

PRESIDENT'S REPORT

In 1999, NLADA launched an ambitious new plan to transform itself into a more dynamic, more forward-looking, more strongly member-oriented entity, with the capacity and resolve to build upon its accomplishments over the past nine decades and move this nation closer to the achievement of 'equal justice for all' in the new century.

The 1998 merger of NLADA and the Project Advisory Group (PAG) brought new resources to bear on our efforts, allowing us to expand and improve our capacities for member services and advocacy through investments in human resource, technology and program enhancements that will prepare us for 21st century challenges.

We have worked hard to integrate the culture and operations of two distinctive organizations. To encourage and support volunteer participation from an increasingly diverse community of advocates, we have developed three new Policy Groups—Civil, Defender, and Client—to shape and adopt policy recommendations for NLADA Board action. Through the Project for the Future of Equal Justice and our role in initiating the first National Colloquium on Indigent Defense, we have begun to develop bold new visions of equal justice for the future.

In NLADA's traditional areas of advocacy, training and professional development, technical assistance, networking, publications, and insurance, we have begun to strengthen and expand services through the development of new partnerships and new revenue sources, investment in new technologies, and recruitment of highly skilled new staff. We have begun to plan for a new on-line data base system that will expand our reach and strengthen

the interactive nature of our communications capacities, allowing us to support increased communication and interaction among specialized communities of advocates. Among the new benefits we have made available to members are dramatic discounts on Language Line translation services, LEXIS on-line research, and training materials from the Practising Law Institute, as well as eligibility for membership in the Justice Federal Credit Union

We entered into new partnership with the ABA to institute an annual Equal Justice Conference, bringing together civil legal services providers, volunteer private attorneys, pro bono coordinators, jurists, law school clinicians, bar leaders, funders, and other members of equal justice communities from around the nation. On the defender side, we initiated planning for the creation of the American Council of Chief Defenders, a new section of NLADA dedicated to promoting advocacy, exchange of information, and training at the highest levels of defender management. We presented five major training events for defenders, drawing 875 participants. Our 77th Annual Conference, held in Long Beach, California in November, drew over 700 providers, supporters, and allies of civil and indigent defense services.

As we end the twentieth century, both the civil legal assistance and the indigent defense systems stand at transition points, facing new challenges but also looking ahead to new opportunities and possibilities for success. We ask you to join us and the rest of the national community of equal justice advocates in charting the course to build a more just and equal society in the new millennium.



**Clinton Lyons,
President and
CEO**

DIVISION OF DEFENDER LEGAL SERVICES

Indigent defense in America is poised at an unprecedented moment of challenge and opportunity. NLADA's Division of Defender Legal Services has played a leading role in developing the infrastructure, relationships and resources that will help translate growing public concern about criminal justice into meaningful reform of the system. The Defender division's leadership role is firmly grounded in its credibility as the representative of front-line defenders all across the country and the services it provides to its defender members and the community as a whole.

Leadership

Indigent defense was showcased at the national level in February 1999, when Attorney General Janet Reno convened the first National Symposium on Indigent Defense, in Washington, DC. The event, which brought together some 280 defenders, prosecutors, judges, legislators and other key players, grew out of NLADA's request to the Attorney General that she use her position to build the case for supporting and improving indigent defense. The Defender division helped author the symposium report, *Improving Criminal Justice Systems through Expanded Strategies and Innovative Collaboration*, which sets out a variety of strategies for promoting the development of effective, independent, adequately funded indigent defense institutions. The day that the first symposium concluded, planning started for a second, twice the size and more inclusive, which took place in June 2000. These high-profile events have set a leadership agenda for strengthening the indigent defense system and have reinforced broad justice system buy-in for that goal.



NLADA representatives have continued to meet on a quarterly basis with the Attorney General and other top Department of Justice officials, advocating for improved defender access to federal grant programs and other valuable resources, such as student loan forgiveness programs. In addition, the division continued its exploration and evaluation of emerging areas of indigent defense, such as correctional options, full-service or "client-centered" representation, adjudication partnerships, and opportunities for collaboration among local justice-system agencies.

