



Project SUNI

Standards for Understanding Networked Impact

Empowering the legal sector to achieve the best possible outcomes for underrepresented individuals and businesses by supporting a network of legal infrastructure institutions to gather and assess evidence on their programs and interventions, focusing first on law firm incubator programs and 'legal entrepreneurs' that share a mission to promote greater access to affordable legal services.



Focus on
Connection



Human
Centered



Shared Best
Practices



Outcome
Data

Our Team



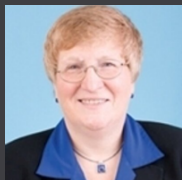
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Project Objectives

1

Support a Network

of legal empowerment infrastructure providers, focusing on law firm incubator programs that share a mission to promote greater access to affordable legal services

2

Grow a Resource

of independently assessed and evaluated interventions backed by evidence that leads to:

- better recommendations on law and policy changes
- dissemination of best practices that promote affordable access to quality legal services

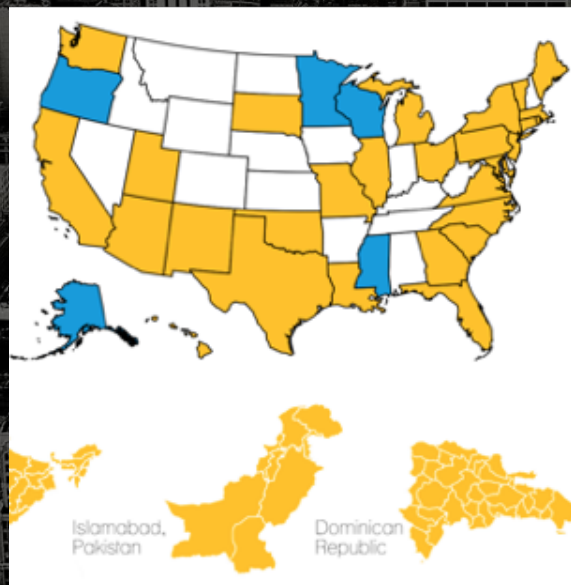
3

Build Networked Impact Capacity

by supporting organisations and funders to develop evidence-based legal empowerment programmes, based on a model for how organizations collaborate and drive change that has been applied to other large, systemic challenges

The Initial Network

Legal
Incubators



Initial Stage Objectives

Work with Legal Incubators to scope and test a Networked Impact system

1

Develop Standards

- Common standards for evaluating impact of programs and impact of legal services generally.
- Close the gap in our ability to evaluate the impact of policy.

2

Develop Evidence Sharing Framework

- A dynamic ecosystem which supports the use of research and evidence to provide insight into which initiatives and approaches are having the greatest impact on desired outcomes

3

Run Case Study

- A dynamic ecosystem which supports the use of research and evidence to provide insight into which initiatives and approaches are having the greatest impact on desired outcomes

**Networked
Impact**



**Shared
Principles**

Access

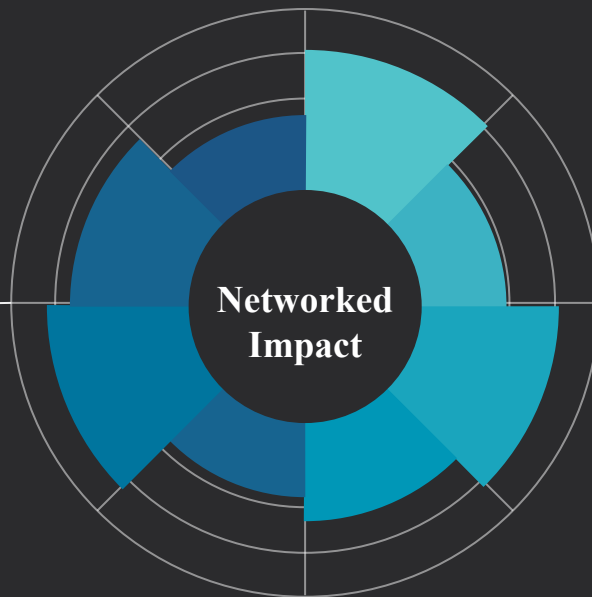
Project Methodology

Bold, Measurable, Unique Approaches

Networked impact relies on stakeholders and allies bringing their own interventions and best practices to the table. In networked impact efforts, there is no single “correct” approach.

