

Office of General Counsel

ANNUAL REPORT

2012

**The Niagara Frontier Transportation Authority
and
Niagara Frontier Transit Metro System, Inc.**



Introduction

This Annual Report highlights some of the activities of the Office of the General Counsel for the Niagara Frontier Transportation Authority and covers the period from January 1, 2012 through December 31, 2012. This report reflects the hard work, professionalism and dedication of the attorneys and other professionals in the Office of the General Counsel who serve the public by providing high quality legal services in order to support our mission of providing safe, efficient and professional transportation services that enhance the quality of life throughout the Buffalo Niagara region. I want to thank Kimberley Minkel, the NFTA's Executive Director, and the NFTA Board of Commissioners for their support and for allowing our office to serve the public. Special appreciation for extra work on this report goes to Lisa Flynn (Secretary to the General Counsel). I hope you find this report informative and welcome any questions you may have.



David J. State, Esq.

General Counsel

I. Overview of the Office

The Office of General Counsel provides and/or administers all legal services for the Niagara Frontier Transportation Authority (“NFTA”) and Niagara Frontier Transit Metro, Inc. (“NFTM”) on civil and administrative matters. The NFTA is a multi-modal entity (Aviation, Surface and Property) providing efficient and professional transportation services that enhance the quality of life in the Buffalo Niagara region. NFTM is a subsidiary of the NFTA and provides bus and rail transportation services within Erie and Niagara Counties.

These legal services include representation of the NFTA and NFTM in negligence claims, negotiations with state and federal agencies, arbitrations involving collective bargaining agreements or employee grievances, professional negligence, tort and contract claims, condemnation and relocation proceedings, negotiation of collective bargaining agreements, preparation of leases, releases, use and operating agreements, settlements and memoranda of understanding.

The Office of General Counsel provides advice, opinions and counsel to the Board of Commissioners, the Executive Director, business center managers and staff on matters concerning labor and employment relations, environmental compliance and litigation, landlord-tenant and real property transactions, procurement and contracting issues, suretyship, risk management and insurance, municipal bonds and finance, secured transactions, commercial relationships and corporate and legislative concerns.

Under the direction of the General Counsel, staff attorneys appear in state and federal trial and appellate courts and before arbitration panels and administrative agencies such as the New York State Department of Labor, the U.S. Environmental Protection Agency, the New York State Department of Transportation, the Federal Aviation Administration and the Federal Transit Administration. General Counsel attorneys draft proposed agency rules and administrative procedures, and pursue enforcement and collection of judgments for fare evasions and parking violations. Staff personnel manage the board agenda, prepare resolutions for consideration by the Board of Commissioners and assist and provide guidance to user departments and business centers on procurement and various other matters impacting the day-to-day and long range operations of NFTA and NFTM.

The Office of General Counsel also oversees the functions of the Property Group, one of the NFTA’s three business centers. Thus, in addition to providing legal services, the Office of General manages and develops the NFTA’s real property to optimize the generation of self-supporting discretionary revenue to support our core transportation mission while fostering economic growth. This includes management and oversight of the Small Boat Harbor and commercial properties.

