

LEGAL AID SOCIETY OF SAN BERNARDINO

588 W. Sixth Street, San Bernardino, CA 92410

Telephone: (909) 889-7328; Admin. 381-4633, 889-4811

E-mail: lassb@legalaidsb.com

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May 27, 2020

Doan Nguyen, Acting Director
Office of Access & Inclusion
State Bar of California
180 Howard Street
San Francisco, CA 94105-1639

Re: Legal Aid Society of San Bernardino
2019 Monitoring Visit Report dated February 19, 2020

Dear Ms. Nguyen:

This letter constitutes the second status report of the Legal Aid Society of San Bernardino (LASSB) addressing the State Bar's findings and recommendations made in the Site Monitoring Memo dated February 19, 2020.

COVID-19 EFFECT ON LASSB

In accordance with Governor Newsom's March 4, 2020 declaration of a state of emergency and the March 10, 2020 County of San Bernardino's declaration deeming the COVID-19 pandemic an emergency and a local health emergency, LASSB closed its doors to the public and conducted telephonic consultations utilizing the services of volunteer attorneys and office staff. The office is scheduled for limited re-opening of its main clinic on June 1, 2020. The re-opening will include a host of safety protections for staff, clients and the public in general, following the guidelines outlined by the County of San Bernardino for the re-opening of businesses.

To that end, we have dispatched a committee of certain Board members to set forth protocol for frequent sanitization of the office and furniture, access to hand sanitizers, face coverings (masks and shields for all staff and masks for visitors and clients), social distancing, limited access to the interior of the office and physical screening of guests (temperature reading, self-evaluation questionnaire and COVID-19 waiver).

Despite the physical closure of the office, our staff and attorneys are daily serving our clients remotely by phone. LASSB is planning a soft opening on June 1, 2020 with strict compliance to COVID-19 safety mandates.

LASSB has applied to the San Bernardino County COVID-Compliant Business Partnership Program that allows for \$2,500 in funds for eligible small businesses that wish to re-open their small businesses and remain COVID-compliant.

Program Findings

1. Accurate Tracking of Pro Bono Hours

LASSB implemented a volunteer pro-bono time-tracking system which was explained in greater detail in our April 30, 2020 letter. The system has been adapted to include pro bono hours of volunteer attorneys who render legal services via phone, since the COVID-19 closure of LASSB.

In tracking volunteer pro bono attorney hours, LASSB staff would first confirm a pro bono attorney's license status with the State Bar's website. The case worker would complete the client intake form via phone and give to the attorney the client's name, contact information and nature of the legal issue. The volunteer attorney then calls the client and provides the legal consultation.

Following the consultation, the volunteer attorney prepares and e-mails to LASSB his or her Case Notes outlining the nature of the legal issues, the advice given, and a statement of time spent with the client. If the volunteer attorney fails to email the information to LASSB by close of business, the LASSB case worker contacts the attorney no later than the close of the next business day to secure the Case Notes and statement of time expended. At the end of the month, the volunteer attorney receives an e-mail from LASSB, requesting that he or she review and verify the number of clients and amount of time spent in volunteer services for that month.

Suffice it to say, our pro bono hours have significantly declined with the COVID-19 closure, but we remain vigilant with the hours our volunteers are serving the public. We look forward to the upcoming months when the office re-opens with the new COVID-19 prevention protocol in place.

Collection of “Mandatory Donations” by Non-Eligible Clients

The LASSB implemented its modified policy, which was reported in length in our April 30, 2020 letter to you. Staff has been adhering religiously to the policy, and we intend to continue utilizing the policy when the office re-opens.

2. Reporting of Non-Legal Activities

LASSB has implemented the modified system outlined in our April 30, 2020 letter to you. Staff are inputting funding codes while tracking and recording their time. The form of tracking has worked well in the few months it was implemented, and we will continue with that protocol when the office re-opens in June 2020.

3. Lack of Board Oversight

Since our April 30, 2020 report to you, the Board met via Zoom video conferencing on May 11 and 26, 2020. We have also invited members of your office to participate in our Board Zoom meetings, and we will continue to do so.

The Board has appointed several new committees, which meet throughout the month, and their reports/findings are presented at the next upcoming Board meeting.

