

THE MICHIGAN PLAN 2000

**A STATE-BASED PLAN
FOR THE DELIVERY OF
CIVIL LEGAL SERVICES
TO THE POOR**

**Submitted Through
The Collaborative Efforts Of**

**The State Bar of Michigan
The Michigan State Bar Foundation
The Legal Services Association of Michigan**

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PART I: INTRODUCTION

This document, the MICHIGAN PLAN 2000 (“the Plan”) outlines Michigan’s past, current and continuing efforts toward achieving a comprehensive integrated statewide legal services delivery system. It reflects the work of the hundreds of persons who have participated in our state’s ongoing planning process and calls on them and others to continue the effort to implement additional strategies to enhance equal access to justice for the poor.

The overarching theme of the MICHIGAN PLAN 2000 is: Building interconnections among the providers, courts and community organizations. This Plan highlights that central theme in relation to the three main goals contained in Michigan’s “Core Capacities of an Effective Statewide System for Delivering Civil Legal Services to Low-Income Clients:” a) client access to information and services, b) a full range of client-centered services and c) coordinated and integrated services.

In 1995, the first Michigan Plan (1995 Plan) was produced through the collaborative efforts of the Legal Services Association of Michigan (LSAM), the State Bar of Michigan (SBM) and the Michigan State Bar Foundation (the Foundation). The Plan called for continuing collaborative efforts among these entities to implement its recommendations.

Since 1995, a tremendous amount of implementation work has been ongoing. Over the past twelve months, in conjunction with the planning work of the SBM’s Access to Justice Task Force and its Service Delivery Subcommittee process, the planners have fully reviewed and updated the 1995 Plan. The same three groups provided key leadership for the development of the MICHIGAN PLAN 2000. Each of these groups appointed several representatives to the State Planning Oversight Group (SPOG) which provided oversight and coordination in the planning process. SPOG will continue to coordinate and oversee this work as the MICHIGAN PLAN 2000 is carried forward and implemented and as ongoing planning efforts continue.

In the 1995 Michigan planning process, numerous other stakeholders (in addition to the entities reflected by SPOG) participated meaningfully in the development of the Plan. This is again true in the MICHIGAN PLAN 2000 process. The 1995 Plan was researched by nine working groups composed of more than 80 people with a wide range of experience and roles in the delivery system. This effort resulted in 57 recommendations, the vast majority of which have been implemented. More than 13 groups and 150 people contributed to the effort for the current Plan. As with the 1995 process, we expect that we will continue to work together to implement the MICHIGAN PLAN 2000 strategies and other follow up in the years to come.

The MICHIGAN PLAN 2000 reflects several resources that were not available during the 1995 process. First, the current Plan could build on the foundation established by the 1995 Plan. As a result of the planning process, which has been ongoing since 1995, Michigan has been able to implement many of the recommendations in the 1995 Plan, and carry them forward as part of the Plan, as reflected in the list of “Significant Accomplishments,” noted below. In addition, the MICHIGAN PLAN 2000 has

incorporated information obtained through the Service Delivery Subcommittee (SDS) process, an extensive delivery survey (of over 1900 agencies), additional statewide technology initiatives, expanded resource development, and restructuring discussions among a number of providers. These developments are described in more detail in other parts of this Plan.

In order to appreciate the accomplishments of the Michigan planning process to date and the sense of continuity between the 1995 process and this Plan, we will begin by briefly summarizing some of the most significant changes in Michigan's legal services delivery process that have been effected to date.

Significant Accomplishments Resulting from the 1995 Plan

1. Established the Access to Justice for All Task Force -- The 1995 State Plan recommended that the SBM institutionalize support for legal services and create the Access to Justice for All Task Force whose purpose is "to promote the effective delivery of high quality legal services to all Michigan citizens, especially low-income people." The Task Force membership includes leaders from the State Bar, the Foundation and the providers. The SBM created and funded a seven person Access to Justice Department; it also participates in ongoing planning and coordinates efforts related to legal services.
2. Launched and Staffed the Access to Justice Development Campaign -- Another key recommendation of the 1995 State Plan was for a single coordinated statewide development campaign for legal services. A State Bar staffed development office was created to implement this. A description of the Campaign and its activities is attached in Part III of this Plan.
3. Implemented the Michigan Plan Technology Recommendations -- The Legal Services Computer Committee (LSCC) composed of providers and representatives from the State Bar and the Foundation developed and facilitated a number of projects that resulted in the provision of email and Internet access to the desktop of every case handler, the evaluation and purchase of case management software, the creation and maintenance of a web site with an online brief bank, and the provision of technology support and training through the state support center. The LSCC also produced technology guidelines for programs to assist in their technology planning, budgeting and use.
4. Sustained State Support and Training for Legal Services -- A new state support entity, the Michigan Poverty Law Program (MPLP), was established and funded to meet the support and training needs of the local legal services programs across Michigan and to assist in assuring a full range of client services and advocacy throughout the state, including Legal Services Corporation (LSC) -restricted work.

5. Implemented the Michigan Litigation Assistance Partnership Project -- This statewide pro bono project is designed to recruit law firms to handle complex, LSC-restricted or other cases that are within the firms' areas of practice and are typically not handled by legal services attorneys. MI-LAPP also coordinates with the new Community Legal Resources program that targets pro bono services for transactional/corporate needs of non-profits and community groups that assist low-income persons
6. Continued the Capacity to Provide a Full Range of Services -- In 1996, LSC-funded programs became subject to a number of new advocacy restrictions, which limited their ability to become involved in some types of cases. In furtherance of the goal of the 1995 Plan to continue to provide a full range of advocacy to low-income persons, the Michigan State Bar Foundation expanded its funding to non-LSC providers to support these services.
7. Established the Peer Review Evaluation Program -- In response to a decreased program evaluation role by the Legal Services Corporation, the 1995 Plan called for expanded assessment activity by the Michigan State Bar Foundation. The Foundation worked with LSAM to develop a peer review model. The Foundation has implemented this system in which experienced poverty law managers and litigators from outside the state conduct site visits to review a program's services and operations and to exchange ideas with the advocates they meet. The information from the evaluation is used to help promote quality, market the accomplishments of providers and provide suggestions or technical assistance. All programs will have been assessed by the end of 2000.
8. Significantly Increased Public Funding for Civil Legal Services to the Poor -- The State Bar has taken an increasingly active role in advocating for legal services funding. This advocacy has been coordinated with other efforts and has been effective on both a state and national level. Since 1995, state filing fees funds have more than doubled, and the Michigan Supreme Court revised the IOLTA rule to significantly increase the percentage of funding devoted to civil legal services to the poor. On a national level, the Bar has a committee of leaders of the profession who advocate on behalf of continued federal funding for legal services. Through this committee, the SBM has sponsored annual visits to the Michigan congressional delegation to discuss funding for LSC. The Michigan delegation has solidly supported continued funding to the Legal Services Corporation.
9. Completed a Comprehensive Study Reviewing Administrative Costs and Practices in the Legal Services Programs -- The Integration and Merger Committee (IMC) studied whether, from an administrative viewpoint, there were efficiencies that could improve program services or save sufficient costs so as to warrant joint efforts or program re-organization. The IMC Report did not conclude that consolidation was required to achieve these results, but it recommended ways that programs could work together to improve administrative effectiveness and continue working together toward integration of administrative

services. It also concluded that methods used to deliver client services should be reviewed from a similar perspective and suggested that be done by the Service Delivery Subcommittee of the State Bar's Access to Justice Task Force.

10. Hotline Pilot Projects -- The ATJ Task Force's Service Delivery Subcommittee (SDS) recommended and the Foundation funded pilot projects to test different "hotlines" for providing telephone advice and brief service in Michigan legal aid programs. A peer evaluation of four models (multi-program, single program multi-office, special population and statewide special population) resulted in a report for consideration by the SDS. All pilot programs continued hotline services after the pilot period ended.

Additional Developments Toward the MICHIGAN PLAN 2000

In addition to these specific recommendations reflected in the 1995 Plan, Michigan planners have identified and pursued a number of initiatives to improve the delivery of legal services in Michigan. These efforts include:

1. Service Delivery Planning Process -- The Access to Justice for All Task Force's Service Delivery Subcommittee worked to identify and study delivery issues/needs, to make recommendations, and to facilitate their implementation toward ensuring a comprehensive and integrated system that provides a full range of legal services to citizens in every corner of the state. The SDS designated thirteen Work Groups to research and draft specific implementation steps with respect to the delivery of legal services. The Work Groups include judges, legal services staff, staff from the State Court Administrative Office (SCAO), the private bar, the Bar Foundation, human services providers and others. Also used in the process were results from a comprehensive survey of nearly 2000 entities, which provide services to low-income clients; a data base was established for this network of providers including information on those that provide some form of legal assistance. The Work Groups drafted reports which are reflected in the content of the MICHIGAN PLAN 2000. (See list of SDS reports on file in Part III.)
2. Expansion of the Access to Justice Development Campaign -- State Bar Development staff have worked with experts and volunteer leaders to evaluate fundraising potential and design a statewide leadership structure and a campaign strategy. Based on that work, the ATJ Task Force and the State Bar Board of Commissioners adopted a written campaign strategic implementation plan. State Bar leaders have been recruited and trained to carry out a coordinated campaign that works with the Michigan State Bar Foundation, the local bar associations and the local legal services programs. A short-term goal of raising \$2 million dollars by the end of 2000 for both endowment and operations funding for civil legal services in Michigan is being pursued. (See report attached in Part III.)

3. Additional Technology Efforts -- The LSCC is studying video conferencing as a method to allow advocates in distant locations to more easily participate in statewide training and substantive strategy meetings. The Committee is also evaluating different accounting software programs to provide the basis for a recommendation to legal services programs statewide. Methods for high speed and reasonable cost connection to the Internet are being investigated for the video conferencing study and to aid programs that need to access case management information from multiple locations. (See Technology Update attached in Part III.)
4. Legal Services Association of Michigan Process -- An outside facilitator, John Arango, conducted several meetings with LSAM members so that the directors of the legal aid programs could discuss the types and scope of change that may occur from the current state planning process. These sessions provided an opportunity for dialogue about changes that planning may precipitate and the implications of conceptual delivery changes on the operations of local programs.
5. Restructuring Discussions -- In addition to the various collaboration and integration efforts noted in the IMC report and elsewhere, a number of programs have conducted discussions about joint efforts or possible restructuring or merger. For example, two programs are working toward combining their hotlines into a joint service. Also, five programs, mostly in west-southwest Michigan, are participating in a process assisted by two expert facilitators (Mary Viviano and John Tull) toward merging into fewer programs. These participants are examining the socio-demographic factors in the service area, client service issues, community and staff concerns, state planning themes, as well as operational and legal logistics. Not only are one or more consolidations expected in 2000, but the process is also being documented in order to serve as a model for others subsequently examining restructuring. (See memo attached in Part III.)
6. Leadership Module Development -- Because Michigan planners believe that leadership excellence is key to an effective delivery system, a technical assistance grant was obtained from LSC to design a leadership module that will assist top staff and board leaders in legal services programs to develop their current or emerging leaders, and to assist boards when they are required to select new staff leadership.
7. Regional and Statewide Planning Meetings -- A broad range of more than 200 stakeholders (including providers, local and state bar leaders, members of the judiciary, community organizations, clients and others) were invited to a regional meetings in January, 2000 in Grand Rapids and Detroit. John Tull facilitated the meetings. These meetings provided rich content to SPOG in drafting the MICHIGAN PLAN 2000. All invitees to the regional meetings (and others) will be invited to a final statewide meeting in May 2000 for the presentation and discussion of the MICHIGAN PLAN 2000.

8. Accountability To Take The MICHIGAN PLAN 2000 Forward -- SPOG is the entity assigned to oversee state planning. Per SPOG membership, LSAM, the Foundation and the SBM remain primary leaders and assure accountability through SPOG for implementation of the Plan. These organizations understand that a successful planning process demands that a broad range of stakeholders from many parts of the justice system participate meaningfully in the process. SPOG's role will include responsibility for assuring that this wide involvement continues as Michigan takes the Plan forward, implementing its recommendations and in ongoing planning.

These efforts, along with the Plan, move the civil legal services delivery system in Michigan beyond a view based on autonomous, independent local programs toward a "system" perspective – one that acknowledges that legal services programs may be the primary vehicle for providing assistance to low-income persons accessing the legal system but they are not the only entities doing so. Other advocacy organizations, community groups and the judicial systems play significant roles and should be part of the legal services network.

PART II: MICHIGAN PLAN 2000 - THEMES AND COMPONENTS

A. INTRODUCTION

The Michigan planning process has been both broad and deep, producing information and strategies from a wide range of sources such as SDS, a large survey of human service and other providers, two regional stakeholders meetings, the prior Michigan planning process and more. One overarching theme has emanated from this vast amount of material: the need for effective interconnections among providers, community agencies, courts and others serving clients. The value of promoting a broader delivery network was clear throughout the study of the various delivery issues, from information and referral to systemic advocacy. This "unifying vision" moves beyond mere "links" between entities serving clients toward meaningful and dynamic interconnections in order to determine and serve clients' needs in a more seamless, coordinated and holistic manner.

