

June 15, 1999

TO: Roberto Corrada and LatCrit V Planning Committee

FR: Frank Valdes

RE: Transition Memo from LC4 to LC5

**CC: LatCrit Board of Directors
LatCrit IV Planning Committee**

INTRODUCTION

This “Transition Memo” is designed to create a new mechanism of continuity and institutional memory for LatCrit, and to start a new tradition that will be carried out every year from now on immediately after the conference. To help effectuate a smooth and “smart” transition, this memo covers some general principles and their relationship to conference programming, some notes on history and recent events, and some ideas for planned objectives or projects to help the LC5 planning committee make its decisions with this information consciously in mind. In addition to composing and circulating this Transition Memo, and as part of this new mechanism and tradition, I have agreed to serve on the Planning Committee for this year in a relatively “passive” role, participating mainly to help accomplish overall continuity and a positive transition. More generally, and in this same spirit, we have begun to emphasize the practice of requesting that committee members commit to participating more than a single year or committee, but not always back to back, to help collectively create strategic points of connection and layers of continuity. Planning committee discussions will pre-suppose knowledge of this Transition Memo’s contents, so please review the memo carefully and retain it for possible later use.

GENERAL PRINCIPLES AND PROGRAM PLANNING

As you know, LatCrit theorists from the outset have embraced antisubordination and antiessentialism as foundational values or general principles. The programs therefore have sought to congruence with those values and principles. More specifically, we consciously have tried to balance four factors in past LatCrit programs; these factors don’t necessarily bind you, but they have worked well and can help guide the LC5 planning committee as it prepares to share and discuss various possibilities for the upcoming conference.

Past LatCrit program have striven to include and balance the four following types of papers and events:

1. Papers and events that focus on Latinas/os as a distinct but multiply diverse and transnational social group, and the group's relationship to law or current legal regimes/practices. The idea is to "center" Latinas/os qua Latinas/os in legal discourse, but to do so in a way that recognizes and accounts for the many axes of difference that help to define Latina/o heterogeneity, both domestically and internationally. The panel on TWAIL/NAIL and the keynote on global capitalism reflect his factor.
2. Papers and events that bring a regional focus to the conference, corresponding to the region or locale of that year's conference—last year, in varying degrees generality, these papers or panels were intended to help focus the conference on topics historically or currently associated with Latinas/os in the Bay Area, California, the Northwest or the West. The effort to thematize Filipina/o issues, farmworkers and native communities reflect this factor. So, for instance, does the inclusion the talks on the Spanish missions in California and Gay Latino men in San Francisco. The idea is to help "rotate centers," by using the annual geographic rotation of the conference to promote awareness of different conditions at different sites, and to ensure a built-in means of substantive variety in programming from year to year.
3. Papers and events that explore or elucidate cross-group histories or experiences with law and power, such as those based on class, gender, race, sexuality and religion. The idea is to ensure that each conference program, in addition to incorporating intra-Latina/o diversities, also contextualizes Latina/o issues in inter-group frameworks. The panels on blackness, mestizaje and religion at LC4 reflect this factor.
4. The fourth and final guidepost from the past relates to the preceding one: papers and events that connect or contrast LatCrit theory to other genres of scholarship, and in particular the various strands of outsider jurisprudence (Critical Race theory, Feminist legal theory, Queer legal theory) that critique class, gender, race, sexuality and other categories of social-legal identities and relations. At LC4, the TWAIL/NAIL panel sought to cultivate specifically interaction with scholars of color from various disciplines involved in international and colonial post/studies while generally the program as a whole was diversified to promote cross-jurisprudential interactions.

In the past, our search for balance within and between each of these areas has involved a few additional considerations: linking in explicit ways next year's programming to events or themes from prior years to engender a sense of progression and continuity; combining in panels newcomers and veterans, as well as Latinas/os and non-Latinas/os; featuring papers that reflect interdisciplinary perspectives; including as much as possible in all panels an appreciation for praxis; and gearing the programming as a whole to advance antisubordination goals. These additional considerations are reflected in the matrix of diversities used consciously to construct each event of the LC4 program, as well as the

program as a whole. Increasingly, we have used the keynotes to feature non-law folks to help showcase and foster interdisciplinarity and government-academic connection. It's been difficult to keep all these factors in mind and to juggle them effectively, in a three-day conference, but we've just tried our best from year to year.

