



Legal Aid of Arkansas
Board of Directors Meeting
Saturday, December 12, 2020
9:00 A.M.

Zoom Meeting

<https://zoom.us/j/93294559534>

**Legal Aid of Arkansas
Board of Directors Meeting
December 12, 2020-9:00 a.m.
Join Zoom Meeting**

<https://zoom.us/j/93294559534>

**If participating by phone only call 1-312-626-6799 then
Enter the meeting ID 93294559534#**

AGENDA

1. Call to Order (Ms. Haun)
2. Minutes of September 19, 2020 Meeting (Ms. Haun)Page 3
3. Financial Report (Mr. Bowman) Page 9
 - a. Year to Date
 - b. Balance Sheet
 - c. Projections
4. Audit/Finance Committee Report (Ms. Smith) Page 14
 - a. Proposed 2021 Budget (with Mr. Bowman)
 - b. Audit Agreement for 2020 Financial Year (with Mr. Richardson)
 - c. Salary Scale Update (with Mr. Richardson)
5. Financial Accounts Update (Ms. King) Page 34
6. Health Insurance Contribution/Eligibility Date (Mr. Richardson, Ms. King)Page 35
7. Expiring Board Terms and 2021 Officers (Mr. Richardson)Page 36
8. Locations and Dates of 2021 Board Meetings (Mr. Richardson) Page 44
9. Certification of Objective Integrity and Independence (Mr. Richardson) Page 45
10. Case Acceptance Priorities 2021 (Mr. Richardson) Page 47
 - a. Preamble and Special Projects (Mr. Richardson)
 - b. Consumer (Ms. Sanders)
 - c. Domestic Violence (Mr. Walker/Ms. Goff)
 - d. Economic Justice (Mr. Hawkins)
 - e. Housing (Mr. Auer)
11. Pro Bono Activities and 2021 Private Attorney Involvement Plan (Ms. Johnson, Ms. Foster) Page 77
12. Medical Legal Partnership at Arkansas Children's Hospital (Mr. Richardson)
13. Litigation Update from Director of Advocacy (Mr. DeLiban)
14. Director's Report (Mr. Richardson) Page 98
15. Old/New Business (Ms. Haun)
16. Adjournment (Ms. Haun)

**LEGAL AID OF ARKANSAS
BOARD OF DIRECTOR'S MEETING
September 19, 2020**

The Board of Directors of Legal Aid of Arkansas met via video/conference call at 9:00 a.m. Saturday, September 19, 2020.

The formal agenda was as follows:

1. Call to Order (Ms. Haun)
2. Minutes of June 6, 2020 Meeting (Ms. Haun)
3. Personnel Grievance Committee Report (Mr. Price)
4. Financial Report (Mr. Bowman)
5. Financial Accounts Update (Ms. King)
6. Update of Travel Reimbursement Policy (Mr. Richardson)
7. Update to Student Loan Repayment Assistance Policy (Mr. Richardson)
8. Arkansas Access to Justice Commission/Foundation Update (Ms. Johnson)
9. Litigation Update from Director of Advocacy (Mr. DeLiban)
10. Consumer Group Update (Ms. Purtle)
11. Director's Report (Mr. Richardson)
12. Old/New Business (Ms. Haun)
13. Adjournment (Ms. Haun)

Present via conference call were Mihailo Albertson, Neal Burns, Lori Chumbler, Niki Cung, Pamela Haun, Helen Jenkins, Donna Price, Val Price, Ashlie Thacker, Curtis Walker, Rene Ward and Ron Wilson. Legal Aid staff in attendance included: Lee Richardson, Executive Director; David Bowman, Fiscal Officer; Elizabeth King, HR Manager/Admin Asst; Andrea Walker, Deputy Director; Kevin De Liban, Director of Advocacy; Margaret Foster, Pro Bono Coordinator; Lela Davison, Staff Attorney; Jason Auer, Housing Project Director and Susan Purtle, Consumer Work Group Leader. Also in attendance was Amy Johnson of the Arkansas Access to Justice Commission.

Ms. Haun called the meeting to order. She welcomed everyone and moved to item two on the agenda, Minutes of June 6, 2020 Meeting.

Mr. Richardson stated that the date on the June minutes should say June 6, 2020 instead of June 14, 2020.

Ms. Haun called for a Motion to Approve the Minutes with the one correction of the date. A Motion was made by Val Price and seconded by Curtis Walker. The motion carried with none opposed and the Minutes were approved.

Ms. Haun moved to item number three on the agenda: Personnel Grievance Committee Report by Val Price. Mr. Price reported that on or about Friday, June 26, 2020, the Committee met and had one staff member that had a question about the salary scale as it related specifically to that individual. The Committee discussed the salary scale with the member and let the member present any criticisms or concerns. After that, the Committee met in private, and concluded that the member's salary was topped out on the old pay scale, and based on the new pay scale, the individual did not receive a pay cut and

that the salary should remain at \$74,000, and the member will receive an annual cost of living increase approved by the Board, which was not included in the old pay scale. The Committee concluded that nothing else would be done, because the member was not entitled, and the member did not have a pay cut based upon the new scale. The Committee sent a letter to the member confirming their decision. Mr. Price stated there was nothing further to report on behalf of the Committee.

Ms. Haun moved to item four on the agenda, the Financial Report by Mr. Bowman.

Mr. Bowman's stated he would begin his report with the period of January 1 through August 31, 2020. He stated that revenue for the year to date was \$3,110,000, expenses were \$2,359,000 and excess revenue was \$751,000. He stated that we received funds from PPP (Paycheck Protection Program), Legal Services Corporation and Arkansas Ready for Business in approximately \$725,000, which is partly why our revenue is over expenses. He further stated that training and travel expenses were way down due to the pandemic. The detailed balance sheet shows total cash of \$2,106,000, and under liability, notes payable to First Security, we are down to \$29,800 left to pay off the Springdale office, and the excess revenue over expenses at \$751,000 for the period ending. He asked for any questions regarding the Revenue and Expense Report.

Mr. Richardson stated that right now David has classified the Payment Protection Program loan as revenue, because we are assuming that it will be forgiven whenever we put the paperwork together and submit it. He further stated that when he spoke with First Security, they said that the Small Business Administration or Department of Treasury, or whoever is doing that, was not quite ready to start taking those applications. We have expended that money, so hopefully by the December meeting, we will be able to report that as true income because it will no longer be in loan status. But, right now, it will still be technically a loan. So, when you look at the \$751,116 (excess revenue), \$525,000 of that could potentially have to be repaid. Mr. Richardson asked if there were any questions on the Revenue and Expense Report. There being no questions, he asked for a vote to approve the Report.

Ms. Haun called for Motion to Approve the Financial Report. A motion was made by Curtis Walker and seconded by Lori Chumblor. The motion carried with none opposed.

Ms. Haun asked if the letter attached to the Report needed to be discussed. Mr. Richardson stated that it was for informational purposes only. That in the past, the Inspector General of Legal Aid Corporation reviewed our auditor, they audited our auditor, but this year they found no problems, that we were in compliance with all of the regulations, and there was no reason to audit us.

Ms. Haun moved to item five on the agenda, Financial Accounts Update with Elizabeth King.

Mr. Richardson stated he would cover this update for Ms. King. Mr. Richardson stated that on our First Security General Account and the IOLTA Client Trust Account, we need to remove two staff members who are no longer with us: Angela Foster from the Jonesboro office and Helen Gratil from the Rogers office. We need to add Ginger Risner, who is our Grants Manager, to those accounts.

Ms. Haun called for Motion to Approve the check signer changes. A motion was made by Niki Cung and seconded by Ashlie Thacker. The motion carried with none opposed.

Ms. Haun moved to item six on the agenda Update of Travel Reimbursement Policy by Mr. Richardson.

Mr. Richardson reported that we have followed the Federal Travel Reimbursement rates for everything but private vehicle use, and have been using the State's rates consistently since the early 2000's. He stated that right now the state's rate is 42 cents and the Federal rate is 57 ½ cents. He stated that we have several Federal grants where the grantors wonder why we have not been paying the federal rate out, and it has always been because we use the State's 42 cent amount. He stated that to make things consistent, we will use the Federal per diem rates for reimbursement for meals, lodging and everything else. Mr. Richardson requested that the Board also approve the 57 1/2 cent Federal rate for private vehicle use, an increase from the 42 cents. For example, our VOCA, HUD, LITC and Opioid grants we could bill back that amount if that was our policy said.

Ms. Haun asked for questions. Mr. Price raised the question about airfare rates and if we would reimburse per the mileage rates or the cost of the plane ticket. Mr. Richardson advised that we would pay the cost of the plane ticket, but if someone were to fly their own air craft, we would pay \$1.27 per nautical mile based on the Federal Table; however, he does not anticipate that situation occurring.

Val Price made a motion to approve the mileage increase proposed by Mr. Richardson in mileage reimbursement policy, Curtis Walker seconded and the motion carried with none opposed. Ms. Haun stated that we would update the mileage and travel reimbursement in our policy.

Ms. Haun moved to item seven on the agenda, Update to Student Loan Repayment Assistance Policy by Mr. Richardson.

Mr. Richardson stated that since 2004 or so, we have been reimbursing \$100 a month toward Student Loan Repayment Assistance to our attorneys, so that is 16 years without an increase. He stated that the Center for Arkansas Legal Services reimburses \$300 a month, and he thought it was time that we at least be consistent with what they are doing. He asked that we increase our reimbursement from \$100 to \$300 a month, and also asking that we include our other professional staff where a four-year degree is required instead of just attorneys. This will still be secondary to other loan repayment assistance programs. For example, if you went to a Public Interest law school and they repay your loan or forgive so much of your loan for each year that you work at a Legal Aid program, then we would be secondary to that. Or, if you get a Legal Services Corporation grant, which there is a lottery for that, and we probably have three attorneys getting those right now, that would be \$6,000 a year. If your payments are \$6,000 or less a year, then you would not get our money on top of that. If one of our attorneys gets \$6,000 from Legal Services Corp. and their payments are such that they still owe additional money each month, they would still be eligible for our money. This will probably have an impact of around \$24,000 on our budget going forward, and we can certainly afford it this year and hopefully in the future. He stated that student loans are a big thing for 90% of our attorneys, and since our pay is on the low end of the pay scale for attorneys, this is something that helps equalize or will make us more attractive.

Ms. Haun called for motion to approve the update on the Student Loan Repayment Assistance Policy. A motion was made by Niki Cung and seconded by Lori Chumbler. The motion carried with none opposed.

Ms. Haun moved to item eight on the agenda, Arkansas Access to Justice Commission/Foundation Update by Amy Johnson.

Ms. Johnson gave a report on the Commission and provided a packet with a summary of the accomplishments and activities of the Commission and Foundation of the past year.

Ms. Haun moved to item nine on the agenda, Litigation Update from Director of Advocacy by Kevin DeLiban.

After Mr. DeLiban provided his update, Ms. Haun moved to item ten on the agenda, Consumer Group Update by Susan Purtle.

After Ms. Purtle's report, Ms. Haun moved to item eleven on the agenda, the Director's Report by Mr. Richardson.

Mr. Richardson stated that everyone could read the Director's Report, but he would hit the high points. He stated that we started working remotely on March 16th due to the pandemic and returned to the office some in May. We have allowed since that time for the staff to self-select their work location, and we will continue to do that until the end of the year. We want everyone to do what is best for them and their family. Everyone has been accountable, and everyone has been performing well with working remotely. Our numbers reflect that we have just seen about a 3% decrease in client's coming in over the same period last year, so that is almost negligible. We have had three COVID cases amongst our staff, and with two of those cases, we have been following our protocols very well wearing masks, social distancing, having plexiglass screens up, and we weren't required to do any quarantining or put anyone else in quarantine. The third case, he believes we got a little lax, and we did have one additional quarantine due to that. He stated that we need to be ever diligent to follow our protocols. The two that have recovered are doing fine now. We got our Arkansas Ready for Business grant of \$46,500, and we deep cleaned most of the offices and purchased plexiglass shields, signage, just a variety of other things with that money to make our clients, staff and offices safe. We are still not doing regular walk in business. Generally, that would impact the Marshallese and Latino community the most. It has not been necessarily a negative impact for the Marshallese community, as we have had an increase of 154% of Marshallese clients since the pandemic began. A lot those have been tax cases. Of more concern to our staff is that we only have thirty-eight Spanish-speaking clients pending, and we should have significantly more than that. So, we are trying to determine how to best reach out to that community and make sure that the people that need our services are accessing services. Another thing that we have seen during the pandemic is that while the case numbers are up significantly in Benton and Washington Counties where we have done a lot of outreach and education, a lot of it has been on social media, and those counties are better wired. In the Delta. our numbers are significantly down, and some of that is due in part to the courts shutting down in the First Judicial District for example. Another part of that is just how people access our services, and it is harder to access during a pandemic for certain populations. About 14% of the cases we have coming in the door list Covid-19 as a factor in their legal problem with taxes being number one and landlord/tenant being number two. Taxes is number one basically because the IRS shut down when the pandemic started, and people who would normally call the IRS helpline are calling us.

He stated that regarding national developments, the House passed funding for the Legal Services Corporation, which is our primary funder. The 2021 Appropriations Package they passed on July 31,

had a \$25 million increase for the field programs in the LSC, which would be a 5% increase for us or \$78,000 additional dollars. The Senate had not acted at all. The fiscal year ends on September 30th, so we expect a continuing resolution starting on October 1st, and last year's funding levels that will be maintained at least until the election. Mr. Richardson stated that he is optimistic for a possible increase, but it is not likely to know that until at least December or January. Also to consider is last year's 2-year budget deal that there would just be a 1% increase of discretionary funds for 2021, so if we get a 5% increase, it's always good when you get more than your share.

Mr. Richardson further stated that so far this year as far as intakes, we are 2% up over last year. We are 3% down since the pandemic, but overall, 2% up. We are closing cases at about the same pace. So, services have not suffered significantly if at all – just some of the way people have accessed our services.

He stated that the Statewide Conference this year will be virtual. Since it is virtual, the board members who are attorneys may be able to log in and participate to get their CLE.

We received a \$1 million grant for a Rural Community Opioid response program implementation. This 3-year award (\$333,333 annually) is a follow up on a planning grant we had received last year. The Center for Arkansas Legal Services also received the same grant, which we assisted them in writing that grant. We are in the first month of that grant and still in the planning stages. We hope to implement services in the second quarter. This is basically to provide civil legal services to substance abuse disorders survivors and families so that they can have better outcomes. They often have several civil legal problems that will cause them to stress when they are trying to recover and cause their families to stress when they are trying to deal with someone that is trying to recover. We hope to alleviate these issues for these people that we serve. We are the only legal aid programs in the country to receive this grant, so we are optimistic that we are going to create a good model so others can provide similar services.

Our Fair Housing project continues to grow. They have over \$400,000 of funding for the next 12 months. They received an education and outreach initiative grant in addition to their enforcement grant. They are really doing good work in the enforcement realm. At least for the next 24 months, that project is secure and solid.

Other grants and fund-raising contracts, we received a \$75,000 donation from Walmart recently that we are going to use primarily to assist survivors of domestic violence in Northwest Arkansas.

Our pro bono innovation funds grant from the Legal Services Corporation has been extended from 24 to 36 months as we try to analyze and reinvent to a certain degree the way those services are provided in our service area. Ms. Johnson and Ms. Foster will provide an update at the December Board meeting.

Our Administration of Justice Fund allocation, the money that comes from the State filing fees add on, continues to suffer. Theoretically, we are supposed to be getting \$384,000 annually from that. As of August, we are down to \$61,000 or \$62,000 or 18% of what we are supposed to get. It went from \$384 to \$250 to \$200 to \$150 to this. Hopefully, that fund will revive at some point. Obviously, cases are not being filed at a very high pace, and the fund was gutted at some point by some very short sighted people thinking that there would be funds in their forever and adding people to receive funds that did

not have an allocation into the fund, and then the funds started getting lower. Instead of kicking those people out, they said, no, those people would continue to receive 100% of their allocation into the fund and the rest will have to suffer the loss of their short sightedness.

The final thing Mr. Richardson addresses is that we are advertising 5 positions available right now. We are in the middle of interviews for at least 4 of those positions: an Economic Justice attorney in Northwest Arkansas, a Housing attorney in Jonesboro, Opioid data collector, Opioid Support Specialist, and a Fair Housing Investigator in Little Rock. Also, Ashley Norman, our Domestic Justice work group leader, has stepped down. She will continue to provide services to survivors of domestic violence, but right now, because of Covid, she has children at home that she needs to home school. Ms. Walker is now the acting Domestic Justice Group Lead in addition to everything else she does. We will also probably be hiring some legal help with the opioid money once we get through these first couple of months of planning. We have about 2.4 LTE attorneys that can fund annually with that money.

Mr Richardson stated that the Board Meeting is coming up in Jonesboro on December 12th and he believes that it can be done in person or at least blend it where some can attend in person. He stated that he will with that conclude his Director's Report.

Old/New Business

Mr. Richardson expressed his appreciation to the staff of Legal Aid for their outstanding services during the Covid pandemic. There was no new or old business to discuss.

Ms. Haun called for motion to adjourn the meeting. A motion was made by Val Price and seconded by Lori Chumbler. The motion carried and the meeting was adjourned.

LEGAL AID OF ARKANSAS
ACTUAL REVENUE & EXPENDITURES
FOR THE PERIOD JANUARY 1 THRU OCTOBER 31, 2020

| Line# | Revenue: | 2020 Apprd Budget | OCT 2020 Actual | DEC 2019 Actual |
|-----------|--|-----------------------|-----------------------|-----------------------|
| 1 | LSC BASIC GRANT (FY19 Appropriation Inceas-est \$17,480) | \$1,564,261.00 | \$1,303,551.08 | \$1,478,027.00 |
| 2 | Ark Adm Justice Funds (FY19 Appropriation decrease-\$51,326) | \$153,978.00 | \$105,829.16 | \$184,452.43 |
| 3 | STOP/VAWA/VOCA | \$292,196.00 | \$183,639.37 | \$292,494.66 |
| 4 | HUD | \$281,396.00 | \$216,577.85 | \$175,398.35 |
| 5 | IOLTA (rec'd letter 01/29/2019 for \$77,200) | \$100,100.00 | \$130,000.00 | \$77,200.00 |
| 6 | IOLTA-Housing Foreclosure | \$250,000.00 | \$227,936.17 | \$254,374.84 |
| 7 | AATJF-Fair Housing Special Grant - 2018/2019 (2019-5/months) | \$42,208.00 | \$0.00 | \$93,178.67 |
| 8 | IRS-LITC | \$64,000.00 | \$50,585.13 | \$64,000.00 |
| 9 | National Health Law Program | \$50,000.00 | \$45,000.00 | \$37,500.00 |
| 10 | MLP-EJW&ACH | \$137,250.00 | \$146,017.38 | \$171,661.37 |
| 11 | ST VINCENT | \$0.00 | \$0.00 | \$0.00 |
| 12 | Equal Justice Works-CVJC (2018-2020) | \$24,205.00 | \$7,044.38 | \$54,520.40 |
| 13 | Equal Justice Works-AMC | \$0.00 | \$0.00 | \$0.00 |
| 14 | AAA-White River | \$2,500.00 | \$987.50 | \$2,781.25 |
| 15 | AAA-East Arkansas | \$35,000.00 | \$29,225.00 | \$35,000.00 |
| 16 | AAA NWA | \$10,118.00 | \$5,200.00 | \$9,487.50 |
| 17 | UW-Boone Cnty | \$2,000.00 | \$2,000.00 | \$0.00 |
| 18 | UW-Bly | \$3,000.00 | \$3,000.00 | \$3,000.00 |
| 19 | UW-NW Ark | \$50,000.00 | \$41,666.00 | \$66,217.50 |
| 20 | UW-NE Ark | \$13,125.00 | \$10,937.50 | \$13,125.00 |
| 21 | UW-NCA (Independence Cnty) \$5,000 for 2018-2019 | \$4,000.00 | \$5,800.00 | \$0.00 |
| 22 | UW-Mid South | \$4,781.00 | \$4,890.00 | \$4,890.00 |
| 23 | Washington County Law Library | \$14,400.00 | \$13,500.00 | \$14,400.00 |
| 24 | Other- | \$32,000.00 | \$33,495.25 | \$57,534.23 |
| 25 | Donations | \$100,000.00 | \$105,594.65 | \$112,235.52 |
| 26 | Interest income | \$20,000.00 | \$14,497.76 | \$26,533.40 |
| 27 | Attorney fees | \$7,500.00 | \$36,291.97 | \$7,100.00 |
| 28 | RACES-NEA LawDay & NWA Judicata | \$0.00 | \$0.00 | \$0.00 |
| 29 | LSC - Midwest Legal Disaster - Coordination Project | \$64,400.00 | \$64,400.00 | \$32,200.00 |
| 30 | LSC - Private Attorney Involvement Innovation | \$120,656.00 | \$48,262.40 | \$48,262.40 |
| 31 | Rural Communities Opioid Response (Planning) | \$75,000.00 | \$93,047.36 | \$76,248.45 |
| 32 | Small Business Loan - Paycheck Protection Program | \$0.00 | \$521,600.00 | \$0.00 |
| 33 | LSC-Telework (Covid-19) | \$0.00 | \$154,783.12 | \$0.00 |
| 34 | State of Arkansas - Arkansas Ready for Business | \$0.00 | \$46,500.00 | \$0.00 |
| 35 | Revenue (excludes carryOver) | \$3,518,074.00 | \$3,651,859.03 | \$3,391,822.97 |

LEGAL AID OF ARKANSAS
 ACTUAL REVENUE & EXPENDITURES
 FOR THE PERIOD JANUARY 1 THRU OCTOBER 31, 2020

| Expenses: | 2020 Apprd Budget | OCT 2020 Actual | DEC 2019 Actual |
|--|--------------------------|------------------------|------------------------|
| 36 Total-Attny(excludes AMC&EJW; Includes ACH/EJW-MLP) | \$1,951,122.39 | \$1,511,100.58 | \$1,723,260.23 |
| 37 Total-Paralegals | \$479,935.28 | \$331,286.27 | \$336,468.20 |
| 38 Total-Other | \$334,708.55 | \$383,674.33 | \$358,892.61 |
| 39 Total-EJW (Living Allow&Suppl Benefits) | \$0.00 | \$0.00 | \$0.00 |
| 40 Benefits Budgeted (includes Americorp & EJW benefits) | \$566,982.07 | \$440,254.52 | \$424,303.83 |
| 41 Grand Total of All Payroll | \$3,332,748.29 | \$2,666,315.70 | \$2,842,924.87 |
| | | | |
| 42 Space Rent (HA \$675/\$725, WM\$600, Helena \$275/470) | \$64,140.00 | \$48,819.63 | \$49,525.68 |
| 43 Space Other Expenses | \$29,500.00 | \$22,182.73 | \$26,120.96 |
| 44 Equipment Rental&Maint | \$21,000.00 | \$9,925.58 | \$15,290.89 |
| 45 Office Supplies | \$75,500.00 | \$76,315.54 | \$75,820.82 |
| 46 Postage /Printing | \$15,000.00 | \$7,956.40 | \$13,828.78 |
| 47 Communication Expense | \$62,500.00 | \$59,751.33 | \$55,782.73 |
| 48 Travel Board Members & Mtg Supplies | \$2,500.00 | \$0.00 | \$1,980.65 |
| 49 Travel Staff & Others | \$88,000.00 | \$30,364.09 | \$85,472.14 |
| 50 Training-Board Members | \$1,500.00 | \$0.00 | \$0.00 |
| 51 Training-Staff & Other | \$78,000.00 | \$11,972.55 | \$73,077.54 |
| 52 Library | \$15,000.00 | \$14,856.40 | \$17,586.45 |
| 53 Insurance-Prof Liab, Prop & Gen Liab | \$31,500.00 | \$31,851.97 | \$30,287.61 |
| 54 Dues & fees | \$18,500.00 | \$18,086.50 | \$16,547.50 |
| 55 Audit | \$15,000.00 | \$12,700.00 | \$15,000.00 |
| 56 Litigation | \$10,000.00 | \$5,185.98 | \$9,240.85 |
| 57 Advertising | \$4,500.00 | \$1,427.13 | \$1,571.01 |
| 58 Property Acquisition (Springdale-A/C, Jonesboro-roof/windows) | \$15,000.00 | \$8,450.00 | \$0.00 |
| 59 Depreciation (no affect on Cash) | \$14,931.67 | \$14,270.00 | \$15,345.80 |
| 60 Other (Contract Labor) | \$22,500.00 | \$16,583.46 | \$23,369.32 |
| 61 RACE-NEA LawDay | \$0.00 | \$0.00 | \$0.00 |
| 62 TIG(Ben&Wages included above in Payroll Exp) | | | |
| 63 SPG Bldg Loan Pmts (interest Exp) | \$10,296.00 | \$9,372.00 | \$5,238.96 |
| | | | |
| 64 Total Non-Personnel Exp | \$594,867.67 | \$400,071.29 | \$531,087.69 |
| | | | |
| 65 TOTAL EXPENSES | \$3,927,615.96 | \$3,066,386.99 | \$3,374,012.56 |
| | | | |
| 66 Revenues over(under)Exp(excluding carryover) | (\$409,541.96) | \$585,472.04 | \$17,810.41 |
| | | | |
| 67 Net Assets Beginning of Year (includes PROPERTY & Carryover/Reserves) | 1,365,023.12 | 1,365,023.12 | 1,347,212.71 |
| | | | |
| 68 Net Assets at End of Year(includes PROPERTY&carryover/Reserves) | 955,481.16 | 1,950,495.16 | 1,365,023.12 |
| | | | |
| 69 Monthly Average Expenses >>>>>>>>> | \$327,301.33 | \$340,709.67 | \$281,167.71 |
| 70 Average Monthly Exp in Unrestricted CarryOver(Reserves) | 2.10 | 4.94 | 4.10 |
| | | | |
| Reconciliation to Cougar: | | | |
| Excess Revenue Over (under) Exp - per this Rpt | (\$409,541.96) | \$585,472.04 | \$17,810.41 |
| Cash used for Non-Exp Item- Prin Loan Pmts-Spg Bld - Less Depr Exp | 0.00 | 0.00 | 0.00 |
| Reconciliation Amt-Excess Rev Over (Under) Exp | (\$409,541.96) | \$585,472.04 | \$17,810.41 |
| From Cougar Mnt Software Rpt | | 585,472.04 | 17,810.41 |
| Reconciled to Cougar Mntn or Difference Amt>>>> | | \$0.00 | \$0.00 |

Board Approved 12/08/2018 (2019)
 Revised-Exec Comm 07/19/2019 (2019)
Board Approved 12/07/2019 (2020)

LEGAL AID OF ARKANSAS, INC (LEGFND)

Detailed Balance Sheet

As of: 10/31/2020

11/11/2020 6:18:19 PM

All Funds

Page 1

Assets

| | | | |
|-----------|----------------------------------|--------------|-----------------------------|
| 10-00-100 | CASH - BANK OF FAYETTEVILLE | 1,635,709.89 | |
| 10-00-103 | FIRST SECURITY BANK MM | 129,932.17 | Total Cash - \$2,037,307.71 |
| 10-00-105 | CASH-IN-BANK - B.O.F. LITC | 20.00 | |
| 10-00-110 | CLIENTS TRUST BANK ACCTS | 6,154.78 | |
| 10-00-111 | CASH-FIRST SECURITY BANK-GENERAL | 271,645.65 | |
| 10-00-140 | PREPAID EXPENSES | 6,347.90 | |
| 10-00-150 | LAND | 8,000.00 | |
| 10-00-151 | BUILDINGS | 443,268.98 | |
| 10-00-155 | FURNITURE & EQUIPMENT | 122,201.89 | |
| 10-00-170 | LEASEHOLD IMPROVEMENTS | 108,497.45 | |
| 10-00-180 | ACCUMULATED DEPRECIATION | (424,430.43) | |

Total Assets

\$2,307,348.28

Liabilities

| | | | |
|-----------|-----------------------------|-------------|---|
| 10-00-200 | ACCOUNTS PAYABLE | 1,218.70 | |
| 10-00-204 | CLIENTS TRUST | 6,154.78 | |
| 10-00-205 | ACCRUED PAYROLL | 103,641.37 | 11/05/2020 Payroll expended on 10/30/2020 |
| 10-00-210 | UNITED WAY W/H | 381.50 | |
| 10-00-213 | GROUP INS. W/H & PAYABLE | (13,114.23) | |
| 10-00-214 | RETIREMENT W/H & PAYABLE | 10,722.83 | |
| 10-00-220 | ACCRUED LEAVE | 92,186.48 | |
| 10-00-240 | DEFERRED SUPPORT | 130,355.00 | |
| 10-00-245 | NOTE PAYABLE-FIRST SECURITY | 25,306.69 | Remaining balance on Springdale Office |