For decades, NLADA has stood in the forefront in setting uniform national standards governing defender organizations, which provide defenders with vital ammunition in their effort to gain critically needed resources in the legislatures, funding agencies and the courts. In 1999, all of the Association's standards—for defender organizations in general, assigned counsel systems, contracted defender services, appeals, death penalty cases, and training—were compiled into a single comprehensive volume to help improve the quality and uniformity of defender services and funding across the nation. In addition, with a grant from the National Institute of Justice, NLADA launched a national study of the implementation of indigent defense standards.

In 1999, NLADA initiated planning to transform the informal Chief Defender Roundtable, where defender agency heads could exchange information about common challenges and successes and move collectively toward solutions, into a new NLADA section, the American Council of Chief Defenders, which will serve as a major national voice for defenders comparable to court, police, and prosecutorial leadership councils.

Training

As in the past, NLADA crisscrossed the country in 1999 with the training programs that defenders want the most. This year's events included Juvenile Representation Outside the Box, Defender Leadership and Management, the small-workshop Defender Advocacy Institute, and Appellate Defender Training. The highly acclaimed, annual Life in the Balance conference has become the premier national death penalty litigation program, with the 1999 conference attracting 467 participants.

With the assistance of a grant from the Bureau of Justice Assistance, the Defender division initiated efforts to make its training available to remote or under-funded defenders for whom physical attendance at our events is impractical. The division is exploring possibilities for making videotapes of key training sessions available on the Internet and developing new Web-based training materials. The division also initiated planning for design of a permanent, federally funded National Defender College for federal, state and local defenders, modeled on the National Advocacy Center for prosecutors. Other training-related projects included the preparation of written commentary to the 1997 Defender Training and Development Standards and development of a manual for directors of NLADA training events.

Publications

The centerpiece of the Defender division's publications remains *Indigent Defense*, the only periodical in the nation aimed solely at the needs of defenders. Each issue includes a lead article focused on a particular aspect of indigent defense, such as sentencing advocacy, technology, funding, drug courts, or juvenile representation, as well as up-to-the-minute information

about national trends, innovations, legislative developments, and practical resources.

In addition to the compilation of all the Association's national standards, a number of significant new publications were introduced, including the *Directory of Death Penalty Mitigation Specialists*, which gives litigators access to the top experts capable of making the difference between life and death in capital cases; a Model Contract for Public Defender Services, aimed at building in quality and preventing "low bid" contracts; and A Defender Guidebook to Technology Integration in Criminal Justice Integration Systems. In the international arena, we developed a manual on the establishment of indigent defender systems in developing countries, for publication in 2000. Other upcoming publications include a Guide to Internet Resources for Public Defenders (also to be available on-line, of course). Our Performance Guidelines for Criminal Defense Representation remains the indispensable desktop guide to the trial attorney's duties at every stage of criminal proceedings and a model for state criminal defense standards.

Research and Technical Assistance

Each year, our expert Defender Division staff fields hundreds of requests for technical assistance on everything from litigation strategies to case management software and budget presentations—locating experts in particular fields, assembling resource materials, and suggesting problem-solving techniques. In addition, the Division sends audit teams to defender offices to measure their performance against national standards, document shortcomings, and help obtain remedial resources. In 1999, one of our major technical assistance projects was a com-



prehensive management audit of a large county defender program, in Riverside County, CA. We also continued our partnership with the American University in the comprehensive nationwide Criminal Courts Technical Assistance Project, which researches and publicizes positive innovations in indigent defense.

Surveys of indigent defense providers play an important role in shaping the Division's services. The Division is assisting the U.S. Department of Justice in conducting the first nationwide survey of indigent defense in 15 years. Once again we conducted and published our annual survey of defender programs' success in obtaining access to federal grant programs.

NLADA serves as a forum for defender-to-defender information sharing and networking.

