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

Thursday, March 2, 1989
Commencing at 1:25 p.m.

The Marriott Marquis Hotel
McKenzie-Yukon Room
265 Peachtree Center Avenue
Atlanta, Georgia

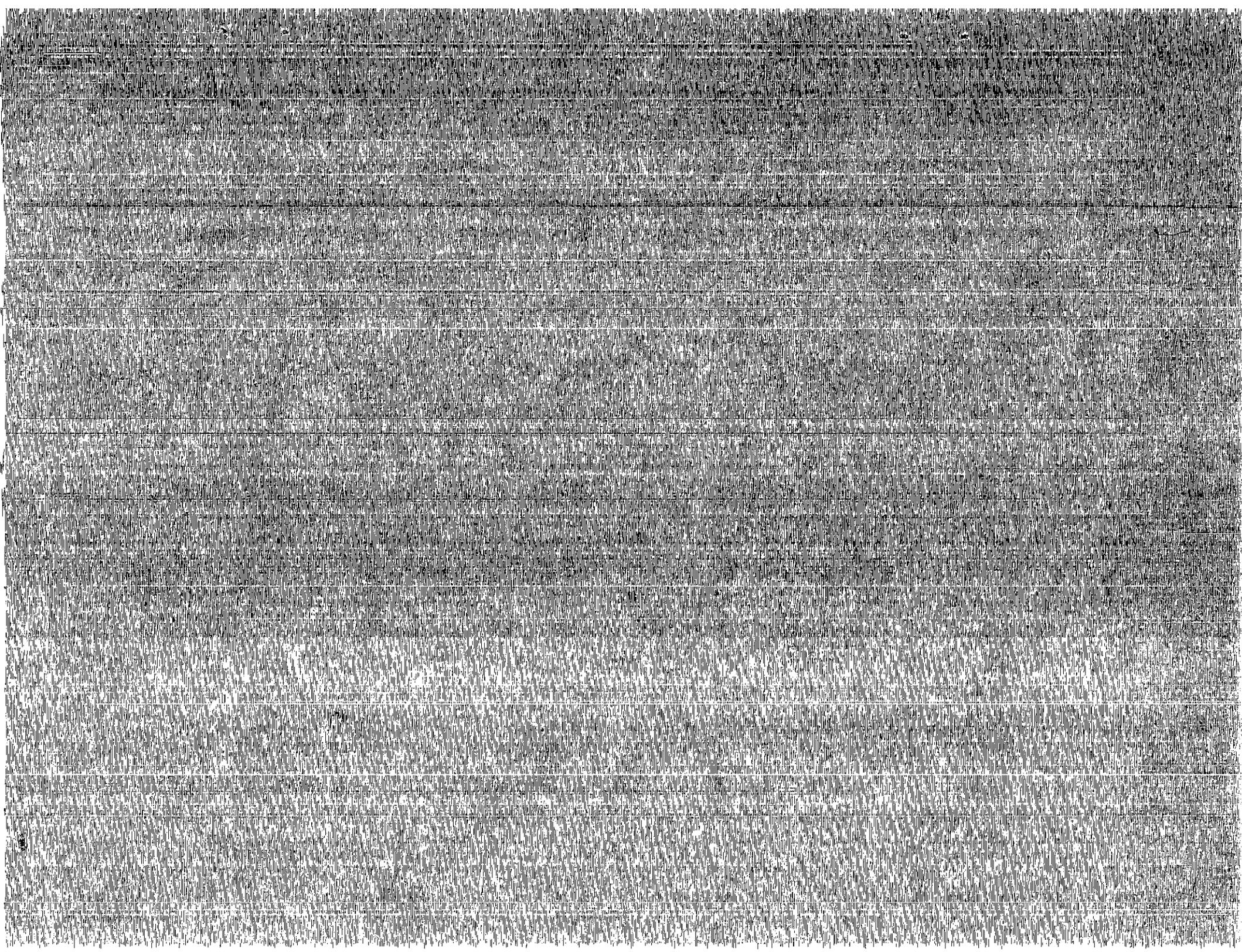
Board Members Present:

- Basile Uddo, Chairman
- Hortencia Benavidez, Member
- Lorain Miller, Member
- Thomas Smegal, Member
- Claude Swafford, Member
- Robert Valois, Member

Staff Present:

- Maureen Bozell, Secretary

Diversified Reporting Services, Inc.
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WASHINGTON, D.C. 20005
(202) 628-2121



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I N D E X

	PAGE NO.
STATEMENT OF MS. GLADYS BARNES	4
STATEMENT OF MS. MATTIE BETHEL	16
STATEMENT OF MS. EMMA WILLIAMS	33
STATEMENT OF MR. AL TAYLOR	50
STATEMENT OF MR. CHARLIE MORRIS, SR.	59

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P R O C E E D I N G S

1
2 MR. UDDO: I am going to call the meeting of the Task
3 Force on Client and Board Member Training to order.

4 We apologize that we are running almost thirty minutes
5 late in getting everything set up, but I think we will be able
6 to fudge over a little bit if we have to into the next meeting,
7 so don't let the late start inhibit anybody who wants to speak
8 today from speaking or saying what they feel they want to say.

9 At our^r last meeting in Washington just about a month
10 ago, I guess it was, this task force recommended to the board
11 that over the next several months the board meet in different
12 parts of the country whenever possible.

13 It may not be every month, but over the next several
14 months, that we intend to meet in different parts of the country
15 and try to meet at least once in each region of the Legal
16 Services system.

17 The intent was to get board members and clients
18 generally to come in and speak to this task force, tell us a
19 little bit about what you are thinking or what is on your mind,
20 and we will periodically bring that back to the board.

21 That suggestion was approved by the board. This is
22 the first of those meetings and we are in Region VI.

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1 I think that, since we are a task force and we operate
2 without a specific agenda, I would just like to ask any of the
3 people who are here who would like to speak to the task force or
4 make any comments or give any testimony that they do that.

5 I have got to say that I was expecting a bigger crowd.
6 I am a little disappointed.

7 Yes, ma'am? Do you want to come on up? You have got
8 to use the microphone and identify yourself for the record for
9 the court reporter.

10 STATEMENT OF MS. GLADYS BARNES

11 MS. BARNES: Thank you.

12 Mr. Uddo and ladies and gentlemen of the board,
13 visiting friends and clients, my name is Gladys Barnes. I am
14 the Region VI Client Council Chairperson.

15 We do have some more clients who are en route here. I
16 do not know if their flights are late or what. Some had
17 difficulty getting money to come -- like me, I had to come out
18 of my own pocket as my director said that he did not have any
19 money.

20 MR. UDDO: You are from Florida, right?

21 MS. BARNES: No, I am from Alabama.

22 MR. UDDO: Alabama? I cannot get anything right

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1 today.

2 MS. BARNES: That's all right. I would like to
3 introduce those persons who are here.

4 MR. UDDO: All right.

5 MS. BARNES: Then, after I introduce them, I would
6 like for you to just give a general summary of what was
7 incorporated into the training packet, because these persons
8 were not here last month and all of them have not had an
9 opportunity to discuss this in detail.

10 MR. UDDO: Okay.

11 MS. BARNES: With me today is Mr. Charlie Morris from
12 the Memphis Area Legal Services, where he serves on that board

13 --

14 MR. UDDO: Mr. Morris, welcome.

15 MS. BARNES: -- and Mrs. Mattie Bethel, who is the
16 Region VI bank representative.

17 MR. UDDO: Ms. Bethel, you were at one of our meetings
18 already, weren't you? Haven't I seen you before?

19 MS. BETHEL: No, I don't think so.

20 MR. UDDO: Welcome, then.

21 MS. BETHEL: Thank you.

22 MS. BARNES: Also here we have from South Carolina

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1 Mrs. Ruth Jenkins and this is a client from east Arkansas, but
2 they are both diabetics and they had to go get something to eat,
3 so soon as that they will be in.

4 MR. UDDO: You are expecting some others who have not
5 arrived yet?

6 MS. BARNES: We are.

7 MR. UDDO: Well, I tell you, do any of the people who
8 are here have a statement or any testimony that they want to
9 give?

10 MS. BARNES: I would like for you to kind of briefly
11 give them an outline of what has gone on.

12 MR. UDDO: Okay, but none of you have a prepared
13 statement right now? I could give you that outline of what we
14 have proposed and what the board adopted at the last meeting.
15 If you have any comments about that you are certainly welcome to
16 make them. If you don't, we will just recess and wait for your
17 other people to come.

18 Do you know if anyone is coming with a prepared
19 statement or anyone who has anything they want to put on the
20 record?

21 MS. BARNES: I do not know whether it is prepared or
22 not in writing, but it is prepared in their mind.

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1 MR. UDDO: That is okay. That is what I mean.

2 I am going to try to summarize what we did. To be
3 honest, I know I am going to forget some things, and I am going
4 to ask Ms. Bozell to refresh my memory. We do not have a copy
5 of it here, do we?