Total Liabilities

\$356,853.12

Net Assets

| | | | |
|-----------|-----------------------------------|------------|--|
| 10-00-301 | NET ASSETS - LSC | 31,112.86 | |
| 10-00-303 | Net Assets-Property Restricted | 38,376.83 | |
| 10-00-304 | NET ASSETS-DONATIONS RESERVE | 175,000.00 | |
| 10-00-305 | NET ASSETS-DONATIONS-Unrestricted | 591,035.03 | |
| 10-00-306 | Net Assets-Property Unrestricted | 184,343.06 | |
| 10-00-320 | NET ASSETS- ARK FILING FEES | 331,446.24 | |
| 10-00-321 | NET ASSETS-OTHER "AATJF" | 13,709.10 | |
| | Excess Revenues Over Expenses | 585,472.04 | |

Total Net Assets

\$1,950,495.16

Total Liabilities and Net Worth

\$2,307,348.28

LEGAL AID OF ARKANSAS

2020-2021 PROJECTIONS

| Line# | Revenue: | 2020 Projections | 2021 Projections |
|-----------|--|-----------------------|-----------------------|
| 1 | LSC BASIC GRANT | \$1,564,261.00 | \$1,586,261.00 |
| 2 | Ark Adm Justice Funds | \$116,501.74 | \$138,987.28 |
| 3 | HUD | \$281,396.00 | \$295,349.00 |
| 4 | STOP/VAWA/VOCA | \$240,168.00 | \$292,196.00 |
| 5 | IRS-LITC | \$64,000.00 | \$70,000.00 |
| 6 | IOLTA | \$130,000.00 | \$0.00 |
| 7 | IOLTA-Housing Foreclosure | \$250,000.00 | \$250,000.00 |
| 8 | AATJF-Special Grant Projects | \$0.00 | \$0.00 |
| 9 | MLP-EJW & ACH | \$182,250.00 | \$196,860.00 |
| 10 | Equal Justice Works CVJC | \$7,044.38 | \$0.00 |
| 11 | AAA-White River | \$2,500.00 | \$2,500.00 |
| 12 | AAA-East Arkansas | \$35,000.00 | \$35,000.00 |
| 13 | AAA NWA | \$10,118.00 | \$10,118.00 |
| 14 | UW-Boone Cnty | \$2,000.00 | \$2,000.00 |
| 15 | UW-Bly | \$3,000.00 | \$3,000.00 |
| 16 | UW-NW Ark | \$50,000.00 | \$50,000.00 |
| 17 | UW-NE Ark | \$13,125.00 | \$13,125.00 |
| 18 | UW-NCA (Independence Cnty) | \$8,200.00 | \$4,000.00 |
| 19 | UW-Mid South | \$4,781.00 | \$4,781.00 |
| 20 | Donations | \$106,089.65 | \$100,000.00 |
| 21 | Interest income | \$17,197.76 | \$9,500.00 |
| 22 | Attorney fees | \$36,291.97 | \$7,500.00 |
| 23 | Other - Ark Adv-Child/Families, CALS, Tyson, EJW-AMC,N Wonders | \$33,495.25 | \$32,000.00 |
| 24 | Washington County Law Library | \$18,000.00 | \$18,000.00 |
| 25 | National Health Law Program | \$50,000.00 | \$0.00 |
| 26 | LSC - Midwest Legal Disaster Coordination Project | \$64,400.00 | \$64,400.00 |
| 27 | LSC - Private Attorney Involvement Innovation | \$120,656.00 | \$120,656.00 |
| 28 | Rural Communities Opioid Response (Planning) | \$105,047.36 | \$333,333.00 |
| 29 | HUD EIO | \$52,083.00 | \$125,000.00 |
| 30 | LSC - (Covid-19) | \$154,783.12 | \$0.00 |
| 31 | Small Business Loan - Paycheck Protection Program | \$521,600.00 | \$0.00 |
| 32 | Revenue (excludes carryOver) | \$4,243,989.23 | \$3,764,566.28 |

LEGAL AID OF ARKANSAS

2020-2021 PROJECTIONS

| | Expenses: | 2020 Projections | 2021 Projections |
|--|--|-------------------------|-------------------------|
| 33 | Total-Attorneys | \$1,879,122.28 | \$2,129,184.72 |
| 34 | Total-Paralegals | \$411,973.94 | \$435,727.85 |
| 35 | Total-Other | \$498,175.93 | \$521,344.00 |
| 36 | Benefits Budgeted | \$551,718.03 | \$749,047.76 |
| 37 | Grand Total of All Payroll | \$3,340,990.18 | \$3,835,304.33 |
| 38 | Space Rent adjusted HE Rent | \$58,151.44 | \$58,151.44 |
| 39 | Space Other Expenses | \$29,500.00 | \$30,500.00 |
| 40 | Equipment Rental&Maint | \$14,000.00 | \$19,500.00 |
| 41 | Office Supplies | \$87,500.00 | \$76,500.00 |
| 42 | Postage /Printing | \$10,000.00 | \$15,000.00 |
| 43 | Communication Expense | \$71,000.00 | \$62,500.00 |
| 44 | Travel Board Members & Mtg Supplies | \$0.00 | \$2,500.00 |
| 45 | Travel Staff & Others reduced by \$43,000 | \$45,000.00 | \$88,000.00 |
| 46 | Training-Board Members | \$0.00 | \$1,500.00 |
| 47 | Training-Staff & Other reduced by \$60,000 | \$18,000.00 | \$78,000.00 |
| 48 | Library | \$15,000.00 | \$16,000.00 |
| 49 | Insurance-Prof Liab, Prop & Gen Liab | \$31,500.00 | \$33,000.00 |
| 50 | Dues & fees | \$18,500.00 | \$19,000.00 |
| 51 | Audit | \$15,000.00 | \$15,000.00 |
| 52 | Litigation | \$10,000.00 | \$10,000.00 |
| 53 | Advertising | \$3,500.00 | \$4,500.00 |
| 54 | Property Acquisition | \$15,000.00 | \$15,000.00 |
| 55 | Depreciation (no affect on Cash) | \$15,825.00 | \$16,225.00 |
| 56 | Other (Contract Labor) added Faye | \$27,700.00 | \$27,700.00 |
| 57 | SPG Bldg Loan Pmts (interest Exp) | \$5,238.96 | \$5,238.96 |
| 58 | Total Non-Personnel Exp | \$490,415.40 | \$593,815.40 |
| 59 | TOTAL EXPENSES | \$3,831,405.58 | \$4,429,119.73 |
| 60 | Revenues over(under)Exp(excluding carryover) | \$412,583.65 | (\$664,553.45) |
| 61 | Net Assets Beginning of Year (includes PROPERTY & Carryover/Reserves) | 1,365,023.12 | 1,777,606.77 |
| 62 | Net Assets at End of Year (includes PROPERTY & carryover/Reserves) | 1,777,606.77 | 1,113,053.32 |
| 63 | Monthly Average Expenses >>>>>>>>> | \$319,283.80 | \$369,093.31 |
| 64 | Avr Monthly Exp in Unrestricted CarryOver(Reserves) | 4.73 | 4.14 |
| 2022 Projections based on current funding and an increase of 3% for both Revenue and Expenses | | | |

**AUDIT FINANCE COMMITTEE
MEETING MINUTES SUMMARY
November 18, 2020**

The Audit/Finance Committee of the Legal Aid of Arkansas Board of Directors met by conference call at 2:00 p.m. Wednesday, November 18, 2020. Participating were Annie Smith, Pamela Haun, Lori Chumber, Lee Richardson, David Bowman and Elizabeth King.

Ms. Smith called the meeting to order. There was not a specific agenda, so the meeting began with discussing the audit agreement. Mr. Richardson stated that the firm we use has been doing the audit for us since 2002. We have a policy in place where every 4 years or so we solicit bids, but this firm always has the lowest bid. He stated that they also are audited by LSC nearly every year, and they pass all of those audits. He stated that we had a couple of times where someone was competent and got within a couple thousand dollars, so if the board ever decides to change, we can. He stated that our policy requires us to do a RFP every few years and solicit bids for auditors and that is coming up in the next couple of years. Ms. Smith asked if it was a recommendation from LSC this round of review. Mr. Richardson stated he didn't think so, because they did not review financial. They reviewed program performance, which had to do with delivery of legal services. David Bowman concurred and added that they also rotate their auditors through our offices. Ms. Smith asked what the price change from last year was, if there were any changes to the contract and if we needed to vote to approve. Mr. Richardson stated that the price has been \$15,000 for a decade and has not changed, that there were no changes to the contract, and that we will need to go to the full board for final approval. But, they have to start the pre-audit the 14th or 15th of December, and they have to schedule that and we have to start pulling paperwork, and it will already be a done deal before our board meeting. Mr. Richardson further stated that this should maybe be something we need to address in our September board meetings, because at this point, it would be nearly impossible to find another auditor.

Ms. Smith called for a Motion to move forward with the audit agreement. A motion was made by Lori Chumbler and seconded by Pam Haun. The motion carried with none opposed.

Mr. Richardson stated that next we needed to look at the 2020 projections and 2021 budget. The 2020 and 2021 projections, which are basically our budget recommendation. If you look at 2020, we are looking at about \$412,000 more revenue than expenses for the year. The original approved budget was significantly in the hole, but after Covid came along, we got some extra money and we lost some money. He stated that the big factor was the Paycheck Protection Program loan of \$521,600 that we received. He stated further that he thinks we are at a point where we can get that loan forgiven. First Security Bank was not ready to start working on that, but he has seen where other smaller loans have been forgiven. He stated that we will start working on that, and assuming that loan will be forgiven, then that will become income which is important to note for 2021.

Mr. Richardson stated that he would go over some 2021 things and open it up for discussion. Looking at line 1 on the Excel spreadsheet, you will notice a small increase there. That's based on the Senate passed a \$6 million increase - the House \$25,000,000 and they haven't gone to reconciliation yet, but we assume we are looking at LSC getting \$6 million increase, which equates to about a \$32,000 increase for Legal Aid of Arkansas. That is conservative, and Mr.

Richardson stated that he thinks that is the least we will receive, but that is what we have projected at this point, and it could be after the inauguration or sooner before we get a final amount for 2021. In the meantime, we are in the continuing resolution for the 2020 amount.

Number 2 on the spreadsheet is the Administration of Justice Fund. It is supposed to be \$384,000 a year, and for various reasons, it was down to around \$154,000 for this year. It was cut down to around \$5,000 a month. Finally, it was determined that someone within the Department of Finance and Administration was taking money out without any authority to do so to pay some district court judges. Hopefully, that will be corrected, and we will get back up to the \$154,000. We are not going to go back to \$384,000, because of circuit judges, trial assistants, court reporters have taken some of that money away from us without having any income flowing in. That was back when the fund was flush, and Governor Beebe warned them against it, but they thought there would always be money in that fund. We are hoping that will move up to \$138,000, which is our conservative estimate for this year, according to Amy Johnson, who has been in conversation with the Administrative Office of the Courts.

Moving on to HUD, Mr. Richardson stated that HUD is up a little bit, because we will be in year 3 of an Enforcement Grant. Year 1 and 2 was \$281,000 and year 3 will be \$340,000. Year 3 starts in October 1. You can see an increase there of \$295,349. The rest of that increase will be reflected in 2022.

Dropping down to line 6, the IOLTA, interest on lawyers trust account, Mr. Richardson stated that he spoke with Amy Johnson, and she indicated that it would be zero probably.

Housing foreclosure: that's Bank of America settlement money, Mr. Richardson stated that we should get another \$250,000 in 2021. We'll get a payment in December and another payment in June, and then get a partial payment in December of 2021, and that money will be gone. That has been going since 2016, and will be depleted in 2021. The same with the Access to Justice Foundation Special Grant Projects. That was completed in June of 2020. The money that they had left, they pushed over to the regular Bank of America Housing Foreclosure line, so they could keep paying us through 2020 and early 2021.

Mr. Richardson stated that he was trying to explain any discrepancies and was open for discussion. Moving on to line 9 is MLP, and there were no discrepancies there. There is a little bit of an increase there because they are basically paying us our costs for 3 employees there, and then we are covering some of the cost of an Equal Justice fellow there that is sponsored by Walmart and Akin Gump. They are paying us 100% of the other 3 positions, and that is good through the end of June. He thought of bringing this up at the board meeting to consider pushing that over to Center for Arkansas Legal Services if they would do it right, it would make sense mainly because their office is two blocks away from them, and we are 200 miles away.

Moving down to United Way funding, Mr. Richardson stated that he didn't know that there would be an decrease, but that he suspected it would be possible because of the way United Ways are suffering all around the country now with the change in the way people give. Donations we have \$100,000, and most that is going to come from Walmart and Tysons and the Student Bar at the University of Arkansas, though he didn't know if they had an auction this year or not. He knew that they didn't raise the amount of money that they usually raise.

National Health Law Program, that money expires in the end of December, and they don't know if they will have money to continue that or not. That basically goes for Medicaid, for legal work in the Medicaid realm. They get their money from somewhere else and are not generating any income internally, and then they push some of that money through.

Mr. Richardson stated that the opioid money is robust. That's the one big increase, and when you get that money, you have to increase staff and use the money. But, that is going to be there at least for 3 years, and hopefully, that will take some pain away from losing the Bank of America money. And then, you have a HUD Education and Outreach Grant for 2022 and 2023. So HUD money is a little over \$400,000 a year right now.

So, that is where the \$3.764 million projection comes from, and you can see last year's was \$4.243. The primary difference there is that loan from the Paycheck Protection Program, and then we never know what else is going to happen going forward, because there may be more Care's Act money. We think that we know that the King Foundation and the Arkansas Community Foundation is going to give us enough money to pay a housing attorney to help meet the landlord/tenant crisis. Last week for example, we had 20 cases in Washington and Benton County, and 12 of those were Marshallese. All 12 of the Marshallese evictions that were filed came to our office, which shows that we have done a good job penetrating there. On the other hand, the 80 or so evictions that have come to us within the last 30 days, only one of them has been Latino, so there is some big disconnect there. We know they are magically not foreclosing on anyone that is Latino. So there is something going on there that we are missing.

There could be more Covid response money coming. As to LSC, the budget control act that has been going on for a decade is gone after 2021. So, that is why LSC's board of directors has asked for over a billion dollars. Also, the Legal Services Corporation is one of the very few programs that are still a-political that gets support from both sides in Congress. So if anyone has a possibility of getting a substantial increase, it will be probably be us.

Mr. Richardson moved on to expenses stating that we could see a \$250,000 jump in attorney expenses. A lot of that comes from a consumer price index for salary increases of 1.3%, and we will be presenting that at the board meeting, so that salary scale can be a living scale. We also have a 2.4 in the LTE equivalents in the opioid grant and then probably 1 in the LSC Care's Act money, and a .5 in housing with the HUD increases, and then the Director of Advocacy is factored in there as attorney, and that is a new position. He stated that he thought it would have been more that it is, but those are the primary increases.

Everything else but budget and benefits stay substantially the same. Mr. Richardson asked Mr. Bowman if he could speak on why the benefits are going up substantially. Mr. Bowman stated that a lot of that is just based on the number of employees we have.

Mr. Richardson recapped Mr. Bowman's report (due to poor sound). We are proposing at the board meeting and it is budgeted that way, that we start paying 90% instead of 80% of the employees' premium for health insurance. Part of that is because, although we had a 1 or 2% decrease in the cost of our health insurance from last year with Blue Cross, instead of an age based scale we will move to a composite scale which was going to increase substantially some of the younger people's premiums, and decrease the older ones. But paying 90% is attractive and

makes up some of that difference so nobody's hurt hopefully. And then another thing Mr. Bowman was talking about was if you have an increase of 54 to 64 full time employees, you have an increase of benefits that you are paying out.

Mr. Richardson stated that as far our space rent goes, we gave up some space in Harrison, but increased our space in Rogers because we just did not have enough space. He stated you can see some things that are related to Covid. Travel we are going to be at \$45,000 instead of \$80,000. Mr. Richardson stated that he does not recall what we projected for that, but that it was substantially more than that. Training was at \$18,000, and he thinks that was projected at \$78,000. And then when you do something like a Statewide Conference virtually, and you spend 10% on what we usually spend on that, so instead of \$15,000, it might have been \$1,500. Mr. Richardson stated that he thinks that everyone got their CLE in and got lots of online training, but we just have not had the airline expenses, per diem and the hotel stays and all that goes with it for National Conferences and that type of thing.

Mr. Richardson stated that he wanted to talk about the Springdale building briefly, because we don't have it budgeted to pay it off this year, but we could pay it off this year and certainly, we could pay it off next year. Mr. Bowman advised that we owed \$25,000 on the building. So, we have paid that down substantially, and we could pay that off by the end of the year, or we could just double up payments for the next 6 months, and it will be paid off.

Ms. Chumbler questioned if it was the idea to keep that building or to eventually move everything to Rogers. Mr. Richardson stated that we would keep that building, because it was central to our service areas. There's just not enough room for everyone in Rogers. He stated that we have 8 or 9 in Rogers, and 22 in Springdale. We are full in West Memphis, and we are about to be full in Jonesboro. We hired somebody from Vanderbilt that will start in April. In Newport, we have plenty of space, although we do have an attorney there now. And in Harrison, we've retracted. And we are full in the housing office. We are full everywhere. He stated that he couldn't imagine having to hire many more people. And now we have limited work schedules, so we can even share offices.

Ms. Smith asked what our net assets would be excluding property. Mr. Richardson stated that as of right now, we have approximately \$2 million in the bank. Mr. Bowman concurred. Mr. Richardson further stated that the point of that is that is that he thinks we are going to have a surge next year, and we need to spend so it is going to spend down. We always want to carry over at least 3 months if we can. Right now, we are looking at 4.73 months to carry over for operating expense if we didn't get another penny. We would rather have a year's worth, but if you are a non-profit, then people would wonder why we were sitting on the money and not providing services. Therefore, 3 months is usually palpable. Ms. Smith then asked if 4 months and a bit is what we project to carry over for 2020 or 2021. Mr. Richardson responded that for 2020, it is 4.73, and in 2021, it would be 4.14. Ms. Smith then wanted to know what portion of that was property, and Mr. Bowman advised that we have \$8,000 in land, and buildings \$443,000, furniture and equipment \$122,000, leasehold improvements of \$108,000 and then the offset of that would be the accumulated depreciation of \$424,000.

Mr. Richardson inquired as to how much cash is projected at the end of 2020 and the end of 2021.

Ms. Smith asked that once everyone reviewed the document did we want to entertain a motion to approve the projections, and Mr. Richardson affirmed. Mr. Richardson said by the time of the board meeting, we may have added the King Foundation and the Community Fund money, but it is not allocated yet. It changes during the year quite frequently, and that is why we need to start sending the Audit/Finance Committee probably monthly, the balance sheet and the projections.

Mr. Richardson stated that cash on hand at the end of October was \$2,037,307. Ms. Smith stated that since we have projected 4.14 months of carryover for the end of 2021, if we looked at monthly expenses, we could do the math on that. Mr. Richardson stated that he was skeptical of the 4.14 looking at the math, but he knows there are pivot tables and formulas and all of those types of things comes up with that number. Mr. Richardson stated that the information will be emailed to the members.

Mr. Richardson stated that the only thing that affects our budget other than the increase of Legal Aid's contribution to insurance premiums from 80% to 90%, is the 1.3 CPI increase to the salary scale, which will go into effect starting the first payroll of 2021. He stated that is something the board has already approved, and it is something that the board can review at each December meeting. So we'll have the new salary scales for approval at 1.3% increase. Mr. Richardson said he thinks it amounted to \$130,000.

Ms. Smith asked if we wanted to entertain a motion to approve the budget for 2021. A motion was made by Pam Haun and seconded by Lori Chumbler. The motion carried with none opposed and the motion was approved.

The meeting was adjourned.

Legal Aid of Arkansas
Audit Agreement

1. This agreement, between Legal Aid of Arkansas and Yoakum, Lovell & Company, PLC, shall be effective as of the date of execution below.
2. Yoakum, Lovell & Company, PLC will audit the financial records, accounts and statements of Legal Aid of Arkansas as of December 31, 2020 and for the year ended December 31, 2020.
3. The audit will be conducted in accordance with auditing standards generally accepted in the United States, the standards for financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; the Office of Management and Budget (OMB) Uniform Guidance; and the LSC Audit Guide for Recipients and Auditors.
4. The audit will include tests of the accounting records and such other audit procedures as necessary to express an independent opinion on the statement of financial position and the related statements of activities, and cash flows, and reports on compliance with laws and regulations and the internal control structure.
5. Yoakum, Lovell & Company, PLC will plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement. Under the concept of reasonable assurance, Yoakum, Lovell & Company, PLC will exercise its judgment about the number of transactions to be examined and the areas to be tested. There is, therefore, a risk that material errors, irregularities or illegal acts, including fraud or defalcations, may exist and not be detected. Yoakum, Lovell & Company, PLC will, however, advise immediately the LSC OIG of any such matters that come to its attention. Yoakum, Lovell & Company, PLC's responsibility is limited to the period covered by the audit and does not extend to matters that might arise during any later periods.
6. Yoakum, Lovell & Company, PLC, as part of the engagement, will request written representations from Legal Aid of Arkansas' attorneys. Prior to the conclusion of the audit, Yoakum, Lovell & Company, PLC will also request certain written representations from Legal Aid of Arkansas' management about the financial statements and related matters. It is understood that these financial statements are the responsibility of management. This responsibility includes the maintenance of adequate records and related internal control structure policies and procedures, the selection and application of accounting principles, and the safeguarding of assets. Yoakum, Lovell & Company, PLC will advise management about the appropriate accounting principles and their application, and will assist in the preparation of the financial statements, if necessary.
7. Yoakum, Lovell & Company, PLC understands that it has the responsibility:
 - a. To prepare the audit reports in accordance with the requirements of Government Auditing Standards, OMB Uniform Guidance, and the LSC Audit Guide for Recipients and Auditors;
 - b. To prepare and electronically submit a summary report form on noncompliance with laws and regulations, questioned costs and reportable conditions;
 - c. To provide a special report to the OIG on noncompliance in the event that the recipient fails to do so in accordance with the requirements of the LSC Audit Guide for Recipients and Auditors; and
 - d. To notify OIG within five business days of its termination or cessation of services to the recipient.

Legal Aid of Arkansas
Audit Agreement

8. Yoakum, Lovell & Company, PLC will also prepare the federal tax return (IRS form 990) for the year ending December 31, 2020.
9. Entrance and exit conferences will be held with Legal Aid of Arkansas' management, and Yoakum, Lovell & Company, PLC representatives.
10. Legal Aid of Arkansas management's responses to draft audit reports will be delivered to Yoakum, Lovell & Company, PLC for inclusion in the final reports, where practical.
11. Yoakum, Lovell & Company, PLC will deliver to the Legal Aid of Arkansas:
 - a. Three copies of the draft audit reports no later than March 31, 2021.
 - b. The original and 10 copies of the final audit reports no later than 90 days after closing; and
 - c. The federal tax return within a reasonable time after the acceptance of the final audit reports.
12. In consideration for the satisfactory performance of the audit, Yoakum, Lovell & Company, PLC will receive \$15,000, paid as follows:
 - a. Upon monthly billings, provided that such billings do not exceed \$14,750 and detail the work performed, number of hours worked and rate charged; and
 - b. Upon delivery of the completed federal tax return, \$250.
13. Yoakum, Lovell & Company, PLC will immediately notify the Legal Aid of Arkansas of any significant and/or reportable conditions noted during the course of the audit.
14. Audit working papers will be prepared in accordance with *Government Auditing Standards*, and will be retained by Yoakum, Lovell & Company, PLC for at least three years from the date of the final audit report. The working papers will be available for examination upon request by authorized representatives of LSC and the Comptroller General of the United States. The audit working papers will be subject to a quality assurance review conducted by the LSC OIG.
15. The certifications numbered a through h are incorporated by reference and made a part of this agreement.
16. In the event that there is a significant change in funding from the LSC and/or a change in the legal or regulatory requirements applicable to this audit, Legal Aid of Arkansas shall be allowed either to: 1) withdraw from this engagement after paying in full for any and all services rendered by Yoakum, Lovell & Company, PLC prior to the date of withdrawal; or 2) seek, without penalty, a negotiated modification of this agreement which would result in the satisfaction of the new legal requirements through the services to be performed under the modified agreement.
17. The fees set by this agreement are based upon the following assumptions: management will respond promptly to all requests for basic information and/or documentation; the books will have been posted through the year; all adjustments will have been posted; management personnel will prepare cash and other confirmations; and that year-end schedules supporting the account

Legal Aid of Arkansas
Audit Agreement

balances will be provided.

18. Yoakum, Lovell & Company, PLC will give an oral presentation of its audit report to the board of directors.
19. If circumstances arise that will require additional services and time by Yoakum, Lovell & Company, PLC, they will notify the Legal Aid of Arkansas and obtain its agreement prior undertaking such activities. The hourly fee for such agreed to services will be \$135 for a partner and \$115 for staff accountant from our firm.
20. The terms of this agreement may be modified only in writing, signed by duly authorized representatives of the parties.
21. If the parties are unable to resolve a dispute regarding the acceptability of deliverables under this agreement, the dispute will be submitted to the American Arbitration Association for resolution through binding arbitration.
22. This agreement, which includes the matter specifically incorporated by reference, constitutes the entire agreement between the parties.
23. This agreement has been made, and shall be construed, in accordance with the laws of the state of Arkansas.
24. Upon completion of the audit, a detailed bill will be provided showing hours worked, the rate per hour charged, and the level of staff working on the audit.

Executed on this 4th day of December, 2020 for the parties by their duly authorized representatives.

Legal Aid of Arkansas

By: Lee Richardson

Yoakum, Lovell & Company, PLC

By: _____


Legal Aid of Arkansas
Audit Agreement

Certifications

- A. The individual signing certified that he is authorized to contract on behalf of Yoakum, Lovell & Company and to make these certifications.
- B. The individual signing certified that Yoakum, Lovell & Company is not involved in any agreement to pay money or other consideration for the execution of this agreement, other than to an employee of Yoakum, Lovell & Company.
- C. The individual signing certified that Yoakum, Lovell & Company meets the independence standards of the *Government Auditing Standards* issued by the comptroller general of the united states.
- D. The individual signing certified that he is aware that all individuals to be assigned to the audit have met the GAO continuing education requirement of 80 hours of continuing education every two years; and that 24 hours of this education have been in subjects directly related to the auditing of government grants.
- E. The individual signing certified that he has read and understands the GAO requirement of an external quality control review at least once every three years.
- F. The individual signing certified that the contractor, and any individuals to be assigned to the audit, does not have a record of substandard audit work and has not been debarred or suspended from doing work with any federal, state, or local government.
- G. The individual signing certifies that Yoakum, Lovell & Company does carry professional malpractice insurance or is otherwise adequately self-insured.
- H. The individual signing certifies that Yoakum, Lovell & Company does not discriminate against any employee or applicant for employment because of race, color, religion, sex, age, national origin, disability, or any other basis prohibited by law. Yoakum, Lovell & Company shall take affirmative action to insure that employees are treated during their employment, without regard to race, color, religion, sex, age, national origin, disability, or any other basis prohibited by law. Such action shall include, but not be limited to, the following: employment, upgrading, demotion, or transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship. Yoakum, Lovell & Company will, in all solicitations or advertisements for employees placed by or on behalf of Yoakum, Lovell & Company, state all qualified applicants will receive consideration for employment without regard to race, color, religion, sex, national origin, disability or any other basis prohibited by law.

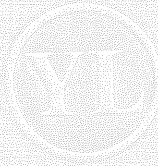
Dated this 4th day of November, 2020.

Yoakum, Lovell & Company, PLC

By: 

Zeke Jones
Certified Public Accountant

As its: Partner



Yoakum, Lovell & Co., PLC
CERTIFIED PUBLIC ACCOUNTANTS

November 3, 2020

To the Board of Directors
Legal Aid of Arkansas
714 South Main St
Jonesboro, AR 72401

We are pleased to confirm our understanding of the services we are to provide for Legal Aid of Arkansas for the year ended December 31, 2020.

We will audit the financial statements of Legal Aid of Arkansas, which comprise the statement of financial position as of December 31, 2020, the related statements of activities, functional expenses, and cash flows for the year then ended, and the related notes to the financial statements. Also, the following supplementary information accompanying the financial statements will be subjected to the auditing procedures applied in our audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, in accordance with auditing standards generally accepted in the United States of America, and we will provide an opinion on it in relation to the financial statements as a whole.

