

ORIGINAL

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SECRETARY ARCHIVES FILE**

**LEGAL SERVICES CORPORATION
TASK FORCE ON CLIENT BOARD MEMBER TRAINING**

**APRIL 14, 1989
8:17 A.M. to 8:59 A.M.**

PRESENT:

**MICHAEL B. WALLACE, Ex Officio
BASILE J. UDDO, Chairman
CLAUDE SWAFFORD
HORTENCIA BENAVIDEZ
LORAIN MILLER
ROBERT VALOIS**

STAFF PRESENT:

**TERRANCE WEAR, President
MAUREEN BOZELL, Secretary**

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MR. UDDO: I am going to call this meeting to order. It was scheduled to start at 8:00. We've been waiting a bit just to make sure that anyone who was planning on being here has time to get here.

This is a meeting of the Task Force on Client Board Member Training, and our second such meeting. And this meeting is in, what Region number?

MS. BOZELL: It's not a number, it's headquarters.

MR. UDDO: Okay. Headquarters region. As we have committed to do, we are here to listen to client-eligible persons who would like to address the Board, give us some thoughts, and some insights, particularly with respect to Client Board Member Training, or other things, if they are interested in discussing that with the Board.

Let me say, for the record, that Ms. Miller, Ms. Benavidez, Mr. Valois, Ms. Swafford, and myself, and all members of the Task Force are here, and currently there are no other Board members present.

Ms. Jackson, are you -- would you like to address the Committee this morning, or is Ms. Santos going to do that?

MS. JACKSON: Santos.

MR. UDDO: Okay. Ms. Santos, would you like to come

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up to the microphone? If you would, just state your name and address and any affiliation that you might have to a particular program for the record.

MS. MILLER: Mr. Uddo?

MR. UDDO: Yes.

MS. MILLER: I would like to ask Ms. Bozell a question.

MR. UDDO: Sure.

MS. MILLER: Did you get many out?

MS. BOZELL: The newsletters?

MS. MILLER: Yes. The information that we were having this meeting?

MS. BOZELL: No, ma'am. The newsletter, I believe, is being printed as we speak. What I did do was talk to you and several clients.

MS. MILLER: Was that the only way that they heard about this meeting?

MS. BOZELL: If not from me, then, through word of mouth.

MS. MILLER: Okay. Well, that probably explains why we don't have people here, because they weren't notified about this.

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MS. BOZELL: Well, I got in touch with over 20, and I know that Shirley Peoples, and Gladys Barnes, and Ruby heard back from many clients. Many, by that, I mean maybe five, I have a list of who were going to come. So I don't know what became of them.

MS. MILLER: Okay. This is one of our key problems, getting information out to them in time.

MS. BOZELL: Right.

MS. MILLER: If you don't get it done in time, it's just like not telling them at all.

MR. UDDO: The problem with the newsletter has cropped up now for a couple of meetings. There's no question about that.

MS. MILLER: Yes.

MR. UDDO: At the last meeting, we did say that we felt certain that the newsletter would be out in advance of this one, but I assume the pressing business of headquarters has delayed that some, but, as I understand it, we're close to the point -- it's being printed, so that once we get into the process of getting it out, it shouldn't be a problem after that?

MS. BOZELL: That's correct.

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MR. UDDO: Okay. I think that we could safely say that this is certainly not going to be the last time that the people from this region have an opportunity to come here, because we are in Washington more often than any place else.

MS. MILLER: Yes.

MR. UDDO: I already asked Maureen, when we decided to have this meeting here, if she would make it clear that we will be back in this region, and next time we are back in Washington, whether it's next month or four months from now, we will again announce a meeting of this particular Task Force to give the clients and client board members of this region a chance to come back.

From the beginning when we decided to have the meeting in Washington, Maureen and I did discuss that there would be an additional opportunity for people in this region to come back to this particular Task Force.

Ms. Santos, if you would, just put your name and affiliation on the record for us, we will be happy to hear from you.