6 MS. BOZELL: I am afraid we don't.

7 MR. UDDO: Okay. The major component of what we have
8 proposed was a training packet for client board members that
9 would be distributed to each program, with certain expressed
10 instructions -- with certain explicit instructions to the
11 program about how they have to carry out this client board
12 member training.

13 They will have to account to the corporation that the
14 client board member training has actually been conducted.

15 Included in the training -- and there has already been
16 \$50,000 appropriated for purposes of producing a videotape which
17 we hope will be an effective mechanism for introducing client
18 board members to several areas of rights and responsibilities of
19 board members that we think and our client board members, in
20 particular, think would be very useful when someone first comes
21 on to a board.

22 It deals with some practical things like the way board

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1 meetings are operated, how to make a motion, your right to speak
2 up and make a motion.

3 Other areas of the tape will deal with budget and
4 budget matters, the corporation's regulations and what they mean
5 and generally what some of the regulations are, trying to
6 incorporate the kinds of things that over the years we have
7 heard client board members say they would like to know more
8 about.

9 Particularly, new client board members have said that
10 they feel like something like that would be useful.

11 In addition, there will some written material that
12 will go along with the videotape that attempts to condense some
13 of this -- anything I say wrong, correct me.

14 MS. BOZELL: No, that is correct.

15 MR. UDDO: Thirdly, there is going to be a requirement
16 that the project directors, either themselves or through someone
17 that they designate, actually conduct the training session with
18 the board members -- in other words, they cannot just stick the
19 board member with a videotape and not make themselves available
20 to explain or to answer questions that the board member might
21 have.

22 They are going to be responsible for seeing to it that

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1 the training materials are going to be effectively used by the
2 board member.

3 We also suggested, and the board approved, the
4 appointment of a client ombudsman in the corporation. An
5 ombudsman is -- for those of you who are not familiar with it,
6 it is a not a commonly used word -- it has its origins from
7 Sweden.

8 It simply means that someone is going to be appointed
9 to be the client person in the board, the person who looks into
10 problems that clients and client board members bring to this
11 person, tries to investigate when there are problems, tries to
12 follow up and give some response to the person who made the
13 complaint.

14 We felt that over the years client board members and
15 clients felt that they had concerns or problems or complaints,
16 and that if they just brought them on the local level sometimes
17 they were ignored or sometimes they were not satisfactorily
18 investigated or remedied and they did not know who to call in
19 the corporation, or if they tried to call the corporation, the
20 corporation is admittedly bureaucracy and you could get bounced
21 around pretty good and maybe never find someone who would
22 finally way, "I can help with that."

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1 So we felt that it would be useful to clients and
2 client board members to know that there is a person in the
3 corporation who is designated as the client ombudsman, who would
4 be able to take those calls and complaints and try to follow up
5 on them.

6 In addition, the corporation is intending to begin
7 publishing and distributing a newsletter, and that newsletter
8 instead of just going to the project directors -- I believe the
9 board also accepted the recommendation that every board member
10 would get a copy of the newsletter directly so you would not be
11 dependent on someone else distributing it to the client board
12 members.

13 In that newsletter, among other things, will be the
14 name and the telephone number of the client ombudsman, so that
15 every issue of the newsletter will continue to inform the client
16 board member that this is the person in the corporation that you
17 can call if you have some kind of a problem.

18 That is about it. I think that about covers it.
19 Now, we also intend to use the newsletter as a means of
20 communication also.

21 We did not go into it specifically, but I think that
22 it would be understood that some portion of that newsletter

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1 ought to regularly address client board member concerns.

2 If there are changes in regulations or things the
3 client board members ought to be aware of, perhaps -- and,
4 again, I am sort of speaking off the top of my head now -- it
5 would make sense, I think for the client ombudsman to maybe even
6 have a column or a couple of paragraphs in that newsletter every
7 month to continue to communicate with client board members about
8 things that they might be interested in.

9 I think that pretty well covers what we have intended
10 to do. Of course, the other part that was accepted by the board
11 is what brings us here today, and that is a series of meetings
12 in different regions to hear from clients and client board
13 members in the different regions -- meetings without agenda,
14 meetings with sort of open-ended formats so that you can tell us
15 about anything that is on your mind relating to Legal Services.

16 We will try to give due consideration to whatever
17 complaints or concerns you have and bring them to the board, as
18 I say, on a periodic basis.

19 I think that pretty well sums it up. Does anyone have
20 anything? That pretty well reflects what the board did.

21 MS. MILLER: I think it does.

22 MR. UDDO: I did not put it on the record, but I

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I should say that Ms. Miller, Ms. Benavidez and now Ms. Swafford
2 have joined us. We had a quorum from the beginning, but we are
3 now just one shy of the entire membership of the task force, and
4 that is Mr. Valois, who is around but not in the room at the
5 moment.

6 Does anyone have anything that they want to add to
7 that? If anyone has any questions, we would be happy to answer
8 them.

9 As I say, if no one has any questions or comments at
10 this time, we can just recess until your other people get here,
11 and when they do, if they have some comments or if you want to
12 have some other discussion, we can do it then. It is strictly
13 up to you. The purpose of the meeting is to give client board
14 members a chance to communicate with us.

15 MS. BARNES: Thank you. We do appreciate the
16 opportunity. Some clients had problems getting funding to come
17 here. Most of the directors I talked to probably have the
18 telephones cut off again, because I really made a lot of calls
19 talking to project directors around this region, informing them
20 that I thought this was a meeting of high priority.

21 The directors whom I have spoken to have been very
22 cooperative and they have kind of gone out of their way to

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1 stretch their budget to try to get people here, but I feel that
2 somewhere along the line it was not really publicized that this
3 was a time that clients in this region really should be here.

4 I know I have done all that I can do. The project
5 directors in our region whom I have talked with have also told
6 me that they would pass along to other folks in their program
7 and in their area, which they have done. We have the Director
8 of Atlanta Legal Aid here with us.

9 Dennis Rivkin (phonetic) out of Kentucky will be
10 joining us some time this afternoon. He is the Director of
11 Louisville Legal Aid.

12 We just need to pull our communication a little bit
13 closer together.

14 MR. UDDO: I think you are right about one thing.
15 Maureen, correct me if I am wrong. I think we thought that the
16 first newsletter would go out before this meeting, didn't we?

17 MS. MILLER: That is what I was getting ready to ask.

18 MS. BOZELL: That is correct. The newsletter is now
19 scheduled to be printed, I believe, this following coming
20 Monday.

21 MR. UDDO: So when we planned to hold this meeting, I
22 think it was our feeling that the newsletter would get out in

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1 time to be a source of communication.

2 What that may mean is that eventually we may end up
3 coming back to this region if we do not feel that we have had
4 enough publication of the fact that we are going to be here.

5 MS. BARNES: It has been difficult trying to pull
6 people together with no funds. Several of our programs are
7 having monitoring visits and just many things are happening
8 right now, and of course it is short notice.

9 MS. MILLER: Short notice and no notice.

10 MS. BARNES: Right, and no way of getting them here.
11 I daresay that no program of whom I have spoken with the
12 director was really aware that this was a coming together of
13 clients to share input into this package.

14 MS. MILLER: We did understand that the newsletter
15 was --

16 MS. BARNES: When I talked to Steve, he said, "Yes, I
17 heard you were up in Washington." I did not understand, but I
18 do the best I can. You know, this is what we are getting.

19 I would seriously ask that before you go into another
20 region you make sure the communication is very high.

21 MR. UDDO: I agree with you. In fact, I think that if
22 the newsletter is not going to go out before the next time we

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1 probably will not hold one of these meetings, because there is
2 really no point unless we can get the proper amount of
3 communication.

4 We will try to do that. As I say, if we do not have
5 the opportunity today to hear from the people who you think you
6 would like to get here in time for us to hear, we can do a
7 couple of things.

8 We can certainly talk to them informally whenever they
9 do get here if the time for the meeting is ended. If not, we
10 can certainly get back to this region at some time in the
11 future. We are going to have several months of moving around to
12 dry to catch all of the regions, and we can come back here at
13 another time.

14 MS. BARNES: I would like to go out into the lobby and
15 see if anyone else has checked in.

16 MS. SWAFFORD: Excuse me just a minute. I am
17 apologizing for being late, Ms. Barnes, but since I am here I do
18 not want us to adjourn without at least hearing a little bit of
19 what you have to say. Maybe you have already said it, but I
20 came to Atlanta for the very reason --

21 MR. UDDO: What she said was that several of her
22 people are not here yet. The ones that she expects will have

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1 some comment or some input to give us that she has spoken to
2 before in Washington, and she is hoping that these other people
3 are going to get here in time to speak to the task force.

4 I think that that is sort of where we stand. We are
5 waiting for some people who are supposed to be coming. There
6 were communication problems, because the newsletter did not go
7 out and it was, as Ms. Barnes said, difficult to get the word
8 around. There were some funding problems for people, some of
9 whom are coming at their own expense, I take it, and some of
10 whom are getting some help from their programs.