Overall, these four factors and additional considerations have provided a flexible matrix of multiple diversities that has worked very well. Indeed, it has become a defining feature of LatCrit, and one that often is referenced as one of the conferences' key strengths. The planning for next year should take this overall matrix into account in a very conscious way in every programming and staffing decision that is made for next year's program.

HISTORICAL AND RECENT NOTES

Overview of LatCrit Programs and Symposia. As you know, we have held two colloquia in conjunction with the HNBA-the Hispanic National Bar Association. The first of these was in Puerto Rico and focused on Latinas/os in Critical Race Theory, while the second was in the Miami and focused on Human Rights and International Law. Then, we also have held four independent or free-standing conferences: LC1, in La Jolla, focused on the possibility of Latina/o pan-ethnicity in light of intra- and inter-group sameness/difference issues; LC2, in San Antonio, focused on gender and on race-ethnicity across Latinas/os, Asian Americans African Americans and Native Americans; LC3, in Miami, focused on comparative issues and transnational Latina/ocommunities; most recently, LC4, in Lake Tahoe, focused on blackness, mestizaje, religion and native communities. Each of these has been co-sponsored and published by one or more law reviews in a symposium issue.* In addition, one independent law review symposium was produced jointly by the *California Law Review* and *La Raza Law Journal*.* In this way, conference proceedings are made accessible to persons not able to attend in person, and a new discourse is brought into existence. This basic arrangement has worked very, very well and should be continued.*

Continuity and a “Fluid Critical Mass” at Each Conference. To create this discourse, we actively and consciously have created some collective methodologies: multidimensionality, rotating centers, shifting bottoms, critical and self-critical stances, etc. These methods help to foster repeat attendance, helping to ensure that persons always are in the room to contextualize discussion and carry forward gains of the past. The idea has been to create a “fluid critical mass” of attendance and participation to ensure substantive, critical advancement each year. Therefore, we have encouraged everyone at every written and oral opportunity to conceive of LatCrit and their participation/attendance at the conferences in multi-year, process-oriented terms. This effort has worked incrementally so far, with a much higher degree of “regular” attendance than in most people of color legal gatherings. But this effort gets harder every year because there are more people, schedules, and issues to accommodate and balance. The planning committee for LC5 will need to stay on top of both programming and staffing mixes for the the upcoming conference in light of the need to balance continuity

and inclusion or expansion. Although this balance will become increasingly a subject of careful management as each year makes it more difficult, the annual and longterm objective must remain to bring new people in while bringing veterans back. As a set, the ideas for the LC5 program described in the _____ section of this memo are designed to promote both.

Balancing Continuity with Expansion at Each Conference. To keep the sense of collectivity intact and vibrant from year to year, we have put a premium on both substantive or intellectual continuity as well as on physical or embodied continuity. However, at the same time, we have worked consciously and continually to “reproduce” ourselves by inviting and featuring newer scholars who show an interest in LatCrit, or who we identify in one way or another as probably a good fit. We look for scholars both in law and other disciplines whose work and politics reflect, in a loose sense, the antistatist, antiessentialist commitments of LatCrit, and who need venues to present their work and advance their careers toward tenure. This cultivation of “generations” is reflected both in the programs and in the composition of the planning committees, and attention needs to be paid to this topic on both of these levels every year.

The Importance of Doctoral Students and Need for Law Students. From the beginning, we have reached out to graduate students in various disciplines working on their doctoral dissertations—persons who help to project LatCrit into the next generation of scholars in other disciplines that are important to Latinas/os and to law while helping also to increase LatCrit interdisciplinarity in today’s programs. The doctoral presentations have been really sharp and well-received, beckoning more of the same in the future. On the planning committee, it is important to retain at least one seat for a doctoral student who can make sure that representation and outreach are specifically and proactively accommodated in LatCrit programs and events. Paying attention to doctoral students is, of course, part of a larger outreach effort to students. On the whole, however, we have not done very well with law students specifically due to the structure of legal education (end of the semester and exams, no dissertation-like training, etc.). Therefore, as elaborated more fully below, the planning committee needs to start taking more into account law student initiatives around Latina/o identities and issues in legal education that can be promoted via the LC5 program. In addition, the planning process should be refined to invite student feedback and involvement in some timely and meaningful way. In sum, LatCrit needs to expand cultivation of graduate students and to begin in earnest to do the same with law students. One way to do the latter may be via the law student LatCrit initiatives discussed below in the _____ section of this memo.