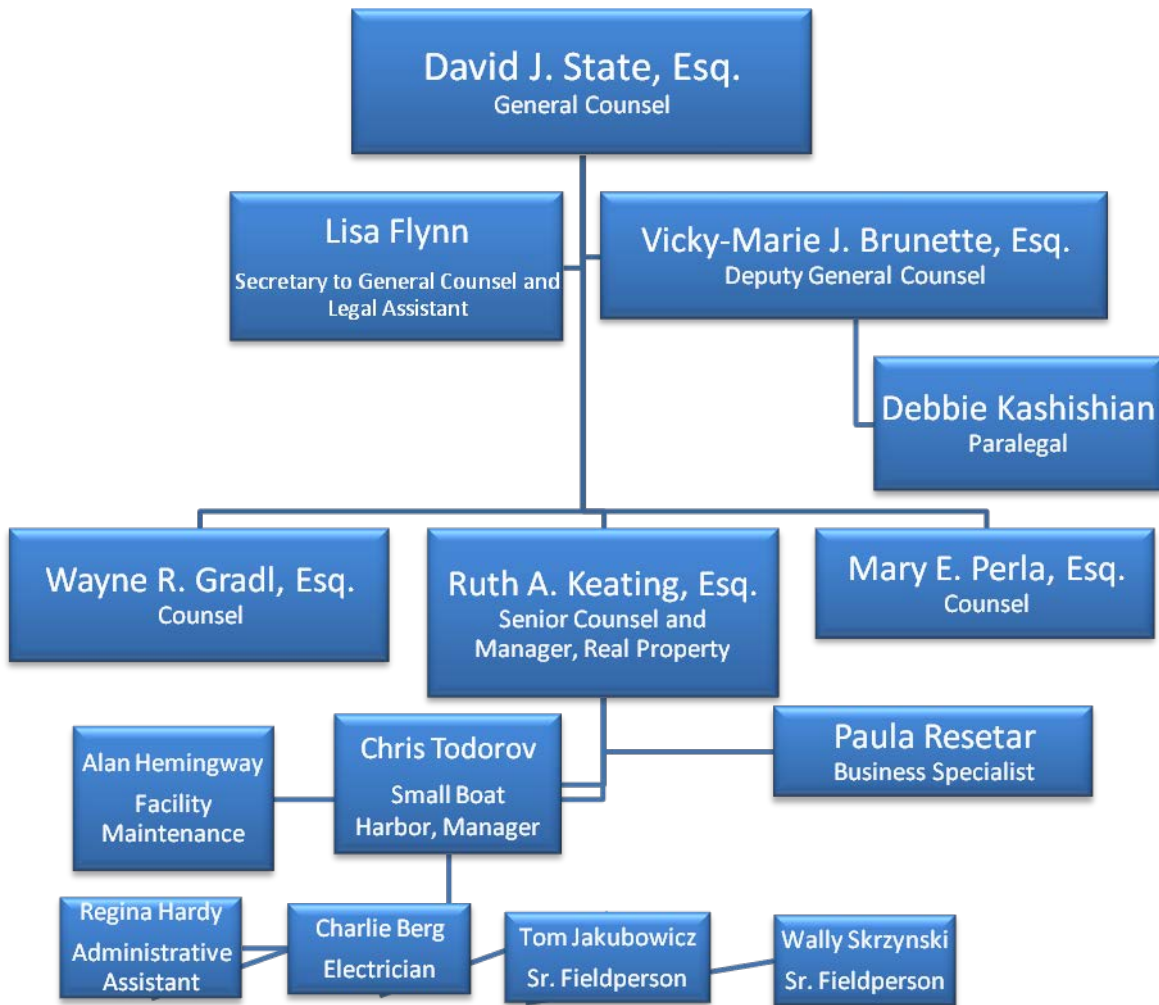
II. People

The strength of any organization is reflected in its people. The Office of General Counsel has a full complement of high caliber professionals who serve the public with honor, integrity and respect. Staff members are dedicated and hard working professionals who provide selfless service.

A. Personnel and Location

The office currently includes a General Counsel, a Deputy General Counsel, a Senior Counsel/Property Manager, two Counsels, one Paralegal, one Secretary to the General Counsel/Legal Assistant and one Business Specialist. The majority of the Legal Staff is located on the 6th Floor of the Main Transportation Center (“MTC”) at 181 Ellicott Street in downtown Buffalo, New York. One of the Counsels is located at the Buffalo Niagara International Airport to more efficiently serve the Aviation Group. The Property Group personnel are primarily located at the Small Boat Harbor and the Port Terminal Complex on Fuhrmann Boulevard in Buffalo, New York. A graphical description of all staff members is depicted below:

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B. Communication, Development and Office Efficiencies

1. Standing Staff Meetings

Starting in May 2011 and continuing through 2012, the Office of General Counsel instituted the practice of periodic standing staff meetings in order to promote collegiality and the sharing of knowledge to provide better service to our clients. Meetings are usually held monthly with the attorneys, support staff and/or a combination of individuals from both groups.