- 1) Schedule of expenditures of federal awards.
- 2) Statements of activities by funding source
- 3) Statement of private attorney involvement

Audit Objectives

The objective of our audit is the expression of an opinion about whether your financial statements are fairly presented, in all material respects, in conformity with U.S. generally accepted accounting principles and to report on the fairness of the supplementary information referred to in the second paragraph when considered in relation to the financial statements as a whole. The objective also includes reporting on:

- Internal control over financial reporting and compliance with provisions of laws, regulations, contracts, and award agreements, noncompliance with which could have a material effect on the financial statements in accordance with *Government Auditing Standards*.
- Internal control over compliance related to major programs and an opinion (or disclaimer of opinion) on compliance with federal statutes, regulations, and the terms and conditions of federal awards that could have a direct and material effect on each major program in accordance with the Single Audit Act Amendments of 1996 and Title 2 U.S. *Code of Federal Regulations* (CFR) Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance).

The *Government Auditing Standards* report on internal control over financial reporting and on compliance and other matters will include a paragraph that states that (1) the purpose of the report is solely to describe the scope of testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the entity's internal control or on compliance, and (2) the report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the entity's internal control and compliance. The Uniform Guidance report on internal control over compliance will include a paragraph that states that the purpose of the report on internal control over compliance is solely to describe the scope of testing of internal control over compliance and the results of that testing based on the requirements of the Uniform Guidance. Both reports will state that the report is not suitable for any other purpose.

Our audit will be conducted in accordance with auditing standards generally accepted in the United States of America; the standards for financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; the Single Audit Act Amendments of 1996; and the provisions of the Uniform Guidance, and will include tests of accounting records, a determination of major program(s) in accordance with the Uniform Guidance, and other procedures we consider necessary to enable us to express such an opinion. We will issue written reports upon completion of our Single Audit. Our reports will be addressed to the board of directors of Legal Aid of Arkansas. We cannot provide assurance that an unmodified opinion will be expressed. Circumstances may arise in which it is necessary for us to modify our opinion or add an emphasis-of-matter or other-matter paragraph. If our opinions are other than unmodified, we will discuss the reasons with you in advance. If, for any reason, we are unable to complete the audit or are unable to form or have not formed an opinion, we may decline to express an opinion or issue reports, or we may withdraw from this engagement.

Audit Procedures—General

An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements; therefore, our audit will involve judgment about the number of transactions to be examined and the areas to be tested. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements. We will plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement, whether from (1) errors, (2) fraudulent financial reporting, (3) misappropriation of assets, or (4) violations of laws or governmental regulations that are attributable to the Organization or to acts by management or employees acting on behalf of the Organization. Because the determination of abuse is subjective, *Government Auditing Standards* do not expect auditors to provide reasonable assurance of detecting abuse.

Because of the inherent limitations of an audit, combined with the inherent limitations of internal control, and because we will not perform a detailed examination of all transactions, there is a risk that material misstatements or noncompliance may exist and not be detected by us, even though the audit is properly planned and performed in accordance with U.S. generally accepted auditing standards and *Government Auditing Standards*. In addition, an audit is not designed to detect immaterial misstatements or violations of laws or governmental regulations that do not have a direct and material effect on the financial statements or on major programs. However, we will inform the appropriate level of management of any material errors, any fraudulent financial reporting, or misappropriation of assets that come to our attention. We will also inform the appropriate level of management of any violations of laws or governmental regulations that come to our attention, unless clearly inconsequential, and of any material abuse that comes to our attention. We will include such matters in the reports required for a Single Audit. Our responsibility as auditors is limited to the period covered by our audit and does not extend to any later periods for which we are not engaged as auditors.

Our procedures will include tests of documentary evidence supporting the transactions recorded in the accounts, tests of the physical existence of inventories, and direct confirmation of receivables and certain other assets and liabilities by correspondence with selected individuals, funding sources, creditors, and financial institutions. We will request written representations from the Organization's attorneys as part of the engagement, and they may bill you for responding to this inquiry. At the conclusion of our audit, we will require certain written representations from you about your responsibilities for the financial statements; schedule of expenditures of federal awards; federal award programs; compliance with laws, regulations, contracts, and grant agreements; and other responsibilities required by generally accepted auditing standards.

Audit Procedures—Internal Control

Our audit will include obtaining an understanding of the Organization and its environment, including internal control, sufficient to assess the risks of material misstatement of the financial statements and to design the nature, timing, and extent of further audit procedures. Tests of controls may be performed to test the effectiveness of certain controls that we consider relevant to preventing and detecting errors and fraud that are material to the financial statements and to preventing and detecting misstatements resulting from illegal acts and other noncompliance matters that have a direct and material effect on the financial statements. Our tests, if performed, will be less in scope than would be necessary to render an opinion on internal control and, accordingly, no opinion will be expressed in our report on internal control issued pursuant to *Government Auditing Standards*.

As required by the Uniform Guidance, we will perform tests of controls over compliance to evaluate the effectiveness of the design and operation of controls that we consider relevant to preventing or detecting material noncompliance

with compliance requirements applicable to each major federal award program. However, our tests will be less in scope than would be necessary to render an opinion on those controls and, accordingly, no opinion will be expressed in our report on internal control issued pursuant to the Uniform Guidance.

An audit is not designed to provide assurance on internal control or to identify significant deficiencies or material weaknesses. Accordingly, we will express no such opinion. However, during the audit, we will communicate to management and those charged with governance internal control related matters that are required to be communicated under AICPA professional standards, *Government Auditing Standards*, and the Uniform Guidance.

Audit Procedures—Compliance

As part of obtaining reasonable assurance about whether the financial statements are free of material misstatement, we will perform tests of Legal Aid of Arkansas's compliance with provisions of applicable laws, regulations, contracts, and agreements, including grant agreements. However, the objective of those procedures will not be to provide an opinion on overall compliance, and we will not express such an opinion in our report on compliance issued pursuant to *Government Auditing Standards*.

The Uniform Guidance requires that we also plan and perform the audit to obtain reasonable assurance about whether the auditee has complied with federal statutes, regulations, and the terms and conditions of federal awards applicable to major programs. Our procedures will consist of tests of transactions and other applicable procedures described in the *OMB Compliance Supplement* for the types of compliance requirements that could have a direct and material effect on each of the Organization's major programs. The purpose of these procedures will be to express an opinion on Legal Aid of Arkansas's compliance with requirements applicable to each of its major programs in our report on compliance issued pursuant to the Uniform Guidance.

Other Services

We will prepare the Organization's federal information return for the year ended December 31, 2020 for the federal government based on information provided by you. We will also assist in preparing the financial statements, schedule of expenditures of federal awards, and related notes of the Organization in conformity with U.S. generally accepted accounting principles and the Uniform Guidance based on information provided by you. These nonaudit services do not constitute an audit under *Government Auditing Standards* and such services will not be conducted in accordance with *Government Auditing Standards*.

We will perform the services in accordance with applicable professional standards, including the Statements on Standards for Tax Services issued by the American Institute of Certified Public Accountants. The other services are limited to the financial statements, schedule of expenditures of federal awards, related notes, and tax services previously defined. We, in our sole professional judgment, reserve the right to refuse to perform any procedure or take any action that could be construed as assuming management responsibilities. We will advise management with regard to tax positions taken in the preparation of the tax return, but management must make all decisions with regard to those matters.

Management Responsibilities

Management is responsible for (1) designing, implementing, establishing, and maintaining effective internal controls relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error, including internal controls over federal awards, and for evaluating and monitoring ongoing activities to help ensure that appropriate goals and objectives are met; (2) following laws and regulations; (3) ensuring that there is reasonable assurance that government programs are administered in compliance with compliance requirements; and (4) ensuring that management and financial information is reliable and properly reported. Management is also responsible for implementing systems designed to achieve compliance with applicable laws, regulations, contracts, and grant agreements. You are also responsible for the selection and application of accounting principles; for the preparation and fair presentation of the financial statements, schedule of expenditures of federal awards, and all accompanying information in conformity with U.S. generally accepted accounting principles; and for compliance with applicable laws and regulations (including federal statutes) and the provisions of contracts and grant agreements (including award agreements). Your responsibilities also include identifying significant contractor relationships in which the contractor has responsibility for program compliance and for the accuracy and completeness of that information.

Management is also responsible for making all financial records and related information available to us, and for the accuracy and completeness of that information. You are also responsible for providing us with (1) access to all

information of which you are aware that is relevant to the preparation and fair presentation of the financial statements, (2) access to personnel, accounts, books, records, supporting documentation, and other information as needed to perform an audit under the Uniform Guidance, (3) additional information that we may request for the purpose of the audit, and (4) unrestricted access to persons within the organization from whom we determine it necessary to obtain audit evidence.

Your responsibilities include adjusting the financial statements to correct material misstatements and confirming to us in the management representation letter that the effects of any uncorrected misstatements aggregated by us during the current engagement and pertaining to the latest period presented are immaterial, both individually and in the aggregate, to the financial statements as a whole.

You are responsible for the design and implementation of programs and controls to prevent and detect fraud, and for informing us about all known or suspected fraud affecting the Organization involving (1) management, (2) employees who have significant roles in internal control, and (3) others where the fraud could have a material effect on the financial statements. Your responsibilities include informing us of your knowledge of any allegations of fraud or suspected fraud affecting the Organization received in communications from employees, former employees, grantors, regulators, or others. In addition, you are responsible for identifying and ensuring that the Organization complies with applicable laws, regulations, contracts, agreements, and grants. Management is also responsible for taking timely and appropriate steps to remedy fraud and noncompliance with provisions of laws, regulations, contracts, and grant agreements, or abuse that we report. Additionally, as required by the Uniform Guidance, it is management's responsibility to evaluate and monitor noncompliance with federal statutes, regulations, and the terms and conditions of federal awards; take prompt action when instances of noncompliance are identified including noncompliance identified in audit findings; promptly follow up and take corrective action on reported audit findings; and prepare a summary schedule of prior audit findings and a separate corrective action plan.

You are responsible for identifying all federal awards received and understanding and complying with the compliance requirements and for the preparation of the schedule of expenditures of federal awards (including notes and noncash assistance received) in conformity with the Uniform Guidance. You agree to include our report on the schedule of expenditures of federal awards in any document that contains and indicates that we have reported on the schedule of expenditures of federal awards. You also agree to include the audited financial statements with any presentation of the schedule of expenditures of federal awards that includes our report thereon. Your responsibilities include acknowledging to us in the written representation letter that (1) you are responsible for presentation of the schedule of expenditures of federal awards in accordance with the Uniform Guidance; (2) you believe the schedule of expenditures of federal awards, including its form and content, is stated fairly in accordance with the Uniform Guidance; (3) the methods of measurement or presentation have not changed from those used in the prior period (or, if they have changed, the reasons for such changes); and (4) you have disclosed to us any significant assumptions or interpretations underlying the measurement or presentation of the schedule of expenditures of federal awards.

You are also responsible for the preparation of the other supplementary information, which we have been engaged to report on, in conformity with U.S. generally accepted accounting principles. You agree to include our report on the supplementary information in any document that contains, and indicates that we have reported on, the supplementary information. You also agree to include the audited financial statements with any presentation of the supplementary information that includes our report thereon. Your responsibilities include acknowledging to us in the written representation letter that (1) you are responsible for presentation of the supplementary information in accordance with GAAP; (2) you believe the supplementary information, including its form and content, is fairly presented in accordance with GAAP; (3) the methods of measurement or presentation have not changed from those used in the prior period (or, if they have changed, the reasons for such changes); and (4) you have disclosed to us any significant assumptions or interpretations underlying the measurement or presentation of the supplementary information.

Management is responsible for establishing and maintaining a process for tracking the status of audit findings and recommendations. Management is also responsible for identifying and providing report copies of previous financial audits, attestation engagements, performance audits, or other studies related to the objectives discussed in the Audit Objectives section of this letter. This responsibility includes relaying to us corrective actions taken to address significant findings and recommendations resulting from those audits, attestation engagements, performance audits, or studies. You are also responsible for providing management's views on our current findings, conclusions, and recommendations, as well as your planned corrective actions for the report, and for the timing and format for providing that information.

You agree to assume all management responsibilities relating to the tax services, financial statements, schedule of expenditures of federal awards, and related notes, and any other nonaudit services we provide. You will be required to acknowledge in the management representation letter the tax services provided and our assistance with preparation of the financial statements, the schedule of expenditures of federal awards, and related notes and that you have evaluated the adequacy of our services and have reviewed and approved the results of the services, the financial statements, the schedule of expenditures of federal awards, and related notes prior to their issuance and have accepted responsibility for them. Further, you agree to oversee the nonaudit services by designating an individual, preferably from senior management, with suitable skill, knowledge, or experience; evaluate the adequacy and results of those services; and accept responsibility for them.

Engagement Administration, Fees, and Other

We may from time to time and depending on the circumstances, use third-party service providers in serving your account. We may share confidential information about you with these service providers, but remain committed to maintaining the confidentiality and security of your information. Accordingly, we maintain internal policies, procedures, and safeguards to protect the confidentiality of your personal information. In addition, we will secure confidentiality agreements with all service providers to maintain the confidentiality of your information and we will take reasonable precautions to determine that they have appropriate procedures in place to prevent the unauthorized release of your confidential information to others. In the event that we are unable to secure an appropriate confidentiality agreement, you will be asked to provide your consent prior to the sharing of your confidential information with the third-party service provider. Furthermore, we will remain responsible for the work provided by any such third-party service providers.

We understand that your employees will prepare all cash, accounts receivable, and other confirmations we request and will locate any documents selected by us for testing.

At the conclusion of the engagement, we will complete the appropriate sections of the Data Collection Form that summarizes our audit findings. It is management's responsibility to electronically submit the reporting package (including financial statements, schedule of expenditures of federal awards, summary schedule of prior audit findings, auditor's reports, and corrective action plan) along with the Data Collection Form to the federal audit clearinghouse. We will coordinate with you the electronic submission and certification. The Data Collection Form and the reporting package must be submitted within the earlier of 30 calendar days after receipt of the auditor's reports or nine months after the end of the audit period.

We will provide copies of our reports to the Organization; however, management is responsible for distribution of the reports and the financial statements. Unless restricted by law or regulation, or containing privileged and confidential information, copies of our reports are to be made available for public inspection.

The audit documentation for this engagement is the property of Yoakum, Lovell and Company, PLC and constitutes confidential information. However, subject to applicable laws and regulations, audit documentation and appropriate individuals will be made available upon request and in a timely manner to Legal Aid of Arkansas or its designee, a federal agency providing direct or indirect funding, or the U.S. Government Accountability Office for purposes of a quality review of the audit, to resolve audit findings, or to carry out oversight responsibilities. We will notify you of any such request. If requested, access to such audit documentation will be provided under the supervision of Yoakum, Lovell and Company, PLC personnel. Furthermore, upon request, we may provide copies of selected audit documentation to the aforementioned parties. These parties may intend, or decide, to distribute the copies or information contained therein to others, including other governmental agencies.

The audit documentation for this engagement will be retained for a minimum of five years after the report release date or for any additional period requested by the Legal Aid of Arkansas. If we are aware that a federal awarding agency, pass-through entity, or auditee is contesting an audit finding, we will contact the party(ies) contesting the audit finding for guidance prior to destroying the audit documentation.

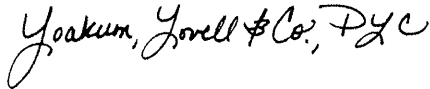
Zeke Jones is the engagement partner and is responsible for supervising the engagement and signing the reports or authorizing another individual to sign them. We expect to begin our audit on approximately February 16, 2021 and to complete your information returns and issue our reports no later than March 31, 2021.

Our fees for these services will be based on the attached audit agreement. The fee estimate is based on anticipated cooperation from your personnel and the assumption that unexpected circumstances will not be encountered during the audit. If significant additional time is necessary, we will discuss it with you and arrive at a new fee estimate before we incur the additional costs. Our invoices for these fees will be rendered each month as work progresses.

and are payable on presentation. In accordance with our firm policies, work may be suspended if your account becomes overdue and will not be resumed until your account is paid in full. If we elect to terminate our services for nonpayment, our engagement will be deemed to have been completed upon written notification of termination, even if we have not completed our report. You will be obligated to compensate us for all time expended through the date of termination.

We appreciate the opportunity to be of service to you and believe this letter accurately summarizes the significant terms of our engagement. If you have any questions, please let us know. If you agree with the terms of our engagement as described in this letter, please sign the enclosed copy and return it to us.

Very truly yours,



Yoakum, Lovell and Company, PLC

RESPONSE:

This letter correctly sets forth the understanding of Legal Aid of Arkansas.

By: Lee Richardson

Title: Executive Director

Date: December 4, 2020

Press Release

Tuesday, October 13, 2020
For Immediate Release



Mark Hinkle, Press Officer
press.office@ssa.gov

News Release

SOCIAL SECURITY

Social Security Announces 1.3 Percent Benefit Increase for 2021

Social Security and Supplemental Security Income (SSI) benefits for approximately 70 million Americans will increase 1.3 percent in 2021, the Social Security Administration announced today.

The 1.3 percent cost-of-living adjustment (COLA) will begin with benefits payable to more than 64 million Social Security beneficiaries in January 2021. Increased payments to more than 8 million SSI beneficiaries will begin on December 31, 2020. (Note: some people receive both Social Security and SSI benefits). The Social Security Act ties the annual COLA to the increase in the Consumer Price Index as determined by the Department of Labor's Bureau of Labor Statistics.

Some other adjustments that take effect in January of each year are based on the increase in average wages. Based on that increase, the maximum amount of earnings subject to the Social Security tax (taxable maximum) will increase to \$142,800 from \$137,700.

Social Security and SSI beneficiaries are normally notified by mail starting in early December about their new benefit amount. Most people who receive Social Security payments will be able to view their COLA notice online through their personal *my* Social Security account. People may create or access their *my* Social Security account online at www.socialsecurity.gov/myaccount.

Information about Medicare changes for 2021, when announced, will be available at www.medicare.gov. For Social Security beneficiaries receiving Medicare, Social Security will not be able to compute their new benefit amount until after the Medicare premium amounts for 2021 are announced. Final 2021 benefit amounts will be communicated to beneficiaries in December through the mailed COLA notice and *my* Social Security's Message Center.

The Social Security Act provides for how the COLA is calculated. To read more, please visit www.socialsecurity.gov/cola.

NOTE TO CORRESPONDENTS: Here is a [fact sheet](#) showing the effect of the various automatic adjustments.

To get more Social Security news, follow the Press Office on Twitter [@SSAPress](#).

| Administrative * | | Legal Support | |
|-------------------------|---------------|----------------------|---------------|
| <u>Years</u> | <u>Salary</u> | <u>Years</u> | <u>Salary</u> |
| Entry | 35,767 | Entry | 24,312 |
| 1-3 | 39,507 | 1-3 | 27,351 |
| 4-5 | 44,572 | 4-5 | 30,390 |
| 6-8 | 49,637 | 6-8 | 33,429 |
| 8-10 | 54,702 | 8-10 | 36,468 |
| Above 10 | 58,754 | Above 10 | 40,520 |

Law student interns will be paid \$15.00 per hour or an amount specified by funding source. The executive director may hire temporary help as necessary at rates other than reflected above.

New employees hired in a job class shall be hired at the first pay grade step; however, credit may be given as follows for relevant experience, weighted in order:

- A. Experience in that job classification with another Legal Services program or public interest law firm
- B. Legal experience in that job classification other than with another Legal Services program or public interest law firm
- C. Non-legal experience in that job classification

Those employees whose evaluations are rated satisfactory or better shall receive a step pay increase when appropriate consistent with the salary schedules, if funding is available.

Employees who reach the final step of their pay grade cannot receive a salary increase but may continue to receive cost of living increases if awarded.

Current staff will be placed on the new scale as determined by the management team. No current staff member will suffer a pay reduction as a result of this salary scale revision.

Part-time attorney salaries are negotiable. The scale does not apply to special fellowship, AmeriCorps, or other specially funded projects.

The salary scale will be adjusted annually in December consistent with the cost of living formula used by the Social Security Administration, subject to funds availability and board approval.

* includes Development Specialists, Human Resources Specialist, Communications Director, Web Developer, Technology Director, Fair Housing Testing Coordinator, Fair Housing Investigator and other administrative staff (some positions or duties may be combined) where a degree is required. Any staff deemed "exempt" by the Executive Director that is not an attorney will be placed on the administrative scale. The Fiscal Officers salary is negotiable with the Executive Director and Board. The Executive Directors salary is set by the board.

| Attorney | | Paralegal | |
|-----------------------|---------------|------------------|---------------|
| <u>Position</u> | <u>Salary</u> | <u>Position</u> | <u>Salary</u> |
| Transitional Attorney | 45,585 | Entry | 33,429 |
| Associate | 54,702 | II | 38,494 |
| Senior Associate | 61,793 | III | 44,572 |
| Partner | 68,884 | IV | 50,650 |
| Managing Partner | 75,975 | | |

Managing Partner: An attorney must meet 3 of the following qualifications.

- Deputy Director or Litigation Director
- 10 years' experience as a public interest law attorney or 15 years as a practicing attorney (counts as 2)
- Regional Manager, Work Group leader or Managing attorney of a major program, grant, or special project (such as Helpline, LITC, MLP, Pro Bono, Fair Housing)

Partner: An attorney must meet 2 of the following qualifications.

- Deputy Director or Litigation Director
- 6 years' experience as a public interest law attorney or 10 years' experience as a practicing attorney
- 10 years' experience as a public interest law attorney or 15 years as a practicing attorney (counts as 2)
- Regional Manager, Work Group leader or Managing attorney of a major program, grant, or special project (such as Helpline, LITC, MLP, Pro Bono, Fair Housing)

Senior Associate: An attorney must meet 2 of the following qualifications.

- 3 years' experience as a public interest law attorney or 5 years' experience as a practicing attorney
- Regional Manager, Work Group leader or Managing attorney of a major program, grant, or special project (such as Helpline, LITC, MLP, Pro Bono, Fair Housing)
- Carries and succeeds with a full caseload (unless in a non-case handler position) and satisfactorily complies with all program and workgroup requirements

Associate: An attorney must currently meet the following requirements.

- Carries an appropriate case load and satisfactorily complies with all program and workgroup requirements
- 18 months' experience as a public interest law attorney or 3 years' experience as a practicing attorney

Transitional Attorney: An attorney must currently meet the following requirements.

- Licensed to practice law in Arkansas with less than three years' experience as a practicing attorney, or a graduate of an accredited law school awaiting admission.

Paralegal IV - A paralegal must currently meet the following requirements as determined by management:

- Demonstrated ability to draft complex pleadings, briefs, written discovery and assist in trial preparation with little supervision
- Demonstrated ability to successfully handle administrative hearings if within their purview

- Excellent investigative and interviewing skills
- At least 7 years' experience as a public interest paralegal or 12 years' legal experience
- Bachelors' degree or above, or graduate of a comprehensive paralegal program

Paralegal III - A paralegal must currently meet the following requirements as determined by management:

- Developing ability to meaningfully assist in drafting complex pleadings, briefs, written discovery, and trial preparation
- Demonstrated ability to draft simple pleadings, briefs, and written discovery
- Developing ability to successfully handle administrative hearings
- Adequate investigative and interviewing skills
- At least 3.5 years' experience as a public interest paralegal or 7 years' legal experience
- Bachelors' degree or above, or graduate of a comprehensive paralegal program

Paralegal II- A paralegal must currently meet the following requirements as determined by management:

- Developing ability to meaningfully assist in drafting complex pleadings, briefs, written discovery, and trial preparation
- Developing ability to draft simple pleadings, briefs, and written discovery
- Developing ability to successfully handle administrative hearings
- Developing investigative and interviewing skills
- At least 1.5 years' experience as a public interest paralegal or 3 years' legal experience
- Bachelors' degree or above, or graduate of a comprehensive paralegal program

Entry Level Paralegal – All other paralegals

- Bachelors' degree or above, graduate of a comprehensive paralegal program, or at least 3 years legal experience

Check Signer Changes request December 12, 2020

First Security General Account and IOLTA Account

Add:

- Valerie Spaink

Remove

- Morgan O'Neil

6000 EMPLOYEE BENEFITS

6010 Insurance

a. Medical Insurance

All full-time employees are eligible for coverage by a group medical and hospitalization plan that is provided by Legal Aid of Arkansas. Legal Aid of Arkansas will pay ~~80%~~ 90% of the premium for the employee and the employee will be responsible for the remaining 20% which will be deducted from biweekly paychecks. The employee can select Legal Aid of Arkansas group family coverage to be paid for by the employee. The cost of family coverage will be deducted from biweekly paychecks. The insurance will be effective for the new employees the first of the month following ~~30 days of fulltime employment~~ their date of hire. The details of coverage will be determined by the Board of Directors and provided by the Executive Director.

Under federal COBRA statutes, an employee leaving employment with Legal Aid of Arkansas can maintain their Legal Aid of Arkansas health insurance coverage for up to 18 months after termination of employment. The former employee must pay all insurance fees and an administrative fee for such coverage.

b. Dental Insurance

All full-time employees are eligible for coverage by a group dental plan that is provided by Legal Aid of Arkansas. Legal Aid of Arkansas will pay 50% of the premium for the employee and the employee will be responsible for the remaining 50% which will be deducted from biweekly paychecks. The employee can select Legal Aid of Arkansas group family coverage to be paid for by the employee. The cost of family coverage will be deducted from biweekly paychecks. The insurance will be effective for the new employees the first of the month following ~~30 days of fulltime employment~~ their date of hire. The details of coverage will be determined by the Board of Directors and provided by the Executive Director.

Under federal COBRA statutes, an employee leaving employment with Legal Aid of Arkansas can maintain their Legal Aid of Arkansas dental insurance coverage for up to 18 months after termination of employment. The former employee must pay all insurance fees and an administrative fee for such coverage.

c. Workers' Compensation

Workers' Compensation will be paid on all employees.

d. Unemployment Compensation

Unemployment Compensation will be paid on all employees.

e. Professional Liability (Malpractice) Insurance

Professional Liability (malpractice) Insurance will be provided for all employees who are attorneys and paralegal.