Critical Discourse and Coalitional Community as Co-Equal Goals. In trying to put into place the conditions most conducive of critical interdisciplinary discourse, we also have placed a co-equal importance on coalitional community and community-building as a key LatCrit method. Many times, planning decisions about panels and formats, as well as about individual speakers, have been conceived and used as opportunities to foster a genuine sense of community across and among LatCritters from various disciplines and groups. So far, this effort has worked pretty well. Attendees oftentimes remark that an especially surprising and welcome aspect of the conference is its (imperfect) sensitivity to

community values. To continue making progress on this front, the planning process should stay keenly aware of the impact on issues of community and coalition that each and every decision entails. In particular, this suggestion means that the committee should provide programming that continues LatCrit outreach to, and discussion of, the various identity communities defined by race, ethnicity, class, religion, sexual orientation and gender, which have arisen recently and in the past. Therefore, the programming ideas presented below under the _____ section are informed by coalitional community goals and/or needs in light of LC4 and prior conferences.

Accommodation as Planning Method. In particular, the planning committee should understand that the conception and application of “rules” regarding programming and participation may have a strong and complicated impact—either positive or negative—on LatCrit as a community. The conscious aim should always be for a strong positive impact, but the planning process sometimes tends to lose sight of this basic point. As a general rule, active and proactive efforts to accommodate persons and concerns in the application of rules seems to have the best pro-community effect. It’s helpful to ask: How can we accommodate this person, request or concern in light of the principles we profess or the “rules” we conceive? Or: How can we accommodate this person, request or concern truly as much as possible consistently with our principles, rules and practices? It helps for someone to speak this approach aloud from time to time, and at key moments, just as a means of re-grounding the committee around the co-equal goal of coalitional community.

Hypercriticality as a Danger Sign. The LatCrit embrace of critical and self-critical discourse may be facilitating a tendency to hypercriticality, which several people said they detected more noticeably during LC4 than before. Hypercriticality can undermine community as well as open and truly critical and self-critical discourse; hypercriticality not only can obscure knowledge by chilling honest exchanges of views at key moments, it also can leave lingering legacies of distrust that impede collaboration and discourse more broadly. Hypercriticality can express itself in informal or social-casual moments as well as in formal or programmatic settings, and responses to it will have to depend on specifics like time, place and context. However, any actual response should be tailored to avoid any possible inhibition of criticality, which requires careful thought and action on the difference between criticality and hypercriticality in the overall context of LatCrit. It may be useful to begin thinking about these issues by taking note, as a group, of the need to be alert for tendencies toward hypercriticality as a danger sign for the conference as a process in light of experience, principle and aspiration.

Taking the Longterm Into Account, Too. From the beginning LatCrit theory has been imagined and practiced in light of experience prior outsider experience and innovation in critical legal theory. We have worked from past outsider experience, using it as a point of departure for our own jurisprudential experiment. This consciousness has served LatCrit well, as it has allowed us to learn from the lessons embedded in past experience. Moreover, with each year of LatCrit, we have tried to learn from our own increasing “past” as a discourse and community. However, during the planning process for LC4, a longterm planning process was put in place—now that LatCrit conferences are being

planned several years in advance, we must begin to incorporate forward plans as well as past experience into current planning. This point means that LC5 should consciously be linked to some degree and in various ways to the present expectations for LC6 and LC7.

Noting and Advancing Institutional LatCrit Gains. This year not only marked the shift from the ideal to the practice of longterm planning, but it also marked the creation of institutional structures for the continuation of LatCrit theory as a discourse and community. This year, LatCrit incorporated in the state of Florida and set up a formal charter, board, bylaws and bank account. A website was established. We upgraded the formatting of our general mailing list, which now contains about 1500 names. We standardized the forms and materials that go out in the various mailings leading up to the conference, and posted them on the website for easy access and downloading (in part to help facilitate easy modification from year to year by future planning committees). We included advertising in the program for the first time ever, and assembled a consortium of sponsoring schools (rather than rely on a single sponsor). Ideally, the LC5 and future planning committees will think strategically and creatively about how to use these institutional resources efficiently and for maximum effect. To do so, both the board and the planning committee ideally will think and act proactively in informal as well as formal ways to establish a mutual sense of relationship. Because these are brand new issues, they should be discussed between the board and the committee at some point early next fall to start operationalizing and institutionalizing our new formal structures designed to make LatCrit a success in the long term.

