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**2017 PAI Plan**

**Applicant Name: Legal Aid Society of San Diego, Inc.**

**Applicant Number: 805250**

**LEGAL AID SOCIETY OF SAN DIEGO, INC.  
2017-2018 UPDATE OF PRIVATE ATTORNEY INVOLVEMENT PLAN**

The Legal Aid Society of San Diego, Inc., (LASSD) submits its update of its plan for the involvement of private attorneys in the delivery of legal services to low-income persons in San Diego County, California, as required by 45 C.F.R et seq. The legal needs of eligible clients and the relative importance of those needs, as well as the program’s board adopted priorities, have been taken into account in the update of this plan. The Updated 2017 Private Attorney Involvement Plan is within the Board-adopted priorities of LASSD. The plan replaces all prior plans from LASSD. The current PAI plan, called the LASSD Pro Bono Program (“The Program”), demonstrates that most of our resources will be committed to maintaining the existing well-functioning, high quality program. This plan will also reflect new strategies for the future.

- I. The updated plan will be submitted to the Legal Services Corporation (OCE and OPP).  
NOTE: The plan includes activities which were selected based upon response from the client community, Board of Directors of LASSD and the private bar.
- II. Plan Elements:
  - A. Sara Raffer Lee, Esq., continues to be engaged as Pro Bono Program Manager to implement this plan. Ms. Lee has been Pro Bono Program for twelve years and has significant experience and associations with many attorney groups, major San Diego law firms and our client community.
  - B. The LASSD Pro Bono Program Staff includes Christine Pangan, Esq. (1.0 FTE lead attorney- Unlawful Detainer, Restraining Order, and Mediation), Lorena Slomanson, Esq. (1.0 FTE Staff Attorney- Unlawful Detainer), Barbara Treash-Osio, Esq. (1.0 FTE Staff Attorney- Conservatorship) Daniel Laguna, Esq. (1.0 FTE staff attorney- Domestic Violence and Civil Restraining Order), Michael Coleman (1.0 FTE staff attorney- In-Home Supportive Services Pro Bono Project), Lillian Blackburn (1.0 FTE Outreach Coordinator/Administrative Assistant- In-Home Supportive Services Pro Bono Project), Kim Tominna (0.5 FTE Administrative Support). The staff is funded in part by LSC funds and also

by other sources, including IOLTA funds, State Bar Partnership Grants, San Diego Bar Foundation Grants, and San Diego Superior Court Funding.

C. The Program’s last PAI plan was submitted to Earl B. Gilliam Bar Association (“Earl B. Gilliam-African-American Bar Association”); San Diego La Raza Lawyers Association (“La Raza”); Pan-Asian Lawyers of San Diego (“Pan-Asian Lawyers”) and the Filipino-American Lawyers of San Diego (“Filipino-American Lawyers”) (collectively “specialty bar associations”), and the Board of Directors of LASSD. All of the above organizations were supportive of the last PAI Plan. All of the organizations promised to promote LASSD Pro Bono Program at various events to recruit volunteers.

D. Partnerships and Collaborations

1. Specialty Bar Partnerships

Since the inception of the PAI component, La Raza, Pan-Asian Lawyers, Filipino American Lawyers and Earl B. Gilliam Bar Association (African-American Bar Association) have entered into Memoranda of Understanding with the LASSD Pro Bono Program. The memoranda were amended in 2005. Pursuant to the Memoranda of Understanding specialty bar associations commit that their members donate a total of at least 12 hours of pro bono legal services to LASSD Pro Bono Program per month. LASSD provides the specialty bar associations with a monthly administrative fee of \$480 to cover the specialty bar associations’ expenses of administration, solicitation, use of facilities, use of media and meetings and to assist the LASSD Pro Bono Program Manager. In this way, the PAI component strengthens these local bar associations while developing resources and attorney relationships in these organizations. These partnerships, along with our collaboration with the local law schools (See Page 3, Section II (D) (2)), enable us to provide legal assistance and advocacy in a wide range of languages by people from many diverse cultural and ethnic backgrounds. In 2016, our partnership with La Raza Lawyers netted more than 3,000 hours donated to the Pro Bono Program.

