

LEGAL SERVICES CORPORATION  
BOARD OF DIRECTORS

TELEPHONIC MEETING OF THE  
FINANCE COMMITTEE

OPEN SESSION

Thursday, August 13, 2015

11:05 a.m.

Legal Services Corporation  
3333 K Street, N.W.  
Washington, D.C. 20007

BOARD MEMBERS PRESENT:

Robert J. Grey, Jr., Chairperson  
Martha L. Minow, Vice Chair  
Father Pius Pietrzyk, O.P.  
Allan J. Tanenbaum (Non-Director member)  
John G. Levi, ex officio

BOARD MEMBERS PRESENT:

Charles N.W. Keckler  
Harry J.F. Korrell, III  
Victor B. Maddox  
Julie A. Reiskin

## STAFF AND PUBLIC PRESENT IN THE CORPORATION'S OFFICES:

James J. Sandman, President

Lynn Jennings, Vice President for Grants Management

Patrick Malloy, Special Assistant to the President, and  
Vice President for Grants Management

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

Katherine Ward, Executive Assistant, Office of Legal  
Affairs

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

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

Treefa Aziz, Government Affairs Representative,  
Office of Government Relations and Public Affairs

Jeffrey E. Schanz, Inspector General

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

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

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

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

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

Beverly Groudine, American Bar Association Standing  
Committee on Legal Aid and Indigent Defendants  
(SCLAID)

## C O N T E N T S

OPEN SESSION	PAGE
1. Approval of agenda	4
2. Approval of minutes of the Committee's July 9, 2015 telephonic meeting	4
3. Consider and act on resolution regarding the establishment of the Office of Data Governance and Analysis to replace the Office of Information Management (Resolution 2015-XXX)	5
4. Public comment	16
5. Consider and act on other business	16
6. Consider and act on adjournment of meeting	17

Motions: Pages 4, 4, 16 and 17

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

2 (11:05 a.m.)

3 CHAIRMAN GREY: Thank you all for joining the  
4 call. Let's start with approval of the agenda. I'll  
5 accept a motion, if there is one.

6 M O T I O N

7 DEAN MINOW: I so move. It's Martha.

8 CHAIRMAN GREY: Is there a second?

9 MR. LEVI: I'll second.

10 CHAIRMAN GREY: All in favor say aye.

11 (A chorus of ayes.)

12 CHAIRMAN GREY: The next item is the  
13 alternative of the minutes of the Committee's July 9,  
14 2015 telephonic meeting. Having had an opportunity to  
15 review those, is there a motion to approve the minutes?

16 M O T I O N

17 DEAN MINOW: Again, I so move. Martha.

18 CHAIRMAN GREY: Is there a second?

19 MR. LEVI: Second.

20 CHAIRMAN GREY: All in favor say aye.

21 (A chorus of ayes.)

22 CHAIRMAN GREY: Thank you. The next item on

1 the agenda is to consider and act on a resolution  
2 regarding the establishment of the Office of Data  
3 Governance and Analysis to replace the Office of  
4 Information Management. The resolution is attached.

5 I will ask, Ron, are you going to present  
6 this, or Jim?

7 MR. FLAGG: Jim is.

8 CHAIRMAN GREY: Jim, the floor is yours.

9 PRESIDENT SANDMAN: Thank you, Robert.

10 Management requested the Committee authorize a  
11 reprogramming of funds from the former Office of  
12 Information Management to a new office called the  
13 Office of Data Governance and Analysis.

14 The creation of this new office is the result  
15 of a series of recommendations from the Fiscal  
16 Oversight Task Force, from our current strategic plan,  
17 from a comprehensive analysis of best practices of  
18 private and government funders that Lynn Jennings did,  
19 from recommendations by the Barker & Scott Consulting  
20 firm that did a detailed business process analysis of  
21 our grantmaking and grants oversight.

22 And it's also consistent with recommendations

1 made over the course of the past five years by the  
2 Office of Management and Budget, which has encouraged  
3 government agencies and those funded by the federal  
4 government to do a better job of using data and  
5 evidence to guide their decision-making.

6           This new office will collect, validate,  
7 analyze, and disseminate data. It will also provide  
8 training to people within LSC who have responsibility  
9 for dealing with grantee information on the proper use  
10 and understanding of data.

11           Almost all of the functions of the former  
12 Office of Information Management will be subsumed in  
13 this new office, but the new office will do much more  
14 and have significantly greater statistical and  
15 analytical capabilities.

16           It will determine what kind of data we should  
17 collect, not only from our grantees but from  
18 others -- from other funders, from public sources, from  
19 the Bureau of the Census -- to make sure that we have  
20 the best information possible to guide our  
21 decision-making.

22           They'll work closely with our Office of

1 Information Technology which, as you know, is in the  
2 process of creating a new data principal that will  
3 allow one-stop access to all of the information we have  
4 about each of our grantees.

