

CALIFORNIA COMMISSION ON ACCESS TO JUSTICE

12/10/15
meeting

c/o State Bar of California – 180 Howard Street – San Francisco, CA 94105 – (415) 538-2352 – (415) 538-2524/fax

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Chair
Los Angeles County Superior Court
Los Angeles

JOANNE E. CARUSO
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Senior Director Administration of Justice
State Bar of California
San Francisco

Convening of California Incubator Programs

On October 26, representatives of eleven California incubators convened in the Los Angeles office of the State Bar, at the invitation of the Office of Legal Services. Invitees included those listed on the [ABA website](#) and a new unlisted [program](#), and representatives from all but one of the programs attended. Travel was funded by grant monies from the Public Welfare Foundation and the Ford Foundation. State Bar staff members Terrie Mesa and Kelli Evans attended, along with consultant Fred Rooney, and incubator activist Bob Seibel.

Attached is the agenda, a list of attendees, and a description of each of their programs.

The four incubator programs that received grants from the State Bar – BALI, LAIC, LEAP, and NCLA – planned the agenda for the convening. They were anxious to use the time together to discuss issues that the programs have in common, and to plan a common training program, or “boot camp”. The agenda included the following topics:

- Team building
- Law practice management: office space issues, billing, payment issues, statutory fees, consultant fees, and marketing/client development.
- Training and mentorship
- Public relations and fundraising
- Remote or nontraditional representation
- Coordinating with nontraditional partners
- Determining readiness for less-supervised practice
- Ethics and incubators
- Evaluation

Discussions were facilitated by the incubator representatives who had the most experience in each topic. Maria Hall retained a team builder for the LAIC program, so she led a sample session on the topic; Bill Tanner and Scott Barnes lead the oldest and most robust program, and they used their experience at LEAP to lead the law practice management session; and Kelli Evans led the discussion of training and mentorship through the working lunch. Incubator Project consultant, Fred Rooney, led the conversation on public relations and fundraising, and the discussion on determining readiness for unsupervised practice, based on his experience launching and leading several incubators internationally. Jo Anne Stone was charged with leading the discussion on remote and nontraditional representation, because she leads the NCLA Academy, and its area is the largest and most rural, covering one third of the state. Laura Cohen facilitated the conversation on coordinating nontraditional partnerships, because LAIC is the first collaborative of multiple law schools, several legal services agencies, and a public law library. Tiela Chalmers has done many ethics trainings, so despite the fact that the Bay Area program will not launch until January 2016, she was able to lead a lively and informative session.

The discussions informed a plan for a common boot camp training. Volunteers signed up to explore each of the topics, and to decide how best to present them in a shared training. The Practising Law Institute (PLI) will host and film these sessions, and the incubator leaders plan to have two days of training that can be used in the future and shared with other incubators in California and across the country. The representatives summarized and continued the planning via email, and in their monthly conference call. They plan to produce the first day of training in March.

On the second day of the convening, representatives from the four grantee incubators met for half a day to discuss evaluation, and to try to hammer out some consistent criteria by which they can measure the effectiveness of their programs and determine which practices should be replicated. Attendees included Professors James Meeker of UC Irvine and Luz Herrera of UCLA, as well as Fred Rooney, Tiela Chalmers, Jo Ann Stone, Bill Tanner, Scott Barnes, Maria Hall, Kelli Evans, and Terrie Mesa. Kelli reviewed the final evaluation form that was included in the grant agreements with the group. All of the participants agreed that the information being requested is valuable but there are still questions about how to gather some of this information consistently, and with enough depth so that it is helpful in the future. This discussion will continue via email, with evaluations due in January.

The representatives seemed pleased to be able to meet in person and to have a basis for continuing discussions on training and evaluation. The grantees will meet again at the time of the March training, and they will plan a second day of boot camp training to record.

While incubator funding from the grants that we obtained was for one year only, we hope to leave them in good shape, and leave a legacy for future incubators. We have applied for a grant from the California Bar Foundation that could provide a small amount of funding in 2016, especially for the NCLA Academy, which has no law schools, major law firms, or foundations within its geographical boundaries. We are hopeful that the trainings and the report that we will produce for the grantors, based on the evaluations, will pave a path for future incubators and their supporters to follow. We also are interested in seeing whether we might be able to identify additional funding sources to seed new programs and/or provide continued support to our current grantees.