Although this approach is consistent with the Legal Services Corporation's emphasis on an integrated, comprehensive statewide delivery system, it is our belief that the Michigan process has moved beyond this vision. The 1995 planning process required us to adopt a statewide system perspective and to carefully re-examine our legal services programs from this perspective. That process has yielded many benefits to programs and clients, some of which are highlighted in Part I. The Plan will continue and expand upon efforts to improve integration among providers to move us beyond a program perspective and suggest ways that the legal services delivery system create links with the broader justice system and with clients through improved links with community organizations.

This concept of enhanced interconnections arises from Michigan's Core Capacities of an Effective Statewide System for Delivering Civil Legal Service to Low-Income Clients. The Core Capacities have served as central touchstones in the current planning process, defining the key components of a comprehensive, integrated system and helping to assure common goals and a values-driven process. The three main Core Capacities goal areas are: 1) client access to information and services, 2) a full range of client-centered services and 3) integrated and coordinated services. The full document is reprinted in Part III, but these three major Core Capacities are also used in this section as a structure for organizing and harmonizing the results from the SDS reports and the other content in the Plan.

The Core Capacities are used as the framework for the MICHIGAN PLAN 2000. Throughout this section, themes reflecting each Core Capacity address each of the three related foci of the interconnections vision of this Plan - - promoting interconnections: a) among providers, b) with community agencies and c) with the justice system and courts.

These three foci form the MICHIGAN PLAN 2000's unifying vision of interconnections. They reflect our conclusions that: a) to effectively and efficiently assist clients with a range of needs, there must be improved interconnections among all legal services providers, as well as other agencies with legal assistance components; b) interconnections with the justice system, courts and other forums must reinforce that system's recognition of its responsibility to make the system fair and accessible for low-income clients and pro se litigants; and c) to effectively represent the low-income community in addressing both access and systemic issues, there must be enhanced interconnections with the organizations and agencies created by and providing critical services to that community. This call for enhanced interconnections between legal services providers and client, community-based and human services organizations, has three dimensions of its own: 1) coordinated information, services and advocacy for individual low-income clients, 2) direct advocacy on behalf of organizations whose services affect low-income clients on significant legal issues facing those organizations and their clients; and 3) joint systemic and policy advocacy on behalf of and in conjunction with those organizations.

Taken together, the recommendations presented in the Plan are intended to enhance the services that can be provided by each of the groups involved and also to promote the effectiveness and coordination of the overall service delivery system toward meaningful alliances among all components of the system. If the sum can thus be greater than the total of the parts, Michigan's statewide delivery system will continue to have ongoing capacity to assure high quality client-centered information and services, a full range of assistance to solve individual and systemic problems and effective integration and coordination of services through a broad statewide delivery network.

As indicated in Part I, there has been a great deal of work by scores of stakeholders that have informed this Plan. The SDS of the Access to Justice Task Force (which is but one component of this process) has, in itself, generated over 500 pages of reports and over 40 pages of recommendations. Therefore, every recommendation from every report will not be catalogued and discussed in this document. Rather, this document focuses on major

themes that recur throughout the planning process. Also, to facilitate moving from the research and reporting aspects of the SDS planning process to concrete implementation, the planners have summarized selected ideas from the longer SDS reports that are illustrative of those themes and organized their implementation in light of the Core Capacities. Their implementation will require SPOG to revisit the full content of the voluminous reports in order to refine the focus of recommended actions. Copies of the full SDS reports are available on the websites of the SBM at <http://www.michbar.org> and the Michigan Poverty Law Program at <http://www.mplp.org>.

The SDS Work Groups are:

Work Group A – Core Capacities	Work Group B – Unbundling
Work Group B – Access Issues Re: Special Populations	Work Group B – Fundraising/Entrepreneurial
Work Group B – Hotline	Work Group C – Pro Bono
Work Group B – Integration of Service Delivery	Work Group E – Alternative Dispute Resolution
Work Group B – Moderate Income	Work Group F – Pro Se
Work Group B – Systemic & Unrestricted Advocacy	Work Group G – Information & Referral
Work Group B - Technology	

B. CORE CAPACITY: CLIENT ACCESS TO INFORMATION AND SERVICES

The first Core Capacity of Michigan’s delivery system is that clients have access to information and services necessary to permit them to address the legal problems that they face. There are two aspects to this “access” – access to information about legal rights and resources and effective access to courts and other forums. The latter includes services that facilitate use of these forums which make determinations affecting significant legal rights of low-income persons.

Several SDS Work Groups have developed recommendations aimed at improving client access to information and services. These recommendations imply significant changes for the justice system, for the ways that legal services programs (LSPs) provide services and relate to community organizations, and for the ways that LSPs relate to each other.

1. The Role of the Justice System and the Courts

On one level, the responsibility to assure that all citizens, including low-income citizens, have meaningful access to courts and administrative forums that determine important rights is primarily the responsibility of the system itself—not LSPs. However, without leadership from the Bar and the LSPs, the system may never fulfill our Nation’s promise of “justice for all”.

Several SDS Work Groups addressed this goal. The Pro Se Work Group recommends that effective model pro se materials be developed on a statewide basis (through the State Court Administrative Office) and implemented with the support of local courts. In developing these materials, special attention needs to be paid to proceedings where low-income persons most frequently appear pro se. This recommendation is in accord with that of the Information and Referral (“I & R”) Work Group, which has recommended that courts, in partnership with local LSPs, explore mechanisms such as creating “access to justice centers” in courthouses to facilitate pro se access to the justice system.

The Unbundling Work Group recommended that the Bar, SCAO, and the Supreme Court work together to revise court rules to permit “unbundled” legal services, thus increasing client access to lower cost, event-specific legal assistance.

The Alternative Dispute Resolution (“ADR”) Work Group made a series of recommendations that would make mediation-related resources available to all litigants, including low-income litigants, in appropriate cases. Key recommendations from this Work Group have already been adopted by the State Bar Board of Commissioners in September of 1999 and were presented by the Bar to the Supreme Court in its comments on ADR rules which were proposed by the Supreme Court.

2. Interconnections with Community Organizations

In order to significantly increase low-income persons’ access to information about their legal rights, as well as the ability of such persons to access advocacy resources to help them in assert and protect those rights, LSPs must create new relationships with the broad array of community advocacy resources that exist in Michigan. These resources run the gamut from local domestic violence and homeless shelters that provide critical services to client-eligible persons to sophisticated state advocacy resources like the Michigan Protection and Advocacy Service or the Michigan League for Human Services. Several SDS Work Groups have addressed this goal.

The I & R Work Group recommended that local LSPs should be more directly tied to comprehensive existing I & R providers in their communities. Both this Work Group and the Integration of Service Delivery (“ISD”) Work Group emphasized that comprehensive referral systems must include traditional legal services providers, other providers and non-lawyer advocacy resources. These recommendations were echoed at the regional meetings, where stakeholders repeatedly spoke of the need for legal services providers to coordinate their services with other community advocacy resources and to support those community-based advocacy efforts. In addition, the I & R and ADR Work Groups emphasized the importance of mechanisms to educate providers on the availability of these resources and how to use them.

The I & R Group also recognized the importance of a community resource such as the public library as a point of entry for many low-income people looking for information. They referenced the importance of technology as a tool for accomplishing this. The I & R Group highlighted improvements to technology to link clients to services, including

video conferencing, client focused websites and points of use printers. Such efforts should be flexible enough to address the needs of special populations.

3. Interconnections Within the Provider System

In addition to recommending new roles for the court system and for community agencies in increasing access to information and services, several Work Groups recommend significant changes in provider-based legal services delivery which would improve client access to the justice system.

As a state, Michigan has been experimenting with hotline services for several years. The Hotline Work Group has summarized much of the work to date, outlined the components of an “ideal” hotline, and made recommendations for efforts toward the development of this tool such as regional or multi-program hotlines. The I & R Work Group made similar suggestions where clients can be helped through one point of entry, including linking LSP intake systems with non-legal referral systems for service referrals and promoting the broad availability and use of community legal education information.

The Special Populations Work Group has recommended that, as a system, we identify the advocacy resources available to each special population; assure that these resources are linked into statewide referral protocols; and address gaps where services are not available to specific populations. These resources include language line services, the relay service for the hearing impaired, bicultural/bilingual advocates and translation of materials.

The ISD Work Group has made a number of recommendations that will improve coordination among providers in a manner that improves access to services. First, the Work Group recommends that all “basic field” providers assure that a set of core priorities is provided in their service area so that, throughout the state, all clients will have access to legal services for situations involving protection from violence in the home, the threatened loss of housing, and access to public benefits. Second, the Work Group recommends that the providers update and expand the state’s referral protocols, so that clients can efficiently access services no matter which program they contact first. An important aspect of this referral network (noted by both ISD and the Systemic Advocacy Work Groups) is that local LSPs be trained to identify and to make appropriate referrals of LSC-restricted clients and cases. Advocates should work with human service agencies and other partners to jointly address systemic matters.

C. CORE CAPACITY: A FULL RANGE OF CLIENT-CENTERED SERVICES

Low-income persons may come in contact with the legal system in a broad variety of situations. The goal of the delivery system is to respond both efficiently and appropriately to the broadest range of client needs possible. There are some clients who need only legal information to resolve their problem; they should be able to access this

information quickly and conveniently. There are other clients facing a critical legal need who need specialized legal assistance from an attorney; they should be able to access these services. The delivery system must also include the capacity to effectively address policies and practices that affect large numbers of low-income persons.

Section B of the Plan addressed client access to the justice system. The Core Capacities emphasize that clients should have access to more than an expanded access to brief services. Instead, Michigan's delivery system should seek to provide clients access to the full range of necessary and appropriate advocacy services.

1. The Role of the Justice System and the Courts

The primary responsibility of the court system is that pro se litigants be provided meaningful access to the system and that there be sufficient connections between the court system and the legal services delivery system that appropriate cases are referred to legal assistance resources.

To this end, the Pro Se and I & R Work Groups recommend that SCAO and the courts develop usable pro se forms addressing a wide variety of legal proceedings; and that local courts, through court-based legal assistance centers or otherwise, develop procedures to permit pro se litigants to effectively state their cases utilizing those forms. These recommendations are consistent with those of the Unbundling Work Group which recommended exploring changes in the Michigan Court Rules that would permit unbundled legal services (available on an event specific basis) while retaining protections for clients. The ADR Work Group also made a series of recommendations that would assure that low-income persons can participate in appropriate alternative dispute resolution programs, including advising unrepresented disputants of their other options prior to utilizing ADR and assuring that they can access counsel if needed during ADR to monitor the process and enforce resolutions.

2. Interconnections with Community Organizations

There are several ways in which community organizations can play a central role in assuring that a full range of services are available to low-income persons. First, many community organizations provide important advocacy services to their members or their clients. Second, many organizations have the mission and capacity to provide holistic services to clients-- e.g., many domestic violence shelters provide a range of services including emergency housing, food, child care, advocacy with social services agencies, counseling, assistance with personal protection orders, victim advocacy and assistance in the criminal judicial process, etc. Third, because many organizations specialize in services in a certain advocacy area or to a certain population, these agencies may develop specialized knowledge and expertise in a legal area or about a client group. Fourth, many agencies and organizations can identify and advocate on systemic issues; in doing so, they are free from some of the risks faced by individual clients advocating on systemic

issues. For all these reasons, closer connections with community organizations are critical to assuring a full range of services to Michigan's low-income citizens.

Recognition of the need for these connections and recommendations for building these connections are woven through the reports of the I & R, ISD, Systemic Advocacy, and the Special Populations Work Groups. These recommendations were supported by the message from providers and the community, at the January 2000 regional meetings.

3. Interconnections Within the Provider System

In a number of different Work Groups and meetings, the points were made that our delivery system had been too focused on routine individual advice and representation and that (in addition to providing more efficient access to those basic services as suggested in Section II, *supra*) the system must assure that, through both LSPs and other resources, it increases its capacity to provide more complex and systemic advocacy.

This is the primary message of the Systemic Advocacy Work Group—the need for LSPs to develop increased systemic advocacy capacity and, when appropriate, to better utilize non-LSC funded partners in systemic work. The allocation of resources for the delivery system should include support for systemic advocacy. The need for systemic advocacy was echoed in the LSAM and regional meetings and in the recommendations of other Work Groups. For example, the Special Populations Work Group made a series of recommendations for involving and coordinating new advocacy partners in delivering services to these groups.

The Pro Bono Work Group viewed pro bono as an integral part of the delivery system, and noted a series of recommendations for how private attorneys could become involved in more complex and systemic work. These recommendations include continued participation in the Michigan Litigation Assistance Partnership and Community Legal Resources. The Group felt that the state based support services that are available for staff attorneys should also be available for pro bono advocates. Such services include training and access to MPLP's brief bank.

