee was a very  
18 good contribution that Mr. DuBray made for us.

19           CO-CHAIR FATHER PIUS: That's very helpful.  
20 Cynthia, did you want to throw in anything?

21           MS. SHEEHAN: No. I agree, though, that doing  
22 the work through the committees is important so it

1 isn't all just presented in a big long agenda at a  
2 board meeting and nobody's ever thought about anything  
3 before.

4           The more people that have had the prior  
5 formalization with issues, the better off we are. And  
6 we try to -- the big issues always come to committee  
7 first.

8           CO-CHAIR FATHER PIUS: The other thing, just  
9 continuing on the performance criteria, that I just  
10 noticed was missing from it, one of the things that we  
11 do as a Board and as Committee members is  
12 self-evaluations, and that's not listed in the  
13 performance criteria. I was just wondering if you do  
14 those on your own boards, and whether or not they're  
15 useful.

16           MR. GROENENBOOM: We do. And again, it was  
17 Mr. DuBray who brought that to us. So we have two  
18 evaluation instruments, one where we ask the board  
19 members to evaluate themselves and their contributions  
20 as board members, and then a second one where they're  
21 evaluating the board as a whole.

22           We do that approximately every 18 months. We

1 have an outside person receive those, so it's not a  
2 staff person who receives them, who then compiles them.

3 And it actually is Mr. DuBray, who now lives in Utah  
4 but continues to do that for the board.

5 So that's been a very good addition as well,  
6 and I think probably does make sense as a best practice  
7 for boards.

8 CO-CHAIR FATHER PIUS: I think very much so.  
9 And my last question, and then I'll it over to somebody  
10 else, just reading this, I was going to raise it in the  
11 other meeting but I thought I'd raise it at this one.

12 You talked about a TIG grant for board  
13 communication. When I think of TIG grants, I usually  
14 think of dealing with clients and intake and that sort  
15 of thing. That's the first time I've heard of using a  
16 TIG grant for board communication, which I thought was  
17 very interesting. If you could just briefly talk a  
18 little bit about that.

19 MR. GROENENBOOM: Yes. It was a TIG grant to  
20 develop a board and advisory council website to  
21 facilitate communication and training. And the use of  
22 it varies depending on -- the younger board members,

1 who have more technology skills, are more apt to use it  
2 than our more senior ones that are kind of my vintage.

3           So we post minutes on there. We put  
4 information on there. We have pictures so there's a  
5 way that people can -- just a short bio of board and  
6 advisory council members. The LSC regs are on there.  
7 So it's just a lot -- and then we have a training  
8 module about what's it like to be a board member? What  
9 are your responsibilities as a board member? So that  
10 was supported by a TIG grant probably four or five  
11 years ago.

12           CO-CHAIR FATHER PIUS: John, I think we should  
13 apply for a TIG grant and get of those for ourselves.

14           (Laughter.)

15           CO-CHAIR FATHER PIUS: I'll open it up for  
16 questions from other people. Gloria?

17           CO-CHAIR VALENCIA-WEBER: Yes. Thank you very  
18 much for that very informative set of information. I  
19 know that both of the grantee organizations have rural  
20 areas in which you have to seek client-eligible  
21 members.

22           I'm very impressed by what Dennis mentioned



1 about bringing in people the night before, the weekend  
2 meeting, and the provision for child care, and other  
3 things which alone keep many people from being able to  
4 fulfill the client-eligible slot.

5           Is there anything that you have found is  
6 particularly effective for, first of all, recruiting  
7 and retaining people from more remote rural areas that  
8 make it possible for them to really participate and to  
9 continue participating as board members?

10           MR. GROENENBOOM: I guess a couple that I  
11 would mention. One is that we have occasionally board  
12 members who have maybe health issues, say. I can't  
13 drive that far, or there are reasons why they can't  
14 participate.

15           What I always tell them is, first of all, you  
16 can always participate by telephone. So if that's an  
17 option -- and we normally will have two or three board  
18 members participating by phone in most board meetings.

19           So it's not just client members; it's attorneys as  
20 well.

21           If there's some health issues, I've told a  
22 client member a few years ago, saying, don't resign.

1 Why don't we just sit tight for the next one or two  
2 meetings? If you're sick, you can't come to the  
3 meeting.

4 Usually what's happened is that it's resolved  
5 and they've been able to stay on the board. That helps  
6 retain them because we invest in them and we're wanting  
7 them to invest in us as well. So giving them kind of  
8 leeway, I think, also works.

