



# SHINING THE LIGHT ON EQUALITY & JUSTICE

2007 ANNUAL REPORT



## MESSAGE FROM THE PRESIDENT

2007 ANNUAL REPORT

It is my pleasure to present the 2007 National Legal Aid & Defender Association (NLADA) Annual Report on behalf of NLADA's board of directors and staff. Each year, the annual report emphasizes NLADA's accomplishments in making equal justice a reality for all Americans.

Throughout 2007, America grappled with a faltering economy, prohibitively high gas prices and a devastating mortgage crisis that left thousands across the country teetering on the brink of homelessness.

To combat these challenging times, NLADA worked closely with congressional allies, resulting in the House Financial Services Committee including \$35 million for civil legal assistance for homeowners and renters faced with losing their homes in foreclosure.

NLADA also convened legal aid leaders from across the country to develop an effective strategy for implementing policies calling for a right to counsel in matters of basic human necessity.

Also as a result of work done in 2007, the Nevada Supreme Court issued a sweeping order in early 2008 that mandated widespread reform of the state's indigent defense services. NLADA staffed the Supreme Court Task Force, and recruited and coordinated the participation of our National Indigent Defense Collaboration partners. The Supreme Court of Nevada officially recognized NLADA's David Carroll, stating that his input "will aid the Supreme Court in future decisions" and his contributions "will endure for years to come."

NLADA's American Council of Chief Defenders (ACCD) brought chief defenders from across the country to its National Caseload Reform Summit in the summer of 2007. At the conclusion of the Summit, the chiefs issued a resolution and statement to assist policymakers in setting caseload and workload standards for public defense systems. These standards set the foundation for quality defense by assuring that public defenders have adequate time to prepare

their cases and clients' access to justice is not limited by overburdened workloads.

On June 11, 2007, more than 400 people from the corporate and private bar community gathered in Washington, DC to salute Roderick Palmore, formerly of Sara Lee Corporation, as NLADA's Exemplar Award honoree, recognizing his extraordinary contributions to pro bono and diversity within the corporate legal world. Also on June 11th, NLADA presented 56 law firms from across the country with the Beacon of Justice Award for their pro bono assistance to detainees at Guantanamo Bay.

To better equip the equal justice community with critical tools for improving their job performance, NLADA provided more than 2,800 equal justice advocates with innovative training designed specifically for civil legal aid and public defense attorneys. At NLADA's 2007 Annual Conference, *Leading the Way Toward Justice & Equality*, (November 7 - 10) in Tucson, AZ, more than 800 legal aid attorneys, public defenders and equal justice advocates gathered to share their expertise in tackling critical issues that face the low-income community.

These accomplishments, as well as the achievements in the pages that follow, could not have been possible without the support of our partners — NLADA members, advocates and donors.

We thank you for your commitment to NLADA's mission. With your support we will continue to make measurable progress toward justice for all.



Jo-Ann Wallace  
President & CEO

*Jo-Ann Wallace*  
President and CEO

## CIVIL LEGAL SERVICES

NLADA's civil legal aid members play crucial roles in the lives of men and women facing a wide range of issues, including unfair evictions, homelessness, domestic violence, children who are abused and many others. Increasingly, these issues, as well as health care, access to education, predatory lending, natural disasters, Native American rights and life-threatening working and living conditions for farmworkers, are addressed by



civil legal aid attorneys who, while often challenged by inadequate resources, work hard to provide fair and equal access to justice for their clients.

While NLADA strives hard to secure such resources, the need still far outweighs the capacity, leaving our members without adequate support and their clients with a less than fair shot at

equal justice. However, in the face of such challenges, NLADA's Civil Legal Services experienced a number of successes in 2007.

Following are the highlights from 2007:

### Working to preserve, expand and protect funding for legal aid

NLADA made steadfast efforts to secure an increase in federal funding for the annual appropriation of the Legal Services Corporation (LSC) for fiscal year 2008. While Congress fervently supported this increase, the Administration stalled these efforts by including a meager one-half of one percent increase, leaving the funding level for FY 2008 at \$350 million.

Additionally, NLADA, along with its counsel from the Center for Law and Social Policy (CLASP), was actively engaged in advocacy before LSC around a wide array of regulatory issues. During 2007, NLADA took an active role in regard to Legal Services Corporation rulemaking. We followed up on our 2006 comments and remarks by Jo-Ann Wallace to the LSC board regarding revisions to Part 1621, the regulation on the Client Grievance Procedure. We submitted comments on LSC's Regulatory Agenda for 2007 and we worked in opposition to the LSC staff's proposal to develop a rulemaking regarding "lesser sanctions." We worked in support of a successful petition for rulemaking

to permit citizens of Micronesia to receive legal assistance from LSC-funded programs. In addition, we worked closely with LSC staff in an effort to completely revise the LSC grant assurances for 2008 grant awards.

In an effort to assist legal aid attorneys in pursuing careers in public interest law, NLADA continued to strongly advocate for the creation of loan repayment assistance programs for civil legal aid attorneys at the state, federal, law school and employer levels. NLADA published "It's the Salaries, Stupid! . . . And Much More: The Developing National Crisis in the Delivery of Legal Aid." This report analyzed the results of a survey conducted in the fall of 2006 of civil legal aid attorneys 35 years old and younger, and made recommendations to address the growing crisis in the recruitment and retention of attorneys in civil legal aid practice. NLADA will offer a "wiki" to continue our efforts to address issues of recruitment and retention, with a "toolkit" for sharing examples and best practices.

In addition to these efforts, NLADA lobbied Congress to pass significant loan forgiveness legislation helping indigent defense and civil legal aid attorneys cope with staggering law school debt. The Congress eventually passed and the president signed (2008) the Higher Education Opportunity Act that includes loan repayment assistance for civil legal aid attorneys. NLADA also worked to educate the Congress regarding the need to repeal the restrictions on advocacy and representation of certain groups of people placed upon the state, local and private funds held by LSC grantees.

### Technical assistance and support

In 2007, NLADA continued to distribute *Advocacy Funding Fact\$*, an e-mail newsletter which identifies sources of federal funding and private foundation grants for legal services providers and equal justice advocates.

NLADA also worked actively to promote the concept of a defined right to counsel, or "civil *Gideon*", in certain cases where compelling legal interests and basic human rights are at stake.

### Nurturing collaboration among stakeholders

In 2007, the Access to Justice Support Project convened the sixth national meeting of State Access to Justice Chairs, which brought together more than 100 leaders from 40 states and the District of Columbia, to share their successes and learn from one another's experiences. A collaboration between NLADA, the American Bar Association's Standing Committee on Legal Aid and Indigent Defendants, and the Access to Justice Support Project (formerly known as SPAN, the State Planning Assistance Network) provides support and coordination for state-level partnerships dedicated to improving civil legal assistance and expanding access to justice for low-income people.

NLADA actively engaged in advocacy around the American Bar Association's bar exam passage rate standard, Interpretation 301-6. The NLADA Civil Policy Group's Leadership and Diversity Committee led efforts to recommend that NLADA President and CEO Jo-Ann Wallace sign a letter objecting to the ABA's earlier draft of Interpretation 301-6, which might have had unintended consequences of depressing minority admissions to American law schools.

The ABA House of Delegates approved the revamped criteria.

