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ERSKINE B. BOWLES
227 West Trade Street, Suite 2400
Charlotte, North Carolina 28202
(704) 348-1000

Coop
Proposal

March 19, 1993

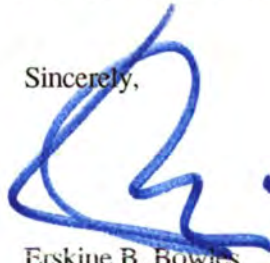
Mr. Eli Segal
Office of National Service
Room 145 - OEOB
Washington, DC 20500

Dear Eli:

I believe that the group of North Carolinians described in the attached letter is really on to something. It may be that it would be productive for you to meet with Robin Britt, who is North Carolina's Secretary of Health and Human Services. Robin is going to be in Washington on Friday, April 2, 1993. Would it be possible for him to stop by for a visit?

I hope all is well with you, my friend. Hopefully I will get a chance to see more of you in the days ahead. With every best wish,

Sincerely,



Erskine B. Bowles

EBB/pbm

Eli - I've been working out
of an office at our ex. OSHA Bldg.
I'll stop by hopefully when you are
in

c:\word\ebb\segal.ltr



JAMES M. VAN HECKE, JR.
1301 CAROLINA STREET • SUITE 102
GREENSBORO, NORTH CAROLINA 27401

TELEPHONE
919-272-3415

March 9, 1993

Mr. Erskine B. Bowles
227 West Trade Street, Suite 2400
Charlotte, NC 28202

Dear Erskine:

Thanks for talking with me last week about the North Carolina Service Project and how our vision for youth service in North Carolina might mesh with the vision for national service of the Clinton Administration.

Jim Clotfelter from UNCG and I initiated this effort over two years ago and have been advised and supported along the way by many people such as Jim Hunt, Bill Friday, Bob Jordan, Robin Britt and Tom Lambeth. Our planning process has been an inclusive one, helping us build the public/private support and confidence necessary to make this project successful.

We have chosen the area of early childhood education to initiate our service program because the need is so great and there is a strong commitment by Governor Hunt and Secretary Britt to look for new and creative approaches to the problem. We think the North Carolina Child Care Corps is one such creative approach.

Enclosed is a summary of our plan. There is detailed back-up that I would be happy to share with you.

Jim Clotfelter and I would like to have a meeting with Eli Segal soon to present our plan and discuss how the federal government might join our public/private partnership to make the North Carolina Child Care Corps a demonstration model for the national service program.

Thanks for your interest in what we are doing and your willingness to assist us in arranging a meeting with Eli Segal.

Best personal regards.

Sincerely,



James M. Van Hecke, Jr.

JMVH/ma
Enclosure

Office of the Vice Chancellor

304 Mossman Building, UNCG
Greensboro, NC 27412-5001
(919) 334-5426 FAX (919) 334-5926

March 9, 1993

NORTH CAROLINA CHILD CARE CORPS:

- I. Background
- II. Action Plan
- III. Responsibility for Action Plan

I. BACKGROUND

- A. The North Carolina Service Project, at The University of North Carolina at Greensboro (UNCG), was begun in January 1991 to do research on youth service opportunities in North Carolina and to plan how to expand and enrich those opportunities. Planning support has come in two grants from the Z. Smith Reynolds Foundation, Winston-Salem, N.C. The project is co-chaired by James Clotfelter, vice chancellor for administration and planning at UNCG, and James Van Hecke, a Greensboro businessman.
- B. The Service Project has published several reports, including a status report on North Carolina service opportunities. The Service Project also created a youth advisory committee made up of 24 service leaders, aged 16-24. This group, which met twice at the Center for Creative Leadership in Greensboro, helped the Service Project gather reactions to current and potential service opportunities from young people across the state. The Service Project also conducted youth focus groups in three locations and held a meeting of state leaders.
- C. In December 1992 the Service Project began distributing a draft of its plan for expanding youth service opportunities in North Carolina. This plan calls for a public-private consortium to support a mixture of existing and new programs, some short-term and some longer-term, in child care, environment and conservation, and other areas.
- D. The Service Project plan calls for creation of a North Carolina Child Care Corps as the highest priority need in youth service.