D. CORE CAPACITY: COORDINATED AND INTEGRATED SERVICES

The 1995 Plan created new partnerships between providers, the State Bar and the Foundation who have jointly undertaken an ongoing planning process to improve the delivery of civil legal services to the poor. This process has moved legal services providers in Michigan to understand that they are part of an interconnected delivery system rather than isolated entities. In many ways, the most significant changes in the new vision of the delivery system in Michigan relate to the vision of "system integration". The third Core Capacity, Coordinated and Integrated Services, describes the system's need for training, support, planning and coordination of all entities that come into contact with low-income people, namely, the judiciary, legal services programs,

community and client-based organizations.

The Plan seeks to move beyond that vision in two main ways. First, the Plan recognizes that many low-income persons relate directly to the court system and other forums and not through a local legal services program. Unless these forums recognize their role and responsibility in assuring real access to justice, the goal of access will not be a reality for many low-income persons. Second, the Plan recognizes that there is a large, vital, non-profit community in this state and that closer connections between the legal services delivery system and that community-based network will yield numerous benefits for our clients, including broader access to services, more effective individual advocacy, and more effective systemic advocacy.

1. Integration with the Justice System and the Courts

Among the biggest challenges contemplated by the MICHIGAN PLAN 2000 is that of more fully engaging the State Court Administrative Office and the court system in assuring real access to justice for low-income persons. On the one hand, as the number of litigants proceeding through the court system without representation has increased, more concerns have been raised about how efficiently and how fairly the system treats these litigants. At the same time, the historical commitment of the system to neutrality has caused many courts to be reluctant to take any action that might be seen as providing an advantage to any class of litigants.

The vision of the Plan is that the court system must recognize and address its responsibility to assure that the system is accessible to all, especially to unrepresented, pro se litigants who are currently harmed by the complexity and technicality of court procedural rules and the litigation process. While the Plan includes many concrete recommendations that will make the court system more accessible to low-income persons, the central theme that is woven through the Work Group recommendations is that system integration involves ongoing relationships and planning between all aspects of the justice system. If this goal is to be realized, then the organized Bar and LSPs must approach the judiciary in a coordinated manner, to educate the courts about this responsibility and to engage them in the implementation of the recommendations contained in this Plan.

The Self-Help Work Group recommended the establishment of a joint bench bar task force to oversee the implementation steps outlined in its report. The steps include hallmarks for self-help programs, protocols for state courts to use in assisting pro se litigants and standardized forms.

The ADR Work Group urges the courts to provide orientation and training for judges, court personnel, attorneys and consumers; specific information geared toward each group that will improve the use of ADR; and the enforcement of any agreement obtained through the ADR process. The Group also recommends that LSPs provide an orientation to mediators about issues that may impact low-income people, such as a client's ability to opt out of mandatory mediation under certain circumstances, cultural issues, methods to

remedy an unequal balance of power and substantive areas of law that may be considered poverty law issues.

The Unbundling Work Group urges the SBM to provide training and model retainer agreements to support the responsible provision of unbundled services.

The Special Populations Work Group recommended that a bench book be developed for and used by judges so they can become familiar with pertinent laws that are important to the special populations and how they and those in their courtrooms can access culturally appropriate resources.

It should also be noted that several Work Group reports suggested closer linkages between civil LSPs and other parts of the legal system. As examples, the Special Populations Work Group recommends outreach to criminal practitioners to educate them about the immigration consequences of criminal convictions and notes the importance to low-income families of legal matters that may be handled outside civil legal services programs, e.g. administrative proceedings (such as school expulsions) and criminal proceedings (such as juvenile court proceedings and criminal proceedings related to domestic violence).

2. Integration – Role of Community Organizations.

The Work Group reports contain many specific recommendations for improved coordination and integration with community agencies. These recommendations fit within three main areas:

- a. Collaboration between LSPs and community agencies in the provision of services to individual clients. The reports of the I & R Work Group, the Special Populations Work Group, the Hotline Work Group, and the Pro Bono Work Group all contain recommendations for improving collaborative work and planning between LSPs and community agencies on behalf of individual clients.

The Special Populations Work Group saw the need to work in concert with human services agencies to provide “wrap around” or holistic services especially for the most vulnerable populations. The I & R Work Group urged LSPs to identify all I & R providers in their communities. They also urged closer relational and technological links between LSPs, Lawyer Referral and Information Services and mainstream I & R services to provide a continuum of assistance to clients with a variety of needs. Planning with these other groups would also reduce redundant steps for clients to reach needed services. The Hotline Work Group emphasized that a key element of any hotline was its ability to coordinate delivery with other providers.

- b. Increased direct representation of community agencies by legal services programs. It is important that LSPs have close relationships with the key advocacy and services agencies in their communities, such as domestic violence shelters, homeless shelters, welfare rights organizations, non-profit housing

developers, etc. Many community organizations have a great need for competent legal advice and representation on both organizational and substantive issues. Low-income communities would benefit tremendously from stronger, more stable advocacy and service organizations. The LSAM meetings, the Systemic Advocacy Work Group report, and the Pro Bono Work Group report include concrete suggestions for the expansion of both field and statewide pro bono resources to provide services for non-profits providing direct services to low-income persons.

- c. Joint advocacy between LSPs and community organizations on issues affecting broader communities of low-income persons. See the discussion in Section C (2) supra. Because of their connections to the community, their specialized knowledge of agency practices and service issues, and the procedural advantages of organizational representation, community organizations are ideal partners in systemic advocacy efforts.

The Systemic Advocacy Work Group report emphasizes these connections when it stresses the need for legal services providers to build and maintain relationships with local advocacy partners including human services agencies and grassroots coalitions. Such alliances enhance all participants' abilities to identify needs and legal problems that should be addressed.

3. Integration – Interconnection Within the Provider Network

Both the LSAM planning meetings (facilitated by John Arango between April and June of 1999) and the ISD Work Group developed strong consensus that certain functions be integrated on a statewide basis. Other Work Groups also noted the need for specific functions to be handled on a statewide basis, including the following functions (highlighted by the LSAM meetings and the ISD):

- Comprehensive state support services, including training, task forces, briefbank and research support, case consultation support, and coordination of community legal education materials;
- Pro Bono support, including administration of statewide pro bono programs;
- Legislative and administrative advocacy;
- Technology support;
- Pro se support, including both development of materials and coordination of efforts to make the courts more accessible and responsive to pro se litigants;
- Public relations;
- Fundraising;
- Program evaluation; and
- Coordination of ongoing planning efforts.

The final report of the ISD Work Group reflects a commitment by all providers to move forward in an integrated way, both in their work with each other and with non-LSP entities.

These general themes appeared again and again in the specific recommendations of the more specialized Work Groups. As examples, the Special Populations Work Group called for the collection of information about resources available to all special population groups and development of referral agreements with all providers of services to these populations.

The Systemic Advocacy Work Group called for ongoing state-level support and coordination of systemic work. The Group also urged the training of intake staff to identify potential systemic cases, further training and mentoring of advocates, and training of legal services program directors regarding the development, implementation, oversight, and coordination of systemic work with other legal services programs.

The Pro Bono Work Group called for the continued development of state-level programs for complex cases, systemic advocacy cases, LSC-restricted cases, and representation of non-profit organizations. The report recommended strengthening statewide support to pro bono advocates through the work of MPLP, the Pro Bono Coordinators Association and the Access to Justice Program at the Bar. Specifically, the Pro Bono report recommends that pro bono attorneys have access to training a family law listserv, the MPLP briefbank and a special manual for pro bono advocates.

The recommendations of the Pro Se Work Group, the Unbundling Work Group, the ADR Work Group, and the I & R Work Group include specific recommendations for statewide policy changes. The I & R Work Group emphasized the need for ongoing communication and cross-training between LSPs and mainstream Information and Referral program staff to ensure that the latter can identify and refer basic legal issues. The cross training is also designed to help LSP staff consider the client as a whole and to address all of a client's issues.

Several Work Groups also make recommendations regarding integration among LSPs on a local/regional level. These recommendations include, as examples, the development of "core priorities" to be adopted by all programs (ISD Work Group) and the development of a single statewide referral policy (ISD Work Group). The Hotline Work Group noted that one key strength of a hotline is its ability to coordinate services among a number of programs and agencies, thus supporting the theme of integrating the work of all providers of assistance. The Pro Bono Work Group has developed recommendations that will make pro bono work an integrated part of the overall delivery system both on a local level (through strong local pro bono programs and through outreach to currently underutilized private attorney groups) and at the state level.

In sum, the delivery system envisioned in the Plan is not a system comprised of independent programs with autonomy over their single local service areas; it is a coordinated system with many services provided or integrated on a statewide basis and many others provided in a consistent manner to all Michigan residents through a coordinated statewide provider network.

E. MOVING THE PLAN FORWARD: IMPLEMENTATION AND OTHER STRATEGIES

1. Program Configuration

In its 1998 Integration and Merger Committee Report, the IMC concluded that configuration decisions must be driven by client service needs, not purely administrative concerns. Over the past two years, the SDS process has led Michigan planners to consensus regarding the need for increased statewide integration of certain functions and for changes in the local program delivery model. Many of the integration decisions are reflected in this document; others are reflected in the SDS reports and will also be carried forward through the MICHIGAN PLAN 2000 implementation process.

The ISD Work Group also defined factors that programs should review when assessing the best structure to promote service delivery goals. These factors included: uniformity of client services; transportation concerns; alignment with districts for courts, government or funders; focus on program strengths; minimal disruption to clients and relationships with other agencies; and what size may be the critical mass needed to meet the demands of the service area. However, the status of current reconfiguration discussions is not directly addressed in the SDS reports.

At the current time, there are five programs in southwestern Michigan that are engaged in facilitated discussions regarding program consolidation. It is our expectation that a number of program consolidations will take place in this region by the end of 2000. It is SPOG's goal that this facilitated process will assure that any program consolidation in the state will be informed by and consistent with the state integration goals. The current process is an inclusive process, where participants examine client and community issues, socio-demographic factors, available resources, administrative considerations and relevant state planning themes. The process developed in southwestern Michigan will be a model for persons in other regions as they examine whether and how structural changes can improve services and further the goals of the MICHIGAN PLAN 2000. Attached in Part III is a memo by the facilitators regarding the consolidation process.

2. Michigan Infrastructure Initiatives

As noted in Part I, ongoing efforts related to our system's infrastructure include resource development, technology and program evaluation. These initiatives are fully described in attachments listed in Part III. Selected current implications for the MICHIGAN PLAN 2000 are highlighted below.

Three of the technology projects underway are especially relevant to key aspects of the MICHIGAN PLAN 2000. Coordination of technology issues with the development of the MICHIGAN PLAN 2000 was assured during the planning process by having liaisons from the Legal Services Computer Committee assigned to SDS and reviewing SDS

reports. This has promoted consistent vision and mission-driven technology. The statewide case management effort involves funding and support for the installation of Kemps and training and support for users. The next phase now being implemented is to assist the LSPs with document generation capabilities to link client data to forms; also, intake questions and common report formats are being designed. The relative uniformity of the protocols will also assist with electronic transfer of data or case files and with tracking case service trends in localities and statewide. Desktop access to e-mail and the internet is now a reality for Michigan advocates, allowing research and links with others, including different LSPs and community organizations; this includes broadband development for some.

One important project to assist with information to clients and connections within the system is a website for advocates and community groups and clients. It can be found at www.mlan.net. "MLAN" stands for Michigan Legal Assistance Network. Individual LSPs can link their websites to MLAN, and all can also be linked to various community organizations and other resources. MPLP collects and posts community legal education materials and pro se information to assist both advocates and clients themselves. The LSCC plans also include promoting client access through technology placed at community centers where help from trained agency personnel will be available. (All projects are overseen by the LSCC which develops and posts work plans and evaluations of its projects at www.mplp.org.)

Michigan's ambitious resource development campaign has raised over \$1,000,000 since the lawyers and judges leadership campaign was informally started in late 1998. That Campaign is now formally organized with a team of high-level bar leaders leading solicitations in ten regions across the state. A campaign structure and goals are in place; the State Bar of Michigan will be asked to renew support this year for the staffing of the initiative. Plans for obtaining major and planned gifts are being finalized with the assistance of outside fundraising consultants who provide advice and training on a regular basis to staff and volunteers. The Campaign's Internal Cabinet has recently reviewed and refined policies to clarify to donors and recipients the arrangements that can be made for the statewide campaign to work with local fundraising initiatives and to articulate more information to help supporters understand eligible recipient and fund distribution criteria.