### The Equal Justice Leadership Initiative

The Emerging Leadership 2007 Conference, *Exemplary Leadership for Equal Justice*, proved to be a sold out success. NLADA's Equal Justice Leadership Initiative expanded its competency-based curriculum with the introduction of Emerging Leadership. The conference, held from July 15-18 in San Jose, California, brought together more than 65 seasoned and emerging leaders to learn critical leadership skills, behaviors and attitudes. Attendees included staff attorneys, executive directors, litigation and advocacy directors, pro bono coordinators, managing attorneys, and members of boards of directors, including client board members. Workshop topics included: What is Leadership for Equal Justice?; The Intersection of Trust, Courage, and Leadership in the Fight for Justice?; Leadership: A Lifelong Journey of Self-Discovery and Partnership; The Values of Our Community & Values-Based Leadership; The Route to Excellence: Leading Across Difference; Leading & Managing Up and Down Your Organization's Hierarchy; and Coaching, Mentoring & Whole Person Leadership.

Participants completed the online Leadership Practices Inventory (LPI) prior to attending the conference. The LPI measures the frequency in which individuals engage in five leadership behaviors: Model the Way, Inspire a Shared Vision, Challenge the Process, Enable Others to Act and Encourage the Heart. This 360-degree feedback instrument allowed participants to receive feedback from their managers, direct reports, co-workers, community partners and other colleagues in the form of a feedback report. Participants learned about the behaviors and instrument. They also went through a series of interactive exercises to understand the differences between their self assessment and the feedback from others. Each participant developed an individual leadership development action plan, and participants continued their learning through a year-long process that included revisiting the LPI every six months.



NLADA members and staff enjoy social activities at the 2007 Annual Conference in Tucson, AZ.



NLADA training event attendees in roundtable discussions.

## DEFENDER LEGAL SERVICES



Without public defense attorneys, the right to be represented in court would be the exclusive privilege of the rich. As the cost of justice increases and cases become ever more complex, public defense attorneys ensure that wealth is not a prerequisite for justice. NLADA's Defender Legal Services team provides skills and leadership trainings, technical assistance, advocacy, research, and program evaluations. We are proud to support our nation's public defense leaders, trial and appellate attorneys for children and adults, sentencing advocates and mitigation specialists, and investigators in the ongoing battle to secure justice for all.

### Advocacy Initiatives

NLADA supports a wide range of initiatives that bolster the right to counsel and help public defenders provide their clients with the best representation possible. Advocacy efforts include increasing public awareness of public defense through strategic communications campaigns, supporting federal and state legislation, and filing amicus curiae briefs in state and federal courts.

#### Following are highlights from 2007:

- ▲ NLADA staff, along with members of the American Council of Chief Defenders (ACCD), a section of NLADA, worked with staff on Capitol Hill and with national advocacy partners, including the American Bar Association, the National Association of Criminal Defense Lawyers, the National Juvenile Defender Center and the National District Attorneys Association, to support the John R. Justice Prosecutors and Defenders Incentive Act, a bill that creates a federal loan repayment assistance program for public defenders. The bill was passed and signed into law in 2008.
- ▲ Following its summer conference, the ACCD issued a policy resolution and statement to assist policymakers in setting caseload and workload standards for public defense systems. The resolution and report supports the use of the 1973 National Advisory Commission on Criminal Justice Standards' numerical caseload limits, and also provides guidance on factors that influence attorney workloads and that might require deviation from those standards.



- ▲ NLADA, along with the Brennan Center for Justice and the NAACP Legal Defense Fund, filed an amicus brief in *Rothgery v. Gillespie County, Texas*. Consistent with the arguments in NLADA's brief, the U.S. Supreme Court held that the Sixth Amendment right to counsel attaches at a criminal defendant's initial appearance before a magistrate judge, where he learns the charge against him and his liberty is subject to restriction. The decision by the U.S. Supreme Court was made in March 2008.

### Technical Assistance, Research and Evaluations

NLADA's technical assistance, research and evaluation initiative is one of the most empowering tools provided to defenders. NLADA assists whole states and counties by conducting comprehensive evaluations of entire indigent defense systems to identify specific systemic strengths and weaknesses. NLADA also assists in devising strategies for improving those systems consistent with national standards.

- ▲ **Nevada.** Based on a series of articles by the *Las Vegas Review-Journal* during the spring, the Nevada Supreme Court formed an Indigent Defense Task Force and invited NLADA to participate as an ex officio member. At the first meeting, Chief Justice Maupin stated that the mission of the Task Force was not to decide whether to implement the *ABA Ten Principles of Public Defense Delivery System*, but rather how best to do so. Indeed, three subcommittees were formed on independence, caseloads, and rural issues, with NLADA participating on all three. Based on work throughout 2007, and in a huge victory for

clients of public defense services, the Nevada Supreme Court issued a sweeping order on January 4, 2008 that mandates attorney performance standards; independence from the judiciary regarding appointment of counsel, experts, and investigators; and uniform standards for determining indigency.

- ▲ **Michigan.** NLADA partnered with the Brennan Center on a three-year grant by Atlantic Philanthropies to study indigent defense services in Michigan. Upon learning of the grant, both chambers of the Michigan Legislature sanctioned NLADA's work through a concurrent resolution (SCR 39), requesting that NLADA report back to the legislature "on the number and types of cases and the costs resulting from court-appointed attorneys for indigent criminal cases in Michigan." In 2007, NLADA conducted the research and data collection phase of the project and began coordinating with the State Bar of Michigan for a broad release of the final report in 2008.
- ▲ **New York.** In 2007, NLADA completed site visits in seven upstate counties, as part of a larger ten-county evaluation conducted on behalf of the New York State Defenders Association, and at an October press conference in Albany released a report entitled, "Justice Impaired: The Impact of the State of New York's Failure to Effectively Implement the Right to Counsel." Rather than add to the already voluminous materials detailing how the state fails to safeguard the right to counsel, this report examines the impact of the failure on New York's people of insufficient means in one rural jurisdiction — Franklin County.
- ▲ **Ohio.** An NLADA site team completed its work on an evaluation of the Hamilton County, OH (Cincinnati) indigent defense system. As right to counsel services in the entire state are county-based, NLADA hopes that our assessment will provide a catalyst not only for change in Hamilton County, but also for state-wide reform.

### The National Defender Leadership Institute

National Defender Leadership Institute (NDLI), developed by NLADA in 2001, trains established and emerging leaders to expand public defense resources by effectively communicating with legislators, the media and the public, establishing coalitions and strategically planning for the future. By training and supporting the ability of leaders to network, NDLI has a direct effect on the momentum and longevity of reform efforts across the country.

#### In 2007, NDLI

- ▲ Sponsored the national Impact Leadership Conference: "Strategy and Messaging in the Key of 'D' (D is for Defender!)" in New Orleans, LA. The conference was attended by trainees representing 31 organizations, with demand to attend being so great that NDLI added a trainer to the faculty to accommodate additional attendees. The three-day conference followed the "bring your own leadership challenge" model, which allowed attendees, in the words of one participant, to "really dig into [their challenge] meaningfully and come back with practical accomplishment[s] to get the job done."

- ▲ Launched the NDLI Web site, an online portal for collaboration and dissemination of information around leadership initiatives in the public defense community. The site includes primary sections for learning, development, and networking, with subsections for best practices, community lawyering, leadership assessment tools, innovations in the field, case studies, and other areas to evolve as the needs of the community evolve. The Web site is certain to be an invaluable resource for defense leaders of all levels of experience and will be an important tool to support NDLI's leadership training conferences.