2. Collaborations with law schools, JusticeCorp, etc.

We collaborate with the following San Diego schools – University of San Diego School of Law, California Western School of Law, and Thomas Jefferson School of Law all of which provide student volunteers to assist our various programs. With the 2014 revision of 45 C.F.R. Part 1614, new emphasis has been put on the use of students and other legal professionals in the delivery of legal services. In 2016, volunteer students and paralegals contributed more than 10,200 hours to the Pro Bono Program and other substantive teams.

### III. Program Activities:

#### A. Pro Se Litigant Clinics

The Program started its first pro se litigant clinic in 2002. Since then, LASSD has greatly expanded. LASSD now runs clinics in multiple locations in San Diego County that assist with a variety of legal issues, as described below. The great need for and effectiveness of these clinics has caused the courts and the State Bar to contribute funding. The opportunity to contribute a pre-determined amount of time in a convenient setting has been very successful. More than 16,000 hours were volunteered at clinics allowing for 8,355 CA-14 residents to receive assistance in 2016 (an increase of more than 300 from 2015).

The Pro Se Litigant clinics are coordinated by staff attorneys and involve all categories of volunteers- attorneys, law students, law graduates and other legal professionals.

##### 1. Domestic Violence Temporary Restraining Order Clinic

Until 2001, victims of domestic violence in the mostly Hispanic South County region of San Diego were assisted by a part-time English-speaking paralegal. At that time, the Superior Court saw a great need for more comprehensive services in both English and Spanish, and the LASSD Pro Bono Program stepped in. The clinic runs daily and is supervised by a Staff Attorney. Thousands of individuals have been assisted at this clinic by the Program's staff and by volunteer attorneys and law students. In fact, volunteer attorneys have donated over 6,400 hours at that clinic in 2016. Leveraging those volunteer hours, the clinic was able to assist more than 2,700 people in 2016.

*New Strategy:* Capitalizing on the family law experience of new DV Staff Attorney Daniel Laguna, a DV training MCLE will be offered and Mr. Laguna will be available as a mentor to attorneys taking DV case referrals, leading to more representation of victims at hearings in 2017.

##### 2. Unlawful Detainer Assistance Program ("UDAP")

The UDAP is designed to assist pro se tenants in responding to Unlawful Detainer lawsuits. The Superior Court invited the Program to open its first clinic in 2002 at the Hall of Justice in the Central Division. The UDAP then expanded to include clinics in the South County and East County Divisions. These clinics were closed in 2012 due to Civil Business Office closures in those divisions. The Hall of Justice Clinic is now open five

days per week and serves individuals from those divisions centrally. The clinic is supervised by a Program staff attorneys and utilizes volunteer attorneys and law students to assist clinic participants. Eligible clients are often referred to LASSD for more assistance and are also given community education brochures on presenting their cases at trial. The UDAP clinics assisted more than 2,900 participants in 2016.

New Strategy: Work with our Shriver Housing Team to formulate a Pro Bono Mediation program in UD cases where both sides are Self-Represented. Funding was sought for this program in a recent Shriver grant proposal.

3. Civil Restraining Order Clinics

Pro Se litigants were in need of assistance for filing and responding to civil restraining orders. The Program was contacted by the court and additional funding was offered so the need could be met. Currently, the Program operates Civil Restraining Order Clinics in the South, East and Central Courthouses and provides legal advice and community education on Civil Harassment. The clinics are staffed by a staff attorney and volunteer lawyers and law students. More than 2,100 individuals used these services in 2016.

4. Low-income Taxpayer Clinic

The Low-Income Taxpayer Clinic was created in 2005 by a grant from the IRS. In its 11<sup>th</sup> year, LITC continues its work in delivering high-quality legal services to low-income taxpayers while maintaining compliance with LITC Program guidelines. The program has become independent of the Pro Bono Team and is operating under the direction of Senior Attorney Shahin Rahimi. The program, however, continues to utilize pro bono attorneys and law students in the delivery of legal services. The project garnered 800 hours of pro bono support to help more than 250 people with advice and representation in 2016.