The following committees have been appointed and are continually working on their assignments:

Audit Committee

1. Derek Raynes
2. Mark Maguire
3. Michael Reiter

Compliance Oversight Committee

1. Joyce Holcomb
2. Mitch Roth
3. Connie Johnson

By-Law/Policy Review Committee

1. Eugene Kim
2. Barbara Keough
3. Dean McVay

Legal Service Oversight Committee

1. Bill Lemann
2. Bill Shapiro
3. Mike Scafiddi

Fundraising Committee

1. Connie Johnson
2. Mike Scafiddi (and Darlene)
3. Joyce Holcomb
4. Bill Shapiro (and Sue)

Committee re Hiring new ED

1. Mike Scafiddi
2. Connie Johnson
3. Derek Raynes
4. Bill Lemann
5. Mike Reiter

Auditors: Committee to review audit prior to submission to State Bar:

1. Bill Shapiro
2. Joyce Holcomb
3. Eugene Kim
4. Derek Raynes

Considerations and duties of Executive Director

1. Barbara Keough
2. Connie Johnson
3. Michael Reiter
4. Mike Scafiddi

Committee re COVID-19 Re-Opening of Office

1. Barbara Keough
2. Joyce Holcomb
3. Derek Raynes
4. Bill Shapiro

Committee to work on 2nd report to State Bar

1. Barbara Keough
2. Mike Scafiddi
3. Deborah Davis

Re: Lease of 2nd Street office

1. Bill Lemann
2. Deborah Davis

Proper Insurance for LASSB & Board

1. Bill Shapiro
2. Dean McVay

On May 6, 2020, the Board attended a Zoom video conference with Salena Copeland, the Executive Director of the Legal Aid Association of California (LAAC) pertaining to State Bar funding and structure. The LASSB is now a member in LAAC.

The Board appointed a committee to research Board Source, an organization which allows unlimited on-demand resources for our Administrative staff and the Board. The committee was tasked with the duty to determine the pros and cons of membership and make recommendation to the Board. The committee completed their research and recommended membership to the Board. We are pleased to report that as of May 2020, LASSB has membership in Board Source.

LASSB reached out to OneJustice and John Epps for information concerning Board training and a strategic planning workshop. The Board will consider the best vendor suited for its needs and engage one of those vendors for that purpose.

Inland County Legal Services has possession of our statistics and our auditors need those figures and supporting documents to complete its audit. LASSB's application for 2021 State Bar funding is due by June 15, and the audit data is needed for our application. We have appointed an Audit Review Committee to make sure the audit is completed and reviewed, so that the committee can make recommendations to the Board to approve the audit.

Our committee appointed for the hiring of a new Executive Director met and completed a job description for the position. They also prepared the advertising for the job opening. The job opening has been posted in several media LASSB is accepting applications until June 30, 2020 but may consider extending the deadline, given the current COVID-19 business interruption.

A committee was appointed to apply for a Paycheck Protection Program (PPP) loan, which is part of the \$2 trillion Coronavirus Aid, Relief, and Economic Security Act (CARES) Act. The application was made with Beneficial State Bank of Seattle, Washington. On May 11, 2020, LASSB was approved for a \$241,922.80 loan. Beneficial State Bank requested we open an account with them, as they have branches in California. The Board approved that request, and the funds from the PPP loan

were deposited into that account last week. We are returning our part-time employees to full-time, utilizing the PPP loan money for payroll purposes.

We have established a Google Calendar for use by the Board.

The Board will be participating in the audit exit conference (date TBA). Participation will be via Zoom video conference.

The Board is planning another Zoom video conference with all staff, prior to the soft-opening on June 1, 2020 to prepare them for the new policies and procedures related to COVID-19 precautions.

4. **Internal Policies**

The Employee Handbook Committee is meeting and reviewing the proposed policies and procedures, which to date include:

- ADP Frequently Asked Questions
- Cell Phone Usage
- Code of Ethics
- Donations Policy
- Drug and Alcohol Policy
- Emergency Paid Sick Leave
- Emergency Reimbursement Policy While Working from Home
- Exempt Employees and Non-Exempt Employees
- Infectious Disease Control Policy
- Nepotism
- Overpayment and Underpayment*
- Travel Reimbursement
- Volunteer Agreement*
- Volunteer Timekeeping*
- Work from Home

*These are part of the Administration Policies.

The By Laws Committee is also reviewing, for possible revision, the By Laws and Mission Statement.

Fiscal Findings

1. Cost Allocation

LASSB has implemented a revised cost allocation plan, which was previously outlined in our April 30, 2020 letter to you.

