

**Report of the Permanent Commission's
Working Group on Technology**

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Report of the Working Group on Technology

Executive Summary

This year, building on the research conducted over the last two years, the Working Group on Technology (“Working Group”) sought to advance programs and initiatives that would further the integration of technology into client service delivery. The Working Group launched a Pro Bono Law Firm IT Initiative that is harnessing the expertise of law firm IT staff to assess the technology needs of individual civil legal aid providers and make recommendations for enhancing and improving technology. The Working Group also encouraged the development of pilot projects to create two online portals for the coordinated online screening and intake of low-income New Yorkers in western New York and New York City within the area of consumer credit law. Finally, the Working Group, along with NYSTech and Columbia Law School, sponsored the inaugural, day-long Statewide Technology Conference, an event that brought together directors and technology staff from civil legal aid providers, law firms, law schools, legal funders and technology service providers to share innovative ideas that can improve the delivery of civil legal services and the efficiency of provider operations.

Key Recommendations for Adoption by the Permanent Commission on Access to Justice

1. Pro Bono Law Firm IT Initiative

The Pro Bono IT Initiative, having proven successful in assisting legal services providers, should continue and be expanded beyond the initial five providers so that additional civil legal aid providers throughout the state may participate. Expansion should include recruiting additional pro bono IT professionals from more firms, engaging law school communities, and systemizing the assessment process. The pro bono IT professionals should continue to work with directors and technology experts from civil legal aid providers to improve the use, functionality, training and cost of technologies critical to the delivery of civil legal aid.

2. Online Intake Portals

The developers of the two online intake portals should work together in planning and implementing their projects so that data standards are developed and adopted that will move New York State toward having compatible systems that would address the full range of legal problems that low-income people commonly face.

3. Annual Technology Conference

The inaugural technology conference, having achieved its goal of bringing together civil legal service providers from throughout the state to join with their colleagues and technology professionals from law firms, universities, the business community and related professions, should be convened on an annual basis to continue to foster collaboration and critical analysis of the uses and benefits of technology and its implementation.

4. Sustained Collaboration, Sharing and Planning for Technological Improvements

The Permanent Commission encourages civil legal aid providers to collaborate through thoughtful, regional or statewide technology planning and pro bono programs. The provider community should consider business process analysis; input from technology system users including clients; law school resources and best practices, including security and other recommendations that may arise from the Pro Bono Law Firm IT Initiative and the Online Intake Portals Projects.

5. Dedicated Funding

Based upon the research conducted by the Permanent Commission, as well as the discussion and findings of the Technology Conference, it is clear that there is a need for dedicated funding to enable civil legal aid providers to effectively integrate technology into their operations and client service delivery. In order to help meet that need, the Permanent Commission recommends that funding for technology enhancements and innovations be considered an eligible activity for Judiciary Civil Legal Services funding. In addition, the Permanent Commission should continue to support civil legal aid providers in their efforts to identify other funds and dedicated funding streams that will support technology expansion and innovation to improve the civil legal aid delivery system.

Pro Bono Law Firm IT Initiative¹

A group of Chief Information Officers from private law firms and other senior information technology (“IT”) leaders developed a Tech Assessment Project to provide technology-related assistance to the state’s civil legal aid providers on a pro bono basis. The goal of the project is to use the expertise of pro bono IT professionals to evaluate and identify improvements to the internal technology infrastructure of individual nonprofit providers.

First, they developed an Assessment Tool (in the form of a Survey Monkey survey), modeled after a survey developed by John Roman of Nixon-Peabody in conjunction with pro bono work provided to the Empire Justice Center. The Assessment Tool included dozens of detailed questions that gathered information from each participating civil legal aid provider about its existing technology infrastructure, including:

- Mobile devices, PCs, laptops and other hardware
- Email and remote access
- Network and server infrastructure
- Phone systems

¹ This initiative was led by Michael Donnelly, Simpson Thacher & Bartlett LLP and included the involvement of Jeff Franchetti, Cravath, Swaine & Moore LLP; Peter Kaomea, Sullivan & Cromwell LLP; Peter Lesser, Skadden, Arps, Slate Meagher & Flom LLP; Curt Meltzer, Chadbourne & Parke LLP; Tara McGloin, Proskauer Rose LLP; John Roman, Nixon Peabody LLP; and Sean Sullivan, Wachtell, Lipton, Rosen & Katz. Others involved in the initiative included Ed Braunstein, The Legal Aid Society; John Greiner, Just-Tech; Christine Fecko, IOLA Fund of the State of New York; and Deborah Wright, United Auto Workers, Local 2325.

- Social media and websites
- Technology policies and security

Next, teams were assembled. Five representative civil legal aid providers agreed to participate in the pilot of this program: CAMBA, Legal Services of the Hudson Valley, MFY Legal Services, Nassau Suffolk Law Services, and Urban Justice Center. Each was assigned to a team of two or three pro bono IT professionals who worked with that provider on an ongoing basis. The teams scheduled introductory conference calls to explain the program, describe the Assessment Tool and address any questions.

The teams worked independently of each other, but followed the same path. The providers took the first step of completing the Assessment Tool. The pro bono IT professionals reviewed the survey results and formed preliminary impressions of where to focus their attentions. Conference calls and on-site visits were conducted to review the Assessment Tool and gather more information. The teams then determined which areas of information technology required attention and the IT professionals offered recommendations with regard to improvements with products, services, protocols, vendors, etc.

The pro bono IT professionals reviewed the collective results and identified several technology needs that exist throughout the civil legal aid community. First, all of the providers lacked proper information security measures and so received various information security recommendations, such as complex password usage, mobile device management, anti-virus software and security awareness programs. In addition, many lacked sufficient technology policies in certain areas, including acceptable use, information security, data classification and mobile device usage policies. Second, matter and case management is a key function for all the providers, but the tools they use lack standardization and many functions are not leveraged. While case management tools have some document management capabilities, the providers need to better manage and centrally store client documents. Currently, documents are spread out on PC hard drives, network shares and email. Lastly, civil legal aid staff need mobile devices and more technology training. Smartphones are essential tools that legal staff need to support their clients effectively. Many providers need additional training for their staff, especially with case management, word processing and security awareness.

In light of the common technology needs that exist across all five programs, such as training or document management, the pro bono IT professionals are now working to identify which vendors' products would best meet the technological needs of the programs. The IT professionals are also using their leverage in assisting the programs to negotiate pricing for such products, either for free or at discounted pricing.

Recommendations

The Permanent Commission recommends that the Initiative be continued and expanded beyond the initial five providers so that additional civil legal aid providers throughout the state may participate. Expansion should include recruiting more pro bono IT professionals from more firms, including those from outside New York City, engaging law school communities, and systemizing the assessment process. The pro bono IT professionals should continue to work with directors and

technology experts from civil legal aid providers to improve the use, functionality, training and cost of technologies critical to the delivery of civil legal aid.

Online Intake Portals²

In 2014 and continuing into 2015, the Working Group researched efforts in other states to integrate and coordinate technology with respect to the delivery of civil legal aid, focusing on LSC's 2013 Report of the Summit on the Use of Technology to Expand Access to Justice (the "Summit Report"). The Summit Report highlighted statewide "portals" as one of the five components to improve civil legal aid delivery systems.

Illinois, Washington and New Mexico, among others, have embraced the Summit Report's concept of a statewide portal and are developing comprehensive systems for online screening and intake across multiple providers.³ Typically, the goal is to assign high priority inquiries to the appropriate provider faster while transferring low priority inquiries to self-help or other resources. Providers set their client eligibility rules and design questions about the nature of the legal problems, which information can be automatically integrated into the providers' case management systems. Providers report reduced time on intakes, increased time spent delivering legal services, and an increase in the total number of inquiries handled.

To understand more about current efforts in New York to develop online portals, the Working Group reviewed its 2013 Technology Survey results and followed up with approximately 20 providers that had indicated the use of any online screening or intake tools. Only three providers were developing integrated, portal-type systems, none of which served clients in New York City.⁴ Another six providers reported the use of links on their websites that allow people to request assistance, but the mechanisms do not utilize branch logic and are not integrated with the providers' case management systems.⁵ Rather, the requests generate simple emails to staff members who then reach out to schedule intakes in the usual manner.⁶

² This sub-committee consisted of: Deborah Wright, United Auto Workers, Local 2325 (Coordinator); Anne Erickson, Empire Justice Center; Christine M. Fecko, IOLA Fund of the State of New York; Barbara Finkelstein, Legal Services of the Hudson Valley; Sheila Gaddis, Volunteer Legal Services of Monroe County; Lillian Moy, Legal Aid Society of Northeastern New York; Jeff Hogue, LegalServer; John Greiner, Just-Tech; Barbara Mulé, New York State Judicial Institute; and Barbara Zahler-Gringer, Office of Court Administration.