II. ACTION PLAN FOR A NORTH CAROLINA CHILD CARE CORPS

- A. The Child Care Corps would recruit and train child care aides from among North Carolinians willing to serve two years. Service could come prior to, during, or immediately after attendance at a university or community college. That service would be either in a school, a child care center, or as part of a mobile child care services team. Corps members would be assigned to locations in cooperation with state and local organizations. They also would meet regularly to study and discuss the meaning of their service in light of the challenges facing children and families. At the end of two years of service, Corps members would receive higher education benefits that could be used to pay for future or past attendance at universities or community colleges.
- B. A proposal to create the Child Care Corps could come from The University of North Carolina at Greensboro. Involved would be UNCG's office of administration and planning, the Department of Human Development and Family Studies, and the School of Education's Educational Consortium. The University has long been regarded as a state and national leader in the fields of child development and education.
- C. Child care center and school assignments would be in either the 12 low-income counties recently targeted for special attention by the North Carolina Department of Human Resources or in schools and centers within the Piedmont Triad region. Assignments would be made through the Department of Human Resources, in the first instance, or UNCG's Educational Consortium, in the second.
- D. Good training is essential to the success of this effort. Pre-service training for Corps members would be designed by a Child Care Corps staff, in cooperation with UNCG's Department of Human Development and Family Studies. Most pre-service training would be provided by North Carolina community colleges. Continuing education and group-building, during the two years of service, would be handled by the Child Care Corps staff and UNCG faculty.
- E. Overall administration would be the responsibility of the Child Care Corps staff, working closely with the North Carolina Department of Human Resources and other cooperating organizations. An advisory board of public officials and private citizens would be created, as well as a youth advisory committee. Outcome measurements would be established, and evaluations would be conducted by UNCG faculty.

III. RESPONSIBILITY FOR THE ACTION PLAN FOR A CHILD CARE CORPS

- A. The federal government would be asked to pay for two parts, the first beginning immediately, the second in two years:
 - 1. Costs of overall administration of the Child Care Corps, including the costs of recruiting participants and evaluating results;
 - 2. Educational benefits to Corps participants, following their service.
- B. The N.C. Department of Human Resources would be responsible for:
 - 1. Identifying service locations in 12 low-income counties;
 - 2. Helping integrate the Corps into the state strategy to achieve Governor Jim Hunt's highest priority - improving the condition of children;
 - 3. Creating and financing a mobile child care services team.
- C. The University of North Carolina at Greensboro and community colleges would be involved in training and administration.
- D. North Carolina foundations would be asked to fund, or to identify corporate funding for:
 - 1. Pre-service training, and continuing education and group-building, for Corps participants.
- E. Child care centers and schools would pay:
 - 1. Hourly stipends to Corps participants.



May 25, 1993

Eli Segal
White House National Service Director
The White House
1600 Pennsylvania Avenue
Washington, D.C. 20500

*Area
Proposal*

Dear Mr. Segal:

I have a *great* idea to enhance the national service program for students to bank service to pay for their college education.

I think you should **expand the depositor base**. I think you should allow grandparents to bank service credits for their grandchildren. Actually, I think you should positively and aggressively promote a *GRANDPARENTS IN SERVICE* program. I do not mean the community volunteer work that all of us do and should continue to do - from the hospital candy strippers to the little league coaches and girl scout leaders, etc. I mean the same service program for students should be available to their grandparents. Don't let your mind discount this because of the term "grandparents", as I watched the Labor & Human Resources Committee, I notice that many of the panelists are my age (or more). Remember, the Peace Corps was not just twenty-somethings.

It would be the "same" as to the time and work per unit of credit. However, it could include a more diverse range of service - management, administration, human resources, health care, accounting, legal service, etc.. These depositors will include people with entrepreneurial* experience who can go into a community and set-up and run a program with the efficiency they practiced in their own businesses. They are people with the community contacts to market programs, raise funds and marshal community support. They are people with technical skills and seasoned expertise who can establish accountability systems, audit trails, legal contracts, etc. - the list is endless.

Think of all the peripheral positive effects of such a program. In a time when some generational antagonism is developing, imagine the effect of a program in which these two generations work together for the education of one generation and the general well being of all. For the person who does not have a grandchild or whose grandchildren do not need the program, why not let them donate to a scholarship bank of service credits or donate their service credits to a student of their choice. (I assume the program would have no ageist limitation for those grandparents who want to go back to college and use the program to help pay their own tuition.) Think of the effect of allowing these generations to communicate, to work together, to teach each other...another endless list of possibilities.