Diverse, multi-sector collaboration, at scale

It is not enough to get every group in one field together, or to diversify at just the local level. In our approach to networked impact, we will look to every sector to play a role and support stakeholders in becoming enablers for the adjacent possible.



Knowledge sharing that encourages accountability

We put learning at the center of the network, with the Consortium functioning as a knowledge broker and “connection concierge.” Project SUNI stakeholders will regularly share best practices, along with data on their work.

Root-cause problem solving

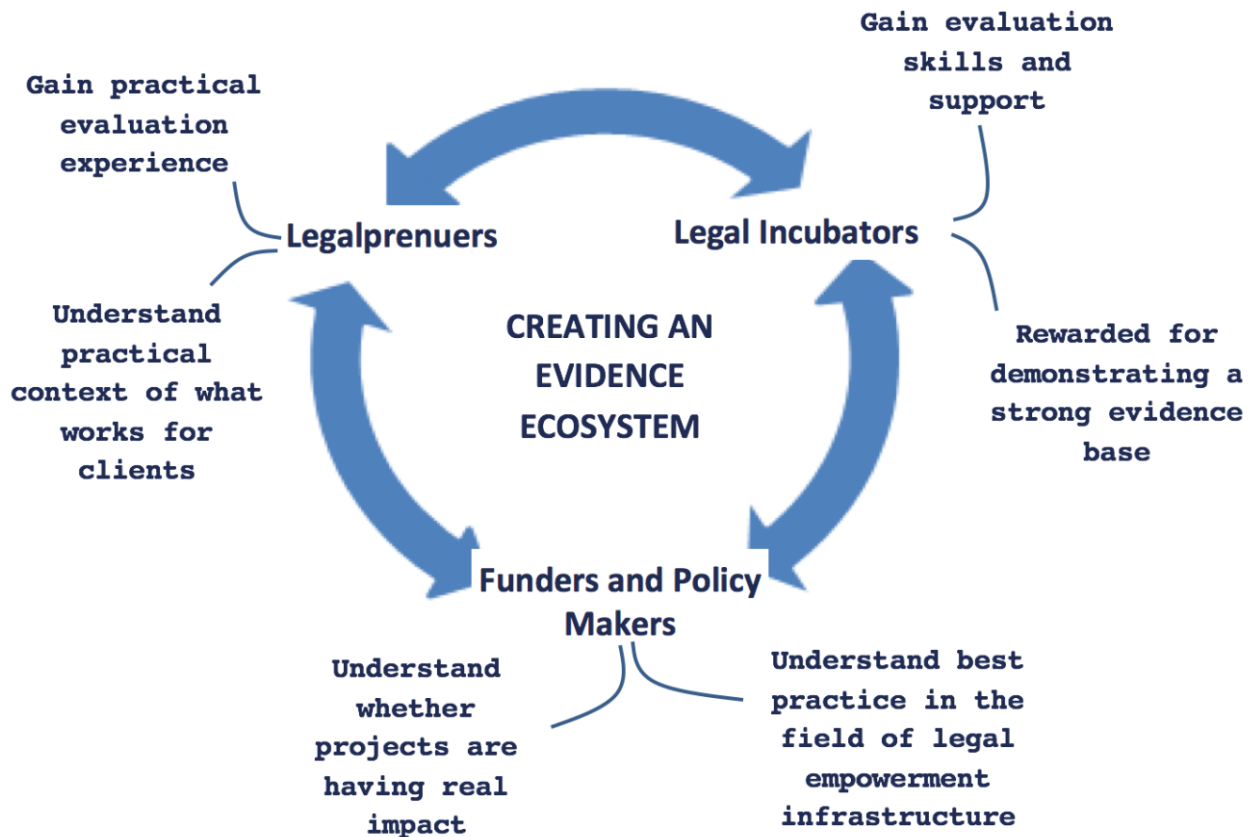
A major premise of Project SUNI is that networked impact can and must address the underlying system-level issues that created the original need.

