



Washington State Access to Justice Board
OPERATIONAL RULES
(Adopted December 18, 2015)

From the Order Reauthorizing the Access to Justice Board (Amended Order, March 8, 2012):

“ . . . [t]he Access to Justice Board is hereby reauthorized and shall continue to be administered by the Washington State Bar Association, and is charged with responsibility to achieve equal access to the civil justice system for those facing economic and other significant barriers.”

Effective 3/9/06; amended 4/14/06, 9/18/09, 12/31/10, 4/1/12 and 5/21/14. These rules supersede any previous policies covered herein.

I. Access to Justice Board (the “Board”)

A. Composition.*

1. The Board shall consist of ten members.
2. The membership shall reflect ethnic, gender, geographic and other diversity.
3. Recommendations for nominees to the Board shall be solicited broadly, based on experience in and commitment to access to justice issues, consistent with the needs of the Board, and including people affiliated with the Board for Judicial Administration, the Board of Governors (the “BOG”) of Washington State Bar Association (the “WSBA”), Statewide Staffed Legal Services Programs, the Volunteer Legal Services Community, and Other Members and Supporters of the Washington State Alliance for Equal Justice.
4. No less than one member of the Board shall be a person who is not an attorney, which is defined as a person who has not graduated from law school and/or has not been licensed to practice law in any jurisdiction.

B. Qualifications.*

1. Board members shall have a demonstrated commitment to, and familiarity with, access to justice issues.
2. The Leadership Development Committee may identify other desirable qualifications, which may change from year to year depending on the needs of the Board.
3. Board members who are attorneys must be in good standing with their licensing authority(ies).

C. Term.*

1. Board member appointments are for a three-year term commencing on October 1 of the year of appointment and ending September 30 three years later.
2. Board members are eligible for reappointment to the Board for one additional term.
3. Mid-term vacancies shall be filled for the unexpired term in the same manner as original appointments, provided, however, the solicitation for nominations may be abbreviated.

* These matters are addressed, in part, by the current Supreme Court Order Reauthorizing the Access to Justice Board (Amended Order March 9, 2012).

4. The appointee for a mid-term vacancy shall fill the remainder of the vacated term and shall be eligible for reappointment for up to two additional terms.
5. Board terms shall be staggered so that no more than three terms begin in any given year.

D. Board member duties.

Each Board member shall use best efforts to:

1. Attend each Board meeting;
2. Prepare for participation in Board meetings by reading the meeting materials sent before the meetings;
3. Follow up on tasks assigned at Board meetings;
4. Attend the annual retreat and participate in developing the Board's annual work plan;
5. Attend the Access to Justice Conference;
6. Represent the Board at the request of the Chair; and
7. Advance the work of the Board by serving as an ATJ committee chair and/or liaison¹ and/or by serving as a liaison to an outside organization.

II. Board Meetings.

A. Form of Board Meetings.

1. Regular meetings shall be scheduled in advance.
2. Special meetings shall be called by the Executive Committee upon notice by mail, e-mail or phone.
3. Meetings are generally open to the public, but the Board reserves the right to meet in executive session.

B. Frequency.

Board meetings shall be scheduled as often as necessary to conduct the Board's business, but not less frequently than once a quarter.

C. Attendance.

Board members may attend meetings in person or by conference call or other similar means (e.g., video link). In-person attendance is preferred but not mandatory. A Board member who misses more than three meetings in any 12 month period will be considered to have resigned from the Board pursuant to the Member Attendance Policy.

D. Quorum.

1. A majority of the Board members shall constitute a quorum for any meeting.
2. Once established during a meeting, a quorum shall be deemed to continue for the remainder of the meeting.

E. Manner of Action.

1. The Board may act upon motion or resolution adopted at a meeting at which a quorum is present.
2. A motion or resolution shall be adopted if approved by a majority of those Board members in attendance at the time the vote takes place.
3. There shall be no voting by proxy or email.,

¹ "Committee Liaisons" are expected to communicate the Board's expectations of the Committee and its Chair; advise and advocate for the Committee; communicate questions and concerns between the Committee and the Board; and, monitor the Committee's work.