I can see nothing negative about this idea and only positive possibilities. It truly seems to be cost neutral...why not do it?

I am a prime example. I am 52. As a single parent, I raised my family and worked my way through law school. I own a successful business and have 4 grandchildren. I am trying to design my life to stop working while I am still 50-something - probably next year. I would like to have more freedom to do the many things that interest me. This includes a strong interest in service. This shift in lifestyle is a constant topic of conversation to many of us in my age and stage group. We are the generation that were "workaholics" (*and, it is our generation that performed in a manner that popularized the concept of entrepreneurs). We really did work hard and play by the rules. We are talented, we know about meeting a payroll and, frankly, we learned it is easy to make money if you maintain a standard to bring quality to the marketplace. After watching the excess of the 80's and finally winning the White House again, some of us have decided to "get a life" and want to apply our now highly-skilled energy to some of those things we have been talking about and complaining about. Improve the schools, rejuvenate the library system, get involved in the local water district, keep the parks open, contribute to re-writing government regulations, install a completely voluntary free-vaccine program, etc.. We are a group of movers and shakers. You really could use our service.

If you need any help with this idea, feel free to give me a call.

Meanwhile, do you provide a listing of the available volunteer programs by various states and counties? If so, please send me a list for my area. Thanks.

Sincerely,



Julie M. Carrico

Justice Corps of America
One Blue Hill Plaza, Suite 1114
Pearl River, New York 10965
tel: (914) 620-0999
fax: (914) 620-0005

Susan
Peter - do you
have any
comments on
this?
Susan

March 19, 1993

Mr. Eli Segal
Director
Office of National Service
OEOB, Room 145
Washington, D.C. 20500

file: corps
proposals

Dear Mr. Segal:

Wendy Kopp recommended that I send you a copy of my proposal for Justice Corps of America, a non-profit professional corps which seeks to offer the most dedicated and talented of our nation's law school graduates the opportunity to improve the lives of many of their fellow citizens by providing legal services to impoverished rural and underdeveloped areas of the United States.

Ms. Kopp has been instrumental in helping us to get the plan moving in the right direction, and she thought you might be interested in the proposal.

Justice Corps of America seeks to benefit 1) recent law school graduates ("corps lawyers"), and 2) the communities which Justice Corps of America serves ("corps communities").

The corps lawyer will receive three major benefits from his or her service:

- 1) She will be able to develop the professional skills which she can bring to the private sector after her service;
- 2) She can pay off part or all of any student loans in return for her service (this is our proposal, subject to government approval); and
- 3) She will gain invaluable life experience by working and living with fellow citizens from a different cultural milieu.

Corps communities will receive three major benefits:

- 1) Legal services will be provided to members of the corps community at no cost;
- 2) This will result in improving the overall economic and social conditions of the community by reducing the number of bankruptcies and foreclosures in rural areas; and
- 3) Members of the community will no longer feel that their legal needs are being ignored simply because they lack financial resources.

I would be very pleased to meet with you to discuss the proposal, and would be interested in hearing any comments or suggestions you may have.

Sincerely yours,

Michael A. Langer

Michael A. Langer, Esq.

PROPOSAL

"JUSTICE CORPS OF AMERICA"

A professional, national non-profit corps for law school graduates

February, 1993

Submitted by

Michael A. Langer, Esq.
&
Lisa Litow

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Justice Corps of America

Introduction and Summary

Justice Corps of America is a non-profit organization which will offer the most talented and dedicated of America's law school graduates the opportunity to improve the lives of many of their fellow citizens by providing legal assistance to impoverished rural and underdeveloped communities in the United States. ✓

Once accepted into Justice Corps of America through an intensive application process, the corps member becomes part of a close-knit community based on esprit-de-corps, professional excellence, and dedication to public service. As an exciting, unique, and meaningful alternative to a law firm associate position, our selective program seeks our nation's most talented and committed young law school graduates to become part of a national movement which seeks to change the face of the American legal community by bridging the gap between the American public and our nation's lawyers.

The corps lawyers will live and work in a dormitory-type setting located in the community to be served. This setting is crucial in achieving our purpose of fostering a sense of community and esprit-de-corps between our lawyers both professionally and personally. Our mission is to create a bond among our corps lawyers which will serve as a network for the rest of their lives.