11 I told Ms. Barnes that we will just wait until they
12 get here as best we can and hold off as long as we can.

13 MS. BARNES: Okay. Thank you.

14 MR. UDDO: Do you want to go check and see if they are
15 here.

16 MS. BARNES: Excuse me, Mr. Uddo. Our PAG
17 representative has to catch a plane to go back to the PAG
18 meeting, so maybe if she has any comments we may hear them now.

19 MR. UDDO: We invite her to come up to the microphone.
20 It is Ms. Bethel, is that it?

21 STATEMENT OF MS. MATTIE BETHEL

22 MS. BETHEL: My name is Mattie Bethel and I am from

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1 Miami, Florida. I am the PAG representative for Region VI.

2 I was not at the meeting, but I have some concerns
3 about clients being represented at the upcoming development of
4 the video.

5 How will the clients will be chosen? What region will
6 they come from and what degree of participation will they take
7 in the development of the video?

8 MR. UDDO: The truth is, I think our intention is to
9 do that pretty much as a staff project, because the way we view
10 what is going to go into that video is pretty much concrete
11 information, things like how board meetings are run and the
12 corporation's regulations and what a budget is and how you
13 participate in forming a budget.

14 I have no problem with the suggestion that, at some
15 point before we reach a final product, that be reviewed by
16 certainly our client board members and maybe some others just to
17 see if they feel that it hits the mark and will be helpful to
18 clients.

19 The actual content of it, I think, we are trying to do
20 as a staff project because we are just trying to give pretty
21 much practical information.

22 MS. BARNES: Am I to understand -- most of the clients

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1 and the region know the gist of how a meeting should be run, the
2 budget and these type of things.

3 What we would like to see is some participation in how
4 we can motivate the clients to getting out in that community
5 setting and having a rapport with each other, and how we can get
6 this done. This is the type of thing that I would like to see.

7 MR. UDDO: Let me tell you, we were appointed as a
8 task force and it was at my suggestion. I did not want this
9 task force to get into the question of client training.

10 I think client training is a different question from
11 client board member training. I felt that it would be most
12 productive for us to try to deal with training client board
13 members to be more effective and more informed board members,
14 because our client board members have expressed that concern and
15 other client board members have expressed that concern.

16 The question of training clients -- I have said it
17 before and I will say it again -- is a very difficult question
18 because of the history of the National Client Council and some
19 of the problems that arose with that.

20 There is a kind of persistent concern about client
21 training at this time and whether or not it is something we can
22 get back into or begin to explore.

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1 There are a couple of things that I can say. To the
2 extent that you are talking about education projects for the
3 community, which is part of what grantees are supposed to do, I
4 think that that is always a legitimate proposal for a client
5 board member to make to their local board.

6 Secondly, I believe tomorrow there is going to be some
7 discussion over the possible allocation of some funds for
8 proposals -- as I have seen it referred to, meritorious grant
9 proposals -- that deals with those kinds of questions of how to
10 help clients help themselves.

11 Our former chairman, Mr. Durant, apparently has over a
12 period of time persuaded a number of people that he wants that
13 to be a matter for the board to consider, whether we should put
14 some money toward generating ideas among clients as to how
15 clients can help themselves and avoid the need for lawyers
16 altogether.

17 So I think that tomorrow there is going to be some
18 discussion which is really outside this task force's
19 jurisdiction about that kind of a proposal.

20 Are you familiar with that proposal in the budget? Am
21 I correct about that meritorious grant proposal -- is that what
22 that is about?

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1 MS. BOZELL: That is part of it. I think it is open
2 to that as well as for programs.

3 MR. UDDO: Is that part of a response to our
4 discussion at the last meeting, where Clark continued to --

5 MS. BOZELL: Not necessarily. I think that is all
6 going to be discussed tomorrow.

7 MR. UDDO: Okay. It is somehow going to be brought
8 into the discussion tomorrow, because I know Clark is interested
9 in at least some of that money being directed toward the idea of
10 generating proposals and ideas from clients, principally
11 directed toward self help and helping clients, as I say, avoid
12 the need for lawyers by knowing how to assist themselves in some
13 situations.

14 MS. BETHEL: Is this training and video strictly for
15 the board?

16 MR. UDDO: Board members. That is the only thing that
17 we were charged with discussing and the only thing the task
18 force really did discuss and make recommendations on, not on
19 general client training.

20 MS. MILLER: I just wanted to ask you, do you think it
21 is just, you know, clients in general?

22 MS. BETHEL: Not just clients in general, but I would

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1 like to know what the participation was with the clients.

2 MS. MILLER: Do you have any recommendations? I mean,
3 this is the task force meeting. Tell us now if you have
4 anything in mind.

5 MS. BETHEL: I would like to see clients --

6 MS. MILLER: Just clients?

7 MS. BETHEL: -- clients and client board members
8 participating in the development of this video and the training.

9 MS. MILLER: Okay. Well, feed it to us.

10 MS. BETHEL: That is what I would like to see.

11 MR. UDDO: Let me follow that a little bit. How would
12 you want to see that done?

13 MS. BETHEL: As you hold your meetings in the
14 different regions, get the input of the clients, get the input
15 of the client board members and try to develop a package for
16 them to go by.

17 MR. UDDO: Let me tell you, the problem I see is that
18 we probably will have already met in a couple of regions before
19 the videotape is to the point where it can be presented, so you
20 would necessarily be excluding some regions.

21 For example, if we do not come back to Region VI,
22 Region VI would not participate in giving comment on the

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1 videotape unless we had some other way of doing it, some other
2 mechanism for doing it.

3 I sort of thought that maybe when we had some
4 preliminary ideas about what was going to go into it, maybe in
5 written form, that a script of the videotape could be circulated
6 to representatives of the different regions and let them review
7 the script and see if they thought the script showed pretty
8 thorough coverage of the things that client board members ought
9 to know about.

10 In that way everybody would have a chance to comment
11 on it, not just the regions that are left when we finally get
12 something done.

13 MS. SWAFFORD: Professor Uddo?

14 MR. UDDO: Yes, ma'am?

15 MS. SWAFFORD: May I react to some of the remarks?

16 One of the things Ms. Bethel said was that board
17 members generally know how to conduct meetings.

18 I think we are just not communicating at all because
19 it is my strong conviction that a lot of people, including every
20 member of this board, is not too well versed in really how to
21 conduct a meeting and know generally the Roberts rules of order
22 and are cognizant with the act itself.

1 I am on this board strictly because I believe people
2 who get on the Legal Services board need to be knowledgeable
3 about those kinds of things.

4 I do not think we can ever train the vast world out
5 there of clients, because then we get into what we believe and
6 who thinks what should be done in Legal Services. I just don't
7 think we ever ought to get into that.

8 Now, if Ms. Bethel has strong feelings that board
9 members should be encouraged to advocate for certain things--
10 you know, that is her right as a citizen, but it is not our duty
11 to use Legal Services dollars to do that.

12 I just think we have really apparently not
13 communicated that. Here we are down here in Atlanta to talk
14 about developing this program and I do not believe we have
15 communicated it.

16 I am strictly for board training, but I am not for
17 training people in a way of thought. If I am wrong about that,
18 you correct me.

19 MS. BETHEL: I do not think it is so much training
20 people in a way of thought as it is letting them have
21 participation in the process before you develop the video. This
22 is what I am speaking of.

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1 MR. UDDO: Even if it is limited to client board
2 member training?

3 MS. BETHEL: Even if it is limited, let them have some
4 participation, let them have some say-so.

5 MS. MILLER: I can agree with that.

6 MS. BETHEL: Oftentimes people sit and develop things
7 for people to use and they do not have any input into it, and it
8 is totally irrelevant to what they are doing and what they want
9 to do.

10 MR. UDDO: Let me just say a couple of things about
11 how we got to the point of making that suggestion.

12 First of all, our two client board members have been
13 very involved in the development of this whole project. We had
14 one informal meeting in Washington that I attended. We spent
15 several hours discussing what they had been hearing from client
16 board members and their own experiences, and that formed part of
17 what we were suggesting.

18 Then at the last meeting of this task force in
19 Washington last month we also took comments from people like Ms.
20 Barnes and other people who spoke to get their views of what
21 should go into this kind of a training packet.

22 The proposal, I think, is very much based on trying to

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1 get that kind of an input. In other words, it is not just
2 something that the nonclient board members, the attorney board
3 members, cooked up.

4 It has been through a process of trying to hear what
5 our client board members and other client board members have
6 been telling us they think would be useful.

7 The proposal tries to reflect that. You are at a
8 disadvantage because you have not seen the proposal, but I do
9 see now that it is reproduced in the little brown books in the
10 table back there on pages 19 and 20. You could take a look at
11 it and read over what was actually approved by the board at the
12 last meeting, take a few minutes and then maybe, if you have any
13 other comments after reading the proposal, you may be able to
14 hone in on something specific.