5           The office will also establish a data  
6 validation methodology and protocol to assess the  
7 quality, integrity, and accuracy of the data we collect  
8 so that before we use it, we know it's good. The  
9 office will perform comprehensive and sophisticated  
10 data analysis to identify trends, patterns, and  
11 anomalies that we can share with our grantees and  
12 others.

13           The office will disseminate the data that they  
14 collect, will make it available to print and web  
15 publications, working in collaboration with the Office  
16 of Government Relations and Public Affairs, who will be  
17 sharing the information not only with our grantees and  
18 internally at LSC but with the public as well.

19           The office will have a role in implementing  
20 our new outcomes protocol and in refining the outcomes  
21 toolkit that we've developed and that we'll be rolling  
22 out as of the first of the year. And finally, as I

1 mentioned, they will do training. We don't want the  
2 expertise that we're trying to develop in this office  
3 to be limited to that office, but to share it with  
4 everyone at LSC who deals with data.

5           This is a reprogramming of funds. It is  
6 cost-neutral. There is no difference in the estimated  
7 cost of operating the Office of Information Management  
8 and the cost of operating the new Office of Data  
9 Governance and Analysis. Both offices would have a  
10 full-time-equivalent staff of five people.

11           Because this is a reprogramming of funds, it  
12 requires the Committee's approval and the Board's  
13 approval. We also need to give notice to the House and  
14 Senate committees on appropriations of the  
15 reprogramming. They aren't required to act  
16 affirmatively to approve it; the requirement is limited  
17 to notice.

18           I'd be happy to answer any questions.

19           CHAIRMAN GREY: Are there any questions by the  
20 Committee members or Board members?

21           MS. REISKIN: Yes. This is Julie. There have  
22 been over the years -- I don't know if it's a complaint

1 or concern -- that staff don't have data in easy-to-use  
2 or easy-to-find ways, and that there's different pieces  
3 in different places, and it's not in a good, organized  
4 fashion. Will this resolve that?

5 PRESIDENT SANDMAN: It will help. But the  
6 primary way we're dealing with that problem is through  
7 our new data portal, which our Office of Information  
8 Technology is heading. And we're making great progress  
9 in getting that implemented.

10 But these two offices will work closely  
11 together, Information Technology and Data Governance  
12 and Analysis, to be sure that the new data we collect  
13 is easily accessible to people in a single place.

14 MS. REISKIN: And then a followup question is:  
15 Will this be connected -- I assume the answer is yes;  
16 I hope it's yes -- will this be connected and work  
17 very, very closely with the great work we're going on  
18 outcomes and help our grantees be able to see what's  
19 happening more in real time?

20 PRESIDENT SANDMAN: Yes. Very much so. And  
21 when I mentioned training, I focused in internal  
22 training for LSC staff. But we would expect to be able

1 to conduct webinars and briefings for our grantees on  
2 what stories are emerging from the data that we're  
3 collecting so that they can make use of that  
4 information themselves and get ideas on what they might  
5 do internally different from what we're doing across  
6 all of the grantees.

7 CHAIRMAN GREY: Further questions?

8 FATHER PIUS: This is Father Pius. I'm sorry  
9 for being a little late to the call.

10 Jim, a comment first to just thank you for  
11 this. I think, as you know, one of the things that we  
12 as the Board determined early on was the need for some  
13 sort of way to gather data in an effective way, and I  
14 think this is the culmination of that process. So I'm  
15 very glad to see that this is being done.

16 Two questions, I guess. The reporting line on  
17 this new position, the new office, will that still be  
18 directly under you? Or will that be under someone  
19 else?

20 PRESIDENT SANDMAN: No. That office will  
21 report to Lynn. That's consistent with the  
22 recommendations of the Fiscal Oversight Task Force, to

1 try to consolidate under one office, Lynn's office, all  
2 of our information about grantmaking and grant  
3 oversight.

4 FATHER PIUS: And the second question I  
5 have -- obviously my experience, but I speak for  
6 myself -- I think this is a vitally important issue for  
7 us. And what I want to make sure is that this new  
8 office, since it's taking on a substantial role, has  
9 the resources that it needs to do what we want it to  
10 do.

11 Obviously, I think you wouldn't propose this  
12 if you didn't think its resources were comfortable.  
13 But is there anything we should be concerned about  
14 going forward about making sure that when we look at  
15 the budget as the Finance Committee, that we should be  
16 making sure that this has got the resources that it  
17 needs to do the job that it's being asked to do?

18 PRESIDENT SANDMAN: I think it should be an  
19 ongoing process as we get up and running. Once we have  
20 a director in place that heads the office, we'll need  
21 to be sure that we have budgeted enough money to hire  
22 people of the skills and the talent that we need.

1           So we think this is a reasonable starting  
2 point. We've created job descriptions for all of the  
3 positions in the office, and think that the salaries  
4 we've assigned to them are reasonable and doable. But  
5 we'll have to see how it goes.

6           FATHER PIUS: And it might be helpful, not  
7 right away but, assuming this is approved, maybe a year  
8 from now, to get a briefing from the new director just  
9 to see his experience for the last year and to make  
10 sure he's got the resources that he needs because I  
11 think that's something we as the Finance Committee  
12 should be very concerned about -- or at least attentive  
13 to. Attentive to.