The Michigan State Bar Foundation peer evaluation system, developed in conjunction with LSAM, has brought experienced poverty law litigators and managers from around the country to visit most Michigan programs. By fall, 2000, all the Foundation's grantees will have been assessed. LSP staff has used input from the visits to improve services or to consider new ways of providing services. In addition, the reviews have been able to specifically acknowledge the excellent work being done by LSPs around the state and to assist in identifying best practices to share with other LSPs. The Foundation has also been able to offer technical assistance on occasion. The process helps to better assure individual donors and those in the state who make decisions about funding for legal aid that legal services providers are subject to objective oversight through a process that encourages continuous improvement.

3. Implementation

In order to assure that the Plan is implemented, clear accountability and oversight of each element in the Plan is critical. One of the benefits from Michigan's past planning efforts is that most of the groups necessary to effect this Plan are already in place and operational. For example, the Legal Services Computer Committee has developed, obtained funding for, assured implementation of and evaluated Michigan's technology initiatives; the Development Campaign is staffed and operating under an approved plan and goals, etc. In other areas, the SDS Work Group reports contain detailed recommendations with specific implementation steps. For example, the Pro Bono Work Group report assigns specific tasks to the Bar's Access to Justice Department staff and to MPLP. The report also recommends that a new, broader, pro bono subcommittee of the Access to Justice Task Force be created to assure coordination among the various entities active in the area of pro bono and to oversee implementation of the Work Group's recommendations. To assure overall guidance on implementation of the Plan, SPOG will remain active in a coordinating role, assuring that each of these "infrastructure" pieces continues to fit appropriately with the service delivery strategies and the overall Plan.

There are three specific areas where it is important that there be coordinated implementation of the Plan's recommendations. These areas are critical because they affect nearly all of the Core Capacities in Michigan's delivery system.

The first area concerns the importance of continued efforts to develop new and continuing resources to support the delivery of legal services to the poor. A great deal of the success of the Michigan process to date is due to our success in attracting new resources to support the statewide delivery system. Since the 1995 Plan was adopted, there have been significant increases in state IOLTA and Filing Fees funds. The Bar has initiated its Development Campaign. The Michigan congressional delegation has strongly supported increased funding for LSC. The increases in state funding have helped attract additional local funding to many programs and have opened up new national funding resources (e.g., Skadden and NAPIL fellowships; VAWA funding; etc.) that were previously unavailable to the state. All stakeholders recognize that the future health of the legal services delivery system depends on our ability to continue to sustain and increase financial support for the delivery system. We feel that Michigan is in an excellent position to sustain this growth in revenues. However, we wish to acknowledge that resource development was the primary focus of concerted statewide collaboration through the 1995 planning process and that this should continue to be a major focus of the current and future process.

A second area, which is implicated throughout much of the discussions in this Plan (and in the detailed Work Group recommendations) concerns the impact of and opportunities presented by constant changes in technology. For several years, Michigan has been seen as a national leader in technology innovations. The leadership within the state in this area has come from the Legal Services Computer Committee. This Committee is a broad planning committee, reporting to both the Bar's ATJ Task Force and to the Legal Services Association of Michigan. The Committee's work is supported by staff from the Bar Foundation, the Bar's Access to Justice Division, and the Michigan Poverty Law

Program. We wish to emphasize that ongoing state-based technology planning and support is a critical component of the current planning process.

The third area concerns the importance of having staff resources available to assist in the implementation of the Plan's recommendations. Staff will be necessary to meet various needs which range from material development, to training, to extensive planning and support. In the past, these needs have been met by combining the staff resources and expertise from a variety of entities, including local legal services programs, the private bar, community agencies, and from state level organizations, most notably the Foundation, the State Bar of Michigan's Access to Justice Division, and MPLP. It is expected these same resources to remain available to implement the planning recommendations. Indeed, there are many recommendations in the Plan and Work Group reports that will directly inform future activities of staff at the Bar, the Foundation, and MPLP. These three statewide entities with oversight from SPOG, and assistance from an ever-widening circle of partners throughout the delivery system, are committed to undertake the implementation of the recommendations in this Plan.

Finally, it should be noted that Michigan is well positioned to implement the MICHIGAN PLAN 2000 because planning -- and the effective implementation of planning decisions - - have been ongoing and dynamic processes for over five years. The systems and structures now in place have institutionalized both the expectation and the ability to effect planned change. Moreover, this culture of constant re-evaluation and improvement is valued by the many stakeholders who remain involved in the process.

The 1995 Michigan Plan significantly expanded the scope of Michigan's "state justice community". The MICHIGAN PLAN 2000 calls for an even broader process and more comprehensive view of the allies and partners who contribute to and have a stake in the legal services delivery system in this state. While the planning process has increased the allies of our system, and while every stakeholders participation is critical to this effort, the SBM, the Foundation and LSAM remain centrally accountable for the results of this process through their membership on SPOG and through their collective responsibility for the oversight, coordination and implementation of ongoing planning in Michigan.

PART III: ACKNOWLEDGEMENTS AND APPENDICES

- A. CORE CAPACITIES
- B. ATJ DEVELOPMENT CAMPAIGN
- C. MICHIGAN TECHNOLOGY UPDATE
- D. PEER EVALUATION PROCESS
- E. MEMO REGARDING SOUTHWEST MICHIGAN RECONFIGURATION DISCUSSIONS
- F. NAMES/AFFILIATIONS OF SERVICE DELIVERY PLANNING PROCESS PARTICIPANTS (only those Work Group members who were still active and supportive of the Report when it became final are listed as contributors)

APPENDIX A

CORE CAPACITIES OF AN EFFECTIVE STATEWIDE SYSTEM FOR DELIVERING CIVIL LEGAL SERVICES TO LOW INCOME CLIENTS IN MICHIGAN Revised 9/22/98

The overall system for the delivery of legal services to low income Michigan citizens should have the following core capacities:

1. CLIENT ACCESS TO INFORMATION AND SERVICES

- a. The public knows where low income persons can receive general information on their rights and responsibilities, and where they can go to receive services to address specific legal problems and needs.
- b. Clients receive legal services when they need them.
- c. Clients are not prevented from learning about and receiving legal services by barriers such as disability, institutionalization, geographical isolation, and language, so that they can understand and protect their legal rights.
- d. Clients receive services in ways that are sensitive to the diversity of the client community, including ethnicity, religion, race, disability, age, gender, etc.

2. A FULL RANGE OF CLIENT-CENTERED SERVICES

- a. Clients receive information about their legal rights and responsibilities through means appropriate to their circumstances, including but not limited to, community legal education and advice and counsel.
- b. Clients receive information about all possible methods for resolving their legal problems and needs, including but not limited to, self help, brief service, alternative dispute resolution, negotiation, small claims, individual litigation, class or group litigation, and legislative, administrative, or community based advocacy. Clients receive information about alternative and available sources of help, including but not limited to, obtaining help from lawyer or non-lawyer advocates or advisors, government officials, social services agencies, and alternative dispute resolution.
- c. Clients receive services that address the most important legal needs in their community, as determined by local needs assessments. Members of the client community, including client groups are consulted as part of the needs assessment process. Groups with unique legal needs and problems, such as migrant farm workers and Native Americans, receive services to address the most important legal needs of their community, as determined through needs assessments.
- d. Clients receive high quality, effective legal assistance based on their needs, according to the standards for practice of law within the legal community. Clients have the ability to pursue every type of solution to their legal needs and problems

that is available to them, by every appropriate legal method.

3. COORDINATED AND INTEGRATED SERVICES

- a. Advocates, staff, managers, volunteers, and board members of organizations involved in the legal services delivery system are provided the training, support, and technical assistance needed to ensure high quality and effective services for clients.
- b. Legal advocates regularly share information about and coordinate their efforts on behalf of low-income persons in Michigan.
- c. Legal advocates share support, assistance, coordination and training with community and client-based organizations that provide legal, educational, health or human services to, or provide advocacy on behalf of, low-income people.
- d. The legal community, including individual private attorneys, firms, organized bar associations, and the judiciary, participate in and actively support the provision of a full range of civil legal services to low income persons.
- e. The organizations, institutions, and individuals concerned with or involved in the delivery of services to low income persons regarding their civil legal problems and opportunities, work together to develop, maximize resources for, maintain, and improve an effective, efficient, and flexible delivery system.

9/98

APPENDIX B

MEMORANDUM

To: State Planning Stakeholders

From: Candace Crowley

Date: April 5, 2000

Re: Development Campaign – Status Report

Summary

In a memo to you dated December 9, 1999, I set forth some basics on the ATJ Development Campaign, including the Michigan plan background, the State Bar response, First Collaborative Efforts and the Integration and Merger Committee (IMC) Recommendations regarding resource development as a state planning priority. The December 9th memo included a “Recent Activity” section that summarized the development of the Campaign strategic plan and explained the leadership structure to be followed.

An “Expected Future Activity” report stated that a Resource Development Subcommittee would be established, consisting of bar leaders from around the state to head up the regional, corporate, foundation and special needs campaigns. This group of campaign leaders carry the responsibility of raising \$1.5-\$2 million in cash and cash pledges by the end of the year 2000. The December 9th memo also set forth the need to continue developing campaign planning and leadership from staff and volunteers in order to realize the tremendous potential for philanthropic success held by the ATJ Campaign. Coordination with existing local efforts and the enlistment and training of a larger group of volunteers to solicit gifts would be key to future activities.

A full copy of the December 9, 1999 memo can be found through the Access to Justice link on the State Bar’s web page at www.michbar.org.

New Developments

Since the December 9th memo was written, the Campaign continues to build consensus around the strategic plan and enlist broader Campaign leadership. A map showing campaign regions and leaders is attached to this memo. Bob Gilbert¹, Jack Martin² and Jon Muth³ have lent their

¹ Robert Gilbert is immediate former managing partner of Miller, Canfield, Paddock & Stone and has agreed to solicit Michigan’s largest law firms for ATJ gifts.

² John W. Martin, Jr. is retired Vice President and General Counsel of Ford Motor Company and winner of the 1999 Roberts P. Hudson Award for exemplifying the highest ideals of the profession.

³ Jon Muth is a Past President of the State Bar of Michigan, partner in The Grand Rapids firm of Miller, Johnson, Snell & Cummiskey and exemplary leader of a broad range of ATJ issues statewide.

reputation and expertise as “Special Advisors” to the ATJ Campaign. The Campaign now has in place 12 of the 16 leaders needed to carry out its statewide strategy, not including the 3 special advisors.

The Campaign leaders met on March 21st as a team, under the direction of Campaign Co-Chairs Ed Brady and John Tully. They were more fully prepared at that meeting to conduct the Campaign under their new designation as the ATJ Statewide Campaign Committee⁴. For a press report of the March 21st meeting, see [Access to Justice Statewide Campaign Committee hosts its inaugural meeting](#), The Detroit Legal News, March 24, 2000.

Three separate Major Gifts Solicitation trainings have been held by the Campaign. Thirty people, including most of the campaign leaders, are now skilled in the main strategy to be used in the Campaign. A revised Case for Support has been completed and printed with the Campaigns’ signature logo. The Campaign logo is being added to as many of the State Bar publications as possible so that the Campaign will be “branded” for wide marketing purposes.

The Campaign has a separate link on the State Bar’s website at www.michbar.org and much information, including “Frequently Asked Questions” is posted there. A banner ad at the top of the page encourages readers to give to the Fund. The Bar’s e-Journal includes a daily ad for the Campaign with a link to a FAQ. In addition, electronic submission of gifts can be made through the website and credit card giving is available.

The Internal Cabinet of the Campaign continues to meet to recruit leadership, adopt policies and generally address emerging Campaign issues. New guidelines include a comprehensive Gift Acknowledgement policy that was adopted on February 28, 2000. Solicitation Priorities first for the endowment for needs throughout the State, second for operations and third for designated endowments were adopted on March 6th.

Eligible Recipient and Distribution policies were adopted for consideration by the Michigan State Bar Foundation on March 27, 2000. Those set forth 8 overall distribution goals to be followed, and recommend that 70% of undesignated funds be used to support providers eligible for Filing Fees or IOLTA legal aid grants on a poverty population basis. The Cabinet also recommended that 30% be used as discretionary funding to ensure that a full range of services can be provided and that special needs and special populations can be helped. The distribution policy also allows campaign and administrative costs to be assessed first before grants are awarded, with the Bar Foundation reimbursed for actual administrative costs (currently at <1% for similar programs) and the ATJ Campaign to receive up to 10% of undesignated funds per year. A draft Statement of Principles to Facilitate Coordinated Fundraising for Justice Initiatives in Michigan was sent by the Internal Cabinet to several legal aid program and local bar people involved in active fundraising efforts for review and comment. A “Ways of Giving” document has been adopted, showing that gifts of cash, securities, and real estate, corporate gifts, personal property, stocks, bequests and charitable trusts can be accepted by the Fund.

⁴ At its March 27th meeting, the Campaign’s Internal Cabinet changed the name of the RDS to the “Access to Justice Statewide Campaign Committee.” All references to “Resource Development Subcommittee” should be replaced “ATJ Statewide Campaign Committee” (SCC) name. The SCC reports to the ATJ Task Force and otherwise maintains all duties and responsibility set forward for the “RDS” in the Campaign Analysis Report of the Alford Group, Inc.