### The Defending Immigrants Partnership

The Defending Immigrants Partnership (DIP) is a collaborative effort of NLADA, the Immigrant Legal Resource Center, the New York State Defender Association Immigrant Defense Project and the National Immigration Project of the National Lawyers Guild. DIP is dedicated to providing public defense attorneys with the tools and training they require to competently represent the non-citizen, indigent accused.

In 2007, DIP sponsored its third national training on the immigration consequences of state criminal convictions. The training, held in Las Vegas, Nevada, included a new advanced track for participants versed in representing non-citizens. Generous funding from the Open Society Institute allowed the Partnership to provide the training without a registration fee and to offer travel stipends to many participants who otherwise would not have been able to attend.

### National Alliance of Sentencing Advocates & Mitigation Specialists (NASAMS)



NASAMS is dedicated to the promotion of fair, humane, and equitable sentencing and

confinement decisions for all people in America. NASAMS is designed to advance the field of sentencing advocacy by fostering the professional development of its members and upholding the ethical standards of practice of the organization.

NASAMS held its 2007 Specialized Skills Training on August 8-10 in Chicago, IL. The first day of training offered NASAMS' highly acclaimed introductory Death Penalty Mitigation Institute and a newly developed Advanced Sentencing Practice Program. During the next two days, NASAMS partnered with SEAK, Inc., one of the nation's finest providers of continuing education and professional training, to offer training in report writing and testifying.



## TRAINING AND COMMUNITY EDUCATION

NLADA's nationally acclaimed educational training programs and conferences bring together thousands of civil legal aid and indigent defense professionals each year. Our training agenda promotes excellence in the provision of legal services to low-income individuals and communities in America. NLADA events provide attorneys, paralegals, social workers and clients the opportunity to network and exchange ideas with colleagues from across the country while fulfilling Continuing Legal Education (CLE) requirements. In 2007, NLADA conducted ten national training and learning events.

### FOR BOTH PUBLIC DEFENDERS AND CIVIL LEGAL AID ATTORNEYS, NLADA OFFERED:



2007 Annual Conference Opening Ceremony, Tucson, AZ.

### 2007 NLADA Annual Conference

The culmination of NLADA's training agenda is the Annual Conference, the nation's leading summit and training conference for the equal justice community. This conference provides a wide-array of fora rich in opportunities to acquire new skills and information, try out new ideas, share "best practices" and expand professional relationships.

NLADA selected *Leading the Way Toward Justice and Equality* as its theme. More than 800 advocates gathered in Tucson, AZ, November 7-10, to develop effective strategies for achieving justice for low-income communities in America.

Dr. Peterson Zah, advisor to the president of Arizona State University on American Indian

Affairs, inspired the audience in his keynote address at the Opening Session. "We talked about how we should motivate our own children on the Navajo reservation. So we started going into the schools motivating those students. We started by finding and developing scholarships and recruiting the brightest students to go on to law school. Today, 30 years later we have 130 Navajo lawyers," Zah said. "It's the work of those young people that make the program even stronger. At this stage we are advocating for ourselves. We are doing it ourselves."

Five champions of equal justice earned praise from their peers and friends at the Annual Conference Awards Luncheon on November 9. The awards presented were the Charles Dorsey Award, the Clara Shortridge Foltz Award, the Reginald Heber Smith Award and two for the Mary Ellen Hamilton Award. More information on the awards and the award winners can be found on pages 13-15.

### Train the Trainers

Train the Trainers, November 6-7, Tucson, AZ, provided in-depth instruction on adult learning techniques. During this intensive, two-day program, experienced trainers who were looking to expand their understanding of adult training methods, along with new training directors and representatives of regional and state-based trainers, gathered to refine their training skills and learn from other trainers. NLADA co-sponsored this event with the Practising Law Institute.

### FOR CIVIL LEGAL AID ATTORNEYS, NLADA OFFERED:

#### Equal Justice Conference

The 2007 Equal Justice Conference, March 22-24, Denver, CO, sponsored by NLADA and the ABA Standing Committee on Pro Bono and Public Service, celebrated the theme *Justice in a Changing, Diverse World: Preserving the Rule of Law Through Inclusive, High Quality Legal Services to the Disadvantaged*. The conference focused on the ongoing collaboration between pro bono and legal services and explored additional partnerships that must be created, resources that must be tapped, and new issues facing clients.

The highlight of the conference was the opening keynote address by Maria Echaveste from the University of California, Berkley School of Law. The conference concluded with inspirational words from Paul Loeb, author of *Soul of a Citizen: Living With Conviction in a Cynical Time*.

#### Emerging Leadership

The Emerging Leadership Conference, July 15-18, San Jose, CA, an offering of the Equal Justice Leadership Initiative, was held immediately prior to the Substantive Law Conference. This offering, a parallel to NLADA's National Defender Leadership Institute's New Leadership

Conference, sold out with 71 participants and faculty attending. Recognizing that leading change is one of the greatest challenges civil legal aid leaders face, newer advocates, executive directors and client board members came together to learn about leadership, self-awareness and community. Participants expressed their tremendous appreciation for the transformative nature of this training experience well after the conference ended.

#### Substantive Law Conference

The Substantive Law Conference, July 18-21, San Jose, CA, is the nation's most comprehensive training for attorneys working with low-income communities. The conference continued the redesigned format of the 2006 event, targeting practitioners with five or fewer years of experience, those who are changing specialties and those seeking a refresher on the fundamentals. The updated session format continued to prove popular for the more than 300 participants and faculty. Sessions across the board were very well received. One of the highlights was a series of sessions on race equity that included a number of prestigious presenters from outside the legal aid community.



2007 NLADA training event attendees.

## FOR PUBLIC DEFENDERS, NLADA OFFERED:

### Appellate Defender Training

NLADA's Appellate Defender Training, January 18 - 21, Chicago, IL, was an intensive learning experience designed specifically for public defenders and private attorneys who represent indigent defendants in criminal appeals. The conference was designed around small-group workshops, in which participants worked on their own real cases with experienced criminal defense practitioners and instructors. Participants thoroughly analyzed the facts of their cases, developed a persuasive story line to support that theory and began to effectively prepare a written brief and oral argument on their case.

Appellate Defender Training is the only appellate defender conference in the nation where participants work on actual cases.



2007 NLADA training event attendees.

### Life in the Balance

NLADA's 2007 Life in the Balance Conference, March 10-13, Dallas, TX, the premier death penalty training in the country, brought together mitigation specialists, defense investigators and capital defense attorneys from around the nation to improve their skills and techniques in all aspects of death penalty defense. Life in the Balance offered seminars that provided the latest scientific, medical and psychiatric developments in capital cases; the most recent developments in the law; and a wide-range of creative trial strategies and tactics. The conference also offered several "discuss your own case" seminars, in which participants were able to brainstorm the problems and issues of their actual cases with some of the leading death penalty specialists in the country. Beyond providing an excellent learning environment, the conference gave participants an opportunity to meet and

exchange ideas with other attorneys and mitigation specialists from around the nation.

### National Defender Leadership Institute Impact Leadership

The National Defender Leadership Institute's (NDLI) Impact Leadership Conference, May 30 - June 2, New Orleans, LA, received extremely high ratings from every participant who attended and evaluated the conference. *Strategy and Messaging in the Key of D: An Executive Seminar for Top-Level Leaders*, showed how to take an idea, project, or leadership initiative and develop a strategic communication campaign. Participants worked with experienced defender leaders and communications experts to develop a shared vision, identify the most effective organizational infrastructure and personnel needed to support the initiative.