MS. SANTOS: My name is Ethel, commonly called "Peggy," Santos. I am from Boston, Massachusetts. I am a member of Massachusetts Law Reform Institute. I'm their

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Treasurer of the moment. I am with the Massachusetts Client's Council. I am the Coordinator for the Massachusetts Client's Council.

MR. UDDO: Let me ask you. Massachusetts Law Reform, you are on the Board, or you work for the program?

MS. SANTOS: I'm on the Board. Client member. I am also the Regional Representative to Region I to the PHE Steering Committee.

MR. UDDO: Okay.

MS. SANTOS: I was going to do exactly what you people have done, try to explain why more of Headquarters Region are not here. I will just recap a little of that. It is merged as Headquarters Region. For the clients and most of the Program Directors, we still consider ourselves Region I, II, and III. It is very true that the notices did not come out in a fashion that clients could make it. Although I talked to -- the telephone bill is quite big, because I have talked to some people who were going to try to make it, but getting baby sitters and getting the money to come is rather hard.

It just so happens that I am affiliated with a group at PAG, the Client's Subcommittee, and we have set aside some money so that clients could be at a meeting such as this, to

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give voice to some of the concerns of the client.

I am very happy that there is something being done in the form of client training, something being proposed that client training happens. What needs to happen almost immediately is what you have seen, is that the newsletter get published, and that there be some kind of communication between clients, except for what is read in PAG, and newsletter, everyone doesn't get that.

The clients in other parts of the country do not know what has gone on at the meeting at the last Executive Committee meeting of Region I, except for what I have told them, then the client had no information on their own as to what had been happening at the other meetings.

We do not have a network where we can get information to Mrs. Barnes or from Mrs. Barnes. We do not know what is happening in other regions, and, yes, we need -- this we need to know in order for us to be an effective, unified voice. One of the things I am asking -- and I don't know what this newsletter entails, because I don't have any information about it.

We do need some way of communicating with one another, so that we can know what is going on.

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The other thing that I would like to see is that there be, in the very near future -- I don't know if anyone has discussed it -- in the very near future, a mini-conference where we would take representatives from each region, or the entire region, to come together so we can discuss in unison what it is that we need, and how we can help you get this for us.

I think that we know what it is we need. We have ideas, because we have talked to one another about how we can do this, and we will need your help in making this a reality.

MR. UDDO: Can you give me a couple of ideas of the kinds of things that you think would come out of a conference, just very generally?

MS. SANTOS: The things I have talked about before, so we know what's going on with one another. We'd know what successes other regions have had, and we can apply it to regions that have not had so many successes.

When NCC was defunded, some regions were able to survive and go on and sustain themselves. Other regions were very dependent on NCC, and they were not able to sustain themselves.

We'd be able to identify those among us who have

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special skills for training. Most of the clients who have been on the battlefield for a long time are very skilled at training, surviving, and fund-raising. That's most of our background, managing money, organizing. That's what we do most of the day. Managing our time. Managing our family.

So those kinds of things could come out. We could sort of catalog who is where, who has the expertise, and what. We will have people like Shirley, people who have a lot of expertise in welfare rights.

We have other people like my part of the woods, who had expertise in public housing. We'd know where these people are, they'd be our resources, and we could tap them.

MR. UDDO: When you say "successes," you mean from the standpoint of goals that clients, in particular, have, or you mean successes about delivery of legal services and what programs are doing a good job with that? That kind of thing?

MS. SANTOS: What I was talking about was the successes that clients have in doing things for themselves, and making sure that their programs are running in a way that is most beneficial to clients, and that would entail how the services are being delivered to them, and how their priority settings are.

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We all know that the priority settings in all areas do not necessarily reflect what the clients think are best for them.

MR. UDDO: Do you think that's a fairly common problem?

MS. SANTOS: I don't know if it's common, but I do know that it does happen.

MR. UDDO: Do you think there's more things -- as we've been talking mostly about Client Board Member Training, but I am going to depart from that just for a second, since Mr. Durant has sort of thrown into the hopper the question of client training.