2. Professional Training and Development

In an effort to stay sharp on current topics and recent trends in areas such as transportation, litigation, labor, property and aviation, staff attorneys attended professional conferences and training sessions relevant to their specific fields of practice. Some of the training opportunities were in the form of webinars or traditional Continuing Legal Education ("CLE") programs while others involved some local or domestic travel as time and budgets permitted. This year we were fortunate enough to be able to send one attorney to a National Conference hosted by the American Public Transportation Association ("APTA") and the Annual Training Conference hosted by the New York State Public Employer Labor Relations Association. Two of our attorneys (Vicky-Marie J. Brunette and Ruth A. Keating), also took advantage of the leadership training that was offered by our Human Resources Department. Finally, Vicky-Marie J. Brunette was instrumental in securing ethics training provided by the New York State Office of the Inspector General to the NFTA's senior manager and staff.

3. Externship – SUNY Buffalo Law School

For the first time in the history of the NFTA, the Office of General Counsel formally established an externship program with SUNY Buffalo Law School. Externships provide law students with unique legal and public service experience as they work in a variety of government and non-profit organizations, and get academic credit for doing so. The NFTA receives the benefit of having a law student available to accomplish research and writing tasks and other duties. In order to qualify, the NFTA had to meet specific curricular, substantive and administrative requirements established by the Law School and the American Bar Association to ensure that the externship would be academically appropriate and in compliance with all other accreditation requirements. The Law School's Externship and Judicial Clerkship Program is directed by Professor Lise Gelernter and administered by Dawn Skopinski and we wish to express our sincere appreciation for their efforts in establishing this program. In addition, we wish to thank Linda Seay (the NFTA's Director of Equal

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Employment Opportunity/Diversity Development); Karen Novo (the NFTA's Director of Human Resources); Lisa Piecki; and members of the Minority Bar Association of Western New York (Family Court Support Magistrate Lenora B. Foote-Beavers and Joseph M. Hanna, Esq.). Our first extern, Anthony Orphe, was selected through coordination and consultation with the Law School's Externship and Judicial Clerkship Program and the Minority Bar Association of Western New York. Anthony worked on a number of significant initiatives including development of a splash page for use in the NFTA's internet Wi-Fi service available on our express bus routes, and a social media policy for use in our upcoming Facebook initiative.

4. Paperless Initiative

Part of the NFTA's Blue Print for the Future is to identify technological improvements and efficiencies to save money and improve our service to the public. In 2012, Lisa Flynn developed and implemented an electronic central filing system so that every contract and item requiring legal review and subsequent approval by the Executive Director is scanned and electronically filed and maintained. In addition, Lisa developed a spread sheet system to track work requests to our office and to monitor our turn-around time on these requests. These tools permit the Office of General Counsel to quickly access documents and information and to quickly respond to client inquiries in addition to saving on purchase and copying costs. Lisa Flynn also developed significant expertise in the "BoardBook" software which is being used for the Commissioner meetings and has become the main point of contact and "subject matter expert" for that paperless initiative.

III. Outreach and Preventive Law

The Office of General Counsel has a commitment to reducing the risk of legal problems by proactively providing legal advice before problems occur. The staff is strongly encouraged to be problem solvers and to identify appropriate courses of action to our clients, rather than identifying legal roadblocks without any solutions. We have increased our proactive outreach to our clients in several ways.

A. General Counsel Tip of the Month

On a regular basis, the Office of the General Counsel forwards a Legal Tip of the Month to Management Team for appropriate distribution. Subject areas are identified or requested by staff, or our clients, and typically address cutting edge current topics and trends. Topics for 2012 included, the Freedom of Information Law, recent amendments to the Open Meetings Law, Hatch Act, Public Authority exemption from local zoning and building codes, and privilege concerns regarding staff communications with experts hired for matters in, or headed for, litigation. Future plans include packaging this information in a newsletter for distribution to the clients.

B. Business Center Meetings

The Office of General Counsel supports the NFTA's business centers which are organized into three strategic business units (Surface Transportation Group; Aviation Group; and the Property Group). All of the staff of the Office of General Counsel are obviously available to serve these groups as needed, however, to better support the needs of the business centers and the NFTA as a whole, standing meetings with our clients provide us with an opportunity to provide better service and to keep the legal staff "in the loop" as projects go forward and legal issues are identified. For example, in addition to meeting with the Executive Director on a regular basis, the General Counsel meets with the Metro Surface Director and the Chief Financial Officer every month. Vicky-Marie J. Brunette, the Deputy General Counsel, conducts regularly scheduled round table meetings with the claims group to go over specific files and review them in depth. Mary E. Perla, the Counsel assigned to the Aviation Group, meets weekly with the Aviation Group and Wayne R. Gradl, the Counsel who handles labor matters Authority wide, meets regularly with staff from Human Resources. Finally, Ruth A. Keating, Senior Counsel and Real Property Manager, meets with the facilities manager on a weekly basis and the Engineering branch on a monthly basis.