2. Grant Reports

As stated in our April 16, 2020 letter, the former Executive Director who instructed the bookkeeper to allocate M. Garret's time to the EAF/IE-MLP project and to reclassify some payroll to IOLTA is no longer employed by LASSB, and those former practices are no longer being utilized.

LASSB will examine the Standards for Financial Management Systems and Audits and the State Bar grant agreements. LASSB will appropriately allocate expenses according to our contract and the approved budget for the contracted program. The Board's Oversight and Compliance Committee will be reviewing and overseeing all such funder requirements to ensure adequate and proper compliance. This October, LASSB will review the year-to-date budget v. actual expenditures, and will notify the Office of Access and Inclusion if there are any expenditure deviations which exceed \$10,000.

3. Contracts

LASSB has implemented a policy concerning payment upon receipt of contracts, which was described in our letter of April 30, 2020.

4. Bank Accounts

As stated above, we have received a \$241,922.80 PPP loan from Beneficial State Bank and have opened an account with that facility. LASSB may utilize up to 75% of those funds for payroll purposes.

The Board currently utilizes two separate bank accounts to deposit all money. This was necessary to insure adequate FDIC protection for accounts having balances in excess of \$250,000. The Board has decided to utilize one main account for processing its business transactions and day-to-day operations. LASSB has notified the State Bar of the account and routing numbers of that financial institution to facilitate the State Bar's deposit of grant funds. LASSB will maintain a secondary

account at a different financial institution to insure appropriate FDIC protections, as necessary.

5. Debit Card

The debit card previously used for supply and travel expenses has been canceled. A credit account has been established with Pacific Premier Bank (PPBI), a local bank with whom the LASSB has conducted business for years and with which LASSB has established a professional relationship. The Executive Director has sole access to the credit card, which will be utilized for any LASSB purchases that require immediate payment. Invoices and receipts for such transactions will be immediately delivered to the bookkeeper for entry into the general ledger and allocated to the appropriate funding sources.

We have been informed by PPBI that it does not offer any type of deposit-only debit cards.

6. Donation & Cash Receipts

LASSB has implemented a policy pertaining to the accurate tracking of donation and cash receipts, more specifically outlined in our April 30, 2020 letter.

At the end of every business day, the staff tallies up the donations received for that day. The amount is then e-mailed to the Board President and Vice-President. The donations are logged into LASSB's general ledger. Once the donations are deposited into the bank, LASSB e-mails a copy of the deposit receipt to the Board President and Vice-President. The bookkeeper also maintains a log of the receipt number (from the receipt book) to ensure that no receipts are missing.

At the end of each week, the total figure for cash donations is e-mailed to the President and Vice-President of LASSB. The total amount of cash donations is also disclosed to the Board during its regular Board meetings, to make sure everything balances.

7. Internal Control

As stated in our April 30, 2020 letter, LASSB has implemented tighter controls of the program and fiscal procedures.

A committee has been formed to review the job duties for the Executive Director.

Once we have hired a new Executive Director, we will continue our pursuit for a Compliance and Human Resources Officer as well as a contracted accountant to guide the organization in modifying the system, and to insure compliance with the Standards for Financial Management Systems and Audits. Thereafter, the accountant will conduct a monthly review of bank statements, Chart of Accounts Distribution, Balance Sheet and Profit & Loss, Cost Allocation Spreadsheet & Grant Tracking Spreadsheets. The accountant will attend the financial portion of the Board meetings and give the financial report. The Board is taking active control of compliance and oversight and has created an Oversight and Compliance Committee for that sole purpose.

Prior to our COVID-19 closure, staff meetings were held monthly. Such meetings are now held weekly via Zoom. At this point in time, most of the issues addressed are related to modification of services and tracking due to the COVID-19 closure. Within the next few months, those meetings will include trainings to review eligibility, procedures, policies, and forms and procedure updates.

8. Employee Reimbursements for Office Supplies

LASSB has established a credit card account with PPBI. That card is held and used solely by the Executive Director for purchase of supplies and any approved purchase that requires immediate payment. The Wells Fargo Bank debit card previously used for such purchases has been destroyed. We are still exploring the possible advantage of discounted purchases via Office Depot and Staples available only by use of their own credit accounts. Once comparable pricing research is completed, we will decide whether to apply for a credit account through one of those vendors in order to secure the available discounts. Receipts for all purchases are immediately submitted to the bookkeeper to track and record such expenses. The Executive Director will utilize the PPBI credit card for such purchases, until an office supply credit account is opened.