Do you think there's more that clients could do for themselves without attorneys, under proper circumstances? Is that one of the goals that you would see for client-oriented conference, to try to find ways for clients to do more for themselves, in terms of representation? In other words, representing themselves or avoiding legal problems and not needing lawyers?

MS. SANTOS: I don't think there would come a time when we would not a lawyer. I think there is more the grass root things, more the support issues that we can do for

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ourselves to free up the lawyers to do other things.

MR. UDDO: Can you give me just a couple of examples of the kinds of things that you would --

MS. SANTOS: I think with better training, the clients are able to go to administrative hearings with Social Security as support people. They should be able to go as support along with other clients, too. AFDC hearings.

MR. UDDO: Do you mean client's assisting clients, and going for themselves?

MS. SANTOS: Assisting clients, assisting clients. It is awesome to sit in front of a Board of people, and not know that there is someone here that can feature the answers and all the time, the lawyers cannot go. There are other things. They have to set their priorities, and they cannot go, and a lot of people will not go, and lose their benefits, because they will not go, because they are intimidated.

MR. UDDO: What kind of Board member training did you get when you were appointed to the Board of Massachusetts Law Reform?

MS. SANTOS: I had a two-day training from NCC. That was done by Bernie Vive. The Region I clients, along with the Project Directors had Board member and a training -- or

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training conference that was put together by both clients and the lawyers.

We also had a third training that was put together. It did not bring in people outside of Region I to do that kind of training. In my own tenants' organization, we've had negotiation training, leasing grievances.

In our community now, I am attending another community-organizing class that is open to anyone in the community to help solidify some of the grass roots organizations that are there.

MR. UDDO: Now, specifically, with respect to the Board member training that you got from NCC, what kinds of things were included in that training? What did they teach you to help make you a better Board member?

MS. SANTOS: They taught us the responsibilities. They also taught us about the rules and regs, what the LSC Act was and what it was not. Also told us our rights as Board members. I can't think of anything else.

MR. UDDO: Mostly done by individuals talking to you, or where there video tapes?

MS. SANTOS: It was by -- We had scenarios. We have scenes. We had scenes in getting your point across. How to be

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effective and get your point across.

MR. UDDO: That's what they call role-playing.

MS. SANTOS: Role-playing.

MR. UDDO: It's set up like a little play or something, and people act out the different role.

MS. SANTOS: Yes.

MR. UDDO: Did you find that helpful?

MS. SANTOS: I found it very, very helpful.

MR. UDDO: If NCC did the training, you got that quite a while ago, right?

MS. SANTOS: That's right.

MR. UDDO: What year was that?

MS. SANTOS: '70 -- In the '70s. I can't remember exactly.

MR. UDDO: You've been on the Mass Law Reform Board ever since?

MS. SANTOS: I certainly have.

MR. UDDO: Anybody else have any questions of Ms. Santos?

MS. SWAFFORD: I do.

MR. UDDO: Okay.

MS. SWAFFORD: Ms. Santos, have you been a client

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since the early '70s?

MS. SANTOS: I have. An eligible client.

MS. SWAFFORD: Eligible client.

MS. SANTOS: When I first became a member, I was not working. Then I started working part-time, and I support two grandchildren and myself. I'm single, head of household, so I'm still a client eligible member. Although my circumstances have changed, I've taken and had some schooling, I'm able to work two days a week.

I'm not on any welfare, but I am a client-eligible, as far as my income.

MS. SWAFFORD: Well, you know, that's one of the questions that does always come to me. It would seem to me that the goal of everybody would be to not be eligible. You know, if you're -- I perceive you're a very intelligent, articulate woman, and I would think that you would not -- that it would be your goal not to continue to be a client. That you would -- you would hope that we all -- Most of us have had hard times, but we all look for better times.

MS. SANTOS: That's exactly what I'm striving for. Where it might seem easy where you're sitting, to get your education and move on, being of a certain ethnic background and

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being of a certain age, you cannot move into a job, although you are qualified. Either I'm overqualified or I'm suddenly not young enough.