C. Proposed and Pending Legislation Ruth A. Keating regularly reviews proposed and pending legislation and advises all of the business centers on any developments that that may impact their operations. This proactive approach enables us to take a position on legislation that impacts the NFTA and notify our legislative, executive and lobbying advocates.

IV. Contracts/Negotiations/Regulatory Compliance

The Office of General Counsel maintains an active practice in the negotiation and drafting of contracts to procure goods, services and to acquire and dispose of real property for the NFTA. We are also frequently called upon to assist in negotiation of outstanding debts, other contractual matters, and to ensure compliance with all applicable laws, rules and regulations. All of the attorneys deal with these matters in one way or another, but the large majority of this work is handled by Ruth A. Keating and Mary E. Perla and 2012 was a very busy year. For example, in 2012 alone, Ruth prepared over 100 agreements and approved over 400 purchase requisitions, in addition to her significant corporate compliance work and other duties. The following represents some of the unique and significant matters that staff worked on in 2012.

A. Traffic on Main Street: This significant project by the City of Buffalo involves returning traffic to Main Street in downtown Buffalo and requires extensive coordination between the City of Buffalo and the Surface Group. Ruth

was able to get contracts between the NFTA and the City of Buffalo executed this year which has facilitated the design and construction of the project.

B. Advertising Contracts: The predecessor to our current advertising contractor owed the NFTA a significant amount of money. With Ruth's guidance and negotiating skills, we were able to secure a final payment plan and confession of judgment, that can be filed in the event that payments are not timely made.

C. Rental Car Contracts: Rental Car companies provide a valuable service to our customers and generate revenue for the NFTA. Mary E. Perla assisted in the development of the Request for Proposals seeking rental car companies desiring to provide service at the Buffalo Niagara International Airport ("BNIA") and the Niagara Falls International Airport ("NFIA"). After an evaluation process, Mary drafted and negotiated agreements with six car rental companies which will result in a guaranteed rent to the NFTA over the next five years in excess of \$30 million.

D. Niagara Aerospace Museum (NFIA): The old terminal building at NFIA has been vacant since the opening of the new terminal building. Mary negotiated and drafted a lease agreement with Niagara Aerospace Museum to occupy approximately two-thirds of the old terminal building. It is expected that this location will give the museum room to display the region's aviation and aerospace history and increase visitors to the area.

E. American Eagle: American Eagle, an airline operating out of BNIA, filed for Chapter 11 Bankruptcy protection and owed the NFTA approximately \$86,000. Subsequently, Mary negotiated with American Eagle regarding whether American Eagle would assume or reject their lease at BNIA. The negotiations successfully resulted in American Eagle agreeing to assume the lease and pay the NFTA the arrears.

F. Runway Protection Zone: The NFTA is always looking to secure property adjacent to our airports to maximize our Runway Protection Zone and eliminate flight obstructions in compliance with FAA policy. Mary was able to negotiate and acquire a parcel at the corner of Cayuga Road and Wehrle Drive in Cheektowaga, NY in compliance with this policy and to further this important objective.

G. Minority and Women Owned Businesses: The NFTA is proud to promote and assist Disadvantaged Business Enterprises ("DBEs") and Minority and Women Owned Businesses ("MWBEs") and facilitates a fair share of the awarding of contracts to those entities. Ruth assisted Linda Seay, the NFTA's Director of Equal Employment Opportunity/Diversity Development, on revising standard engineering and procurement practices to comply with New York's increased emphasis on MWBE requirements.