2015 INCUBATOR MEETING

Monday, October 26, 2015

10:00 AM – 5:00 PM

Los Angeles State Bar Office

AGENDA

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|----------------------|---|
| 10:00 | Welcome and Overview [Kelli Evans] |
| 10:00 – 10:30 | Introductions & Team Building [Maria Hall – facilitator] |
| 10:30 – 12:30 | Law Practice Management [Bill Tanner & Scott Barnes – facilitator] <ul style="list-style-type: none">• Office Space Issues• Billing• Payment – Flat Fee, Payment Plans• Statutory Fees• Consultant Fees• Marketing/Client Development |
| 12:30 – 1:30 | Working Lunch: Training and Mentorship [Kelli Evans – facilitator] |
| 1:45 – 2:30 | Public Relations & Fundraising [Fred Rooney – facilitator] |
| 2:30 – 2:45 | Remote or Nontraditional Representation [Jo Anne Stone – facilitator] |
| 2:45 – 3:15 | Coordinating with Nontraditional Partners [Laura Cohen – facilitator] |
| 3:15 – 3:45 | Determining Readiness for Less-Supervised Practice [Fred Rooney – facilitator] |
| 3:45 – 4:45 | Ethics and Incubators [Tiela Chalmers – facilitator] |
| 4:45 – 5:00 | Evaluation – Ideas from Non-grantees [Terrie Mesa – facilitator] |

ATTENDEES

Andrew Bernard	Lawyer Entrepreneur Assistance Program (LEAP), Legal Aid Society of Orange County
Anne-Marie Rabago	Access to Law Initiative, Cal Western School of Law
Bill Tanner	Lawyer Entrepreneur Assistance Program (LEAP), Legal Aid Society of Orange County
Bob Pimm	Modest Means Incubator Program, California Lawyers for the Arts
Bob Seibel	Access to Law Initiative, Cal Western School of Law
Erica Riel-Carden	RoyseLaw Incubator Project
Fred Rooney	International Incubator Consultant
Jim Meeker	UCI Law School & LEAP Consultant
Jo Anne Stone	Northern California Lawyer Access, Inc. Law Practice Academy
Joseph Doherty	UCLA School of Law
Kelli Evans	State Bar of California
Laura Dym Cohen	Southwestern Law School & Los Angeles Incubator Consortium (LAIC)
Lilys McCoy	Center for Solo Practitioners, Thomas Jefferson School of Law
Luz Herrera	UCLA School of Law & Los Angeles Incubator Consortium (LAIC)
Maria Hall	Los Angeles Incubator Consortium (LAIC)
Scott Barnes	Lawyer Entrepreneur Assistance Program (LEAP), Legal Aid Society of Orange County
Tamina Alon	Lawyers for Family Justice, Contra Costa Family Justice Center
Terrie Mesa	State Bar of California
Tiela Chalmers	Bay Area Legal Incubator
Victoria Smart	Northern California Lawyer Access, Inc. Law Practice Academy
William Adams	Public Interest Advocacy Clinic

Bay Area Legal Incubator

Volunteer Legal Services Corporation; the Alameda County Bar Association; University of California Hastings College of the Law; University of California, Berkeley School of Law; Golden Gate University School of Law; University of San Francisco School of Law; Santa Clara University School of Law; the Alameda County Law Library; and legal services providers.

Mission: To provide low-fee services to modest means clients, and to help new lawyers build sustainable low-fee practices.

Program status: Will be operational January 2016

Organizational details:

- Program will be operated under the auspices of a bar association.
- Participants will operate their own independent law firms.
- Funding: the program will be funded through law school support, bar association/foundation support, grants and revenue from the participants. The participant fees will be as follows: first 6 months: no fees paid; second 6 mos: \$250/month; and second year: \$500/month
- Staffing: the program will be staffed by bar association staff and volunteers. There will be 1 FTE Mentoring Attorney; .5 FTE on LRS to expand the number of calls processed; and fractions of a CEO and Director of Access Programs.
- Malpractice insurance: the program will require participants to have insurance, but will not provide it to them.

Types of cases handled:

- Program will require that participants do some pro bono and will require that participants take cases serving moderate-income clients.
- There will be subject matter restrictions on the types of cases that are accepted; most or all will be civil litigation matters. Income restrictions will require that clients are within 125-300% of the federal poverty level.