**Expiring Board
Terms**

Vilma Asencio
(Workers Justice Center)

Fuller Bumpers
(Independence County Bar
Association)

Steve Davis
(Boone-Newton County Bar
Association)

Annie Smith
(University of Arkansas School
of Law)

Curtis Walker
(Arkansas Bar Association)

Ron Wilson
(Crittenden County Bar
Association)

Current Officers

Pam Haun, Chair
Annie Smith, Vice Chair
Demetre Walker,
Treasurer
Ashlie Thacker,
Secretary

Executive Committee

Pam Haun
Annie Smith
Demetre Walker
Ashlie Thacker
Lori Chumbler
Ron Wilson

**Personnel/Client
Grievance Committee**

Val Price (Chair)
Pam Haun
Demetre Walker
(Vacant)

**Search/Appointments
/Nominations
Committee**

Ashlie Thacker (Chair)
Niki Cung
Pam Haun
Helen Jenkins

**Client Advisory
Group**

Mihailo Albertson
Vilma Ascencio
Matt Cook
Ashlie Thacker
Helen Jenkins
Demetre Walker
Rene Ward

**Audit/Finance
Committee**

Pam Haun (Chair)
Helen Jenkins
Annie Smith
Lori Chumbler

**Standing Delivery of
Legal Services/
Litigation Committee**

Lori Chumbler
Pam Haun
Steve Davis
Annie Smith
Staff as assigned

Safety Committee

Pam Haun
Annie Smith (Chair)
Val Price
Ashlie Thacker
Steve Davis
Ron Wilson
Staff as assigned

| Position No. | Appointing Organization | Location | Client Population | Board Member | Term Expires |
|---------------------|--|---|--|---------------------|---------------------|
| 1 | Lee, Monroe or Phillips County Bar Association | 1st Judicial District | Lee, Monroe and Phillips counties | Kyle Stoner | 12/31/2023 |
| 2 | Cross, St. Francis or Woodruff County Bar Associations | 1st Judicial District | Cross, St. Francis and Woodruff counties | Kevin Watts | 12/31/2021 |
| 3 | Crittenden County or Osceola Bar Associations | 2nd Judicial District | Crittenden and Mississippi (South) counties | Ron Wilson | 12/31/2020 |
| 4 | Clay or Greene County or Blytheville Bar Associations | 2nd Judicial District | Clay, Greene and Mississippi (North) counties | Neal Burns | 12/31/2021 |
| 5 | Craighead or Poinsett County Bar Association | 2nd Judicial District | Craighead and Poinsett counties | Val Price | 12/31/2021 |
| 6 | Jackson, Lawrence, Randolph or Sharp County Bar Associations | 3rd Judicial District | Jackson, Lawrence, Randolph and Sharp counties | Tim Watson, Jr. | 12/31/2022* |
| 7 | Cleburne, Fulton, Independence, Izard or Stone County Bar Associations | 16th Judicial District | Cleburne, Fulton, Independence, Izard and Stone counties | Fuller Bumpers | 12/31/2020 |
| 8 | Madison or Washington County Bar Associations | 4th Judicial District | Madison and Washington counties | Niki Cung | 12/31/2022 |
| 9 | Benton County Bar Association | 19th (East) Judicial District | Benton County | Lori Chumbler | 12/31/2021 |
| 10 | Boone-Newton or Carroll County Bar Associations | 14th and 19th (East) Judicial Districts | Boone, Carroll and Newton counties | Steve Davis | 12/31/2020 |
| 11 | Baxter, Marion, Searcy or Van Buren County Bar Associations | 14th and 20th Judicial Districts | Baxter, Marion, Searcy and Van Buren counties | Donna Price | 12/31/2022* |
| 12 | University of Arkansas School of Law at Fayetteville | At Large | At Large | Annie B. Smith | 12/31/2020 |

| | | | | | |
|----|--|----------|---------------------------------|-------------------|-------------|
| 13 | Arkansas Bar Association | At Large | At Large | Curtis Walker | 12/31/2020 |
| 14 | Domestic Violence Service Community-Family Violence Prevention | At Large | Victims of Domestic Violence | Ashlie Thacker | 12/31/2020 |
| 15 | Area Agencies on Aging-Area Agency on Aging of East AR | At Large | Elderly | Rene Ward | 12/31/2022 |
| 16 | Community Action Programs- CRDC | At Large | Program Clients | Mihailo Albertson | 12/31/2021 |
| 17 | Mental Health/Disability- Arkansas Support Network | At Large | Mentally Ill/Disabled | Demetre Walker | 12/31/2022* |
| 18 | Faith Based Service Organization- | At Large | Program Clients | Matt Cook | 12/31/2022 |
| 19 | United Way Agency-CASA of the 2 nd Judicial District | At Large | Agency Clients | Helen Jenkins | 12/31/2022 |
| 20 | Misc Organization Serving Low-Income Clients – Workers Justice | At Large | Program Clients | Vilma Ascensio | 12/31/2020 |
| 21 | Wild Card | At Large | At Large | Pamela Haun | 12/31/2022 |

| | POSITIONS HELD | APPOINTING ORGANIZATION | TERM BEGINS | TERM ENDS |
|--|--|---|--------------------|------------------|
| Mihailo Albertson 6109 Gorby Rd. Calico Rock, AR 72519 870-291-4199 mihailo@usa.com | Client Advisory Committee | NADC Charlie Morris 550 S. 9 th St. Batesville, AR 72501 870-793-5765 | 01/01/19 | 12/31/21 |
| Vilma Asencio 2301 Anna Street Springdale, AR 72762 479-200-6978 Vasencio@outlook.com | Client Advisory Committee/ Executive Committee | Worker's Justice Center Nelson Escobar 207 W. Emma Street Springdale, AR 72764 479-750-8015 479-750-1194 – Fax Nelson.wjc@gmail.com | 01/01/18 | 12/31/20 |
| Fuller Bumpers Attorney at Law P.O. Box 2496 Batesville, AR 72503 870-793-7556 fbumpers@earthlink.net | | Independence County Bar Association Barrett S. Moore, President P.O. Box 2135 Batesville, AR 72501 | 01/01/18 | 12/31/20 |
| Neal Burns 200 S. Pruett St. Paragould, AR 72450 870-239-2225 887-239-2780 – Fax b.neal.burns@gmail.com | | Greene County Bar Association Brad Broadaway, President 924 West Court Street Paragould, AR 72450 870-236-9800 870-236-4840 – Fax | 01/01/19 | 12/31/21 |
| Lori Chumbler Associate General Counsel Legal Administration & External Relations 702 S.W. 8th Street Bentonville, AR 72716-0215 lori.chumbler@walmartlegal.com | Executive Committee | Benton County Bar Association Tina Adcock Thomas, President 121 S. Main St. Bentonville, AR 72712 479-273-2777 479-273-1214 – Fax | 01/01/19 | 12/31/21 |
| Matt Cook c/o P.O. Box 19297 Jonesboro, AR 72403 870-243-0158 mcook830@gmail.com | | Breaking Bonds Ministries Tiffanie Turner, COO P.O. Box 19297 Jonesboro, AR 72403 870-333-5504 | 01/01/20 | 12/31/22 |
| Niki Cung Kutak Rock, LLP 234 East Millsap Road, Suite 400 Fayetteville, AR 72703-4099 479-973-4200 x1933 479-973-0007 – Fax 479-445-3770 – Cell niki.cung@kutakrock.com | Search/Appointments/ Nominations Committee | Washington County Bar Association Tyler Benson, President | 01/01/20 | 12/31/22 |
| Steven B. Davis Davis Law Firm P.O. Box 1696 Harrison, AR 72602-1696 870-741-4646 870-741-2500 – Fax davislawfirm1@outlook.com | | Boone-Newton Bar Association Brad Brown, President 212 N. Main Street, Suite B P.O. Box 298 Harrison, AR 72602 | 01/01/18 | 12/31/20 |

| | POSITIONS HELD | APPOINTING ORGANIZATION | TERM BEGINS | TERM ENDS |
|--|---|--|--------------------|------------------|
| Pamela Haun Attorney at Law P.O. Box 1700 Jonesboro, AR 72403 870-931-1700 870-931-1800 – Fax phaun@barrettdeacon.com | Board Chair; All Committees | Craighead County Bar Association Carla Rogers Nadzam, President | 01/01/20 | 12/31/22 |
| Helen Jenkins 389 N. Hollywood H7 Blytheville, AR 72315 870-740-3945 annjen@yahoo.com | Client Advisory Committee; Audit/Finance Committee; Search/Appointments/ Nominations Committee | CASA of the 2 nd Judicial District 511 Union Street, Suite 327 Jonesboro, AR 72401 870-935-1099 | 01/01/20 | 12/31/22 |
| Donna Price Attorney at Law P.O. Box 430 Clinton, AR 72031 501-745-2283 donnapriceattorney@gmail.com | | Van Buren County Bar Association Ralph Blagg, President | 01/01/20* | 12/31/22 |
| Val P. Price Attorney at Law P.O. Box 3072 Jonesboro, AR 72403-3072 870-934-9400 870-934-9400 - Fax valandleah@yahoo.com | Personnel/Client Grievance Committee (Chair); | Craighead County Bar Association Carla Rogers Nadzam, President | 01/01/19 | 12/31/21 |
| Annie B. Smith Assistant Professor of Law U of A School of Law Law School Legal Clinic 1045 W. Maple Street Waterman Hall – Room 107 Fayetteville, Arkansas 72701 479-575-3056 856-979-6321 – Cell abs006@uark.edu | Vice Chair; Audit/Finance Committee | University of Arkansas School of Law Stacey Leeds, Dean Robert A. Leflar Law Center Fayetteville, AR 72701-1201 479-575-4504 479-575-3320 - Fax | 01/01/18 | 12/31/20 |
| Kyle Stoner Attorney at Law 622 Pecan St. Helena, Arkansas 72342 870-228-9792 | | Phillips County Bar Association Charles Roscof P.O. Box 610 Helena, AR 72342 | 12/12/20 | 12/31/22 |
| Ashlie Thacker 3608 Shelby Drive Paragould, AR 72450 870-565-0445 ashliedthacker08@gmail.com | Secretary; Search./Appointments/ Nominations Committee (Chair)/Client Advisory Committee/Executive Committee | Family Crisis Center of Northeast Arkansas P.O. Box 721 Jonesboro, AR72403 870-972-9575 | 01/01/19 | 12/31/21 |
| Curtis Walker P.O. Box 627 Blytheville, AR 72316-0627 curtisjerome@sbcglobal.net | | Arkansas Bar Association 2224 Cottdale Lane Little Rock, AR 72202 501-375-4606 501-375-4901 – Fax | 01/01/18 | 12/31/20 |

| | POSITIONS HELD | APPOINTING ORGANIZATION | TERM BEGINS | TERM ENDS |
|---|---|--|--------------------|------------------|
| Demetre Walker 902 N Larkspur Lane Fayetteville, AR 72704 479-587-3068 - Work 479-790-0440 - Cell | Treasurer, Client Advisory Group; Personnel/Client Grievance Committee; Executive Committee | Arkansas Support Network Lynn Donald, Program Director 6836 Isaac's Orchard Road Springdale, AR 72762 479-927-4100 479-927-4101 – Fax | 01/01/20* | 12/31/22 |
| Rene Ward PO Box 3031 Forrest City, AR 72336 870-261-4309 grward72335@yahoo.com | Client Advisory Committee; Search/Appointments/ Nominations Committee | East Arkansas Area Agency on Aging Monte Callicott, Executive Director 2005 E. Highland Dr. PO Box 5035 Jonesboro, AR 72403-5035 870-930-2202 | 01/01/20 | 12/31/22 |
| Tim Watson, Jr. 209 Walnut Street Newport, AR 72112 Phone: 870-523-8420 Fax: 870-523-4639 timwatsonjrlaw@yahoo.com | | Jackson County Bar Association James McLarty Attorney at Law 114 Main Street Newport, AR 72112 870-523-2403 870-523-3630 - Fax | 01/01/20* | 12/31/22 |
| Kevin Watts 218 N Terry Street Wynne, AR 72396 870-318-1690 | | Cross County Bar Association Kevin Watts, President | 01/01/19 | 12/31/21 |
| Ron Wilson P.O. Box 1299 West Memphis, AR 72303-1299 870-735-2940 870-732-0174 – Fax esquirewilson@yahoo.com | Executive Committee | Crittenden County Bar Association Bart Ziegenhorn, President 106 Dover Road, Suite B P.O. Box 830 West Memphis, AR 72303 870-732-9100 | 01/01/18 | 12/31/20 |

*Pending Re-appointment

Legal Aid of Arkansas

Board Position Profile

The Legal Aid of Arkansas Board of Directors is composed of 21 members. At least 60 percent of the membership (12) must be attorneys, one-third of the membership (7) must be client eligible at the time the member is appointed to the Board and one member of the Board may be neither an attorney nor a client-eligible individual.

The Board meets in person four times a year. These quarterly meetings are conducted on Saturday mornings in various locations throughout the service area. Members may be reimbursed for travel costs, hotel expenses, and per diem to attend the meetings. The Board has several committees, which usually meet by conference call.

Scope:

A Board member should be a person who is a recognized leader in the community or an organization and who is strongly supportive of the mission of Legal Aid of Arkansas.

Experience, Skills and Qualifications:

- Supportive of the mission of Legal Aid of Arkansas.
- Recognized leader in a community or organization.
- Able to lead and/or influence organizations and communities supportive of Legal Aid of Arkansas.
- Able to express and to advocate the needs and vision of Legal Aid of Arkansas and the goal of “equal access to justice.”
- Contributes to the diversity of the Board so that Board membership will reasonably reflect the diversity of the population of the areas served by Legal Aid of Arkansas and of the legal community, including race, gender, ethnicity and other similar factors. Membership should also reflect representation from different geographical areas of the state and, for attorneys, varying types of practice.
- Experience and familiarity with potential sources of funding related to the legal service needs of Legal Aid of Arkansas.
- Member of the Arkansas Bar in good standing (attorneys only).

Key Duties and Responsibilities:

- Development of policy for and adoption of budget annually for Legal Aid of Arkansas.
- Participate in the activities and deliberations of the Legal Aid of Arkansas Board of Directors.
- Participate in the fundraising activities of Legal Aid of Arkansas.
- Act as liaison between Legal Aid of Arkansas and other stakeholders in the delivery of legal services to low-income persons.

Expectations:

- Participate in any on-going training provided for Board members.
- Know the organization's mission, goals, policies, programs, services, strengths and needs.
- Attend Board meetings whenever possible, read and respond when appropriate to written communications and be available for consultation with fellow Board members and staff.
- Be an active participant in at least one committee if assigned. This includes attending meetings and completing tasks as assigned.
- Undertake a fair share of the responsibility for tasks required by the Board.
- Advocate for the needs of Legal Aid of Arkansas clients, client communities and organizations.
- Participate in development efforts by:
 - Providing a personal financial contribution commensurate with the member's ability.
 - Identifying potential donors and/or soliciting personal gifts from donors.
 - Participating in at least one fundraising event.
 - Researching and identifying potential funding sources for Legal Aid of Arkansas.

Confidentiality:

- Members should be discreet with information discussed at Board meetings and should consider all information confidential unless it is disseminated by the organization to the general public.

Relationship with Staff:

- Counsel the Executive Director, as appropriate, by offering support in areas of policy and programming as well as the Director's relationships with groups or individuals.
- When questions or disagreements arise, communicate directly and in a timely way with the Executive Director.

Avoid Conflicts:

- Serve the organization as a whole.
- Avoid even the appearance of a conflict of interest that might embarrass the Board or Legal Aid of Arkansas and disclose any possible conflicts in a timely fashion.
- Maintain independence and objectivity and do what a sense of fairness, ethics and personal integrity dictate even though not necessarily obliged to do so by law, regulation or custom.
- Do not accept or offer favors or gifts from or to anyone who does business with or receives grants from the organization.

**Legal Aid of Arkansas
Proposed Board Meeting Dates & Locations
2021**

| DATE | TIME | VENUE | CITY |
|--------------|--------|------------------------|-----------|
| March 13 | 9 A.M. | Virtual | Virtual |
| June 5 | 9 A.M. | Hampton Inn | Marion |
| September 25 | 9 A.M. | Center for Non-Profits | Rogers |
| December 11 | 9 A.M. | Embassy Suites | Jonesboro |

Legal Aid of Arkansas, Inc.

Certification of Objective Integrity and Independence – 45 CFR 1610.8 (pasted below signature block) requires that we have objective integrity and independence from any program that engages in restricted activities. We have been in strict compliance with this regulation for the previous 12 months and I recommend such certification be made to the Legal Services Corporation as required by 1610.8 (b).

Lee Richardson
Executive Director
November 19 2020

§ 1610.8 Program integrity of recipient.

(a) A recipient must have objective integrity and independence from any organization that engages in restricted activities. A recipient will be found to have objective integrity and independence from such an organization if:

(1) The other organization is a legally separate entity;

(2) The other organization receives no transfer of LSC funds, and LSC funds do not subsidize restricted activities; and

(3) The recipient is physically and financially separate from the other organization. Mere bookkeeping separation of LSC funds from other funds is not sufficient. Whether sufficient physical and financial separation exists will be determined on a case-by-case basis and will be based on the totality of the facts. The presence or absence of any one or more factors will not be determinative. Factors relevant to this determination shall include but will not be limited to:

(i) The existence of separate personnel;

(ii) The existence of separate accounting and timekeeping records;

(iii) The degree of separation from facilities in which restricted activities occur, and the extent of such restricted activities; and

(iv) The extent to which signs and other forms of identification which distinguish the recipient from the organization are present.

(b) Each recipient's governing body must certify to the Corporation within 180 days of the effective date of this part that the recipient is in compliance with the requirements of this section. Thereafter, the recipient's governing body must certify such compliance to the Corporation on an annual basis.

CERTIFICATION OF PROGRAM INTEGRITY

Recipient Name: Legal Aid of Arkansas

Recipient Number: 604020

I certify that the governing body has received and reviewed a written report from the executive director pertaining to the recipient's compliance with the program integrity requirements of 45 CFR 1610 and authorized me, based on the governing body's review and discussion of the director's report, to certify that:

1. The recipient is a legally separate entity from any organization which engages in restricted activity; *and*
2. Except for funds provided to a bar association, *pro bono* program, private attorney or law firm, or other entity for the sole purpose of funding private attorney involvement activities (PAI) pursuant to 45 CFR Part 1614, since December 8, 2018, the recipient has not transferred LSC funds to any organization which engages in restricted activity; *and*
3. Since December 7, 2019, the recipient has not utilized recipient funds or resources to subsidize the restricted activity of any organization; *and*
4. The recipient meets the requirements of 45 CFR 1610.8(a) in that the recipient is physically and financially separate from any organization which engages in restricted activity. Factors relevant to the Board's determination of program independence and integrity include:
 - a. The existence of separate personnel;
 - b. The existence of separate accounting and timekeeping records;
 - c. The degree of separation from facilities in which restricted activities occur, and the extent of such restricted activities;
 - d. The extent to which signs and other forms of identification which distinguish the recipient from the other organization are present.

On behalf of the governing body, I acknowledge that compliance with the integrity and independence requirements of 45 CFR 1610.8(a) is a prerequisite to the recipient receiving continued funding from the Legal Services Corporation.

December 12, 2020

Date

Pamela Haun, Chair
Board of Directors



CASE ACCEPTANCE PRIORITIES

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2021 CASE ACCEPTANCE PRIORITIES

Legal Aid's priorities consist of four core areas: Access to Safe and Affordable Housing; Protection from Domestic Violence; Economic Justice; and Consumer Rights. These core areas reflect Legal Aid's strategic focus to support families; preserve homes; maintain economic stability; ensure safety, stability, and health; and to identify and address the needs of vulnerable populations.

CASE ACCEPTANCE DECISIONS

Workgroups shall make decisions according to case acceptance priorities. Staff may provide advice, limited services, and referrals to any eligible applicant, including case types not considered for extended representation. Referrals to pro se resources will be made only after considering the circumstances and the likelihood of the applicant being successful proceeding pro se. Extended representation may involve negotiation, document preparation, administrative or court representation, appellate practice, systemic advocacy, transactional work, community economic development, or legislative and administrative rulemaking, as permissible.

When evaluating a case for extended representation, workgroups will consider:

1. The likelihood of **legal success**;
2. The amount of **program resources required** to address the legal problem;
3. The **availability of program resources** for effective representation;
4. Any particular **vulnerability of the applicant**;
5. **Alternative community and pro bono resources**;
6. The **seriousness** of the legal matter, including its impact on the applicant and whether the issue is common or systemic; and
7. The long-term **benefit of representation** to the client and/or client community.

PRO BONO RESOURCES

To maximize the use of volunteer resources, Legal Aid may accept cases outside of case acceptance priorities when volunteer resources are available. In these cases, Legal Aid will notify clients before case acceptance and attempted referral that if no volunteer resource is available, only advice, limited services, or referral will be provided. Legal Aid is currently implementing a three-year pro bono transformation grant, and additional pro bono specific priorities may be forthcoming during 2021, in which case additional priorities may be deployed after being approved by the Pro Bono Transformation Team, then presented to the full Legal Aid board of directors at the next meeting.

TARGETED PROJECTS AND POPULATIONS

Legal Aid may provide specialized services to address the needs of specific populations. Priorities and financial guidelines can be modified for specific geographic areas, projects, or targeted underserved or vulnerable communities or areas experiencing disasters. For special projects without separate funding, financial guidelines may be modified up to 200% of the national eligibility level. Expanded priorities may be specified by an addendum to these priorities. Specific grant driven projects may have priorities specified in the grant documents for that funding source in lieu of an addendum or formal ratification in this document.

When specialized grant funding exists, Legal Aid may expand income eligibility or case priorities to meet grant objectives and client need. For example Equal Justice Works, Title III, LITC, MLP, HUD, Bank of America Settlement Funds, VOCA, National Health Law Program, Health Resources and Services Administration Rural Opioid funding, and other individual grants currently on hand or that may be received during the year, and donation funding may exceed 200% when/if allowed by those specific grants or funding sources. All expansions will comply with LSC regulations.

For 2021, targeted projects may include medical-legal partnerships, victims of Adverse Childhood Experiences in targeted areas, low-income taxpayer clinic, fair housing issues, individuals and families impacted by substance use disorder, including opioid use disorder (cases falling within the Beyond Opioids project will be given higher priority), and racial equity.

COVID-19

Legal Aid of Arkansas will use a holistic and inclusive strategy in responding to legal needs arising because of the COVID-19 pandemic, prioritizing cases with a COVID-19 nexus in 2021. Addressing these cases is a foremost public health and access to justice concern. These cases will be given great deference when applying cases acceptance priorities, and priorities may be expanded to meet emerging or pressing client and community needs, even if not otherwise addressed in the adopted substantive priorities that follow. Legal Aid understands that some legal and policy responses to COVID-19 have wide ramifications that impact a broad range of human rights, including access to justice in a fair, timely, and effective manner. Legal Aid will be ever mindful that the economic realities of the crisis will put many groups in peril, including children, women, older persons, persons with disabilities, LGBTI persons, migrants, victims of violence and human trafficking, and people of color. Legal Aid will make it a high priority to address inequities and disparities created or exacerbated by the pandemic.

EMERGENCY CASES

Emergency situations may arise where Legal Aid is compelled to undertake legal representation on a case outside case acceptance priorities. Subject to the executive director's or designee's approval, emergency representation is allowable under the following conditions:

- The client is eligible for legal services; and

- Legal assistance is immediately necessary to:
 - (a) Secure or preserve the necessities of life;
 - (b) Protect against or eliminate a significant risk to health and safety;
 - (c) Address significant legal issues that arise because of new or unforeseen circumstances; or
 - (d) To prevent an extreme miscarriage of justice.

In emergency cases, the staff member shall document the emergency condition in the case management system and send the information to his/her workgroup leader, the director of advocacy, and the executive director. Subsequent reports shall be made to the Board regarding the case.

COMMUNITY EDUCATION AND OUTREACH

Legal Aid will develop a separate Community Education and Outreach plan annually as a stand-alone document or part of each Substantive Group's work plan. The plan reflects an intentional emphasis on increasing Legal Aid's visibility and participation in eligible-client communities and increasing community awareness of legal rights and responsibilities.

REVIEW OF PRIORITIES

The Board of Directors and program staff shall review priorities annually with input from justice community members, including the private bar, the judiciary, court staff, Access to Justice Commission, the Center for Arkansas Legal Services, and client-eligible community members and service organizations. Statistical data, progress reports, anecdotal information, client satisfaction survey results, emerging legal issues, legal needs study results, needs surveys completed by clients and community members, and other appropriate information is considered in determining critical legal needs. Legal Aid is conducting a comprehensive legal needs assessment in 2021 and priorities may be adjusted after the results of the assessment are reviewed.

SUSPENSION OF CASE ACCEPTANCE

The Executive Director or designee may declare a temporary moratorium on non-emergency case acceptance during resource shortages, human or financial, to allow staff members to retain their strategic focus and meet their professional responsibility to current clients.

CASE HANDLER AGREEMENT (45 CFR 1620.6)

All staff attorneys, paralegals, and all other staff providing direct legal assistance to clients shall sign an Agreement to review and abide by Case Acceptance Priorities.

CONSUMER LAW PRIORITIES 2021

Our mission: To assure due process by championing equal justice for low income consumers.

Our vision: Protecting income and assets for those with no access to justice.

General Aspirations

- Protect wages, housing, employment, Social Security, or to otherwise stabilize a client.
- Coordinate with ongoing Legal Aid projects to prioritize clients from certain groups, i.e. clients introduced through our Beyond Opioids project, veteran's hospital, MLP, LEP community outreach, etc., while considering minority populations and those with no other resources.
- Identify and address systemic issues that perpetuate poverty.
- Work with outside organizations to combat abuse and exploitation of low-income Arkansans.
- Identify the use of algorithms in perpetuating poverty and identify and seek resources to combat the use of the same.
- Partner with other workgroups to provide comprehensive services.
- Acceptance of fewer cases by the work group will allow members to focus on priority areas.
- Participate in Community education in an effort to identify and dismantle barriers to car ownership for low-income people and people of color, bring fairness to car sales and finance through transparency and consistency, and ensure the cars sold are safe and reliable.

Case Representation Priorities

The Consumer work group will accept cases in the following subject matters, detailed within, for extended services:

- Criminal record sealing
- Bankruptcies where loss of wages, transportation or housing is threatened
- Debt Collection harassment, Unfair debt collection
- Fair Credit Reporting issues
- Auto sale fraud
- Student Loans
- Income tax controversies
- Financial exploitation of the elderly, home repair scams

Priority Areas

Reentry

- Criminal Record Sealing –
 - Where a felony Petition to Seal is likely to be approved by a Circuit Court and falls within a petition to seal statute.

- Criminal Record Sealing- Misdemeanors, Arrests, Nol Prosequi- If a misdemeanor record is particularly detrimental to housing or employment (recent thefts, possession, assault) as resources allow.
- Educate on ability and process for restoring voting rights

Bankruptcy

Chapter 7 bankruptcy petitions

- When the wages of the client are being garnished or subject to garnishment to protect and stabilize the family.
- When the transportation of the client is subject to repossession, to stop repossession of the car, or to recover the car for the client.
- When client is facing loss of their home- bankruptcy priorities may be expanded to include depending on resources and staffing,

Debt Collection

- Violations of consumer laws under the Fair Debt Collection Practices Act and Fair Credit Reporting Act– when the client has a cause of action and a likelihood of prevailing.
- Debt collection defense-when the client has a meritorious case, such as debt buyer, medical provider, student loan servicers or deficiency actions.
- Fair Credit Reporting- where a private background check company or Credit Reporting Agency has refused to remove wrongful reporting and there is demonstrated harm to the client.
- Telephone Consumer Protection Act- refer to Private Bar
- Equal Credit Opportunity Act- refer to Private Bar

Auto Fraud

- Violations – when a used car dealer has violated state or federal laws, rules, or regulations.

Identity Theft

For those affected by data breaches, file ID theft and police reports, provide instructions on how to freeze those accounts opened as a result of theft, and provide assistance in utilizing the Fair Credit Reporting Act to block the erroneous item(s) from their credit report within four days to qualify for a home or car loan.

Income Tax

- Assist with responses to collection activities, including liens and levies.
- Innocent Spouse Relief cases.
- Audit representation and audit reconsiderations.
- Collection alternatives, including Offers in Compromise.
- Identify theft.
- US Tax Court representation, including *Pro se* petitioners referred by U.S. Tax Court.
- Worker misclassification (1099 –MISC instead of W-2).
- Non-filers coming into voluntary compliance.
- Other meritorious tax claims.
- Sales tax audits for low-income self-employed service providers.
- Assist with securing Economic Impact Payments.

The Low-Income Taxpayer Clinic will appear at each US Tax Court calendar call in Little Rock. The LITC will provide US Tax Court assistance on both small and regular case dockets. The LITC will be made available to unrepresented clients who otherwise meet Legal Aid LITC case acceptance guidelines. The level of assistance provided to each individual client may range from counsel and advice or brief services to full representation. Determination regarding the level of assistance will be made by the Tax Clinic Director, after a review and assessment regarding the merits of the case.

Financial Exploitation of the Elderly

- When an elderly client has been or is being exploited by a car dealer or debt buyer.
- Consumer scams affecting elderly applicants.
- Home repair scams or exploitation by contractors as resources allow.

Advice and Limited Services

All cases receive some minimal advice regarding the cause of action, the timing to pursue the claim, and how to contact a private attorney. Brief services for cases that can be done quickly and provide the client some type of relief.

The Consumer work group and the Low-Income Taxpayer Clinic will continue community education efforts.

- Continue implementation of financial literacy program with the Arkansas Coalition of Marshallese and Credit Counselling of Arkansas.
- Educate taxpayers about the costs involved in tax refund loans and methods for avoiding them.
- Educate taxpayers regarding tax return preparers.
- Regularly scheduled outreach to the VA Clinic in Fayetteville. The veterans' project will provide advice and brief services. The veterans' project will accept cases for extended services at the discretion of the veterans' attorney in consultation with work group leaders.

Veterans

George Butler provides advice and brief services to veterans at our veteran's help desk each Monday at the VA Clinic at 222 W. Township, Fayetteville, AR and provides services to Veterans and elderly across our 31 county service area. Extended services for veterans are within priorities for extended services for the following:

- Divorce
- Custody
- Visitation
- Consumer scams

Continue education and outreach to providers at the VA, Vet Center and other community and government groups and agencies serving veterans.

Pro Bono

- Contracts – Where there is a meritorious claim for breach of contract.

- Cases not included in these priorities (such as tort matters, civil rights matters, and other sympathetic and vulnerable clients needing assistance) may at times be screened and referred to the private bar as priority cases for vulnerable families or elderly clients.
- Veterans Benefits cases referred through our VA Help Desk program.

United Way grant for children 5 years of age and under

- Where the client has children 5 years of age and younger and the case meets consumer priorities or where representation can prevent harm to the family.