V. Property Management

The Property Management business center is responsible for planning and management of the non-transportation property assets of the NFTA. Its mission is to maximize the financial return to the NFTA on its non-public transportation assets while improving and preserving the physical integrity of those buildings and grounds. The Office of General Counsel oversees the functions of the Property Management business center. This involves direct management by Ruth A. Keating over the Property Group consisting of Chris Todorov (Small Boat Harbor, Manager); Alan Hemmingway; Regina Hardy; Charlie Berg; Tom Jakubowicz and Wally Skrzynski. In addition, Paula Resetar performs voluminous and important work in preparing property budgets and revenue/expense calculations and projections. Ruth and Paula had an outstanding year and the following represents some of the highlights of 2012.

A. Small Boat Harbor: The NFTA owns and operates the largest small-boat marina in New York State and 2012 was an outstanding year. Our revenues exceeded \$1 million due in large part to the hard work and dedication of Chris Todorov (the manager of the Small Boat Harbor) and his crew, combined with management and oversight by the Office of General Counsel. For the first time in the history of the NFTA, we were able to negotiate a lease with our restaurant operator (Dug's Dive – who also broke the \$1 million mark) to remain open year-round. 2012 improvements included: adding 18 more 20 foot slips to "A" dock; adding power to "B" dock; new "C" dock reinforcing pins; four additional jet ski docks; power washing and staining of the entire main building, main pier and all wood furniture; eight new expanded steel picnic tables; filling of expansion joints and repaving and striping of launch and retrieval ramps; new aluminum gangway for the gas dock; and 18 new Adirondack chairs. Due to the NFTA's efforts, the public we serve can proudly boast of and use a 1,033 slip boat harbor with a fully functioning restaurant and other amenities.



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B. NFTA Rental Property: Revenue from our rental properties is important to support our other business centers. The NFTA's leased space is up over 7 percent compared to the previous year and represents the highest percentage in recent history. Property Management is currently administering approximately 78 leases. The buildings at 485 and 247 Cayuga are approximately two-thirds full and we continue our efforts to fully maximize the revenue from our properties. In addition to filling unleased space this year, new improvements are being implemented such as the installation of signage at 485 Cayuga.

C. Waterfront Properties: The NFTA's desire to explore the sale of the NFTA's waterfront properties has resulted in a large amount of work for the Office of General Counsel. In addition to preparing and monitoring two requests for proposals for the sale of the waterfront, Ruth and Paula have spent extensive amounts of time pulling documentation together and responding to requests for tours and information about the properties. The Office of General Counsel looks forward to continuing to work on this initiative to more fully focus on our core transportation mission.

D. Outer Harbor Concert Series: The summer of 2012 was a great success for the new concert series out at the outer harbor. This success was due in large part to our Property Department who worked hard to secure a knowledgeable, hard-working and experienced promoter for the summer series which exceeded expectations and resulted in increased public access and use of the property in addition to revenue for the NFTA. Ruth was instrumental in developing a new RFP seeking proposals for the summer of 2013 and we are hoping to continue and improve upon this past success.

E. OSC Real Property Audit: The Property Management Department recently underwent an audit by the New York Office of the State Comptroller ("OSC"). Ruth A. Keating and Paula Resetar did an admirable job working with the auditors on behalf of the NFTA and compiling comprehensive lists of all properties owned by the NFTA in addition to tracking down all the information the auditor's requested. Although OSC has yet to release their findings, we are pleased that this thorough review confirmed that our operating policies and practices are sound. We look forward to working with OSC in the future to identify best practices to better serve the public.