5. Conservatorship Clinic

The Conservatorship Clinic at the Probate Court was created in 2004, and is funded by an Equal Access grant and moneys from the Superior Court. Staff and volunteers provide one-on-one community education, assisting clinic participants with their conservatorship forms and guiding them through the conservatorship process. The Clinic was expanded in 2013 to meet the tremendous need for services and is now open 3 sessions per week. Under the supervision of one staff attorney and with the help of volunteers, pro se assistance was offered to more than 1,300 clinic contacts in 2016. This is an increase of more than 400 people from 2015.

6. Homeless Advocacy Project (HAP)

HAP provides advice and community education to homeless members of the San Diego community. Volunteer attorneys, most of whom are emeritus, assist in the completion of benefit application forms, filing appeals, tracking down missing checks, and in general, dealing with the Social Security and Welfare offices. Since its inception, HAP has given assistance to thousands of homeless persons. HAP has expanded and now operates in both the Neil Good Day Center, a day center for homeless, and PATH Depot in downtown San Diego, a provider of both temporary and permanent housing to homeless individuals.

7. Civil Appellate Self-Help Workshop (CASHW)

CASHW provides information and education to self-represented litigants navigating the California Court of Appeal, Fourth District. A collaboration with San Diego County Bar Association, San Diego Law Library and the Court of Appeal, the workshop has provided more than 188 attendees since its inception in 2014.

B. Mediation Program

Mediation volunteer opportunities will be offered in 2016 to professional mediators, law students and law graduates, as well as volunteer attorneys.

1. Peer Mediation

As part of its partnership with San Diego City Schools, the LASSD Pro Bono Program provides training to students at low income schools at all levels from elementary through high School to mediate disputes among other students on campus. The program is really well suited for government and corporate attorneys. This program has had the effect of significantly reducing disputes among students on campus. In 2016, we conducted a training at one school to 19 children. Our goal is to increase this to three schools in 2017.

2. Juvenile Detainee Mediation

In collaboration with the Advanced Mediation Class at California Western School of Law and Professor Linda Morton, LASSD staff and volunteers perform mediations at an all-girls' juvenile facility in San Diego County. More than 114 girls received mediation services in 2016. This program continues to be popular among government and corporate attorneys.

### C. Referrals for Direct Representation

The Pro Bono Program takes referrals of overflow cases from other teams. The program has referred out consumer law cases, family law cases, Conservatorship and Probate cases, housing cases, and more. In 2016, LASSD successfully referred 99 cases to pro bono attorneys for direct representation.

*New strategy: LASSD received the Pro Bono Innovation Fund Grant in October 2016 to create an automated referral and case management platform for In-Home Health Support cases. The goal is to refer 40 IHSS cases to pro bono attorneys in 2017 and an additional 80 in 2018, thereby substantially increasing attorney involvement in direct representation referrals.*

## IV. General Operational Plan

### A. Staffing

1. As set out in “Plan Elements” Section II A & B, the Program is staffed by a full-time manager, one full-time lead attorney, four full-time staff attorneys, one full-time outreach coordinator/administrative assistant and one part-time office support person. The Program has also engaged four contract attorneys to assist in our pro se clinics.
2. Each pro se clinic is supervised by at least one Pro Bono Program Staff Attorney. The Program has also recruited volunteer attorneys and law students to assist in those clinics.
3. The mediation program is managed by the Program staff and utilizes volunteer mediators to provide the actual services.
4. Program manager oversees daily operations and handles all direct representation referrals to volunteer attorneys. Program manager also offers mentoring and guidance on cases, follows up on the cases quarterly and maintains all records in association with those referrals.

### B. Case Intake, Follow-Up and Evaluation

#### 1. Client Intake

Client intake is handled through the LASSD central intake system or onsite at the various clinics. The case is then referred to the Pro Bono Program manager. We have more than 2,400 volunteers who have signed up for the program and were entered in our computer database. The database contains the volunteer’s name, firm, areas of practice and other

pertinent information. The Pro Bono Program manager will search that database and send a tickler to volunteers with experience in the legal issue facing the client. The Program tries to refer or reject cases within two weeks of the intake. Generally, the program finds this is the most efficient way to refer cases to pro bono attorneys and has success in referring out most cases.