The Defender Division section of NLADA's Web site, www.nlada.org, provides immediate access to legislative alerts, training events, publications, NLADA standards, and a rich inventory of technical assistance materials, including hot tips on funding opportunities and strategies, nationwide defender job listings, as well as links to other defender organizations, comprehensive legal research, and criminal justice references.

In 1999, we continued to place special emphasis on improving computer technology utilization by defender programs, participating in national initiatives organized by DOJ and the White House to integrate all criminal technology systems and developing resources to assist defenders in making more effective use of technology.

DIVISION OF CIVIL LEGAL SERVICES

In 1999, NLADA's Division of Civil Legal Services embarked on a period of intensive planning, reassessment, and restructuring to implement the goals of the NLADA-PAG merger and enhance and expand services to the Association's civil provider members. The Division's efforts were closely integrated with those of the Project for the Future of Equal Justice, a joint project launched by NLADA and the Center for Law and Social Policy in 1997 to respond to the challenges arising from the transition toward a more

diversified, increasingly state-based civil legal assistance system. The centerpiece of the Project's activities is its Web site, the Equal Justice Network, www.equaljustice.org,

which has become an indispensable source of communication and information to the civil legal advocacy community.

Advocacy

As in the past, the Civil Division collaborated with the Government Relations Division to build support for civil legal assistance to the poor at all levels of government and among the public at large. Once again our broad-based lobbying campaign in support of federally-funded legal services paid off with demonstrations of bipartisan support for the program. The division also worked closely with the American Bar Association (ABA) and the National Association of IOLTA (Interest on Lawyers' Trust Accounts) Providers to protect the nation's second largest source of funding for legal services.



The Project for the Future of Equal Justice initiated a national public awareness campaign to educate the public about the public benefit and importance of civil legal assistance to low-income people. The campaign, designed by the communications firm of Belden, Russonello & Stewart, began with a series of focus groups and moved on to a national survey of 1200 Americans. On the basis of this research, the firm is drafting and testing messages and materials and developing a comprehensive communications plan targeted to key decision-makers.

Building Justice Communities

The overarching goal of the PFEJ is to promote the development of comprehensive, integrated state justice communities capable of providing low-income people with meaningful access to a full range of civil legal assistance. Each of the Project's initiatives involves efforts to address the changes affecting the civil legal assistance system through collaborative efforts involving a broad advocacy community that includes legal services providers, the private bar, the judiciary, clients, law schools, community organizations, and others committed to equal justice.

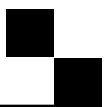
NLADA is also a joint partner with the ABA's Standing Committee on Legal Aid and Indigent Defenders in SPAN, the State Planning Assistance Network, which supports state-based efforts to develop state justice communities through networking, technical assistance, and leadership-development initiatives. In 1999 SPAN launched a two-year campaign to increase the level of involvement of state and local bar leaders in supporting the delivery of legal services in their state, especially in states with low levels of per capita funding for civil legal assistance. The first of a series of regional meetings of bar leaders and jurists dedicated to that goal was kicked off by ABA President William Paul in New Orleans in March 2000.

Training

In 1999, NLADA initiated a process of reassessment of its training activities to respond to the training needs of the civil advocacy community.

To fill the void created by the elimination of LSC funding for training and support, the Division has begun to expand its role in co-sponsoring and supporting training events targeted to the needs of particular constituencies, such as migrant advocates and litigation and advocacy directors. Rebuilding a national training infrastructure and promoting a commitment to career-long learning in the advocacy community are also among the priorities of the Project for the Future of Equal Justice. Late in the year, the Project and LSC brought together training experts from around the country to discuss statewide coordination of training and to set benchmarks and develop models that can be disseminated nationwide. To promote and facilitate communication among providers and consumers of training, the PFEJ has developed and maintained an up-to-date National Training Calendar on the Equal Justice Network, which includes links to other training-related sites and a list of training providers. The Project has also initiated a partnership with the Practising Law Institute (PLI) to explore creative new opportunities for expanding access to training through distance learning and other innovative approaches.