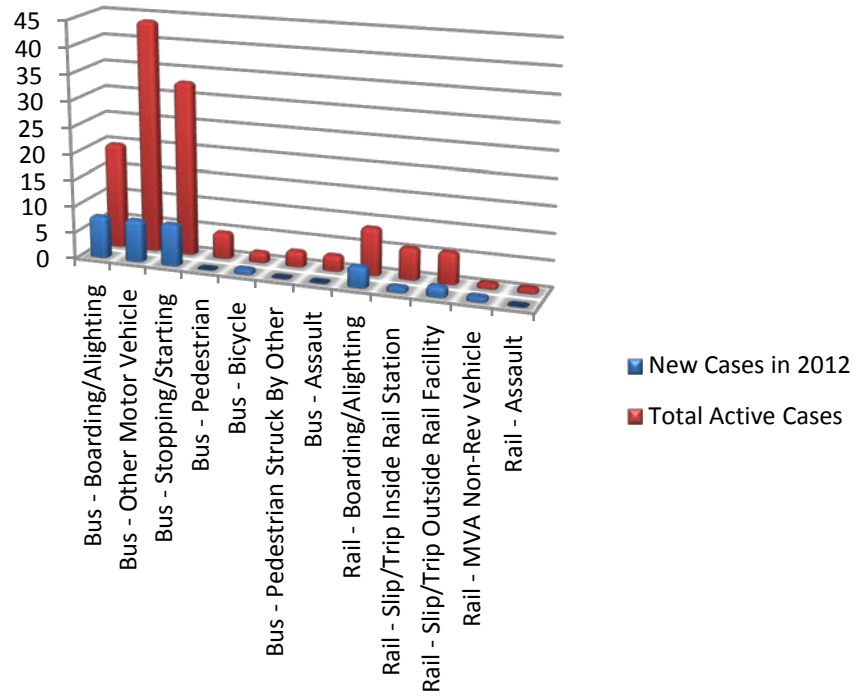
VI. Litigation

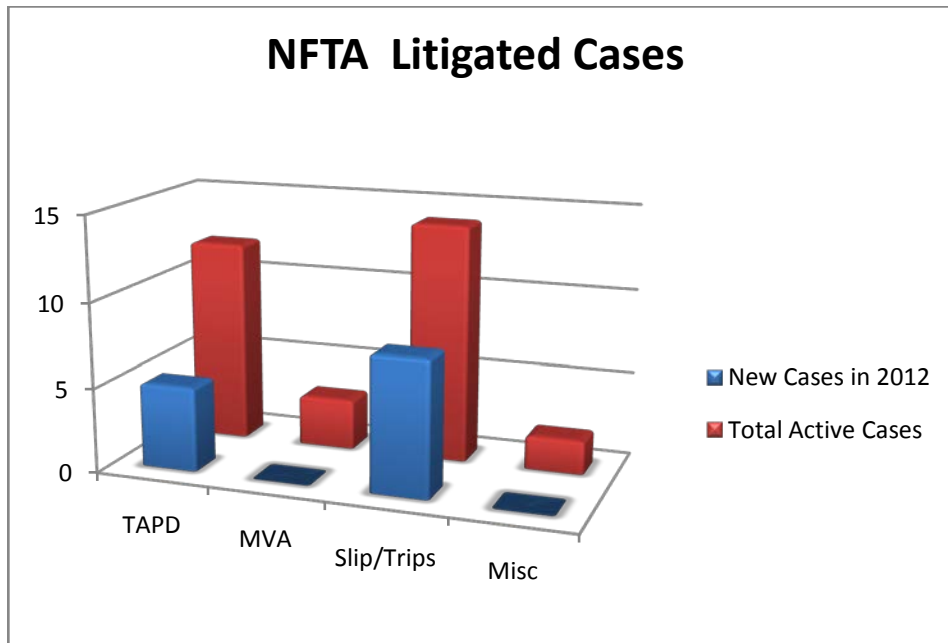
With approximately 1,500 employees and diverse operations from bus to light rail to aviation to the small boat harbor, the Office of General Counsel handles a large volume and wide variety of litigated matters ranging from personal injury to commercial cases. Unlike many large corporations who routinely refer litigation to outside counsel, the NFTA's attorneys are in court, arguing motions, picking juries, trying cases and getting verdicts. Vicky-Marie J. Brunette and Debbie Kashishian make an excellent team by combining Vicky's extensive public sector experience with Debbie's extensive private sector experience prior to joining the NFTA. The cases listed below represent some of the more significant matters that we worked on in 2012.

