

**Legal Services Corporation  
Technology Initiative Grant Program  
Renewal (Second) Web Site Grant Narrative Final Report**

Grantee Name: Legal Aid of NorthWest Texas  
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**I. Project Goals:** Based on the assessment of the activities and accomplishments of the First Web Site Grant, the following goals were established for the Web Site Renewal Grant (from the “TexasLawHelp.org Improvement Plan”):

Content

- Review content on TexasLawHelp.org to determine weaknesses and develop new content workplans.
- Work with the Travis County Law Library, Texas Lawyers Care, and the Texas Access to Justice Commission to develop new original legal education and self-help materials based on community needs and interests.
- Research and identify external web resources for inclusion on TexasLawHelp.org.
- Establish expert panel for review of original materials created.
- Automate pro se divorce kits and pro se protective order kit.
- Recruit additional content developers as needed to complete content workplans.
- Begin translating materials into Spanish.

Outreach

- Develop comprehensive outreach plan.
- Work with the Texas State Library and Archives Commission to promote training on TexasLawHelp.org amongst libraries throughout Texas, as well as legal services providers and other social service agencies.
- Develop training curriculum for librarians regarding online legal resources and TexasLawHelp.org.
- Conduct trainings of librarians and other advocates and information providers on TexasLawHelp.org in selected cities throughout Texas.
- Develop two outreach brochures, one promoting TexasLawHelp.org to end users and one promoting trainings for librarians and other advocates.
- Send promotional materials to libraries participating in trainings.
- Develop PSA’s and solicit placement in print media.

Site Design

- Review site content for ease of use and organization.
- Design new web logo for TexasLawHelp.org.
- Make changes to home page, navigational labels, and content sorting based on site review.

- Implemented clusters under divorce subtopic for better organization of available forms and instructions.
- Created a new channel which provides a topical index to the site.

## General

- Create separate online survey to solicit feedback from librarians and end users.
- Develop plan for continued collaboration on TexasLawHelp.org between Texas Legal Services Center, the Travis County Law Library, Texas Lawyers Care, and the Texas Access to Justice Foundation.
- Apply for funding for additional project staff.

## **II. Web Site Description:**

- *Template choice:* The Texas Statewide Website Project chose the Pro Bono Net template.
- *Launch dates:*
  - The client website, [www.TexasLawHelp.org](http://www.TexasLawHelp.org), was launched in April of 2003.
  - The advocate website, [www.TexasLawyersHelp.org](http://www.TexasLawyersHelp.org), was launched in June of 2005.
- *Client Content:* TexasLawHelp.org currently houses over 800 legal education and self help resources in 18 major areas of law, spread across 173 topics. Of these resources, over 200 were written specifically for TexasLawHelp.org, and over 50 of these are self-help resources for pro-se clients:

<b>Main Topic</b>	<b>Number of Resources Posted</b>
Civil Rights	23
Consumer	88
Disability	10
Disaster Relief	59
Elder Law	42
Family Law	170
Health – AIDS/HIVq	31
Housing	106
Military & Veterans' Affairs	35
Public Benefits	68
Wills & Estates	30
Work (Employment)	106
<b>Total Resources on site:</b>	<b>818</b>

Attachment A is a spreadsheet (previously submitted in the milestone reporting) indicating all newly added content under the Renewal Grant.

- *Advocate Content:* TexasLawyersHelp.org currently houses 525 substantive resources on the site. Many of these resources are electronic versions of materials from CLE events such as the annual poverty law conference. Some sample pleadings and other resources are available in a number of areas such as family law (77 resources), housing (54 resources), health law (13 resources), immigration (10 resources), Social Security/SSI (8 resources), public benefits (15 resources), consumer, and disaster assistance (57 resources).
- *Pro Bono Content:* Of the advocate materials on TexasLawyersHelp.org, less than 100 resources are for pro bono advocates, with most all of these being in family law.
- *Multimedia Capacity:* The advocate site has native multimedia capacity and can stream audio or video. A pilot project is underway to videotape CLE classes and other training for posting on TexasLawyersHelp.org for later viewing by those unable to attend live. The client site does not have the native capacity to stream video or audio. However, video streaming is

available through our partnership with the Travis County Law Library, which has made some of their “Ask an Attorney” videos available through TexasLawHelp.org.