15 Anybody else who is here, if you just want to look at
16 pages 19 and 20 in the board book, you will see what was
17 approved by the board at the last meeting.

18 MS. MILLER: Mr. Uddo, if you remember, Ms. Barnes did
19 speak the next day to the full board to that effect, that one of
20 the key players was missing out of what was going on.

21 She is saying basically here, I think, the same thing.

22 MR. UDDO: You are right. Ms. Barnes did tell us that

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1 she felt that there was a key player missing. I think that
2 these meanings were sort of a reaction to that.

3 In other words, instead of trying to convene a
4 conference, which was one suggestion that was made both by Ms.
5 Miller and Ms. Benavidez and Ms. Barnes -- the idea of a
6 conference where maybe two people from each region would come to
7 Washington to participate -- I think I made the proposal that it
8 seems to me it would make more sense for us to come out into the
9 regions and talk to as many client board members and clients as
10 we could get to a meeting, instead of just trying to pick two
11 from each region.

12 So the point of these meetings is participation of
13 clients. It is an attempt to get out into the field where the
14 clients and the client board members are and hear from them
15 about what they think should go into the training packet or what
16 they think about our proposal and other things. I mean, we are
17 willing to hear about anything that you want to talk about.

18 So I think it is true that Ms. Barnes did recommend
19 participation by clients in this process, but I think our
20 meeting in the various regions was an alternative that was
21 adopted by the board as a way of getting that kind of
22 participation.

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1 MS. BETHEL: I would like to read this over now.

2 MS. MILLER: Can we consider this from different
3 regions that we go to, that they really want to be involved in
4 making it? If we get enough input on that, I am sure we --

5 MR. UDDO: I think that is fine. Maybe what we need
6 to do is -- I do not think we will get anything effectively
7 accomplished until we get an outline of a script or a script,
8 something that will give people a pretty clear picture of what
9 is going to go into the videotape, since that really is going to
10 be the backbone of the training program.

11 Once we have got something like that, then I guess we
12 could send it out in advance of the meeting and tell clients who
13 are going to come to the meeting that this is what we are going
14 to put into the video and what do you think about it.

15 I do not have any problem with that. It is just a
16 question of timing, how long it is going to take to get to the
17 point that we have an outline or a script or something that
18 people can look at and say, "Well, I think you have overlooked
19 something" or whatever.

20 MS. SWAFFORD: You will never get it done if you do
21 that.

22 MR. UDDO: Part of the problem is that we are trying

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1 to get it done within a maximum six month period.

2 MS. MILLER: Isn't this the reason that we are to
3 here, to get their suggestions and ideas?

4 MR. UDDO: That is why I am asking Ms. Bethel to read
5 the proposal in the book and see if you have any additional
6 comments after you read that, because I think it will give you a
7 good deal more information about what it is the board has said
8 should go into this.

9 We have got some more time. We will be around and you
10 can come back.

11 MS. BARNES: I will read this over.

12 MS. BOZELL: Mr. Uddo, if I may just add, I don't know
13 if you remember, but when we spoke of having the task force get
14 together at the next five meetings I thought it was the
15 understanding that the task force would get together to hear the
16 clients, not necessarily about the video and the context,
17 because that had been established already and already voted on,
18 so that is in a way a done thing.

19 We had asked for the clients' comments back then.
20 This was supposed to be above and beyond that.

21 MR. UDDO: Yes. I think you are right. It is a
22 motion and it has been passed by the board.

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1 I guess my only question is, if as we develop it there
2 is some obvious point that maybe we overlooked, something that a
3 number of client board members feel generally they need more
4 help with understanding -- it seems to me we would have a couple
5 of months before we would be to the point where we could not add
6 something.

7 Maybe I am wrong. Maybe the track you are on is going
8 to be too fast to let us do that.

9 MR. VALOIS: Mr. Chairman, are we still scheduled to
10 do something in Miami some time in April?

11 MR. UDDO: Not as far as I know.

12 MR. VALOIS: Okay. We have kicked so many dates
13 around, I have gotten lost on what is on and what is off.

14 Do we have another board meeting scheduled?

15 MS. BOZELL: I believe everything is off until you all
16 decide tomorrow what will be on.

17 MR. VALOIS: That is fine. At one point we had talked
18 about Miami for April 14.

19 MR. UDDO: My understanding was that that has been
20 cancelled or at least put on hold.

21 MR. VALOIS: I just wanted to comment, Mr. Chairman,
22 if I may, on my understanding, which is quite similar to Ms.

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1 Swafford's.

2 I think it is probably helpful that we do not mislead
3 the public or clients about what it is that this task force is
4 trying to accomplish. The thing that I understood Ms. Bethel to
5 say, and I wrote the words down as closely as I could, was how
6 to motivate and go out into the community centers and have
7 rapport with each other.

8 I do not think that is really an object of this
9 particular task force, and we should not entertain people's
10 notions about that. It would simply waste their time, because I
11 do not think this task force is headed in that direction.

12 I share Ms. Swafford's views that we could probably
13 all stand a lot more education on the conduct of a meeting and
14 the purposes of the act and all of that sort of formal stuff,
15 but beyond that I think it is beyond the purview of our mission.

16 MR. UDDO: Were you here when I explained to Ms.
17 Bethel that that was not within the jurisdiction of the task
18 force, that we had explicitly been charged only with client and
19 board member training?

20 MR. VALOIS: I was here.

21 MR. UDDO: Okay. You just wanted to get your two
22 cents' worth?

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1 MR. VALOIS: You got it.

2 MR. UDDO: Okay. Ms. Barnes, I see that some people
3 came in. Are there any of those people who want to address the
4 task force? I would be happy to have them right now.

5 I did mention, Ms. Barnes -- I don't know if you were
6 in here when I did -- the actual motion that was passed by the
7 board at the last meeting is in the board book that is on the
8 table back there, on pages 19 and 20.

9 If anyone wants to read over that they will know
10 exactly what was passed at the last board meeting.

11 MS. SWAFFORD: Excuse me. Is that what we had at the
12 last meeting? Has it been revised? The client board member
13 training budget?

14 MR. UDDO: No, it is not the budget. It is the motion
15 as to what the content is going to be.

16 MS. SWAFFORD: I am talking about the budget of the
17 client board member.

18 MR. UDDO: I do not think we ever really adopted a
19 line item budget. I think there is a figure of \$48,000.

20 MS. BOZELL: It was \$36,000 at the client board
21 meeting but, remember, we were asked to figure in the amount for
22 mailing the package of the text.

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11 MS. SWAFFORD: I noticed there was a difference in the
12 amount.

13 MR. UDDO: That was changed at the board meeting,
14 because overnight we did some figures about what it would cost
15 to actually mail it to each individual board member instead
16 of --

17 MS. SWAFFORD: I remember that.

18 MS. BOZELL: An additional difference is that we had
19 forgotten to write in that the task force would stay in
20 existence over the time it took the text to be written.

21 MS. SWAFFORD: Thank you. That explains the
22 difference in the money, then, doesn't it?

MR. UDDO: Right.

MS. BARNES: Mr. Uddo and fellow board members, we
have joining with us now Ms. Emma Williams of Daytona, Florida,
who serves as the state chairperson of the Florida Clients
Council. She is also a director on the Region VI board.

With her is Mr. Al Taylor. He is with Mr.
Kintsbeuler's (phonetic) program in Jacksonville, Florida. They
will come in however they feel.

MR. UDDO: That is fine. They are welcome to come
address the board. If they want to take a minute or two and

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1 read over that motion in the book so that they can see
2 specifically what it was the board passed, I will be happy to
3 give them the time to do that, because we want to get a cup of
4 coffee anyway and then give you folks a little time to talk and
5 look that over.

6 (A short recess was taken.)

7 MR. UDDO: We are going to reconvene the meeting.

8 Ms. Barnes, who is going to speak to us?

9 Ms. Williams? Have a seat and identify yourself to
10 the reporter. Welcome to the meeting.

11 STATEMENT OF MS. EMMA WILLIAMS

12 MS. WILLIAMS: My name is Emma Williams. I am the
13 chairperson of the Florida Clients Council and I am from Daytona
14 Beach, Florida.

15 I have several questions I would like to ask first. I
16 would like to know if any member on this task force has ever
17 served on a field program board.

18 MR. UDDO: Tom?

19 MR. SMEGAL: Yes, I have.

20 MS. WILLIAMS: How many years, sir?

21 MR. SMEGAL: Over ten.

22 MS. WILLIAMS: Is there anybody else on this board?

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1 MS. SWAFFORD: My daughter is serving now -- would
2 that count?