### NASAMS Specialized Skills Training and Death Penalty Mitigation Institute

The National Alliance of Sentencing and Mitigation Specialists' (NASAMS), a section of NLADA, Specialized Skills Training, August 8-10, Chicago, IL, provided social workers, sentencing advocates, mitigation specialists and attorneys the opportunity to learn the practical implications of recent changes in sentencing policy, sharpen advocacy skills, learn cutting-edge developments in mitigation and sentencing practice, and network with colleagues from across the country. More than 100 participants attended three days of intensive training. The first day offered participants a choice of Death Penalty Mitigation Institute or Advanced Sentencing Practice. The next two days included a Report Writing Skills Workshop and a Testifying Skills Workshop provided by SEAK Inc.

### National Immigration Consequences Training

NLADA successfully planned and executed the 3rd annual *National Training on the Immigration Consequences of State Criminal Convictions*. The training event was held September 27-28 in Las Vegas, NV. Developed collaboratively with the Defending Immigrants Partnership, this unique conference is specially designed to help defenders and assigned counsel represent immigrant clients more effectively. The National Training is designed for defenders and other experts committed to acting as a defense resource within their state or county.

## NLADA MEMBERSHIP

The National Legal Aid & Defender Association (NLADA) is a mission-driven organization responsive to the needs of its members — the organizations and advocates dedicated to providing and expanding access to effective legal assistance for people who cannot afford counsel. NLADA's goal is to have well-funded civil legal aid and public defender delivery systems that provide high quality representation to clients and communities in every state and territory of our country.

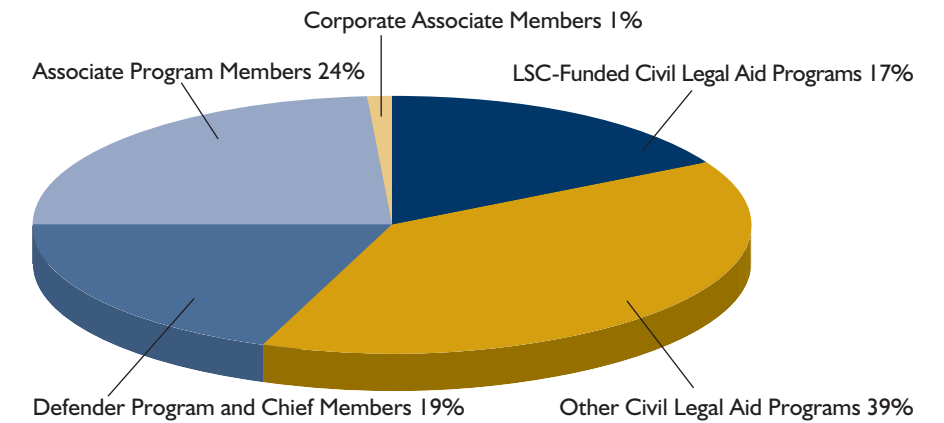
NLADA provides a wide range of services, including training and professional development, peer networking, technical assistance, publications, online resources, and national advocacy to support excellence in the delivery of civil legal aid and indigent defense services.

**Program Members** of NLADA include legal aid organizations, public defender offices, social service organizations, pro bono programs, bar associations and foundations, law school clinics, assigned counsel programs, corporate legal departments and law firms. There are four types of program members: civil legal aid programs, public defender programs, associate programs and corporate associate members. NLADA has over 700 program members representing more than 14,000 attorneys in the 50 states, the District of Columbia, American Samoa, Guam, Puerto Rico, and the U.S. Virgin Islands.

**Individual Members** of NLADA include more than 1,200 civil legal aid advocates and public defense professionals, sentencing advocates, mitigation specialists, bar association leaders and staff, private practice attorneys, corporate counsel, judges, law school clinicians, clients, students, fellows and private citizens who support NLADA's mission.

NLADA members stay connected throughout the year through member-driven special interest sections and affinity groups. NLADA Sections are comprised of members with common professional interests who come together to network, share information and work toward common goals. Current sections include:

American Council of Chief Defenders (ACCD); Advocacy & Support; Appellate Defender; Client; Death Penalty Litigation; Defender Trainers; Farmworker Law; Latino Advocates; National Alliance of Sentencing Advocates and Mitigation Specialists (NASAMS); Native American; Student Legal Services; and Technology.



*"NLADA gives the equal justice community a national voice. A voice that not only resonates with justice for the legal aid, defender and client communities, but one that is strong enough to be heard in Congress, LSC and various federal agencies."*

— CHUCK GREENFIELD EXECUTIVE DIRECTOR LEGAL AID SOCIETY OF HAWAII



2007 Annual conference awards lunch attendees.

## OUR CLIENTS, OUR PARTNERS

**N**LADA is an extraordinary organization with extraordinary members and partners. Our community is a collage of many different communities - civil and defender, attorney, client and community advocates, substantive law specialists and generalists. Though bound together through a single mission of promoting equal justice, each group has its own history, values and priorities.

Working side by side, NLADA and the clients we serve strive to create communities shaped by what unifies us; communities that recognize that justice, fairness and human dignity bridge rich and poor and racial and ethnic differences.



NLADA Client Member Darryl Hunt



NLADA Client Member Mic Cepada



NLADA Client Member Peggy Santos



NLADA Client Member Rosita Stanley

### NLADA Client Community.

Achieving equal justice requires more than lawyers can do alone. We need our allies to win the battle against poverty and we can only achieve this by fully enlisting clients in that struggle.

Recognizing the importance of clients as partners, NLADA established the Client Policy Group (in 1999) to provide a mechanism for client inclusiveness and involvement in the association. The Client Policy Group makes its perspectives known not just to the NLADA board but also, and equally as important, to the NLADA Civil and Defender Policy Groups.

In March 2001, the NLADA board of directors created the NLADA Client Section to promote the mission of NLADA by providing a forum for clients of legal aid and indigent defense programs to voice their interests and concerns as NLADA members, as customers of legal assistance and as advocates for themselves.

Some client members of NLADA have spent years behind bars and on death row for crimes they never committed. Others have worked hard to pay their debt and should now be allowed to rejoin our communities and provide for their

families. On the civil side, where fewer than half of those eligible for legal aid ever get to see a lawyer, our client members have fought against unjust landlord practices, lack of health care, predatory lending, unlawful discrimination and deplorable housing conditions. Still more have struggled to find safety from the terror of violence and an opportunity to regain control of their lives.

The stories that follow reflect just a snapshot of the work our members do and the stories of clients that serve as their partners on the road to equal justice.



NLADA Client Member Freddie Pitts (right) with U.S. Congressman Kendrick Meek (FL-17)

### El Paso County Public Defender

Bridget Silva, master social worker for the El Paso Public Defender Office's Mental Health Unit, met Cathy on June 20, 2007 when she was called to the 384th District Court regarding a client who was causing a disturbance in the courtroom. When she arrived, she heard screaming coming from the holding cell behind the courtroom.

Silva was greeted by the bailiff, who escorted her to the holding cell, where she met a spitting, fuming client convinced that the detention officers were trying to get her. She was being held for a violation of probation, but wanted to be released so she could purchase a gun and kill the people that were causing her pain. It was impossible to tell if any of the people about whom she was screaming actually existed.

Eventually it was decided by Silva, the jail staff and her probation officer, who was in the courtroom, that it would be best to take her back to the jail and medicate her for anxiety rather than continue to try to discuss her current legal situation. A rational conversation with her was not possible.