Update

To date, over \$1 million in cash, pledges and planned gifts have been made to the ATJ Fund. The total amount of gifts and distribution between endowment and operations and designated or needs throughout the State is shown in the attached chart. The Development Office is currently interviewing candidates to fill a third position in the Campaign. The new staff member will support some of the local campaigns, assist in writing and publishing campaign education materials and help find financial support for Campaign operations. The State Bar's initial staff commitment to the Campaign is set to expire in September of this year. Because of the momentum being achieved at this time, and because campaign revenue is not yet able to support Campaign operations, the Bar will be asked to continue providing the majority of support for at least another year.

If you have not yet made a gift to the ATJ Fund, you are urged to do so at this time. Please make sure to include a completed pledge form, attached.

APPENDIX C

Michigan Technology

March 10, 2000

This update provides a review of the accomplishments of the Legal Services Computer Committee (Computer Committee) over the past year in the context of the initiatives currently underway. These include the completion and evaluation of the Statewide E-mail Project, the Case Management Pilot Project, and the Internet Access Pilot Project along with the development, funding, and implementation of an integrated statewide Case Management, Internet Access, and Video Conferencing projects.

The Legal Services Association of Michigan (LSAM) organized the Computer Committee to address issues of technology. With guidance and assistance from the Computer Committee, Michigan's legal services programs have made major strides in the implementation of technology as part of a statewide legal services technology plan during 1999. This progress has come through the completion and evaluation of two pilot projects (Internet Access and Case Management) and two statewide projects (E-mail and Year 2000 Training), followed by the adoption, funding, and implementation of a case management and Internet access plan statewide. In addition, the Computer Committee has continued work on two other projects--the Michigan Legal Assistance Network (www.mlan.net), and the Accounting Software Project, and has trained and advised legal services programs regarding the long-term technology planning that is now required by the Michigan State Bar Foundation (Foundation).

All of the projects address one or more of three legal services technology needs and one basic assumption that have been identified through an initial survey of legal services programs and through on-going technology evaluation. These needs are as follows:

The need for intra- and inter- program communication and resource sharing among legal services programs and other constituents (E-mail Project, Internet Access Pilot Project and establishment of the Michigan Poverty Law Program web site at www.mplp.org).

The need for effective case management systems to assist legal services staff and *pro bono* attorneys in collecting, managing, utilizing, and reporting on client and case information (Case Management Pilot Project).

The need for developing a telecommunications and information infrastructure to extend the reach of legal practitioners to those in need of legal assistance (MLAN Project and Internet Access Pilot Project).

The assumption underlying these needs is that the legal services programs will obtain the hardware and software they need in order to fulfill these functions (legal services technology planning, Y2K Work Plan and Accounting Software Work Plan).

With a solid foundation now established by Michigan legal services programs in the first and fourth items above, the Computer Committee and legal services programs are now focusing on the second and third technology needs and are developing pilot projects to begin to expand client access technologies to improve access to justice by those in need.

I. Status of Projects

The Michigan Poverty Law Program (MPLP) provides statewide legal and technology support to Michigan's legal services providers. They maintain a website (www.mplp.org) that contains information, work plans, status, reports, and evaluation of the projects discussed in this update. Copies can be downloaded from the website or obtained from Steve Gray (grange@umich.edu), Trent Cahill (tcahill@mail.michbar.org), or Richard Winder (rwinder@msbf.org).

During the past five years much of the effort in developing technology in legal services programs focused on the first basic technology need—communication and resource sharing. MPLP has significantly enhanced the statewide sharing of resources. It maintains an email address book and publishes a desk reference manual that contains legal services staff in Michigan. Additional resources include issue alerts, training information, outlines, and the legal services brief bank; all of which can be disseminated through e-mail. As a result of Michigan's efforts, the projects relating to the communication and resource sharing need has reached a level of maturity that permits them to be maintained as ongoing functions rather than requiring the extra energy needed for project implementation.

Statewide Technology Planning

To receive feedback from the field regarding technology needs in the legal services programs, the Computer Committee asked each legal services program to provide local support by designating a "Computer Responsible Person" (CRP) for each office. MPLP then created a CRP Task Force as a means of updating legal services programs on technology developments within legal services. Through this group, the Computer Committee is able to obtain feedback on current projects and input as Michigan develops future technology plans.

In 1998 the Computer Committee developed the "1998 Michigan Technology Plan." This technology plan served as an updated plan for implementation of technology in legal services programs in Michigan. It incorporated the eleven technology recommendations of the "1995 Michigan Plan for Legal Services" ("Michigan Plan"), as well as additional technology needs that have surfaced since that time. In addition, the Computer Committee developed "Technology Guidelines for Legal Services Programs" ("Technology Guidelines") which incorporate the elements of the statewide plan that are relevant at the program level. These guidelines provide a framework for technology planning by each legal services program in a way that integrates it with the comprehensive statewide plan for technology. The Foundation's legal services grant applications and grantee reports for IOLTA and filing fees money now include a technology section which incorporates the elements of the "Technology Guidelines."

In March 1999, the Computer Committee conducted a training session for Directors of legal services programs regarding technology planning and the use of the "Technology Guidelines." This was followed by a training of CRPs in April 1999 to assist them in actually developing the technology plan for their organization. The "1999 Michigan Technology Plan" emphasized the importance of the joint effort of local support for technology within the legal services program supplemented by statewide support of technology that is implemented on a statewide basis. All Michigan legal services programs now provide updated technology plans to the Foundation at least annually.

1999 Technology Initiatives

The focus on technology in legal services programs in Michigan has now turned to further development and support of the second and third technology needs—the need for an effective case management system, and the need for developing an integrated information infrastructure. Upon a request from the Computer Committee and after review by LSAM, the Foundation approved a grant for \$171,425 in April of 1999. Consequently, the focus of the Computer Committee in 1999 has been on expanding the Case Management Pilot Project and the Internet Access Pilot Project statewide. The proposal incorporated summaries of evaluations for the Case Management Pilot Project and Internet Access Pilot Project, as well as the evaluation of the statewide E-mail Project. The newly funded initiatives incorporate elements from all three of these prior projects.

Case Management

Part of the Foundation's grant provides the resources necessary to expand the use of Kemp's statewide and includes the following:

- Clients for Windows Case Management and Intake Module by Kemp's Case Works. Foundation grant funding is being used to purchase Clients for Windows software along with its intake module for the

main office (and branch offices where there are full-time advocates) of each program that does not have it, but desires it. MPLP provides assistance with installation and on-going support.

- Setup. Foundation grant funding is being used to assist with the conversion of programs' data and/or to purchase a computer to be used as a Kemps server for the main office of each program that does not have a dedicated case management server, but desires one.

To date, Kemps is installed in 13 of Michigan's 17 legal services programs, 2 additional programs will have Kemps installed. The 2 remaining programs have decided not to participate at this time.

- A 1-year .5 FTE staff position at MPLP. The Foundation grant pays for a half-time position for one year for the installation, training, and support of Kemps. This individual, or individuals, will assist with data conversion, training, installation, statewide technical support, alternative access investigation, and planning and implementation of necessary pilot projects.
- Modules and equipment necessary to investigate access methods. These methods might include obtaining a SQL server to allow central processing of information and/or a remote access module to be used in conjunction with Kemps and allow data entry over the Internet or from different locations.

Internet Access

The Internet is quickly becoming recognized as an inexpensive tool for communication and information sharing in the legal services community. On the MPLP advocate based website (www.mplp.org) advocates can access training and taskforce information, an on-line brief bank (with Michigan-specific poverty law pleadings and briefs), substantive issue alerts, legislative updates (on Michigan poverty law related legislation), and technology support information.

However, in the past, in many programs only one or two computers in the office had dial-up access to the Internet. Because of this, only one person in the office could get on-line at a time. The result was a chilling of Internet use and a serious under utilization of the free resources available on the Internet. This is not meaningful access.

Meaningful access exists when there is a convenient connection at every advocate's desk and when everyone in the office is able to have simultaneous use. Until recently this type of access has been possible, but too expensive for most legal services programs. However, recent technology, such as a WebRamp router, allows an office to share a normal dial-up Internet connection and provide simultaneous access at every desktop for the cost of a single dial-up account. WebRamp, or similar technology, is now being implemented in each office with three or more staff. As of the end of December, WebRamp or similar technology has been installed in 14 of the 17 programs in Michigan. Three more programs are planned or in progress.

Part of the Foundation's grant permits the Computer Committee to assist programs in obtaining meaningful access to the Internet and includes the following:

- Desktop Internet Access for every legal aid staff person in the state. For every legal aid office (that doesn't already have shared access and has 3 or more full-time staff), the Foundation grant is being used to purchase and install an "Internet router" and modem. Programs are responsible for obtaining their own Internet service provider and dial-up access. The project recommends statewide Internet service providers that programs can use if they desire.
- Internet E-mail Access. The 1998 e-mail survey showed that 95% of participants either have or want desktop access to e-mail. Also, 61% of survey participants want to access their e-mail from outside the office. MPLP now provides free Internet e-mail accounts on the www.mlan.net website to legal aid staff and certified PAI attorneys. This e-mail account is accessible through an Internet browser as well as through e-mail clients such as Outlook Express, Netscape Messenger, and Eudora.

To assist the increased number of legal services staff that have and will have access to each other through e-mail and the Internet, MPLP has created and maintained an address book that is updated at least quarterly. This address book is downloaded and updated by the CRPs in each program and allows staff to access a current list of legal services staff throughout the state.

MPLP also maintains a series of e-mail distribution groups that allow advocates interested in a particular substantive area to easily communicate with each other. A message sent to the group is automatically distributed to every participant in the group, giving all advocates access to experienced advocates around the state that participate in that group. The current email groups include consumer, elder, family, housing, project directors, managing attorneys, public benefits, technology, computer responsible persons, *pro bono*, and Clients for Windows case management. Information on using and joining these groups has been posted on the MPLP website at <http://www.mplp.org/FAQlists.html>.

Video Conferencing

Part of the project funds will be used to develop video conferencing capability for training and communication purposes.

Michigan Legal Assistance Network

As part of the third goal of developing a telecommunications and information infrastructure, MPLP has developed a client-centered website (www.mlan.net) to extend the reach of legal practitioners to those in need of legal assistance. A visitor to this site can obtain Community Legal Education (CLE) information regarding housing, consumer, public benefits, elder, and farmworker law. Also available is information about Michigan's legal services providers. A visitor can click on a map and obtain the following information for any county in Michigan:

Who is Eligible for Free Service

Services Offered

How to Get the Program's Help

Fees for Services

Funding and How to Make a Donation

MPLP will continue to develop the CLE materials and update programs' sites as requested. This initial foray into client access technologies will be expanded in future years.

Y2K Training

The Computer Committee felt a need to inform local office CRPs about possible Year 2000 (Y2K) issues. Two trainings were held. One was for all program directors and another for CRPs. The purpose of the training was to provide background on the Y2K problem, discuss possible issues, and outline a suggested plan of action to cure potential problems. (Additional Y2K information is located on MPLP's website at <http://www.mplp.org/Y2K.htm>.)

Accounting Software Project

Accounting is an integral part of any organization. Because of this, the Computer Committee is in the process of evaluating various software accounting packages. The goal of this project is provide legal services programs with an evaluation of current accounting packages. A survey has been distributed to determine what software was currently being used by Michigan's legal services providers and to identify desired accounting features. The results of that survey have been compiled. The accounting packages will be evaluated using a year-end accounting. Results of the project are expected in the fourth quarter of 2000.

Database of Funding Sources

The Access to Justice Development Campaign has undertaken many of the functions related to development of a funding base for legal services, including technology within legal services. The State Bar of Michigan has acquired The Raisers Edge fundraising software and has imported all state bar members into the software to allow tracking of donations by each member. The database also permits identification of funding interests of various potential donors.

Development of Future Projects

The completion of current projects will result in the fulfillment of virtually all eleven recommendations of the "Michigan Plan," as well as most of the elements of the "1998 Michigan Technology Plan." The Service Delivery Subcommittee of the State Bar's Access to Justice Task Force and the Computer Committee are in the process of revising the technology plan and developing pilot projects that will expand the use of technology seek to improve clients' access to justice through technology.

Some of these include further development of the Internet Access, PAI Support Website, Kemps Client for Windows Case Management, Technology Ergonomics, and Video Conferencing projects. We are also working with the Grand Rapids Bar Association on an application for US Department of Commerce funding through the Technology Opportunities Program (TOP) to pilot client access technologies.

Internet Access

In Michigan all programs that desire it have desktop access to the Internet. One of the areas the Internet Access Project will expand is service to the client and *Pro Bono* attorney. Community legal education materials are currently available at www.mlan.net. These materials will be expanded and *pro se* packets will be developed in cooperation with local courts and made available via the Internet.