III. Board Officers.

A. Chair.*

1. Qualifications.
The Leadership Development Committee shall identify desirable qualifications, which may change from year to year depending on the needs of the Board.
2. Selection.
Normally, the Chair-Elect shall succeed to the position of Chair at the end of the term of the predecessor. If there is a vacancy in the position of Chair during a two-year term for any reason, the Chair-Elect shall succeed to the position of Chair to serve out the term of the predecessor.
3. Term.*
 - a. The Chair shall serve a two-year term which can extend up to one year beyond the expiration of the Chair's second Board term. In such a case, the Chair shall continue to serve as an eleventh member of the Board until his or her term as Chair expires.
 - b. Each Chair shall serve only one full term, but may serve a full two year term after serving out the term of a predecessor who left office early.
 - c. If the Chair's second Board term expires one year after the Chair's election, the Chair shall continue to serve as an eleventh member of the Board until his or her term as Chair expires.
4. Duties.
The Chair shall:
 - a. Serve as spokesperson for the Board;
 - b. Lead Board and Executive Committee meetings; and
 - c. Work to ensure that the Board's initiatives are moving forward.

B. Chair-Elect.

1. Qualifications.
 - a. Each nominee for Chair-Elect must have served at least one year on the Board.
 - b. The Leadership Development Committee shall identify desirable qualifications, which may change from year to year depending on the needs of the Board.
2. Selection.
 - a. Candidates for Chair-Elect shall be nominated by the Leadership Development Committee.
 - b. Normally, the Chair-Elect shall be elected by the Board at its meeting immediately preceding the September meeting in the year of the election.
 - c. If there is a vacancy in the position of Chair-Elect for any reason, a new Chair-Elect shall be nominated by the Leadership Development Committee and elected by the Board as soon as possible to serve out the remaining term of the predecessor.
3. Term.
The Chair-Elect shall serve a one-year term, but may serve less than a one year term after replacing a Chair who left office early.
4. Duties.
The Chair-Elect shall:
 - a. Succeed to the position of Chair upon the end of the predecessor Chair's term or a vacancy in that position;
 - b. Support the Chair;
 - c. Serve as Chair when the Chair is unable to fulfill his/her obligations, including leading Board and Executive Committee meetings, if necessary

- d. Serve on the Executive Committee; and
- e. Serve as liaison to WSBA for budget and finance matters.

C. Executive Committee.

1. Membership.

The Executive Committee shall consist of the Chair, the Chair-Elect and two additional Board members selected annually by the Board. The lead staff person assigned to the Board, serving *ex officio*, shall also participate in Executive Committee meetings.

2. Executive Committee Meetings.

a. Form of Executive Committee Meetings.

- i. Regular meetings shall be scheduled in advance and held approximately 10 days prior to each Board meeting.
- ii. Special meetings shall be called by the Chair with notice to other Executive Committee members.
- iii. Meetings are open to all Board members.

b. Attendance.

Executive Committee members may attend meetings in person or by conference call or other similar means (e.g. video link, etc.).

c. Participation by Non-Board Members

- i. Executive Committee meeting dates and agenda (but not meeting materials) will be posted online, including deadlines for agenda items. Agendas will be subject to change.
- ii. Those who choose to submit agenda items may be invited to attend the Executive Committee meetings at which those items will be considered.

d. Quorum.

At least two of the four Board members must be in attendance during the entire meeting to constitute a quorum for that meeting.

e. Manner of Action.

- i. No action may be taken by the Executive Committee except at a meeting with a quorum in attendance.
- ii. The Executive Committee may act upon motion or resolution adopted at a meeting.
- iii. A motion or resolution shall be adopted if approved by a majority of the quorum in attendance at the time the vote takes place.
- iv. There shall be no voting by proxy, mail or e-mail.

D. Executive Committee Duties.

The Executive Committee shall:

- 1. Set agendas for Board meetings;
- 2. Act on behalf of the Board on routine business and urgent matters, or otherwise as delegated by the Board; and
- 3. Call special Board meetings.

IV. Leadership Development Committee.

A. Membership.

The Leadership Development Committee shall be appointed by the Board. It will include at least one ATJ Board member. Other members shall be drawn from the justice community as a whole with a special effort to insure geographic diversity. Representatives should be invited from the Board's committees, the Alliance, the WSBA's many diversity initiatives, the law schools, and the minority bar associations.