After seven months of in-patient treatment, Cathy was granted release from probation. She was discharged from the hospital to a long-term substance abuse treatment/half way house. She was stable on medication, resolved her legal



problems, and had her Social Security Income and Medicaid benefits reinstated. All of this was made possible through the cooperation and work of the El Paso Psychiatric Center, the El Paso County Attorney's Office, El Paso Mental Health and Mental Retardation, and the El Paso Public Defender's Office's Mental Health Unit.

### Legal Aid of East Tennessee

"Frances" inherited her home worth \$70,000 from her mother; and although the house had no mortgage against it, she owed \$4,500 in delinquent property tax. Fearing an imminent tax sale, Frances started looking for a loan. A mortgage broker assured her that he could arrange a loan before the tax sale deadline. But as the deadline drew near, the lender stalled. At the last minute, the lender told Frances that the only way to get her the money to pay the taxes was to sell the house to him "temporarily" for \$10,000, giving her the right to repurchase it for \$40,000 after a year, paying him rent in the meantime. Frances believed she had no choice but to accept the terms. A few weeks later, the lender demanded that Frances pay a security deposit. When she refused, the lender locked her out and marketed the house for sale. When Frances asked Legal Aid of East Tennessee for help, a staff attorney succeeded in recovering her home.



## Georgia Innocence Project

In 2004, the Georgia Innocence Project (GIP) sent letters to all Georgia inmates convicted of rape. GIP Executive Director Aimee Maxwell expected to get a letter claiming innocence back from every convict, but she got back only a hundred or so letters. One of those was from John White.



Photo at right: John White

Original photo of the 1979 line up in which John White (center) was wrongly identified as the rapist and subsequently convicted of the crime.



White's letter said, "I have tryed (sic) in the past to prove my innocence ... and failed due to my limited knowledge of the judiciary system and

the law .... I do believe with the help of D.N.A., I can prove my innocence."

GIP took on White's case and learned that the rapist had cut himself when breaking into the victim's home. The original evidence was described in police documents as a "piece of flesh" left behind by the perpetrator.

When the investigation found that the piece of flesh evidence had been destroyed, GIP thought it was at a dead end. But with the help of court clerks, GIP intern Cliff Williams found the hairs that had tied John White to the crime scene. The district attorney agreed to DNA testing, and within a month, results were in. What John White had tried to tell everyone since 1979, had finally been proven by a scientific test that didn't even exist when he was arrested.

As a matter of procedure, all DNA tests requested to prove innocence are also run against the national Combined DNA Indexing System. As the GIP team drove to the prison to tell John his test results were in, Aimee Maxwell got a phone call from the district attorney. The indexing system had "gotten a hit." The same test that proved John White innocent answered the question of who really raped an elderly woman in 1979.

## South Brooklyn Legal Services, New York City, New York

South Brooklyn Legal Services' Gary Stone, director of the Pension Counseling Project, successfully represented a former Ground Zero worker whose disability pension was denied by the New York City Employees' Retirement Services (NYCERS), which claimed that evidence had failed to prove his disability.

Bo Samadjopoulos, an emergency bridge worker for the city spent months after 9/11 working at Ground Zero. After experiencing respiratory distress, he was examined briefly by NYCERS' Medical Board to determine whether or not he could receive a disability pension. His claim was denied. However, after reviewing the



board's denial, it was discovered that the board failed to examine the respiratory ailments he acquired after just six weeks of prolonged exposure to the dust of Ground Zero.

At the urging of South Brooklyn Legal Services, Manhattan Supreme Court Justice Walter Tolub ordered the Medical Board to reexamine Samadjopoulos. "It's quite a remarkable indictment of the medical board," Stone was quoted in an April 8th *Daily News* article.

"It was a disturbing finding if we think about how many people's cases get decided by the medical board."

## EQUAL JUSTICE HEROES

### Roderick A. Palmore

In 2007, NLADA selected Roderick A. Palmore, formerly the executive vice president, general counsel and secretary of Sara Lee Corporation, as the Exemplar Award honoree for the corporate community.

Named one of the 50 most influential general counsel in February 2006 by *Inside Counsel*, Palmore recognizes the critical importance of pro bono service for corporate counsel. He understands that legal and business interests of corporate clients are furthered when access to the legal system is available to everyone, regardless of economic status.

The initiator of "Call to Action," a program focused on addressing the retention, promotion, and direction of business to minority communities within the legal profession, Palmore is well known for his leadership in furthering diversity within the corporate legal world. Signatories to his Call to Action must not only promise to look at a firm's commitment to diversity when choosing outside counsel, but to "end or limit" their relationship with firms that do not demonstrate a meaningful

commitment to being diverse. In just one month after issuing the call, general counsel from 60 companies signed on. Today, 110 companies have signed onto the Call to Action.

Palmore is also a leader in his community. His demonstrated commitment to access to justice includes service on the boards of directors of the Chicago Bar Foundation, the Legal Assistance Foundation of Chicago and the Public Interest Law Initiative. Palmore also generously donates his time to other volunteer activities including serving on the Chicago Bar Association's Board of Managers, membership on the board of directors of the Association of Corporate Counsel and the board of trustees of the Chicago Symphony Orchestra and as a former chairman of the Public Arts Advisory Commission of Oak Park, IL.

Palmore's service to the community and his commitment to equality have made him the recipient of the 2006 ABA Spirit of Excellence Award, the 2005 ACC Diversity Award and the 2005 Equal Justice Work Scales of Justice Award, among many others.



Roderick A. Palmore, 2007 Exemplar Award Honoree

## BEACON OF JUSTICE AWARD

In response to the courageous work they have done in providing pro bono legal assistance to detainees at Guantanamo Bay, NLADA honored 56 law firms from across the nation for their dedication to justice for all with the 2007 NLADA Beacon of Justice Award. The

uncompromising stance taken by these law firms to provide representation to individuals, despite public criticism, demonstrates an unwavering belief and commitment to fairness and equality under the law for all persons accused of a crime.

Akin Gump Strauss Hauer & Feld LLP  
 Allen & Overy LLP  
 Baker & McKenzie LLP  
 Bingham McCutchen LLP  
 Burke, McPheeters, Bordner, & Estes  
 Burns & Levinson LLP  
 Cleary Gottlieb Steen & Hamilton LLP  
 Clifford Chance LLP  
 Cohen, Milstein, Hausfeld & Toll, PLLC  
 Covington & Burling  
 Cowan Liebowitz & Latman PC  
 Cravath, Swaine & Moore LLP  
 Davis Wright Tremaine LLP  
 Debevoise & Plimpton LLP

Dechert LLP  
 Dickstein Shapiro LLP  
 Dorsey & Whitney LLP  
 Downs Rachlin Martin PLLC  
 Esdaile, Barrett & Esdaile  
 Foley Hoag LLP  
 Fredrikson & Byron, PA  
 Fulbright & Jaworski  
 Garvey Schubert Barer  
 Hangley, Aronchick, Segal & Pudlin  
 Harris Wiltshire & Grannis  
 Heller Ehrman  
 Holland & Hart LLP  
 Hunton & Williams  
 Jenner & Block LLP  
 Jones Day  
 Keller & Heckman LLP