³ According to a recent survey of legal funders, 21 states offer some form of online screening or intake, not all of which constitute an integrated and comprehensive online portal (attached as Exhibit A).

⁴ Legal Assistance of Western New York, Legal Services of the Hudson Valley and Volunteer Legal Services Program of Monroe County.

⁵ City Bar Justice Center, Her Justice, Legal Aid Society of Mid-New York, The Family Center, Pace Women's Justice Center and the Rural Law Center.

⁶ See Technology Working Group, "Use of Online Intake Tools by Civil Legal Aid Providers: An Update to the 2013 Technology Survey" (May 2015) (attached as Exhibit B).

Following the recommendations of the Permanent Commission in its 2014 Report and with encouragement from the Working Group, two groups of providers recently secured funding to develop online portals for low-income New Yorkers seeking legal services and information on consumer matters. The Upstate group⁷ will use funding from the Legal Services Corporation's Technology Innovation Grant program and the New York City group⁸ has a grant from the New York Community Trust. In the coming year, the groups plan to engage in thorough planning processes, develop standardized screening and intake questions, and establish protocols for transferring potential clients to the appropriate assistance. Both groups have expressed their intention to collaborate with each other and their understanding of the need for compatible data standards that will facilitate statewide expansion.

Recommendations

The Permanent Commission recommends that the developers of the two online intake portals work together in planning and implementing their projects so that data standards are developed and adopted that will move New York State toward having compatible systems that would address the full range of legal problems that low-income people commonly face.

Technology Conference⁹

In its 2014 Report, the Permanent Commission recommended convening a technology conference to educate stakeholders from around the state and promote collaborative and sustainable use and support of technology among civil legal services providers. The Conference was planned by the Permanent Commission's Working Group on Technology with the assistance of NYSTech and other justice community partners. A comprehensive agenda was developed with the goal of bringing together stakeholders to learn about the latest technological initiatives, how those could be leveraged to maximize efficiency and increase service population, and the resources available to assist in implementation.

On July 23, 2015, Columbia Law School hosted the inaugural Statewide Civil Legal Aid Technology Conference which included approximately 135 people from around the state and beyond in the full-day event. Attendees included over 80 Executive Directors, technology managers and other staff, representing more than 50 civil legal aid providers. In addition, there were technology directors and staff from law firms, technology leaders from law schools, administrators from the

⁷ Legal Assistance of Western New York, Neighborhood Legal Services, the Legal Aid Society of Mid-New York and Pro Bono Net have partnered on the Upstate consumer intake pilot.

⁸ CAMBA, MFY, Urban Justice Center, City Bar Justice Center, Fordham Law School Feerick Center for Social Justice and LegalServer have partnered on the NYC consumer intake pilot. Taken together, these providers represent approximately half of the consumer law capacity for low-income clients in New York City.

⁹ Members of this sub-committee included: Deborah Wright, United Auto Workers, Local 2325 (Coordinator); Michael Donnelly, Simpson Thacher & Bartlett LLP; Christine M. Fecko, NYS IOLA Fund; John Greiner, Just-Tech; Jeff Hogue, Legal Server; Conrad Johnson, Columbia Law School; Mark O'Brien, Pro Bono Net; Glenn Rawdon, Legal Services Corporation; Ron Staudt, Chicago-Kent College of Law; Barbara Mulé, New York State Judicial Institute; Barbara Zahler-Gringer, Office of Court Administration; and Mary Zulak, Columbia Law School.

NYS Unified Court System, major funders and technology service providers. Presenters included directors and technology experts from civil legal service providers, technology directors from major law firms, leading academics in the legal/technology field and other technology experts. The agenda boasted three plenary panels, as well as three, distinct break-out sessions, offering a total of six panel options.¹⁰

Recommendations

The Permanent Commission should convene an annual technology conference, with the goal of encouraging the civil legal aid community to engage in sustained collaboration, critical analysis and revolutionary thinking around the improved use of technology to increase access to effective legal assistance by low-income New Yorkers.

The Permanent Commission should encourage civil legal aid providers and pro bono programs to collaborate through thoughtful, regional or statewide technology planning. The provider community should consider business process analysis, input from technology system users including clients, law school resources and best practices, including security and other recommendations that may arise from the Pro Bono Law Firm IT Initiative and the online intake portals pilot projects.

Expanding Technology Funding

Based on the research conducted by the Commission over the last two years and discussion during the Technology Conference, it has been consistently demonstrated that civil legal aid providers are not able to integrate technology into their operations or delivery system due to extreme funding constraints. The Commission's recommendations have sought to address this reality by focusing attention on the need for expanded and targeted resources to help providers fill technology gaps and address urgent need; the Pro Bono Law Firm IT Initiative is an example of this approach. But the Commission also has recognized the need for additional stable funding for statewide technology resources.

The Commission's recent experience in seeking to implement its technology recommendations, most specifically the online screening and intake pilot, as well as continued feedback from civil legal aid providers, particularly at the Technology Conference, has confirmed that targeted resources alone cannot address the gap in technology and that a dedicated, stable funding stream is needed for technology expansion and innovation.

One possible source of dedicated funding is through the Judiciary Civil Legal Services (JCLS) grants, overseen by the JCLS Oversight Board. These funds, which have been awarded for the past five years primarily for direct services, have grown to be the largest single source of funding for civil legal aid in New York. Given the potential of technology to create a more cost-effective and efficient delivery system that can provide assistance to a greater number of low-income individuals, the use of JCLS funds for technology enhancements and innovations would greatly increase direct services and expand access to justice.

¹⁰ Detailed summaries and findings from the Conference sessions are set forth in full in the Conference Report (attached as Exhibit C).

Recommendations

The Permanent Commission has recognized that effective technology initiatives can increase access to justice and further leverage resources for civil legal assistance for low-income New Yorkers. Based upon the research conducted by the Permanent Commission, as well as the discussion and findings of the Technology Conference, it is clear that there is a need for dedicated funding to enable civil legal aid providers to effectively integrate technology into their operations and client service delivery. In order to help meet that need, the Permanent Commission recommends that technology enhancements and innovations be considered an eligible activity for JCLS funding.

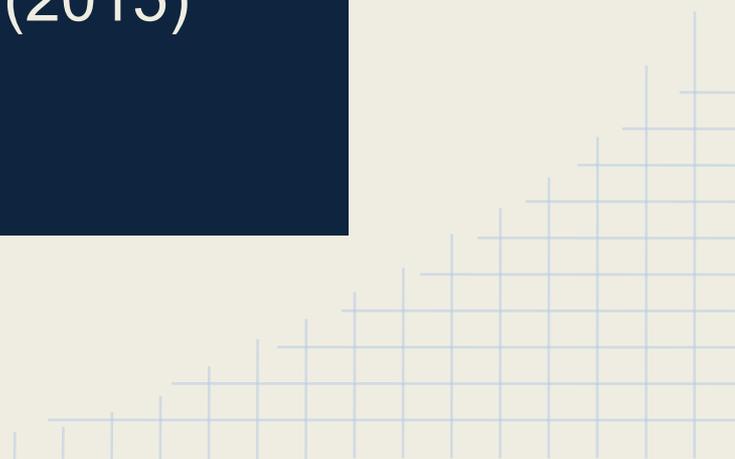
Additionally, the Permanent Commission should continue to support civil legal services providers in their efforts to identify other funds and dedicated funding streams that will support technology expansion and innovation to improve the system for delivery of civil legal aid.