14           PRESIDENT SANDMAN: Yes.

15           DEAN MINOW: This is Martha. Just a comment  
16 about the ongoing need to update methodologies, along  
17 with this suggestion of a check in a year from now,  
18 which makes a lot of sense to me, about the resources.

19        I wonder if there will be a capacity for continuing  
20 professional development for other kind of training  
21 because this is a fast-changing field in terms of the  
22 typical measures and data analysis.

1           PRESIDENT SANDMAN: Oh, yes, very much. We  
2 think part of the job of the person who heads the  
3 office is going to be to keep current with what's going  
4 on in the field and to make sure that everybody else at  
5 LSC can feel the function is current, too.

6           MR. LEVI: I have a question. How will this  
7 individual and this office participate, help, with the  
8 TIG conference?

9           MS. JENNINGS: This is Lynn. I think that  
10 person who takes over will be familiar with it and  
11 might have -- but really, that is within the TIG staff  
12 forte. And I think that they'll continue that. We  
13 obviously want any senior manager here to be familiar  
14 with all of the programs here. But I don't think that  
15 they would play a big role in it. I don't know if Jim  
16 has a different opinion.

17           PRESIDENT SANDMAN: We get information from  
18 our TIG grantees, from the TIG grants, that is often  
19 different from the kind of information we get from our  
20 basic field grants. So the TIG program is going to be  
21 one source of the information and data that this person  
22 will be collecting.

1           And to the extent that that is something that  
2     can be shared with people at the TIG conference or we  
3     could get help from the people who attend the  
4     conference on how we could get information like that  
5     better, the person would be involved.

6           MS. JENNINGS: Right.

7           PRESIDENT SANDMAN: They're going to be all  
8     over our grantee information from whatever source.

9           MS. JENNINGS: Right. And the evaluations  
10    from the TIG programs as well. Currently, that  
11    evaluation function is housed within OPP. But that  
12    will move to the Office of Data Governance.

13          MR. LEVI: It would strike me that the topics  
14    that this office will be overseeing for LSC are  
15    often -- and if they don't, to the extent that they  
16    should -- they will form the parts of the conference.  
17    Some of the presentations will be very much  
18    intersecting the work of and inform the work of, and as  
19    Martha talked about, will actually help our office  
20    learn what else is happening around the country.

21          So I would hate to establish this office and  
22    find out that, for some reason, our budget doesn't

1 permit them to go to the TIG conference.

2 MS. JENNINGS: They will be permitted to go.

3 DEAN MINOW: One more followup. It's again  
4 Martha. This is obviously to help LSC itself. But  
5 grantees will also need to intersect, as will our  
6 evaluation efforts that pertain to outside  
7 philanthropic funding.

8 And I wonder about whether there's capacity in  
9 this office to do any kind of training, or build an  
10 advisory group that is grantees, or somehow intersect  
11 with the outside evaluation.

12 PRESIDENT SANDMAN: Yes. I think that's very  
13 much our plan.

14 DEAN MINOW: Great. This is wonderful to see.  
15 This is a culmination, really, of recommendations  
16 coming from Fiscal Oversight but also from other  
17 aspects of our overview. So this is a great  
18 development.

19 CHAIRMAN GREY: Additional questions from  
20 members of the Board or the Committee?

21 MR. TANENBAUM: Robert, this Allan Tanenbaum.  
22 I came on late. But I did not have any questions.

1 CHAIRMAN GREY: Thank you, Allan.

2 DEAN MINOW: Would you like a vote on this,  
3 Robert?

4 CHAIRMAN GREY: Well, I want to do public  
5 comment, and then I think we'll be ready to vote.

6 M O T I O N

7 DEAN MINOW: I move it.

8 MR. LEVI: I second it.

9 CHAIRMAN GREY: All in favor say aye.

10 (A chorus of ayes.)

11 CHAIRMAN GREY: I heard a number of beeps as  
12 we were signing on. So let's identify ourselves and  
13 our organization so that the record is clear who of the  
14 public is making comment. And I would open the floor  
15 for public comment, and ask the first person to  
16 identify themselves.

17 MS. MURPHY: Robin Murphy, NLADA. I have no  
18 comment.

19 CHAIRMAN GREY: Thank you.

20 MR. LEVI: Does that conclude our business?

21 CHAIRMAN GREY: Hearing no further public  
22 comment, is there any other business that the Committee

1 would like to act on?

2 (No response.)

3 CHAIRMAN GREY: Hearing none, I would  
4 entertain a motion to adjourn.

5 M O T I O N

6 FATHER PIUS: So moved.

7 DEAN MINOW: Second.

8 CHAIRMAN GREY: All in favor say aye.

9 (A chorus of ayes.)

10 CHAIRMAN GREY: Thank you all.

11 (Whereupon, at 11:20 a.m., the Committee was  
12 adjourned.)

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