Design thinking

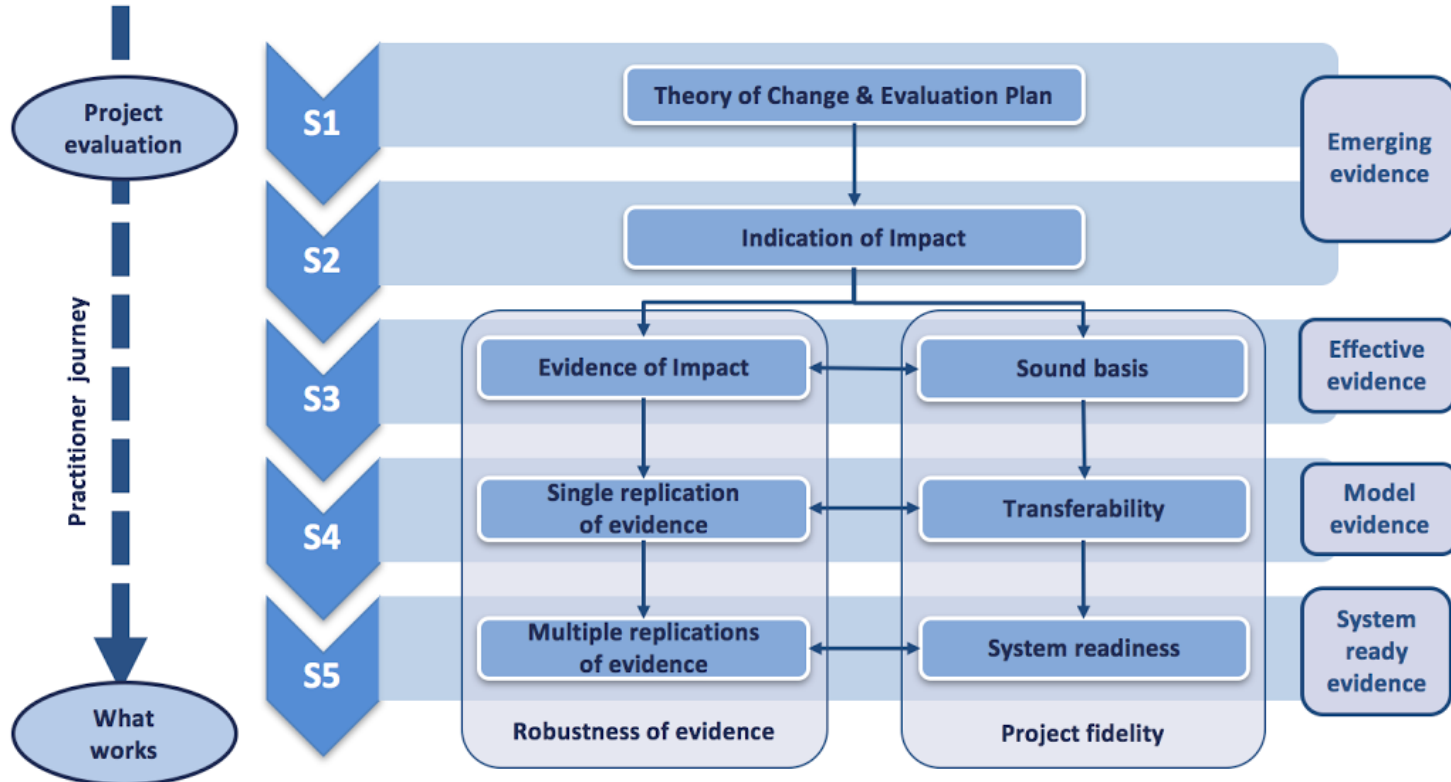
Focus on end-users – the underserved individuals and businesses, rapidly prototyping and dropping failed approaches, iterating fast, strategically scaling success and letting the network stakeholders and their clients, when properly informed of their options, determine what kinds of solutions they may wish to pursue for their own programs.



Project SUNI: An Evidence Ecosystem



What are the Standards of Evidence?



Intervention Case Study



Meeting the Need: Change in Justice Bridge's Business Model, 2014-2017

Since launching in August, 2014 and while processing over 4,500 intakes, Justice Bridge has adapted its business model.