EXHIBIT A TO THE WORKING GROUP REPORT
NATIONAL IOLTA SURVEY
TECHNOLOGY SUPPORT & COORDINATION 2015

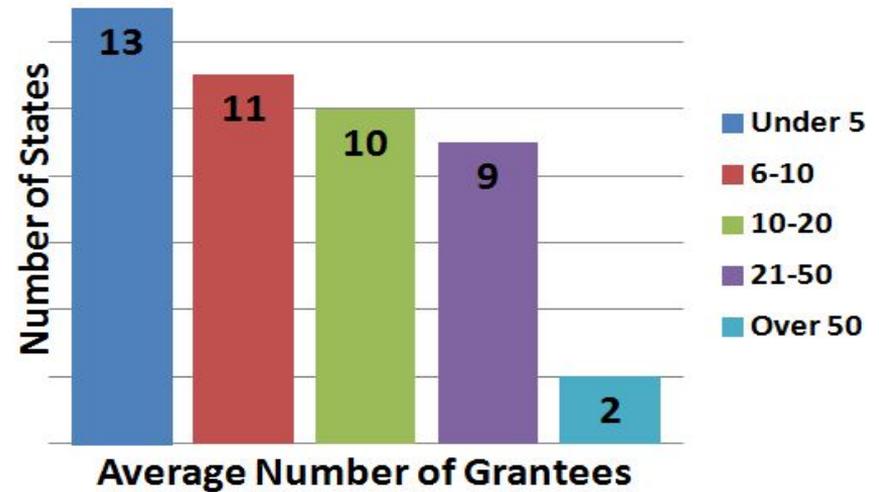
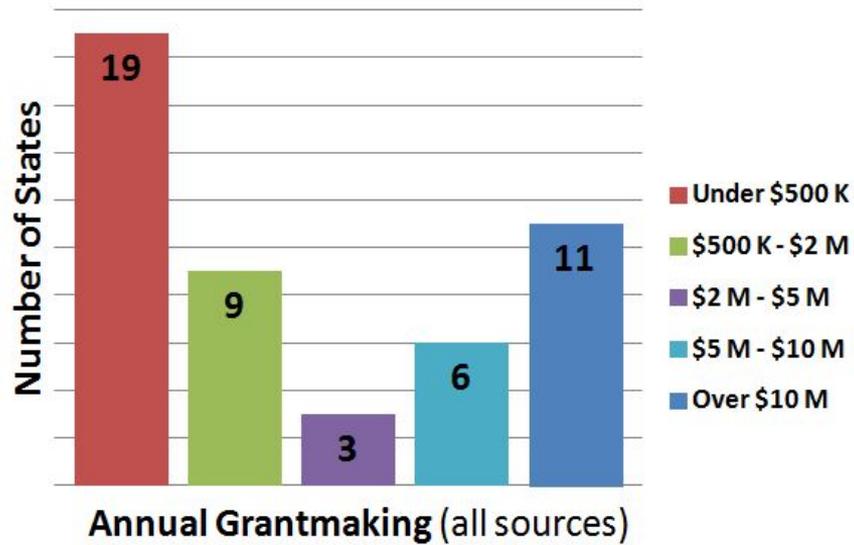


National IOLTA Survey

Technology Support & Coordination (2015)

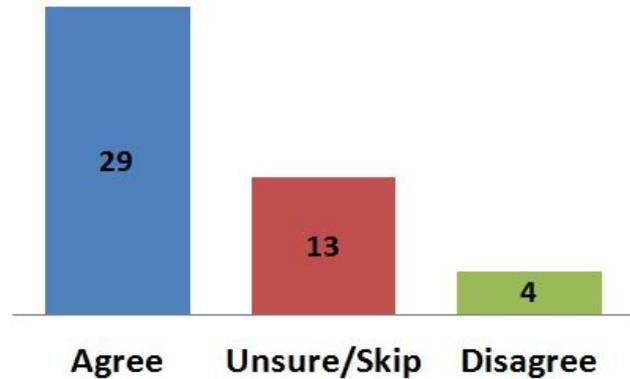


46 Participants

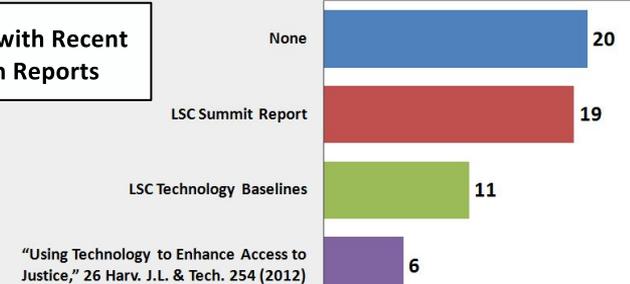


Current Attitude toward Tech

"My state's Civil legal aid providers (or the delivery system) could significantly increase their efficiency with better technology use."

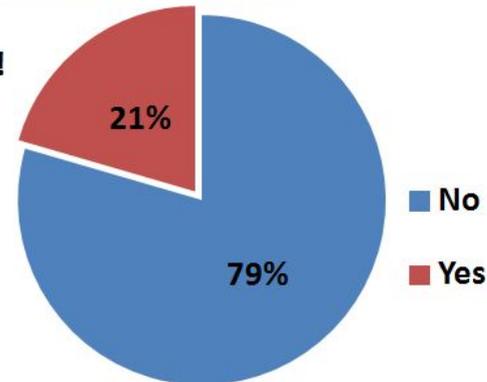


States Familiar with Recent National Tech Reports



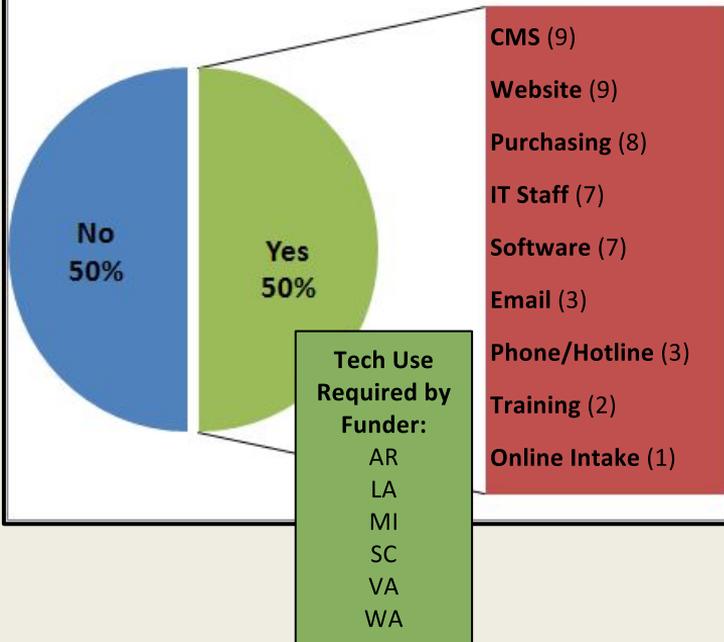
Q: Current tech earmarks ?

A: NO!

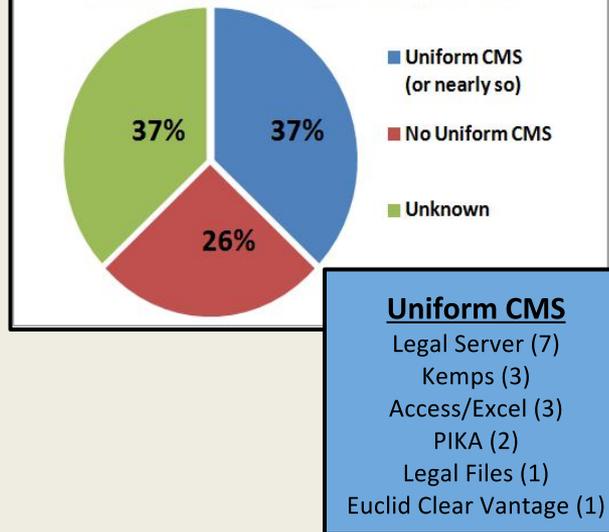


Centralized Technology

Access to Centralized Technology?



States with Statewide Uniform CMS



“Our foundation holds **quarterly technology meetings** with all three entities to share lists of vendors and service providers. The foundation also writes and oversees all statewide TIG initiatives.” --**Arizona**

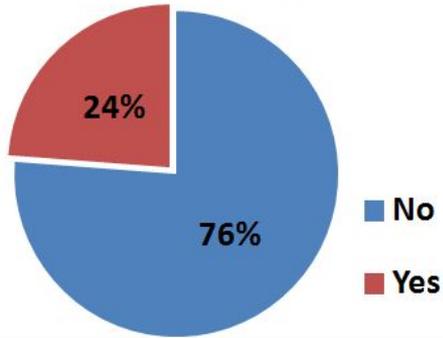
“Statewide hotline number that georoutes to the appropriate program based on the caller’s area code; statewide website with **online intake** mechanism that **integrates** into provider **case management system.**” --**Arkansas**

“IOLTA grant conditions require cooperation with **statewide technology plans**. Participation is required to benefit from Foundation funded projects (e.g., [CMS]). ... All advocates have access to **online virtual training** through a central subscription through the Foundation.” --**Michigan**

Technology Priority Setting

Q: Statewide Priority Setting?