MS. SWAFFORD: Well, is it true that many people just remain clients, though, for long periods of time? It would seem to me you would finally get beyond that, and you would get into something where you would not be eligible.

MS. SANTOS: What does "client" mean to you? From what I'm gathering from you is, being an eligible client to receive services from a lawyer, is something --

MS. SWAFFORD: That you'd --

MS. SANTOS: -- less than. So please explain what you mean by that?

MS. SWAFFORD: -- What I'm getting at is that, I would think that you would move up in the world, economically, and that you would --

MS. SANTOS: I have moved up. From welfare, to a job. Even though it's two days a week, which was at one time four days a week, which has been cut to two days a week, because of my health. I haven't moved up? Oh, yes, I have. And even for people that have not been able to get off welfare and get jobs, what does that mean? When you say things like

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that, does it mean that there's something they have done?

It's -- To me, it sounds as though you are blaming the victim for being, you know, eligible to get legal services that they needed.

MS. SWAFFORD: I would just --

MS. SANTOS: That's not criminal.

MS. SWAFFORD: -- It just seems to me that people just stay clients, and stay clients, because they just sort of enjoy the professional of being a client.

MS. SANTOS: This is not a professional role to me.

MS. SWAFFORD: I would hope not.

MS. SANTOS: I sacrificed in order to be here. Going on trips -- I have grandchildren in Pittsburgh. I could use my time to go and visit them. I do what I can to help people that don't want to be out here.

MS. SWAFFORD: Okay.

MS. SANTOS: That are afraid and intimidated to be out here. That would not want to answer the kind of questions that you just asked me, for being out here. Who would feel slapped down by the kind of question you've just asked me, to be out here. I'm out here now, and you will see me out here again.

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MS. SWAFFORD: In other words, you don't think you'll ever get off the client --

MS. SANTOS: Even if I'm not an eligible client, I will advocate for clients.

MS. MILLER: Excuse me. Mrs. Swafford?

MS. SWAFFORD: Yes?

MS. MILLER: Is there something wrong in being a client?

MS. SWAFFORD: Well, I would hope that --

MS. MILLER: Well, I notice that you did that at the last meeting.

MS. SWAFFORD: -- I would hope that you wouldn't always be poor.

MS. MILLER: Well, true, but --

MS. SWAFFORD: I would hope that you would try to not always be poor.

MS. SANTOS: I don't consider myself poor.

MS. SWAFFORD: Economic.

MS. SANTOS: I am low income.

MS. SWAFFORD: Yes.

MS. SANTOS: Even being poor is not a dirty word.

MS. SWAFFORD: Well, certainly.

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MS. SANTOS: Okay.

MS. SWAFFORD: But I still wouldn't -- I wouldn't strive to remain economically --

MS. SANTOS: So what you are saying, that the clients on Legal Services Boards, that have been there longer, than a few years, are striving to be poor?

MS. SWAFFORD: Yes. It does appear to me --

MS. SANTOS: That's a ridiculous statement.

MS. SWAFFORD: -- It does appear to me, that. You know, that's just my right to observe.

MS. SANTOS: Of course it is, and it's my right --

MS. MILLER: We don't want to chase our clients from not coming, you did that at our last meeting to a client that came and spoke before us, by telling her that, hadn't she served on a particular Board long enough? This is not fair to the client. This is really demeaning.

MS. SWAFFORD: You have your right, and I have my rights, so, you know.

MS. MILLER: Well, why talk to the clients like this, when they're here to give their concerns and input as we've asked them to come? This is making them feel as if they shouldn't be here.

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MS. SANTOS: I am aware of the attitudes of certain persons, and it does bother me that you feel you can demean people, and that's all right. It's not all right, but I don't mind answering your question. I am a proud woman. I am proud of my family, and I will be here to advocate for the rights of Legal Services, access to Legal Services for the lower income. And I don't think it's dirty to be low income. You strive. You get as far as you can.