Notes on Location and Facilities. As in the past, the conference site was designed to promote and sustain formal and informal interaction in a pleasant and self-contained environment. The feedback on this point for LC4 was good, once again. One lesson to be remembered, however, is that our locations must be chosen to welcome and accommodate attendance by physically challenged persons. Since returning from Tahoe I've learned that several persons, including both veterans and newcomers, decided to not attend LC4 due to its remoteness; although the financial situation faced by the LC4 planning committee left no alternative, the occasion should serve as a continuing reminder of our need to take this issue into account always. Perhaps next year the registration materials should highlight in some creative and nondefensive manner that the site for LC5, though also a mountain-retreat type of location, is very easily accessible.

On-Site Issues and Administrative Lessons. To ensure the success of the conference, the planning committee should focus on the substantive complexities of the program, and on making sure that the meeting-room arrangements are conducive to engaged discussion and good community relations once everyone arrives on site. At its most basic level, this means asking for, and then arriving on site early enough to confirm the necessary equipment and furniture in our main meeting room: lighting, circulation and temperature, size, and a "u"-shaped or semi-circular configuration of chairs and tables for plenary panels and events--so that folks can see and talk with each other multilaterally more easily. After environment and configuration comes consumption; because LatCritters are corporeal creatures, our capacity for critical thinking, constructive discourse and good community manners sometimes depends in part on how our bodies feel. Perhaps most

important among these bodily collateral conditions are the menu for and scheduling of meals, snacks, coffees, waters, other beverages and varied breaks at well-planned times of each day. We tend to do well in meals, and the planning committee specifically should continue the careful attention: (1) to vegetarian and vegan menus that are just as inviting as the other menus planned for the conference; and (2) to providing spirits, other beverages, snacks, music and a room for a group “party” or social gathering during each of the conference nights. On the other hand, we also tend to over-schedule programming. In part to check this tendency, at LC4 we introduced the two “Mid-Afternoon Breaks,” which then were used by many persons for spontaneous caucusing. The tendency to over-schedule, whether in advance or spontaneously, seems a reflection of our professional lives’ many pressures. We need to stay alert to this tendency and preserve “free” times in the program as much as possible to give persons time for informal interaction as community-building method. Finally, future planning committees should avoid hotel registration and room-roommate arrangements; these are matters that always should be handled directly by the staff of the conference facility. Due to financial circumstances, the LC4 planning committee undertook this responsibility despite the counsel of past experience, and we spent an inordinate amount of time and goodwill as a result. The transition advice in perpetuity is unequivocal: don’t even think about it.

Budgeting Basics. At a minimum, each conference is supposed to break even; ideally, each conference will contribute to a “reserve” account to build up the economic stability and longterm prospects of LatCrit theory. The immediate longterm goal has been the establishment of a reserve account equivalent to one conference’s basic costs, or about \$20,000. These are costs that will/should be recouped with sponsorship fees, but which the planning committee has got to be able to “guarantee” in any event, such as: travel and other expenses for keynote speakers and “partial” or “full” scholarships for other program participants that help to diversify the program in key ways; some group snacks and the like; a conference t-shirt, poster or other commemorative item, special or idiosyncratic costs, etc. The committee needs to be careful both about budgeting and about spending, especially during the period of time that invitations are being issued at once by various committee members and different commitments are being made simultaneously. Roughly speaking, \$10,000 of this basic amount goes to keynoters and other scholarships and \$10,000 goes to all else. The \$10,000 for keynoters and other scholarships must discernibly and significantly improve the level, diversity and/or scope of the program and LatCrit more generally: in exchange for these \$10,000 the committee is supposed to secure not only the live presentation of the keynoters and other subsidized speakers, but also essays for the written symposium based on the conference. Therefore, when commitments for expenses and scholarships are being discussed with various individual invitees, the planning committee should secure a clear commitment from each subsidized registrant to submit a timely essay as part of the overall understanding. In sum, the annual fundraising goal from sponsoring schools is a minimum of \$20,000 each year, and the conference registration fee of about \$100-150 per person ideally can cover special expenses to improve the conference program or go into the reserve fund. Under our new corporate structure, Pedro Malavet is our Treasurer, and he’s done a great job getting LatCrit financially organized. The treasurer needs to work with the planning committee each year to make sure that finances never get us in trouble; this issue should be included

in the discussion of board-planning committee relations mentioned above so that the relationship between the treasurer and the planning committee can be standardized for year-to-year continuity.