Domestic Justice Workgroup Priorities

In addition to the priorities set forth below the group will prioritize addressing systemic issues that impact survivors of domestic violence, children with adverse childhood experiences, or issues that otherwise result in injustice to our clients. Systemic work could include accepting cases not specifically enumerated below, appellate advocacy, other complicated litigation or advocacy, community outreach and education, and building community partnerships. Member caseloads may be adjusted to accommodate this work.

Case acceptance priorities will be expanded to meet the requirements of specific grants and to maximize *pro bono* resources. For example, to accept cases for children five or under in Northwest Arkansas; individuals and families in rural areas impacted by the opioid crisis; and minority and elder crime victims in certain counties.

ADVICE/BRIEF SERVICES

Legal Aid will provide advice or brief services to qualifying applicants who meet eligibility screening criteria whenever possible.

EXTENDED REPRESENTATION

ADOPTIONS

Legal Aid will defend adoptions if there is a meritorious defense and in cases in which a person with substance use disorder, now in recovery, is facing the termination of their parental rights through an adoption.

Legal Aid will provide limited scope representation at the trial court level in cases affecting fundamental rights. This includes pleadings and briefs so clients may request appointment of counsel. Full representation will be provided at the appellate court level when the trial court refused to appoint counsel and there is a good record for appeal.

Legal Aid may refer adoption petitions to *pro bono* attorneys if the opposing party's consent is not required by law, the adoption would provide a financial benefit to the child(ren), and the adoption would be in the best interest of the child(ren).

BIRTH CERTIFICATES

Legal Aid will provide limited scope representation, including *pro se* forms, for clients to correct, amend, or get a birth certificate. Clients who may have difficulty representing themselves will be referred to a *pro bono* attorney for representation.

NAME CHANGES

Legal Aid will refer survivors of domestic violence to *pro bono* attorneys for a name change if it ensures the survivor's safety.

CHILD CUSTODY AND VISITATION

Adverse childhood experiences (ACEs) have a detrimental impact on a child's development. For cases involving a child age five or under, Legal Aid will conduct an ACEs screening. Cases involving significant ACEs will be a priority, even in the absence of physical harm.

Legal Aid will provide extended representation for paternity and custody complaints, custody and visitation modifications, and modification defenses, only if:

- 1) It is in the best interest of the child(ren) for our client to have custody.
- 2) There is a significant risk of ACEs to the child(ren) by the other parent; and
- 3) In paternity cases our client has provided supervision, care, and support for the child(ren) or was prevented from doing so.

Legal Aid will provide limited scope representation if a child was abducted and criminal remedies failed in returning the child. This includes international child abduction cases.

Legal Aid will provide limited scope representation to protect civil rights. This includes UCCJEA compliance, due process, or where statutory requirements, or essential elements of a case are not met.

CHILD SUPPORT

Legal Aid will represent clients whose only income is Supplemental Security Income. This includes cases in which they have been ordered to pay child support, have been served with a petition to establish support, or are being held in contempt for non-payment of child support.

Legal Aid will provide advice and *pro se* forms for clients:

- 1) released from prison within the last 6 months;
- 2) to defend against contempt; or
- 3) to modify or stop support.

Legal Aid will provide limited scope representation to protect a client's civil rights, including due process rights and right to counsel.

DIVORCE

Legal Aid will represent a client in a divorce case if there is an ongoing risk of domestic violence to the client or significant risk of ACEs to the child(ren) by the spouse as determined by a domestic violence risk assessment or ACEs screening.

Legal Aid will provide limited scope representation to protect a client's civil rights such as UCCJEA compliance, due process, etc.

Legal Aid will represent a client in post-judgment enforcement actions if the client is a survivor of domestic violence or ACEs victims, and if a lack of action will have a significant, harmful impact.

Legal Aid will refer clients seeking divorce to *pro bono* attorneys if: the client's only source of income is Supplemental Security Income; there are clear grounds for divorce; and the client has

no other resources to secure private counsel. Legal Aid will also refer uncomplicated divorce cases involving survivors of domestic violence and those 60 or older.

EMANCIPATIONS/REMOVAL OF DISABILITIES

Legal Aid will represent minors in cases for emancipation or removal of disabilities if they are homeless, pregnant, abused in the home, or the removal of disabilities is needed for educational achievement.

GUARDIANSHIPS, ADULT

Legal Aid will provide extended services to obtain a guardianship of incapacitated adults if the proposed ward is:

- 1) in immediate danger if a guardianship is not entered; or
- 2) a severely disabled minor that will soon be 18 (or has recently turned 18); AND
- 3) there is strong medical evidence of incapacity through an affidavit from a physician;
AND
- 4) there are no viable less restrictive alternatives to guardianship; AND
- 5) the guardianship would be in the best interest of the proposed ward; AND
- 6) the guardianship will not result in loss of benefits to the proposed ward.

Legal Aid will represent adults in guardianship defenses or terminations if:

- 1) there is medical evidence that the ward or proposed ward is not incapacitated; or
- 2) there is a viable, less restrictive alternative to guardianship; or
- 3) the guardian has abused or neglected the client.

Legal Aid will provide limited scope representation at the trial court level in cases affecting fundamental rights, such as the deprivation of rights in a guardianship case. This includes pleadings and briefs so clients may request appointment of counsel. Legal Aid will provide full representation at the appellate court level when the trial court refused to appoint counsel and there is a good record for appeal.

Legal Aid will refer an adult guardianship case to a *pro bono* attorney if: the proposed ward is unable to provide for his or her own health, welfare, or housing; there is strong medical evidence of incapacity; and there is no foreseen contest to the guardianship. Termination of adult guardianships, if uncontested by the guardian will also be sent to a *pro bono* attorney.

GUARDIANSHIPS, MINOR

Legal Aid will represent proposed guardians in filing for guardianship or substitution if:

- 1) It is in the best interest of the child(ren) for our client to be appointed as guardian;
and
- 2) there is a significant risk of ACEs to the child(ren) from the current caregiver, parent, or guardian.

OR

- 1) the proposed guardian has cared for the child(ren) for an extended period; or the parents have abandoned the child(ren); and
- 2) the child(ren) is being denied education, healthcare, or other necessities; and other, non-custodial alternatives, are insufficient or unavailable.

Legal Aid will refer guardianships of the estate of a minor to a *pro bono* attorney if required to administer the estate of a minor, and the estate is too small to pay for an attorney.

CHILD MALTREATMENT REGISTRY

Legal Aid will represent clients facing placement on the child maltreatment registry, if, after a review of the investigative report, there is a meritorious defense, and placement on the registry would detrimentally impact their employment or future employment prospects.

IMMIGRATION

Legal Aid will represent survivors of domestic violence or trafficking in cases for U-Visa and T-Visa where there is sufficient supporting evidence if we have a related case for the survivor.

ORDERS OF PROTECTION

Legal Aid will represent survivors of abuse who have filed for an Order of Protection on behalf of themselves or their children if the facts of the case meet the statutory definition of domestic abuse;* and there is a qualifying relationship.

*physical harm, bodily injury, assault, or the infliction of fear of imminent physical harm, bodily injury, or assault between family or household members; or sexual conduct between family or household members, whether minors or adults, that constitutes a crime under the laws of this state.

Legal Aid will represent survivors of abuse who are Respondents in an Order of Protection if the Respondent is a client in a companion family law case; and the outcome of the Order of Protection would affect our representation of the client.

Legal Aid will advise Respondents in Order of Protection cases only when they were referred by a domestic violence shelter; or are former clients in a family law case involving the same opposing party.

Economic Justice Workgroup Priorities

Disability Rights

- Enforce and protect the rights of individuals with disabilities in situations not covered by other priorities
 - Examples include violations of ADA protected access, guardianships related to incapacity, or accommodations in higher education including Section 504 and ADA.

Education

- Special education services (ADA, IDEA, 504, FAPE, LRE):
 - initial and/or continuing eligibility, inappropriate placement, manifestation determination review issues, other denial of free and appropriate public education, and due process hearing complaints
 - Special education services related to home schooling or remote learning in response to the current pandemic.
- Truancies, suspensions, and/or expulsions in cases of suspected *special education or disability-related issues*
- Priority will be given to special education issues in primary through secondary education facilities (K-12) over postsecondary education facilities.
- The workgroup aims to expand community education about special education and will identify opportunities to partner with other work groups and community organizations, prioritizing rural communities, limited English proficiency communities, and communities with school districts with known problems.

Employment

- Discrimination claims (Title VII, ADEA, ADA, PDA, etc.);
 - In light of frequent applications for services and limited workgroup capacity, discrimination claims will be evaluated and handled as follows:
 - Applicants without colorable claims or with claims requiring significant investigation to establish a colorable claim will be referred to the EEOC without further investigation.
 - Applicants whose interview suggests colorable claims of discrimination will receive brief services to help them prepare a draft EEOC charge to be edited and filed on their own with suggestion to seek representation from the private bar. In these cases, the EEOC charge will be prepared based strictly on what the applicant has told us and will involve no independent investigation or corroboration by Legal Aid.

- Among the applicants with colorable claims, Legal Aid will consider extended representation through the EEOC process based on (1) the strength of available proof; (2) the egregiousness of employer conduct; (3) known wrongdoing by the particular employer or by employers in the applicant's region; (4) the possible recovery for the applicant; (5) likelihood of beneficial impact for our wider client community; and (6) availability of workgroup resources in light of the anticipated investment required. Before undertaking such representation, Legal Aid will comply with the LSC requirements for fee-generating cases.
- Where Legal Aid represents a client through the EEOC process and where the EEOC issues a right-to-sue letter, a separate acceptance decision must be made to file a lawsuit. Cases will be evaluated based on (1) the strength of available proof; (2) the egregiousness of employer conduct; (3) known wrongdoing by the particular employer or by employers in the applicant's region; (4) the possible recovery for the applicant; (5) likelihood of beneficial impact for our wider client community; and (6) availability of workgroup resources in light of the anticipated investment required.
- Cases where applicants first come to us after the EEOC has issued a right-to-sue letter will be considered **only** in exceptional circumstances AND where the EEOC investigation file can be obtained by or provided to Legal Aid at least 45 days prior to the expiration of the deadline to file a lawsuit. Case acceptance decisions will be made based on the following factors: (1) the strength of available proof, including information obtained through the EEOC investigation; (2) the egregiousness of employer conduct; (3) known wrongdoing by the particular employer or by employers in the applicant's region; (4) the possible recovery for the applicant; (5) likelihood of beneficial impact for our wider client community; and (6) availability of workgroup resources in light of the anticipated investment required.
- Fair Labor Standards Act and Arkansas Minimum Wage claims, claims will be reviewed to determine whether immediate acceptance, referral to the private bar, or referral to the appropriate department is more appropriate:
 - All applicant claims of unpaid wages, minimum wage violations, or overtime pay violations will be given advice and then referred to the appropriate law clinic at the University of Arkansas law school by completing a referral form and emailing it to Annie Smith (abs006@uark.edu).

- In the event the law school clinic cannot provide services, applicants with claims of less than \$2000 will be referred to the Arkansas Department of Labor unless the case involves exceptional circumstances such that the agency is unlikely to adequately serve the applicant and the case involves a history of known employer abuse, claims by multiple employees against same employer, or a significant opportunity to recover.
- In the event the law school cannot provide services, cases for applicants with claims of \$2,000 or more will be evaluated using the following factors: (1) the possible recovery for the applicant; (2) known wrongdoing by the particular employer or by employers in the applicant's region; (3) whether other employees are likely to have claims against the same employer and (4) whether the claim can be combined with discrimination, FMLA, or NLRA claim.
 - Cases may also be referred out for pro-bono placement if the law school is unable to provide services and the amount in controversy exceeds \$2,000.
- Family and Medical Leave Act cases will be evaluated based on the following factors: (1) likely usefulness of a referral to the US Department of Labor in place of our representation; (2) the strength of available proof; (3) the egregiousness of employer conduct; (4) known wrongdoing by the particular employer or by employers in the applicant's region; (5) the possible recovery for the applicant; (6) likelihood of beneficial impact for our wider client community; and (7) availability of workgroup resources in light of the anticipated investment required.
- Violations of the NLRA will be referred to NLRB, with assistance in preparing the affidavit to be determined according to merit and, if the NLRB decides to file suit, subsequent assistance at trial to be determined according to merit
- Unemployment claims:
 - denials, terminations, fraud determinations, and/or overpayments will generally be accepted based on following factors: 1) applicant has a colorable claim to benefits; 2) the record can be obtained by client or Legal Aid prior to hearing; and 3) availability of workgroup resources in light of the anticipated investment required.
 - Colorable claims against denials or terminations may include: terminations without misconduct, constructive terminations, due process violations (tech-based or otherwise), etc.
 - Colorable claims against overpayments and/or fraud determinations may be based on: agency error, due process violations, likelihood of actual eligibility, etc.
 - Unemployment appeals in which LAA did not represent the claimant at the hearing level will be considered if the denial implicates an issue that could significantly affect our wider client population (e.g. transportation, pregnancy, employer's absence from hearings, language access, etc.) and the record can be

obtained by or provided to Legal Aid at least 10 days prior to the deadline to file a notice of appeal.

- Unemployment claims for other temporary programs that may be setup by either the state or federal government will be accepted under the same guidelines as traditional Unemployment claims.
- Defense of CNA registry license cases (allegations of nursing facility resident abuse, neglect, or misappropriation of resident property)
- The workgroup aims to expand community education about employment law issues and will identify opportunities to partner with other work groups, community organizations, and the University of Arkansas law school's clinical program.

Healthcare

- Community-based services and supports: denial of services and supports including mental health, long-term care, assistive technology, independent living and home and community-based services. This item includes, but is not limited to, ongoing advocacy regarding the ARChoices program, including the assessment and care allocation methodologies and the adequacy of DHS's fair hearing system.
 - In periods where the workgroup is receiving a high volume of applications, cases will be given the following priority for case acceptance (in descending order):
 - "Tier 3" terminations,
 - Service reduction cases,
 - Terminations, and
 - Program eligibility

Given the current hold on terminations in response to the public health emergency, a high number of adverse actions are expected in 2021. Depending on the level of cases received, the workgroup will continue to prioritize cases based on the size and impact of the proposed termination or reduction of services.

- Issues with health care access under the Affordable Care Act, existing Medicaid programs, the Medicare Savings Program, and changes to Medicaid Expansion through Arkansas's 1115 waiver to impose work requirements and reduce retroactive eligibility. This item includes, but is not limited to, application or processing delays, due process issues, technical glitches, uncovered periods, and assistance with debt collection (referred, as appropriate, to Consumer WG)
 - With respect to non-Medicaid Affordable Care Act coverage issues, subject to available workgroup knowledge and experience, eligible clients with legal issues (as opposed to issues within an assister's purview) with initial applications, renewals, or terminations will be considered for advice or brief services at the enrollment stage, full representation in the event of application processing delays, and case-specific determinations about level of involvement where application delays have led to billing issues or collection efforts.

- Medicaid: denials, terminations, or reductions of coverage, services, equipment, and/or medications; overpayments (including fraud-related allegations)
- Due to current workgroup capacity, Medicare-related issues that do not also implicate the Medicare Savings Program or Medicaid will generally not be accepted for extended representation absent exceptional circumstances. Advice and brief services will be provided according to merit.

Social Security

- Social Security retirement and dependent (survivor, spousal, child, widow) benefits cases will not receive extended services unless (1) there is clear evidence of a wrongful denial, reduction, or determination of benefit amount; (2) the amount in question is significant; (3) the case is otherwise meritorious; and (4) brief services would not adequately address the issue.
- Social Security (SSI/SSDI) overpayments will not receive extended services unless (1) there is clear evidence of a wrongful determination of an overpayment or of a meritorious basis for waiver; (2) the amount in question is significant; (3) the case is otherwise meritorious; and (4) brief services would not adequately address the issue.
- Social Security cessations and child-to-adult redetermination cases.
 - As a threshold requirement for merit evaluation, which involve lengthy CD, reviews, applicants will be required to (1) be receiving ongoing medical treatment; (2) be compliant with all treatment or have justifiable reason for non-compliance; and (3) on the basis of the intake interview, appear to have a meritorious case.
 - When evaluating such cases, advocates should consider whether the time before the hearing allows for submission of additional evidence.
- SSI/SSDI Cases to Establish Initial Eligibility (adults):
 - Adult initial eligibility applications awaiting hearing before an Administrative Law Judge will be referred to the private bar unless:
 - a. the applicant is (1) unhoused, (2) a patient of an MLP partner clinic; or (3) impaired because of a disability such that the private bar is unlikely to adequately serve her (e.g. obvious cognitive limitations or behavioral challenges); and
 - b. the case is meritorious.

***All callers with SSI/SSDI initial eligibility cases will be given advice only and referred to the private bar.
 - Adult initial eligibility applications at the initial or reconsideration stages will not be accepted unless:

- a. the applicant is a patient of an MLP partner clinic with a supportive provider; AND
 - b. the case is meritorious.
 - When evaluating such cases, advocates should consider whether the time before the hearing allows for submission of additional evidence.
- SSI Child Cases:
 - Child initial eligibility applications awaiting hearing before an Administrative Law Judge will be accepted if the case is meritorious. Child initial eligibility applications at the initial and reconsideration stage will not be accepted. Extensive advocate experience has shown that cases based on ADHD, unspecified learning disabilities, and/or asthma (without other severe conditions) generally lack merit, and such cases will be evaluated with this previous experience in mind.
 - a. As a threshold requirement for merit evaluation, which involve lengthy CD, reviews, applicants will be required to (1) be in treatment (in mental health clinic, in school services, or through primary care or specialist care); (2) taking any medications prescribed; and (3) on the basis of the intake interview, appear to have a meritorious case.

All applicants waiting for an ALJ hearing who are patients of an MLP partner clinic with a supportive provider should be evaluated for merit.

- b. Receiving services through IDEA or Section 504 will also be considered for the threshold issue, though the workgroup acknowledges that lack of services may be understandable, either due to a recently-developed issue, lack of parent request, or wrongful school district practice.
 - Child cessation cases will be accepted if the case is meritorious. Extensive advocate experience has shown that cases based on ADHD, unspecified learning disabilities, and/or asthma (without other severe conditions) generally lack merit, and such cases will be evaluated with this previous experience in mind.
 - a. As a threshold requirement for merit evaluation, which involve lengthy CD reviews, applicants will be required to (1) be in treatment (in mental health clinic, in school services, or through primary care or specialist care), (2) taking any medications prescribed, and (3) on the basis of the intake interview, appear to have a meritorious case.
 - b. Receiving services through IDEA or Section 504 will also be considered, though the workgroup acknowledges that lack of services may be understandable, either due to a recently developed issue, lack of parent request, or wrongful school district practice.

- When evaluating such cases, advocates should consider whether the time before the hearing allows for submission of additional evidence.

Other Public Benefits

- TEA, SNAP, childcare, and Work Pays: denials, terminations, reductions, and/or overpayments, including fraud-related allegations (e.g. Intentional Program Violations)
- Benefits available to kinship families, including foster care board payments, subsidized guardianships, and adoption subsidies.

Language Access

- The workgroup will investigate language access issues affecting our client communities as is feasible given capacity limitations. This effort will include, seeking information and support from national organizations or volunteers.

MLP-related Issues

- Legal Aid has active Medical-Legal Partnerships with the following healthcare providers: Arkansas Children’s Hospital (Little Rock), Mid-Delta Health Systems (Clarendon), Mid-South Health Systems (West Memphis).
- Legal Aid has inactive or in-information MLPs with the following healthcare providers: Lee County Cooperative Clinic (Marianna), Arkansas Children’s Hospital Satellite Clinic (Jonesboro)
- Applicants who call who are patients of the partner healthcare providers should have the intake done and then be referred to the advocates associated with the relevant MLP for case acceptance decisions
- The active MLPs aim to collaborate on issues of health access

2021 Goals

To guide acceptance decisions within the priorities above, the Economic Justice workgroup will focus on the following goals for 2021:

1. Health Access. Continue and deepen Medicaid advocacy, including (1) opposing widespread denial and reduction of Medicaid-funded in-home care services (under the ARChoices program) by the Arkansas Department of Human Services through affirmative litigation (if feasible pre-litigation negotiation fails), administrative advocacy, client education, and commenting on proposed regulations; (2) continuing advocacy involving Arkansas Works; and (3) investigating service-related issues and denials under both traditional Medicaid and Arkansas Works, including benefits available to children through ArKids A and ArKids B (with special attention to Early and Periodic Screening, Diagnosis, and Treatment).

2. Tech-Focused Issues. Advocacy around the ARChoices algorithm provided Legal Aid with specific knowledge about algorithm-based decision-making by government agencies and other tech-focused issues. Arkansas currently has multiple tech-focused issues relevant to our client communities: (1) new ARChoices algorithms to determine home-care benefit levels; (2) use of algorithms to determine the amount of Medicaid mental health services a beneficiary can receive; and (3) proposed revamping of DHS’s software systems by a vendor with a demonstrated history of causing widespread harm to clients (most recently in Rhode Island). In addition, many states use algorithms to detect fraud in the SNAP or UI programs without adequate validation or beneficiary safeguards. The Social Security system increasingly uses automated data matching to determine beneficiary resources without adequate validation or beneficiary safeguards. And, the DWS has implemented the use of algorithms to determine overpayments. The workgroup endeavors to keep apprised of these issues, share knowledge and resources, and, as appropriate for client needs and workgroup resources, advocate around them.

3. Importance of Public Benefits During the Pandemic. The workgroup recognizes the importance of public benefits is heightened during the current pandemic and that these programs continue to change in an attempt to meet the needs of the public. The workgroup is committed to disseminating key information to clients about changes to existing programs as well as new ones that may be created for a period of time. The workgroup will utilize all resources, including social media and community partners to ensure that our clients are kept up to date on these programs.

4. Build advocates’ skills and ability to identify/undertake higher-impact projects. This will involve training on (1) litigation skills and best practices (including discovery, subpoenas, preservation, due process concepts, etc.); (2) affirmative litigation concepts (standing, mootness, exhaustion, preclusion, etc.); and (3) discussion of recurring substantive issues. The goal is to attune advocates to cases that present opportunities to effect systemic change on problematic issues and then to undertake such cases as appropriate, preferably with opportunity to work on impact cases spread among workgroup advocates. In line with this, the workgroup will ensure that new and longstanding group members have ample opportunity for training, mentorship, feedback, and professional development.

5. Regulation Review and Commenting. State and federal regulations relating to the Medicaid and SNAP programs impact client lives, yet the interests of clients are generally unrepresented in the promulgation process. The workgroup will endeavor to monitor such regulations, offer comments as appropriate, and evaluate whether such comments make any meaningful difference.

6. ACEs-Informed Advocacy. The workgroup will consider how to better integrate an ACEs-informed approach to our advocacy.

Note: Starting in 2016, each workgroup member reduced their caseload from around 60 cases to roughly 40 cases to allow time for more in-depth advocacy. The group aims to maintain this reduced caseload so long as the reduction enables more impactful work.

2021 Case Acceptance Priorities Housing Workgroup

Civil Rights

1) Discrimination

Case Acceptance Priorities:

- 1) Fighting housing discrimination based on an individual's disability, color, national origin, religion, sex, or familial status through vigorous enforcement of violations of the Fair Housing Act, 42 U.S.C. § 3601, *et seq.*
- 2) Ensuring language access in housing through enforcement of Title VI of the Civil Rights Act of 1964, 42 U.S.C. § 2000d, *et seq.*
- 3) Protecting survivors of domestic abuse through enforcement of the Violence Against Women Reauthorization Act of 2013 (VAWA 2013), 42 U.S.C. § 14043e-11(d) and Ark. Code Ann. § 18-16-112.
- 4) Violations of other federal, state, or local laws, regulations, or ordinances that protect civil rights and ensure equal treatment in housing.

2) Constitutional Rights

Case Acceptance Priorities:

- 1) Ensuring that tenants and homeowners receive all constitutionally required protections through enforcement of constitutional tort claims under 42 U.S.C. § 1983 and the Arkansas Civil Rights Act.
- 2) Attacking any policies or practices that create a state sanctioned debtor's prison.
- 3) Affirmative or defensive litigation challenging any discriminatory, illegal, or arbitrary law, ordinance, regulation, or policy.

Eviction Defense

1) Criminal Eviction

Case Acceptance Priorities:

- 1) Affirmative or defensive litigation as necessary to end the use of A.C.A. § 18-16-101.

2) Civil Eviction Defense

Case Acceptance Priorities:

- 1) Meritorious civil eviction defense.
- 2) Enforcement of the statutory right to cure under A.C.A. § 18-17-701.
- 3) Attacking illegal and abusive eviction practices through affirmative litigation and counterclaims. Legal Aid will help tenants seek judgments that will adequately compensate them for their loss and adequately deter future transgressors.
- 4) Enforcement of eviction moratoria or similar protections during disasters.

2) Federally Subsidized Housing

Case Acceptance Priorities:

- 1) Meritorious federally subsidized housing cases, including eviction defense and subsidy terminations. Representation at administrative grievance hearings is permitted.
- 2) Affirmative or defensive cases challenging illegal or arbitrary policies of housing authorities or other government funded housing providers.

Tenant's Rights

1) Safe and Habitable Homes

Case Acceptance Priorities:

- 1) Unsanitary/unhealthy housing conditions: cases where housing conditions are causing poor tenant health. Affirmative or defensive cases challenging any laws or policies leading to a tenant's inability to seek redress for poor housing conditions.
- 2) Assistance in enforcing lease provisions; federally subsidized housing quality standards; and local housing codes.
- 3) Pursuing landlords that have demonstrated a pattern and practice of providing substandard housing.
- 4) Using Fair Housing protections to improve housing quality for disabled individuals.

2) Fair Lease Terms

Case Acceptance Priorities:

- 1) Cases involving unconscionable or illegal lease terms.
- 2) Cases involving excessive or illegal fees or charges.

Foreclosure Defense

Case Acceptance Priorities:

- 1) Foreclosure defense cases may be accepted for extended representation if:
 - a. The property in issue is the homeowner's primary residence; and
 - b. Homeowner has equity in property; or
 - c. Homeowner has a means to pay indebtedness.
 - d. In all cases, a legal defense must exist, i.e., predatory loans and lending practices, inability to show standing, substantial failure to comply with relevant statutes, failure to comply with federal regulations, etc.
- 2) Applicants who may benefit from housing or debt counseling will be referred to a HUD approved housing counseling agency.
- 3) Enforcement of foreclosure moratoria or similar protections during disasters.
- 4) Bankruptcy: Legal Aid may initiate a bankruptcy to stop a foreclosure in the following circumstances:

The property at risk is the applicant's principal residence; AND

- 1) The applicant can afford the indebtedness or will be able to afford the indebtedness through and after the successful completion of a Chapter 13 plan or a Chapter 7 liquidation, OR
- 2) The intervention of the automatic stay will enable the applicant to successfully complete a mortgage modification, after which the applicant will be able to afford the indebtedness, or will be able to afford the indebtedness through and after the successful completion of a Chapter 13 plan or a Chapter 7 liquidation.
- 3) The intervention of the right to cure under 11 U.S.C. 1322(b)(2) would enable an applicant, who has otherwise waived or extinguished their equitable and statutory rights of redemption, to reinstate a mortgage that the applicant will be able to afford, or will be able to afford after and through the successful completion of a Chapter 13 plan or a Chapter 7 liquidation.
- 4) Meritorious defenses to foreclosure chain of title/promissory note, where the federal court might be a more favorable forum or the additional debts the applicant has makes a resolution through bankruptcy more favorable.

Land Loss and Asset Protection

Case Acceptance Priorities:

LAND LOSS

All land loss cases will be evaluated on a case-by-case basis and will only be accepted for extended services after consideration of the resources necessary and available, the value of the benefit to the client, and the impact value of the case.

- 1) Deed preparation to assure property ownership and preservation.

- 2) Assisting homeowners with pursuing disaster relief, FEMA, or other emergency housing or assistance.
- 3) Land/sale contracts: Enforcing the buyer's rights if the buyer has a substantial interest in the property, the buyer has a meritorious legal claim, and the property is the buyer's primary residence.
- 4) Bankruptcy: Lien stripping of secondary loans if the equity in the home is too low to protect the lien and the relief from the second payment would enable them to afford the indebtedness on the home.
- 5) Bankruptcy: Creditor Representation
 - a) Protection of an applicant's property interest in their principal residence when a co-owner has filed bankruptcy.
 - b) Protection and enforcement of property divisions pursuant to divorce decrees that pertain to an applicant's principal residence.

WILLS, ESTATES, AND POWER OF ATTORNEY

All non-emergency wills, estates, and power of attorney cases will be priority only to the extent that pro bono resources are available. Emergency wills or power of attorney cases may be considered for limited and/or extended services if resources permit.