If you don't -- If I don't reach the pinnacles that you have decided should be -- I should be at, then that's your problem. It is not mine.

My problem is that, I would like to see that there is access to Legal Services for all clients.

MR. UDDO: Ms. Santos, if I might just step in as Chairman. I don't believe that Ms. Swafford intended to demean you with the questions. I don't think that that was her intent. If I can take the liberty of the Chair and try to put the question in a little bit different perspective, maybe it will make a difference to you, with regard to how you feel about it.

As I understand Ms. Swafford's question, it is -- might not the time commitment of being a Board member and the

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work that goes into being a Board member, sometimes sap your energies from other things that would have a more direct benefit to you personally?

You obviously had to spend a lot of time learning about being a Board member and going to meetings, and doing obviously good work for the program that you are a Board member of? You can correct me if I'm wrong, as I understand the question, that is evidence of a very capable person.

As I understand her question, that maybe sometimes the work of the Board actually interferes with your ability to commit your time, energy, and intelligence to things more personally beneficial to you?

MS. SANTOS: I think that goes hand in hand. The reason that I am on the Board is because of my activities in the community; and my activities in the community educate me to be able to do what I am doing, to give back to the community some of the support that they have given to me.

MR. UDDO: So you would attribute some of your progress in terms of training and other things to being on the Board, rather than no having been something that might have consumed energy away from other things that you would have done more personally?

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MS. SANTOS: I think that's some of the attitudes and some of the progress of the Board has to do with the types of clients that have a Board that are working, not just working in a little cocoon. Everything is legal services, because most of us do things that are not in legal services. We have a church organization, our school organizations, and that's just the way we work.

MS. SWAFFORD: Let me respond to that. I surely did not intend to demean you, and I humbly ask your forgiveness, because at the very outset, I said it's very obvious that you are a capable, intelligent, articulate woman. I really meant to compliment you.

My point was, and one of the reasons I have been for Board training is that, Boards turn over and, you know, the same people should not always be on the same Board forever, because they get stale. They get tired. That's the reason I feel that we should continually have Boards turn over for the good of everybody.

The point that I make is that I just thought this was America, and because I start out poor doesn't mean -- need to mean that I will always stay poor. I didn't mean that personally to you, I just mean that's it's just my feeling that

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just about everybody in this country has, at some point, been disadvantaged, and as they get an education, and as they strive, they do better. That's what I hope our goal would be for Legal Services.

I just -- if I'm -- that's what I meant.

MS. MILLER: Thank you for clarifying that.

MS. SANTOS: Again, I am saying, that that has happened.

MR. UDDO: Thank you, Ms. Santos. Any other questions, comments, observations? (No response.) Okay. Thank you.

MS. SANTOS: Thank you.

MR. UDDO: Now, Ms. Jackson, I understand you are just with Ms. Santos? You don't want to speak to the Board? (Jackson shakes head negatively.) Okay.

MS. JACKSON: She's a much calmer person than I am, because --

MR. UDDO: Do you want to come to the table?

MS. JACKSON: I wasn't going to do this, but she rang my bell.

MR. UDDO: Well, then, you should come to the table and put it on the record.

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MS. JACKSON: My name is Marjorie Jackson. I'm from Philadelphia. I would ask Ms. Walker --

MR. UDDO: Ms. Swafford.

MS. JACKSON -- Ms. Walker -

MR. UDDO: Swafford.

MS. JACKSON: -- Ms. Swafford.

MR. UDDO: Yes.

MS. JACKSON: Right now, you criticized Ms. Santos for being a client, just like I imagine you would criticize me, but I came from a long line of criticisms, so that don't bother me either. Where I was born and raised, they're still doing it, and so you are still doing it, too, I see. I thought this was America. But it's only America for certain people and some people.

If Ms. Santos would ask you for a job right now, would you hire her?

MS. SWAFFORD: Well, I'd be favorably inclined, if I had the opportunity to hire somebody. You know, it doesn't mean that you are going to be, but I am very impressed by Mrs. Santos' articulateness and her use of the English language and her appearance, and her intelligence. I certainly am.