Participants:

- Participant selection: Each participating school will be able to select their own participants (up to three). Participants must have: (1) a commitment to access to justice; (2) an entrepreneurial spirit; and (3) a long-term interest in opening his/her own firm.
- Length of time in program: 2 years
- Alumni role: TBD
- Resources provided to participants:

Free office space	✓
Subsidized office space	✓
A stipend or other financial contribution	✓
Mentoring on substantive legal issues	✓
Opportunities to shadow lawyers	✓
Assistance and training with practice management issues	✓
Free or subsidized CLE programming	✓
Free or subsidized malpractice insurance	
Online networking	
In-person networking	✓
Programming on client development	✓
Case referrals	✓
Pro bono opportunities	✓
Legal research resources	✓

Access to Law Initiative (ALI)
California Western School of Law

Mission: To provide reasonably affordable and free legal services to underserved communities and support alumni who wish to engage in solo, small firm, and non-profit practice.

Program status: Operational as of June 2012.

Organizational details:

- Program is operated under the auspices of the law school.
- Participants operate their own independent law firms.
- Funding: the program is funded through law school support.
- Staffing: the only staff is a visiting faculty member, working as a volunteer for the program.
- Malpractice insurance: the program has umbrella insurance that applies to the program but does not cover participants.

Types of cases handled:

- Program requires that participants take some pro bono cases and provides opportunities (but does not create an obligation) for taking moderate-income cases.
- There are no income or subject matter restrictions on the types of cases that are accepted.

Participants:

- Participant selection: participants are selected by the program director.
- Number of participants: 14-16 at any given time.
- Length of time in program: up to 18 months (though this will be flexible)
- Alumni role: mentoring and other activities.
- Resources provided to participants:

Free office space	
Subsidized office space	
A stipend or other financial contribution	
Mentoring on substantive legal issues	✓
Opportunities to shadow lawyers	
Assistance and training with practice management issues	✓
Free or subsidized CLE programming	✓
Free or subsidized malpractice insurance	
Online networking	
In-person networking	✓
Programming on client development	✓
Case referrals	✓
Pro bono opportunities	✓
Legal research resources	
Other resources	

**Center for Solo Practitioners
Thomas Jefferson School of Law**

Mission: The Center for Solo Practitioners is a post-graduate program designed to help alumni develop law practices devoted to the representation of people who are traditionally cut off from legal services and denied access to justice. The goals of the program are to: (1) provide reasonably-priced legal services to low and middle income individuals, (2) help bridge the "justice gap" in our community, (3) engender a career-long passion for serving and improving under-served communities, and (4) provide new lawyers with the skills necessary to run a successful law firm business, while instilling a deep commitment to ethics and professionalism.

Program status: Operational as of November 2012.

Organizational details:

- Program is operated under the auspices of the law school.
- Participants operate their own independent law firms.
- Funding: the program is funded through law school support and grants.
- Staffing: the program is staffed by law school contract or administrative staff.
- Malpractice insurance: the program requires participants to have insurance, but does not provide it to them.

Types of cases handled:

- Program requires that participants do some pro bono and requires that participants take cases serving moderate-income clients.
- The program limits cases to those that are within malpractice insurance limits.

Participants:

- Participant selection: application and interviews.
- Number of participants: 9 in the inaugural class, and will likely admit 6-10 per year.
- Length of time in program: 12 – 18 months
- Resources provided to participants:

Free office space	
Subsidized office space	✓
A stipend or other financial contribution	
Mentoring on substantive legal issues	✓
Opportunities to shadow lawyers	
Assistance and training with practice management issues	✓
Free or subsidized CLE programming	✓
Free or subsidized malpractice insurance	
Online networking	
In-person networking	✓
Programming on client development	✓
Case referrals	✓
Pro bono opportunities	✓
Legal research resources	✓
Other resources	

Lawyer Entrepreneur Assistance Program (LEAP)
Legal Aid Society of Orange County

In collaboration with the University of California Irvine School of Law, Whittier Law School, Western State College of Law, and the Dale E. Fowler School of Law at Chapman University

Mission: To assist LASOC's clients by training up moderate means attorneys.