Our vision is to ensure that each Justice Corps of America lawyer serve as a model for all attorneys in the United States. The professional demeanor and attitude we seek rises way beyond mere professional skill or adherence to American Bar Association Codes or Rules. Our goal is to develop our corps lawyers into professionals who present a genuine attitude of respect, empathy, compassion, and commitment toward the client. We undertake this mission in the belief that the ultimate responsibility in maintaining the attorney-client relationship lies with the lawyer.

Justice Corps of America will benefit 1) recent law school graduates ("corps lawyers") and 2) the communities which Justice Corps of America serves ("corps communities").

The corps lawyer will receive three major benefits from his or her service:

- 1) She will be able to develop the professional skills which she can bring to the private sector after her service;
- 2) She can pay off part or all of any student loans in return for her service;¹ and
- 3) She will gain invaluable life experience by working and living with fellow citizens from a different cultural milieu.

Corps communities will receive three major benefits:

- 1) Legal services will be provided to members of the corps community at no cost;
- 2) This will result in improving the overall economic and social conditions of the community by reducing the number of bankruptcies and foreclosures in rural areas; and
- 3) Members of the community will no longer feel that their legal needs are being ignored simply because they lack financial resources.

Justice Corps of America is the first and only program of its kind in the United States.

¹ This is our proposal, subject to government approval. The program seeks to cover Government Student Loans and Supplemental Loans for Students.

Recruitment

Justice Corps of America begins with the introduction of our program to administrators, placement counselors, and student representatives at our nation's top law schools.² In visiting these schools, our main goal is to persuade the law school to actively support our program by promoting Justice Corps of America to its students. This consists of advancing the program by word of mouth, posters, and literature, and by discussing Justice Corps of America during placement conferences with the student. The student rep is also charged with the important task of convincing the third year law student that Justice Corps of America is an exciting and meaningful alternative to the usual expectation of being hired as an associate attorney by a prestigious law firm immediately out of law school. The rep should also encourage the third year law student to attend a one-day seminar given by our staff members describing the Justice Corps of America in better detail.

After attending the one-day seminar, the third year law student will be encouraged to both fill out an application and to schedule an interview with a member of our staff, both of which are pre-requisites to being considered as a Justice Corps lawyer.

The law student is accepted into our program based on her application, interview, and the contents of her law school transcripts. The application process is an intense one which includes several group activities and discussions geared towards understanding the applicant's attitudes and abilities in several areas. In judging the applicant, we are looking for an extremely bright, talented, energetic, and committed individual who can contribute her unique character to the corps community as well as outstanding law school credentials. Once accepted, the new "corps lawyer" must agree to commit herself to a two year term of service with the Justice

² Recruiting the best and brightest of our nation's law school graduates remains the top priority of Justice Corps of America, and particular emphasis will be placed on Ivy League and other top-rated law schools. However, we are also of the strong belief that lesser-known and less prestigious law schools similarly have a tremendous amount to contribute and these schools will be enthusiastically sought after as well.

Corps of America and is given a choice of areas in which she would prefer to serve (see chapter 3, "Corps Communities").

The corps lawyer will arrive at her corps community housing and office site (see chapter 2) with her fellow corps members in late August or early September. This starting date is chosen to give the corps lawyer a break after her bar exam, which is given in virtually all states during the third week of July. At this time, she begins a six-week training program in areas of the law which may be of special significance to her corps community (Chapter 12 bankruptcy and foreclosure in farming communities, for example), as well as civil procedure, the local court system, and other information she will need to make her term as a corps lawyer successful and fun. There will also be an orientation weekend during this period which will be devoted to introducing corps members to each other and to the staff through a number of activities and exercises.

Housing and Office Facilities

One building will be purchased in an area which is within a 10-mile radius of the corps community or communities to be served. A building will be chosen which is convenient to as many towns as possible in need of our service. This building will be known as a "Justice Corps of America Center", and will be large enough to provide dormitory-style accommodations for all Justice Corps lawyers and staff.

The dormitory setting of Justice Corps of America's program is crucial in achieving our purpose of fostering a sense of community and esprit-de-corps between our lawyers both professionally and personally. Our mission is to create a bond among our corps lawyers which will serve as a network and brotherhood (or sisterhood) for the rest of their lives.