Element	2014	2017
# of attorneys	8	18
# of mentors	12	63
# of clients processed	800 per year	1600+ per year
Clients above 250-300% FPL	100%	19%

Common delivery techniques used by incubator attorneys

Frequency of use (0=never, 5=very often)

Advise via phone or email	3.9
Full representation	3.8
Negotiation during litigation	3.5
In-person consultations	3.2
Limited scope representation	3.0
Coaching clients on tasks they will perform themselves	2.9
Strategic plans (list of customized service options and price points)	2.4
Early intervention/pre-litigation negotiation	2.4
Informal court conferences	1.7
Collaborative law (prior agreement by parties to resolve dispute informally)	1.5
Mediation with third-party facilitator	1.4



(17 of 18 attorneys surveyed)

Value of delivery techniques used by incubator attorneys

Value (0=none, 5=very valuable)

Advise via phone or email	4.0
Full representation	3.6
Negotiation during litigation	4.4
In-person consultations	3.8
Limited scope representation	4.0
Coaching clients on tasks they will perform themselves	3.8
Strategic plans (list of customized service options and price points)	3.1
Early intervention/pre-litigation negotiation	3.8
Informal court conferences	3.6
Collaborative law (prior agreement to resolve dispute informally)	3.0
Mediation with third-party facilitator	2.3



(17 of 18 attorneys surveyed)

Barriers to implementing delivery techniques for serving modest means clients

Factors playing a “significant role” in limiting representation of clients,
0=never, 5=very often

Clients’ lack of money	4.3
Failure to understand the law	3.7
Disagreeable opposing party	3.7
Disagreeable opposing counsel	3.4
Lack of social/family support	3.3
Neglect/inattentiveness of client	3.0
Mental capacity of client	2.7
Abuse of third party	2.6



(17 of 18 attorneys surveyed)

Intervention/Support: 60+ Mentors/Consultants with an Average of 30+ Years of Legal Experience

Frequency of use (0= never, 5= very often) and value (0= none, 5=very valuable)

	<u>Frequency</u>	<u>Value</u>
Business coaching	2.6	4.95
Case advise strategy	4.6	
Dealing with clients	4.7	
Dealing with court	3.5	
Dealing with opposing counsel	3.3	
Interviewing clients	3.8	
Legal research suggestions	2.7	
Personal matters	2.0	
Providing draft documents	2.4	
Reviewing legal writing	3.0	

(17 of 18 attorneys surveyed)



Intervention/Support: Interns/Paraprofessionals of Varying Legal Experience

Frequency of use (0= never, 5= very often) and value (0= none, 5=very helpful)

<u>FREQUENCY</u>	<u>Specific Law Student</u>	<u>Shared Undergrad</u>
Legal research	4.0	2.0
Other research	3.5	2.0
Preparing draft briefs	3.3	0.5
Proofreading	3.3	0.4
Drafting pleadings	3.0	0.3
Drafting discovery	3.0	0.3
Contacting witnesses	3.0	0
Fact gathering, general	3.0	0.5
Organizing case file	3.0	1.8
Accompanying to court	3.0	0.8
<u>VALUE</u>	4.8	3.4
	(9 of 9 surveyed)	(8 of 9 surveyed)



Importance of Interns' Level of Experience, Use of Other Professionals

Importance (0= not important, 5= very important)
and value (0= not helpful, 5=very helpful)

Importance of interns' level of education and/or legal experience to quality of assistance	3.5
Value of assistance of attorneys/colleagues in incubator (i.e., peer mentoring)	4.7
Value of assistance of additional, outside professionals to your practice (other attorneys, real estate professionals, accountants, financial planners, tax specialists, social workers)	3.8

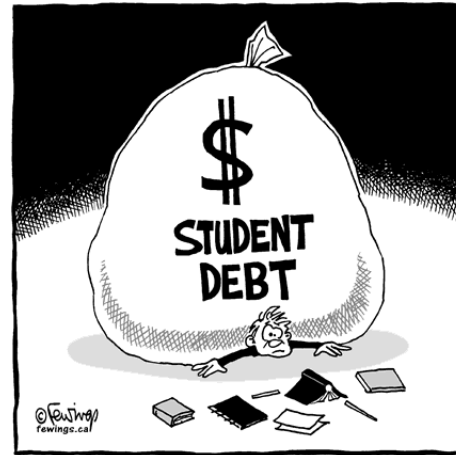
(17 of 18 attorneys surveyed)