Kilpatrick Stockton LLP  
 Kramer Levin Naftalis & Frankel LLP  
 Lesnevich and Marzano-Lesnevich  
 Lesser, Newman, Souweine & Nasser  
 Mayer, Brown, Rowe & Maw LLP  
 McCarter & English, LLP  
 Morrison & Foerster LLP  
 Murphy & Shaffer  
 Orrick, Herrington & Sutcliffe LLP  
 Paul, Weiss, Rifkind, Wharton & Garrison LLP  
 Pepper Hamilton LLP  
 Perkins Coie LLP  
 Reed Smith LLP

Rodgers, Powers & Schwartz LLP  
 Schiff Hardin LLP  
 Schnader Harrison Segal & Lewis LLP  
 Shearman & Sterling LLP  
 Shook Hardy & Bacon LLP  
 Simpson Thacher & Bartlett LLP  
 Spriggs & Hollingworth  
 Sutherland, Asbill & Brennan LLP  
 Tennant Lubell LLC  
 Trainor, Billman, Bennett, Milko & McCabe, LLP  
 Venable LLP  
 Weil, Gotshal & Manges LLP  
 Weinberg & Garber, PC  
 WilmerHale

## EQUAL JUSTICE HEROES

Jointly sponsored by NLADA and the Robert J. Kutak Foundation, the Kutak-Dodds Prize honors an equal justice advocate "who, through the practice of law, has contributed in a significant way to the enhancement of the human dignity and quality of life of those persons unable to afford legal representation."



### Dennis R. Murphy

Dennis R. Murphy, recipient of the Kutak-Dodds Prize (defender), has devoted substantial energy to teaching and mentoring law students and lawyers dedicated to working with indigent clients. As the director of training for the criminal practice at the Legal Aid Society, New York, NY and a mental health advocate, he has particular expertise in clients with disabilities, especially serious mental illnesses.

Working closely with many organizations throughout his career, Murphy helped develop



### William C. McNeill III

For nearly 40 years, William C. McNeill III, recipient of the Kutak-Dodds Prize (Civil), has litigated civil rights and employment cases designed to advance the rights of minorities and marginalized communities in the workplace. Overseeing a staff of 32 people, McNeill is the managing attorney at the Legal Aid Society-Employment Law Center (LAS-ELC) in San Francisco and the director of the Racial Equality Program, where he provides key legal guidance and strategic advice on core issues affecting low-wage and marginalized workers.



### Stuart Andrews

The recipient of the Charles Dorsey Award was Stuart Andrews, a partner at Nelson Mullins Riley & Scarborough LLP. The Charles Dorsey Award honors an individual who has provided extraordinary and dedicated service to fulfilling the promise of equal justice by serving as an officer or board or committee member of a national or statewide organization.

Andrews' choice to work with private firms began as a suggestion from the minister of the church he was representing while a staff attorney at Palmetto Legal Services. The minister suggested he help the poor and create change by working in a private law firm. He accepted the challenge and his new mission became to create opportunities for others.

various training programs. When he first began his career, he worked with the National College of Criminal Defense Lawyers, NLADA and other groups, promoting defense system improvement and pretrial justice. He worked with NLADA and created seven statewide appellate defender offices and with NLADA's Training Directors Council in preparation of model training for defender offices. In 2006, he worked with national defense leaders in the initial design of intensive training for capital defenders.

McNeill initiated the Racial Equality Program which addresses critical issues affecting people of color, particularly racially discriminatory employment practices and policies. He has handled cases such as *Fontaine Davis, et al. v. City and County of San Francisco*, which led to an increased opportunity for people of color and women in hiring and promotions and the appointment of the first African American chief in the city's history, as well as *Morgan v. Amtrak* which allows all relevant evidence to be heard by a jury, regardless of when the events took place, in all cases involving hostile work environment claims.

Andrews now leads Nelson Mullins Riley & Scarborough LLP's Health Care Group by representing hospitals, health care systems, physicians, and ancillary providers in a wide range of regulatory and litigation matters in Columbia, SC. He has served on numerous statewide task forces responsible for the development of recommendations concerning health care policy in South Carolina, as well as chairman of numerous organizations and initiatives. Having been selected for inclusion in *The Best Lawyers of America* (1995-2008 editions), he also received the South Carolina Bar Pro Bono Lawyer of the Year Award in 2005. Andrews has shown vision, compassion, and leadership in serving the legal needs of the low-income community throughout his career.

### The Public Defender's Office of the 11th Judicial Circuit of Florida (PD-11)

The recipient of the Clara Shortridge Foltz Award was the The Public Defender's Office of the 11th Judicial Circuit of Florida (PD-11). The Clara Shortridge Foltz Award honors public defender programs or defense delivery systems for outstanding achievement in the provision of indigent defense services. This award was named for the founder of the nation's public defender system.

PD-11 is the largest indigent defense office in Florida, widely known for its exceptional work on behalf of indigent clients, extensive

### Mona Tawatao

The Reginald Heber Smith Award was presented to Mona Tawatao, regional counsel with Legal Services of Northern California (LSNC). The Reginald Heber Smith Award recognizes the dedicated service and outstanding achievements of a civil legal aid attorney or indigent defense attorney while employed by an organization supporting such services.

Known for her groundbreaking advocacy on housing preservation and race equity, Tawatao was the moving force responsible for convening a legal

### Amelia Nieto

In 2007, two recipients were chosen for the Mary Ellen Hamilton Award, which honors clients who, on a compensated or volunteer basis, have provided extraordinary service or support to the delivery of legal services to the poor. The first recipient was Amelia Nieto.

Amelia Nieto is a board member of the Legal Aid Foundation of Los Angeles (LAFLA) and the director of Centro Shalom, a grassroots organization in Long Beach. Nieto has a

### Peggy Santos

The second recipient of the Mary Ellen Hamilton Award was Peggy Santos, a board member for the Massachusetts Legal Assistance Corporation (MLAC). Involved in social justice activities for more than 35 years, Santos has been instrumental in creating the MLAC client steering committee and helped to design the steering committee training manual.

community involvement and proactive legal reform efforts. Despite inadequate funding and limited resources, PD-11 has risen above tremendous budgetary challenges to win major legal battles and develop a world-class public defender office.

Since 1977, PD-11 has been led by Bennett H. Brummer, who forced the government to address excessive caseloads that had resulted from years of inadequate funding for Florida's public defender offices by withdrawing from thousands of cases until local officials finally agreed to fund additional public defender attorneys.

services retreat on race equity advocacy and has provided input on some of the most important housing bills of the past decade. Using the latest data, social science theory, as well as nuts-and-bolts advocacy tools, she challenged LSNC staff and the broader public interest community to assess all substantive work as a vehicle to close the opportunity gaps, which divide communities along racial lines.

Tawatao knows that the essential component to solving her clients' problems is to ensure when the law is not serving the needs of her clients, she needs to make an effort to change the law.

widespread and distinguished reputation among the region's poorest residents and a deep commitment to the low-income community.

In a small office with a team of community volunteers, her office assists 1,200 documented and undocumented people a month, confronting hunger, eviction, family problems, and immigration issues. "Amelia has the ability to bring the plight of the neediest among us to light," said Karen Adelsack, chair of the LAFLA Client Council.

Santos works closely with community organizations in collaboration with legal services programs on issues that impact the quality of life for low-income people. Through her work as a board member for MLRI, she has pressed for low-income people to have access to attorneys and pushed legal services to provide trainings for and with low-income people. She is a strong voice for client empowerment.