A: NO!



YES!

AZ, CT, LA, MA, MI, NJ, NY, UT, VA, WA

YES, but...

In many states with priority setting, it is loosely organized. IOLTA programs are providing input, but not exercising strong influence or control.

VA

IOLTA “coordinates technology and sets technology standards through consultation with grantees.”

LA

Committee of providers, bar associations, & IOLTA sets standards. IOLTA provides money & enforcement.

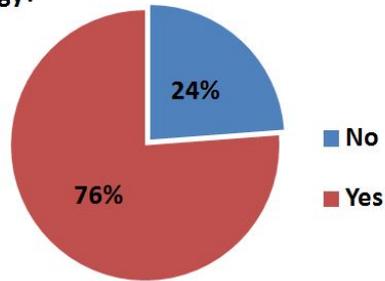
MI

Since 1994, committee of providers and IOLTA sets and publishes guidelines, protocols, project priorities. IOLTA is “very influential!”

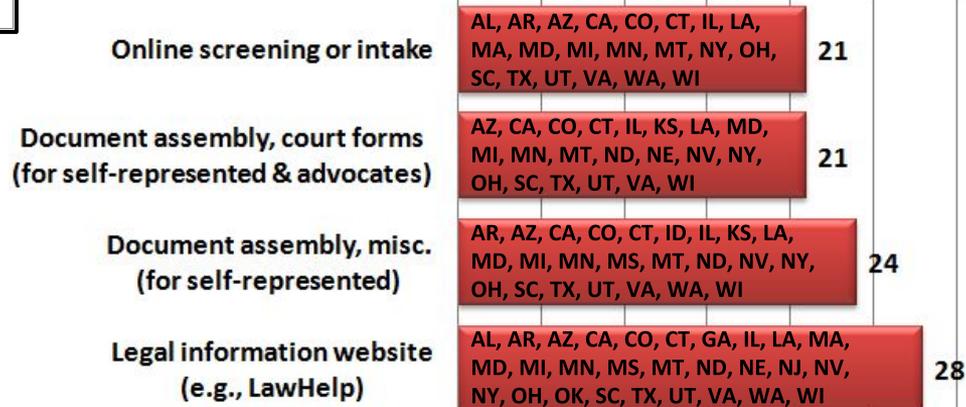
Legal Service via Technology

Q: Deliver legal services via technology?

A: YES!



Technology Used to Deliver Legal Services

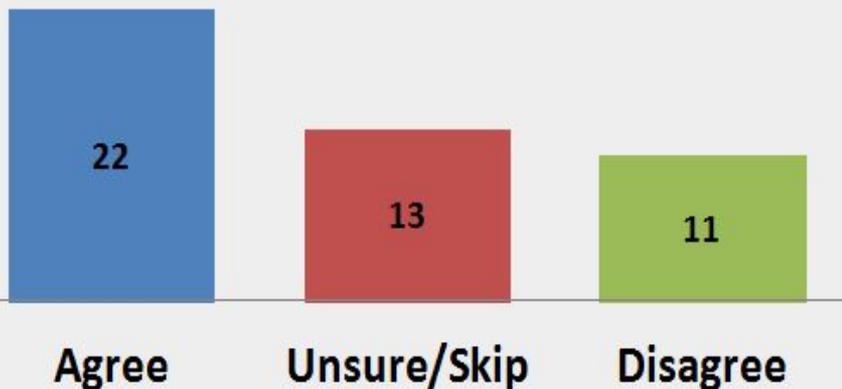


Other Tools

- *Skype to reach remote clients
- *Website to submit legal questions
- *Legal education videos

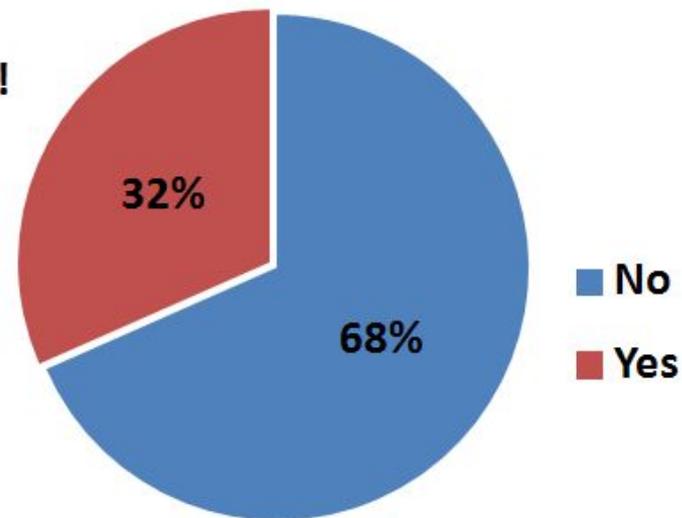
Future Planning

"Increasing technology effectiveness and efficiency of the civil legal aid providers (or the system) in my state is a top priority for me."



Q: Plans to increase tech funding?

A: NO!



Future Plans

- CO:** “The Colorado Supreme Court has proposed an Equal Access Center ... which would be responsible for ... the maintenance of a ‘hub website’ for the coordination of online resources, legal information, referrals, etc.”
- FL:** “The entire Florida legal services community is on the cusp of making significant changes throughout the delivery system through the use of technology. The establishment of the Florida Justice Technology Center has as its mission ‘to increase access to justice to Floridians through the use of innovative technology and to train and support legal aid providers and pro bono attorneys in its use.’” The Florida Bar Foundation will be investing \$2M in 2015-2016.
- IL:** “From 1990 to 1998 we spent between \$500k and \$1m per year to ‘computerize’ legal aid throughout the state. We were lead investors in Illinois Legal Aid Online [“ILAO”] and have been that organization’s largest funder since it was created in 2000. We have purchased LegalServer for many of our largest grantees, have made incentive grants to encourage programs to make full use automated document systems. We took the initiative to provide a special grant to ILAO to automate newly approved statewide standardized forms for use by self-represented litigants.”
- LA:** “[G]oals for next three years include addition of kiosks/self-help centers.”
- MA:** “We intend to solicit the input of a consultant to review our current technology, compare that to usage around the country, and make recommendations of how we can migrate to preferably a single CMS.”
- MI & MN:** Creating statewide “portals” for triage & delivery of legal services.
- NY:** In 2015, the Chief Judge intends to convene the first statewide technology conference for providers and other stakeholders.
- VA:** “Expanding our JusticeServer pro bono portal statewide.”

Looking for other ideas? See recent technology surveys by: **FL, IL, NY, TX** (DC coming soon) www.IOLTA.org.

For more information

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Thank you to Tracy Daniel, John Greiner, Jeff Hogue, Tobey Johnson, Christopher B. O'Malley, Lonnie Powers, Linda Rexer, and Betty Balli Torres for their generous assistance in developing the survey.

Thank you to the entire IOLTA community for their overwhelming participation as well as to the National Association of IOLTA Programs, the ABA Commission on IOLTA and Beverly Groudine for their support of this effort.

EXHIBIT B TO WORKING GROUP REPORT

**TECHNOLOGY WORKING GROUP “USE OF
ONLINE INTAKE TOOLS BY CIVIL LEGAL AID
PROVIDERS: AN UPDATE TO THE 2013 TECHNOLOGY
SURVEY”**

THE TASK FORCE TO EXPAND ACCESS TO CIVIL LEGAL SERVICES IN NEW YORK

Technology Working Group

Use of Online Intake Tools by Civil Legal Aid Providers:
An Update to the 2013 Technology Survey
Prepared by Deborah Wright & Christine Fecko (May 2015)

Updating Process

- Reviewed 2013 Survey for online intake issues
 - 14 providers for follow-up
 - Posed general & specific written questions
 - Little interviewing
-

General Follow-up Questions

Overview

1. Provide a concise summary and the updated status of the project. (1-2 paragraphs)
2. How was the start up of this project funded and how is it funded in an ongoing way?
3. How long has this program been in use?
4. What's the breadth of subject matters and the volume of client use?
5. Any planned expansion within your program or with other providers? Your opinion as to whether your program could be replicated?
6. Pros/cons/lessons learned? For example, what challenges have you dealt with in your work processes or the technology itself? What impact is the system specifically having for your program? Any systematic feedback from clients? Do you know if it has erected or eliminated any barriers for applicants (tech literacy, language access)? Have you seen an increase in people screened, served briefly, fully represented? Have you seen any reduced time/resources on making referrals?