B. Leadership Development Committee Duties.

The Leadership Development Committee shall:

1. Recruit potential new Board members;
2. Evaluate and recommend potential new Board members to the Board annually or as needed;
3. Make nominations for Chair-Elect (and, if necessary, Chair) once every two years (or as needed);
4. Identify new leaders for the Alliance for Equal Justice (the "Alliance"), including potential new Board committee chairs; and
5. Develop new leaders for the Alliance by overseeing the Board's orientation program and its leadership training program.

V. Other Committees.

A. Standing committees.

The Board shall establish and maintain standing committees to help the Board accomplish its mission and to clarify and address core priorities established by the Board. The Board will, on an annual basis, review the work of each standing committee to determine whether it continues to address a core priority of the Board. The Board may dissolve a standing committee if it determines the priority has been addressed. The Board also may revise the mission of a standing committee to address changing priorities, and may establish new standing committees as necessary and appropriate.

B. Special Initiatives.

The Board may establish committees with limited life spans to address specific initiatives. The Board will appoint the chairs, provide the specific charges to the committees, and may establish time frames and reporting requirements for completing the work. In all other respects, these special initiatives committees, their chairs and committee members are subject to the same requirements as standing committees.

C. Committee chairs.

1. Qualifications.

The qualifications of committee chairs will be determined by the Board with due regard for the unique needs of each committee. Committee chairs may, but need not, be members of the Board.

2. Selection and removal.

- a. Standing committees are encouraged to recommend chairs and plan for leadership succession, but the designation of standing committee chairs will be approved by the Board. In the absence of a standing committee recommendation, the Board will appoint a committee chair.
- b. The Board shall appoint the chair of each special initiative.
- c. Committee chairs may be removed by the Board.

3. Term.

- a. Committee chairs shall serve a one-year term, which shall be renewable.
- b. The Board encourages committee chairs to identify and mentor potential chairs from their respective committees (for example, by appointing a co-chair or vice-chair).
- c. The Board will make resources available to assist committee chairs with leadership development and succession planning.
- d. Those committee chairs who wish to step down will collaborate with the Board to identify new committee chairs by the annual Board Committee Chairs meeting.

4. Duties.

Each committee chair shall use best efforts to:

- a. Provide an orientation to new committee members about the work of the committee;
- b. Serve as spokesperson for the committee and its initiatives;
- c. Set the agenda for each committee meeting;

- d. Schedule, convene and lead committee meetings, which may be attended in person or by conference call;
- e. Designate a recorder of decisions and action items for each meeting, and insure that such record is distributed to the committee members by e-mail list serve;
- f. Recruit and select new committee members as needed, with the input from current committee members and, if appropriate, from the Board;
- g. Include staff in logistic and strategic committee issues;
- h. Direct the development and oversight of committee goals, work plans, deadlines and committee member assignments;
- i. Follow up with committee members between meetings to ensure initiatives are moving forward; and
- j. Prepare the committee's annual report to the Board.

C. Committee Members.

- 1. Qualifications.
Recognizing the uniqueness of each committee, member qualifications shall be established by the committee's chair from time to time, with consideration given to the following:
 - a. Committee membership should reflect ethnic, gender, geographic and other diversity to the greatest extent possible.
 - b. Committee members who are attorneys must be in good standing with their licensing authority(ies).
 - c. Committees should seek to include, as appropriate, laypersons from within the justice system, laypersons from outside the justice system and persons who have not previously been involved with the Board or the Alliance.
- 2. Selection and removal.
 - a. Committee members shall be recruited and selected by the committee chair, with input from other committee members and, if appropriate, from the Board.
 - b. Committee members may be removed by the committee chair.
- 3. Term.
Committee member appointments are for a one-year term, which shall be renewable.
- 4. Duties.
The chair will develop, direct and oversee the duties of individual committee members.

D. Committee Operating Procedures.

The Board recognizes the unique needs of each committee and to the extent possible encourages committee structure and operations that enable the committee to effectively address its mission. The Board has determined that the following operating procedures are minimally necessary:

- 1. No committee or its members may enter into contracts or negotiations that bind the Board or the WSBA.
- 2. No committee may take a formal public position on an issue or represent the Board without the approval of the Board.
- 3. Committee meetings shall be scheduled as often as necessary to conduct the work of the committee, but not less frequently than once a year.
- 4. Each committee shall prepare and submit a brief written report to the Board by March 30 of each year describing the committee's activities during the previous 12 months and its plans for the subsequent calendar year. These reports will be incorporated into the Board's annual report to the BOG and the Supreme Court.