Michigan Private Attorney Involvement (PAI) Support Website

Another important use of the Internet is to interact with private bar members who participate in the *pro bono* panels of legal services programs. While staffing resources are not currently sufficient to provide substantive legal or technology support to *pro bono* attorneys on a statewide basis, there are many resources already developed on the Internet which can assist these attorneys if they can be given direction by local programs. With support from staff in the local legal services programs, *pro bono* attorneys will be given access to on-line resources at MPLP and MLAN. Attorneys who fulfill their *pro bono* commitment also have the option of obtaining an Internet e-mail account without charge, as well as the option of subscribing to substantive law lists (e.g., housing, public benefits, etc.) utilized by legal services programs. We will also explore ways to use the Internet to improve *pro bono* delivery and participation, such as emailing *pro bono* cases to an attorney or developing a website that allows the attorney to pick cases.

Case Management

Program-wide conflict checking is always a priority. In the past (and currently in some areas), programs with branch offices had limited choices concerning conflicts checking. It could call a central location, use only a single database, use the staff's memory to check for conflicts, or not check for conflicts. Now, by using technology the options have increased.

Data replication is one of the options being reviewed by the Computer Committee. Using Kemps, a program is able to maintain up-to-date client files at both its main office and branch offices. It is an inexpensive and efficient way of updating client information databases over the Internet or by dialing into the program's main office. Client information is then electronically transferred. This results in both offices

having identical client files (as of the time of transfer) and allows the program to accurately check for conflicts of interest. We plan to use MPLP's high speed Internet connection to host replication over the Internet and avoid costly long distance charges.

Replication is currently being tested at Lakeshore Legal Aid and will soon be expanded to Oakland Livingston Legal Aid, Michigan Indian Legal Services, Legal Services of Southeastern Michigan, Legal Aid of Western Michigan, and other programs in Michigan. In the coming months, the Computer Committee will begin researching the possibility of inputting client information via any computer that has access to the Internet and an Internet browser.

We are in the early stages of expanding Kemps by integrating it with software (HotDocs) that will automatically merge with forms that can be submitted to the court. This will allow data from Kemps to be input into State Court Administrative Office approved forms (as well as other forms) with the click of a mouse button.

The next version of Kemps is expected in March of 2000. Michigan has been asked to beta test the software. This will allow Michigan to have input into the final design and development of Kemps.

We also plan to use the MPLP task forces to develop intake questions and advice on routine legal issues for inclusion in the Kemps case management system.

Technology Ergonomics

The workplace has become the home of new types of injuries due to the misuse of technology. The Computer Committee plans to develop a work plan and provide information to programs on avoiding these types of injuries.

Video Conferencing

The Computer Committee and the State Appellate Defenders Office (SADO) have received a grant from the Foundation. Through this grant, the Computer Committee will be able to explore the use of video conferencing with community and client groups, *pro bono* attorneys, and legal services programs. Statewide meetings and task forces can be transmitted over the Internet and be available to all participants with Internet access. Also, trainings will be transmitted and recorded, allowing individuals to view the training "live" or at later at their convenience over the Internet.

Client Access Technology Pilots

We are now expanding client access technologies through pilot projects. Implementing client access technologies requires an understanding of the underlying dynamics of people's legal needs. Ada Shen-Jaffee, executive director of Columbia Legal Services in Columbia, Washington, has identified four levels of need, from basic to complex.

The need for legal information.

The need for simple application of legal rules related to a person's legal needs, such as understanding his or her rights and responsibilities or understanding what information to provide on legal forms.

The need for basic representation, in which the person must interact with other people (such as courts and/or opposing parties) in addressing legal needs.

The need for complex representation.

This need structure points to the opportunities--as well as the limitations--of technology in assisting clients with legal needs. Technology is already being used in Michigan to address the need for legal information (need 1 above), through the CLE materials on the MLAN.net website. But, as the above need levels become more complex--to application of the law to the clients' situation (need 2 above) as well

as to the need for interaction with other parties (needs 3 and 4 above)--then the need for attorney interaction increases. It is our goal to empower individuals with the knowledge and resources required to handle as much of the legal issue as they are able and provide a safety net to assist them when needed. The question we must address in implementing client access technologies is, to what extent can technology take the place of--or alternatively, enhance--attorney interaction with a client. Since there is currently not a clear answer to this question the Computer Committee feels it is important to pilot projects which explore these issues.

One such project involves the use of technology to assist survivors of domestic violence in legal matters by using a full range of technology. This project involves providing legal information and assisting users in preparing legal documents and court forms. In addition, it makes interaction with attorneys possible through virtual offices that incorporate helpline and video conferencing technologies. Michigan is working with Orange County California to develop a virtual pavilion in a safe haven for survivors of domestic violence. A virtual pavilion is a computerized self-service center that contains a computer, printer, fax machine, scanner, digital camera for video conferencing, telephone, and a connection to the Internet. This pavilion is being designed to assist a *pro se* individual and is a coordinated effort between the Michigan Supreme Court, SCAO, State Bar, Michigan State Bar Foundation, legal services providers, human services providers, and similar organizations in California.

In addition to the hardware mentioned above, human support staff will be available to assist potential pro per litigants. This human support is significant, as stressful situations can make determination of proper courses of action difficult, and finding and completing appropriate legal forms can be even more confusing when done in a heightened state of anxiety. Therefore, to help an individual through the pro per process the virtual pavilion will:

- 1. provide educational materials that can be printed from or watched and listened to via computer;**
- 2. provide on-screen help in completing the forms (this includes an on-line dictionary, verbal directions and short videos to assist in understanding a form's questions);**
- 3. provide a telephone and appropriate contact numbers whereby an individual can call a local legal aid program, court personnel, shelter, or private attorney for assistance in using the pavilion; and**
- 4. provide video conferencing capabilities whereby the individual is able to speak "face-to-face" with a local legal aid attorney, court personnel, shelter staff, or private attorney to obtain advice.**

To help individuals, the virtual pavilion will provide the following types of assistance:

1. a list of attorneys, by location, who will provide representation on a selected portion of the issue (discrete task representation or unbundling) -- family law services, such as drafting divorce pleadings or child custody, support, or parenting time orders, handling a specific custody or visitation hearing, assisting with PPO objections or modifications, or assisting with guardianship or conservatorship proceedings;
2. a referral to the state or local LRIS for information regarding attorneys in the area who might be willing to provide *pro bono* services;
3. a list of legal services providers in the area;
4. an orientation to the family law court system, including maps and directions;
5. information about Friend of the Court and other related services;
6. a list of alternative dispute resolution centers in the area; and
7. a referral list of human services agencies, with information about the assistance each provides that might be of assistance in this or other areas of the litigant's life.

A virtual pavilion is able to help an individual complete and file a legal form (personal protection orders initially) by allowing the individual to complete the necessary paperwork on a computer that is located in a shelter, court, or legal services program. From the pavilion, the individual will be able to:

- 1. use form generation software to assist with the preparation and completion of the forms (onsite staff will assist in completing forms that can then be emailed, faxed, or printed for review by an attorney from a legal services program, *pro bono* panel, or unbundling list);**
- 2. electronically sign a petition for a personal protection order, or other court documents;**
- 3. electronically file completed forms without leaving the security of the shelter, court, or legal services program;**
- 4. have a judge review the petition or other document via the judge's computer;**
- 5. have a judge electronically sign orders;**
- 6. have a judge electronically transfer signed PPOs to the lein system for enforcement by the police; and**
- 7. receive a signed copy of the order at the pavilion that can be printed for the individual's records.**

Additionally, with the cooperation of human services providers, an individual will be able to obtain information regarding:

- 1. available jobs;**
- 2. training courses in the area; and**
- 3. assistance in relocating.**

The purpose of this project is to educate individuals about the legal options that are available, determine her or his best option under the circumstances, and assist her or him in carrying out those options. The Computer Committee recognizes that many poor people do not have access to technology, so this project utilizes other human services agencies, which work with common clients, to provide the client with access to the technology.

Conclusion

Michigan's technology has increased dramatically over the last few years. As current projects are developed and completed, technology in Michigan will continue to improve. This improvement will continue to enhance the ability of legal services staff to deliver quality legal services and allow a greater number of clients to not only have access to technology but more importantly, these improvements will allow them to have access to justice.

APPENDIX D

Michigan State Bar Foundation
Peer Evaluation Process for Legal Services Grantees

Each year, the Michigan State Bar Foundation awards grants to support civil legal services to the poor. In 1998, these grant totaled more than \$8 million and helped 16 legal services agencies across Michigan assist many thousands of low-income families. Funds for these grants include receipts from the Interest on Lawyer Trust Accounts program, designated state court filing fees, and private donations.

The Foundation receives annual applications and reports from each agency that describe and document the programs services and performance. In addition, informal contact with each program helps keep the Foundation aware of developments in the Michigan legal services community. In 1998, the Foundation added a peer review process to its evaluation methods.

The Legal Services Association of Michigan (LSAM), the membership organization for Michigan’s legal aid programs, worked with the Foundation to develop Michigan’s peer review program. During 1997, LSAM members joined some of the Foundations trustees and staff to meet with Florida and Ohio representatives about peer evaluation. The Florida Bar Foundation has used a peer evaluation process since 1992. In 1997, the Ohio Legal Assistance Foundation began a similar program.

In late 1997, the Foundation approved a peer review model consistent with its overall evaluation policy, which articulates the purposes for evaluation as follows:

Evaluating program performance in order to provide in-depth advice and feedback to the provider to improve its operation and the quality of its work product.



Assuring others of an objective, credible basis for assessing quality.

Recognizing and rewarding excellence in grantee programs.

Marketing the IOLTA programs accomplishments and benefits to those having the power to affect its resources including the judiciary, the bar, other funding agencies, the law schools, the legislature, and the public.

Providing resources for improving grantees effectiveness by revealing areas where relatively small investments in technical assistance or resources such as computers would dramatically increase capacity.

Meeting the Foundations fiduciary obligation to ensure that grant funds are being used for the purposes intended.

Making informed funding decisions that channel precious resources to those service providers who can use them most effectively.

Implementation of the peer review model began in 1998. By April 2000, the Foundation had conducted five Amini-reviews (a half-day each) of hotline pilot projects and 12 full-scale peer reviews of legal aid programs. The remaining programs are scheduled for evaluation visits by the end of 2000, completing the first round of peer reviews for all Foundation grantees. Thereafter, plans call for each program to have a peer evaluation approximately every three years.

During a peer review site visit, the Foundation brings a team of two or more experienced legal services or poverty law managers and attorneys to visit a programs offices. Occasionally, as needed, management experts from other nonprofit organizations or other experts are also used. Visits generally last from two to five days. Foundation staff members also accompany the team and assist with the site visit.

The use of outside expert assistance is pivotal to the goal of helping programs and giving appropriate feedback to the Foundation. The consultants are chosen for their depth of experience and insight in order to tap the most creative and competent minds in the country to help bring new ideas and energy into the state for reviewing issues related to quality. The objectivity of outside reviewers may also give added credibility to decisions resulting from the information obtained. The Foundation asks the executive director of the reviewed program for suggested team members and asks for input before selecting the final team members. The director also submits a list of issues that the program would like the team to consider.

The evaluation process takes into account the American Bar Association standards for civil legal services providers and standards for evaluating those programs, ethical rules, and other appropriate guidelines. In addition, the Foundation asks each team to consider specific information covering these major areas:

- | | |
|----------------------|------------------------------|
| 1. Client service | 4. Staff |
| 2. Quality assurance | 5. Administrative procedures |
| 3. Outreach | 6. Vision and planning |

Before the site visit, the Foundation provides team members with copies of written grant reports and other information about the program as well as information about the overall service delivery system in the state. This information may include case statistics, budgets, and narrative sections of the programs annual report to the Foundation. Also, a document request is sent to each program asking for selected materials before the visit and requesting other information to be provided on site during the visit.

During the visits, peer evaluators and Foundation staff members conduct confidential individual interviews of 30 to 90 minutes with program staff, local judges, bar leaders, other funders, and community organizations. The goal is to interview all program staff members, although occasionally this is not possible. The evaluation team also interviews volunteers and interns. Interview topics vary by job title, but evaluators ask about training, supervision, work load, job duties, quality control, and office

procedures. The evaluators ask case handlers to review at least two cases (selected randomly) in a way that respects client confidentiality.

Each visit concludes with a comprehensive exit interview at which the peer review team shares its key observations and suggestions with the executive director. After the visit, the team prepares a written report more fully discussing those observations and suggestions. The programs executive director receives a draft of the written report and is invited to submit corrections or other input for consideration before the report is finalized. The Foundation uses the information in the report as specified by the evaluation policy and sends the final report to the programs executive director and board chair. More information about the peer evaluation program is available from the Foundations program manager, Elizabeth Morgan, at (800) 968-6723 or via e-mail at emorgan@michbar.org.