MS. JACKSON: You are impressed with it, but you

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didn't say you would hire her. She is just like myself. We all are clients for three, to four, to five years. We all started out as the widow, and we moved up from welfare, food stamps, such as it was. That's not living. That's only surviving.

We weren't born with a silver spoon in our mouth like you did. We did try. But it's people like you that keep us from progressing. And people like the corporation that keeps us from progressing. You know, you -- people like you who want to keep -- if we make one step, you gonna make sure that we make three step back.

MR. UDDO: Ms. Jackson, let -- again, as Chairman, I am going to ask that, if you want to address some comments to the Committee, that you do that. I'd like to avoid getting overly personal here, because I think Ms. Swafford clarified her statements, and, in fact, said that she --

MS. JACKSON: She's not sorry. That's just a word that people use to make it sound better, but she wasn't sorry. She meant every word that she said, because I could tell by the tone of her voice that she wasn't sorry.

Like Ms. Santos said, back to what we're here for today -- back to what Ms. Santos said, we do need more

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training. There are people like us that we can help, and by you cutting the client board training, we do go and do advocate for people, and we do help them to point them in the right direction to go the white lawyers.

Some people don't even go to a Legal Service office or go to a lawyer, or we wouldn't have no place to stay. Homeless people. People that welfare have cut off because they miss their appointment. Or people that had their disability cut off, because they didn't keep their appointment, because they are afraid to come and face people, because they'll be intimidated.

We do need the training, and we do need the money to keep on doing the training. No, I'm not going to be here all the time, but for others that come up, they do need the training. If this corporation can see, we would like for them to continue with the help that they give us when Bernivini and all of them were doing -- the National Client Council was in there, and we would like to get refinanced back to that.

MR. UDDO: I appreciate your comments, Ms. Jackson. Thank you for coming today.

MS. JACKSON: Thank you.

MR. UDDO: Martha, do you want to address the

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Committee?

MARTHA: No, sir. Thank you. I appreciate the invitation.

MR. UDDO: Well, any other comments or questions from the Board?

I would put on the record that Chairman Wallace has joined us, and is now in attendance.

MR. VALOIS: Mr. Chairman, has Mr. Durant already had his meeting in Washington?

MR. UDDO: I don't know. While he is not --

MS. BOZELL: No, it isn't. The last I heard it is -- they are hoping to hold it before the next Board meeting.

MR. UDDO: Okay. Yes, ma'am.

MS. MILLER: I would just like to say one thing.

MR. UDDO: Yes.

MS. MILLER: If we are going to have our clients intimidated by strong words for Ms. Swafford, maybe we shouldn't have them come to testify before us. Because I'm totally embarrassed about this, and very hurt, because I know how I would feel if I was sitting over there in that seat, and was talked to like that.

MR. UDDO: Ms. Santos, do you want to say something?

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Why don't you come up to the microphone, so that you are on the record?

MR. VALOIS: I might as well get in this, too. I didn't interpret anything that Ms. Swafford said to be an intent to insult anybody. I thought that her question was a perfectly reasonable one from our standpoint, and I'm sorry that anybody has taken any affront at it. We have to ask questions here. That's why we're here.

MS. MILLER: I think you would have to be on this side of the fence to hear it.

MR. VALOIS: Well, I don't know what side of the fence that is, but --

MS. MILLER: The poor side.

MR. VALOIS: -- Ms. Santos?

MS. SANTOS: I just wanted to say to Ms. Miller that she need not feel embarrassed. I felt that this was a one-on-one conversation. I felt that it was handled -- I did feel as though clients in general were being demeaned, but I feel as though I handled it, and no apologies are necessary.

I don't take this as an affront. I realize what is in front of me, and I know what is behind me. I know who I am, I know what I am; and what you think I am is not what it is.

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That's how I would like to leave it.

MR. UDDO: Thank you, Ms. Santos. Any other? Yes, Ms. Benavidez?