As of November 2012, the Office of General Counsel retained a litigated caseload of 164 personal injury files, with a total self-insured reserve of approximately \$2,307,820. The breakdown was 133 active litigated personal injury cases against NFTM, with a self-insured reserve retention of approximately \$1,884,760, and 31 active litigated personal injury cases against the NFTA, with a self-insured reserve retention of approximately \$423,060. Of the 164 files, 163 of them are handled in-house by the Deputy General Counsel, Vicky-Marie J. Brunette. The proper handling of a caseload this large requires significant work. In 2012 alone it is estimated that Vicky appeared at approximately 150 pre-trial conferences; drafted and argued approximately 20 pre-trial motions; conducted approximately 90 depositions; conducted six arbitrations/mediations; conducted three jury trials; and favorably negotiated resolutions in 44 cases short of trial. Vicky is assisted by Debbie Kashishian who prepares trial notebooks and pleadings in addition to obtaining medical records and other documents required for litigation.

In 2012 alone, there were 46 new cases filed. The following graphs depict the number and type of overall active NFTM and NFTA cases along with the number of filings per category in 2012 alone.

NFT Metro Litigated Cases





Vicky and Debbie had an outstanding year as demonstrated by the following highlights in 2012.

A. Bus Case: On January 23, 2007, a Metro bus making a left turn struck a motor vehicle traveling through an intersection. Plaintiff was a 55 year old female who claimed cervical injuries that required surgery as a result of the accident. A second surgery was recommended. Plaintiff’s counsel requested that the jury award \$5.3 million in damages. Vicky obtained a favorable defense verdict at trial.

B. MetroLink Case: On December 4, 2006, a MetroLink van was alleged to have struck a pedestrian waiting to cross the street in blizzard conditions. The 51 year old plaintiff alleged severe and disabling neck and back injuries as a result of the accident. Vicky obtained a favorable defense verdict at trial.

C. Bus Case: On January 19, 2009, a Metro bus attempting to make a right turn struck the left side of vehicle stopped at a red light. The 33 year old driver of the vehicle underwent back surgery as a result of the injuries allegedly sustained in the accident. In the face of \$2.1 million demand, Vicky negotiated a favorable settlement of \$199,000.

D. Trolley Case: On August 12, 2006, a Metro trolley bus rear ended a motor vehicle which was propelled into oncoming traffic and struck another vehicle. Plaintiff was the estate of the 59 year old female passenger of the rear-ended vehicle who was ejected from the vehicle and fatally injured in the accident. Vicky negotiated a favorable settlement and resolved the wrongful death action for \$20,000.

E. Police Vehicle Case: On October 2, 2007, an NFTA police vehicle struck another vehicle broadside while proceeding through an intersection on a red light at 58 m.p.h., responding to an emergency call. The Plaintiffs were the injured driver of the vehicle and the estate of the 65 year old female passenger in the motor vehicle who was fatally injured as a result of the accident. Vicky negotiated a favorable settlement in both the personal injury action and the wrongful death claim for a total of \$275,000.

F. Commercial litigation (NFIA): Mary Perla assisted outside counsel in defending a commercial claim brought by a construction company over work performed at BNIA in 2006. Mary's assistance resulted in the grant of summary judgment in the NFTA's favor and reduced our damages exposure from \$4.5 million to just over \$300,000.

VII. Labor and Employment

Providing legal support to NFTA managers who work with the NFTA's 13 unions presents a significant challenge. Wayne Gradl, the Counsel who is assigned to labor and employment matters, handles grievances, arbitrations and assists in contract negotiations with these unions. In addition, Wayne provides the NFTA and NFTM with advice regarding employee dismissals and discipline and discrimination and other Equal Employment Opportunity matters, including claims by passengers as well as representation in Federal and New York State courts and before administrative agencies such as the EEOC and New York State Division of Human Rights. Some of the significant cases Wayne handled in 2012 are as follows:

A. Glycol Arbitration Award: International Longshoremen Association ("ILA") 1949, who represents the NFTA's airport and boat harbor personnel, made a claim that their collective bargaining agreement implicitly prohibits management from asking their members to do any work that is not consistent with how the employees interpret their job descriptions without negotiating with the NFTA and reaching an agreement to pay those employees more money. Wayne was successful in obtaining a ruling in the NFTA's favor.

B. Training Pay Arbitration Award: Amalgamated Transit Union ("ATU"), the NFTA's largest union, took the position that teaching ATU employees a job-related skill is the exclusive responsibility of the Leader position and, therefore, whenever any non-Leader in the ATU bargaining unit was asked to teach or demonstrate anything to a co-employee, the non-Leader was "working out of classification" and was entitled to Leader's pay. Wayne arbitrated this matter and obtained a ruling in the NFTA's favor. The ruling held that showing a co-employee some job skill that a non-Leader knows is simply part of the non-Leader employee's regular job and does not involve "out of classification" work.