- VI. Other matters.
- A. Staff.
1. WSBA staff shall provide professional support for the work of the Board and its committees. Specific staff assignments shall be determined on the basis of staff expertise and the needs of the Board/committee.
 2. WSBA staff shall also provide the following administrative support to the Board and its committees:
 - a. Committee roster maintenance;
 - b. Committee e-mail list serve creation and maintenance;
 - c. Logistical arrangements (meeting space at WSBA, conference call numbers, beverage service, meeting notices) for committee meetings; and
 - d. Duplication of meeting materials.
- B. Amendments.
The Board may amend these operational rules from time to time with the affirmative vote of a majority of the entire Board.
- C. Other Administrative Procedures.
1. The Board shall maintain records as scheduled in the WSBA retention policy.
 2. The Board shall record and maintain minutes of its meetings.
 3. The Board shall prepare and deliver an annual report to the BOG and the Supreme Court.*
 4. The Board shall not enter into contract negotiations nor may it sign contracts.
 5. The Board shall retain copies of all contracts entered into on its behalf by the WSBA.
- D. Web Site.
The Board shall maintain a web page on the WSBA web site, which may include the following:
1. Board meeting minutes for the previous twelve months;
 2. Annual Board reports to the BOG and the Supreme Court;
 3. Key Board documents, including its authorizing order from the Supreme Court;
 4. A schedule of its regular and Executive Committee meetings, which will also be posted on the WSBA legal community calendar located on the WSBA web site.
- E. Policies.
The Board may adopt policies from time to time.
1. *Use of ATJ Board letterhead (2-27-95)*: There are no restrictions on the use of ATJ Board letterhead. ATJ Board members may use ATJ Board letterhead for any purpose provided the ATJ Board has taken a position on the issue. An exception is private fundraising because judges are prohibited from soliciting money.
 2. *Keller rebate policy (3-20-95)*: Expenses associated with lobbying efforts by the ATJ Board in support of continued funding for legal aid programs — which includes letterhead — do not fall within the WSBA's *Keller* rebate policy.
 3. *Amicus Curiae (5-15-98)*: In the interest of having judges continue to participate on the ATJ Board and its committees, the ATJ Board will not file *amicus curiae* briefs, but will refer access to justice-related issues to the Board of Governors Amicus Committee and other entities as appropriate.
 4. *ATJ Board endorsements of candidates for elected office (4-9-04; amended 6-9-06)*: (1) The ATJ Board shall not endorse candidates for elected office. (2) ATJ Board members may endorse candidates for elected office provided they do not identify themselves as Access to Justice Board members. (3) The ATJ Board chair and Chair-Elect shall not endorse candidates for elected office, even in their personal capacities.

5. *Guidelines Regarding Third-Party Requests for ATJ Board Support (6-1-07; amended 7-17-14)*: The ATJ Board periodically receives requests from third parties to sponsor (or co-sponsor), support, or endorse events, initiatives, legislative or policy issues (including substantive and fiscal matters) and court rules.
6. *Pro Bono Council Operational Rules (2014)*
7. *Member Attendance Policy (1-16-15)*



GUIDELINES REGARDING REQUESTS FOR ATJ BOARD AND ATJ BOARD COMMITTEE SUPPORT

Policy Statement: The ATJ Board and its committees (“Committees”) periodically receive requests from third parties to sponsor (or co-sponsor), support, or endorse events, initiatives, legislative or policy issues (including substantive and fiscal matters), and court rules (“Support”). Committees periodically desire to provide Support without having received a request from a third party.

Recognizing that access to the civil justice system is a fundamental right, the Access to Justice Board and Committees work to achieve equal access for those facing economic and other significant barriers (the “Mission”). The mission is reflected in the following foundational documents (the “Mission Documents”):

- [Supreme Court Order Reauthorizing the ATJ Board](#)
- [Hallmarks of an Effective Statewide Civil Legal Services System](#)
- [ATJ Board’s Statement of Principles and Goals](#)
- [Plan for the Delivery of Civil Legal Aid to Low Income People in Washington State](#) (the “State Plan”)
- [ATJ Board’s Operational Rules](#)

The ATJ Board and Committees may provide Support consistent with the Mission as expressed in the Mission Documents pursuant to the below Principles and Procedures.