The Justice Corps of America Center will also contain offices and a law library³, and it is in these offices that meetings with corps community clients will take place.⁴ Corps lawyers will live and work in the same building so that they may have maximum access to the advice, input, and other resources offered by their peers. We seek to develop a community based on trust and the sharing of ideas, and weekly meetings will be held in which corps lawyers are encouraged to discuss their experiences of the preceding week.

The building will also be equipped with a kitchen, where corps lawyers may cook or prepare meals if they wish. Our management team will take great care in selecting this building to ensure that it provides the proper square footage for both office and housing purposes.

³ As a non-profit organization, we are requesting that all law materials, including Westlaw®, Lexis®, Nexis®, and all reporters be provided to us at no charge.

⁴ We mean to create a very open, relaxed, and welcoming atmosphere for our corps community clients, and wish to ensure that our corps lawyers truly feel they are part of the community.

Corps Communities

Justice Corps of America will serve rural and underdeveloped communities of the United States.

We have chosen these areas to be the center of our program because we are of the belief that they are often neglected when it comes to public awareness of the nation's problems, and they often lack the social services which are available in urban cities, among them access to legal assistance.

We also believe that rural or underdeveloped communities offer recent law school graduates- who in most cases have spent the preceding three years (at least) in a school located either in or near a large urban city- an opportunity to experience a part of our country which most of them may only have read about, and in doing so, develop a new understanding and respect for these areas.

We have targeted the states of Wisconsin, Iowa, Nebraska, Kansas, New Mexico, and Arizona as the first states to start our program.⁵

⁵ These states were selected for a number of different reasons, but all of them fit our needs test. The state of Iowa, for example, was hit harder than any other state by the farm crisis of the mid-1980's. The crisis resulted from an overproduction of cash crops which caused crop prices and land values to plunge. Farmers with outstanding loans could not pay them back and were forced into bankruptcy. Others who previously had no trouble getting finance during the agricultural boom of the 1970's were denied loans since the value of their land had plummeted. Just as the crisis was beginning to subside, the national recession hit Iowa in 1990 and farmers were once again faced with hard times brought on by a faltering economy. Farmers saw a drop in prices and an increase in farm expenses in 1991 and their financial problems have continued into 1993. While the Legal Services Corporation of Iowa's Farm Project has done an outstanding job in providing financially distressed farmers with legal assistance, the state of Iowa decreased its grant to the project from \$225,000 in the 1991 fiscal year to \$96,750 in the 1992 fiscal year due to the state's budget crisis. During this same period, the LSCI's Farm project reduced its attorney staff from five to three: One full time attorney in Council Bluffs, one in Des Moines, and a half-time attorney in Cedar Rapids. At the end of 1991, these 2.5 attorneys had 112 open cases. Furthermore, while funding for the project decreased, the need for legal assistance increased. In 1991, there was a 22% increase in farmer's requests for assistance over the 1990 fiscal year, and this trend is expected to continue. **Source:** Iowa State Bar Association.

We are targeting communities in these states based on their need for our service as well as the extent to which they are willing to support our program. All of these areas have continued to suffer from the poor economic conditions that started in the late 1980's and have continued into 1993. These communities often consist of farming families whose debts generally exceed the value of their assets, putting their homes and farms at risk. They are extremely hard working and proud and would avoid bankruptcy at almost any cost if they could find a way to voluntarily pay their debts (see chapter 4, "Legal Services Offered").

Presently, Justice Corps of America plans to have its first legal corps program in Marathon County, Wisconsin, an area consisting of many small dairy farming communities which have faced financial and legal difficulties since the late 1980's.⁶ In addition to providing legal services, we will also offer several outreach and community legal education activities in order to inform members of the community of their legal rights and to alert them to other programs which may be available to assist financially distressed farmers.

⁶ The Wisconsin dairy farmer's financial difficulties stem from a very different source than those of the Iowa cash crop farmer. Wisconsin was not hit hard by the farm crisis, because the vast majority of crops grown in the state are fed to livestock and are not sold. The Wisconsin family dairy farmer's economic problems began in the late 1980's, when the U.S. Government decided to drop base supports for milk prices from about \$12.00/hundred weight to about \$10.00/hundred weight. Prices dramatically fell and many small farmers were thrown into debt and bankruptcy.