Additional Barrier for Incubator Attorneys: Level of Educational Debt

Amount of Student Loans

Less than \$50,000	3
\$50,001 to \$100,000	0
\$100,001 to \$150,000	5
\$150,001 to \$200,000	4
Over \$200,000	3



(15 of 18 attorneys surveyed)

Outcomes and Viability of Incubator Attorneys' Law Practices

Gross Income from "Law Practices" in 2016*

Less than \$25,000	5
\$25,001 to \$40,000	4
\$40,001 to \$60,000	5
\$60,001 to \$80,000	2
\$80,001 to \$100,000	1
Over \$100,000	0



*Some attorneys were **not** practicing law in incubator or otherwise either wholly or partially in 2016

(17 of 18 attorneys surveyed)

Level of Satisfaction and Optimism for Future

Would recommend law incubator to colleague or friend **93%**

Projected gross income from law practice 3 years from now:

I do not intend to practice law at that time	0
Less than \$50,000	0
\$50,001 to \$75,000	7
\$75,001 to \$100,000	5
\$100,001 to \$150,000	4
\$150,001 to \$200,000	1
Over \$200,000	0




Law Incubator

(17 of 18 attorneys surveyed)


Next Steps

Sharing with the Network




GeorgiaState University | COLLEGE OF LAW

Thursday-Saturday, April 12-14



ACCESS TO JUSTICE 5
Consortium for Access to Justice Conference




Incubators • Residencies • Apprenticeships • Nonprofit Law Firms



Project SUNI

Standards for Understanding Networked Impact

To learn more, please contact: projectsuni@legal.io

 Focus on Connection	 Human Centered	 Shared Best Practices	 Outcome Reports
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Join us to...

Create and distribute evidence on legal incubator programs, interventions and best practices.


Connecting the Justice Ecosystem...


Our role as leaders of incubators relies on connecting with a larger ecosystem and can be strengthened through ensuring that we work with fellow public-interest organizations to create pipelines to affordable personal legal services and resources. We can look to new and [existing initiatives](#) for guidance.


Information on Outcomes

Our project will connect the dots from our work as frontline legal infrastructure providers through to the outcomes of our participant attorneys and the local communities we all serve.

Our work is supported by research into new technology and information systems and processes that allow us to develop and share an even greater level of understanding into the value of legal services in delivering tangible economic and social benefits to the public.