Mechanics

1. How do you handle conflict checks? How much data do you collect before running a conflict check? Flag any conflict related issues and solutions.
2. How does your system minimize false positives (processing intake for those who are financially ineligible) and false negatives (inadvertently dropping potentially eligible clients)?
3. Can the data you collect be transferred to partner providers (as an automatic referral)?
4. What is your current CMS?
5. Does your online intake system do any automated analysis of the intake to help casehandlers decide how to proceed?

Collaboration

1. How do you know and keep updated on what referrals partner providers are accepting?
 2. Is there a provider or subject matter task force or committee where your project has been/is being discussed?
 3. How critical is the choice of CMS to your system and to potentially broadening your system to include other providers.
 4. Are you integrating referrals and third-party self-help tools into your online intake? Future plans?
-

Overview of Current Online Intake

1. High Volume Hotlines
 2. Website Email
 3. Substantive Online Intake
 4. New Mexico Online Triage Project (update)
-

High Volume Hotlines

1. single point of entry for internal referrals
2. standardized scripts
3. typically, integrated with CMS

- The Bronx Defenders
 - City Bar Justice Center (25k calls, 13k assisted per yr)
 - The Legal Aid Society
 - Legal Services-NYC
-

Website Email

1. link on website triggers email to intake
2. simple/open ended inquiry; no maintenance
3. follow up via phone or in person
4. typically, not integrated with CMS

- City Bar Justice Center
- The Family Center
- Her Justice

- LASMNY
 - Pace Women's Justice Ctr
 - Rural Law Center (30%)
-

Substantive Online Intake

1. relatively recent; low volume
2. initial collaborations supported by TIG funding; now independent
3. online tools identify legal issue & eligibility
4. refers to LawHelp, NYSBA Referral Service
5. follow up intake via phone or in person

LawNY

LSHV

VLSP of Monroe County

New Mexico Online Triage Project

Neota Logic-powered 'expert system' interview drives online triage interview.

Developing an 'Agency Portal' that providers can use to review cases referred through the triage tool, the level of priority, and red flag issues identified in the interview (e.g., deadlines or responses to clarify). If a provider accepts a case for intake, it can export information from the Agency Portal to CMS.

Depending on circumstances, eligibility, location and other factors, individuals will be referred to specific direct services, self-help resources or social services based on an agreed upon set of referral and case prioritization criteria.

Currently covers: **family, consumer, housing, and public benefits**

New Mexico Online Triage Project

Timing

- June 2015: Beta launch & initial staff training
- June-Dec 2015:
 - analyze usage and advocate and user feedback,
 - refine interview logic and language (including for plain language),
 - provide additional staff training,
 - institute processes to maintain and update the referral rules,
 - improve data capture mechanisms (e.g., collect anonymous interview data, ie., age, zip code, and number of referrals to each provider).
- Late 2015: Anticipated full-scale, statewide launch

Considerations

- potential online volume
 - efficiencies for maintaining referral info
 - exit referrals to LawHelp & Legal Referrals
 - evolution of hotlines to online intake
 - applicability of ABA Guidelines for Hotlines (or other guides)
 - how to launch a NYC pilot
-

EXHIBIT C TO WORKING GROUP REPORT
REPORT ON THE INAUGURAL STATEWIDE
CONFERENCE ON TECHNOLOGY

NEW YORK STATE PERMANENT COMMISSION ON ACCESS TO JUSTICE
REPORT TO THE WORKING GROUP ON TECHNOLOGY

INAUGURAL STATEWIDE CIVIL LEGAL AID TECHNOLOGY CONFERENCE

THE ROLE OF TECHNOLOGY IN PROMOTING
ACCESS TO JUSTICE AND COLLABORATION
IN THE DELIVERY OF LEGAL SERVICES

BASED ON A CONFERENCE CONVENED BY THE

NEW YORK STATE PERMANENT COMMISSION ON ACCESS TO JUSTICE
AT COLUMBIA LAW SCHOOL ON JULY 23, 2015



HELAINÉ M. BARNETT

CHAIR, NEW YORK STATE PERMANENT COMMISSION ON ACCESS TO JUSTICE

OCTOBER 2015

NEW YORK STATE PERMANENT COMMISSION ON ACCESS TO JUSTICE

REPORT TO THE WORKING GROUP ON TECHNOLOGY

INAUGURAL STATEWIDE CIVIL LEGAL AID TECHNOLOGY CONFERENCE:

**THE ROLE OF TECHNOLOGY IN PROMOTING ACCESS TO JUSTICE AND
COLLABORATION IN THE DELIVERY OF LEGAL SERVICES**

**Based on a Conference Convened by the
New York State Permanent Commission on Access to Justice
at Columbia Law School on July 23, 2015**

INAUGURAL STATEWIDE CIVIL LEGAL AID TECHNOLOGY CONFERENCE

Overview of the Technology Conference

Since 2013, the Permanent Commission on Access to Justice (then known as the Task Force to Expand Access to Civil Legal Services) has focused on the role of technology in increasing access to justice in New York. Guided by the recognition that technology can transform the delivery of civil legal services, but aware of the severe resource limitations facing legal aid providers, the Commission initially conducted a comprehensive technology survey of legal services providers assisting low-income New Yorkers. Approximately 70 providers, from around the state, responded. The results of the survey indicated, overwhelmingly, that most legal services providers have not been able to integrate technology effectively into either their day-to-day internal operations or their client service delivery. And, it was clear that the inability to meet today's technological requirements was not because of a lack of desire, but, rather, due to fiscal constraints and the need for greater knowledge, expertise and understanding. As a result of the survey, the Permanent Commission was able to identify a number of key needs for assisting providers in order to maximize the use of technology for internal efficiencies and the enhanced delivery of services, including staffing, policy development and training.

Accordingly, in its 2013 Report, the Permanent Commission recommended that the civil legal services community prioritize the need for technology in order to improve access to justice for low-income New Yorkers. And, in its 2014 Report, the Permanent Commission recommended convening a technology conference, in order to educate stakeholders from around the state, promote collaborative and sustainable use and support of technology among civil legal services providers, and address the lack of dedicated funding to meet technology needs. To promote collaboration, it was further recommended that the conference be planned in partnership with NYSTech,¹ and include participation of CIOs from major law firms, as well as law school faculty and technology administrators.

Conference planning began in early 2015, spearheaded by a sub-group comprised of members of the Permanent Commission's Working Group on Technology and NYSTech, as well as other justice community partners. A comprehensive agenda was developed with the goal of bringing together stakeholders to learn about the latest technological initiatives, how those could be leveraged to maximize efficiency and increase service population, and the resources available to assist in implementation.

¹ NYSTech is a voluntary collaboration of legal services providers from across New York that convenes technology leaders regularly for information sharing and training.

On July 23, 2015, the inaugural Statewide Civil Legal Aid Technology Conference, entitled “The Role of Technology in Promoting Access to Justice and Collaboration in the Delivery of Legal Services,” was held at Columbia Law School. Helaine M. Barnett, Chair of the Permanent Commission on Access to Justice, offered opening remarks to the approximately 135 people who came from around the state and beyond to participate in the full-day conference and thanked Columbia Law School and the many people involved in putting the conference together. Avery W. Katz, Vice Dean and Milton Handler Professor of Law at Columbia Law School, welcomed the conference attendees and described the law school’s significant work on law and technology. Helaine Barnett then introduced New York State Chief Judge Jonathan Lippman, who delivered the keynote address. Judge Lippman applauded the efforts to bring about the inaugural conference, noted a number of significant, relevant technological accomplishments, and encouraged the participants to focus on finding additional ways that technology could expand access to justice.

Presenters included directors and technology experts from civil legal service providers, technology directors from major law firms, leading academics in the legal/technology field and other technology experts. Attendees included over 80 Executive Directors, technology managers and other staff, representing more than 50 civil legal aid providers. In addition, there were technology directors and staff from law firms, technology leaders from law schools, administrators from the New York State Unified Court System, major funders and technology service providers. The agenda included three plenary panels, as well as three, distinct, break-out sessions, offering a total of six panel options.²

Morning Plenary - Inspiring Examples of Technology Innovation

Summary of Panel Discussion

This session was led by Jeff Hogue, Community Relations & Operations, Legal Server, and provided an overview of a number of existing technology-related projects in New York, followed by a national view of the direction of technology in the provision of civil legal services. New York justice community partners highlighted projects and technologies currently in use. Merritt Birnbaum, Chief Administrative Officer, NYLAG, spoke about data visualization. Mike Williams, Clerk of Court, Bronx County Family Court, explained how online court forms are making use of guided interviews. Mark O’Brien, Executive Director, Pro Bono Net, explored online self-help and virtual consultations. Adriene Holder, Attorney-in-Charge, Civil Practice, The Legal Aid Society, highlighted LawHelpNY and mobile/SMS outreach, and Brian Donnelly, Lecturer in Law & Director of Educational Technology, Columbia Law School, spoke about law student technology projects.