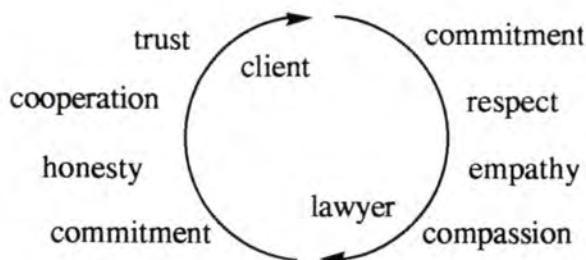
Professional Development

Justice Corps of America expects each corps lawyer to serve as a model for all attorneys in the United States.

The professional demeanor and attitude we seek rises way beyond mere professional skill or adherence to the Model Rules or Codes of the American Bar Association.

Our vision is to shape each lawyer's attitude into one of respect, empathy, compassion, and commitment toward the client. While we are confident that our application process will select individuals who have demonstrated these character traits and abilities, we seek to convince the lawyer that the best way to achieve professional success and personal satisfaction from the lawyer-client relationship is to actively convey these messages to the client in the course of working with her to resolve the problem or case. We intend to "lead the way" by example, and will conduct several "mock client interviews" with our new corps lawyers during our orientation program. These interviews will be critiqued by both our staff and the lawyer's fellow corps members.

We view the lawyer-client relationship as a "two-way street" which can be symbolized by a continuing circle made up of two arrows:



However, we are of the belief that the lawyer must take the "first step" in beginning this continuous circle, and that the ultimate responsibility

remains with the lawyer in maintaining a successful professional relationship with the client.

While this model has been specifically geared toward the Justice Corps plan which involves closer community involvement between lawyer and client than has been the case in the American legal system in the past, we hope that our lawyers will positively influence the system once they complete their term and return to the profit sector. As several commentators have pointed out over the past few years, there seems to be a feeling of alienation between the American public and the legal community at-large which can only be remedied by a real, voluntary change in the way American lawyers interact with the public.

Legal Services Offered

Justice Corps of America will offer legal assistance to impoverished families and individuals living in rural and underdeveloped communities in the United States.⁷

We will offer assistance in most areas of civil law including bankruptcy, debtor-creditor, contracts, real property, family law and domestic relations, estate planning, wills, and landlord-tenant.⁸

As one can easily see from the preceding paragraph, rural communities face the same legal problems as most other Americans. However, since these communities often contain a large farming population, Justice Corps of America seeks to give special priority and attention to legal problems often encountered by financially distressed farmers, especially in the area of bankruptcy and foreclosure.

While each case will of course be decided on an individual basis, Justice Corps of America's general policy is to help the farmer restructure her debts so that her farm does not have to be liquidated. This is accomplished by reviewing her financial situation in order to help her work out a plan that will enable her to pay her debts in a reasonable amount of time. We will also meet with the farmer's creditors in an informal manner in an attempt to negotiate a restructuring of the farmer's debts and to convince the creditor not to take any action against the farmer's assets for the duration of the plan.

⁷ In many legal assistance programs, the client's need for the service is measured either by her total assets or annual net income. However, in farming communities, the task is more complicated due to the high value of capital equipment which is often found on even the smallest of farms. For example, a family farm could have earned zero dollars for the previous two years and still own a \$50,000 tractor. Under most asset tests, they would fail to qualify for legal assistance. Therefore, our test is a three-prong approach which avoids unfair exclusion of families or individuals who are truly in need. First, the client's debt to asset ratio must be greater than 50%. For example, if the farm in question is valued at \$100,000 and the farmer is more than \$50,000 in debt, she would pass this prong of the test. Secondly, the farmer's taxable income for the previous year must not exceed the federal poverty guidelines which range from \$7,141 for an individual to \$14,343 for a family of four. Lastly, the client must be financially unable to afford a "profit sector" attorney.

⁸ Justice Corps of America will handle civil cases only.

In cases where it is impossible for the farmer to work out a plan, or where creditors do not refrain from taking action against the farmer's assets, every option available to the farmer will be brought to her attention and discussed, including refinancing and bankruptcy. In this way, the farmer is able to make the most informed decision possible.

Compensation

Justice Corps of America lawyers will be paid a salary of approximately \$26,000 per year. This figure may be higher or lower depending on several factors including the cost of living in the particular corps community.