In May, in partnership with the ABA's Standing Committee on Pro Bono and Public Service, NLADA convened the first annual Equal Justice Conference, designed to replace and combine two long-standing events, NLADA's Experienced Managers Conference and the ABA's Pro Bono Conference. Legal services staff, pro bono coordinators, bar association



leaders, private attorneys, members of the judiciary, corporate counsel, law schools, and other organizations came together to chart a new course for the delivery of legal services, focusing on the theme of “Pro Bono, Innovations, and New Partnerships.” The second Equal Justice Conference, held in Houston in April 2000, built upon the success of the first, carrying forward and expanding consideration of the agenda presented there. The Third Equal Justice Conference will be held in March 2001 in San Diego.

NLADA returned to the University of California at Berkeley in July for the 1999 annual Substantive Law Conference, the premier training event of the civil legal assistance community. This year’s conference featured eight different substantive tracks and drew 440 trainees.

Resource Development

NLADA’s Advocacy Resource Project has identified millions of dollars in federal funding opportunities for legal services providers and equal justice advocates since its inception in 1993. Through two specialized programs cosponsored with sections of the ABA—ABC, A Business Commitment, cosponsored with the Section of Business Law, and LAPP, the

Litigation Assistance Partnerships Project, cosponsored by the Litigation Section—NLADA worked to expand the availability of pro bono services for community development and major litigation. To promote the replication of successful business law pro bono projects around the country, ABC prepared *The ABC Manual: Starting and Operating a Business Law Pro Bono Project*, published in March 2000.



Developing a stable and diversified funding base for legal services providers is one of the principal goals of the Project for the Future of Equal Justice. With its paper *Growing and Diversifying State Level Resources: Goals, Benchmarks and Examples*, highlighting how leaders in five states have developed structures to expand and diversify resources, the Project began to identify models and benchmarks for statewide resource development.

The PFEJ also launched a group of “foundation outreach” initiatives to educate foundations about the importance of civil legal advocacy for low-income people and worked directly with a number of states to promote and support statewide resource development.

Delivery Innovations

Following up on the long-term technology strategic planning process it initiated in 1998, the PFEJ convened the Information Management Advisory Group (IMAG), made up of technology experts and other representatives of a broad range of entities interested in the use of technology to improve services to low-income people, to develop an information management plan for the broad community of advocates.

As a step toward helping ensure that new technologies receive rigorous evaluation, the Project is overseeing the Hotline Outcomes Assessment Study, an evaluation of telephone intake, brief advice and referral systems conducted by an independent research firm. The Project has continued to play a leading role in gathering and disseminating information about holistic and collaborative strategies for meeting the changing needs of clients.

MEMBERSHIP AND DEVELOPMENT

NLADA's support in 1999 came from a variety of sources, including:

Sources of Revenue

Restricted Grants	40%
Member Dues	36%
Training Events	8%
Annual Conference	5%
Annual Dinner	5%
Contributions	1%
Insurance Commissions	1%
Other	4%

Dues, Contributions and Grants

Membership dues, contributions and grants provide the financial backbone to support NLADA's mission to ensure equal access to justice for low-income people. Individual advocates and supporters, along with program members, including civil legal services organizations, public defender offices and other public interest advocacy groups, remain the core components of NLADA's membership. 269 new individual members and 12 new program members joined NLADA in 1999. In addition, corporate and law firm support was a key source of annual funding through the annual dinner and corporate member dues. Including 12 corporate associate members, NLADA membership in 1999 totaled 2,060.

The General Counsels of many of NLADA's corporate members also support the Association through its Corporate Advisory Committee (CAC). Established in 1991, the CAC assists NLADA with direct funding and by advocacy to preserve the federal funding for legal assistance to low-income people. 1999 CAC members included:

Thomas A. Gottschalk, Chair
General Motors Corporation

Harold Barron
Unisys Corporation

Calvin J. Collier
Kraft Foods, Inc.