As you can see, LASSB has undertaken considerable changes in the past few months and, despite the challenges of the COVID-19 restrictions, the organization continues to serve the Inland Empire community. We accept these COVID-19 restrictions as our “new normal.” LASSB is eager to re-open and work with the County of San Bernardino to maintain a safe and healthy environment while protecting our clients, staff and general public from exposure to contaminants.

We welcome any insight the State Bar may offer with regard to the above changes, and we wish you good health and safety during these trying times.

Sincerely,

THE LEGAL AID SOCIETY OF SAN
BERNARDINO

By: Michael A. Scaffidi
Michael A. Scaffidi, Esq.
President of the Board of Directors

LEGAL AID SOCIETY OF SAN BERNARDINO

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Michael Reiter
Mitchell I. Roth
William D. Shapiro

April 16, 2020

Hellen Hong, Director
Office of Access & Inclusion
State Bar of California
180 Howard Street
San Francisco, CA 94105-1639

Re: Legal Aid Society of San Bernardino
2019 Monitoring Visit Report dated February 19, 2020

Dear Ms. Hong:

Thank you for your Site Monitoring Memo of February 19, 2020 with the State Bar's findings and its recommendations made therein. The Legal Aid Society of San Bernardino (LASSB) has made significant changes to accomplish the recommended improvements listed in your letter. Details are provided herein by referencing the categories and numbered items listed in such letter.

Program Findings

1. Accurate Tracking of Pro Bono Hours

The LASSB has implemented a multi-layered method for the tracking volunteer attorneys and the number of pro bono hours of service. The protocol involves a written log which includes the attorney's name, bar number, date of service, time in, time out and total time. The volunteer attorney must sign the log before leaving the clinic. A photo of the attorney is taken during the visit, further verifying accuracy of the log. The attorney inserts any case notes, further verifying the delivery of services. The attorney also notes in those case notes the time spent with the client, as a means of cross-checking the services provided by the pro bono attorney. The information is entered into the KEMPS database.

We have included with this letter a copy of the Policy & Procedure on Timekeeping Volunteer Hours as well as the template utilized for signing in and out to track the pro bono services given by the volunteer attorney. The policy and tracking sheet are under review by the LASSB Policy Review Committee and By Law Committee.

The new protocol has been in place for the past few months, and the staff are closely adhering to it. All staff have been trained on this new procedure and admonished to follow the process explicitly unless or until the Board Committee deems a modification is needed.

LASSB is dedicated to accurately track and report all volunteer hours, including Private Attorney Involvement (PAI) donated hours. In that regard, the LASSB has implemented a new policy that allows the Board to audit the reported pro bono hours. The Interim Executive Director submits weekly reports to the Board with a summary of the number of volunteer attorneys and the number of volunteer hours tallied for that week.

In 2018, LASSB learned that the database which had been utilized to track volunteer hours contained functional errors, which, unfortunately, resulted in the loss of data in some fields. We reported the issue to the funder which mandated use of that database. We also reported the issue to our other funders and auditors. The new protocol set forth above involves tracking not only by the volunteer attorney but LASSB's Volunteer Coordinator, staff who work with our volunteers and our database manager. This new method allows several modes of cross-checking for pro bono hours. We are confident that with the implementation of this new protocol, we will have accuracy in the reporting of pro bono attorneys and hours.

2. Collection of "Mandatory Donations" by Non-Eligible Clients

The LASSB has modified its prior policy concerning the handling and tracking donations. The policy is currently being implemented, with Board oversight.

Each donation is identified with the applicable funding code to assure accurate tracking and reporting of all such income. This includes income derived from non-eligible clients who must pay for the service and is tracked as a "Funder 99" client.

The Case Coordinator accepts the donations in the presence of another staff member who acts as a witness. Any donations over \$1.00 require a written receipt to the client. The Case Coordinator and staff member count and verify the donation, post

the total inside an envelope flap, insert the donations into the envelope, seal the envelope and sign the outside of the envelope before it is delivered to the Executive Director or his/her designee.

The donations are maintained in a locked box within a locked cabinet until the deposit documents are prepared. Copies of the documents are given to the bookkeeper and the deposits are made. The Board is considering the purchase of an office safe to further safeguard collection of donations prior to bank deposit.