Program status: operational as of January 2013

Organizational details:

- Program is operated under the auspices of the Legal Aid Society. See also the [Whittier Legal Access Program](#), a collaboration with LEAP.
- Participants operate their own independent law firms.
- Funding: The program is funded through support from the programs law school partners, University of California Irvine School of Law, Whittier Law School, Western State College of Law, and the Dale E. Fowler School of Law at Chapman University, and grants from Orange County Bar Association Charitable Fund, American Bar Association Legal Access Job Corps Catalyst Grant, State Bar of CA Modest Means/Incubator Project, and the J. B. and Emily Van Nuys Charities.
- Staffing: the program is staffed by volunteers and LASOC staff. Currently there are two full-time equivalent employees.
- Malpractice insurance: the program requires participants to have insurance, but does not provide it to them.

Types of cases handled:

- Program requires that participants take some pro bono cases and provides opportunities (but does not create an obligation) for taking moderate-income cases.
- There are no income or subject matter restrictions on the types of cases that are accepted.

Participants:

- Participant selection: LASOC staff selects participants.
- University of California Irvine School of Law, Whittier Law School, Western State College of Law, and the Dale E. Fowler School of Law at Chapman University have partnered with LASOC to open this opportunity to their alumni and recent graduates.
- Length of time in program: 1 year
- Resources provided to participants:

Free office space	
Subsidized office space	✓
A stipend or other financial contribution	
Mentoring on substantive legal issues	✓
Opportunities to shadow lawyers	✓
Assistance and training with practice management issues	✓
Free or subsidized CLE programming	✓
Free or subsidized malpractice insurance	
Online networking	
In-person networking	✓
Programming on client development	✓
Case referrals	✓
Pro bono opportunities	✓
Legal research resources	✓

Los Angeles Incubator Consortium

Southwestern, Pepperdine University and UCLA law schools; Los Angeles County Law Library; and five legal aid organizations: Bet Tzedek, Legal Aid Foundation of Los Angeles, Community Legal Services, Neighborhood Legal Services of Los Angeles and Public Counsel

Mission: To support new solos while increasing the availability of accessible legal services to modest means clients.

Program status: operational as of March 2015

Organizational details:

- Program is a consortium that includes three law schools, legal aid organizations and the county law library.
- Participants operate their own independent law firms.
- Funding: the program is funded through law school support and grants.
- Staffing: the program is staffed by law school contract or administrative staff. Currently there is .5 full-time equivalent employee.
- Malpractice insurance: the program requires participants to have insurance, but does not provide it to them.

Types of cases handled:

- Program requires that participants take some pro bono cases and provides opportunities (but does not create an obligation) for taking moderate-income cases.
- There are no income or subject matter restrictions on the types of cases that are accepted.

Participants:

- Participant selection: participants are selected through a competitive application process that includes panel interviews of candidates.
- Length of time in program: 1 year
- Alumni role: anticipated but TBD
- Resources provided to participants:

Free office space	
Subsidized office space	✓
A stipend or other financial contribution	
Mentoring on substantive legal issues	✓
Opportunities to shadow lawyers	✓
Assistance and training with practice management issues	✓
Free or subsidized CLE programming	✓
Free or subsidized malpractice insurance	✓
Online networking	
In-person networking	✓
Programming on client development	✓
Case referrals	✓
Pro bono opportunities	✓
Legal research resources	✓
Other resources: third party vendor discounts	✓

Modest Means Incubator Program California Lawyers for the Arts

Mission: CLA's MMIP is unique in that it is designed to assist recent law graduates (5 years or less) to develop viable law practices in entertainment, arts, intellectual property, and innovation law. CLA's MMIP will provide young attorneys with practical training to run a successful entertainment and arts law firm. CLA's MMIP requires participants to offer affordable representation to clients of modest means in the creative arts and innovation community.

Program status: operational as of August 2014.

Organizational details:

- Program is operated under the auspices of California Lawyers for the Arts, a 501(c)(3) non-profit serving the creative arts and innovation community since 1974.
- Participants operate their own independent law firms.
- Funding: the program is funded through donations and revenue from the participants; MMIP participants pay a participation fee of \$500 per month.
- Staffing: the program has independent compensated staff and volunteers. Currently there is one full-time equivalent employee.
- Malpractice insurance: the program requires participants to have insurance, but does not provide it to them.