Joseph Connor
Schering-Plough

Samuel P. Fried
The Limited

Joseph R. Gladden
The Coca-Cola Company

Andrew D. Hendry
Colgate-Palmolive Company

R. William Ide, III
Monsanto Company

James J. Johnson
The Procter & Gamble Company

James F. Kelley
Georgia-Pacific Corporation

S. Allen Lackey
Shell Oil Company

Mary M. McDonald
Merck & Company

Richard S. Paul
Xerox Corporation

James N. Roethe
Bank of America NT & SA

Guy Rounsaville, Jr.
Wells Fargo Bank, NA

Howard J. Rudge
E.I. du Pont de Nemours & Company

Robert P. Vogel
Rohm & Haas Company

J. Bryan Whitworth
Phillips Petroleum Company





Restricted Grants

Private foundations, the federal government and the American Bar Association provided substantial annual funding for specific activities of NLADA during 1999. The Ford Foundation and the Open Society Institute continued to fund the Project for the Future of Equal Justice, a joint initiative with the Center for Law and Social Policy. The Project serves as a national convener and coordinator that supports the development of comprehensive, integrated “state justice communities” capable of providing low-income people with meaningful access to a full range of civil legal assistance.

The American Bar Association continued its long-standing partnership with NLADA by providing funding for SPAN – the State Planning Assistance Network, and ABC - A Business Commitment, which promotes pro bono legal work by business lawyers and supports the development of community economic development projects in civil legal assistance programs.

The Bureau of Justice Assistance provided a grant to support provision of training and technical assistance to indigent defense programs.

Events and Awards

Over 800 advocates and supporters attended the 77th Annual NLADA Conference in Long Beach, California, including civil legal services attorneys, public defenders, pro bono managers, clients and IOLTA directors. Focused on the

theme of *Into the Next Millennium: The Future of Equal Justice*, the conference offered more than 20 training events, and honored outstanding advocates and news media for their efforts to advance the cause of equal justice.

In addition to the annual conference, more than 2,000 advocates attended other NLADA training events, including *Life in the Balance*, NLADA’s renowned death penalty defense training, the Substantive Law Conference for specialized civil legal advocates, and the Defender Advocacy Institute.

Each year, NLADA spotlights outstanding leaders in the struggle for equal justice through the presentation of prestigious awards. Honored at a special awards dinner at the annual conference were:

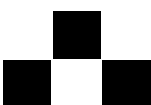
Jacqueline A. Nash, clinical law professor at Southern University Law Center in Baton Rouge, LA, Reginald Heber Smith Award.

Phyllis Ann Carr, client representative on the Board of Legal Services Organization of Indiana, Mary Ellen Hamilton Award.

The San Diego County Alternate Public Defender’s Dependency Program, The Clara Shortridge Foltz Award.

Laurie Zelon, partner in the Los Angeles office of Morrison & Foerster, Charles Dorsey Award.

At its Ninth Annual National Awards Dinner in Washington, D.C., NLADA and the Robert J. Kutak Foundation honored veteran civil legal services attorney Steve Fredrickson, a staff attorney with Columbia Legal Services in Seattle, with the 1998 Kutak-Dodds Prize. NLADA also presented national awards for commitment and service to equal justice to Robert N. Weiner, partner at Arnold & Porter in Washington, and Andrew D. Hendry, Senior Vice President & General Counsel of the Colgate-Palmolive Company in New York.



LEGISLATIVE ADVOCACY

Legislative advocacy aimed at maintaining and expanding resources for representation of low-income people is the linchpin of NLADA's mission to achieve equal justice. In conjunction with its national grassroots network, NLADA works closely with members of Congress and their staffs, lobbying legislators and helping to organize hearings, secure witnesses, draft legislation, and monitor floor activity to advance the cause of civil and defender legal services. NLADA also maintains close ties with the Administration to insure that its priorities include adequate funding for civil legal assistance and programmatic initiatives that reflect the concerns of NLADA's members and their clients. To build support for our legislative and administrative agenda, we reach out to allies at the national level who share our goals.