Attached hereto please find the Donation Policy and Procedure and the tracking sheets designed to assure all donations are appropriately tracked and reported. All staff have been trained on this modified procedure and admonished to strictly adhere to it. The bookkeeper and grant writer have likewise been instructed to exercise great care in accurately reporting the income on Form VIII of the State Bar Application and upon all applicable fiscal records.

3. Reporting of Non-Legal Activities

LASSB occasionally engage in non-legal activities such as networking events, stakeholder council meetings, staff meetings, formal training, and the like. Those activities are typically performed by the administrative staff and are recorded and invoiced accordingly.

There are other non-legal clerical tasks which are customarily performed by our receptionist or volunteers. Those tasks include such things as making photocopies, shredding documents, filing, preparing statistical reports and other clerical assignments necessary to run a legal office.

All staff have been provided with funding codes to use while tracking and recording their time. Such codes designate either "Program" or "Admin". Thus, non-legal activities are identified by the "admin" funding codes. LASSB will take great care to confirm that such costs are accurately reported on Form VIII of the State Bar's applications for funding.

4. Lack of Board Oversight

The LASSB Board has implemented a new policy to meet at least once a month, during which time the Board reviews fiscal and other financial records. In 2019, the Board met quarterly from January to October; the Board met almost weekly from October through December of 2019, and since January of 2020, the Board has met at

least twice a month. Committees have been formed and are meeting as needed to address their specific assignments.

The Board has created five new committees, mainly to address the issues raised in the Site Monitoring Memo: (1) Audit and Finance Committee; (2) Compliance and Oversight Committee; (3) By Law and Policy Review Committee; (4) Legal Services Oversight Committee; and (5) Fundraising Committee. (See attached list.) Four of the five committees will specifically address LASSB function and oversight. The Fundraising Committee is devoted to resource development to finance our improved infrastructure and further our mission to our local community.

The Board is committed to adhering to governance and proper board training. Members of the Board are researching various organizations which provide in-depth board governance training. Although the current COVID-19 quarantines have delayed the training, we are hopeful that such training will be accomplished within three months of the lifting of the COVID-19 quarantine restrictions.

5. **Internal Policies**

LASSB has been reviewing and revising policies and procedures to improve infrastructure and contract compliance. Those policies currently drafted for review include the Whistle Blower Policy, Nepotism Policy and Fiscal Control Policy. Likewise, an updated Employee Handbook has been drafted and is being reviewed. The Board is also drafting an Administrative Manual of Office Policies and Procedures.

The Employee Handbook will necessarily include policies related to Whistle Blower and Nepotism, which were two specific areas addressed in your Site Monitor Memo. Policies for Supervision of Non-Attorney Staff, Avoiding the Unauthorized Practice of Law and Case Handling Procedures are still being researched and developed.

As you can see, the Employee Handbook and the Administrative Manual are a work in progress. All staff will be properly trained on all such policies and procedures. Each staff member will be given access to the handbooks, acknowledge receipt of the same and affirm their compliance of all such policies and procedures.

Fiscal Findings

1. Cost Allocation

Payroll cost is allocated by person total hours per grant multiplied by the pay rate. The total percentage of all payroll per grant is used to allocate overhead and benefit expenses. For example, if, in a particular month, payroll accounted for 20% of IOLTA-based services, then supplies will be allocated at a rate of 20% for that month. Further, if a special mailing is done for one grant, all printing, postage and related costs are allocated to that grant. Any cost that is used for a specific grant will be allocated to that grant.

2. Grant Reports

Your letter recounts instances where the former Executive Director instructed the bookkeeper to allocate M. Garret's time to the IE-MLP project under EAF. The bookkeeper was also instructed to reclassify some payroll to IOLTA to avoid overspending on some grants and underspending on IOLTA. As you are aware, the former Executive Director is no longer employed by LASSB, and those former practices are no longer being utilized.

LASSB will examine the Standards for Financial Management Systems and Audits and the State Bar grant agreements. LASSB will appropriately allocate expenses according to our contract and the approved budget for the contracted program. The Board's Oversight and Compliance Committee will be reviewing and overseeing all such funder requirements to ensure adequate and proper compliance. This October, LASSB will review the year-to-date budget v. actual expenditures, and if there are any deviations in excess of \$10,000, will notify the Office of Access & Inclusion immediately.

3. Contracts

LASSB has implemented a policy requiring payment only upon receipt of a detailed description of the services rendered, and new contracts are now being drafted to include such language. LASSB is researching the prevailing rates and terms for bookkeepers and webmasters.