3 MS. WILLIAMS: No, ma'am.

4 MS. SWAFFORD: Well, I hear about it a lot.

5 MR. UDDO: I don't think there any others on the
6 board, frankly -- not just the task force, but on the board.

7 Did Paul serve?

8 MR. SMEGAL: Paul was actually a staff member for one
9 of the programs.

10 MS. WILLIAMS: My concern is that you could spend
11 \$48,000 on client board training and you don't have the input of
12 the clients in this design team. Having not served on a local
13 field program, it is going to be kind of hard to convey the
14 message and make the training as effective as it can be without
15 client input.

16 MR. UDDO: Can I ask you a question, Ms. Williams?

17 MS. WILLIAMS: Yes.

18 MR. UDDO: What would you add to what you see there in
19 terms of the things that are going to be covered by the training
20 materials? Is there anything in particular?

21 MS. WILLIAMS: The Florida Clients Council did a film
22 like this. I think the corporation has a film --

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1 MS. BOZELL: It is for clients. It is a different
2 sort altogether.

3 MR. UDDO: It is for clients or client board members?

4 MS. WILLIAMS: It is for clients.

5 MR. UDDO: That is different.

6 MS. WILLIAMS: Board members can use it, because we
7 used it for our board to let them see what it was all about.

8 MR. UDDO: Let me ask you a question. Do you use it
9 with board members to show them how to go out and train clients,
10 or do you use it to train board members on how to participate on
11 the board?

12 MS. WILLIAMS: We use it how to train clients, but
13 board members can -- you cannot be an effective board member
14 unless you are working with client local organizations, because
15 you have a responsibility to those clients you serve.

16 MR. UDDO: Let me get back to my question. What would
17 you change on here?

18 MS. WILLIAMS: I would have a design team composed of
19 clients that are on field programs, for one, because they can
20 give you insight that you do not have.

21 MR. UDDO: That is what I am asking you for, though.
22 I am asking you kind of for your substantive insight.

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1 What sort of things would you change in what we are
2 saying we are going to cover? "The package overall should
3 contain information on LSC regulations, parliamentary procedure,
4 committee structure, budgets, audits and responsibilities and
5 rights of local board members."

6 Is there something that you could add to that?

7 MS. WILLIAMS: I could not add anything, but I would
8 have the client input in it to make it effective.

9 You know, you can draw up a package and spend X number
10 of dollars, but that does not make it effective. If you want it
11 effective and you want to get the most out of your money that
12 you are spending, you should have client input into that.

13 MR. UDDO: I understand what you are saying, but it is
14 a little vague to me right now.

15 What we are trying to find out is, are we going in the
16 wrong direction or have we decided to educate people about the
17 wrong thing?

18 MS. WILLIAMS: I would think so, because one of the
19 things is that a local board can give board training, but who is
20 going to train those clients in the field that need the training
21 about legal services for clients? If you do not train the
22 clients in order to be able to participate in different things,

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1 then you haven't achieved anything.

2 MR. UDDO: Give me some examples, because this keeps
3 coming up and every time it comes up we try to explain that we
4 are not getting into client training.

5 Indulge me a few minutes -- I am going to ask the
6 members of the task force to indulge me for a few minutes.

7 I am not sure I understand what it is you train
8 clients to do.

9 MS. WILLIAMS: We do the same type of training and
10 some of this that you are doing. We also do other types of
11 training, how clients can do self help, because there is not
12 enough Legal Service program in order to provide for the poverty
13 community, so clients have to help clients in order to solve
14 some of the legal problems that they have.

15 MR. UDDO: What sort of things do you train them along
16 those lines? Just to give me some idea, because I am not sure
17 exactly what it is that --

18 MS. WILLIAMS: In Florida we have developed a film
19 that we are training clients with about small claims court
20 procedures, simplified divorce so a client can go and get a
21 divorce as long as there is no problem that involves abuse, that
22 they can go to the clerk of the court and fill out the forms

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1 themselves to get their divorce. They won't take that time from
2 the Legal Service program for a client that would really need
3 the service -- we have eliminated part of that in some ways.

4 MR. UDDO: All right. Let me tell you -- you weren't
5 here before when I said this and I am not saying it to try to
6 avoid your concern, but I believe that our former chairman, Mr.
7 Durant, has taken up that particular issue of trying to generate
8 ideas to help clients avoid the need for lawyers.

9 I think tomorrow at least some portion of the
10 discussion about the budget is going to be about whether or not
11 Mr. Durant is going to pursue that particular idea or not.

12 I am not trying to put you off, but I am trying to get
13 us on the track that we are supposed to be on, and that is that
14 the task force is supposed to be concerned about board member
15 training -- how to help client board members be more effective
16 board members through the kinds of things that we have got here.

17 So this task force does not have jurisdiction over
18 client training, but that may be discussed tomorrow.

19 MS. WILLIAMS: Number six -- I have concerns about
20 that. This was not a publicized meeting where you wanted input
21 from clients, but why were client board members notified of this
22 meeting?

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1 MR. UDDO: Let me try to answer that again. First of
2 all, it is publicized according to the law. I know that is not
3 much help, because I don't read the federal register either, and
4 I don't care much what goes in it, but that is where we put it
5 as a matter of law. So it has been publicized. Notices do go
6 out to the programs.

7 Mr. Valois is showing me that the PAG newsletter did
8 carry the text of what is in the board book here in their
9 January 30, 1989 newsletter.

10 The other thing that I have got to tell you, and all I
11 can do is apologize for it. Last month when we made the
12 commitment to do this, we thought that the new corporation
13 newsletter would be published.

14 It was planned to publish the corporation newsletter,
15 which has apparently gotten a little bogged down, but we thought
16 it was going to come out before this meeting. That newsletter
17 is going to be mailed to each individual board member, not just
18 to the projects, but to each individual board member.

19 It was supposed to be publicized in that. So I have
20 already conceded to Ms. Barnes that this meeting was not as well
21 publicized as it could have been, and I am prepared to say that
22 at some time in the future we should be back in Region VI after

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1 we have got the publication network working right.

2 MS. WILLIAMS: But my concern is that you sent it out
3 to the clients, you did not say eligible client board members.
4 They are two different things in saying an eligible client and a
5 client board member. Your wording needs to be changed, anyway.

6 MR. UDDO: We want eligible clients as well as client
7 board members, because our assumption has been that if we hear
8 from client board members and eligible clients we are going to
9 hear client concerns, because what we were told in Washington by
10 Ms. Barnes and others is that we really need to hear from
11 clients, too, to know what their concerns are and we are going
12 to be sort of a sounding board for clients.

13 I think the first five parts of that motion refer to
14 client board members, and then I think the sixth one sort of
15 broadens it and says that we are going to go around and listen
16 to clients, and maybe it should say client board members, but I
17 think the assumption was that, since the whole first part of the
18 motion dealt with client board members, we would also hear from
19 client board members.

20 MS. WILLIAMS: What is the evaluation procedure of
21 this training, so that clients will know that it is being
22 effectively carried out?

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1 MR. UDDO: We have a grant condition, which is on the
2 next page there, page 20, which says that as a condition for the
3 grant of the grantee they have to do certain things to certify
4 to the corporation that the training has been done in accordance
5 with the motion and the regulations of the corporation.

6 We anticipated that there might be a problem with
7 actually getting the training done, so that is going to be a
8 grant condition. In other words, they are not going to get
9 their funds unless they can certify that they have done the
10 training and certify the other information in there.

11 MS. WILLIAMS: I just have one concern, and I guess it
12 is a concern that, having been working with the Legal Service
13 program and the client community for a long time, everybody
14 tends to know what is best for the client without ever having
15 the client input or having the clients design.

16 If the clients were an integrated part of this system,
17 this grant and training thing that you are going to put on, you
18 find out just how much clients know and how much they can help
19 you, because without clients you would not have a Legal Service
20 program.

21 I think that is something that you all need to keep in
22 mind.

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1 MR. UDDO: I would not argue with that. I mean, Legal
2 Services exists for the client. There is no question about
3 that.

4 I think in one sense you are not giving us fair credit
5 here, because that is why we are here today, to hear from
6 clients and client board members.

7 MS. WILLIAMS: I guess my concern is that I would love
8 to see clients from field programs of the community, when you
9 start designing this all, having produced a video and a manual
10 and knowing that without having client input and clients on that
11 design team it would not have been as successful as it was.

12 This is my concern, that there are clients that are on
13 that design team, not just the client board members, but other
14 clients, too.

15 MR. UDDO: Well, you know, I guess my problem with
16 that is the one that I have had all along.

17 I do not know that adding two or three more people to
18 a design team makes that much difference.

19 MS. WILLIAMS: You will find out that it will make a
20 lot of difference.

21 MR. UDDO: I guess you are going to have to tell me
22 what difference it is going to make.

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1 If our client board members and meeting with clients
2 is not going to give us a maximum amount of information about
3 clients --

4 MS. WILLIAMS: They have a certain part of expertise.
5 They do not have expertise like somebody who has been on the
6 board for ten or twelve years. They have been out there in that
7 field, maybe eight or nine years in that field, working with
8 clients. They have got the direct contact with them, where the
9 client board members do not have that daily contact with those
10 people to know the problems that exist.