- 1) Simple estate planning if the client is 60 years of age or older or has a terminal illness.
- 2) Simple estate planning for clients under the age of 60 if there is a family homestead distribution at issue.
- 3) Powers of Attorney for the elderly, disabled or chronically ill, or to secure healthcare, education or other necessities for children.

MEDICAL-LEGAL PARTNERSHIP PRIORITIES ARKANSAS CHILDREN'S HOSPITAL

Cases will be considered for services through the ACH MLP if the client is an active patient, or family member of an active patient, at the Arkansas Children's Hospital or one of its partner clinics. Priority will be given to cases where there is a nexus to health. Otherwise, cases will be referred to the statewide Helpline at (800) 952-9243.

ADVANCED PLANNING

- **Last wills and testaments, trusts, powers of attorneys and advanced directives:** these cases may receive advice and forms if staff or pro bono resources are not available.
- Assist parents of patients with special healthcare needs, as well as help minor patients with their advanced planning needs to plan for their transition to adulthood. Cases will be reviewed to determine whether immediate acceptance or referral to a pro bono partner is more appropriate.
- **Powers of attorneys for minors:** advice and referral to self-help resources, consistent with the perceived ability of the client to use these resources. Case will be accepted for brief services if exigent circumstances exist.

EDUCATION

- **Special education services:** initial and/or continuing eligibility, inappropriate placement or services, Manifestation Determination Review (MDR) issues, Functional Behavior assessment (FBA) issues, due process hearing complaints, and school discipline issues when connected to a child's disability or health condition;
- **Disability discrimination:** initial and/or continuing eligibility for 504 protection, denial of medical services and truancy when connected to a child's disability or health condition; and
- **Bullying issues:** when connected to a child's disability or health condition and a civil, legal remedy is available.

EMPLOYMENT

- If the client lives in the Legal Aid of Arkansas service area, employment cases will be referred to the Economic Justice workgroup for consideration. If the workgroup cannot accept the case, refer to a pro bono resource if appropriate. Otherwise, advice only unless there are exigent circumstances directly impacting health.
- **Discrimination claims:** when connected to a patient's disability or health condition.
 - Discrimination cases will be reviewed to determine whether referral to Economic Justice workgroup, referral to a pro bono partner or a referral to the Equal Employment Opportunity Commission (EEOC) is more appropriate;
- **Family Medical Leave Act (FMLA) claims:** will be reviewed to determine whether the claim is connected to the patient or client's disability or health condition. If so, determine whether referral to the Economic Justice workgroup is possible, referral to a pro bono partner or a referral to the U.S. Department of Labor is more appropriate; and
- **Unemployment Insurance claims:** denials, terminations and/or overpayments when connected to a patient's health condition.

- Unemployment denials in which the MLP did not represent the claimant at the hearing level will be considered if the denial implicates an issue that could significantly affect the wider client population (e.g. transportation, pregnancy, employers absent from hearings, etc.). These cases will be reviewed to determine whether referral to the Economic Justice Workgroup is possible, referral to a pro bono partner or a referral to the U.S. Department of Labor is more appropriate.

FAMILY LAW

- **Orders of Protection:** extended services for victims of domestic violence and/or sexual assault or abuse when a direct health impact is or may be present for the ACH patient or family member;
- **Divorce:** initiate or defend a divorce if there is an ongoing or immediate risk of violence to the ACH patient or patient's family member and a direct health impact is or may be present.
 - Risk of violence will be evaluated using a risk assessment. Cases that do not meet these criteria will be directed to a pro bono resource, if available, or to the appropriate Legal Aid agency.
- **Custody and visitation modification:** it must be in the best interest of the child(ren) for our client to have custody; cases only accepted for extended services if there is an immediate risk of harm, if there is some personal safety issue, or if there are barriers to medical or educational services.
- **Minor guardianships:** extended services if there is an ongoing or immediate risk of harm to the ACH patient, or the patient's parent(s) or primary physical custodian(s) have abandoned the patient, or the parent(s) are incarcerated for a significant period of time and the patient is being denied access to education, healthcare or other basic needs that may impact the patient's health. Also, there must be clear indication that the guardianship is in the best interest of the patient. If the minor guardianship is uncontested then the client may be Limited Scope Representation or pro se forms as appropriate.
- **Adult guardianships:** refer case to the Walmart pro bono team if proposed ward resides in the Northwest Arkansas area, there is medical evidence supporting incapacitation, the ACH or other appropriate provider is willing to provide supporting affidavit, and no one in the household has worked for Walmart in the last seven years. If someone in the household has worked for Walmart in the last seven years, the Walmart pro bono team is unavailable, or the proposed ward lives outside the Northwest Arkansas area, the case may be referred to another pro bono partner, if the resource is available and there is medical evidence supporting incapacitation (with ACH or other appropriate provider being willing to provide a supporting affidavit).
 - If no pro bono partner is available, evaluate for in-house representation after obtaining supporting medical affidavit or limited scope representation with appropriate pro se forms depending upon available resources.
- **Name change:** limited scope representation or brief services if the youth is transgender, homeless, pregnant, or has been abused in the home. All other cases will be referred to pro se resources.

- **Emancipations:** limited scope representation or extended services if a direct health impact is identified.
- **Birth Certificates:** pro se forms will be provided for the correction, amendment, or procurement when the birth certificate or lack of birth certificate has a direct health impact on the patient, unless age or disability would make it difficult for the client to proceed on his or her own, then referral to pro bono resource and if unavailable, evaluate for extended representation.
- **Child support:** cases involving first time procurement of child support or enforcement of active orders will be referred to the Office of Child Support Enforcement.
- **Civil Gideon:** refer to Domestic Violence workgroup (if within the Legal Aid service area) or pro bono resource. If outside the Legal Aid service area and no pro bono resource is available, evaluate for extended representation in-house.

IMMIGRATION

- **Meritorious U-Visa applications:** refer case to a pro bono partner or other service organization, such as Arkansas Immigrant Defense or Catholic Charities.
- Other immigration issues will be reviewed and referred to a pro bono partner, if resource is available.

PUBLIC BENEFITS

- **Medicaid/Medicare:** timeliness issues, denials, terminations, or reductions of coverage, services, equipment, and/or medications; overpayments. Medicaid service denial issues will be referred to a pro bono partner or to the Legal Aid Economic Justice workgroup, if consistent with the group's current area of emphasis.
- **Social Security (SSI/SSDI) overpayments:** will not receive extended services unless (1) there is clear evidence of a wrongful determination of an overpayment or of a meritorious basis for waiver; (2) the amount in question is significant; (3) the case is otherwise meritorious; and (4) brief services would not adequately address the issue.

Child cessations and child-to-adult redetermination cases:

- Provide advice or brief services unless clear that there has been a wrongful cessation or denial on redetermination;
- As a threshold requirement for merit evaluation, which involve lengthy CD, reviews, applicants will be required to (1) be receiving ongoing medical treatment; (2) be compliant with all treatment or have defensible reason for non-compliance; (3) on the basis of the intake interview, appear to have a meritorious case; and (4) ACH provider is willing to support the disability claim.

SSI Child Cases:

- Initial eligibility applications for Child SSI that are awaiting hearing before an Administrative Law Judge (ALJ) will be accepted if the case is meritorious.
- Child initial eligibility applications and reconsideration will not be accepted, unless there is an exigent circumstance (e.g. parent/guardian is limited in their advocacy efforts, language barriers).
- As a threshold requirement for merit evaluation, which involve lengthy CD, reviews, applicants will be required to (1) be in treatment (in mental health clinic or in school services); (2) taking any medications prescribed; (3) on the basis of the intake

interview, appear to have a meritorious case; and (4) ACH or other appropriate provider is willing to support the disability claim.

- Receiving services through IDEA or Section 504 will also be considered for the threshold issue, though the MLP acknowledges that lack of services may be understandable, either due to a recently developed issue, lack of parent request, or wrongful school district practice.

OTHER BENEFITS

- **Veterans' benefits:** denials, terminations, reductions, and/or overpayments; and
- **State benefits (TEA, SNAP, childcare, and Work Pays):** denials, terminations, reductions, fraud investigations, and/or overpayments, subject to the availability of resources, including non-attorney advocates within the Legal Aid organization and pro bono partners.

INSURANCE

- **Life insurance:** denial of coverage for ACH patients; and
- **Private health insurance:** denials, terminations or reduction of coverage, services, equipment, and/or medications, where upon evaluation claims appear meritorious.

HOUSING

In addition to published program housing priorities, the MLP will consider the following cases for extended representation in collaboration with the Fair Housing office:

- **Unsanitary/unhealthy housing conditions:** defense of evictions or termination of lease cases in cases where housing conditions are causing poor health outcomes, assistance in enforcing local housing codes and lease provisions;
- Meritorious eviction or foreclosure defense cases where eviction or foreclosure is arising out of a loss of income due to the patient's health condition;
- Clients being evicted for nonpayment of rent will receive advice unless other facts support brief or extended services;
- Requests for reasonable accommodations where there is support from the medical team; and
- Other housing related issues will be evaluated when deemed to have a direct impact on health and a civil, legal remedy is available.

CONSUMER

- **Bankruptcy:** cases will be referred to a pro bono partner if resource is available, or vetted in-house consistent with Legal Aid priorities, if within the Legal Aid service area;
- **Criminal record sealing:** accepted for services when sealing the record will impact the ACH patient's life for the better in that it could affect health through access to better housing, employment, etc. and resources are available.
- **Termination of utilities:** appropriate services when terminating the patient's utility service will impact the child's health and the ACH provider is willing to sign medical letter in support.

OTHER CASES

Other cases may be accepted for services through the MLP if ACH providers identify an unmet basic need with a significant health nexus and an appropriate legal resource or intervention exists.

MLP INCOME ELIGIBILITY

- At least 90% of MLP clients must be at 200% of the federal poverty level or below.
- In cases of extreme hardship or other exigent circumstances, cases that are otherwise within MLP priorities with applicants who are above 200% of the federal poverty level may be accepted with approval of the Executive Director.

2021 MEDICAL-LEGAL PARTNERSHIP GOALS ARKANSAS CHILDREN'S HOSPITAL

To guide acceptance decisions within the priorities above, the Medical Legal Partnership will focus on the following goals for 2021:

1. Pro Bono Resources:

- Improve the referral process, including creating an information sheet for new attorneys, a brochure for clients, and evaluating realistic ways of communicating with pro bono partners regarding cases that have been referred out so that the MLP and the ACH providers that have referred the clients to us can stay up to date and informed as to how those referrals are beneficial to their patients.
- Through virtual and in-person opportunities when possible, discuss with and learn what areas individual attorneys/firms will be most likely to accept cases within (e.g. their area of expertise or areas that they are particularly passionate about).
- Develop an up-to-date collection of contacts, procedures, and guidance for sustainable and efficient use in the future.

2. Outreach and Training:

- Provide outreach and information sessions for ACH patients and their families, and partnering with various community organizations for presentations;
- Provide training and education for ACH staff and community partners to improve efficiency and effectiveness of screeners implemented at the clinical level.
- Provide Continuing Legal Education to volunteer attorneys, attorneys interested in volunteering, or in anticipation of virtual clinics.

3. Increasing Virtual Clinics

- Increase the number of clinics (virtual until in-person becomes possible again) to assist ACH patients and patient-families with specific legal needs.
- Expand the areas of law in which these clinics will focus and brainstorm on ways to add some variation in the services offered at each respective clinic
- Engage in regular communication with the pro bono team and Legal Aid organization as a whole to aid in to collaborate on prospective clinics.

4. Streamlining Process to Receive Advice on Common Patient Inquiries:

- Make information on how to apply for SSI readily available upon request in as many common areas as possible to reduce the number of referrals not yet eligible for legal action to be taken.
- Simplify advice and instructions for 504 education plans with example information provided to better inform and more quickly assist with the initial inquiry needed by the school to be made by the parent and ensure that cases which appear meritorious upon intake, are followed-up with in the event the request is denied.

Legal Aid *of* Arkansas

EQUAL ACCESS *to* JUSTICE PANEL
ARKANSAS VOLUNTEER LAWYERS FOR THE
ELDERLY
MEDICAL/ LEGAL PARTNERSHIP

2021

PRO BONO PLAN



LEGAL AID *of* ARKANSAS

Equal Access to Justice

Fighting Poverty, Maintaining Dignity, Assuring Justice

Legal Aid of Arkansas

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The Legal Services Corporation Regulations appear in 45 CFR §1600 et seq. The specific provisions applicable to this plan are contained in Part 1614, which mandate Private Attorney Involvement, and set out the specific standards to which LSC-funded organizations must adhere. This report is prepared pursuant to and in compliance with Part 1614, and the relevant sections are referenced in the discussion below.

Part 1614.6 mandates that field programs develop a PAI plan and budget. The Pro Bono group at Legal Aid of Arkansas, overseen by Legal Aid's Executive Director, is responsible for the management and execution of its PAI plan.

We project that Legal Aid will close approximately 350 cases that were assigned to volunteer attorneys, including 275 that are LSC eligible. When closing a case, a volunteer attorney is asked the number of hours s/he spent on the case. We value service at \$200 per hour, the average hourly rate estimated for our service area. We estimate \$800,000 in donated PAI services in 2021. We will recruit at least 40 new pro bono volunteers during the year. Further, we project that we will provide access to legal services and support through clinics sponsored by Legal Aid and its Pro Bono Team, as well as other means, to a minimum of an additional 350 consumers.

General Policy §1614.2

In compliance with §1614.2, Legal Aid projects that it will spend a minimum of \$198,283 directly on pro bono activities. This PAI requirement provides that a recipient of LSC funds shall expend an amount equal to at least 12.5% of its annualized Basic Field-Generalized award toward the involvement of private attorneys, law students, law graduates, or other professional in the delivery of legal information and legal assistance to eligible clients. Further, the definition section of the provisions establishes that funding for specific one-time grants, such as the PBIF monies awarded Legal Aid, are not included in the calculation of this PAI requirement.

Procedures

Program priorities: The priorities for Legal Aid are developed annually and presented at the December Board meeting. Each workgroup within Legal Aid prepares its priorities for the following year, and pro bono team members work with each workgroup to set out appropriate priorities for the assignment of cases to the pro bono group for placement with a private attorney on a pro bono basis. In addition, the Pro Bono Team at Legal Aid, working with the Pro Bono Transformation Team formed in association with the PBIF grant, will establish additional pro bono priorities and activities for the upcoming year under the PBIF grant. Finally, members of the Pro Bono staff at Legal Aid are responsible for the execution and management of the processes and activities under the Pro Bono Innovation Fund grant, in compliance with the PBIF grant plan.

Priorities will then be published online at www.arlegalaid.org. The priorities for pro bono within each workgroup plan takes into account the legal needs of eligible clients in the geographical area served by the recipient, the relative importance of those needs consistent with board established priorities, and to a lesser extent, available pro bono resources.

Range of Activities §1614.4

Legal Aid utilizes a pro bono system to provide direct legal services to eligible clients through a pro bono delivery model. Under the LSC requirements, such programs must meet minimum standards in the following areas:

Intake and Case Acceptance

Prospective clients can generally apply for services from Legal Aid through one of three methods: calling the HelpLine; completing an online application; or applying in person at one of our offices. In 2020, in-person applications were seriously curtailed by the impact of the coronavirus pandemic. In-person applications will be resumed at some point when it is feasible and safe to proceed.

In contrast to the methods through which most prospective clients apply for service, prospective clients who are seen in the Medical Legal Partnership at Arkansas Children's Hospital are referred, generally by fax or email, to Legal Aid's Medical Legal Partnership Team by clinicians and other staff members at the treating facility.

Cases which come into Legal Aid via the application process are initially screened for eligibility. If qualified, they are transferred to one of four substantive law queues, domestic justice, housing, consumer, or economic justice, to speak with an attorney in the appropriate work group. Members of the Pro Bono Team work closely with the work groups to maximize the number and types of cases that are accepted for referral to volunteers.

In addition, the Helpline Manager periodically reviews information from the case tracking system, including the number of open cases, and considers Legal Aid's available resources, to maximize successful placement of each case. Attorneys in each work group review cases continuously, consult with pro bono team members as appropriate, and assign cases to the Pro Bono Unit for referral to a volunteer private attorney. This is easily accomplished through the case management system, which allows electronic transfer of cases.

Case Assignment

Case Coordinators on the Pro Bono Team review and clarify the facts of each case before referral to a private attorney. They obtain the necessary documentation, including a client retainer agreement and citizenship attestation, from the client, and notify the client that his

or her case has been accepted for assignment to a private attorney, but that placement cannot be guaranteed. In addition, this initial correspondence to the client, includes short description of the legal issue disclosed during the interview, as well as a short statement of legal issues and advice. The legal information portion of the letter is prepared under the supervision of and reviewed by an attorney on the Pro Bono staff or from the relevant work group.

A short synopsis of the case is prepared, and this information is forwarded to a private attorney, who can then review the information, perform a conflicts check and decide whether to accept the matter for representation. These proposed assignments are accomplished via email, fax, or letter to the attorney, and follow up telephone communication is frequently utilized. If the attorney does not accept the matter, the case coordinator will attempt to place the case with another volunteer. The Case Management System is utilized to alert coordinators to relevant deadlines and monitor pending referrals. All case activity is documented so that any other member of the staff can review the file and easily determine the status of placement, including any placement rejections. Pro bono team members keep the client informed of the status of placement, and any delays that occur during the referral process.

Case Oversight and Follow-up

A case file is maintained on each referral. Status checks on the progress of the case are performed at least every three months. These status checks may include communication with the client, volunteer attorney and review of the applicable online court file. When the matter is concluded, a case closing form is completed by the attorney to describe the services performed, the result, the time spent, and the amount recovered or avoided for the client. A copy of any final court orders or resolution documents are saved to the case file. Further, when the case is ready to close, a client satisfaction questionnaire is sent to ascertain the client's opinions about the services received. Finally, the volunteer attorney is provided a form to claim CLE credit for the assignment and thanked for his or her service.

Pro Bono Activities

- EAJP primarily provides direct delivery of legal services to eligible clients under the age of 60.
- Arkansas Volunteer Lawyers for the Elderly partners with East Arkansas Area Agency on Aging, White River Area Agency on Aging, and the Area Agency on Aging for NWAR to serve the legal needs of clients 60 and older
- Pro Bono team members will continue to work with veteran's advocates and providers to assist, advise, and support programs for servicemen and women and veterans and their families.
- Pro Bono team members will work with the Legal Aid's Low Income Taxpayer Clinic and the Taxpayer Advocate to provide volunteer attorneys, enrolled agents and CPAs

for taxpayers who need advice, and to assist in tax controversies with the State and IRS

- Pro Bono will partner with the University of Arkansas School of Law and Bowen School of Law Legal Clinics to encourage and promote law student pro bono service. Pro Bono law students provide research and technical assistance for Legal Aid staff and pro bono attorneys, and, with attorney guidance, aid pro se litigants in drafting form pleadings.
- Legal Aid partners with Arkansas Children's Hospital in Little Rock in a Medical Legal Partnership with Walmart Legal Department. In addition, we anticipate that another corporation will partner with Legal Aid for Arkansas Children's Hospital Northwest.
- Pro Bono partners with Mid Delta Health Systems in a Medical Legal Partnership with Friday, Eldridge & Clark, and partners with the Veterans Health Care System of the Ozarks.

Legal Aid received an initial two-year Pro Bono Innovation Fund grant, which was subsequently extended with an additional year of funding. The Pro Bono Project Attorney, and other members of the Pro Bono team, will complete a business analysis of Legal Aid's organizational policies, management, and operations, focusing on its pro bono activities. Further, the activities under the grant include asset mapping to evaluate the unmet needs and untapped resources in Legal Aid's service area and analyze potential alternative methods of delivery of legal services in underserved areas. In addition, we have partnered with Tyson to assist in a Six Sigma analysis of its client business model, focusing on its volunteer attorneys as the client to be investigated.

Pro bono staff will continue attend weekly substantive work group meetings to develop relationships with workgroup members, obtain information about caseloads, priorities, and issues from workgroup members, to provide input on pro bono assignments, and to evaluate effective and efficient methods to further integrate pro bono into Legal Aid's model of delivery of services.

Members of the pro bono team will continue to work with Legal Aid staff to strengthen and implement volunteer recruitment mechanisms to increase the number of pro bono attorneys and other volunteers supporting the organization's efforts. At Arkansas Children's Hospital, recruitment will focus on providing services to clients at Medical-Legal Partnerships throughout Arkansas. Pro Bono will continue to work closely with the Center for Arkansas Legal Services and Arkansas Access to Justice Commission to support and advocate for a range of activities including, but, not limited to: recruitment drives and events celebrating and recognizing pro bono, including events with the Young Lawyers Section of the Arkansas Bar Association; disaster legal assistance; preparation of materials for submission to of the Arkansas Lawyer quarterly magazine and other bar association newsletters and member correspondence; recognition of all pro bono lawyers attending the annual meeting; the Equal Justice Distinguished Service Award; the Arkansas Bar's Community Legacy Award; the partnerships with the CLE, technology, and executive staff of the Arkansas Bar; and corporate Pro Bono.

Pro Bono works with Tyson Foods and Walmart and their corporate legal departments to engage in projects or activities that will benefit Legal Aid clients as part of the corporate attorneys' pro bono obligation.

Pro Bono participates in the National Pro Bono Week Celebration in cooperation with various community partners to host clinics/events throughout the service area during the year.

Pro Bono will actively recruit at the local law schools. The purpose of this recruitment is not only to engage student volunteers, but to instill in these future lawyers' knowledge of and support for pro bono work and the program itself. Many of the volunteers we recruit from law schools continue, as attorneys, to volunteer their time to our Program and other pro bono legal services. We will also be recognizing student volunteers at the University of Arkansas at the end of each semester.

Legal Aid supports and sponsors volunteer attorneys taking advantage of Administrative Order 15.2, which allows attorneys licensed in other jurisdiction to provide pro bono legal services to indigent clients. Many of these volunteers are corporate attorneys. Further, it actively informs volunteer attorney of the available CLE credit for pro bono activities sponsored by Legal Aid and other entities, and coordinates with its volunteer attorney to facilitate the attorneys' ability to obtain available credit.

The current delivery methods available for volunteers include, but, are not limited to: legal representation to referred clients; speaking with and advising eligible clients about legal topics; support Legal Aid and EAJP/AVLE/MLP in raising money for services for eligible clients; serve on Boards or Advisory Panels of groups that work with Legal Aid; support EAJP/AVLE/MLP through local and State Bar activities; support EAJP/AVLE/MLP by advocating its message with the Arkansas Trial Lawyers Association; support EAJP/AVLE/MLP through the promotion of training and serve on faculties for this training; conduct legal clinics; mentor Legal Aid staff; provide substantive legal support for nonprofits incorporated through Legal Aid or that exist in the Legal Aid service area; provide services to the Low Income Taxpayer Clinic; provide services by volunteering for and answering questions through Arkansas Access to Justice's free legal answers website and one hour clinics.

Legal Aid consults with the client community, private attorneys, law schools, Access to Justice Commission and Foundation, and bar associations on an ongoing basis when developing and implementing its annual Pro Bono plan and distributes the plan to local bar associations within the service area, and where appropriate, incorporates any response within the plan.

Legal Aid's Pro Bono Team engages in outreach to publicize our services throughout the client community. We distribute announcements to community-based organizations and flyers to clients. We will continue to create and update brochures and flyers that cater to the current structure of the program.

Support and Other Activities

Community Education

Pro Bono Team members, as well as volunteer attorneys, provide community education. For example, volunteer attorneys have visited Senior Centers to update mature Arkansans on wills, advanced health care directives and beneficiary deeds, and we anticipate that these activities will resume in the future. It is further anticipated that Pro Bono will conduct outreach events targeted to mature Arkansans. These events will take place in assisted-living facilities, health fairs and places that mature Arkansans frequent. Some examples include rural health centers, physicians' offices, and senior health/wellness centers. With these events, either hosted by Legal Aid's Pro Bono staff or in conjunction with health programs already in place. Pro Bono will access some of the most vulnerable populations with in-person contact with clients and is increasingly using technology to establish and maintain this contact. Similar events will be held at MLP locations or in conjunction with MLP partners.

Research

Pro bono law students and volunteers from the Walmart Home Office Legal Team provide Legal Aid staff and pro bono attorneys with legal research as needed. In addition, they participate fully in the delivery of pro bono services with volunteer attorneys at events sponsored by the Law Schools and Bar Associations. Pro Bono's relationship with various volunteers and law schools serves to encourage law students to provide pro bono research for panel volunteers as needed to assess cases, advise clients, and provide representation for pro bono clients.

Advice and Counsel

Volunteer attorneys provide advice and counsel to Legal Aid attorneys on an ongoing basis. For example, bankruptcy lawyers provide advice to Legal Aid staff when questions arise in the course of ongoing litigation.

Other Resources

Private firms provide facilities for depositions and client meetings. Volunteer attorneys make technology available to Legal Aid, so clients have access in or near their homes. County law libraries in the Legal Aid service area provide computerized legal research and updated Code and Rule books. In Washington County and Craighead Counties, the local law libraries as well as the Law School Libraries in Fayetteville, Little Rock and Memphis provide full LexisNexis research capabilities. Other resources from private attorneys are provided to Legal Aid staff as needed.

Continuing Legal Education (CLE)

Legal Aid sponsors training for local bar members, law students, and other members of the legal community throughout the year on a variety of issues, and attorneys from the Pro Bono Team, as well as work group attorneys, present CLE training.

Technology/Online Presence

Pro Bono at Legal Aid continues to update and expand its online presence. The Pro Bono program will use social media to showcase pro bono involvement and its impact on Legal Aid's

overall work by highlighting successful projects, volunteers, and firms. Tweets are provided to update follower on status of key victories and on outcomes of collaborative work. Regular posts on Facebook Highlight upcoming clinic or the successful results of volunteer assistance at clinics and projects.

Use of Legal Aid Facilities and Resources

Legal Aid allows volunteers to schedule use of conference rooms, which provides a place for clients to bring documents needed by pro bono volunteers, and the room has connectivity for technology as needed. We currently have Spanish Language and Marshallese translators on staff, which are accessible to volunteer attorneys on cases referred by Legal Aid. We use other translators as necessary and subscribe to Language Line. It is the policy of Legal Aid to ensure that all Limited English Proficient persons and/or hearing and/or visually impaired clients who seek our services are provided free access to competent interpreters during consultation or case-related communications with Legal Aid. In addition, there are systems in place to reimburse volunteer attorneys for certain expenses, as appropriate.

Technology Assistance

Pro Bono utilizes the statewide website to provide a wide range of resources to volunteers who join the pro bono panels.

Pro Bono will continue to update its application process on the Legal Aid website as well as the statewide website.

The Washington County Law Library Committee of the Bar Association provides financial support for Legal Aid to staff a Courthouse Help Desk each week. Other organizations that allow space like Help Desk are Fayetteville VA, 7 Hills, and Forrest City Public Library. This provides an opportunity for pro bono volunteers and law students to answer questions and provide guidance to pro se litigants. The Help Desk provides only legal information, and no attorney/client relationship is established. In the event the pro se litigant needs further assistance, they are referred to apply for services.

Legal Aid hosts legal clinics year-round, most frequently dealing with end of life estate planning issues and criminal record sealing. These clinics are staffed primarily by volunteer attorneys, and as there is a mix of legal information and brief services given, such as assistance in completing a Petition to Seal, Power of Attorney, or simple Will, non-LSC funds are used to support these clinics. PAI requirement costs allocation decisions are made based on the clinic audience and the level of service provided, consistent with the guidelines in this section.

Determination of PAI activities

Effective and Economical Delivery of Legal Assistance

This is accomplished through steps, including, but not limited to: using our intake system to screen for potential PAI cases; having referrals made by PAI staff who know the cases and the panelists; matching cases to be referred with the expertise and interests of PAI

attorneys; training PAI attorneys; providing other support services to our panelists; maintaining a quality control system that provides periodic case updates; removing from the panel attorneys who are unresponsive; and using cost-effective delivery methods such as mail and email referrals.

Substantive \$198,283 and Practical Expertise

The pro bono volunteer panel encompasses a wide range of areas of practice and significant expertise. Family law matters, consumer cases, guardianships, and wills and estates constitute a major portion of the cases assigned to Pro Bono at Legal Aid. The number of volunteer attorneys who will handle matters in other areas of law, such as foreclosure and home ownership, Medicaid, tax liens, and land loss, is more limited. MLP priorities are mainly education, disability, housing, guardianship, and family law cases, if the outcome would have a positive impact on the patient and their families.