² The Conference program, including a list of participants, is attached as Exhibit 1. Conference materials are available at <http://www.nycourts.gov/accesstojusticecommission/tech-conference.shtml>.

Panelists with significant expertise and experience outside New York then shared a global and systemic perspective on the technologies in place in New York and suggested paths forward for future technology development in the legal services community, including use of Business Process/Analysis to reduce costs, increase efficiency and improve processes. Glenn Rawdon, Program Counsel for Technology, Legal Services Corporation, challenged the participants to think anew because we “can’t keep doing that which we’ve been doing,” if the aim is to use technology to move toward providing some form of effective assistance to 100% of persons with legal needs. Ron Staudt, Professor of Law & Director, Center of Access to Justice & Technology, Chicago-Kent College of Law, emphasized the importance of collaborations, particularly with the law schools, and asked the participants to think about possible additional funding streams by involving for-profit entities in the collaboration.

The overall message to the community was that the landscape for legal services delivery is changing. Civil legal aid providers should be prepared for accelerating convergence of services and information, and the coordination that will be required to build a tech-enabled framework of services. Methodical process analysis is crucial to finding efficiencies, informs better management and resource decisions, and will help prevent the expensive automation of undesirable systems. Parts of the legal landscape long considered separate silos are getting a public-facing, technology treatment, such as online dispute resolution in conjunction with, or as an alternative to, traditional court cases.

Findings

Civil legal aid providers should be encouraged to engage in critical analysis and revolutionary thinking in their efforts to reach the goal of giving 100% of low-income New Yorkers access to effective legal assistance.

The civil legal aid community should be encouraged to engage in sustained collaboration around the improved use of technology to increase access to effective legal assistance by low-income New Yorkers, including through an annual technology conference.

Executive Director Breakout

Summary of Panel Discussion

This session, moderated by Lillian Moy, Executive Director, Legal Aid Society of Northeastern NY, included five Executive Directors who reported on technology innovations in their organizations. Ken Perri, Executive Director, Legal Assistance of Western New York, spoke about a single point of entry consumer portal. William Hawkes, Executive Director, Neighborhood Legal Services, explained the role of Voice Over Internet Protocol (VOIP) in Intake. Raun Rasmussen, Executive Director, Legal Services NYC, spoke about the benefits of an integrated Financial, Human Resources and Case Management System. Sally Curran,

Executive Director, Volunteer Lawyers Project of Onondaga County, explained how her organization implemented a SharePoint/Knowledge Management system. And, Joe Keleman, Executive Director, Western New York Law Center, spoke about the value of on-line training. Discussion focused on the presenters' vision for the innovation, financial hurdles and other challenges faced and the approaches used to create staff buy-in, to accept new ways of operating through the use of technology.

In addition, Peter Lesser, Chief Information Officer (CIO), Skadden, discussed the Pro Bono Law Firm IT Initiative, which taps into the expertise and experience of large-firm CIOs to assist civil legal aid providers with their technology needs. Lesser emphasized that providers cannot think in terms of technology projects but, rather, should focus on projects that better serve clients and then make those processes more efficient for staff with technology as the necessary underpinning.

The panelists urged directors and other program leaders to think of the use of technology as being integral to their efforts to increase access to civil legal aid. A great place to start thinking about implementing a vision, including how to find funding, is by consulting with peers, other directors and program leaders. Directors were reminded to always involve staff; those who are faced with the actual workflow, whose participation can result in the creation of a better product; and to “zoom out” to get the big picture.

Finding

Executive Directors should be encouraged to view technology as the baseline for delivery of civil legal services to clients. Executive Directors should include discussions regarding technology from the beginning in developing and expanding projects, and should identify key partners both internally and externally to optimize service delivery.

Technology Managers and Chief Information Officers Breakout

Summary of Panel Discussion

This panel consisted of three CIOs from large law firms and was moderated by John Greiner, President, Just-Tech LLC. Michael Donnelly, Chief Information Officer, Simpson, Thacher & Bartlett, began the discussion by reporting on the initial work of the Pro Bono Law Firm IT Initiative, which paired five civil legal services providers with large firm CIOs in order to assess the providers' current use of technology and provide guidance on addressing technology needs. Donnelly indicated that the providers had been open and eager to participate, providing detailed information about the state of their existing technology. Initial findings of the assessment include: (1) case management is the key technology function for civil legal aid providers; and (2) IT policies, information security, training and document management are essential areas that providers need to address.

Jeff Franchetti, CIO, Cravath, Swaine & Moore LLP, provided an overview of document management systems (“DMS”) and their value to law firms. Franchetti outlined some of the challenges firms without DMS face in finding, reusing, sharing, and securing their documents. He also discussed some recommendations to help ensure a successful rollout and user adoption. John Attinger, Director of Training, Capensys, discussed the impact of insufficient technology training for advocates and program staff. Recognizing the challenges faced by providers, particularly resource limitations and employee turnover, Attinger also explained how training and minimum skill proficiencies can be a strategic benefit to programs in grant sourcing and better serving their mission. He further discussed the benefits for individual employee growth, development and morale as well as key elements of a successful training initiative. And, he urged participants to consider outsourcing training, and to explore implementing existing standard legal technology core competencies.

This session included a significant amount of discussion among the session participants. They were supportive of expanding the IT Initiative as a mechanism for individual providers to improve their internal technology systems. Participants were also interested in continuing the conversation regarding IT management, in particular through participation in NYSTech and in future statewide technology conferences.

There was significant discussion concerning particular technologies that the IT Initiative had identified for improvement. The group was eager to educate the broader community on the benefits of DMS and supported continued efforts to develop a statewide DMS solution that civil legal services providers could take advantage of economically. Providers are familiar with case management systems (“CMS”); however, session participants noted the need to increase collaboration regarding CMS innovations (including the technical details), to improve the consistent use of their CMS (e.g., through training), and to expand CMS’ functionality. Finally, session participants acknowledged the need for improved technology training and supported working together to address the need. It was suggested that a pilot training program be developed, with initial sessions focused on security awareness and Microsoft Word.

Findings

The IT Assistance Initiative should continue and, where possible, expand to include additional law firms, to engage members of law school communities, and to serve additional civil legal aid providers throughout the state.

The members of the IT Assistance Initiative, along with directors and technology experts from civil legal service providers, should continue to work together on improving the use, functionality, training and cost of technologies critical to the civil legal aid delivery system.

Single Point of Entry: Online Coordination, Triage & Intake

Summary of Panel Discussion

Deborah Wright, President, Local 2325, United Auto Workers, moderated this session, which began with an overview of the work that the Technology Working Group, a subcommittee of the Permanent Commission, carried out over the past two years, which led to its interest in online single point of entry service delivery. Wright reported that the Working Group initially focused on the findings and recommendations from the Legal Services Corporation's December 2013 Summit Report,³ the product of a two-year effort by national civil legal aid and technology leaders, who examined the ways in which technology could help narrow the justice gap. The Working Group recommended, in its 2014 report, that New York adopt the approach advocated in the LSC Summit Report and support the creation of two single point of entry portals in New York City and Western New York that would coordinate online screening, intake and referral in the consumer law area. It has subsequently focused on obtaining necessary funding for the two pilots, without which the pilots would not be able to move forward.

Next, the panel reviewed the different types of online intake tools already being utilized by civil legal services providers throughout New York State and discussed other examples of expansive on-line intake systems in other states. Although their funding applications were still pending at the time, the civil legal aid providers who would be participating in the two pilots were announced. The Western New York pilot includes Neighborhood Legal Services, Inc., Legal Aid Society of Mid-New York, Inc. and Legal Assistance of Western New York. The New York City pilot includes The City Bar Justice Center, CAMBA, MFY Legal Services, Inc., The Urban Justice Center and Fordham Law Center. A robust discussion amongst attendees covered the potential for the two pilots, possible pitfalls, and lessons learned from the experiences in other states. Particular concerns raised included interface compatibility, accessibility and ease of use for clients; accessibility for non-English speakers; and sufficiency of funding to support expanding and sustaining the provision of services through technology.