11 MR. UDDO: I guess again that gets us back to the
12 problem of, are we training clients or are we training client
13 board members?

14 MS. WILLIAMS: They are just giving you their
15 expertise of how to make your program successful. You want to
16 benefit it all the clients, even the board members, you want it
17 to benefit, but unless you have some of that expertise from the
18 client community it is not going to be successful.

19 MR. UDDO: Well, we think we are getting that, and
20 that is the purpose of meeting out here with clients and client
21 board members, because that is our intent, to try to get as much
22 information from clients as we can.

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1 MS. WILLIAMS: What is your reason why you do not want
2 other clients on the task force or the design team?

3 MR. UDDO: It is not so much that we don't want them.
4 It is that the board has been charged with a variety of
5 responsibilities from its inception and we are supposed to
6 discharge that as a board.

7 We have client board members for the purpose of having
8 client-eligible people give input. We have never, to my
9 knowledge, since I have been on the board, ever created a board
10 committee or a board task force that included people other than
11 board members. It is the board's responsibility to do it. We
12 have a staff for support.

13 We have a mechanism for public hearings to get the
14 input of people outside the board and outside the corporation.

15 I guess the answer to it is that it is just our
16 responsibility to do it, and we are trying to find a way to
17 bring in the information so that we can discharge our
18 responsibility. We are going to disagree about that, I
19 think.

20 MS. WILLIAMS: It reminds me of, I guess, a plantation
21 mentality where the people in the big house know what is best
22 for the people in the field -- the field hands.

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1 I would love just seeing this board get away from that
2 type of mentality, that you would think that clients were
3 educated or smart enough to make some of the decisions that
4 control their lives, to give you input that they were able to be
5 on your design team.

6 MR. UDDO: We do not have a design team. The staff is
7 going to put together a technical training video that will
8 include the information that our process has decided will be
9 helpful for the board members to have.

10 I am going to take issue with your analogy to
11 plantation mentality, because I do not think that is a fair
12 characterization. I will not take it personally, because I do
13 not think you meant it personally --

14 MS. WILLIAMS: No, I did not.

15 MR. UDDO: -- but that is what we are here for. You
16 know, we are not here to impose our view of what should be done
17 on clients.

18 We made the commitment to come out and meet with
19 clients, which I think may be unprecedented in the history of
20 the Legal Services Corporation, to actually hold meetings for no
21 purpose other than hearing from clients and client board
22 members. I do not think it has ever happened in the history of

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1 the Legal Services Corporation.

2 So I think that what we are doing is trying to get out
3 and hear from clients, and unfortunately I think more time is
4 being spent on telling us that we are not hearing from clients
5 than clients actually giving us input.

6 So I take issue with the way you characterize that. I
7 think our purpose in coming out here is to hear from clients.

8 MS. WILLIAMS: But you did not publicize --

9 MR. UDDO: I know, and I am apologizing for that.

10 MS. WILLIAMS: Will it be publicized in the other
11 regions, so that you will get the input and you will see that
12 the client board members and the community will be aware --

13 MR. UDDO: The latest information that we have is that
14 the newsletter will start going out on a regular basis in
15 advance of the next meetings, and that will give us the
16 mechanism for being sure that it is in the newsletter.

17 Now, you know, what we can do beyond that I don't
18 know. We will mail the newsletter to every board member. The
19 announcement will be in there, but beyond that we don't have
20 much that we can do to publicize.

21 MS. SWAFFORD: Just a minute. I think we have heard
22 from the clients. We have got Ms. Bethel here, Ms. Barnes here.

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1 We have got the two clients who are board members. We have got
2 Ms. Williams.

3 You know, substantively, tell us what you need to
4 know. Tell us what you want in there that is not in the program
5 here. Do you know all about being a board member?

6 MS. WILLIAMS: Yes, I do.

7 MS. SWAFFORD: So you don't need any training.

8 MS. WILLIAMS: I have had training from the Legal
9 Services Corporation. I can help my other board members be more
10 effective, but if I had not had the training I could not have
11 made them --

12 MS. SWAFFORD: Well, let me ask you this. How long
13 have you been on your local board?

14 MS. WILLIAMS: I have been on my local board eleven-
15 and-a-half years.

16 MS. SWAFFORD: Is there not some requirement for board
17 members -- I mean, you know, I tend to think of the boards
18 turning over.

19 MS. WILLIAMS: The boards do turn over, but the
20 organization that you represent wants to reappoint you they can
21 reappoint you.

22 MS. SWAFFORD: It seems to me like you ought to get

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1 off of that board and let somebody else to be on the board a
2 while -- you know, bring in some new insight to it.

3 MS. WILLIAMS: We do have new insight there.

4 MS. SWAFFORD: Do you think you should stay on the
5 board eleven years? That is just really --

6 MS. WILLIAMS: How long have you been on the board,
7 ma'am?

8 MS. SWAFFORD: I have been on this board four years.

9 MS. WILLIAMS: Okay, and if you are reappointed you
10 will be on there four more, right?

11 MR. UDDO: Well, we are limited to six years, two
12 terms.

13 MS. SWAFFORD: By the same token --

14 MS. WILLIAMS: There is no limitation on the board.
15 If your organization reappoints you then you are reappointed
16 unless you have --

17 MS. SWAFFORD: I thought there was some limitation on
18 the board service.

19 MS. WILLIAMS: That is beside the point. That is not
20 what we are talking about here and that is not what we are here
21 for.

22 MR. UDDO: I want to get it back to the topic of what

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1 we are here for. I would very much like to hear from you, Ms.
2 Williams, and anyone else as to what your concerns are.

3 We will put it on the record that you think more
4 clients should be involved in the design team. That is not
5 likely to happen, because this is really going to be a staff
6 project that will ultimately come through this task force and
7 there will ultimately be something produced out of that.

8 I would like to know what other concerns you have, and
9 I would also like you to address number five in the motion,
10 "corporation designating an individual within the corporation
11 staff to serve as an ombudsman for local client board members,"
12 meaning that there will be a designated person in the
13 corporation with a published number that you can call any time
14 and say, "I have got this problem, I have got that problem, I
15 want to know what can be done about it."

16 MS. WILLIAMS: I have no problems with five.

17 MR. UDDO: Now, five is another attempt to try to give
18 that communication and that input, so I would for you to look at
19 the whole thing, and if there are any other problems, concerns
20 or shortcomings that you see, other than telling me that other
21 people have to be involved in the design team, I would like to
22 know about it.

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1 MS. WILLIAMS: Thank you.

2 MR. UDDO: All right. Mr. Taylor, are you going to
3 talk to us? Mr. Taylor, would you identify yourself for the
4 record, please?

5 STATEMENT OF MR. AL TAYLOR

6 MR. TAYLOR: My name is Al Taylor, from the
7 Jacksonville Area Clients Council. I am a board member of Legal
8 Aid of Jacksonville. I sit as vice chair of the Jacksonville
9 and Florida State Clients Council.

10 I would first like to thank you for the money that you
11 are setting aside for us from your funds. I think we can do a
12 lot with it; however, some of the local programs and state
13 programs in Florida have come up with material that is very
14 useful and very helpful.

15 I myself have put on a program using our film that we
16 developed in the state of Florida. I would like to ask how many
17 of you have reviewed that film here.

18 MR. UDDO: Have we seen it? Yes, I think Ms. Bozell
19 has seen that film and two of the client board members. I have
20 not seen it.

21 MR. TAYLOR: Those from Georgia have not seen that.

22 MR. UDDO: No, because the staff is supposed to be

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1 reviewing what is out there and make proposals to us.

2 MR. TAYLOR: Okay. I think that you should review it
3 yourself, so that you can adequately see just what it is, and
4 there is a manual that goes along with it also and that is very
5 helpful.

6 MR. UDDO: Maureen, would you see to it that I get a
7 copy of both of those things?

8 MR. TAYLOR: I have no problem with the corporation
9 individuals sitting in. I think it will really help open it up.
10 I have a tendency of feeling like the Boston Tea Party -- not
11 the plantation mentality. I think of the Boston Tea Party.

12 MR. VALOIS: Who is the tea and who throws it away?
13 Tell me that before we leave.

14 MR. TAYLOR: I think you all are from Britain.

15 MR. VALOIS: I will take a lot of exception to that.

16 MR. TAYLOR: My problem is, how many of you are there
17 on this task force?

18 MR. UDDO: This is the whole task force. This is it.

19 MR. VALOIS: There are five board members on it and
20 there are staff people who are working on it.

21 MR. TAYLOR: How many are clients?

22 MR. UDDO: Two.

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1 MR. TAYLOR: How long have they been sitting on the
2 board and not out in the field?

3 MR. VALOIS: They are both actually. They have been
4 on the board for four years, but this is not a full-time job and
5 they are also citizens in their own communities.