Aside from housing and office accommodations which are provided by the Justice Corps, the corps lawyer is "on her own" and is responsible for all personal expenses for the duration of her term including food, travel, transportation, room furnishings, and personal property. We would, however, like to offer some type of health plan which the corps lawyer may elect to join.

All legal materials, office supplies, and business-related expenses will be provided by the organization.

Waiver of Bar Admission

Justice Corps of America seeks to have its lawyers working on cases for the Corps Community by the October after graduation, following the six-week training program. However, it will of course be impossible for a corps lawyer to be admitted to the bar by this time. Since the corps lawyer takes the bar exam in July, the earliest she can be sworn in is in November or December, assuming she passes on the first try. And even if she is admitted, it is highly unlikely that the corps lawyer has applied for admission in the corps community state. We are sure that when the purpose of our organization is taken into consideration, decision-makers of the state bar will be able to provide us with some type of waiver so that we may be able to serve communities who would otherwise go without legal representation and counsel.⁹ We look forward to discussing this issue with the appropriate state bar and finding a solution. Perhaps one way to solve this issue would be to hire a supervising attorney who is a member of the bar of the corps community state.¹⁰

⁹ For example, several states permit the certification of law students for the purpose of trying civil cases when working for a non-profit or government legal assistance organization. (See Massachusetts Supreme Judicial Court Rule 3.03.)

¹⁰ In her brilliant plan, "Teach for America", Princeton graduate Wendy Kopp sought to recruit college graduates to serve as teachers in disadvantaged communities in the United States. However, since they were to start teaching immediately after graduating from college, none would be certified to teach or possess an education degree. Therefore, it was necessary for Ms. Kopp to send the young graduates to communities which permit the hiring of teachers without an education degree. Today, Teach for America has teachers in Arkansas, Baltimore, Baton Rouge, Houston, Los Angeles, New Orleans, New York City, Oakland, Rio Grande Valley, Texas, and rural areas of North Carolina and Georgia.

Malpractice Insurance

Justice Corps of America will not operate without legal malpractice insurance.

Complete Equity Markets Insurance Brokers is the major provider of malpractice insurance for non-profit legal organizations in the United States and insures the National Legal Aid and Defender Association. Our discussions with Complete Equity Markets have been extremely positive and they have forwarded a brief outline of our plan to their underwriters at Lloyds. We are also inquiring as to the feasibility of bonding the directors and other employees of the organization.