APPENDIX E

MARY C. VIVIANO
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April 11, 2000

Linda Rexer, Director
Michigan State Bar Foundation
306 Townsend Street
Lansing, MI 48933

Dear Linda:

On behalf of the five legal services programs in South, Southwest and Western Michigan, I am submitting this proposed plan for addressing consolidation issues for the area, pursuant to the November 30, 1999 grant letter from the Michigan State Bar Foundation.

Thank you for agreeing to the extension of time to submit this report. The additional time allowed the programs to pursue discussions in a more thoughtful, considered way to truly begin to design a system which will improve services to clients through restructuring consistent with the state planning process. This proposal summarizes developments to date and plans for the future. More detailed information will be submitted as the process moves forward. However, if you wish any additional information or clarification in the meantime, please do not hesitate to contact us.

As you know, the programs involved have asked that John Tull and I work with them on the overall Southwest process as well as on program-specific planning. In early February, we launched a two-stage process.

The first stage involved an initial assessment of the issues, consultation with the affected programs, a group meeting of all five programs to coordinate efforts, determine planning principles, and review broader delivery issues and relevant state planning themes, and follow-up planning.

The second stage will involve the actual implementation of the restructuring agreed upon in the first stage. John Tull and I will submit estimates to you, under separate cover, for the anticipated consulting costs for this second stage of the process.

Report on Consolidation Discussions:

The five LSC-funded programs involved in Stage One included Berrien County Legal Services Bureau, Legal Aid Bureau of Southwestern Michigan, Legal Aid of Western Michigan, Legal Services Organization of Southcentral Michigan, and Legal Services of Southeastern Michigan. These programs decided to engage two consultants to assist them with the process - John Tull, who is also providing support to overall state planning in Michigan, and myself to focus specifically on facilitating discussions about a restructured delivery system, including reconfiguration.

Initial individual consultations were held with each program to clarify the issues and goals, collect relevant information, and design a process that was values-driven and met the needs of the five programs directly involved in the initial discussions as well as the client community, other providers, and all other stakeholders. Following these individual consultations, a day-long meeting of representatives from the five programs, which I facilitated, was held in Lansing on February 28th, 2000.

The goals of the February 28th meeting were:

- Identify client-centered state planning principles that will form the basis for pursuing discussions about a restructured delivery system, including reconfiguration, in Southwest Michigan;
- Provide background information to participants about each individual program and about the client community to help focus the discussions;
- Identify information needed and issues that need to be addressed to move forward on restructuring the delivery system;
- Agree on a process to obtain necessary information and address identified issues.

As a result of the discussions, the programs identified specific Southwest Planning Principles consistent with the Core Capacities, discussed client need in the entire area and the various resources available to address that need, identified criteria that should be considered in addressing consolidation, and then considered several configuration options for the region. The configuration criteria included such things as regions for other human service providers, where clients go for services and how they get there, bar association activities and legal practice, shared circuits, funding sources, other resources in the region and statewide, program culture, and considerations of economics and dis-economics. We are in the process of documenting this aspect of the decision-making process in a separate report and will provide it to you when it is available.

In addition to the Core Capacities established by the State Planning Process, the following were identified as specific planning principles for the West/Southwest process:

#

- ## The legal services system will take advantage of community connections to ensure that clients are referred to necessary services, and will conduct appropriate outreach where community groups don't exist.

The system will look at major under-served areas/needs, and will attempt to respond creatively to the eighty percent of the need that can't be filled.

The system will identify emergencies promptly; for all clients, the system will ensure that they speak with an advocate promptly, or are referred as appropriate.

The system will balance resources between intake/advice and appropriate representation, and priorities will be driven appropriately, not merely based on individual client requests.

Coordinated system will take advantage of resources in all programs to expand the expertise available and will help clients through a full range of services, from information and advice through systemic advocacy.

Programs will work together to support high quality advocacy, including training, supervision, and adequate funding.

Programs will collaborate to help build the necessary institutional connections to overcome barriers to justice.⁵

Proposed Restructuring Plan:

Based on the values reflected in the principles governing the discussion of possible consolidation in the region, the five programs agreed that the best configuration to pursue is consolidation into two programs in the region. [As noted above, the reasons for this determination are being documented in a separate report and will be submitted as soon as that report is available.]

The first group includes Berrien County Legal Services Bureau, Legal Aid Bureau of Southwestern Michigan, and Legal Aid of Western Michigan;

The second group includes Legal Services Organization of Southcentral Michigan and Legal Services of Southeastern Michigan

Both of these groups have begun individual processes to pursue merger and address broader delivery issues in their area. The programs understand that the process being undertaken is to be documented as a possible model for others.

West/Southwest: The boards of directors of Berrien County Legal Services Bureau, Legal Aid Bureau of Southwestern Michigan, and Legal Aid of Western Michigan have adopted resolutions supporting the merger discussions.

A Merger Committee has been established that includes the directors and board chairs of the three programs, and three subcommittees have been established addressing

⁵ The first two principles relate to the first Core Capacity, “Client Access to Information and Services”; the third and fourth principle relate to the second Core Capacity, “A Full Range of Client-Centered Services”; the last three principles relate to the third Core Capacity, “Coordinated and Integrated Services.”

management and governance issues, legal work and training, and personnel issues. An initial list of issues to be addressed by the three separate committees is attached.

A Joint Statement of Proposed Merger was developed to be shared with members of the staff and board, other service providers, funders, local bar associations, and other appropriate entities; separate cover letters are being prepared to disseminate this document to each group of recipients. A copy of this is attached.

The subcommittees are beginning their efforts to prioritize and pursue the issues addressed to each. A chair and co-chair has been named for each of the three committees. The Merger Committee has clearly stated that it wants staff input at every stage of this process to ensure adequate input, and this is reflected in the Joint Statement. Involvement of other stakeholders will be included, where appropriate, but particularly in the Legal Work Subcommittee. In addition, the directors of the three programs are meeting with staff of each of the programs to provide as much information as possible and to respond to questions. The meetings have already occurred with staff in Berrien County and Kalamazoo; the meeting with staff of Western Michigan will be scheduled in the near future.

July 1 has been established as the deadline for finalizing major merger decisions, such as the emerging corporate entity, the new executive director, and board composition. All elements of the merger process are to be completed by the end of the calendar year so that the new entity could be functioning as of the beginning of the next fiscal year.

Pro bono counsel has been obtained for preparing all merger documents, and the Merger Committee is seeking separate pro bono labor counsel. Due diligence materials are being shared, and the directors are meeting with the staff of all three programs to answer any questions they may have and to seek their input on the process.

The Legal Work Subcommittee is particularly intended to include, where appropriate, representatives of other service providers, client representatives, and others whose input is necessary in designing a delivery system responsive to the needs of the client community and provides a full range of services. The process by which this will be accomplished is still in the planning stages. Because this is the subcommittee where the redesign of the delivery system will be addressed, we will need to take time to design an appropriate process. Therefore, more detailed information about who will be involved and the process for doing so will be submitted in the near future^{1#}

Southcentral/Southeast: The executive leadership of the programs have met with the consultant and are committed to a vision that the merged program will provide access to the legal system and quality legal representation in critical legal cases to a significant number of low income persons and provide quality representation on a systemic basis on issues impacting large numbers of low income persons. Both programs endorse the concept of an integrated and comprehensive statewide legal services delivery system and the merged organization will continue to participate fully in the state planning process

and be guided by that process in future decisions about program management, technology, and service delivery.

All the details of the design of the Southcentral/Southeast process have not been finalized; the process has been delayed somewhat to accommodate the schedule of the consultant hired to assist them. A more complete report of the process to be followed will be submitted as soon as it is available. However, several developments have occurred, and the following specific steps are underway:

On January 27, the LSOSM board formally voted to (a) approve and support LSOSM's continued full participation in the planning process required by the IOLTA grant assurance; and (b) authorize the Board President and the Executive Search Committee (formerly established) to pursue merger discussions with LSSEM. The next regularly-scheduled meeting of the LSOSM Board will be on April 27.

The LSSEM Board discussed the proposed merger with LSOSM at its 10/26/99 and 1/25/00 meetings. At the 10/26 meeting, the Board authorized its Bargaining Committee to work with the Director to address details and to present a recommendation regarding the proposed merger. At the 1/25 meeting, the Board was updated on the MSBF process. No formal action was taken.

The LSOSM Executive Search Committee will meet with LSSEM administration on April 18 to discuss issues identified in the proposed merger.

At this point, it is expected that formal board approvals of the proposed merger will be forthcoming at the respective July board meetings of LSOSM and LSSEM.

* * * * *

Please do not hesitate to call either John Tull or myself if you have any questions or desire further information or documentation. We look forward to continuing to work with you and the programs in Southwest Michigan as we proceed to stage two.

Very truly yours,

Mary C. Viviano

cc: John A. Tull, Berrien County Legal Services Bureau; Legal Aid Bureau of Southwestern Michigan; Legal Aid of Western Michigan; Legal Services Organization of Southcentral Michigan; Legal Services of Southeastern Michigan

Attachments:

Joint Statement Regarding Proposed Merger - West/Southwest

List of Issues to be Addressed by Each Subcommittee - West/Southwest

JOINT STATEMENT REGARDING PROPOSED MERGER
ISSUED BY:
BERRIEN COUNTY LEGAL SERVICES
LEGAL AID BUREAU OF SOUTHWESTERN MICHIGAN
LEGAL AID OF WESTERN MICHIGAN

March 23, 2000

The Boards of Directors of these three legal services programs in Western and Southwestern Michigan have agreed to pursue discussion about a possible merger of these three entities into one legal service provider as a key component of an integrated delivery system in the state and in the region. These discussions have evolved as a result of statewide planning for legal services.

Goals for the Merger Process:

All three organizations are committed to providing high quality civil legal services to eligible clients, and are pursuing this merger for the following reasons:

The merged entity can take advantage of resources that exist in all three programs to expand expertise available to clients and ensure high quality legal services.

These combined resources can increase support for client advocacy and improve training and supervision of all staff.

These combined resources can also ensure a proper allocation of resources to all types of assistance, from brief service through full representation, and can ensure that the system is able to respond effectively to client emergencies, and to ensure that clients speak to an advocate promptly whenever necessary.

Through the combined resources of the three programs, a new merged entity can work with other service providers in the region to build the institutions necessary to overcome barriers to justice and to ensure that a full range of services is available to the client community.

A new merged entity can take advantage of connections with community organizations to ensure that clients are referred to the appropriate resource;
A new merged entity can increase outreach efforts in those areas where few other community resources exist so that no client is unduly disadvantaged because of their geographic location or the type of legal need they face;

A new merged entity can look at the full range of client needs in the area, and focus efforts on improving and increasing the provision of legal assistance to the low-income community in the entire region.

Merger Guidelines:

In order to ensure that the merger discussions can proceed smoothly, that all appropriate institutions and individuals are involved in the decision-making process, and

so that the process does not unduly disrupt ongoing services to clients, the three organizations adopt the following guidelines for the merger process:

The process will be designed so as to ensure the appropriate involvement of members of the staff and board, as well as the involvement of client and community organization representatives.

Subcommittee meetings will be open for staff and board participation, although staff involvement will need to be coordinated with a supervisor to ensure the work of the office proceeds uninterrupted, to the extent possible.

The process will be designed so that it moves expeditiously but not too fast as to make inappropriate choices or reach decisions before adequate input is obtained.

Questions about personnel, staffing, benefit and office location issues, particularly, will be addressed in a way that ensures appropriate analysis of all relevant issues as well as open, honest input from all staff members affected.

Good communication about the merger process, the issues being addressed, and the decisions made is a high priority, and the programs agree to keep all parties informed as regularly as possible.

Every effort will be made to place all current staff of the three programs in a position within the new organization and to maintain current office locations.

Interim decision-making is important - programs will consult with the others when making decisions that will have longer-term ramifications, such as hiring or entering into long-term contracts. This will be an evolving process, and any questions that arise concerning appropriate interim activities will be submitted to the Merger Committee.

Structure for Merger Process:

A Merger Committee will oversee the process, and will be composed of the directors and a board representative from each of the three programs. The Merger Committee will serve as the umbrella entity for the process, getting recommendations from the subcommittees, synthesizing those recommendations, and ultimately making recommendations to the boards of directors of the three programs involved. The three subcommittees will be: **The Management and Governance Subcommittee, the Legal Work Subcommittee, and the Personnel Subcommittee.**

The process will be open and flexible; members of the Merger Committee will welcome recommendations from the subcommittees. Although each subcommittee will be given clear expectations as to deadlines and subject matter to be covered, no specific outcome or recommendation will be expected from their work.

Chairs and vice-chairs of the Merger Committee and the three Subcommittees will be responsible for calling meetings, moving the issues along, being sure minutes are taken, and clearly delegating to subgroups where appropriate. Although each subcommittee may have several members, each program will name a primary contact on each subcommittee who will be responsible for bringing to the table ideas expressed and information provided by other staff and board members of that program, and will bring back updates, so that everyone has the opportunity to provide input to the process.