- *Availability of Document Assembly Systems:* Both HotDocs and A2J document assembly capacity are currently under development. The Pro Se Protective Order Kit, Divorce without Children Kit, and Divorce with Children Kit, which are currently available in fillable PDF, are being converted to HotDocs through a TIG grant (#04467). A sample A2J interview and a sample interview in Spanish are also being produced under that grant. The Travis County Law Library, one of our stakeholders and main content providers, will also be converting other family law self help forms that they have created into HotDocs and A2J interviews.
- *Existing standards and quality control protocols:* All postings submitted to both the client and advocate websites are reviewed by the Content Coordinator. While a formal maintenance protocol has been adopted for the client website (see Attachment B), a formal maintenance protocol has not been adopted for the advocate website as all maintenance for the advocate website is done by the Content Coordinator.
- *Usability and Usefulness:* Usability in the true sense of the word has generally not been an issue for either the client or advocate websites, i.e., whether the site itself is easy to use. In the client user interviews for the client website, there seemed to be some confusion between usability and usefulness. Clients rated the site difficult to use when they couldn't find resources that dealt with their legal problem and clients rated the site easy to use when they were able to find resources dealing with their legal problem. An additional online survey conducted by one of the web site partners, the Texas Equal Access to Justice Foundation, found that **63%** of respondents (out of a total of 191 respondents) agreed or strongly agreed that information was easy to find. A number of clients noted that the site was well laid out and easy to navigate. One usability problem that has been noted for both sites is the inaccuracy of Pro Bono Net's search engine. The search engine consistently fails to return results for topics/areas of the web site where resources are available. With regards to the advocate site, the user surveys indicated no usability problems with any of the tools, almost of which were rated easy or very easy to use.

Usefulness for the client site has been rated relatively high among users. Respondents who have found the site not to be useful have by and large been those users that did not find any resources addressing their question or who could not determine an answer to their specific question. Of those who have found resources applicable to their situation the vast majority have found the information to be useful: **70%** of the respondents to the online survey and all clients from the user interviews (except those who didn't find an answer to their question) agreed that the information on the client is easy to understand, and **64%** of the respondents to the online user survey and all clients from the user interviews (except those who didn't find an answer to their question) agreed that the information was helpful. **Seventy five percent** of the respondents to the online survey said they would recommend the site to others. Finally, of those users who have taken the online survey in the past, the last figures from December 2006 showed that 90 % of the respondents came to the site with a specific question and **40%** of these users found what they were looking for. (For complete results, see Attachment C.)

The usefulness to date of the advocate site has been a different story. Most respondents indicated a lack of usefulness, mostly with regards to the dearth of substantive materials on the site. One tool that has been noted as being useful has been the Groups tool, which allows

for the creation of different listservs, of which there currently four of for advocates: one for the Family Law Task Force, Housing and Consumer Law Task Force, Public Benefits and Health Law Task Force, and the Immigration Law Task Force.

### **Advocate Site Survey Results:**

#### Legal Services Advocate Users

##### *Tool Usage:*

- Listserv: 66% use regularly or periodically; 34% rarely or never.
- Briefbank: 33% regularly or periodically; 67% rarely or never.
- Calendar: 33% periodically or rarely; 67% never.

##### *Ease of use:*

- Listserv--90 % Very easy or easy; 10% n/a
- Library (Brief Bank)--80 % Very easy or easy; 20% n/a
- No usage problems reported although other tools had a 50-70 n/a rating.

##### *How helpful is the information on the site?*

- Listserv: 90% very helpful or helpful; 10% n/a
- In response to more specific questions about the helpfulness of the site in serving clients (e.g., site increase knowledge of clients' legal issues, website enable me to collaborate more effectively, website improves my knowledge and skills), 60-70% agreed, with 30-40% rating the question as not applicable.
- Approximately 50% of pro bono users report never using the tools on the site while the other half report using the tools periodically (30%) and or rarely (20%). The most used tool on the site is the library (80% report having used it). Only 50% report using "Case Placement Services" (New Cases tool) even though this is the content that is most frequently updated.