No checks will be issued until the invoice has been properly documented as received, logged in by the Administrative Assistant and payment approved by the Executive Director. The Executive Director is authorized to sign checks up to

\$500.00; any check above \$500.00 requires the approval of, and written authorization by, a member of the Executive Committee of the Board of Directors.

4. Bank Accounts

The Board currently utilizes two separate bank accounts to deposit all money. This was necessary to insure adequate FDIC protection for accounts having balances in excess of \$250,000. The Board has decided to utilize one main account for processing its business transactions and day-to-day operations. LASSB will notify the State Bar of the account and routing numbers of that financial institution to facilitate the State Bar's deposit of grant funds. LASSB will maintain a secondary account at a different financial institution to insure appropriate FDIC protections, as necessary.

5. Debit Card

LASSB will cancel its current debit card and obtain a credit card linked to the one main operating bank account. The Executive Director will have sole access to the credit card, which will be utilized for any LASSB purchases which require immediate payment.

6. Donation & Cash Receipts

As stated under "Program Findings: 1. Accurate Tracking of Pro Bono Hours" above, LASSB has implemented a revised Policy & Procedure for Donations (see attachment). Clinic log-in sheets are numbered and recorded as cash receipts in QuickBooks. Deposits include those clinic receipts. A spreadsheet log keeps track of all receipt book numbers which coincide with the receipts taken in.

LASSB staff have been trained on this new procedure. All staff have acknowledged their understanding of the new donation-handling policy and have agreed to comply with it.

7. Internal Control

The LASSB Board has conducted an independent investigation of its former procedures and infrastructure practices. After the investigation, former Executive Director and Administrative Assistant were separated from LASSB. LASSB has implemented tighter controls of the program and fiscal procedures.

The Board has designated a separate committee to search for an Executive Director. The committee has met will be submitting to the Board by April 16, 2020 a job description and qualifications for the position of Executive Director. We expect to post the job opening by April 20, 2020. The open position will be posted on multiple sources. We will forward to the State Bar under separate cover the job description and information about the job postings.

The LASSB is also working on defining the duties, creating accurate job descriptions, and launching a search for a Compliance and Human Resources Officer, as well as a contracted accountant to guide the organization in modifying the system, and to insurance compliance with the Standards for Financial Management Systems and Audits. Thereafter, the accountant will review bank statements, Chart of Accounts Distribution, Balance Sheet and Profit & Loss, Cost Allocation Spreadsheet & Grant Tracking Spreadsheets on a monthly basis. The accountant will attend the financial portion of the Board meetings. The Board is taking active control of compliance and oversight and has created an Oversight and Compliance Committee for that sole purpose.

8. Employee Reimbursements for Office Supplies

LASSB has not been in a financial position to apply for credit accounts with our current office supply companies. Office Depot and Staples require a credit account with all purchases charged to the account, so LASSB is applying for an office supply purchase account. LASSB is closing out its debit card and securing a credit card to be utilized only by the Executive Director and used for such things as office supplies which require immediate payment. At the present time, however, the Interim Executive Director has the sole authority to purchase supplies using the Wells Fargo Bank debit card. Receipts from such purchases are immediately submitted to the bookkeeper to keep track those expenses. Once the debit card has been canceled, the Executive Director will utilize the credit card for such purchases, until the office credit account can be opened.

The changes made to date represent the start of our on-going effort to build a solid, transparent and compliant service agency. We greatly appreciate your guidance and support of this effort.

Please do not hesitate to convey any further questions or concerns you may have in our united effort to provide quality services to this region.

Hellen Hong, State Bar of California
April 16, 2020
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Sincerely,

THE LEGAL AID SOCIETY OF SAN BERNARDINO

Michael A. Scafiddi
Michael A. Scafiddi
President of the Board of Directors

Enclosures

Board of Directors: 2020 COMMITTEES

Per Board Meeting of 2-20-2020

AUDIT & FINANCE COMMITTEE

Mark McGuire
Derek Raynes
Michael Reiter

COMPLIANCE AND OVERSIGHT COMMITTEE

Joyce Holcomb
Connie Johnson
Mitchell Roth

BY-LAW AND POLICY REVIEW COMMITTEE

Barbara Keough
Eugene Kim
Dean McVay

LEGAL SERVICES OVERSIGHT COMMITTEE

Wilfred Lemann
Michael Scafiddi
William Shapiro

FUNDRAISING COMMITTEE

Joyce Holcomb
Connie Johnson
Michael Scafiddi