Finding

The developers of the pilots should work together as they plan and implement the two single point of entry portals so that data standards are developed and adopted that will move New York State toward having compatible systems that would address the full range of legal problems that low-income people commonly face.

³ Legal Services Corporation, Report of The Summit on the Use of Technology to Expand Access to Justice (December 2013), available at <http://archive.lsc.gov/media/in-the-spotlight/report-summit-use-technology-expand-access-justice>.

Technologies that Support Pro Bono & Remote Delivery

Summary of Panel Discussion

At this session, moderated by Sally Curran, the discussion focused on how technology is, and can, assist with recruiting, training, managing and delivering pro bono programs. Presenters, including Joe Keleman, Bryan Babcock, IT/Administrator, Volunteer Legal Services Project of Monroe County, and Leah Margulies, Project Director, LawHelpNY, showcased several technologies that programs are currently using to support and facilitate pro bono engagement. Topics covered included volunteer recruitment and screening, online training and support of lawyers and law students, document assembly in limited scope pro bono clinics, online questionnaires for case building, and the use of online chatting and video conferencing in the remote delivery of services. The showcase demonstrated that there are many different technologies being used to do similar things, and each raises its own challenges and questions regarding confidentiality, training, supervision, support and cost.

Finding

Pro bono stakeholders should continue to discuss best practices in the use of technology in pro bono programs and to explore collaboration and replication of successful programs throughout the state, including through existing networks and committees.

Collaboration, Sharing, & Planning for Technology Improvements

Summary of Panel Discussion

This session, presented by Anna Hinele, Technology Coordinator, Legal Assistance of Western New York, and Darrin Lawson, IT Manager, Hiscock Legal Aid Society, highlighted the importance of collaboration when initiating and completing technology projects. The presenters reviewed resources available to the legal services technology community and discussed opportunities for collaboration, as well as realized projects that have successfully utilized collaboration to reach a common goal. Also discussed was the importance of evaluating internal process, the needs of clients, data availability and dedicated funding streams, before starting a new technology process or automating an existing one. The presenters encouraged participants to reach out to colleagues in the community who have undertaken similar projects, or are facing the same challenges with technology. The goal should be to strengthen the network of experts who are willing to share their insight gained from past technology projects, even from those that have not succeeded.

Finding

Technology staff, executive directors and managers should all be encouraged to join NYSTech to discuss technology projects, training and collaboration opportunities. This community should continue to foster collaboration through thoughtful, regional or statewide technology planning.

Sharing resources and expertise across the State will lift the burdens (financial and otherwise) on individual programs, while still ensuring that service delivery and internal process are enhanced through the introduction or enhancement of technology.

Gathering and Using Data

Summary of Panel Discussion

This panel, moderated by Merritt Birnbaum, introduced methods for gathering and using the myriad data that providers collect to evaluate and increase services, including how funders drive data collection, as well as how programs use data to inform service delivery and the supervision of legal services. Veyom Bahl, Senior Program Officer, The Robin Hood Foundation, discussed the funders' perspective, outlining the data points that interest his foundation most (i.e., case volume; case outcome; and cost/hours per case), and the impact of the data on grant-making. Laura Haring, Grant Writer & Data Analyst, NYLAG, discussed the various elements her organization measures (i.e., caseloads, caseload per handler; hours; where cases are from or tend to be from) and the low-cost technology tools that it has used to provide data visualization and management (Excel-based dashboards and pivot tables). Wilneida Negron, a Fellow at the Data & Society Research Institute, discussed the broader impact of data collection and offered three strategies for using legal services data to raise awareness about broader social issues and support civil rights. These include developing standards for measurement of delivery and services, data mining and prediction, and data-driven advocacy.

Closing Plenary

Summary of Panel Discussion

Moderated by Christine Fecko, General Counsel, NYS IOLA Fund, this panel first provided the facilitators from the earlier panels an opportunity to briefly report out the key points from their sessions. One overriding issue that was discussed throughout the conference was the need for dedicated funding to support technology initiatives.

Next, panel members Michael Mills, Co-Founder and Chief Strategy Officer, Neota Logic Inc., Rajat Basu, PhD, Senior Principal Scientist (Ret'd.), Honeywell, and Jeff Hogue, reflected on how the New York civil legal services community could move forward to implement the ideas that had been generated, to benefit providers and ensure that the state is at the forefront of providing civil legal services. Hogue and Mills encouraged future efforts to set appropriate technology standards as a way of encouraging an environment where innovation can thrive. From a practical perspective, Mills bluntly challenged the community as a whole to be more efficient with its limited financial and other related resources by sharing responsibility for non-mission technology infrastructure and by moving much of it to the Cloud. Basu's description of

Business Process Analysis (or Six Sigma) captured the audience's attention as a method for improving the efficiency of existing or new technologies used in the delivery of civil legal services. Finally, the panel recommended that clients participate in future discussions so that their perspectives can be integrated into client-facing technology enhancements and innovations.

Conference Evaluation and Feedback

According to a detailed, post-conference survey sent to all attendees, the conference was an overwhelming success. "Excellent," "well organized," "informative," "insightful," "important," "inspiring," and "fantastic" were some of the comments offered. The topics that attendees found the most useful included document management systems, integration of technology systems within a program and in collaboration with colleagues, online intake, technology tools for self-represented litigants, and data visualization for fundraising and management. Information security was one of the topics identified for future attention. Virtually everyone who responded indicated that they would attend a similar conference next year, and many urged that the conference be extended for a longer time period with more time allocated for breakout sessions, demonstrations, brainstorming and networking. It was suggested that consideration be given to allocating more time for the discussion of innovative ideas and technology standards and integration. As a practical matter, the conference also spurred over 25 people to join NYSTech, which will serve as an important vehicle for ongoing collaboration within the civil legal aid community on technology issues until any future conference can be held.

EXHIBIT 1 TO THE TECHNOLOGY CONFERENCE REPORT

**STATEWIDE CIVIL LEGAL AID TECHNOLOGY
CONFERENCE – PROGRAM**

INAUGURAL

**STATEWIDE CIVIL LEGAL AID
TECHNOLOGY CONFERENCE**

**THE ROLE OF TECHNOLOGY IN
PROMOTING ACCESS TO JUSTICE AND
COLLABORATION IN THE
DELIVERY OF LEGAL SERVICES**



CONVENED BY THE
**TASK FORCE TO EXPAND
ACCESS TO CIVIL LEGAL SERVICES IN NEW YORK**

COLUMBIA LAW SCHOOL, NEW YORK

July 23, 2015



STATEWIDE CIVIL LEGAL AID TECHNOLOGY CONFERENCE

THE ROLE OF TECHNOLOGY IN PROMOTING ACCESS TO JUSTICE AND
COLLABORATION IN THE DELIVERY OF LEGAL SERVICES

JULY 23, 2015 • COLUMBIA LAW SCHOOL • NEW YORK

AGENDA

8:30–9:00 A.M. REGISTRATION AND LIGHT REFRESHMENTS

9:00–9:30 A.M. WELCOME AND INTRODUCTION

ROOM 106

Helaine M. Barnett *Chair, Task Force to Expand Access to Civil Legal Services in New York*

Avery W. Katz *Vice Dean and Milton Handler Professor of Law, Columbia Law School*

OPENING REMARKS

Hon. Jonathan Lippman *Chief Judge of the State of New York*

9:30–11:00 A.M. MORNING PLENARY:

ROOM 106

INSPIRING EXAMPLES OF TECHNOLOGY INNOVATION

Jeff Hogue *Co-Chair, NLADA Technology Section*

This series of presentations will provide an overview of exciting technologies currently in use or within reach of the New York civil legal aid community.

9:30–10:15 A.M.

NEW YORK TECHNOLOGY INITIATIVES

- Data Visualization & Dashboards (*Merritt Birnbaum, NYLAG*)
- Online Self-Help: DIY Court Forms, LHI & E-Filing (*Mike Williams, Bronx County Family Court*)
- Rich Self-Help and Virtual Consultations (*Mark O'Brien, Pro Bono Net*)
- Mobile/SMS Outreach with the Self-Represented (*Adriene Holder, The Legal Aid Society*)
- Lawyering in the Digital Age (*Conrad Johnson, Columbia Law School*)

10:15–11:00 A.M.