MS. BENAVIDEZ: I just want to say that I am a client Board member, but if it wasn't for my mother, I would not be alive. She is the one that's feeding me; and that dress I wore yesterday was given to me by my mother. One of my sister's. We do need training so we can go out there and do something, especially, when you get to be 50 or over.

It's hard for you to get a job. I do want clients for the training, and for all of us to go out there and do something to help the less fortunate.

I do have a high school education. I do have business. I did take some business courses. But, still, when you get to a certain age, they will not give you a job. We do need help. I want help. I want to be helped so I can go help other people, because being poor, it's hard. And if we're poor, it's not because we do not want to succeed.

We don't want to stay in that, being poor all the time. We do need help, and if we get help, we can help others. Since I became a Board member, I had to leave my job that I had. It was a minimum, I was getting just the minimum. But,

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still, it was something that was coming in. Since I became a Board member, I left that job because I couldn't -- I could not be at work. I was needed there, so I made a choice, to come here and represent the poor, and I'm trying to get the training for the other people and for myself, so we can help ourselves.

That's all I want to say, and direct it to Mrs. Swafford.

MR. WALLACE: Mr. Chairman? I just want to apologize for being late. I had to meet the President a little earlier this morning, and I had hoped to be here at the beginning of this meeting, and didn't.

I'm not sure what I missed since I came in a little -- just after whatever happened, happened. I want to express my appreciation, and folks have come to testify to us and the other Board members, and assure all of them that my own lateness was out of any lack of interest in what's going on.

I do support the training initiative that this Board unanimously adopted a few meetings ago, and I regret whatever happened before I got here, and I commend you for your efforts in handling it, Mr. Chairman.

MR. UDDO: Thank you, Mr. Wallace. I think we will close the meeting unless you -- are you interested in speaking?

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PARTICIPANT: Yes. I would like to say a word or so.

MR. UDDO: Come on up to the table, and before you do, I just want to say. Hortencia, I think that I speak for the Board when I say that we appreciate very much the sincerity of your comments, and I think it is the goal of the Board and the corporation, ultimately, to try to assist people in improving their lot in life.

I don't think I've ever heard anyone on the Board, in the time that we have been on, indicate that they are not fully supportive of exactly what you said to do whatever we can to provide the assistance to help people. We have disagreements about what works and what doesn't work, and what is the best way to do it.

I don't think I've ever heard any disagreement on the fundamental goal of trying to assist people who are less fortunate to overcome the circumstances that have them in that situation. So I appreciate the sincerity of your comments, and I think that the Board as a whole is in full agreement that that is what we have to be about here. Yes.

MR. LOINES: Good morning, my name is Dwight Loines. I really don't have any prepared remarks, but I've been very much concerned about this particular issue, the

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issue of client's involvement and, in particular, the ability of clients to be effective on both the LSC Board and local Boards.

In one sense, I should commend some of the more recent efforts of this Board, because I think that our point -- at least some of the members of the Board decided to take this issue seriously. I don't think, however, that you have gone nearly far enough.

It seems to me that if clients, particularly on the National Board, if they are going to be effective, they need access to resources and information that, frankly, should be more extensive even, than those resources available to the rest of the Board.

I think they frankly need staff assigned to them to give them the background information, the kinds of knowledge that, frankly, the rest of the Board, and particularly the attorney members of the Board generally bring to this process in the beginning.

If clients on this Board don't have those kinds of resources and cannot develop the kinds of expertise that is needed for effective participation on the Board, then, frankly, the whole process is a farce.

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I would urge this group to re-examine what it has done so far, and come up with an approach that gives the client Board members an opportunity to have access to resources and the information so that they frankly can participate effectively.

MR. UDDO: Thank you for your comments.

MS. MILLER: Thank you.

MR. UDDO: The idea of a staff person is something, frankly, that I have thought is a good idea for each Board member. Just to have someone who can be an effective liaison with the corporation, and we ought to kind of keep that idea in the hopper here for wherever we wind up, to maybe make a recommendation along those lines, if you just, Maureen, note that.