Organization and Management

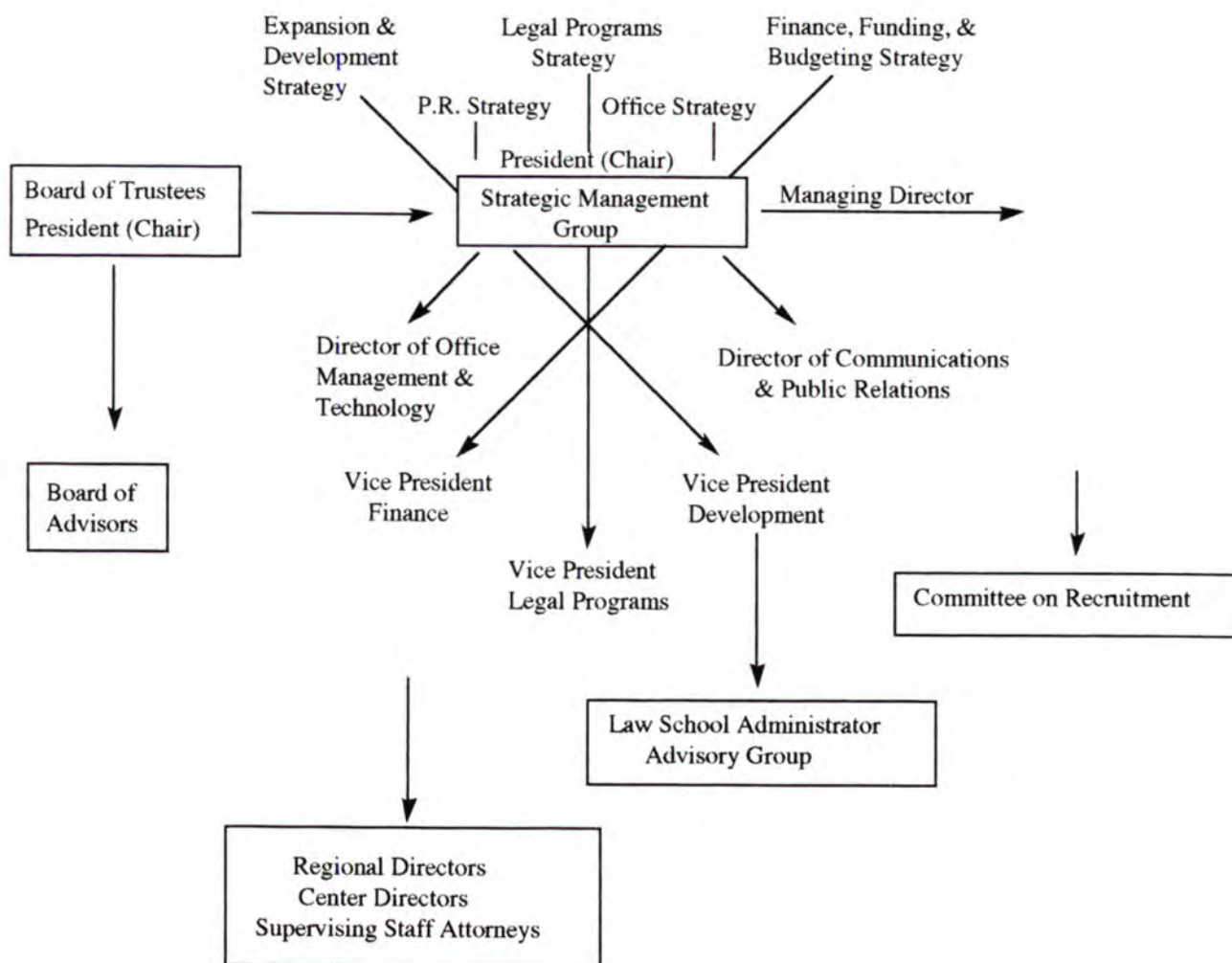
Justice Corps of America is a non-profit organization which cannot exist without corporate funding, foundation gifts, or government grants.

The organization will be managed by a President, who will also chair the Board of Trustees and the Strategic Management Group. A Managing Director is in charge of administration and has the responsibility of communicating strategy to the organization. We will also have a number of vice presidents in charge of legal programs, finance, development, marketing, capital purchases, legal counsel, communications, and other areas. Since we are trying to keep the number of paid staff as low as possible, these areas are likely to be combined.

We also wish to assemble an advisory board consisting of prominent lawyers and corporate officers.

The diagram on the following page maps our organizational plan at the corporate level.

Planned Organization for Justice Corps of America



Financial Needs

Justice Corps of America cannot and will not exist without corporate, foundation, or government funding.

We have not yet determined what our annual costs will be. However, if we hire one hundred corps lawyers and pay them \$26,000 per year, our annual costs start immediately at \$2,600,000, and that is only the beginning.

We need a grant of \$26,049.00 to get us off the ground. (Please see attached pages for itemized expenses.) With this grant, we will be able to discuss our vision for Justice Corps of America with the leaders of major corporations and foundations as well as obtain funding for our first year of operation.

Justice Corps of America will be the first and only organization of its kind in the United States, but we can't get started without generous financial help.

We would be pleased to meet with you to discuss Justice Corps of America, and would be interested in hearing any comments or suggestions you may have.

Respectfully submitted,

Michael A. Langer, Esq.
One Blue Hill Plaza, Suite 1114
Pearl River, New York 10965
tel: (914) 620-0999
fax: (914) 620-0005

Lisa Litow
84 West Cedar Street, #6
Boston, Massachusetts 02114
(617) 720-6075

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Michael A. Langer attended Tufts University and graduated from Brooklyn Law School in 1988. He has been an assistant county attorney with the Family Court Unit in Rockland County, New York and is currently corporate counsel to Bio-Livestock International, a small family-owned company which provides nutritional supplements to asian livestock markets. During the summer of 1992, Michael conceived the idea of creating a non-profit, national corps of law school graduates to serve communities in the poorest rural areas of the United States.

Lisa Litow graduated from Mount Holyoke College in 1990. Her experience has included working for the Mount Holyoke Public Relations Department and freelancing as a writer for the New York Times. Lisa will graduate from New England School of Law this spring. She currently clerks for a minority-owned commercial litigation law firm in Boston.