Fiscal Recordkeeping §1614.7

Legal Aid's accounting system separately allocates and accounts for PAI expenditures as they are incurred. At year's end all expenses are reviewed, and allocation adjustments are made, as necessary. The auditors annually review all PAI expenses, and the audited financial statements display PAI expenditures separately. The system that Legal Aid uses for the allocation of costs to private attorney involvement is based on below-mentioned policies.

1. Allocation of cost of staff time: All staff performs contemporaneous timekeeping on the case management system and uses the PAI funding code (15) when such work is performed. Two members of the Pro Bono team use the PBIF (19) funding code. Staff directly engaged in pro bono activities as their primary job responsibility may use funding codes associated with other billable grants, as allowed, and that time will count as PAI. For example, AVLE uses a variety of funding codes depending on the funding grant. These include 9 (EAAA), 10 (NWAAAA) and 11 (WRAAA).
2. Allocation of non-personnel and indirect costs are allocated as non-personnel costs intended solely for the PAI program are charged to Pal, and PBIF expenditures are allocated to the PBIF grant.
3. The remaining non-personnel costs are allocated to PAI by percentage of those costs based overall cases closed.

**LEGAL SERVICES CORPORATION – PRO BONO INNOVATION FUND
PROJECT PLAN - Extension**

This document identifies the sections of the Pro Bono Innovation Fund Project Plan. Grantees will be asked to develop a complete project plan with specific, time-bound milestones with identified data sets and data collection methods for each project objective.

ADMINISTRATIVE INFORMATION

Grantee name: Legal Aid of Arkansas, Inc.
Pro Bono Innovation Fund grant number: PB19008
Submission date: October 1, 2020
Approved: October 2, 2020
Approved by: *Anais M. Taboas*
Contact person: Lee Richardson; Margaret Foster
Phone number: 870-972-9224 ext. 6305
Email address: lrichardson@arlegalaid.org; mfoster@arlegal.org

PROJECT GOAL: To build a high impact pro bono program which includes strong evaluation, enhanced support for and recognition of volunteers, increased collaboration with community partners, improved use of technology, increased internal pro bono awareness and utilization, and enhanced fundraising strategies.

PROJECT OBJECTIVES, MILESTONES AND EVALUATION DATA

Objective 1: Complete a business process analysis of organizational policies, management, and operations to determine how to better leverage pro bono resources and more fully integrate pro bono into substantive practice groups.

Project Milestones (Months 1-6):

(add or delete as many rows as are necessary)5)

| | |
|----|--|
| 1. | Partner and engage with Tyson Corporate Counsel for Six Sigma analysis. |
| 2. | Compile organizational data regarding pro bono activities, including information on numbers of cases/clients, categories, hours of staff and volunteer attorneys, timelines, regions, and outcomes of cases. |
| 3. | Interview current pro bono coordinators and staff to fully identify current processes. |
| 4. | Outline current intake, case acceptance, case assignment and case-management processes for pro bono cases. |
| 5. | Develop any additional tools needed, outside Six Sigma analysis, to evaluate current intake, case management, case assignment and case acceptance processes. |
| 6. | Develop tools to evaluate current in-house attitudes toward, opportunities for and involvement in pro bono program. |
| 7. | Conduct biweekly meetings of pro bono workgroup to discuss information from Six Sigma analysis, organizational information gathered and assessment tools to insure commitment to project timeline and reporting. |

Project Milestones (Months 7-12):

(add or delete as many rows as are necessary)

| | |
|----|--|
| 1. | Distribute survey on attitudes toward pro bono to all staff members, and separate survey on development of all training materials and support for pro bono counsel to all legal and paralegal staff. |
|----|--|

| | |
|----|---|
| 2. | Initial review of responses to surveys and consider additional information to be gathered. Interview key staff outside the pro bono group, including workgroup leaders and members, concerning pro bono processes, opportunities, and attitudes. |
| 3. | Participate in and further investigate current intake, helpline, case acceptance, case assignment and case management processes to further evaluate current processes, with a focus on pro bono cases, issues, assignments, and management of cases. |
| 4. | Continue biweekly meetings of pro bono workgroup, to continue throughout the transformation process, and address aspects of the pro bono attorney questionnaire, as appropriate, as well as organizational information gathered on pro bono cases and ongoing reports for pro bono coordinators, such as the monthly reports currently provided by the pro bono coordinators on the previous months' pro bono placement efforts and pro bono attorney responses on bases for rejecting cases. Meetings will be supported by a quarterly plan, agenda for meetings and training materials for pro bono staff to maximize impact of meetings and effectiveness of pro bono group. |
| 5. | Develop various reports in the legal server database to track pro bono data throughout the transformation process. |
| 6. | Develop tools to conduct pro bono volunteer attorney interviews and surveys, assessing levels of satisfaction, engagement and analysis of pro bono program, as well as explore areas for volunteer training and technological ability, working with Tyson corporate counsel for this Six Sigma analysis. |
| 7. | Develop procedure to select pro bono attorney volunteers for interviews and surveys. |
| 8. | Analyze overall structure of pro bono workgroup and division of coordinator activities, consider need to continue AVLE/EAJP (Arkansas Volunteer Lawyers for the Elderly/Equal Access to Justice) pro bono distinction, based upon funding and volunteers attitudes, and consider different models for pro bono team. |

Project Milestones (Months 13-18):

(add or delete as many rows as are necessary)

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| 1. | Evaluate all responses from Legal Aid staff concerning practices, procedures, attitudes to pro bono and opportunities for further integration of pro bono into all areas of Legal Aid of Arkansas' services, and results of follow up interviews, and consider need for follow up inhouse programming, changes in procedures and intergroup participation. |
| 2. | Analyze organization data and processes, based upon information gathered to date. Consider any changes in processes needed for pro bono cases. |
| 3. | Continue to develop and finalize surveys for pro bono attorneys, pursuant to procedures established for Six Sigma analysis. Begin to distribute surveys during this period, and conduct interviews.. |
| 4. | Begin to revise pro bono manuals, including descriptions of pro bono staff roles and responsibilities, procedures, training materials, protocols, forms, and technology, and prepare one manual for pro bono within Legal Aid of Arkansas, with separate sections for differing procedures for specific categories of pro bono engagement, e.g., Medical Legal Partnership cases, if such divisions are to be maintained. |
| 5. | Review current client questionnaires, designed to assess client satisfaction, and conduct initial review of responses to same. Consider additional areas of analysis/questions for inclusion in questionnaire which are directed to clients assigned to pro bono counsel. |
| 6. | Begin discussing and further outlining portions of pro bono strategic plan, engaging Transformation Team in process. |

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| 7. | Continue biweekly meetings of pro bono staff and invite members of workgroups to participate in specific meetings. |
| 8. | Consider means to encourage all Legal Aid of Arkansas staff to participate in pro bono recruitment, including potential competitions between individuals or workgroups, tracking of pro bono outreach activity in central site on Legal Aid's case management/data tracking site, accessible to all staff, and other potentials methods. |

Project Milestones (Months 19-24):

(add or delete as many rows as are necessary)

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| 1. | Identify best practices to increase number of volunteers and participation by these volunteers and educate pro bono staff on these practices. |
| 2. | Partner with key members of internal workgroups to explore implementation of consistent pro bono processes and practices across LAA's service area. |
| 3. | Develop and implement any additional systems needed to collect and report additional outcomes achieved by pro bono attorneys, including outcome reporting from outreach and limited scope intervention and expanded information gathering and tracking from extended case representation. |
| 4. | Recommend any changes to client satisfaction surveys, necessary to track information on pro bono cases and counsel. |
| 5 | Complete distribution of surveys, and begin to review responses of pro bono counsel to survey and consider information to obtain in follow up interviews. Continue interviews of pro bono counsel. |
| 6. | Begin to analyze where to allocate pro bono resources, including what programs should be expanded, which ones added, excised, or cut back, based upon analysis of pro bono capabilities and programs interest of pro bono counsel and partners and other information. Continue to develop recommendations for ongoing pro bono programming, based upon analysis of ongoing programs and responses to pro bono survey by outside counsel, considering areas which should be expanded and those which may not provide sufficient benefit to continue. |
| 7. | Update and develop new forms for use in pro bono assignments, including a final reports form which obtain information on hours, outcomes, satisfaction, and recommendations for future case assignment procedures and training. |

Project Milestones (Months 24-29):

(add or delete as many rows as are necessary)

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| 1. | Define and finalize Legal Aid of Arkansas' ongoing plan to increase participation of pro bono volunteers, both in number of volunteers and in hours provided by pro bono attorneys, based upon results of Six Sigma analysis. |
| 2. | Develop means to increase collaboration with volunteers, and consider best practices in this area. Consider Pro bono newsletter for pro bono attorneys, providing information on new training materials, 1 changes in the law in areas most seen in pro bono cases, and pro bono experiences reported by pro bono counsel (such as good outcomes) and recognition of pro bono counsel, use of online reports within the pro bono portal on LAA's website, and other potential methods of connection and collaboration, with a goal of improving the pro bono program and experience on an ongoing basis. |

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| 3. | Develop follow up questions for private attorneys, including those currently handling cases, and those who have rejected cases within the past year, and distribute same. |
| 4. | Develop any additional recommendations for improvements in program, |
| 5. | Finalize case assignment, case acceptance, case management and other case forms for use with pro bono counsel. |
| 6. | Continue drafting and finalize strategic plan, incorporating plans for pro bono counsel and for pro bono groups ongoing participation as a vital and integrated part of Legal Aid of Arkansas, and seek board approval. |

Project Milestones (Months 29-36):

(add or delete as many rows as are necessary)

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| 1. | Implement plan for ongoing internal and competitive benchmarking. |
| 2. | Fully implement the new pro bono strategic plan. |
| 3. | Train staff on revisions |

Evaluation Data for Objective 1: Feedback from volunteers and staff. Number of active pro bono volunteers. Number of clients referred and successfully placed with pro bono volunteers; data from case management systems.

Objective 2: Engage in an asset mapping process to evaluate the unmet needs and untapped resources in its service area.

Project Milestones (Months 1-6):

(add or delete as many rows as are necessary)

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| 1. | Compile organizational data concerning locations and practice areas of current pro bono counsel, and compile information on distribution of Arkansas attorneys and any associated practice areas throughout the counties served by LAA. |
| 2. | Ensure that volunteer data is updated in Legal Server |
| 3, | Consider goals, best methods, and scope of asset mapping, and whether this portion of project should be done with current staff or by outside entity. |
| 4, | Assemble transformation team and commence regular meetings. |
| 5. | Consider bases for delineation of regions and define regions for asset mapping. |
| 6. | Analyze pro bono capabilities. |
| 7. | Evaluate how to utilize technology to connect pro bono volunteers in urban areas with potential clients throughout the state. |

Project Milestones (Months 7-12):

(add or delete as many rows as are necessary)

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| 1. | Begin to engage with statewide justice partners, The Arkansas Access to Justice Commission, the Arkansas Bar Association, the Arkansas Trial Lawyers Association and the Center for Arkansas Legal Services as well as members of the judiciary, and evaluate statewide pro bono needs and programming. |
| 2. | Continue to refine goals of asset mapping, and outline information to be gathered in asset mapping process, following determination of goals and scope. |

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| 3. | Begin to engage with local/county bar association in regions to obtain input and support for pro bono activities. |
| 4. | Consider appropriate training for community partners, to be provided in association with interviews and means to develop cooperative partnerships for ongoing efforts on behalf of potential clients in underserved areas. |
| 5. | Develop a plan to evaluate results. |
| 6 | Continue to consider and evaluate use of technology to connect pro bono volunteers in urban areas with potential clients throughout the state, including investigation and consideration of access to technology in all regions of Legal Aid of Arkansas' service area. |
| 7. | Prepare comprehensive listing and conduct initial review of potential community partners (non-profits, community agencies, churches, government agencies, courts, healthcare providers, and schools), private attorneys and bar associations, other volunteers, and local businesses, for the asset mapping process, and develop list of interviewees. |
| 8. | Commence regular meetings of the Pro Bono Transformation Team. Establish a uniform means of notifying members of each meeting, prepare an agenda for each meeting and provide a means for all members to accept or decline each meeting invitation, so that meetings can be rescheduled if key members cannot attend. Include all team members in team emails to encourage collaboration and sharing of materials and ideas among team members, outside the meeting schedule. |
| 9. | Consider potential additional members of the Transformation Team, which may include a member of the judiciary, a representative of state bar organization, a community organization member and/or other potential members. |

Project Milestones (Months 13-18):

(add or delete as many rows as are necessary)

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| 1. | Finalize interview outline for interviews and commence interviews of community organizations and partners for asset mapping. |
| 2. | Identify ways to leverage law schools, urban attorneys, larger law firms and corporate resources to meet the pro bono needs throughout Legal Aid of Arkansas' service area. |
| 3. | Conduct ongoing revision of procedures for asset mapping based upon information obtained. |
| 4. | Work with statewide partners to determine viability of rule changes, such as mandatory pro bono reporting or mandatory pro bono activity, and potential impact on pro bono participation. |

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| 5. | Continue to evaluate pro bono capabilities, including consideration of the types of pro bono programming developed. |
| 6. | Update Transformation Team on progress throughout the process. |

Project Milestones (Months 19-24):

(add or delete as many rows as are necessary)

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| 1. | Continue interviews of community organizations and partners, and complete same. |
| 2. | Review information obtained from asset mapping interviews. |
| 3. | Adjust and redefine regions as needed, and consider long term need to retain to retain region designations outside the mapping process. |
| 4. | Outlines recommendations for improvement. |
| 5. | Consider means and best methods to retain and continue relationships with community partners, e.g. LAA pro bono newsletter, with short updates on substantive areas of law and pro bono cases within regions. |
| 6. | Analyze results of interviews and all information gathered. |
| 7. | Compile information gathered on unmet legal needs in regions, based upon interviews and written materials, such as government reports, |

Project Milestones (Months 24-29):

(add or delete as many rows as are necessary)

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| 1. | Consider need for region-specific volunteer opportunities versus virtual region wide volunteer opportunities, and develop additional volunteer opportunities. |
| 2. | Maintain and increase collaboration with community organizations and partners. |
| 3. | Determine if region-specific plans are required, or whether one plan, with potential limited region specific information, is needed. |
| 4. | Draft pro bono strategic plan, to enhance equal access to justice and access to counsel for all portions of Legal Aid of Arkansas' service area. |

Project Milestones (Months 29-36):

(add or delete as many rows as are necessary)

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| 1. | Implement strategic plan. |
| 2. | Train staff on process. |

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| 3. | Continue to develop, refine, and implement a system to collect and report additional outcomes achieved by pro bono attorneys, including outcome reporting from outreach and limited scope intervention and expanded information gathering and tracking from extended case representation. |
| 4. | Develop continuing system for benchmarking all pro bono activities every six months, both systemwide and by county, to identify and timely address deficits or issues which arise. |

Evaluation Data for Objective 2: Development of new pro bono volunteer opportunities. Increased number of clients served by pro bono volunteers. Increased number of volunteers and volunteer hours.

Objective 3: Develop a comprehensive pro bono training and oversight program, as well as a standard model for delivery of services through a clinic model utilizing pro bono resources.

Project Milestones (Months 1-6):

(add or delete as many rows as are necessary)

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| 1. | Outline job descriptions and roles of all pro bono staff, including description of procedures, responsibilities, and oversight. |
| 2. | Hire two (2) new staff members: 1 Pro Bono Project Attorney, 1 Pro Bono Coordinator. |
| 3. | Elevate the current pro bono manager to the Director of Private Attorney Involvement and change current responsibilities to directing overall transformation effort and coordination with the Transformation Team, Legal Aid, and statewide justice partners. |
| 4. | As part of business process analysis and asset mapping, review current legal clinic models. |
| 5. | Pro bono staff will begin attending weekly substantive Work Group meetings to initially develop relationships with workgroup members, obtain information about caseloads, priorities, and issues, and provide input on pro bono assignments from work groups, as needed. |
| 6. | Development of Transformation Team. |

Project Milestones (Months 7-12):

(add or delete as many rows as are necessary)

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| 1. | Catalogue existing materials which can be used for training of pro bono attorneys from all sources within Legal Aid of Arkansas and begin to analyze same for continued use. |
| 2. | Begin to develop an organization- wide calendar to track all pro bono activities, analyzing various tools for the calendar and analyze methods of obtaining and tracking consistent information from all pro bono activities in Legal Server or other format for evaluation and reporting purposes. |
| 3. | Pro bono staff will continue to participate in workgroup meetings to obtain commitment to the critical role of pro bono in advancing the LAA's mission, to guide pro bono case assignment decisions, to encourage active recruitment of pro bono attorneys by workgroup members, and to stay informed on issues in areas of law and needs of client community. |

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| 4. | Begin to evaluate various means of providing access to case and training materials for pro bono counsel, including website portals, limited sharing and access to case material for assigned cases and associated training materials, and other forms of access. |
| 5. | Development of Transformation Team, including outlining of goals for the Team, preparation of materials and presentations, and define what is expected of Team members. |
| 6. | Analyze current volunteer-recognition procedures, and consider additional means to provide local and high impact recognition of pro bono efforts. |
| 7. | Design new pro bono volunteer forms, which can be used across the state by Arkansas' Access to Justice Commission and other agencies, which is applicable for volunteers for both of Arkansas' legal aid agencies, and which are consistent with the areas of practice in Legal Server. |
| 8. | Begin planning pro bono pilot project, a virtual expungement clinic, to serve as the basis for developing a model for future pro bono clinics. |
| 9. | Engage with members of the Consumer Workgroup to develop the clinic, and develop the necessary resources |

Project Milestones (Months 13-18):

(add or delete as many rows as are necessary)

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| 1. | Determine types and formats of training materials and specific model forms needed. Define procedures to develop training materials, and engage with workgroups to develop case area specific training materials. |
| 2. | Consider mentorship and technical assistance options for pro bono volunteers. |
| 3. | Develop consistent and organization-wide means to track law student pro bono activities. |
| 4. | Coordinate with law schools to provide information on volunteer activities of its graduates for placement in law school alumni publications and other means to recognize pro bono activities of attorneys |
| 5. | Hold Virtual Expungement Clinic, the model pilot project, scheduled for 10/9/20. |
| 6. | Develop and populate form, setting forth timeline and listing of all activities performed leading up to virtual expungement clinic, including methods used for client intake, documents gathered and stored, volunteer sign up procedures and training, materials used for the clinic and other planning activities. |
| 7. | Develop checklist of information to be obtained in follow up with clients of the Model Pilot project/virtual expungement clinic. Law student volunteers will follow the clinic participants at regular intervals of 1 month post, 3 months post, 6 months post, 9 months post and one year post clinic to track impact, assess client satisfaction, as well as need for expanded services. |
| 8. | Model pilot project team (consisting of members of pro bono team and consumer workgroup) will review the Chicago Bar Foundation's Pro bono Checklist for success and evaluate the virtual expungement clinic, considering strengths and weaknesses of the model clinic, future means to develop pro bono support for the clinic, design of a streamlined intake procedure for future clinics, and determine additional tools needed to support the clinic, clients and pro bono volunteers. |
| 9. | Contact other legal services organizations to obtain information on enhanced services clinics and other clinic models, and summarize information in a useable format for consideration by the model project team in developing a sustainable clinic model. |

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| 10 | Develop a checklist for follow up with pro bono volunteers in the model clinic, and pro bono coordinators will contact volunteers to obtain information on satisfaction, training, support and other issues. |
| 11. | Analyze ways to address additional legal issues that may arise during follow-up interviews conducted with model clinic clients and other pro bono clients. Review response obtained during interviews and develop strategies to address common issues. |

Project Milestones (Months 19-24):

(add or delete as many rows as are necessary)

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| 1. | Continue to track specific outcomes from outreach and limited scope and extended case representation, as well as model pilot project. |
| 2. | Engage in additional outreach to potential volunteers. Coordinate with law schools to obtain names of 2021 graduates and send congratulatory letters and applications for pro bono participation. |
| 3. | Consider need for and develop any needed additional oversight mechanisms to ensure clients are obtaining high-quality services. |
| 4. | Continue to develop materials to train pro bono attorney on substantive legal issues, issues associated with poverty, and trauma sensitive and diversity aware techniques for attorneys. |
| 5. | Begin to analyze potential wills/estates clinic, based upon the Model Pilot project for criminal record sealing, and establish a model project team, consisting of members of pro bono and the housing workgroup, who will review the Chicago Bar foundation's Pro Bono Checklist for success and evaluate the wills/estates clinic model, considering strengths and weaknesses of the model clinic, future means to develop pro bono support for the clinic, design a streamlined intake procedure for clinics and determine additional tools needed to support the clinic, clients and pro bono volunteers. |
| 6. | Pro bono staff will continue to participate in substantive workgroup meetings to stay updated on case issues and potential new areas of training and need to update training materials for pro bono counsel. |
| 7. | Begin to develop training materials for pro bono unit in best practices in pro bono engagement and utilization of materials. |
| 8. | Strategize regarding targeted recruitment for model pro bono clinic, and analyze whether to target bar associations, obtain corporate support or investigate other volunteer pools, for implementation of model pilot project clinics, and provide support for same, as needed. |
| 9. | Map out the model for future expungement clinics, and plan a second expungement clinic, utilizing information developed to date. |
| 10. | Evaluate follow up information obtained from clients following the initial Expungement Clinic/model pilot project, and incorporate any needed changes to clinic and additional areas of follow up. |
| 11. | Begin to develop a Model Pilot Project notebook including training materials, templates, protocol and other information needed to effectively and efficiently provide pro bono legal services in the model clinics. |
| 12. | Consider additional training materials to support the model pilot project, including training on poverty, diversity, and other issues, as well as substantive legal issues. |
| 13. | Consider methods to provide full representation of clients in association with model clinics, including analysis of the enhanced services project, network of volunteers or other models. |

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Project Milestones (Months 24-29):

(add or delete as many rows as are necessary)

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| 1. | Consider and begin to develop mentorship and technical assistance options for pro bono volunteers. |
| 2. | Train new pro bono unit in best practices in pro bono engagement, utilization of materials, and pro bono counsel's access to case materials. |
| 3. | Continue developing training materials for pro bono counsel. |
| 4. | Continue analysis of means to provide access to training materials and case information to pro bono counsel and define a plan for same for presentation to Transformation Team and then Board of Directors. |
| 5. | Consider development of method to track use of training materials, forms and case information by outside counsel. |
| 6. | Develop method to obtain feedback from pro bono counsel on ease of access and use of pro bono materials. |
| 7. | Consider other areas for application of clinic model, such as wills, bankruptcy and other areas. |
| 8. | Continue to develop and refine goals for the pilot project, including externally- and internally – focused goals, which will be utilized to assess success of the model project , and methods to evaluate same. |
| 9. | Test pro bono access with small group of pro bono counsel, and coordinate with counsel to refine the system based upon reports of ease of access and use. |
| 10. | Engage with Access to Justice for developing a training recording for pro bono volunteers for use the model pilot project, a Virtual Expungement Clinic, and future expungement clinics. |
| 11. | Begin to develop case area specific training modules and model forms. |
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Project Milestones (Months 29-36):

(add or delete as many rows as are necessary)

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| 1. | Refine procedures for pro bono attorneys access to training materials and forms, as well as case information. |
| 2. | Fully launch ongoing clinic based upon the model pilot project. |
| 3. | Continue to analyze current legal clinic models, detailing the strengths and weaknesses of each, as needed, and consideration of means to improve, expand and/or replicate, or to remove from repertoire. |
| 4. | Coordinate with area law schools to further develop ongoing law student pro bono activities, including limited service activities, such as Road to Justice Spring Break event, one day service events, and ongoing clinics, as well as continuing volunteer and training opportunities. |
| 5. | Consideration of additional legal clinic models to add to repertoire. |

Evaluation Data for Objective 3: Number of attorneys utilizing the provided pro bono materials and CLEs; feedback from volunteers. Increased staff engagement in pro bono activities. Number of volunteers participating in and clients served by pro bono clinics, and outcome data.

Continue to add objectives and corresponding project activities and evaluation methods/data sets as needed.

COVID-19 Update

In response to COVID-19, consistent with public health recommendations, Legal Aid of Arkansas staff started working remotely on March 16th. In May we allowed staff to start returning to the office, leaving it up to each individual staff member and their comfort level whether they would work in the office or remotely. This has been effective and those with health or childcare concerns are easily accommodated. There has had no adverse impact on client services. Because of the significant recent rise in cases, I issued a directive on November 13th that staff should work from home by default until at least November 30th, now extended to January 4, 2021, and have made exceptions on request by individual staff members.

There have been seven cases of COVID among staff, three in the Springdale office, one in Jonesboro, two part-timers, and one contract attorney. In each case staff had been closely following mask wearing and social distancing protocols and the infection was isolated to the one staff member, although we did have one additional staff member isolate because of contact and a few more isolate at home because of contacts outside of Legal Aid.

We have opened 5,162¹ new intakes during this time frame, a 4.7% decrease from the same period in 2019. Some things of note:

- Low Income Taxpayers Clinic cases increased 97% (the IRS assistance lines were basically closed so people came to us for help);
- New Marshallese clients increased 154.5% (we engaged in significant community outreach and the majority of these were tax cases)
- We have only 38 cases open for Spanish speaking clients, an alarmingly low number.

In 16.9% of new cases the client has identified COVID-19 as having a direct nexus to their legal problem. In the past 30 days (prior to November 20, 2020) this has risen to one out of every four cases. The highest demand during that 30-day period among those indicating COVID-19 as being a factor has been for assistance with Landlord-Tenant cases, with 41. In the previous 30 days we had 101 new Landlord-Tenant cases overall, an 80% increase over the same period in 2019. We expect this surge to increase when the current CDC protection for tenants expires at the end of the year, and we are seeking funding for additional resources to meet the increase.

National Developments

The House of Representatives passed an FY 2021 appropriations package on July 31st that included \$465 million for the Legal Services Corporation. This is \$25 million more than the 2020 appropriation and would amount to almost a 6% increase in funding, including a 5% increase for field grants. Legal Aid would receive approximately \$1,642,474, or just over \$78,000 more than the current year. Last year, Congress and the White House reached agreement on a two-year budget deal, which provided top line spending numbers. The agreement provided for only a 1% increase in discretionary funds across-the-board in FY 2021. It is significant that LSC is one of the agencies that received a larger increase.

¹ 3-1-2020 to 11-20-2020

On November 10th the Senate released appropriation bill text that included \$446 million for LSC, a \$6 million increase over 2020. This amount would ultimately result in around \$22,000 in additional funding for Legal Aid. Congress now has until December 11th to reach an agreement on the FY 2021 spending bills or extend the current continuing resolution.

Significant news on the national front is LSC is moving forward with a budget request of over a billion dollars in 2022, which will be the first year after the budget control act expires at the end of FY 2021. As LSC is one of the few discretionary spending programs with continued bipartisan support, a substantial increase is not beyond the realm of possibility.

Statewide/Program Developments

We closed 6,056 cases so far in 2020², an 11.2% increase over the same time frame in 2019. A closed case report is attached.

Amy Johnson, Executive Director of the Arkansas Access to Justice Commission and Foundation for the past 11 years, has been elected Circuit Judge in the Sixth Judicial District and takes office on January 1, 2021. The Supreme Court and Administrative Office of the Courts are currently accepting applications to fill this position and should be conducting interviews the week of December 14th.

We officially launched our Beyond Opioids implementation project on November 30th. The project functions much like a Medical-Legal Partnership in that we work closely with partners to provide holistic services to those in recovery and their families to achieve better outcomes. We currently have approximately three dozen cases pending. Attached please find a **brief project overview**. We have purchased 20 billboards, **design attached**, to promote the project. We will have project staff present to the full board in March or June. We have completed a comprehensive White Paper on the intersection of substance use disorder and civil legal aid. While this is still in the final vetting stages, it can be shared on request.

We have reduced space in our Harrison office because of lack of staff there and added space in Rogers. **Documentation for both is attached.** We are in the process of using the remaining funds in our Arkansas Ready for Business grant from the state to put new vinyl/hard surface flooring in our Jonesboro office and building a separation wall in Rogers.

Grants/Contracts/Fundraising

We submitted a proposal to the King Foundation and Arkansas Community Foundation jointly to fund an attorney position for 15 months focused on assisting clients in Landlord/Tenant cases, as well as engaging in community outreach and education. We expect to receive \$85,000 and be able to launch from our Fair Housing office in Little Rock on or near January 1st.

Our annual Giving Tuesday campaign was a success. As of today, December 3rd, we have received 62 donations totaling \$3,765. Donors included 15 staff members, 7 alumni, 30 external individuals, and one board member.

² 1-1-2020 to 11-20-2020

Because of a sharp decline in interest rates, we have been told not to expect any IOLTA funding from the Arkansas Access to Justice Foundation in 2021 after receiving \$130,000 in 2020.