## PARTNERS IN EQUAL JUSTICE

Membership dues and personal contributions provide the financial backbone to support NLADA's efforts. For more than nine decades, NLADA has provided critical training and technical assistance to lawyers and other equal justice advocates across the country. Because of the dedicated support of exceptional individuals and organizations committed to the principle of equal justice, NLADA is able to serve as a voice in our nation's capital for those who believe in equal access to one of our country's most fundamental beliefs — a right to counsel and the adequate federal funding of state and local programs to make that happen.

### Equal Justice Investor's Circle

The Equal Justice Investor's Circle is comprised of individuals who partner with NLADA annually to assist us in supporting the organization's mission to ensure equal access to justice for all individuals,

regardless of their economic status. The following individuals provided NLADA with the financial support needed to launch new initiatives and respond quickly to changing circumstances in 2007.

John B. Arango	Keith Crow	Gregory E. Knoll	DeeDee Samet
Elizabeth Arledge	Mark D. Cunningham	Jonathan Krieger	Richard Schneider
Jonathan D. Asher	Diana Daniels	Fern M. Laethem	Thomas F. Smegal, Jr.
Lawrence Augustine	Dwight J. Davis	Norman K.K. Lau	Yvonne Smith-Segars
Matthew E. Babcock	Steven De Groot	Laurence M. Lavin	Gerard A. Smyth, Esq.
Helaine Barnett	Jose M. De Las	Benjamin Lerner	Brownlow M. Speer
Edward William Bates, II	Jean C. Dittmyer	Neil I. Levy	Andrew J. Steinberg
Richard E. Beaman	Scott E. Dittmyer, M.S.W.	Janet Lindemann	Kevin R. Sullivan
Anthony J. Benedetti	Paulino G. Duran	Susan B. Lindenauer	Allison P. Thompson
John Bentivoglio	Ben F. Easterlin, IV	Robert L. Listenbee	Christine Todd
Dwayne Bilton	Joseph Eldridge	Walter H. Lob	Katharine Torre
Gordon Bonnyman, Jr.	Anne Erickson	Jack Martin	Betty Balli Torres
Sashi Bach Boruchow	Robert F. Fortier	John I. Mauldin	John Trujillo
Jeffrey B. Bove	Carol Garfiel Freeman	Patrick L. McClintock	Suzanne E. Turner
L. Travis Brannon, Jr.	Michael D. Fricklas	Haywood E. McDuffie	Chilton D. Varner
David Bridges	Michael Genz	Harrison McIver, III	Richard L. Weill
Mary M. Broderick	Douglas K. German	Thomas J. Minton	Deierdre Weir
John G. Brooks	Barry Goheen	Lillian M. Moy	Harris K. Weston
Michael B. Browde	Thomas A. Gottschalk	Christina N. Nardacci	Jim O. Whitworth
Donald P. Brown	James M. Griffin	Leonard Noisette	Dan H. Willoughby, Jr.
Edwin A. Burnette	Gary G. Grindler	Jose Padilla	Gary Windom
Peter C. Bynoe	Alex R. Gulotta	Joshua M. Paulson	Ernest Winsor
Nancy Duff Campbell	Michael Hannigan	Bob Perkins	Harold Winston
Catherine C. Carr	Holmes J. Hawkins	James Peterson	Jonathan M. Wolf
Julius L. Chambers	Barbara E. Johnston	Brian C. Poe	Christopher A. Wray
Trina T. Chu	Robert E. Juceam	Tracie J. Renfroe	Theodore I. Yi
Louis Cohen	Mark A. Kassel	Jane Ribadeneyra	
John A. Constance	Christopher J. Keller	Allan G. Rodgers	
Cathy W. Crawford	Daniel King	Mario Salgado	

## PARTNERSHIPS

Partnerships are the cornerstone of NLADA's history with the private bar community. Whether they be corporations, law firms, foundations, nonprofit or public interest organizations, NLADA garnered the strong financial support of the following organizations in 2007.

Akin Gump Strauss Hauer & Feld LLP	LexisNexis
Altria Corporate Services, Inc.	Lichtman, Trister & Ross, PLLC
Legal Department Pro Bono Program	Limited Brands, Inc.
AstraZeneca Pharmaceuticals LP	McCarter & English, LLP Attorneys At Law
Bank of America Corporation	Merck & Co., Inc.
Bingham McCutchen	Morrison & Foerster
Cadwalader, Wickersham & Taft LLP	Morrison & Foerster Foundation
Cleary, Gottlieb, Steen & Hamilton	NLADA Insurance Program
CNA Insurance Companies Lawyers	O'Melveny & Myers
Professional Liability Program	Open Society Institute
Colgate-Palmolive Company	Orrick, Herington & Sutcliffe
Constangy, Brooks & Smith, LLC	Paul, Hastings, Janofsky & Walker
Covington & Burling	Paul, Weiss, Rifkind, Wharton & Garrison LLP
Cravath, Swaine & Moore LLP	Pepper Hamilton, LLP
Deere & Company	Pfizer Inc
Dickstein Shapiro Morin & Oshinsky LLP	Pitney Bowes Inc.
DLA Piper US LLP	PPG Industries, Inc.
E.I. Du Pont De Nemours & Company	Reed Smith LLP
Exxon Mobil Corporation	Sander, Ingebretsen & Parish, P.C.
Foley & Lardner	Sara Lee Corporation
Foley Hoag LLP	Schering-Plough Corporation
Freddie Mac	Schiff Hardin LLP
Fulbright & Jaworski, LLP	Schnader Harrison Segal & Lewis LLP
General Electric Company	Shearman & Sterling LLP
General Mills	Shell Oil Company
General Motors Corporation	Sidley Austin Brown & Wood
Harris Wiltshire & Grannis LLP	Simpson Thacher & Bartlett LLP
Heller, Ehrman Et Al	Skadden, Arps, Slate, Meagher & Flom LLP
Hogan & Hartson, LLP	Sonnenschein Nath & Rosenthal LLP
Hughes Hubbard & Reed LLP	Spriggs & Hollingsworth
Hunton & Williams	Steptoe & Johnson
Johnson & Johnson	Sutherland, Asbill & Brennan LLP
Jones Day	The Clorox Company
Kaye Scholer LLP	The Coca-Cola Company
Keller & Heckman LLP	The Procter & Gamble Company
King & Spalding LLP	TRT-Tech, Inc.
Kirkland & Ellis	Vinson & Elkins L.L.P.
Kirkpatrick & Lockhart Preston Gates Ellis LLP	Walter & Haverfield
Kutak-Dodds Foundation	WilmerHale
L.Y. James & Associates, Inc.	Wyeth
Lesnevich & Marzano-Lesnevich	

## FINANCIAL STATEMENTS

### NATIONAL LEGAL AID & DEFENDER ASSOCIATION

#### STATEMENT OF ACTIVITIES

December 31, 2007

	2007 TOTAL
<b>Operating Revenue And Support</b>	
Membership dues	\$1,612,199
Insurance commissions	1,107,686
Training and Conference	878,276
Annual dinner	587,035
Royalties	212,312
Publications and other revenue	120,031
Contracts	235,465
Grants	225,000
Investment income	53,590
Contributions	25,074
Profit sharing	-
Net assets related from restrictions:	
Satisfaction of program restrictions	-
<b>TOTAL OPERATING REVENUE AND SUPPORT</b>	<u>5,056,668</u>
<b>Operating Expenses</b>	
<b>Program Services:</b>	
Special projects	1,040,032
NLADA Service Corporation	923,077
Training and conference division	791,651
Defender division	725,639
Civil division	522,864
Communications	202,934
Government relations	225,537
Annual conference	218,827
Total Program Services	<u>4,650,561</u>
<b>Supporting Services:</b>	
Development and membership	680,330
Management, administration and finance	380,584
Total Supporting Services	<u>1,060,914</u>
<b>TOTAL OPERATING EXPENSES</b>	<u>5,711,475</u>
Change in Net Assets From Operations Before Income Tax Provision	<u>(654,807)</u>
Income Tax (Expense) Benefit	<u>2,634</u>
Change In Net Assets	<u>(652,173)</u>
NET ASSETS, BEGINNING OF YEAR	<u>1,194,170</u>
NET ASSETS, END OF YEAR	<u>\$541,997</u>