Principles: In evaluating third-party requests for Support, the ATJ Board and its committees will be guided by the following principles:

- (1) Is the request consistent with the ATJ Board’s Mission as expressed in the Mission Documents?
- (2) Does the ATJ Board or the committee have sufficient time, expertise, knowledge, and information to make an informed and credible response to the request?
- (3) Has the ATJ Board or committee appropriately received and considered input from, and the impact on, other relevant stakeholders regarding the request for Support?
- (4) Will the ATJ Board or committee be able to provide ongoing Support, if requested and necessary?



- (5) How important is the ATJ Board's or the committee's Support to the third-party's request and/or advancing the ATJ Board's Mission?
- (6) In light of the foregoing factors and the ATJ Board's or committee's time and resources, what type and level of ATJ Board or committee Support (including communication of that Support) is appropriate?

Procedures:

A party requesting ATJ Board or a Committee's Support will be asked to complete a checklist in support of its request. In the normal course, the Executive Committee of the ATJ Board or the Committee, as applicable will consider the request and make a recommendation to the ATJ Board; provided, however, that, consistent with the Operational Rules, the Executive Committee may "[a]ct on behalf of the Board on . . . urgent matters, or otherwise as delegated by the Board" (IV.C.2.). The Executive Committee or the Committee may ask the party submitting the request to provide additional information that will assist the Executive Committee or the Committee in making its recommendation to the ATJ Board. The Executive Committee or the Committee may also defer recommending any action on the request until other relevant parties have considered it.

The ATJ Board may define the level of Support it determines it or a Committee will provide, if any, and such decision will be communicated to the requesting party following such decision.

Committees shall not provide Support without the approval of the ATJ Board. If a Committee wants to provide Support, it will ask the ATJ Board to provide the Support requested. The ATJ Board will either: (1) endorse the action and provide the requested Support; (2) not endorse the action or provide Support but allow the Committee to do so; or (3) not endorse the action and prohibit the Committee from providing Support. If the ATJ Board takes action (2) above, in all communications by the Committee, it must be made clear that the position taken is the Committee's position and not the position of the ATJ Board. The Pro Bono Council and Equal Justice Coalition do not need ATJ Board approval to provide Support and are governed by separate operating procedures and guidelines.



Pro Bono Council Operational Rules Final 2014

- I. Pro Bono Council (PBC)
 - a. Composition
 - i. The PBC shall consist of 8-12 members from the statewide pro bono community.
 - ii. The PBC Manager and a liaison from the Access to Justice Board will also participate in the PBC, but will not be voting members.
 - iii. The membership shall reflect geographic and program diversity and may include pro bono program directors, staff, board members, and any other representatives the PBC deems necessary.
 - iv. The PBC recognizes that diversity, beyond geography and program, is vital to its relevance and success, and therefore shall also strive to achieve cultural, ethnic, racial, age, gender, and other forms of diversity when possible.
 - b. Qualifications
 - i. PBC members shall have a demonstrated commitment to, and familiarity with, pro bono programs in Washington State.
 - ii. The PBC may identify other desirable qualifications, which may change from year to year.
 - c. Selection and Appointment
 - i. New PBC members will be nominated by a current PBC member
 - ii. New PBC members shall be appointed by a majority vote of the PBC
 - d. Term
 - i. PBC member terms are as follows:
 1. New PBC members will be appointed for an initial one year term.
 2. After a member's initial year, subsequent terms will be two years.
 3. Members may serve an unlimited number of additional terms beyond their initial term.
 - ii. Mid-term vacancies shall be filled in the same manner as original appointments. The appointee for a mid-term vacancy shall fill the remainder of the vacated term and shall be eligible for reappointment for an unlimited number of additional two year terms.
 - e. PBC member duties

Each PBC member shall use best efforts to:

 - i. Attend each PBC meeting;
 - ii. Prepare for participation in PBC meetings by reading the meeting materials sent before the meetings; and
 - iii. Complete the tasks assigned at PBC meetings.

f. Removal of Council Members

A Council member may be removed, with cause, by a majority vote of the PBC. Any Council member whose removal has been proposed, shall be given an opportunity to be heard at the PBC meeting.