Types of cases handled:

- Program requires that participants do some pro bono and requires that participants take cases serving moderate-income clients.
- There are no income or subject matter restrictions on the types of cases that are accepted.

Participants:

- Participant selection: Applicants complete an extensive application form and those selected from the applications are interviewed.
- Number of participants: There are 6 people in the Berkeley office. However, if the program is successful, it will be rolled out to all the other CA Lawyers for the Arts offices statewide – including Sacramento, San Francisco, and Santa Monica – which will allow them to accept many more participants.
- Length of time in program: 12-18 months
- Alumni role: Yes
- Resources provided to participants:

Free office space	✓
Subsidized office space	
A stipend or other financial contribution	
Mentoring on substantive legal issues	✓
Opportunities to shadow lawyers	✓
Assistance and training with practice management issues	✓
Free or subsidized CLE programming	✓
Free or subsidized malpractice insurance	
Online networking	✓
In-person networking	✓
Programming on client development	✓
Case referrals	✓
Pro bono opportunities	✓
Legal research resources	✓

**The New Solo Practitioner Incubator
Monterey College of Law**

Mission: To provide reduced costs legal help for residents of Monterey County.

Program status: operational as of September 2014.

Organizational details:

- Program is operated under the auspices of the law school.
- Funding: the program is funded through law school support and revenue from the participants; the program fee is a flat \$350 per month.
- Staffing: the program is staffed by law school faculty, law school contract or administrative staff and volunteers. Currently there are two quarter time (25%) employees.
- Malpractice insurance: the program has insurance that covers participants.

Types of cases handled:

- Program requires that participants do some pro bono and requires that participants take cases serving moderate-income clients.
- There are subject matter and income restrictions on the cases accepted by the program. Subject matter is limited to restraining orders, collections, small claims, unlawful detainer and guardianship. Fees are on a sliding scale and determined by household income -- for a family of 4 between \$31,900 and \$76,560.

Participants:

- Participant selection: determined through an application process.
- Length of time in program: 1 year
- Alumni role: mentors for incoming attorneys.
- Resources provided to participants:

Free office space	
Subsidized office space	✓
A stipend or other financial contribution	
Mentoring on substantive legal issues	✓
Opportunities to shadow lawyers	✓
Assistance and training with practice management issues	✓
Free or subsidized CLE programming	✓
Free or subsidized malpractice insurance	✓
Online networking	✓
In-person networking	✓
Programming on client development	✓
Case referrals	✓
Pro bono opportunities	✓
Legal research resources	✓

Northern California Lawyer Access, Inc. Law Practice Academy

Mission: The goal of NCLA's Law Practice Academy is to provide newly admitted attorneys with the skills and experience to open and operate a sustainable law practice in rural counties.

Program status: will be operational July 2015

Organizational details:

- Program will be operated under an existing California State Bar certified Lawyer Referral Service.
- Participants will operate their own independent law firms.
- Funding: program will be funded by grants and revenue from the participants. NCLA is one of four State Bar of California Access to Justice Incubator/Modest Means grantees. Students will pay a monthly tuition of \$300/month which can be offset by fees earned in NCLA's Modest Means program. Most callers will be charged a \$40 processing fee to cover staff time.
- Staffing: program currently has a full-time executive director, a 1/2 admin assistant and volunteers. They anticipate hiring more staff as the need arises.
- Malpractice insurance: will require that participants have insurance but will not provide it to them.

Types of cases handled:

- Program will require that participants do some pro bono and will require that participants take cases serving moderate-income clients.
- Pro bono services will be provided to clients who cannot qualify for legal aid or for whom no services in that legal area are available. There will be no subject matter restrictions on types of cases accepted by the program. NCLA has an existing pipeline of callers through their traditional LRS. Most of those calls cannot afford full-fare legal fees. They will now have a program and mentored attorneys to handle the approximately 75% of callers needing no or low-cost legal services.
- The service area covers 1/3 of the geographic area of California - most of the counties are described as "rural" by the US Census Bureau; 3 or 4 of them are designated "frontier." NCLA will be relying heavily on cloud-based technology to put the attorneys in contact with callers and anticipate installing "client portals" in accessible places such as public and law libraries, social service agencies, etc., so that those who do not have smart phones, home computers, or reliable internet connections can maintain contact through Clio's cloud based client management software.