Subcommittees will work by consensus, to the extent feasible. A facilitator has been engaged for the merger process, and will provide direction and assistance as appropriate.

Timing of the Merger Process

The Merger Committee intends to make key decisions about the new merged entity by July 1st; all other issues will be addressed by the merger process so that the merger can be implemented by the end of the calendar year.

* * * * *

We hope that this process will achieve the results we seek — a coordinated, integrated delivery system with adequate resources providing a full range of high quality legal services — and that the process itself is one that involves all appropriate persons, reaches decisions expeditiously, without hampering ongoing services to clients.

We look forward to working with you in the coming weeks.

LIST OF ISSUES TO ADDRESS WEST/SOUTHWEST MICHIGAN RESTRUCTURING PROCESS

- A. Legal Work/Delivery Issues**
 - agree on vision for legal work
 - case priorities
 - supervision/training
 - bilingual capacity
 - intake procedures - talking with advocate promptly/emergencies
 - outreach
 - pro bono
 - community education
 - hotline usage
 - case management/caseloads
 - use of technology
 - full range of services

restricted work
state support
expectations of branch offices/coordination of legal work
coordination with other providers/community groups
coordination with state planning
other?

B. Management/Structure Issues

name/corporate structure of final merged entity
board size/composition - proportionate representation?
executive director
administrative structure
management structure
financial planning
fundraising planning
technology planning/coordination
office location
advisory boards?

C. Personnel issues

current and proposed staffing configuration
benefit levels/salaries
collective bargaining agreement
severance pay, if applicable
leave time
personnel policies compared

D. Due diligence (with Management/Structure Subcommittee, as well as separate committees on behalf of each Board)

articles and bylaws
minutes of board meetings - 1 year
open contracts, equipment contracts, leases, consultants
liabilities, annual leave, payroll, client trust accounts
licenses and permits
financial statements
 audits for 3-5 years, accounting records - general ledger,
 payroll journal, cash receipts journal, cash disbursements journal,
 general journal - all supporting documents concerning ledger and
 journals; capital assets and inventory
 program budgets - current, all projected, past two years
 funding documents - grants and contracts
 pending litigation involving program
 past or present professional liability claims
 reports to funders
insurance
share copies of brochures, annual reports, fundraising material
reports and monitoring by funders

compare lists of open cases - each program review status of open cases

current active employees - resume, job descriptions

workers comp claims?

unemployment claims?

amount of accrued leave

APPENDIX F

Work Group A – Core Capacities

Terri Stangl - Co-Facilitator
Center for Civil Justice

Linda K. Rexer – Co-Facilitator
Michigan State Bar Foundation

D. Larkin Chenault
State Bar of Michigan

MaryAnn Sarosi
ATJ Program - State Bar of Michigan

Diane Smith
ATJ Program - State Bar of Michigan

Work Group B – Access Issues Regarding Special Populations

James Keedy – Facilitator
Michigan Indian Legal Services

Sandra L. Bailiff-Girard
Prison Legal Services of Michigan, Inc.

Moises J. Bermudez
Moises J. Bermudez, PC

Donna L. Budnick
Department of Civil Rights

Lori L. Cohen
University of Michigan Law School

Ronald G. Douglas
Little River Band of Ottawas

Kish Enstice
Immigration Assistance Project

Gary Gershon
Michigan Migrant Legal Assistance
Project

Robert Gillett
Legal Service of Southeastern Michigan

Mosabi Hamed
Wayne County Neighborhood Legal
Services

Lance Jones
Community Legal Resources

Jeffrey Nutt
Wayne County Neighborhood Legal
Services

Juan Salazar
Legal Aid of Western Michigan

Jose A. Sandoval
Farmworker Legal Services

MaryAnn Sarosi
ATJ Program - State Bar of Michigan

Brian D. Sheridan
Steward & Sheridan, PLC

Brent E. Simmons
Thomas M. Cooley Law School

Joon H. Sung
Legal Aid and Defender Association of
Detroit

Tom Thornburg

Legal Services Org. of Southcentral Michigan

Lorraine H. Weber

State Bar of Michigan – Open Justice Commission

Bradley A. Vauter

ATJ Program - State Bar of Michigan

Work Group B – Fundraising/Entrepreneurial

Linda K. Rexer – Facilitator

Michigan State Bar Foundation

Mary Ellen Drolet

Berrien County Legal Services

Candace Crowley

State Bar of Michigan - Development

Bradley Vauter

ATJ Program - State Bar of Michigan

Work Group B - Hotline

William Knight, Facilitator

Lakeshore Legal Aid

Wayne County Neighborhood Legal Services

Trent Cahill

ATJ Program - State Bar of Michigan

Mary Grace McCarter

Oakland-Livingston Legal Aid

Candace Crowley

State Bar of Michigan

Elizabeth Morgan

Michigan State Bar Foundation

Kari Deming

Oakland-Livingston Legal Aid

MaryAnn Sarosi

ATJ Program - State Bar of Michigan

Mary Ellen Drolet

Berrien County Legal Services

Jennifer Schrand

Legal Services Org. of Southcentral Michigan

Robert F. Gillett

Legal Services of Southeastern Michigan

Bradley Vauter

ATJ Program - State Bar of Michigan

Alison Hirschel

Michigan Protection & Advocacy Services

Katherine White

Legal Hotline for Older Michigianians

Joan Glanton-Howard

Legal Aid & Defender Association of Detroit

Yvette Wilson

Legal Aid of Central Michigan

Gary Lane

Richard Winder

Michigan State Bar Foundation

Paula Zimmer
Oakland-Livingston Legal Aid

Work Group B – Integration of Service Delivery

Mary Ellen Drolet – Co-Facilitator
Berrien County Legal Services

Paula Zimmer – Co-Facilitator
Oakland-Livingston Legal Aid

Michael Chielens
Legal Aid of Western Michigan

Roland C. Fancher
Legal Services of Northern Michigan

Michael A. Figliomeni
McCurdy & Wotila, PC

Gary Gershon
Michigan Migrant Legal Assistance Project

John E. Johnson Jr.
Legal Aid Defender Association of
Detroit

William Knight
Lakeshore Legal Aid

Mary Grace McCarter
Oakland-Livingston Legal Aid

Carol Munday
Legal Aid of Central Michigan

MaryAnn Sarosi
ATJ Program - State Bar of Michigan

Jennifer Schrand
Legal Services Org. of Southcentral
Michigan

Terri Stangl
Center for Civil Justice

Bradley A. Vauter
ATJ Program - State Bar of Michigan

Lary Wells
Michigan League for Human Services

Work Group B – Moderate Income

Evanne Dietz - Facilitator
Lawyers for Equal Access of Metro
Detroit

Karen Emanuel
Wayne County Neighborhood Legal Services

Bradley A. Vauter
ATJ Program - State Bar of Michigan

Work Group B - Systemic & Unrestricted Advocacy

Alison Hirschel – Facilitator
Michigan Protection & Advocacy
Services

Linda Bernard
Wayne County Neighborhood Legal
Services

Leslie Curry
Legal Aid of Western Michigan

Mark P. Fancher
ATJ Program - State Bar of Michigan

Gary Gershon
Michigan Migrant Legal Assistant Project

Robert F. Gillett
Legal Services of Southeastern
Michigan

Steve Gray
Michigan Poverty Law Program

Edward J. Hoort
Legal Services of Eastern Michigan

James A. Keedy
Michigan Indian Legal Services

William Knight
Lakeshore Legal Aid

Oakland-Livingston Legal Aid

Susan McParland
Michigan Legal Services, Inc.

Marilyn Mullane
Michigan Legal Services, Inc.

Sharon Parks
Michigan League for Human Services

Ken Penokie
Legal Services of Northern Michigan

MaryAnn Sarosi
ATJ Program - State Bar of Michigan

Suellyn Scarnecchia
University of Michigan Law
School/Michigan Poverty Law Program

Anne Schroth
Michigan Poverty Law Program

Terri Stangl
Center for Civil Justice

Michael Steinberg
American Civil Liberties Union

Bradley A. Vauter
ATJ Program - State Bar of Michigan

Mary Grace McCarter **Work Group B – Technology**

Trent Cahill - Facilitator
ATJ Program - State Bar of Michigan

Steve Gray
Michigan Poverty Law Program

Bradley A. Vauter
ATJ Program – State Bar of Michigan

Richard Winder
Michigan State Bar Foundation

Work Group B – Unbundling

Kari Deming – Facilitator
Oakland-Livingston Legal Aid

Trent Cahill
ATJ Program - State Bar of Michigan

Sharon Deja
State Court Administrative Office

Mary Ellen Drolet
Berrien County Legal Services

Marilyn Klawiter
Berecz & Klawiter, PLC

Donald L. Reisig
Legal Aid of Central Michigan

MaryAnn Sarosi
ATJ Program - State Bar of Michigan

Hon. Chad Schmucker
4th Circuit Court

Bradley A. Vauter
ATJ Program - State Bar of Michigan

Richard Winder
Michigan State Bar Foundation

Work Group C – Pro Bono

Robert Gillet – Facilitator
Legal Services of Southeastern
Michigan

Steve Cernak
General Motors Corporation

Mark Fancher
ATJ Program - State Bar of Michigan

Joan Glanton-Howard
Legal Aid & Defender Association of
Detroit

Lynda S. Krupp
Legal Aid & Defender Association of
Detroit

John Lozano
Dill & Brady

Amy Maes
Michigan Protection & Advocacy
Services

Roxanne Medina Solomon
Legal Aid & Defender Association of
Detroit

Margo J. Nichols
Nichols, Sacks, Slank & Sweet

Jeffrey Nutt
Wayne County Neighborhood Legal
Services

Robert E. Precht
University of Michigan Law School –
Office of Public Service

Kelly Quarkodus
Legal Aid Bureau of Southwest
Michigan

MaryAnn Sarosi
ATJ Program - State Bar of Michigan

Suellyn Scarnechia
University of Michigan Law
School/Michigan Poverty Law Program

Bradley A. Vauter
ATJ Program - State Bar of Michigan

Marsha Tuck
Michigan Protection & Advocacy
Services

Richard Winder
Michigan State Bar Foundation

Work Group E - Alternative Dispute Resolution

Pam Creighton – Facilitator
State Court Administrative Office

MaryAnn Sarosi
ATJ Program - State Bar of Michigan

Trent Cahill
ATJ Program - State Bar of Michigan

Anne Smiley
Dispute Resolution Consultant

Susan M. Guindi
University of Michigan Law School

Bradley A. Vauter
ATJ Program - State Bar of Michigan

Paris Kenney
Wayne County Neighborhood Legal
Services

Lary Wells
Michigan League for Human Services

Ann Routt
Legal Services of Southeastern
Michigan

Richard Winder
Michigan State Bar Foundation

Work Group F – Pro Se

Terri Stangl – Facilitator
Center for Civil Justice

Juan Salazar
Legal Aid of Western Michigan

Amy Byrd
State Court Administrative Office

Delphia Simpson
Michigan Poverty Law Program

Trent V. Cahill
ATJ Program - State Bar of Michigan

Bradley A. Vauter
ATJ Program - State Bar of Michigan

Evanne Dietz
Lawyers for Equal Access of Metro
Detroit

Lary Wells
Michigan League for Human Services

Bradley Geller
Washtenaw County Probate Court

Kate White
Legal Hotline for Older Michiganians

Work Group G – Information & Referral

Lary Wells – Facilitator
Michigan League for Human Services

Michael Blau
Legal Aid of Central Michigan

Pam Creighton
State Court Administrative Office

Evanne Dietz
Lawyers for Equal Access of Detroit

Peter C. Kenney
Archer, Kenney & Wilson

Gary Lane
Wayne County Neighborhood Legal Services

Roger Phillips
Michigan 4C/Early On

Laura Rodriguez-Kitkowski
Southeastern Michigan Information & Referral Alliance – Board Member

Vincent Romano
Attorney Services Marketing

MaryAnn Sarosi
ATJ Program - State Bar of Michigan

Deirdre Toeller-Novak
Grand Rapids Bar Association

Mary Ann Van Cura
Thomas M. Cooley Law School

Bradley Vauter
ATJ Program - State Bar of Michigan

Harry Webb
Attorney at Law

State Planning Oversight Group

Alfred M. Butzbaugh
State Bar of Michigan - President

Candace Crowley
State Bar of Michigan

James Keedy
Michigan Indian Legal Services

Joan Glanton-Howard
Legal Aid & Defender Assoc. of Detroit

Michael C. Chielens
Legal Aid of Western Michigan

Paula Zimmer
State Court Administrative Office

Linda K. Rexler
Michigan State Bar Foundation

Margo J. Nichols
Nichols, Sacks, Slank & Sweet

MaryAnn Sarosi
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Robert Gillett
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Terri Stangl
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