C. Federal Court Dismissal of Claim by former bus driver: A NFTM bus driver ran into a parked bus in front of the Adams Mark Hotel in downtown Buffalo, NY. The driver did extensive damage to both buses in excess of \$100,000 and was discharged for this accident. Subsequently, the driver commenced an action in Federal Court seeking to be rehired. Wayne successfully defended the action and the case was dismissed.

D. Division of Human Rights Dismissal of Discrimination Complaint: The NFTA's medical officer requested that a bus operator take a sleep apnea test as part of a routine fitness for duty physical exam. The operator refused to take the test, claiming that the request was unlawful discrimination based on her obesity and filed a complaint with the New York State Division of Human Rights. The Division found that the NFTA's medical officer's decision should not be disturbed and dismissed the complaint.

E. Division of Human Rights Dismissal of Public Accommodation Complaint: A customer complained that a bus refused to stop and pick her up before the next stop because she was a minority and that Metro's Customer Care Department did nothing about her complaint and was rude to her. She filed a complaint with the Division of Human Rights over this alleged treatment. After fully investigating the matter by pulling together bus camera video and interviews, Wayne convinced the Division of Human Rights to dismiss the claim.

F. Dismissal of Race Discrimination Complaint after ALJ hearing: A current employee filed a complaint with the Division of Human Rights alleging he has been denied work assignments because of his race. Wayne litigated the matter in front of an Administrative Law Judge and got the case dismissed.

VIII. Audits/Investigations:

Operating in a highly regulated environment, the NFTA is regularly confronted with agency audits and investigations. In 2012, the NFTA was subject to audits from the NY Office of the State Comptroller, NY Authorities Budget Office and the Federal Transit Administration which consumed substantial time and effort for staff of the Office of General Counsel. The topics of those audits ranged from a review of the NFTA's real estate portfolio, discretionary expenses by the NY Office of the State Comptroller and an operational review by the NY Authorities Budget Office.

In addition, Kimberley A. Minkel, the NFTA's Executive Director, established the NFTA's Systems Integrity Committee to review complaints about lack of compliance with the NFTA's policies and practices which were not being investigated by other standing NFTA committees. The General Counsel and Deputy General Counsel serve on the Systems Integrity Committee and investigated several matters in 2012, including a complaint about police conduct at an airport checkpoint; alleged

improprieties involving an employee and an NFTA contractor; and alleged misconduct involving an off duty police officer and the New York State Police.

IX. Board Resolutions and Legislation

During the past year, Office of General Counsel staff prepared at least 92 resolutions for the NFTA's Board of Commissioners. The Office of General Counsel also assisted in preparing legislation creating an additional seat on the NFTA Board for a representative of the transit dependent community and/or person with disabilities. The Governor signed this bill into law in July 2012.

X. Use of Outside Counsel

In order to assist the Office of General Counsel in providing legal services to the NFTA, it is sometimes necessary to retain the service of outside counsel to assist with specialized areas or work overload. A commercial case stemming from runway work at BNIA and litigation concerning a union's demand for binding interest arbitration were the two largest matters where we utilized specialized outside counsel. In October 2012, the Board of Commissioners approved an outside counsel list for the NFTA to draw on in the event specialized expertise is required.

XI. Future Goals

The Office of General Counsel's goals for the coming year include; continuing focus on ethics and identifying opportunities for conducting ethics training to our employees; identifying opportunities for our staff to engage in outside activities that will showcase and improve upon the professional image of the NFTA; continuing to support diversity in our employment practices and other activities; continuing to develop and improve the NFTA's paperless initiative by increased scanning and paperless filing and increased use of the BoardBook system; increased focus on important initiatives such as Transit Orientated Development, the transfer of the waterfront properties and the Niagara Street Corridor; continuing focus on cost controls such as implementation of billing guidelines for outside counsel; identifying new training and professional development opportunities; and developing a more focused outreach program through the implementation of a periodic newsletter and other proactive initiatives.

End of Report