We received approval from LSC for a Rural Summer Legal Corps fellow in 2021, placed in Jonesboro and focused on our Beyond Opioids project. The law student will receive a stipend of \$5,000 from LSC.

Staff Recognition/Changes

Because of the implementation of new projects, staffing up to meet the anticipated COVID-19 related client need, and COVID-19 in general, we have a significant number of staff changes, hence a different format-

- [Johnathan Burgess](#) left his position as a part-time staff attorney in our Newport office because of a significant increase in his private practice. He still handles some bankruptcy cases for us by contract.
- [Mary Goff](#) was promoted to the position of Domestic Justice group leader on November 30, 2020. Ms. Goff is an attorney in our Springdale office.
- [Evan Clower](#) is our new Fair Housing Investigator working out of our Springdale office. She joins us from CASA of Mississippi County.
- Erin Dancer is the new grants analyst for our Beyond Opioids project in the Rogers office. She was previously in Human Resources at JB Hunt.
- [Ashley DuPuis](#) has joined us as a VISTA in the Beyond Opioids project in the Rogers office. A recent Dartmouth graduate, she spent the previous year as a Fulbright Research Fellow in Hungary.
- Scot Allison rejoined Legal Aid for a temporary assignment as a VOCA attorney while we were waiting on Kristen Komander to return from maternity leave.
- [Kristen Komander](#) was supposed to return to Legal Aid on January 4th after six months of maternity leave. She gave notice in early December that she is resigning. [Susan Duell](#), a staff attorney in Springdale, will be moving from the Economic Justice to the Domestic Justice group to fill this position, and we will be advertising for a replacement in Economic Justice.
- [Jaden Atkins](#) has joined us as a staff attorney in our Springdale office, working in our Economic Justice group. She is a recent graduate of the University of Arkansas School of Law.
- [Kimberly Marquez](#) joined Legal Aid as Communications Specialists, replacing Morgan O'Neil in our Rogers office. Ms. Marquez comes to Legal Aid from administration at Bluff City College and previously was Editor in Chief of the Northwest Arkansas Democrat-Gazette Spanish language version.

- [Bryce Moore](#) is a new staff attorney in our Newport office, working in both our Domestic Justice and Consumer groups. He is a recent Bowen School of Law graduate.
- [Katharine Manuel](#) is a new staff attorney in our Harrison office. She is temporarily working in the Springdale office while she prepares for the February bar exam. Ms. Manuel is a recent graduate of the University of Minnesota School of Law and will be in both our Domestic Justice and Consumer groups.
- Rachel Parkhurst is our new pro bono coordinator in the Springdale office. She previously worked at Youth, Rights & Justice Attorneys in Portland, Oregon.
- [Valerie Spaink](#) joined Legal Aid as development specialists working in the Rogers office. A graduate of the University of Arkansas and George Mason University, Ms. Spaink worked previously at Shiloh Technologies.
- Diana Schoon joins our Beyond Opioids project as a paralegal who will focus on intake and supporting attorneys working on those cases. She joins from Walmart where she was a paralegal in Intellectual Property.
- Leena Shetty will be joining our housing group in Jonesboro this spring as a staff attorney, after the February bar exam. A recent graduate of Vanderbilt School of Law, she is currently a law clerk for a judge in Bowling Green, Kentucky.
- [Danielle Sehnert](#) will be joining us as a communications VISTA in January, serving in the Rogers office. A Wofford college graduate, she most recently served as a VISTA for Great Oaks Charter Schools in Bridgeport, CT.

A current [office directory](#) and [organizational chart](#) are attached.

Future Board Meetings

The March 13th meeting will be virtual by Zoom.

Non-priority, non-emergency case types- None

| | <u>A - Advice</u> | <u>B - Limited Action</u> | <u>F - Settlement no Litigation</u> | <u>G - Settlement Litigation</u> | <u>H - Admin Agency Decision</u> | <u>IA - Uncontested Court Decision</u> | <u>IB - Contested Court Decision</u> | <u>IC - Appeals</u> | <u>L - Extensive Service</u> | <u>L - Extensive Service</u> |
|---|-------------------|-------------------------------|---|--------------------------------------|--------------------------------------|--|--|---------------------|----------------------------------|----------------------------------|
| 32 Divorce/Sep./Annul. | 841 | 29 | 0 | 40 | 0 | 92 | 11 | 0 | 33 | 1046 |
| 37 Domestic Abuse | 104 | 14 | 6 | 123 | 0 | 208 | 112 | 0 | 316 | 883 |
| 63 Private Landlord/Tenant | 447 | 78 | 4 | 7 | 0 | 7 | 1 | 1 | 5 | 550 |
| 31 Custody/Visitation | 499 | 22 | 0 | 4 | 0 | 10 | 6 | 0 | 3 | 544 |
| 87 Criminal Record Expungement | 208 | 53 | 0 | 1 | 0 | 86 | 1 | 0 | 2 | 351 |
| 02 Collect/Repo/Def/Garnsh | 196 | 36 | 31 | 24 | 1 | 6 | 4 | 0 | 3 | 301 |
| 44 Minor Guardianship / Conservatorship | 179 | 12 | 0 | 12 | 0 | 18 | 6 | 0 | 8 | 235 |
| 95 Wills and Estates | 179 | 51 | 0 | 0 | 0 | 3 | 0 | 0 | 2 | 235 |
| 24 Taxes (Not EITC) | 39 | 41 | 121 | 6 | 0 | 0 | 0 | 0 | 1 | 208 |
| 33 Adult Guardianship / Conservatorship | 102 | 8 | 0 | 1 | 0 | 35 | 0 | 0 | 6 | 152 |
| 01 Bankruptcy/Debtor Relief | 127 | 1 | 0 | 0 | 0 | 14 | 0 | 0 | 3 | 145 |
| 54 Home and Community Based Care | 69 | 12 | 5 | 6 | 10 | 0 | 6 | 0 | 6 | 114 |
| 66 Housing Discrimination | 50 | 30 | 23 | 4 | 0 | 0 | 2 | 0 | 2 | 111 |
| 03 Contract/Warranties | 68 | 10 | 5 | 3 | 0 | 0 | 1 | 0 | 2 | 89 |
| 62 Homeownership/Real Property (Not Foreclosure) | 68 | 10 | 0 | 2 | 0 | 1 | 1 | 0 | 4 | 86 |
| 75 SSI | 62 | 8 | 0 | 0 | 4 | 0 | 0 | 0 | 0 | 74 |
| 74 SSDI | 56 | 14 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 71 |
| 69 Other Housing | 63 | 5 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 69 |
| 25 Employee Rights | 55 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 57 |
| 51 Medicaid | 41 | 9 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 50 |
| 61 Federally Subsidized Housing | 36 | 4 | 1 | 2 | 0 | 3 | 0 | 0 | 0 | 46 |
| 09 Other Consumer/Finance | 36 | 1 | 1 | 1 | 0 | 0 | 0 | 0 | 1 | 40 |
| 96 Advanced Directives/Powers of Attorney | 22 | 17 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 39 |
| 34 Name Change | 25 | 8 | 0 | 0 | 0 | 5 | 0 | 0 | 0 | 38 |
| 64 Public Housing | 26 | 9 | 0 | 1 | 1 | 0 | 1 | 0 | 0 | 38 |
| 76 Unemployment Compensation | 30 | 5 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 36 |
| 38 Support | 33 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 35 |
| 73 Food Stamps | 27 | 4 | 0 | 0 | 2 | 0 | 2 | 0 | 0 | 35 |
| 49 Other Juvenile | 29 | 0 | 0 | 0 | 0 | 2 | 0 | 0 | 0 | 31 |
| 21 Employment Discrimination | 24 | 4 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 28 |
| 39 Other Family | 27 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 28 |
| 30 Adoption | 12 | 2 | 0 | 0 | 0 | 9 | 1 | 0 | 1 | 25 |
| 36 Paternity | 15 | 2 | 0 | 2 | 0 | 0 | 3 | 0 | 0 | 22 |

| | <u>A - Advice</u> | <u>B - Limited Action</u> | <u>F - Settlement no Litigation</u> | <u>G - Settlement Litigation</u> | <u>H - Admin Agency Decision</u> | <u>IA - Uncontested Court Decision</u> | <u>IB - Contested Court Decision</u> | <u>IC - Appeals</u> | <u>L - Extensive Service</u> | <u>L - Extensive Service</u> |
|--|-------------------|-------------------------------|---|--------------------------------------|--------------------------------------|--|--|---------------------|----------------------------------|----------------------------------|
| 72 Social Security (Not SSDI) | 12 | 8 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 20 |
| 94 Torts | 17 | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 19 |
| 93 Licenses (Drivers, Occupational, and Others) | 15 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 16 |
| 07 Public Utilities | 11 | 2 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 15 |
| 13 Special Education/Learning Disabilities | 12 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 2 | 15 |
| 67 Mortgage Foreclosures (Not Predatory Lending/Practices) | 6 | 3 | 0 | 0 | 0 | 0 | 0 | 0 | 6 | 15 |
| 89 Other Individual Rights | 11 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2 | 13 |
| 29 Other Employment | 11 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 12 |
| 42 Neglected/Abused/Dependent | 12 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 12 |
| 04 Collection Practices / Creditor Harassment | 7 | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 1 | 10 |
| 08 Unfair and Deceptive Sales Practices (Not Real Property) | 8 | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 10 |
| 19 Other Education | 6 | 3 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 10 |
| 22 Wage Claims and Other FLSA Issues | 9 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 10 |
| 59 Other Health | 6 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 9 |
| 52 Medicare | 6 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 7 |
| 56 Long Term Health Care Facilities | 5 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 6 |
| 23 EITC (Earned Income Tax Credit) | 2 | 0 | 2 | 1 | 0 | 0 | 0 | 0 | 0 | 5 |
| 43 Emancipation | 5 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 5 |
| 99 Other Miscellaneous | 5 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 5 |
| 68 Mortgage Predatory Lending/Practices | 2 | 1 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 4 |
| 77 Veterans Benefits | 4 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 4 |
| 35 Parental Rights Termination | 3 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 3 |
| 55 Private Health Insurance | 3 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 3 |
| 85 Civil Rights | 3 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 3 |
| 16 Student Financial Aid | 1 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 2 |
| 65 Mobile Homes | 0 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2 |
| 05 Predatory Lending Practices (Not Mortgages) | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 |
| 06 Loans/Installment Purchases (Not Collections) | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 1 |

| | <u>A - Advice</u> | <u>B - Limited Action</u> | <u>F - Settlement no Litigation</u> | <u>G - Settlement Litigation</u> | <u>H - Admin Agency Decision</u> | <u>IA - Uncontested Court Decision</u> | <u>IB - Contested Court Decision</u> | <u>IC - Appeals</u> | <u>L - Extensive Service</u> | <u>L - Extensive Service</u> |
|--|-------------------|---------------------------|-------------------------------------|----------------------------------|----------------------------------|--|--------------------------------------|---------------------|------------------------------|------------------------------|
| 14 Access (Including Bilingual, Residency, Testing) | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 |
| 41 Delinquent | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 |
| 79 Other Income Maintenance | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 |
| 82 Mental Health | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 |
| 84 Disability Rights | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 |
| 86 Human Trafficking | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 |
| 91 Legal Assist. to Non-Profit Org. or Group (Incl. Incorpor./Diss.) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 1 |
| | 3984 | 533 | 204 | 242 | 21 | 499 | 160 | 1 | 412 | 6056 |



Overview

Collaborative project between Legal Aid of Arkansas and Center for Arkansas Legal Services to provide free civil legal services to eligible individuals impacted by the opioid use disorder and substance use disorder.





Health Resources & Services Administration's **Rural Communities Opioid Response Program (RCORP)** \$2.2 million funding paved way for the statewide collaboration that started on 1 Sep 2020 and will continue until 31 Aug 2023.

RCORP Funding and Arkansas

| Persons in Family/Household | 125% | 200% |
|-----------------------------|--------|---------|
| 1 | 15,950 | 25,519 |
| 2 | 21,550 | 34,479 |
| 3 | 27,150 | 43,439 |
| 4 | 32,750 | 52,399 |
| 5 | 38,350 | 61,359 |
| 6 | 43,950 | 70,319 |
| 7 | 49,550 | 79,279 |
| 8 | 55,150 | 88,240 |
| 9 | 60,750 | 97,199 |
| 10 | 66,350 | 106,159 |

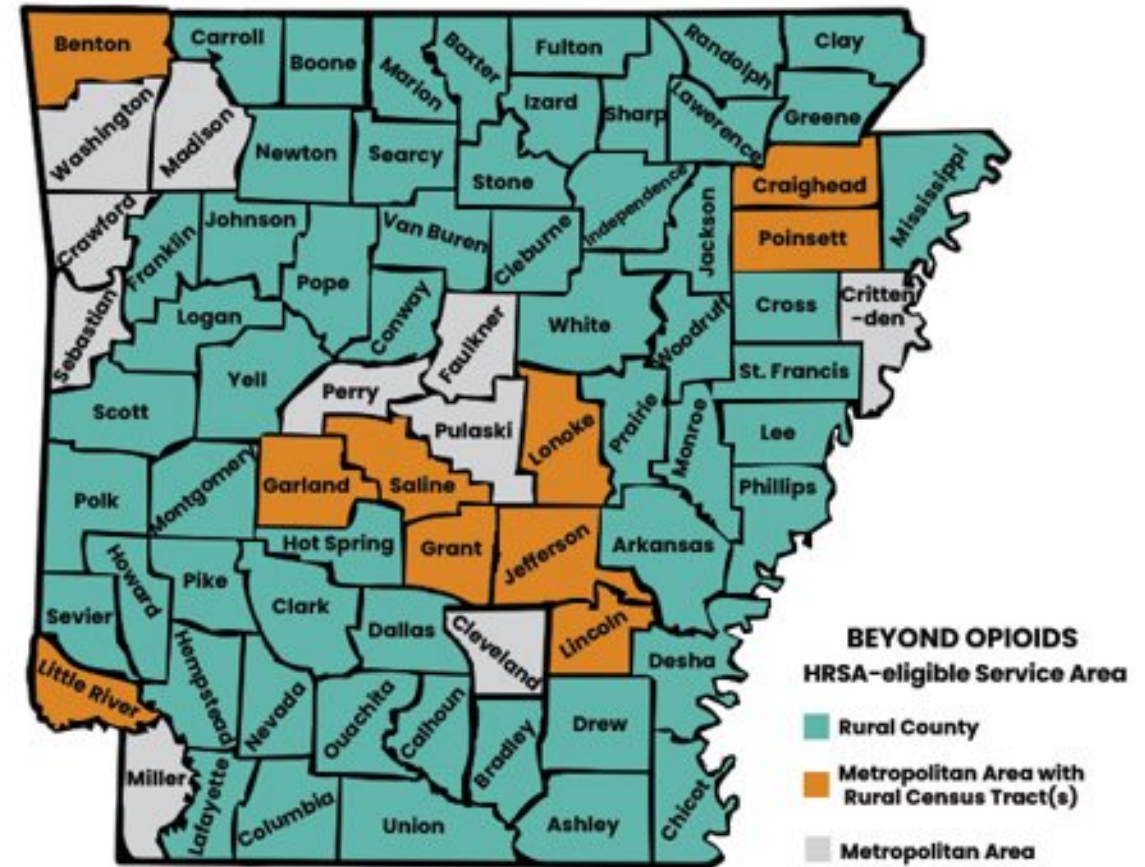
The RCORP-Implementation funding allows us to increase our reach in rural communities for our service area. Under Beyond Opioids, we have increased the financial eligibility standard to 200% of the federal poverty line.

Eligibility

Impacted individuals include, but are not limited to:

- People in active use, treatment or recovery;
- Minors whose parents are in active use, treatment or recovery;
- People stepping in to fulfill the familial roles for minors whose parents are in active use, treatment or recovery;
- Individuals harmed by a person at any stage of SUD/OD.

Clients residing in rural counties and tracts are eligible with income up to 200% of the federal poverty line.



Beyond Opioids Workgroup

Each work group has a Beyond Opioids focal point which creates the Beyond Opioids Workgroup, lead by Ashley Norman. but all staff will assist with the project.

Ashley Norman
Domestic Justice

Cameron Bowden
Housing

Bryce Moore
Consumer

Jaden Atkins
Economic Justice

Sarah Ramos
MLP

Jessie Plant
Intake

Rachel Parkhurst
Pro Bono

Diana Schoon
Beyond Opioids Paralegal

Lee Richardson
Ad hoc

Kevin De Liban
Ad hoc

Helen Gratil
Project Director

| Cases are identified at intake | Action |
|--|---|
| Do you or a member of your family or household have a history of substance use disorder? | YES! The case is given priority if in all counties other than Benton, Craighead, Crittenden, Madison, Poinsett and Washington. |
| What if the case is not in a county covered by Beyond Opioids funding? | We still give the case priority if covered by an alternate funding resource, within the constraints of that funding source. |
| What is the Beyond Opioids funding code? | 56 |
| Do I always use the 56-funding code? | Not if the case is not in one of the target counties, or if it is being handled by ACH staff (36), is VOCA funding eligible (7), is an LITC case (28), or is a Fair Housing case (51). |
| Will someone review these cases? | A list will be automatically generated each day of the cases with a “Yes” and reviewed by the Executive Director or Director of Advocacy to assure proper case acceptance and assignment practices. |
| Why are some of my cases suddenly marked with the 56-funding code? | The Executive Director identified 31 active SUD cases and changed the funding code in Legal Server. |
| Who will bill against this grant? | Everyone not 100% paid by other funding. There are pp attorneys specifically assigned to this project. We all are. |



ID# 871847001a

For illustrative purposes only. Actual structure configuration and appearance may vary.

Job Details:

Live Area Size: 10'5" X 22'8"
Substrate: Retro Hi-res Vinyl / Eco Flex
Plant: 403 - Jonesboro, AR
Artist: Torie Christ
Friday, November 20 2020

Special Notes:

Art provided was not correct dimensions - had to alter to make fit.

September 24, 2020

**TOLL FREE
1-800-967-9224**

**TELEPHONE/FAX
1-870-972-9224**

**HELPLINE
1-800-952-9243**

www.arlegalaid.org

Arkansas Children's Hospital
1 Children's Way, Slot 695
Little Rock, AR 72202-3500
501-978-6479 – Fax

Harrison
205 West Stephenson
Harrison, AR 72601

Helena-West Helena
622 Pecan
Helena, AR 72342

Jonesboro
714 South Main Street
Jonesboro, AR 72401

Little Rock
711 Towne Oaks Drive
Little Rock, AR 72227

Newport
202 Walnut Street
Newport, AR 72112

Springdale
1200 Henryetta
Springdale, AR 72762

West Memphis
310 Mid Continent Plaza
Suite 420
West Memphis, AR 72301

Administration Office
Rogers
1200 W. Walnut
Suites 3101-3107
Rogers, AR 72756

Karen Hughes
Jacquelyn Fowler Trust
94 Hallen Court
Little Rock, AR 72223

Re: 201-205 W. Stephenson
Harrison, Arkansas

Dear Ms. Hughes:

Per the terms of our lease, we are exercising our Option to Modify and relinquishing Suite 201 of the leasehold and retaining suite 205. We are doing this because of changes in staffing. We had two attorneys and one paralegal in Harrison at the commencement of the lease. Current staffing is down to one paralegal.

We paid the full rent for the month of October and will begin paying the reduced amount in November. We can vacate 201 sooner than November 1st if you have another tenant.

Based on the terms of the lease and addendum, rent for the reduced space is two-thirds of the full amount, or \$483.33 when applying the monthly amount in the lease addendum which expires on September 30, 2021.

We value our continued relationship and appreciate your support. Please contact me if you have any questions or concerns.

Sincerely,

Lee Richardson
Executive Director
870-972-9224 x 6305
lrichardson@arlegalaid.org

cc: David Bowman, Fiscal Officer
Jacquelyn Fowler Trust, 1206 Stateline Avenue, Texarkana, AR 71854

REAL PROPERTY LEASE - Amendment 1

This Lease is hereby amended by and between The Jones Trust, an Arkansas nonprofit corporation ("Landlord") and Legal Aid of Arkansas ("Tenant").

Tenant Name: Legal Aid of Arkansas

Tenant Mailing Address for Legal Notice:

1200 Henryetta Street
Springdale, AR 72762

Effective Date: 11-10-20

Rent Start Date: 11-15-20

Lease Term: Remainder of 60 month lease

Lease End Date: 8-31-24

Premises defined as:

Building Location: Center for Nonprofits at St. Mary's (1200 W. Walnut Rogers AR 72756)

Suite Number: 3109 (100 sq ft), 3111 (80 sq ft)

Tenant wishes to add office 3109 and 3111 to existing lease.

Rent and Cam for both offices will be \$200 (\$131 Rent, \$69 CAM) per month, \$2,400 per year. November 2020 will be prorated to one half monthly rent at \$100. All other terms and conditions of the lease remain the same.

Lee Richardson

Lee Richardson, Legal Aid of Arkansas Executive Director

11/11/2020

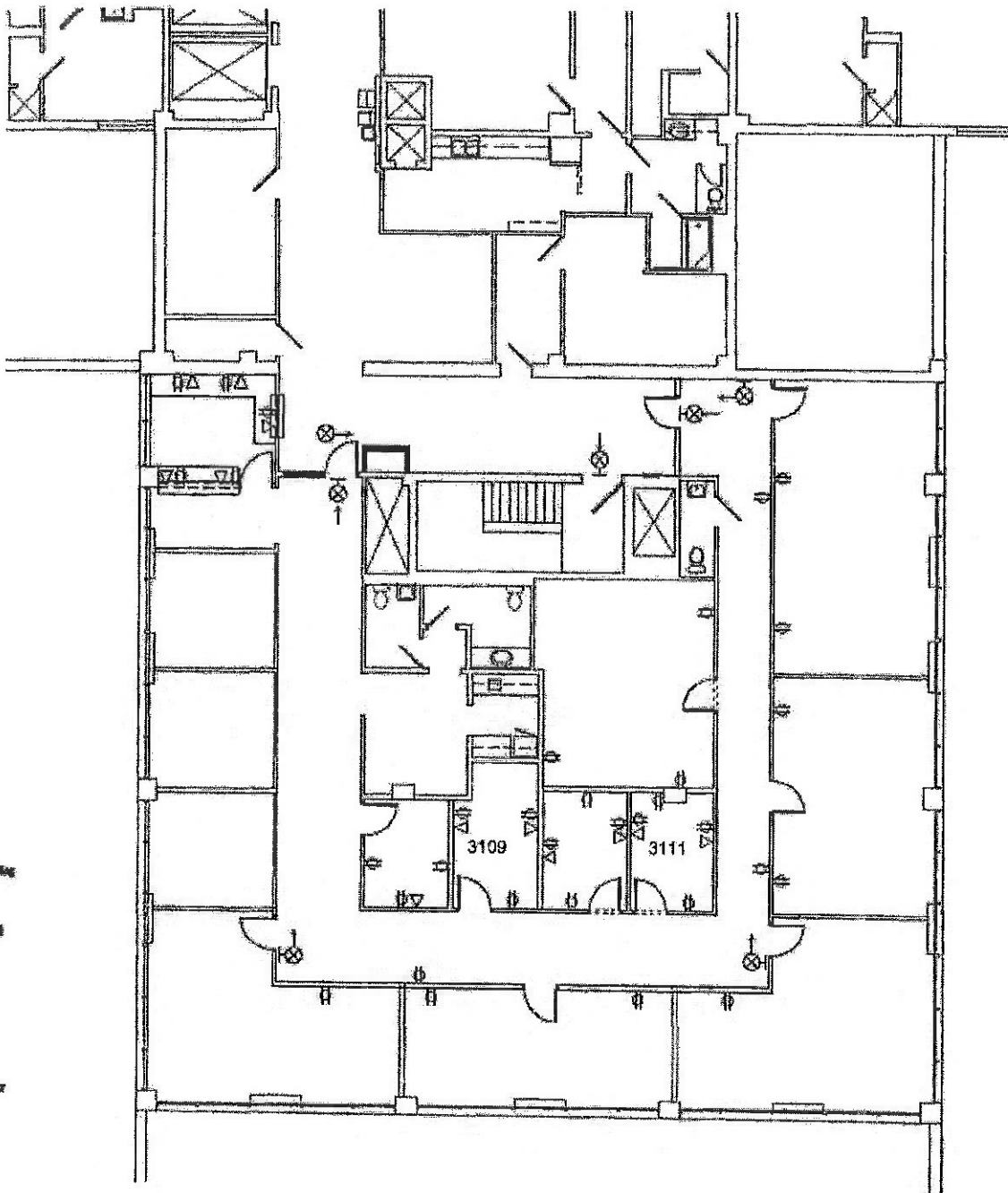
Date

Zelda Parson

Zelda Parson, Jones Trust COO

11/11/2020

Date



to ceiling
to wall
to floor

Legal Aid of Arkansas Office Directory

All Offices 870-972-9224 or 1-800-967-9224

| | | | | | |
|--|----------------------|------|---|--|--------------------|
| Arkansas Children's Hospital | | | Rogers | | |
| 11 Children's Way Little Rock, AR 72202 Mailing: One Children's Way, Slot 695, Little Rock, AR 72202 | | | 1200 W Walnut, Suite 3101 Rogers, AR 72756 | | |
| | 501-364-1541 – Phone | | | 800-967-9224 – Fax | |
| | 501-978-6479 - Fax | | | | |
| Clark, Nikki | Staff Attorney | 6317 | Bowman, David | Fiscal Officer | 4308 |
| Lester, Joshua | EJW Fellow | 6309 | Dancer, Erin | Opioid Grant/Data Analyst | 4331 |
| Ramos, Sara | Paralegal | 4310 | De Liban, Kevin | Director of Advocacy | 2206 |
| Roe, Hannah | Supervising Attorney | 6306 | DuPuis, Ashley | AmeriCorps VISTA Member | 4332 |
| | | | Goolsby, Maddy | AmeriCorps Member | 4326 |
| | | | King, Elizabeth | Human Resources | 4311 |
| | | | Marquez, Kimblery | Communications Specialist | 4325 |
| | | | Richardson, Lee | Executive Director | 6305 |
| | | | Risner, Ginger | Grants Manager | 4312 |
| | | | Schoon, Diana | Opioids Paralegal | 4330 |
| | | | Spaink, Valerie | Development Specialist | 4329 |
| | | | | Springdale | |
| | | | | 1200 Henryetta Springdale, AR 72762 | 479-751-0002 Fax |
| | | | Alden, Gaylynn | Housing Paralegal | 4315 |
| | | | Allison, Scot | VOCA Attorney | 4314 |
| | | | Atkins, Jaden | Economic Justice Attorney | 4328 |
| | | | Bien, Molina Mia | Marshallese Liaison | 7303 |
| | | | Burns, Kim | Operator-Reception | 4319 |
| | | | Camerlingo, Joan | LITC Outreach | 4327 |
| | | | Clower, Evan | Fair Housing Investigator | 6601 |
| | | | Crawford, Cory | Staff Attorney | 4323 |
| | | | Duell, Susan | Staff Attorney | 4321 |
| | | | Foster, Margaret | Pro Bono Project Attorney | 4307 |
| | | | Galvez, Neyra | Spanish Interpreter | 4317 |
| | | | Gardiner, Jennifer | Tax Clinic Director | 6304 |
| | | | Goff, Mary | VOCA Attorney | 4303 |
| | | | Hussein, Chris | Staff Attorney | 4306 |
| | | | Jamison, Heidi | Consumer Paralegal | 4318 |
| | | | Lancaster, Kori | Fair Housing Testing Coordinator | 4320 |
| | | | Norman, Ashley | Staff Attorney | 4302 |
| | | | Parkhurst, Rachel | Pro Bono Coordinator | 4324 |
| | | | Plant, Jessie | Intake Specialist | 4322 |
| | | | Purtle, Susan | Staff Attorney | 4301 |
| | | | Ramsfield, Kris | Staff Attorney | 4304 |
| | | | Sanders, Mallory | Consumer WG Leader | 4309 |
| | | | | West Memphis | |
| | | | | 310 Mid-Continent Plaza, Suite 420 West Memphis, AR 72301 | 870-732-6373 – Fax |
| | | | Davison, Lela | Staff Attorney | 2207 |
| | | | Frazier, Victoria | Economic Justice Attorney | 2205 |
| | | | Johnson, Greneda | Pro Bono Director | 2202 |
| | | | Sisco, Miki | Staff Attorney | 2208 |
| | | | Rieber, Kate | Staff Attorney | 2203 |
| | | | Walton, Shauntese | Intake Specialist | 2201 |

LEGAL AID OF ARKANSAS ORGANIZATIONAL STRUCTURE