2. Follow up and Evaluation

The PAI component gives or mails evaluation forms to all LASSD Pro Bono Program clients at the end of the case. The evaluations are compiled and reviewed by the Pro Bono Program Manager on a regular basis. Further, the specialty bar volunteers report their hours spent on their cases on a monthly basis to the LASSD Pro Bono Program. Every 3 months (or less depending on the case type), the PAI component sends out a request for a progress report to all pro bono attorneys who have accepted cases for ongoing representation. If they do not respond, the LASSD Pro Bono Program follows up with a phone call. The LASSD Pro Bono Program Manager and staff attorneys are in regular contact as needed with pro bono attorneys who have accepted cases for ongoing representation and are available to provide support and mentoring as needed.

C. Recruitment of Volunteers

Since the inception of this program, LASSD has recruited more than 2,400 volunteers and our database contains more than 500 attorneys who are eligible to take cases. In 2016, LASSD recruited more than 150 new volunteers. The Program's Memoranda of Understanding with the minority bar associations assists the Program to administer, coordinate, recruit and provide attorneys from those associations to handle cases. LASSD plans to recruit at least 150 new volunteers in 2017.

1. Advertising

- a. The Program publishes a newsletter and sends it out to local law schools, large law firms, bar associations, the courts, community organizations and volunteer attorneys in our database. In 2016-2017, our goal is to continue to produce newsletters and distribute them to 200 attorneys not currently involved with our program.
- b. The Program has a web page on the main LASSD website devoted to recruiting volunteers and describing the various volunteer opportunities available. LASSD launched a more user-friendly webpage which is resulting in a substantial increase of interested volunteers. Further, California has created a regional pro bono

website in which we have agreed to participate, wherein the Program can list its volunteer opportunities and needs in order to better reach more attorneys and more specialty lawyers: <http://www.probono.net/ca/socal/>. As technology continues to evolve and the Program expands, we believe our plan to better our website and increase the use of both websites will be a strong factor to increase recruitment for pro bono involvement.

- c. The Program also recruits at the local law schools. The purpose of this recruitment is not only to engage student volunteers, but to instill in these future lawyers knowledge of and support for pro bono work and the Program itself. Many of the volunteers we recruit from law schools continue, as attorneys, to volunteer their time to our Program and other pro bono legal services providers.

## 2. Sustaining Relationships with Volunteer Attorneys

- a. Staff of the Program meets with many of the larger law firms in San Diego County on at least a yearly basis to educate them on the various projects the Program offers and ways they might get involved. In this way, the Program sustains relationships with the large firms and recruits many additional volunteer attorneys. Additionally, the meetings are used for two way dialogues to discuss potential new programs meeting the interests and needs of members of these firms.
- b. The Program has sponsored Equal Justice Fellows in the past and is currently working with students on new innovative projects in which to apply for funding. In this way, the Program will continue to build close relationships with sponsoring firms and recruit additional volunteer attorneys.

## 3. Collaboration and Co-Counseling

- a. The Program is fortunate in receiving an overwhelming amount of support from the local judiciary. The Program meets on a regular basis with its members to discuss how the program can better fill legal needs as yet unmet by legal service providers. The Judiciary has taken a forward-thinking approach to assisting low-income community members and has collaborated with the Program to provide support for *pro se* litigants. With this collaboration, the Program was able to set up legal clinics in the courthouses in order to more effectively assist *pro pers* with their civil legal needs.
- b. The Program collaborations with specialty bar associations were discussed previously. The Program also collaborates with

community organizations such as PATH Depot and Neil Good Day Center, local law schools, San Diego Volunteer Lawyer Program and others. These collaborations are maintained by the staff of the Program by planning frequent meetings and events with our collaborators. San Diego is a smaller legal community and it is important that legal service providers and social service agencies, along with the local judiciary and government work together to effectively represent these low-income community members and meet their legal needs.

4. Maintenance of and development of additional signature projects

- a. The projects listed above are operated and maintained by the staff of LASSD.
- b. The development of new signature projects is a priority and staff constantly communicates with low-income members of the community and social service agencies in order to determine what legal needs are not being met and how the Program can fill those needs with use of volunteer attorneys.