6 MR. TAYLOR: The board is basically set up to help
7 clients, right?

8 MR. UDDO: Our job on the national level is to see to
9 it that the act is carried out and that the grantees do what
10 they are supposed to do.

11 I mean, this board is not actually charged with the
12 responsibility of working directly with clients, but we have an
13 overall responsibility to see that clients are well served.

14 MR. TAYLOR: So it is still -- you are dictating what
15 you think clients need, basically.

16 MR. UDDO: Let me take exception to that, Mr. Taylor.
17 When we met informally in Washington, I asked both Ms. Benavidez
18 and Ms. Miller to get on the table everything they were hearing
19 from clients and client board members about problems and
20 concerns, and both of these ladies did a very good job, I think,
21 of being very adamant about what they thought were the problems
22 that they heard were concerning client board members.

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1 As the system is supposed to work, they brought the
2 concerns and they did a lot of phone calls and a lot of letters
3 and a lot of information.

4 When we had our meeting in Washington last month, Ms.
5 Barnes was there and there were several other client board
6 members there who spoke to us and told us what was on their
7 mind.

8 You know, I think this proposal is not something that
9 is being imposed on clients. I think that most of what is in
10 here came from clients saying that these are the concerns and
11 the problems that we have.

12 MR. TAYLOR: Are you are aware of the proposal that
13 was sent in by Mrs. Prunty from Region VI?

14 MR. UDDO: I don't know. You would have to show it to
15 me.

16 MS. MILLER: Was that sent out to all the board
17 members?

18 MR. UDDO: I don't recall receiving this.

19 MS. BOZELL: I have copies here.

20 MR. UDDO: Do you have it?

21 MS. MILLER: No, I don't have it. That is why I was
22 asking.

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1 MR. UDDO: Without reading the whole thing, I have to
2 tell you, Mr. Taylor, what I have told everybody else who has
3 come up today.

4 This is primarily a client training proposal. It is
5 not a client board member training proposal. Our task force is
6 only charged with the responsibility of proposing training for
7 client board members.

8 MR. TAYLOR: Okay. Here is what I am saying. We do
9 have the rotating system, where we are rotated off of the board,
10 as you asked earlier. It is in place and there is a time limit.
11 If you are reappointed you can go back. For this reason we
12 think you shouldn't train the entire clients who are coming in,
13 but just the board members themselves.

14 MR. UDDO: Part of our proposal is that the training
15 packet would be made available to every new client board member;
16 in other words, it is not just going to be held once and then
17 somebody comes along the next week and they are going to have to
18 serve a year before it is done again.

19 The intent is that -- that is why it is a videotape.
20 It is in a form that any new client board member can have access
21 to at any time, and they do not have to wait.

22 You might come on in January and there might not be a

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1 training session until March or April or May, and the idea is to
2 have something available for these people so that as soon as
3 they come on board they should be given this training
4 immediately, so that they can use it immediately.

5 MS. SWAFFORD: Let me clarify that. Is this also not
6 training that is aimed at any board member -- I don't mean just
7 a client board member, that is what we are all about.

8 MR. UDDO: Our intention was to make it available to
9 all board members but to require that the projects offered it to
10 the client board members.

11 MS. SWAFFORD: I do know of one particular field
12 program who regularly has board training, and as boards turn
13 over and as new members come on they just have an orientation
14 for board members. It is no different -- the client members are
15 no different than the board members. They all should be for
16 clients.

17 MR. TAYLOR: We do have an objective program. We do
18 have board training for everybody, for all new members.

19 MS. SWAFFORD: Just periodically you have --

20 MR. TAYLOR: No, we have it each year, once a year.

21 MS. SWAFFORD: I think that is good.

22 You know, I think we ought to find out some programs

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1 that are doing a good job and have them come in and tell us what
2 they are doing.

3 MR. TAYLOR: In Jacksonville we have it for all new
4 members, attorneys and clients.

5 MS. MILLER: Ms. Swafford, I think Region VI does do a
6 very good job. This is why they basically are here. This is, I
7 guess, why we started with them, because Mrs. Barnes and I have
8 been to two or three of their meetings and their seminars, and
9 they are very informative.

10 MS. SWAFFORD: Well, now, are they just for the
11 clients or are they for all of the board?

12 MR. TAYLOR: All of the board.

13 MS. SWAFFORD: Do the board members attend these
14 meetings pretty well?

15 MR. TAYLOR: Yes, they do.

16 MS. SWAFFORD: Well, I think that's wonderful.

17 MS. MILLER: They care about their clients.

18 MR. TAYLOR: This is why I thanked you for the grant.

19 MS. MILLER: Mr. Uddo, I would like to know if they
20 come up with something else -- okay, we have established the
21 fact they would not take part in doing the video. If they come
22 up with something else solid that would be feasible for us to

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1 take under consideration and use, is this what you want to hear
2 from them?

3 MR. UDDO: We are open to hear anything from clients
4 and client board members.

5 MS. MILLER: We want to use some of their suggestions.

6 MR. UDDO: Let me just say a couple of things. One is
7 that if it relates to client training it is not going to do any
8 good, because we are not considering direct client training.

9 It may be discussed tomorrow in the context of Mr.
10 Durant's suggestion, but as far as what we are dealing with, we
11 are dealing with client board member training.

12 So this proposal that you gave me really deals with
13 client training, and that is not -- I mean, I will take
14 everything everybody sends us on that, but we are not going to
15 make any proposals out of this task force on client training.

16 MR. TAYLOR: In Florida we have a state board training
17 also.

18 MR. UDDO: We are happy to see that -- if that is the
19 video and the manual.

20 MS. BOZELL: I have not seen that.

21 MR. TAYLOR: Basically, the manual that you have is
22 for client training.

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1 The board members are trained on the film and then
2 they go out and train others. So it is board training oriented
3 to begin with, and then they train others with it.

4 MR. UDDO: We are happy to receive anything and look
5 at anything, because the staff has to finally put together what
6 this thing should be.

7 I am sure they would be willing to receive videos from
8 several other programs -- some good, some not so good -- I think
9 that whatever you can send to Ms. Bozell will be looked at and
10 certainly anything that is workable and usable to carry out the
11 board's proposal I think will be viewed favorably.

12 Would you say that is accurate?

13 MR. TAYLOR: As long as you will review it --

14 MR. UDDO: Ms. Bozell, I think, is a very energetic,
15 capable and competent person and she will do a good job with
16 whatever comes her way.

17 MR. TAYLOR: Thank you.

18 MR. UDDO: Thank you, Mr. Taylor.

19 Is there anyone else who wants to address us this
20 afternoon?

21 MR. MORRIS: Yes, sir.

22 MR. UDDO: Would you just identify yourself for the

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1 court reporter?

2 STATEMENT OF MR. CHARLIE MORRIS, SR.

3 MR. MORRIS: My name is Charlie Morris, Sr. I am from
4 the Memphis Area Legal Services. I am acting chairman for the
5 Clients Council of the State of Tennessee.

6 My concern is both with the client and the client
7 board members. Somewhere along the way communication was broken
8 down, and as I think about an old car -- the motor can be ever
9 so good, but if the transmission is out of whack then the car is
10 not going to run.

11 You all are the motor and we are the transmission.
12 Without us, without the clients, it is just money going down the
13 drain.

14 One thing that concerns me is that we asked for money
15 four years ago for client board training and we are just getting
16 it. We are just getting a little drop out of the bucket.

17 At the same time when we asked for this money, we were
18 very much disappointed in the way we were treated in the board
19 meeting as U.S. citizens.

20 We are U.S. citizens, either natural born or we were
21 forced to come here against our will. At the time when we asked
22 for this \$50,000 for board training, at that same meeting

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1 \$200,000 was committed to be given to migrant workers who were
2 not even citizens.

3 Sometimes I think that we should look at the source
4 from which this money comes. We have worked hard to make this a
5 great America, as it is, as slaves, as laborers, and when you
6 look to the final analysis of it we are the greatest taxpayers
7 there are, because when you come to the manufacturers, they make
8 a profit after expenses or from the labor or materials that they
9 sell. We pay the taxes on it for them.

10 When you come down to the final analysis, they don't
11 really pay the taxes -- the poor people and the minorities pay
12 the taxes. I want to know why is it so hard for us as
13 minorities to get some of the things that we ask for.

14 Number two, we have tried through the various Legal
15 Service Corporation in the State of Tennessee to just have a
16 meeting where the clients can be trained and let them know what
17 they can use Legal Services for, but we have not been able to do
18 it because we do not have the money.

19 Just across Tennessee -- you are talking about maybe
20 450 miles one way or the other in the state -- would not be too
21 expensive, but we need to come together so we know just what we
22 are committed to get from Legal Services aid in that state.