9 I think the biggest one is to make sure that  
10 everybody knows that they have a role to play and that  
11 they have a contribution to make. Our board members  
12 have great respect for each other. They function well  
13 together as a board. And they know that there are  
14 things that they can do that others can't do, and vice  
15 versa.

16 So they know that their valued. One of my --  
17 Susan mentioned the legislature. I called her one  
18 time, and she basically said, I can't talk to you now.

19 Senator Courtney is here, and he's the chair of the  
20 appropriations committee. I've got to go talk to him.

21 So she knows that that was a valuable thing to  
22 do and that that's a contribution to the organization.

1     So I think it's building mutual respect and letting  
2     everybody know that they have a role to play.

3             Yes, they can't serve the same role that an  
4     attorney who's got experience as an employment attorney  
5     can provide to us in a variety of issues we face. But  
6     they bring things to the table that are very important  
7     to us.

8             CO-CHAIR FATHER PIUS: Are there any more  
9     questions? Jim?

10            PRESIDENT SANDMAN: Thank you very much for  
11     the great presentation. And I especially want to thank  
12     Linda and Susan for your service on your boards.

13            I have a question about training for board  
14     members, but not training for client board members,  
15     training for attorney board members, on how to be  
16     respectful and inclusive of clients. I myself have  
17     served on two boards that had client members, and the  
18     biggest problem I saw was the way lawyers treated the  
19     clients.

20            Lawyers can be elitist, and they can tend to  
21     speak in a jargon that is incomprehensible to people  
22     who haven't been trained in the law. And it's very

1 off-putting to people.

2           Cindy, I heard you talk about the facilitator  
3 that you had brought in and the difference that made.  
4 But I'm wondering if, in the training that you do for  
5 your new attorney board members, you do anything to  
6 educate them about the role of the clients on your  
7 boards and how they might think about their  
8 relationships with their fellow board members who are  
9 not lawyers.

10           MS. SHEEHAN: We haven't been doing that.  
11 It's perhaps a good idea. I've found, in our  
12 experience, that once the problem was solved for the  
13 group, then a new person coming in would see that that  
14 was the cultural norm and act appropriately. It seemed  
15 to have solved that problem. But I could see it might  
16 be a useful part of the attorney training.

17           MR. GROENENBOOM: Maybe it's to a certain  
18 extent Iowa nice.

19           (Laughter.)

20           MR. GROENENBOOM: But I think it really hasn't  
21 been an issue. The jargon one is certainly a problem,  
22 and to a certain extent, we use acronyms. And so we

1 have on the board and advisory council website a list  
2 of the acronyms. We try to include that in the board  
3 materials occasionally as well.

4 But also, the Friday evening meeting helps  
5 with that as well because then I can go through some of  
6 the things as well with client members and see what  
7 questions they have.

8 But I do think it's something that our  
9 attorney members are sensitized to a certain extent  
10 because often, when we do orientation, it's with all  
11 new board members. So there's often -- not always, but  
12 often -- there's a client and attorney new board  
13 members being oriented at the same time. So I think  
14 that facilitates the understanding.

15 But this is a board that's really maybe  
16 different from many other boards I've served on before,  
17 just based on the composition.

18 CO-CHAIR FATHER PIUS: We're running a little  
19 bit low on time. But I just want to see if there are  
20 any questions. Julie?

21 MS. REISKIN: Just a follow up to Jim's.  
22 Without being mean, I'm interested from Susan and

1 Linda, have you ever experienced where the attorneys  
2 maybe felt that the clients weren't -- they were nice,  
3 but they felt like maybe you weren't capable of doing  
4 certain things? And what's your advice about how you  
5 train that?

6 Because if people think, well, if you don't  
7 have a degree or you don't have this or that, how could  
8 a client be capable of whatever? I know you  
9 experienced that with the chairmanship. But what are  
10 your thoughts around that? Is that an issue?

11 MS. MORRIS: I think it is an issue because of  
12 the fact that the clients aren't knowledgeable as an  
13 attorney. And as Mr. Sandman said, there have been  
14 times where, again, when we had that problem, where  
15 those attorneys, the language that they spoke, the  
16 clients didn't understand.

17 The clients felt like they were belittled  
18 because of the attorneys' reaction. And I do feel that  
19 there needs to be some kind of orientation that these  
20 attorneys should go through to be able to deal with the  
21 clients as well as the clients going through the  
22 orientation that they're going through because that

1 really does hurt.