II. PBC Meetings

a. Form of meetings

- i. Regular meetings shall be scheduled in advance and approved by the PBC. Notice of scheduled meetings will be provided by email at least two weeks in advance of the meeting date.
- ii. Special meetings may be called by the PBC Manager, PBC Chair, or the Executive Committee upon notice by email or phone.
- iii. PBC meetings shall be open to pro bono program staff and board members and to other members of the Alliance by invitation.

b. Frequency

PBC meeting shall be scheduled as often as necessary to conduct the PBC's business, but not less frequently than once a quarter.

c. Attendance

PBC members may attend meetings in person, or via conference call.

d. Quorum

A majority of the PBC Members shall constitute a quorum for any meeting

e. Decision making

- i. Decisions shall be made by majority approval of those PBC members in attendance at the time the vote takes place.

f. PBC Positions and Advisory Opinions

- i. The PBC may decide to or be called upon to provide an advisory opinion or take a position in representation of the Washington VLPs. The PBC is designed to reflect a diversity of opinions and understands that, due to differences in program size and geographic location, achieving one unified position from the VLPs may not always be possible. When this is the case, the PBC will issue both a majority opinion and any differing opinions that are shared by more than one VLP or council member.

III. Board Officers

a. Chair

i. Selection

The PBC will be lead by co-chairs. The co-chairs will be selected by the PBC by majority vote

ii. Term

The co-chairs shall serve staggered terms of two years each – one term ending on an odd year and the other ending on an even year.

iii. Duties

The co-chairs shall:

1. Coordinate with the PBC Manager on meeting schedule, agendas, and facilitation for both the PBC and the PBC Executive Committee, and shall perform these functions in the absence of a PBC Manager
2. Serve as a member of the Executive Committee.
3. Serve as a means of oversight and communication for the PBC Manager in-between PBC meetings.
4. Work with the PBC Manager to ensure the PBC's initiatives are moving forward.

b. Executive Committee

i. Membership

The Executive Committee shall consist of the co-chairs and two additional PBC members selected annually by the PBC. The PBC Manager shall also participate, but shall have no vote.

ii. Executive Committee meetings

1. Regular meetings shall be scheduled and approved in advance by the Executive Committee. Notice will be provided via email at least two weeks prior to the meeting date.
2. Executive Committee meetings shall take place approximately one week prior to each PBC Meeting
3. Special meetings shall be called by the co-Chairs or PBC Manager with at least 48 hours notice to other Executive Committee Members

iii. Quorum

At least 2 of the 3 Executive Committee members must be in attendance to constitute quorum

iv. Decision making

Decisions shall be made by consensus approval of those Executive Committee members in attendance.

v. Duties

1. Act on behalf of the PBC on routine business and urgent matters, or otherwise as delegated by the PBC.
 - a. The Executive Committee is only authorized to act on routine matters related to projects already approved by the PBC and on urgent matters for which there is not time to

schedule a PBC meeting, such as a question or request from the Alliance that has an immediate deadline.

b. In the event that the Executive Committee calls a special meeting on urgent business, the full PBC will be given notice via email and will be invited to attend or comment.

2. Make recommendations to the PBC.
3. Approve the agenda for PBC meetings.
4. Call special meetings.

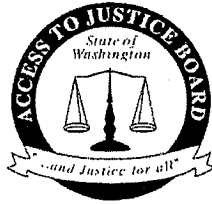
c. Other Committees

Other subcommittees of the board may be established as needed to ensure the PBC's initiatives are moving forward.

- i. Subcommittees will consist of one or more PBC members.
- ii. Subcommittee membership will be on a volunteer basis.
- iii. The PBC Manager will work directly with each subcommittee.
- iv. Subcommittees will meet outside of PBC meetings to work on discrete projects or initiatives and will report back to the Executive Committee and the PBC.

IV. Amendments

The PBC may amend these operational rules with the affirmative vote of the majority of the entire PBC.



Washington State Access to Justice Board MEMBER ATTENDANCE POLICY

Board members who miss more than three meetings in any 12 month period will be considered to have resigned from the Board. Members who anticipate an absence may attend the Executive Committee prior to the board meeting they will miss and the absence will not be counted towards the three absences. Members may also seek to be excused from a board meeting by the Executive Committee for good cause, but such an excuse should be sought prior to the meeting except in cases of unexpected emergency. Staff will update Members by email once they have missed two meetings in a 12 month period.

Adopted January 16, 2015.

Ishbel Dickens, Chair
Access to Justice Board