TOWARD NEXT YEAR

This Transition Memo also pulls together my collected notes for the LC5 program, based on a bunch of different conversations with various folks at LC4 and since, as well as on other factors. For instance, the ideas set forth below take into account not only LatCrit history and last year's conference, but also the plans and objectives already outlined for LC6 in New York. Obviously, other folks will come forth with ideas and needs that also are important, and that will need to be accommodated as well in the overall mix of events included in the final program. The purpose of this portion of the Transition Memo is to ensure that the LC5 planning committee is aware of continuities or conversations important to the balancing of time and other resources in the program for Denver.

PLENARY PANELS:

1. ***Queering LatCrit Discourse: Activating Same-Sex Issues in Latina/o Lives***
Names: Elvia Arriola, Rudy Busto, David Cruz,
Notes: Gotta do it. People keep bringing it up. It's time. It's a good opportunity to keep Rudy involved substantively and to promote critical interdisciplinarity more generally. The panel should be part of an effort to bring into LatCrit Queer Latina/o scholars from other disciplines.

2. ***Gender Relations and Latina/o Culture: Changing Habits and Hierarchies***
Names: Sylvia Lazos, Leslie Espinoza
Notes: Another must-do, given the events of LC4 (Acuna comments, Latina caucus, LatFemCrit caucus, etc.) which follow, of course, on the events of LC1 (original Latina caucus) and LC2 (gender relations roundtable).

3. ***Something Local or Regional—TBA***
Names: Roberto and/or others in Colorado.
Notes: Perhaps a panel that looks at historical issues and/or current conditions of Latina/o persons and communities in Colorado and/or West/Southwest of the U.S., which also might provide a venue for inviting Richard Delgado to join us as a speaker. Tom Russell, professor of history and law at UT, has a course on the history of discrimination against Latinas/os and blacks in Texas and on the present effects of that history, in part to create the documentary basis for affirmative action policies that may be subjected to strict scrutiny. Tom, whom I know from Stanford days, is looking now to hook up with other law professors on a similar but joint project that could even be national in scope. This panel, as a form of

academic praxis, might provide a good platform for bringing people together around that kind of collaborative antisubordination project.

4. *Blackness, Indianess and Mestizaje: Latina/o Dis/continuities*

Names: Robert Westley, Dorothy Roberts, Margaret Montoya, Laura Gomez, Devon Carbado, Jo Carillo, Estevan Rael y Galvez, Angela Harris, Jerome Culp, Ian Haney Lopez, Lisa Iglesias, Stephanie Phillips, Athena Mutua

Notes: This panel, of course, continues our commitment to inter- and intra-group frameworks. Given the discrete discussions of these categories in panels, roundtables, talking circles, and other formats during the past three years, it's clear that we need to further self-educate collectively on this essay. Given time and other limited resources, one move is to inter-link our discussion of issues of blackness, indianess and mestizaje in Latina/o and other outsider communities. In past years, we have held panels on one or another of these three categories; by bringing together folks who have helped define the progress we have made so far in the recent panels and discussions, this panel (or roundtable?) could be a good next step. This "synthesis" approach allows us to bring together and showcase diverse folks with varying views to help guide this conversation constructively, and in light of both LC3 and LC4 events.

PLENARY ROUNDTABLES, WORKSHOPS OR FOCUS-GROUPS:

1. *Students, Law Schools and LatCrit Theory: Issues, Agendas and Coalitions*

Names: Frank Mena and other students from Columbia, Harvard, Michigan, Boalt, Miami, UT, UNM, Washington DC and elsewhere; Lisa Iglesias, Frank Valdes, Margaret Montoya, Viki Ortiz, Sumi Cho, Jose Bahamonde Gonzalez