### NATIONAL LEGAL AID & DEFENDER ASSOCIATION

#### CONSOLIDATED STATEMENT OF FINANCIAL POSITION

December 31, 2007

	2007
<b>Assets</b>	
<b>Current Assets</b>	
Cash and cash equivalents \$	432,782
Investments	784
Grants receivable	68,361
Accounts receivable	748,338
Prepaid expenses	94,591
Deferred tax asset	27,818
<b>Total Current Assets</b>	<u>1,372,674</u>
Net property and equipment	295,354
Deposit	24,875
<b>TOTAL ASSETS</b>	<u>\$1,692,903</u>
<b>Liabilities And Net Assets</b>	
<b>Current Liabilities</b>	
Accounts payable	72,491
Accrued vacation	94,459
Deferred membership dues	297,543
Capital lease obligations	22,046
Deferred rent and construction allowance	37,620
Other liabilities	147,203
Total Current Liabilities	<u>671,362</u>
Deferred rent and construction allowance, net of current portion	276,894
Capital lease obligation, net of current portion	52,128
<b>TOTAL LIABILITIES</b>	<u>1,000,384</u>
<b>Net Assets</b>	
Unrestricted	
Undesignated	114,007
Designated	59,462
Total Unrestricted	<u>173,469</u>
Temporarily restricted	519,050
<b>TOTAL NET ASSETS</b>	<u>692,519</u>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<u>\$1,692,903</u>

# SHINING THE LIGHT ON EQUALITY & JUSTICE

## CORPORATE ADVISORY COMMITTEE *As of July 2008*

**Timothy J. Mayopoulos — Chairperson**  
*Executive Vice President & General Counsel*  
Bank of America Corporation

**Russell C. Deyo**  
*Vice President, General Counsel and Chief Compliance Officer*  
Johnson & Johnson

**Glenn M. Engelmann**  
*Vice President, General Counsel & Secretary*  
AstraZeneca Pharmaceuticals LP

**Samuel P. Fried**  
*Senior Vice President, General Counsel & Secretary*  
Limited Brands, Inc.

**Andrew D. Hendry**  
*Senior Vice President, General Counsel & Secretary*  
Colgate-Palmolive Company

**James J. Johnson**  
*Chief Legal Officer & Secretary*  
The Procter & Gamble Company

**Geoffrey J. Kelly**  
*General Counsel and Senior Vice President*  
The Coca-Cola Company

**Bruce N. Kuhlik**  
*Executive Vice President & General Counsel*  
Merck & Co., Inc.

**William Lowery**  
*Senior Vice President, General Counsel & Corporate Secretary*  
Shell Oil Company

**David S. Machlowitz**  
*Senior Vice President & General Counsel*  
Medco Health Solutions

**Charles W. Matthews, Jr.**  
*Vice President & General Counsel*  
Exxon Mobil Corporation

**Ronald D. McCray**  
*(Formerly) Senior Vice President — Law & Government Affairs*  
Kimberly-Clark Corporation

**Marc S. Middleton**  
*Director, Risk Management*  
Deere & Company

**Roderick A. Palmore**  
*Executive Vice President, General Counsel & Chief Compliance and Risk Management Officer*  
General Mills, Inc.

**Thomas J. Sabatino Jr.**  
*Executive Vice President and General Counsel*  
Schering-Plough Corporation

**Bradford L. Smith**  
*Senior Vice President, General Counsel & Corporate Secretary*  
Microsoft Corporation

**Lawrence V. Stein**  
*Senior Vice President & General Counsel*  
Wyeth

**Nancy Straus Sundheim**  
*Senior Vice President, General Counsel & Secretary*  
Unisys Corporation

**Charles R. Wall**  
*Senior Vice President & General Counsel*  
Altria Corporate Services

## NATIONAL LEGAL AID & DEFENDER ASSOCIATION BOARD OF DIRECTORS *As of August 2008*

**Jonathan D. Asher** — Colorado Legal Services, Denver, CO

**Gloria C. Beaver** — South Carolina Legal Services, Winnsboro, SC

**Anthony Benedetti** — Committee for Public Counsel Services, Boston, MA

**Ed Burnette** — Law Office of the Cook County Public Defender, Chicago, IL

**Myrnairis Cepeda** — Greater Boston Legal Services Inc., Roxbury, MA

**Nicholas L. Chiarkas** — Wisconsin State Public Defender, Madison, WI

**Julie Clark**, *Secretary* — National Legal Aid & Defender Association, Washington, D.C.

**Alex Gulotta**, *Treasurer* — Legal Aid Justice Center, Charlottesville, VA

**Marshall Hartman** — Chicago, IL

**Darryl Eugene Hunt** — The Darryl Hunt Foundation for Freedom and Justice, Winston-Salem, NC

**Lori James-Townes** — L.Y. James and Associates, Inc., Baltimore, MD

**Lillian O. Johnson** — Community Legal Services, Inc., Phoenix, AZ

**Yvette Long** — Pennsylvania Legal Aid Network, Harrisburg, PA

**Clinton Lyons** — NLADA Insurance Program, Washington, DC

**Harrison D. McIver, III** — Memphis Area Legal Services, Inc., Memphis, TN

**Lillian M. Moy** — Legal Aid Society of Northeastern New York, Inc., Albany, NY

**Leonard E. Noisette** — Open Society Institute, New York, NY

**José Padilla**, *Chairperson* — California Rural Legal Assistance, Inc., San Francisco, CA

**Freddie Pitts** — Miami, FL

**Divine Pryor, Ph.D.** — NuLeadership Policy Group, Inc., Brooklyn, NY

**Maria Soto**, *Assistant Treasurer* — Seattle, WA

**Rosita Stanley**, *Vice Chair* — Macon, GA

**Jo-Ann Wallace**, *President & CEO* — National Legal Aid & Defender Association, Washington, DC

**Gary Windom**, *Vice Chair* — Riverside County Offices of the Public Defender, Riverside, CA

**Linda L. Zazove** — Land of Lincoln Legal Assistance Foundation, Inc., East St. Louis, IL

## Staff List

*As of August 2008*

Jeff Billington  
David Carroll  
Todd Christensen  
Julie Clark  
Otisa Dozier

Deborah Dubois  
Hillary Evans  
Rashaan Evans  
Richard Goemann  
Stephanie Griffith  
Yvette Hatcher  
Risa Hoffman  
Kevin Horsted

Joyce Hoffman  
Betty A. Johnson  
Kate Lang  
Clint Lyons  
Phyllis Mann  
Stacy Morse  
Jon Mosher  
Chandra Nicholson

Tiffany Payne  
Carol Ponce  
Jane Ribadeneyra  
Don Saunders  
Tessa Shambaugh  
Jo-Ann Wallace  
Camille Holmes Wood  
Charles A. Wynder Jr.



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