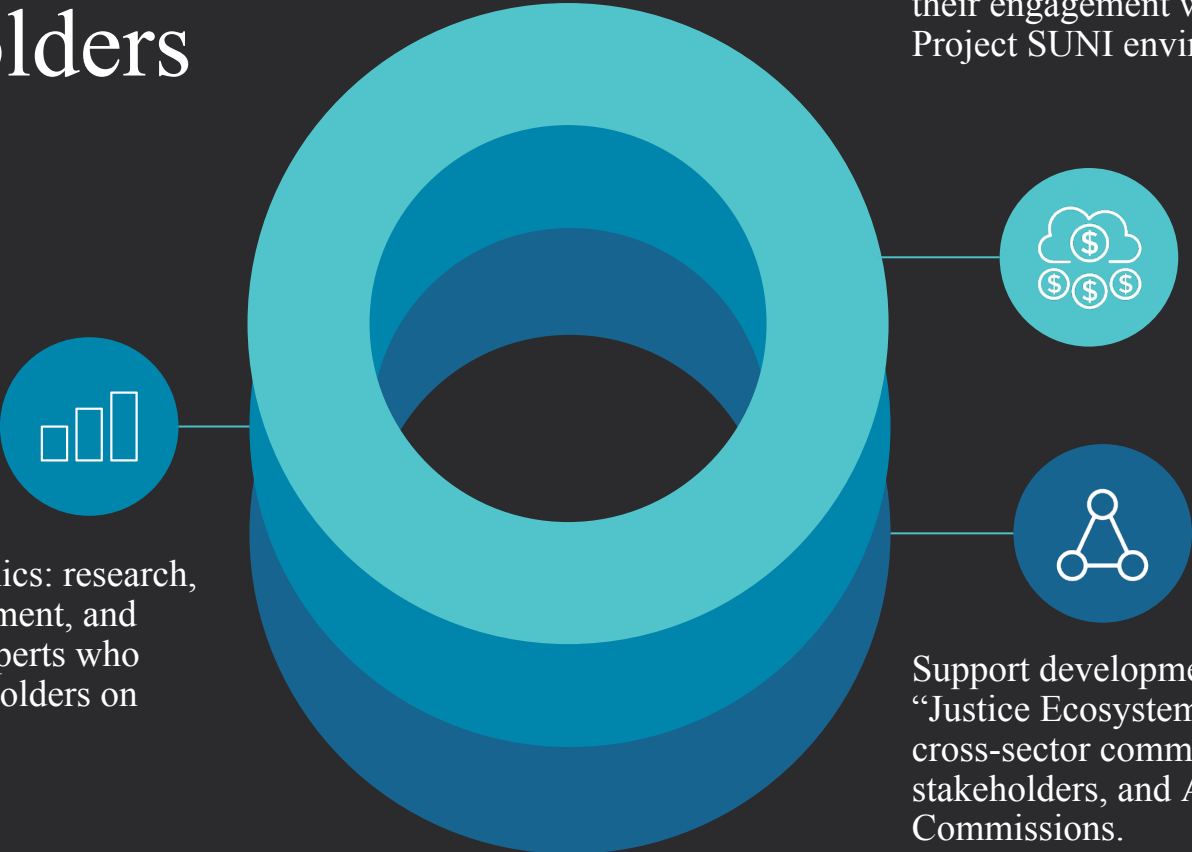


 **CODEx**
Center for Open Data Exchange

 **EWING MARION KAUFFMAN FOUNDATION**

Influencing Key Stakeholders

Engage and support funders/policy makers in their engagement with the Project SUNI environment.



Engage with academics: research, evaluation, measurement, and capacity building experts who could support stakeholders on their journey.

Support development of local “Justice Ecosystems” involving cross-sector community partners, stakeholders, and Access to Justice Commissions.



oktone

oktone [#incubatorlaw](#) is important because it helps people who are really in need - Councilman Alvarez [#passion](#) [#community](#)

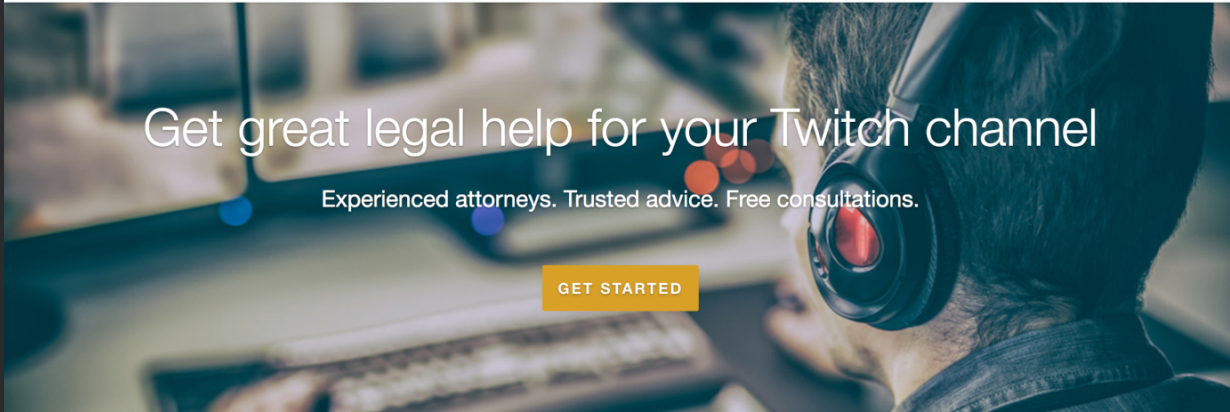


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FEBRUARY 27, 2015

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Networked Impact Futures



What we do

For children and youth organisations

For funders and commissioners

For researchers and evaluation experts

National work

International work



What we do

Project Oracle empowers the sector to achieve the best possible outcomes for children and young people. We support the children and youth sector to produce, use and share high-quality evidence so that together we can make better decisions to improve how interventions are funded and delivered.