Notes: This roundtable showcases the student initiative to increase inclusion of Latinas/os in the law school curriculum and faculties, and to foster involvement of students in LatCrit theory. This initiative is a key reason why LC6 is going to NYC—to support the student initiative and increase student awareness of and involvement in LatCrit. This roundtable therefore provides the student leaders of this initiative a formal "reason" and focused substantive purpose to come to LC5, and helps to connect LC5 to LC6 in physical and institutional ways. This roundtable also allows Nell to invite other deans to join her at Denver for a discussion of decanal/institutional support for efforts like LatCrit and other relevant topics of legal education. By turning our attention to these kinds of issues, this panel helps to diversify the scope our program and overall record—this would be the first ever panel at LatCrit on "institutional" legal education matters. (Perhaps this plenary roundtable should be follow up with a concurrent talking circle, as was the case in LC4 with the mestizaje panel/talking circle.)

2. *EEOC Workshop: Law Professors and Antidiscrimination Praxis*

Names: Greg Stewart, Bill Tamayo, Lisa Iglesias, Frank Valdes

Notes: This workshop follows up on Greg's willingness to help train us as "expert witnesses" to help EEOC litigate discrimination cases around the country. It provides an opportunity to practice and promote praxis as activist professionals using our particular areas of expertise and skills. It also fosters links and relationships between government and LatCrit.

CONCURRENT SESSIONS:

1. ***Post/Colonialisms in LatCrit Theory: Puerto Rico, Phillipines and Hawaii***
Names: Leti Volpp, Ediberto Roman, Bill Tamayo, Eric Yamamoto, Danni Hart, Oscar Campomanes
Notes: This panel picks up on the participation last year of Leti, Bill, and Oscar and encourages them to return. This panel follows from Leti's suggestion for a linked, comparative, critical discussion of these three histories and places during her talk last year. It also shows and advances our commitment to continuing the discussion of Filipina/o issues, set in an intergroup framework, begun last year.
2. ***Ethnic Studies and LatCrit Theory: A Call to Mutual Engagement***
Names: Mary Romero, Guadalupe Luna, Jean Stefancic
Notes: This panel provides a platform for cultivating interdisciplinary attendance to help build a core of LatCrits from other disciplines, which might permit us to undertake a better outreach initiative in a couple of years. This panel also may provide a venue for inviting Jean to participate in the program.
3. ***LatCrit Theory on Whiteness: Latinas/os and Critical White Studies***
Names: Peter Halewood, Stephanie Wildman, Kevin Johnson, Barbara Cox, Catherine Wells
Notes: Good "next move" in LatCrit identity outreach, and reinforces antiessentialist and coalitionist stance of LatCrit. Brings together diverse whites to help showcase and discuss the relevance of progressive whites to Latina/o, LatCrit and other outgroup efforts. Also builds on Peter's attendance of the Spain LatCrit conference, and provides a reason for Stephanie to return. This panel can provide a different entry point for critical reflections of whiteness within Latina/o communities as well as beyond them.

KEYNOTES:

1. ***Ida Castro, EEOC Chair***
Notes: When Ida wasn't able to join us for LC4, we agreed to try and follow up this year. The EEOC workshop idea, and the reasons underlying it, make this invitation a no-brainer.

2. ***Cherrie Moraga, very prominent Latina lesbian scholar at Stanford***
Notes: Last year we featured a gay male keynote, and this year we can follow up with a lesbian focus. Rudy can facilitate this invitation, and it helps to promote interdisciplinarity.
3. ***Refugio Rochin, Director of the Smithsonian Center for Latino Initiatives***
Notes: This keynote follows up on the arts/culture theme, includes exploration of intergroup tensions and issues, and is formatted as a multimedia presentation. It also allows us to promote contact with the Smithsonian and art circles more generally to develop this theme even further when we go to NYC (LC6) and DC (LC8)—this event can help us establish contacts with and obtain knowledge about art communities in those areas for later follow-up.
4. ***Reserved: one keynote should stay allotted for local or regional issues/person.***

CONCLUSION

This Transition Memo is intended to convey an overall sense of the LatCrit enterprise from a conference-planning perspective at the moment of transition from LatCrit IV to LatCrit V. This conscious effort to record and transmit institutional memory initiates a new practice, hopefully a tradition, to help build a sense of collective agency in the development of LatCrit theory. It is an effort to build both institution and community. Its basic message is: advancing the intellectual ball, while managing continuity and accommodating expansion on a budget, is the bottom-line challenge of the LC5 planning committee.