2 MS. BARTA: I believe that while I've got to  
3 concur with what Dennis said, I've never ran into that  
4 on any board that I sat on. And I never was  
5 intimidated by you all because you're attorneys.

6 (Laughter.)

7 MS. BARTA: And I have more board training  
8 than probably most of our people on our board. I have  
9 best practices. I've been president of several  
10 nonprofit organizations, board president. So I was  
11 very confident.

12 I also think that like in Iowa, when I reached  
13 out for help with my employment issue, that I was very  
14 welcomed and comfortable with our Sioux City office.  
15 So, see, that's when I filled out the client survey and  
16 said, I'd even come and mop your bathroom if you want  
17 me to. I just need to pay you back for helping me with  
18 my unemployment issue.

19 So the comfort starts at the initial intake  
20 when we might be prospective clients of the  
21 organization. So I never had that feeling. Feel free  
22 to come to one of our meetings because we have fun. If

1 I think there's something not right the way that  
2 meeting's going, I'll jump right in. But it usually  
3 is. And we all agree to disagree. That doesn't happen  
4 that much.

5 But I believe, like I said in my presentation,  
6 that you need strong leaders. You have to have a  
7 strong board president. If you don't have a strong  
8 board president, that's when you're going to have  
9 problems. And fortunately, we have a good, strong  
10 board president and we have for the last nine years,  
11 along with a very good executive director. Dennis, you  
12 owe me another cookie at our luncheon.

13 (Laughter.)

14 MS. BARTA: You know what I ask him on our  
15 Friday night when he walks into our luncheons, our  
16 suppers? Dennis, did you bring my cookie?

17 MR. LEVI: Well, I wish we could continue  
18 having fun with all of you because we have an Audit  
19 Committee that is standing by. But I'm going to leave  
20 that to the Committee chairs, to figure out how they  
21 can end this on a happy note and still fulfill their  
22 responsibilities. Okay?



1                   CO-CHAIR FATHER PIUS:  Seeing no further  
2  questions from the board, I want just to thank you, as  
3  one of the co-chairs here, for your presence here and  
4  your involvement in this.

5                   For some of you who've come especially from a  
6  long distance, especially for Linda and Susan, the  
7  energy that you've shown, your absolute commitment to  
8  what these organizations do, and your ability to take  
9  that back to your community is really inspirational to  
10 us.

11                   It doesn't take an expertise in every aspect  
12 of the law.  You can have all of that, and if you don't  
13 have passion for this, then you're not going to do very  
14 much.  And that really inspires us, and we really thank  
15 you.

16                   And I want to thank Susan especially for one  
17 thing that I've learned, which is the next time I get a  
18 to-go box, Jim, you're carrying it.

19                   (Laughter.)

20                   CO-CHAIR FATHER PIUS:  Thank you all for your  
21 time here.  Thank you all for coming here.

22                   MR. LEVI:  And I think we should have gotten

1 some of the cookies.

2 (Laughter.)

3 CO-CHAIR FATHER PIUS: And please continue to  
4 take your passion, your energy, your love for service  
5 to the poor, back to your communities so that you might  
6 inspire a new generation to do the same. So thank you  
7 very much.

8 (Applause)

9 CO-CHAIR FATHER PIUS: Just two small points  
10 of business before we end this Committee. Is there any  
11 public comment?

12 (No response.)

13 CO-CHAIR FATHER PIUS: Seeing none, is there  
14 any new business or any other business that we need to  
15 consider or act upon?

16 (No response.)

17 CO-CHAIR FATHER PIUS: Seeing none, then, I  
18 will consider a motion to adjourn the Committee.

19 M O T I O N

20 MR. MADDOX: So moved.

21 CO-CHAIR VALENCIA-WEBER: Second.

22 CO-CHAIR FATHER PIUS: A movement, and a

1 second from Gloria. All those in favor please say aye.

2 (A chorus of ayes.)

3 CO-CHAIR FATHER PIUS: Are there any in  
4 opposition?

5 (No response.)

6 CO-CHAIR FATHER PIUS: Hearing none, then, the  
7 Committee is closed.

8 (Whereupon, at 3:57 p.m., the Committee was  
9 adjourned.)

10 \* \* \* \* \*

11

12

13

14

15

16

17

18

19

20

21

22