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1 Question number three, what are we allowed to give--
2 what crimes, or what cases, are we allowed to offer the clients
3 or help the clients with -- such as, I know, divorces. There
4 are some minor cases that go beyond divorces, and I know of
5 people who have tried to get help and they turn them down
6 because we don't do this.

7 This is one important question that I would like to
8 know -- what is the Legal Service Corporation able to give help
9 in as far as cases are concerned? I would like to get an answer
10 on that.

11 MR. UDDO: The answer to it is that the local programs
12 are supposed to establish priorities for what kinds of cases
13 that service area needs and what the demand is, and to create a
14 system of priorities as to which cases they are going to take.

15 I cannot tell you -- every local program sets its
16 priorities reflecting what the demand is and what the clients
17 want. That is something that really needs to be examined.

18 If you think you are in an area where the local
19 program is not really responding to the needs of the community,
20 then I think there are appropriate people in the corporation and
21 you have got to bring it to their attention -- to the monitoring
22 division of the corporation -- and tell them, and soon I think

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1 you are going to be able to do it through this ombudsman that is
2 going to be appointed, and tell them that your perception is
3 that the local program is not responding to the needs in your
4 community.

5 I think that is one of the important reasons why there
6 are client members on the local boards, to tell the corporation
7 that the local community is not being served the way they are
8 supposed to be served.

9 So the answer to your question is that we do not
10 establish that in Washington.

11 MR. MORRIS: This is what I have been trying to find
12 out.

13 MR. UDDO: It is supposed to be established by the
14 local program in terms of what the needs of that community are.

15 MR. MORRIS: Now, on the boards, my guess is that
16 across the country it is the same way on the local boards.

17 MR. UDDO: That is right.

18 MR. MORRIS: There are many legal minds on those
19 boards and the client members do not understand some of the
20 legal terms and some of the legal language that is used in the
21 board. Lots of things are passed up and get away without the
22 client board knowing it.

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1 MR. UDDO: That is one of the main reasons why this
2 motion was proposed and passed by the board, because that was a
3 consistent concern and complaint that we heard from our client
4 board members and from the people that they talked to, is that
5 client board members did not feel that they could go into a
6 board meeting right off the bat and know what they needed to
7 know to speak up, participate and protect their rights and
8 exercise their responsibilities.

9 So that is one of the main things that we are trying
10 to solve here.

11 MR. MORRIS: In some cases, these legal minds take
12 advantage of those minds that seem to not know.

13 Question number two was, why is it that we are getting
14 the crumbs from the table and migrant workers and others come in
15 and get so much of the legal funds and we are either left out or
16 put at the bottom of the totem pole?

17 MR. UDDO: That is a tough question. I guess there
18 would be people who might argue with you as to whether or not
19 that is really true with respect to the way money is being
20 allocated, but I understand what you are saying.

21 There is a separate migrant program in addition to the
22 basic field programs. I do not know how to answer that, other

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1 than that there has been historically, or at least for some
2 period of time, a separate migrant program and it has been
3 funded and it does work exclusively with migrant workers.

4 MR. MORRIS: I am not saying what I think or believe.
5 I was in the meeting when this \$200,000 was granted and there
6 was some fellow who was speaking for the migrants from Florida.
7 For some reason or another they turned us down and said, "We'll
8 talk to you all in the meeting in New Orleans."

9 MR. UDDO: Let me tell you what I think the answer to
10 that is.

11 Money for training is generally money harder to get
12 than money for delivery of legal services. That just seems to
13 me, in my experience on the board, to be sort of the nature of
14 the problem.

15 If you are asking for money for delivery of legal
16 services you have got a better shot than if you are talking
17 about training. Now, I am not saying that that necessarily
18 makes sense, but I am saying that that may be one explanation.

19 MR. MORRIS: What I am hearing is that the system
20 prefers to keep us ignorant and spend more money for cheap labor
21 to come into the country than to educate us to the extent where
22 we can better support ourselves and move up from where we would

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1 have to depend on Legal Services.

2 MR. UDDO: I don't want the record to reflect that
3 that is what this board thinks, because it is not.

4 MR. MORRIS: I am not accusing anybody --

5 MR. UDDO: I understand what you are saying. My
6 answer to it is no, that is not what the corporation thinks.

7 MR. MORRIS: I did not say the corporation. I said
8 the system.

9 MR. UDDO: Well, that may be, I can't --

10 MR. MORRIS: We are a part of the system just as much
11 as you are, but it sounds like -- okay, we have got to have some
12 tools in the system that we can use when we get ready. In my
13 knowledge of what is happening around the country, more money is
14 being spent through these corporations for administration than
15 it is really to help the poor.

16 MR. UDDO: Well, that may be one of the things that we
17 need to hear more about as we have these meetings, as to whether
18 or not Legal Service money is being well spent or not.

19 I appreciate your comments today and certainly invite,
20 as we move around the country, other people to tell us if they
21 think or their experiences would reflect that the limited
22 resources of the Legal Services Corporation are not being well

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1 spent. That is one of the reasons we want to hear from clients.

2 MR. MORRIS: One other suggestion I thought of. I
3 would like to see if it is any way possible in this videotape
4 that you would have more client input than just administration
5 input, because if you are poor and you live in the ghetto you
6 know more about what is happening in the ghetto than someone who
7 is living out there in the rich community.

8 MR. UDDO: I understand what you are saying, but the
9 videotape is primarily -- is exclusively concerned with training
10 client board members, and what we need to know, what we think we
11 know, is exactly what you said a little while ago.

12 What do you tell somebody when they are coming on the
13 board to make them a more effective participant on the board so
14 that those legal minds you are talking about cannot make them
15 feel intimidated, or cannot make them feel that they are not an
16 equal participant on the board.

17 That is what the videotape is about, so that the day
18 you come on the board you can see that thing, you can read, you
19 can ask questions, and by the time you go to the first board
20 meeting you know what your rights and responsibilities are and
21 you know how the meeting runs and you know how to participate in
22 it.

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1 That videotape is not going to do anything to reflect
2 every concern of every poor person in the country. It is not
3 intended to.

4 MR. MORRIS: Who will do the training?

5 MR. UDDO: We have a grant condition that says that
6 the project director or someone he or she designates is
7 responsible for seeing to it that that training is done at least
8 on an annual basis, and that is a grant condition.

9 MR. MORRIS: Does it have to be someone that is
10 connected with the Legal Service Corporation?

11 MR. UDDO: No, it has to be someone connected with the
12 local program.

13 MR. MORRIS: That is what I mean, with the local
14 program.

15 MR. UDDO: Yes. That is the only way that we could
16 exercise any control over it, is to assure that we make them
17 responsible for it.

18 MR. MORRIS: Who would we report to if there was
19 someone that was showing the video but still was not going into
20 the explanation that would --

21 MR. UDDO: We anticipated that, largely because of
22 what our client board members told us and the client board

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1 members from the field told them. That is why we recommended
2 the ombudsman.

3 The person in the corporation who is going to be
4 identified as the client board member ombudsman will have a
5 phone number published. That is the person you are going to
6 call and you are going to say, "my board is not doing the
7 training" or "my board is not giving the board members adequate
8 or fair training" or "my board does not listen to client board
9 members."

10 You are going to have the name and number of a person
11 in the corporation to call, and that person is going to have the
12 responsibility for trying to solve your problem and follow it up
13 with you. That is something else that has never happened, as
14 far as I know, in the history of the Legal Services Corporation.

15 MR. MORRIS: One of the reasons for that is that
16 communication slowed down several years ago and nobody knew who
17 to contact.

18 MR. UDDO: We are trying to overcome that. We are way
19 over time, so I am going to have to ask you, if you have a
20 question, to ask it after the meeting.

21 MS. SWAFFORD: Let me just say this quickly. Let us
22 just try. See, we are just here fussing about what we are

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1 doing.

2 Why don't you just try. If you don't like it once it
3 gets going, why then -- you know, this might turn out to be
4 pretty good.

5 MR. MORRIS: This is what we are trying to do, but why
6 does it take so many years to get started?

7 MR. MORRIS: That phone number will be of no cost to
8 you, we have made sure of that.

9 MR. UDDO: The phone number will be a number where it
10 will be noted that you call it collect.

11 MR. MORRIS: Okay. Thank you.

12 MR. UDDO: Thank you very much, Mr. Morris. I want to
13 thank everyone who took the time to come here today and to share
14 their thoughts and comments with us.

15 I apologize that the publication of the meeting did
16 not get as widespread as I had hoped it would. We are going to
17 remedy that in the future.

18 Certainly anyone that you know that has other comments
19 that they want to relate to us, they can feel free to send them
20 on to Ms. Bozell and they will get to us, I assure you.

21 Thank you very much. We are overtime, so --

22 MR. MORRIS: Could we have Ms. Bozell's address?

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1 MR. UDDO: Would you please supply them with that? We
2 have to get out of the way for the next meeting, so this meeting
3 is adjourned. Thank you.

4 (Whereupon, at 2:56 p.m., the meeting was adjourned.)

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