Project Oracle community

We support children and youth organisations to measure and track their outcomes, so they can understand what they are doing well and what could be improved, in order to develop and refine their projects. We simultaneously boost the ability of funders and commissioners to process and use this knowledge, so that public money can be spent on the most promising interventions

@Project_Oracle

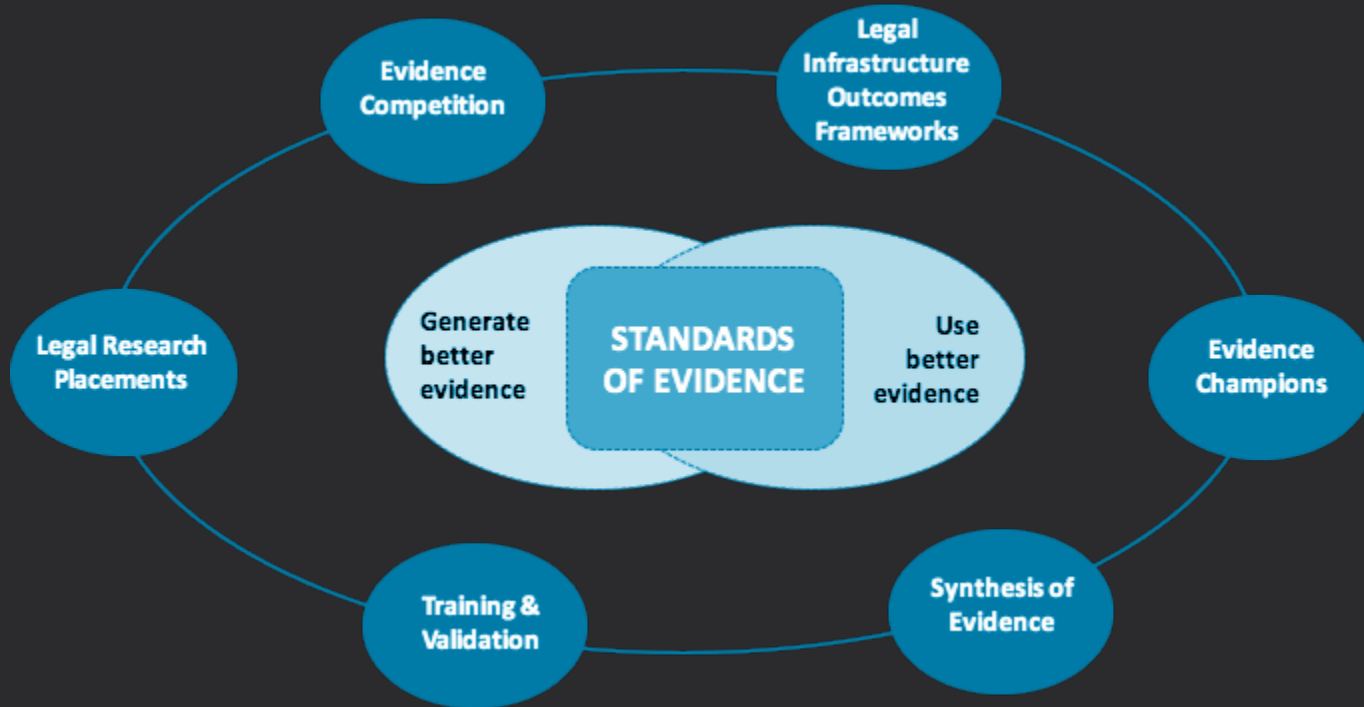
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Program Components...



Staged Funding Proposals



2010 – 2012

- Driving a common vision for what “good” looks like
- Capacity building with providers to take an outcome based approach

2013 – 2015

- Increasing “market maturity” around evidence
- Supporting funder/ commissioner cascading of an outcome focused approach

2016 on

- Supporting sustainability amid declining resources
- Engaging young people in the evidence agenda

Scoping

Business Case

Pilot

3 Year Program

\$50k

\$150k

\$500k

\$1.6M



\$20k

LTL

Legal Technology
Laboratory

Project SUNI

Standards for Understanding Networked Impact

Thank you!