5. Training, Research and Technical Assistance

- a. LASSD is currently licensed as a Mandatory Continuing Legal Education (MCLE) provider. LASSD provides needed educational services to lawyers for credit as part of a training and solicitation program for attorney volunteers. To date, LASSD has provided training of over 600 MCLE hours in the areas of incapacity planning, domestic violence, unlawful detainer, naturalization petitions, family mediation, peer mediation, and consumer law.
- b. All PAI attorneys have access to a PAI computer in the PAI offices which is linked to the Internet with free Lexis on line and all court forms for use in assisting their PAI clients. Additionally, LASSD provides access to all national and regional legal backup centers for in depth assistance with more complex cases.

D. Retention of Existing Volunteer Attorneys

1. The Program does an excellent job of recognizing its volunteers, both attorneys and non-attorneys. First, on a large scale, a yearly awards luncheon is hosted at the Westin Gaslamp Quarter, wherein all volunteers putting in time on individual cases, clinical work, research, writing, etc. are publicly recognized with either the Wiley W. Manuel Award and/or

the Outstanding Service Award. Both awards are based on the number of hours donated by each volunteer. Further, various law firms, law schools and minority bars are given awards based on their assistance during the year through their members in volunteering for our clients. Our 2017 awards luncheon will honor 106 volunteers with Wiley W. Manuel Awards and 62 volunteers with Outstanding Service Awards.

2. The Program also sustains relationships with volunteers and community members as discussed above. In this way, the Program also retains many of its volunteers.

E. Outreach

The Program does extensive outreach to publicize our services throughout the client community. We distribute announcements to community based organizations and flyers to clients. We do regular mailings to the local community and make many presentations to local groups and clients in the community. We give presentations at law schools and paralegal colleges. We will continue to update brochures in English and Spanish describing our services.

F. Budget

The attached 2017-2018 PAI budget projects the expenditure of at least 12.5 percent of the estimated 2016 LSC basic field grant award for the PAI plan. It includes staff time devoted to PAI activities and other related expenses attributable to the PAI components. In 2016-2017, the market value of the legal services provided by volunteers was about \$2.5 Million which is significantly higher than the prevailing cost of legal services for private clients.

## 2017 - 2018 TECHNOLOGY PLAN

Applicant Name: Legal Aid Society of San Diego, Inc.

Applicant Number: 805250

### Introduction

This technology plan tracks the Legal Services Corporation document: **“Technologies That Should Be in Place in a Legal Aid Office Today”**.

#### I. Overall Program Capacity

- A. Planning: The LASSD I.T. Team meets several times a year to plan for the deployment of needed new technologies and general technology plan enhancements. Primarily, technology discussion occur after staff attends the LSC TIG conferences. This plan is used as the starting point for all discussions and budgeting discussions around LASSD technology. The team consists of one technology staff (Senior Attorney and I.T. responsibilities), one managing attorney who is responsible for I.T. decisions, and three I.T. contractors who perform many of the primary I.T. functions for LASSD.

Final annualized I.T. planning is concluded with Management recommendations to the Chief Fiscal Officer for final budget allocations within the confines of available funds each year. This final work is concluded in May of each year, since LASSD is on a fiscal financial year from July 1 through June 30, and this also coincides with LSC grant applications and renewals.

Cloud services have been incorporated into LASSD’s technology plan where it has shown to be cost effective and of general application for programmatic needs for our 135+ employees. Currently email and instant messaging are handled through the Microsoft Office 365 Cloud.

- B. Budgeting: LASSD has maintained a budget sufficient to allow for the maintenance and upgrade of hardware and software. LASSD has a stated policy of replacing approximately 20% of its workstations on an annual basis, using the same brand and equipment (Dell OptiPlex) in the newer upgraded model so that old equipment can be pirated for extra parts to keep all of the equipment running at the highest levels for the least cost.

LASSD primarily contracts with two I.T. companies to provide services. We use vendors who have high skill levels and the knowledge base for the technologies required for HIPAA security compliance, network protection integrated with remote access and other technological requirements. These functionalities can then be maintained and enhanced at the highest levels through these vendors. When LASSD determines that the vendors are not capable of maintaining a high level of security compliance, software upgrades and functionality, and network applications, we are able to simply go back to the market place