Participants:

- Participant selection: determined through an application process.
- Number of participants: 16-20
- Length of time in program: 1 year
- Alumni role: They can move on to NCLA's traditional lawyer referral service and the hope is that they will continue to meet with subsequent classes to pass on their experience and wisdom.
- Resources provided to participants:

Free office space	
Subsidized office space	
Mentoring on substantive legal issues	✓
Opportunities to shadow lawyers	✓
Assistance and training with practice management issues	✓
Free or subsidized CLE programming	✓
Free or subsidized malpractice insurance	✓
Online networking	✓
In-person networking	✓
Programming on client development	✓
Case referrals	✓
Pro bono opportunities	✓
Legal research resources	✓
Other resources: office space included in rent	✓

Public Interest Advocacy Clinic

Mission: Ensuring the public interest has consistent legal representation. We recognize that public interest legal representation must be made more accessible and affordable. We seek to accomplish our mission by combining legal experience with talent, energy, enthusiasm, and idealism to provide reduced cost representation, or where appropriate, pro bono representation; and by increasing the number of public interest legal advocates. Our mission consists of three components: (1) Train law students and attorneys how to advocate in the public interest and how to make a living, in part or whole, doing so; (2) Advise and organize community groups with public interest purposes; and (3) Advocate on behalf of the public interest – on a diverse range of matters – that might otherwise go unrepresented.

Program status: operational as of January 2015 (partially operational, providing representation and advice)

Organizational details:

- Program is a free-standing organization.
- Participants operate their own independent law firms.
- Funding: It is a new organization and will be exploring various avenues of funding. However, at present, it is funded by the donations of its organizers.
- Staffing: the program is staffed by volunteers.
- Malpractice insurance: Program requires participants to have insurance, but does not provide it to them.

Types of cases handled:

- Program provides opportunities (but not obligations) for participants to take pro bono and moderate-income cases.
- There are subject matter and income restrictions on the cases accepted by the program. Cases must be relevant to a public interest, i.e., a community or group of people and clients must be low - moderate income individuals or non-profit groups.

Participants:

- Participant selection: participants must have a strong interest in public interest advocacy.
- Length of time in program: Unlimited. However, they will transition from incubatee to mentor.
- Alumni role: mentorship and sometimes selection for conducting training workshops.
- Resources provided to participants:

Free office space	
Subsidized office space	
A stipend or other financial contribution	
Mentoring on substantive legal issues	✓
Opportunities to shadow lawyers	✓
Assistance and training with practice management issues	✓
Free or subsidized CLE programming	
Free or subsidized malpractice insurance	
Online networking	✓
In-person networking	✓
Programming on client development	✓
Case referrals	✓
Pro bono opportunities	✓
Legal research resources	✓
Other resources: resources will expand as organization grows	✓

RoyseLaw Community Legal Services

Mission: The program will have two components: (1) estates and trusts for low income individuals and (2) business and corporate law for startups.

Program status: will be operational Fall 2015

Organizational details:

- Program will be operated under the auspices of Royse Law Firm, PC.
- Funding: Program will be funded by Royse Law Firm as well as revenue from the participants; there will be reduced fee services for certain participants.
- Staffing: the program will hire recent law graduates. There will be two full-time equivalent employees.
- Malpractice insurance: Program requires participants to have insurance, but does not provide it to them.

Types of cases handled:

- Program will require that participants do some pro bono and will require that participants take cases serving moderate-income clients.
- Subject matter will be restricted to estate planning and elder law and individuals must meet the Community Development Block Grant Program (CDBG) guidelines or the IOLTA income guidelines.

Participants:

- Participant selection: participants will be selected through an interview process conducted by the sponsoring law firm.
- Length of time in program: 1 year
- Alumni role: TBD
- Resources provided to participants:

Free office space	✓
Subsidized office space	
A stipend or other financial contribution	✓
Mentoring on substantive legal issues	✓
Opportunities to shadow lawyers	✓
Assistance and training with practice management issues	✓
Free or subsidized CLE programming	✓
Free or subsidized malpractice insurance	
Online networking	
In-person networking	✓
Programming on client development	✓
Case referrals	✓
Pro bono opportunities	
Legal research resources	✓