NLADA's Justice '99 Legal Services Campaign paid off once again with bipartisan support for the Legal Services Corporation in both houses of Congress. The Administration's FY 2000 budget proposed a substantial increase for LSC, from the 1999 level of \$300 million to \$340 million. In the omnibus spending measure enacted in the final days of the Congress, the Legal Services Corporation received a \$5 million increase, to \$305 million. However, in last-minute negotiations, all discretionary spending was subject to an across-the-board cut of .38 percent, bringing the final LSC appropriation to \$303,841,000. The Clinton Administration had pressed hard for an increase, citing insufficient funds for LSC in its message vetoing the State, Justice, Commerce Appropriation.

The debate over LSC was complicated this year by a campaign by opponents of legal services to use technical problems with LSC's Case Reporting System to discredit the Corporation and the programs it funds. Congressional supporters of equal justice responded forcefully to set the record straight about the accomplishments of legal services advocates. NLADA's Justice '99 Campaign played a key role in providing them with the information they needed to make their case. The lobbying effort was enhanced by strong support from the American Bar Association and the Committee of General Counsel for the Preservation of Legal Services, a coalition of general counsel from some of America's largest corporations. The success of the campaign was confirmed when the bipartisan Serrano-Ramstad-Delahunt amendment to increase the LSC funding level coming out of the Appropriations Committee by \$110 million passed the House by a vote of 242-178. That demonstration of bipartisan support for legal services was so convincing that when the issue came to the floor again in August 2000 the increase passed by an unprecedented voice vote.

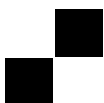
The year also saw a commemoration of the 25th anniversary of LSC at the highest levels of government, with a ceremony at the White House and a Congressional reception held on July 27. President Clinton, First Lady Hillary Rodham Clinton, and Attorney General Janet Reno each received LSC's first "Outstanding Commitment to Justice" Awards, intended to highlight not only the individual winner's support of legal services but also the broader concept of equal justice under law as embedded in the Constitution. Honored at the Congressional reception were longtime supporters Howard Berman (D-CA), Jim Ramstad (R-MN) and the American Bar Association.



NLADA also kept a close eye on legislation affecting other sources of government funding for civil legal assistance. This year we paid particular attention to the reauthorization of Older Americans Act, alerting our supporters in Congress to a bill that could have eliminated funding under the Act for legal advocacy for the elderly.

On the defender side, NLADA led the charge against a proposed “victims’ rights” constitutional amendment, raising concerns about the damage it would do to the existing constitutional rights of the accused and working with organizations representing other elements of

the criminal justice system to document the adverse practical effect it would have on the administration of justice at every level. NLADA also represented indigent defenders in opposing federal legislation which would have effectively turned every sexual offense in the nation into a federal crime, under the rubric of a gender-motivated “hate crime,” as well as legislation designed to facilitate the prosecution of more juveniles as adults.



National Legal Aid & Defender Association
Statement of Financial Position
As of December 31, 1999

ASSETS

CURRENT ASSETS

Cash and cash equivalents	1,911,384
Grants receivable	780,421
Accounts receivable	527,291
Prepaid expenses and advances	85,760
 Total current assets	 3,304,856

FURNITURE, EQUIPMENT AND ORGANIZATION COSTS

Furniture and equipment	470,083
Organization costs	24,837
	<u>494,920</u>
 Less: Accumulated depreciation and amortization	 <u>297,081</u>
 Net furniture, equipment and organization costs	 <u>197,839</u>
 TOTAL ASSETS	 \$ 3,502,695



**National Legal Aid & Defender Association
Consolidated Statements of Activities and Changes in
Net Assets As of December 31, 1999**

REVENUE

Dues	\$1,476,150
Contributions	30,340
Grants and contracts	1,643,631
Publications and subscriptions	21,038
Conference	195,164
Training	340,039
Annual dinner	193,320
Equal Justice	1,087
Technical Assistance	22,645
Insurance Commissions	512,392
Interest	90,183
Miscellaneous	5,656
Total Revenue	<u>4,531,654</u>