NATIONAL TECHNOLOGY INITIATIVES

- Business Process Analysis and Expert Systems (*Rajat Basu, PhD, Honeywell [Ret.]*);
Examples from Other States (*Glenn Rawdon, LSC*)
- Rechtwijzer Project & Online Dispute Resolution (*Glenn Rawdon*)
- Convergence - Reaching 100% by Scaling the Successes - Public/Private Partnerships to Tap the Latent Market and Leverage Start-Up Investments (*Ron Staudt, Chicago-Kent*)
- Law School Apps for Justice - Teaching 21st Century Core Competencies by Building Content and Tools for Statewide Legal Aid Websites (*Ron Staudt*)
- Convergence Gaps and Coordination (*Glenn Rawdon*)
- Statewide Planning - Highly Coordinated Examples (*Glenn Rawdon*)

11:00–11:15 A.M. BREAK

11:15 A.M.–12:30 P.M. BREAKOUT SESSION ONE

1.A EXECUTIVE DIRECTOR BREAKOUT

ROOM 106

Lillian Moy *Executive Director, Legal Aid Society of Northeastern New York and Member, Task Force*

Peter Lesser *CIO, Skadden Arps*

Executive Directors from civil legal aid providers and a CIO from a major law firm will discuss what they are doing and what they can realistically envision. What does technology offer to improve client services, program management and the efficiency of legal services? Panelists will discuss creating a cohesive vision for integrating technology into various aspects of organizational missions.

- Unified Consumer Portal (*Ken Perri, LawNY*)
- VoIP (Voice over Internet Protocol) in Intake (*Bill Hawkes, NLS*)
- Document Assembly (*Joe Kelemen, WNYLC*)
- Case Management (*Raun Rasmussen, LSNYC*)
- Sharepoint/Knowledge Management (*Sally Curran, Volunteer Lawyers Project of Onondaga County*)
- Pro Bono Tech Assessment (*Peter Lesser, Skadden Arps*)

1.B TECHNOLOGY MANAGERS & CIO BREAKOUT

ROOM 107

John Greiner *President, Just-Tech, LLC (Former CIO, Legal Services NYC)*

Technology managers, both accidental and intentional, come together to discuss the state of technology in their programs, including shared challenges, innovative projects, resources and purchasing.

- Pro Bono Tech Assessments (*Michael Donnelly, Simpson Thacher*)
- Document Management Systems (*Jeff Franchetti, Cravath, Swaine & Moore, LLP*)
- Technology Training (*John Attinger, Capensys*)
- Shared Technology Challenges (*Open Discussion*)
 - Change Management and Innovative Projects
 - Identifying the Right Free and Low-Cost Resources
 - Justifying, Measuring and Critiquing Tech Initiatives
 - Procuring IT Hardware, Services and Systems

12:30-1:15 P.M. LUNCH & NETWORKING

1:15-2:15 P.M. BREAKOUT SESSION TWO

2.A SINGLE POINT OF ENTRY: ONLINE COORDINATION, TRIAGE & INTAKE

ROOM 107

Deborah Wright *President, Local 2325, UAW; Chair, Task Force Technology Working Group*

An overview of the LSC Summit Report vision for “single point of entry” with highly coordinated intake, referral services and resources will be presented, along with a look at how New York is incorporating these ideas.

- Overview of LSC Summit Report and the Vision for Intelligent Seamless Routing of People and Problems Extending Beyond Online Intake (*Glenn Rawdon, LSC*)
- Use of Online Intake Tools in NYS: An Update to the 2013 Technology Survey (*Christine Fecko, IOLA Fund*)
- Examples of Online Triage/Intake Projects (*Anna Hineline, LawNY*)
- Bakersfield, CA Project (*Brian Donnelly, Columbia Law School*)

2.B TECHNOLOGIES THAT SUPPORT PRO BONO AND REMOTE DELIVERY

ROOM 106

Sally Curran *Executive Director, Volunteer Lawyers Project of Onondaga County*

How technology can assist with recruiting, training, managing and delivery of pro bono programs, including the remote delivery of legal services.

- Volunteer Recruitment and Screening
 - Built-in Salesforce: Pro Bono Volunteer Applicant Screening (*Adam Heintz, Legal Services-NYC*)
- Online Training and Support of Pro Bono Attorneys and Law Students
 - CLARO Project (*Joe Keleman, WNYLC & Conrad Johnson, Columbia Law School*)
 - Online Training
 - Document Assembly on the Spot for Clients
 - Law Student Pro Bono: Fair Hearing Bank (*Conrad Johnson*)
 - Online Training: Surge Docket Training for Immigration Court (*Conrad Johnson*)
- Online Intake and Case Development or Document Drafting
 - Pro Bono Online Questionnaires for Case Building (*Bryan Babcock, VLSP*)
 - Bankruptcy Preparation (*John Greiner, Just-Tech*)
- Remote Delivery of Pro Bono Service
 - LiveHelp - Law Student Pro Bono (*Leah Margulies, LawHelpNY*)
 - Reaching Rural Clients with Video Conferencing and Remote Document Drafting (*Sally Curran, Bryan Babcock*)

2:15-2:30 P.M. BREAK

2:30-3:30 P.M. BREAKOUT SESSION THREE

3.A COLLABORATION, SHARING AND PLANNING FOR TECHNOLOGY IMPROVEMENTS

ROOM 107

Anna Hineline *Technology Coordinator, LawNY*

Darrin Lawson *Technology Manager, Hiscock Legal Aid Society*

Focusing on collaboration, presenters will provide examples of the resources available to further integrate technology into legal services, including the necessary planning (business process analysis or business intelligence) and the challenges that can naturally arise in collaborations.

- Who's Who in Legal Services Technology
 - Existing Resources (*LSNTap, LSTech, NYSTech, NTEN, TIGs*)
 - What Can We Do as a Community to Better Communicate about Technology?
- Picking a Project that Best Meets the Needs of Your Staff and Clients
 - Evaluating Systems and Efficiencies: Business Intelligence and Expert Systems to Avoid Automation of Inefficient Processes
- Choosing the Right Partners
 - Identifying the Goals: Navigating Divergent Views of Good Change
- Project Sustainability and Planning
 - Assessing the Availability of Resources to Continue Projects
- Training
- Challenges with Collaboration

3.B GATHERING AND USING DATA

ROOM 106

Merritt Birnbaum *Chief Administrative Officer, NYLAG*

The panel will introduce methods for gathering and using the myriad data collected to evaluate and increase services, including how funders drive data collection, how programs use data to inform service delivery and the supervision of legal services.

- **Funder Perspective** (*Veyom Bahl, Robin Hood Foundation*)
 - Which Data Points Interest Robin Hood Most and Why?
 - Key Robin Hood Metrics for Legal Services and How They are Applied
- **Agency Perspective** (*Laura Haring, NYLAG*)
 - Deciding What to Measure for External & Internal Purposes
 - What Information do Funders Want?
 - What Information do Supervisors Want or Need to Manage Programs More Effectively?
 - Tools for Data Management
 - Using Excel-based Dashboards and Pivot Tables to More Easily Visualize and Analyze Data
 - Analysis and Reporting
 - Trend Tracking to Inform Program Priorities, Grant Reporting, Fundraising Appeals, Legislative Advocacy, etc.
- **Broader Impact** (*Wilneida Negron, Data & Society Research Institute*)
 - What Role can Legal Services Data Play in Larger Efforts to Raise Awareness about Social Issues and Support Civil Rights?
 - How Legal Aid Data can be Combined with Public Data to:
 - Inform Legal Services Deliveries
 - Enhance the Statewide Legal Service Delivery Capacity
 - Better Integrate Legal Aid into Existing Community-Based Service Delivery Systems through Increased Triage Service Delivery Models
 - Developing Measurement Standards
 - Using Data Mining and Predictive Analytics
 - Data-Driven Advocacy and Leveraging Data for Outreach

3:45-4:45 P.M.

CLOSING PLENARY

ROOM 106

Christine Fecko *General Counsel, IOLA Fund*

Michael Mills *Neota Logic, Inc.*

Rajat Basu *PhD, Honeywell (Ret.)*

The conference facilitators will report out the key points from their sessions and a panel will reflect on next steps for the New York civil legal aid community. Together, they will ask how New York can move forward to implement the ideas considered during the conference.

4:45-5:00 P.M.

CLOSING REMARKS

ROOM 106

Helaine M. Barnett *Chair, Task Force to Expand Access to Civil Legal Services in New York*

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