MR. WALLACE: Mr. Chairman, in the past, I have suggested that each Committee probably ought to have a staff member and every President we've had has had difficulty with having staff members who are answerable both to him and to a Board Committee.

It makes it a little awkward in running the place. Awkwardness doesn't bother me a whole lot. The Federal Government was designed to be awkward. But it has always been

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a concern of mine, and I would, assuming we've got funds available, I still think it's probably a good idea for every Committee, including this one, to have a staff member that is primarily responsible with the members of that Committee for getting the information that they need, so I appreciate the comments.

MR. UDDO: Maybe Mr. Wear can take that under consideration, and maybe we can work something out that would give each Committee, including this one, a person that the Client Board members, along with the rest of the members of the Committee, know that they can contact for background information, and answer questions, and do whatever it is that is necessary for them to be effective on the Committee. So, Mr. Wear, do you want to give that some consideration? Let us know what you think, and I would be happy to hear from.

MS. MILLER: Well, if not the Committees, what about just in general, if a Board member should need anything, because in the past, before Mr. Wallace became Chairman, I would always call Mr. Durant. I guess it was because it was he was in my home State. You know, he was just, say, like next door.

MR. WALLACE: Sure.

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MS. MILLER: And they would taken care of right away. As of now, I can call the Cooperation and ask Maureen for different things. In two or three days, I have to call back and ask what happened about it. So I, at one time, started to call you down in Mississippi. I didn't know if that was --

MR. WALLACE: I wish you would. Mr. Chairman, if I may interject, I certainly encourage any Board members to call me. In many ways, I'm in the same position you are.

I'm a long way from Washington, and most of the information we have is here. I have never had any trouble getting any of our Presidents on the phone when I needed to know something before I was Chairman or after I was Chairman; and I know Maureen has been very helpful to me, in getting things done.

I also note that there is a lot going on up there, and when I call and ask for things that I think need to be done, they don't get back to me in five minutes either. So it's not a question of any Board member being singled out.

MS. MILLER: In three or fours days, he's on the other line, and they never get off the other line, and three or four days pass, and I wonder, does this guy work there or what?

MR. WALLACE: Well, I'll tell you, I know Terry works

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there, because I saw him quite often in my capacity as Chairman. I appreciate that comment. I'm sure that the staff appreciates it. I think any Board member -- and I've always said this -- any Board member deserves whatever information that Board member asks for, and he deserves it fairly quickly.

I spent three years working in the House of Representatives when I was in the minority, and I have very strong feelings that whether people vote on the winning side or the losing side on issues, they ought to be treated fairly. They ought to have the same information as everybody else.

MS. MILLER: That's what I thought should happen, but it undoubtedly doesn't seem like it.

MR. WALLACE: Well, let me encourage, publicly, the staff to get every Board member what they need as quickly as they can, and let me add to that, as quickly as they can is not always going to be as quickly as we think it ought to happen.

It isn't that way. When I ask for something, and it's not going to be that way when you or anybody else asks for something, but, you know, I'm on record again, and the staff ought to treat every Board member alike, and give you what you ask for, and what you need to do your job.

MS. MILLER: Well, I'm glad that you are saying it in

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public, so we all know it's on record. Thank you so much.

MR. WALLACE: Thank you, Ms. Miller. Mr. Chairman, thank you.

MR. UDDO: Thank you, Mr. Wallace. Anyone else have comments for this Committee? (No response.) If not, then I will entertain a Motion to adjourn the Committee.

MR. WALLACE: So move, Mr. Chairman.

MR. UDDO: Is there a Second?

MS. MILLER: I Second.

MR. UDDO: All in favor of adjourning?

(A course of ayes.)

MR. UDDO: Opposed?

(No response.)

MR. WALLACE: The Board is supposed to convene at 9:30, and I doubt if we'll get started any earlier than that since that's the published time, so you all enjoy a cup of coffee.

(Task Force on Client Board Member Training adjourned at 8:59 a.m.)

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