EXPENSES

Program services:	
Civil Division	281,730
Defender Division	155,496
Government Relations	229,216
Training and Conference Division	110,920
Annual Conference	98,641
Training Events	261,998
Communications	93,323
Special Projects	1,437,112
NLADA Service Corporation	486,430
Total Program Services	<u>3,154,866</u>
Support services:	
Management, Administration and Finance	276,113
Development, Membership and Communications	372,947
Total Support Services	<u>649,060</u>
Total Expenses	<u>3,803,926</u>
Changes in net assets from operations	727,719
Net assets, December 31, 1998	1,808,775
Prior period adjustment	
Error in accounts payable	(50,000)
Error in temporarily restricted net assets	(640,027)
Adjusted net assets, January 1, 1999	<u>1,118,748</u>
Assets acquired in merger	<u>199,169</u>
NET ASSETS AT END OF YEAR	<u><u>2,045,636</u></u>



1999 CORPORATE DONORS

African American Project Directors Association
Alliance for Justice
Arent Fox Kintner Plotkin & Kahn, PLLC
Arnold & Porter
Bleakley Platt & Schmidt LLP
Budd Lerner Gross Rosenbaum Greenberg &
Sade, P.C.
Colgate-Palmolive Company
Connolly Bove Lodge & Hutz LLP
Covington & Burling
Darby & Darby
D.C. Bar Public Service Activities Corporation
Dewey Ballantine LLP
Dickinson Wright PLLC
Dykema Gossett PLLC
Exxon Corporation
Fannie Mae
Feldesman, Tucker, Leifer, Fidell & Bank LLP
Ford Motor Company
Freddie Mac
Fried, Frank, Harris, Shriver & Jacobson
General Electric Company
General Motors Corporation
Hogan & Hartson L.L.P.
Jack H. Olender & Associates, P.C.
Kaye, Scholer, Fierman, Hays & Handler, LLP
Kirkland & Ellis
Kornstein Veisz & Wexler LLP
Lichtman, Trister, Singer & Ross
Marsh USA, Inc.
Mayer, Brown & Platt
McCarter & English, LLP
McKenna Cuneo, LLP
Merck & Co., Inc.
Morgan, Lewis & Bockius LLP
Morrison & Foerster LLP
National Association for Public Interest Law
National Women's Law Center
NLADA Service Corporation
Northwest Justice Project
Procter & Gamble
Ropes & Gray
Shell Oil Company
Skadden, Arps, Slate, Meagher & Flom LLP
Steptoe & Johnson LLP
Unisys Corporation
Venable, Baetjer & Howard LLP
Vinson & Elkins L.L.P.
White & Case LLP
Wilmer, Cutler & Pickering
Winget, Spadafora & Schwartzberg, LLP
Zuckerman, Spaeder, Goldstein, Taylor &
Kolker, LLP



1999 INDIVIDUAL DONORS

Constance E. Arahamian	E. Faye Ford Alexander D. Forger	Marjorie Anne McDiarmid	Kent Stottlemeyer Clyde A. Szuch
John B. Arango	Stan Foster	Ward F. McDonough, Jr.	Phyllis M. Thornton
Jonathan D. Asher	Jacob Logan Fox	Patricia D. McMahon	Patrick A. Tuite
Hulett H. Askew	Mark H. Friedman	Norman P. Metzger	Robert Raymond Veach
Blossom Athey	Michael & Patricia Genz	Anne Milne	John M. Vine
Joan Brownell Bacall	Bob Gillett	Morey M. Myres	Susan Wardell
Beverley Bacchus-Lewis	Constance Gomes	Irvin B. Nathan	Ronald H. Weich
Gladys Barnes	James E. Goodman	Tanya Neiman	James D. Weill
Robert D. Bartels	Mary Goody	George R. Oleyer	Robert N. Weiner
Kelly Bennett	Jamie Gorelick	Mackenneth K. Ortis	Michael Willingham
Dwayne Bilton	Karla G. Gothard	John O'Toole	Ashley T. Wiltshire, Jr.
Adele Blong	Grayfred B. Gray	Gary Pairan	Harold J. Winston
David Boeck	Frederick S. Green	Gary H. Palm	Carolyn Worrell
Lenard B. Boss	Hector A. Guevara	John DeJPemberton	Larry York
Janet S. Bradley	Joseph F. Haas	Stephen Pollak	
David R. Brink	Patricia M. Hanrahan	Lonnie A. Powers	
John G. Brooks	Celia Harned	William H. Pratt	
Michael B. Browde	Andrew Harrington	Daniel S. Press	
Bennett H. Brummer	Robert K. Hickerson	Robert V. Rancunas	
William Bush	Phyllis J. Holmen	John R. Rellick	
Kenneth R. Cain, Jr.	Kay House	Susan M. Roche	
Sandra Carbone	Charles Jackson, Jr.	Allan Rodgers	
Mary K. Cassidy	Lillian Johnson	James N. Roethe	
Julius L. Chambers	Michael D. Jones	Jeffrey A. Rosen	
Myron M. Cherry	Leonard Kaplan	Toby J. Rothschild	
H. Sol Clark	Joel D. Kellman	Ernesto G. Sanchez	
Robert F. Crawford	Mary Kennedy	Barbara Sard	
Michael & Karla Cuddy	William R. Klaus	Donald M. Saunders	
Jane Elizabeth Curran	Nancy J. Kleeman	H. Richard Schumacher	
John J. Curtin, Jr.	Margery B. Koosed	Jennifer A. Shan	
Howard H. Dana, Jr.	James Krogsrud	Jerome J. Shestack	
Regina W. Derzon	Lisa Krooth	Michael K. Skibbie	
Robert N. Dokson	Esther F. Lardent	Thomas F. Smegal, Jr.	
Barbara H. Donnelly	John Louis Laschall	Chesterfield H. Smith	
Mary Patricia Durand	Benjamin Lerner	R. Chad Smith	
John C. Eidelman	Sidney I. Lezak	Bonnie J. Snow	
Daniel P. Ernst	Thomas Lawrence Lorenzi	Kathleen M. Spann	
Robert D. Evans	Myles Lynk	Brownlow M. Speer	
Michael G. Figgins	F. William McCalpin	Andrew J. Steinberg	
S. Richard Fine			
Jack L. Foltz			



BOARD OF DIRECTORS

AS OF DECEMBER 31, 1999

Ramon Arias, *Chairperson*
San Francisco, CA

Jean Faria, *Vice Chairperson*
Baton Rouge, LA

Rosita Stanley, *Vice Chairperson*
Macon, GA

Andrew J. Steinberg, *Treasurer*
Springfield, MA

Clinton Lyons, *President and CEO, Ex-Officio*
Washington, DC

Julie Clark, *Secretary*
Washington, DC

Gladys Barnes
Gadsden, AL

Robert Boruchowitz
Seattle, WA

Mary Cassidy
Brockton, MA

Jane Curran
Orlando, FL

Rita Fry
Chicago, IL

Thomas Gottschalk
Detroit, MI

James W. Head
Oakland, CA

Phyllis J. Holmen
Atlanta, GA

Lori James-Monroe
Baltimore, MD

Diane Jett
Hurricane, WV

Harry Johnson
Indianapolis, IN

Lillian O. Johnson
Phoenix, AZ

Esther F. Lardent
Washington, DC

Harrison D. McIver III
Memphis, TN

Leonard E. Noisette
New York, NY

Ben Obregon
Madison, WI

José Padilla
San Francisco, CA

Dorothy M. Reed
Charleston, WV

Toby Rothschild
Long Beach, CA



National Legal Aid & Defender Association
1625 K Street, NW
Suite 800
Washington, DC 20006-1604
Phone: (202) 452-0620 • Fax: (202) 872-1031
Web site: www.nlada.org • E-mail: info@nlada.org