#### Pro Bono Users

##### *Tool Usage:*

- Approximately 50% of pro bono users report never using the tools on the site while the other half report using the tools periodically (30%) and or rarely (20%). The most used tool on the site is the library (80% report having used it). Only 50% report using "Case Placement Services" (New Cases tool) even though this is the content that is most frequently updated.

##### *Ease of use:*

- Fifty percent report that the tools are easy to use with the rest answering not applicable.

##### *How helpful is the information on the site?*

- Approx. 50% said the information on the site is useful and 50% said that the question was not applicable.

- In response to more specific questions about the helpfulness of the site in serving clients (e.g., site increase knowledge of clients' legal issues, website enable me to collaborate more effectively, website improves my knowledge and skills), about have agreed, with 20% disagreeing and 30% rating the question as not applicable.
- Unfortunately, no feedback was received in terms of what could be done to improve the site, either in terms of features or content.

**III. Achievements to date:** Overall, the Texas Statewide Website Project has been quite successful, particularly the client web site, TexasLawHelp.org. While both the client and advocate web sites were initially viewed by the statewide justice community as solutions without a problem, the grassroots success of the client site and the growing interest in assisting pro se clients have resulted in much stronger support both within and without the legal services community for TexasLawHelp.org.

Since its launch in 2003, TexasLawHelp.org has grown to become a mature, well-trafficked site. When it launched, TexasLawHelp.org had approximately 400 legal education resources. At the time, very few of these were self-help resources and less than 100 were written specifically for TexasLawHelp.org. Currently, the site houses 792 legal education and self help resources in 18 major areas of law, spread across 173 topics. Of these resources, over 200 were written specifically for TexasLawHelp.org, and over 50 of these are self-help resources. In addition, the Find a lawyer channel houses 176 in-depth profiles for legal services providers throughout Texas (includes multiple profiles for multi-office programs). Clients can search for legal aid providers by city, county or zip code and by specific sub-topic.

Probably the most impressive achievement to date has been the growth in traffic that TexasLawHelp.org has experienced. Traffic on the website has increased exponentially. From 2003 to 2006, the number of persons visiting the site has increased **784%** and the number of hits has increased **1129%**.

<b>Number of Visitors</b>	<b>2003: 26,714</b>	<b>2006: 236,349</b>
<b>Avg. per day</b>	<b>73</b>	<b>647</b>
<b>Number of Page Views or Hits</b>	<b>2003: 96,342</b>	<b>2006: 1,184,171</b>
<b>Avg. page views per visitor</b>	<b>3.6</b>	<b>5</b>

Traffic to the site continues to increase. As of September 2007, the site is currently averaging 846 visits and 4,227 hits per day. Assuming these averages stay the same, the site should have approximately 308,790 visits and 1,527,890 hits for the year, a 129% increase over 2006. (Attachment D is a WebTrends report comparing traffic on the site between 2003 and 2006.)

*Goals accomplished:* All of the goals laid out in the Improvement Plan were accomplished. A number of these goals constitute unanticipated accomplishments such as the number of new content resources that were added to TexasLawHelp.org. Other major accomplishments:

- Develop workplan for development of original content based on questions received by reference librarians and traffic on TexasLawHelp.org (Spring 2005).
- Established expert panel to review content developed by web attorney (Spring 2005). Materials are reviewed for readability by three non-attorneys and for legal accuracy by three judges and two volunteer attorneys.
- Developed new logo and tagline for TexasLawHelp.org (Summer 2005), choosing most popular design (see below) after testing logo designs with focus groups at legal aid clinics.



- Redesigned and reworded navigational labels (Summer 2005).
- Added fifth channel for links to research resources for use by users and particularly librarians and other persons “helping” users find online legal resources (Fall 2005).
- Created online index of site resources (Spring 2006).
- Changed topic sort order and resource sort order from alphabetical to custom sort based on topic popularity (Fall 2005).
- Implemented use of cluster tool to group sets of resources together on HTML cluster pages and to provide additional guidance as to their use (Spring 2006).
- Developed content for brochures to be distributed at libraries, legal aid offices, and social service organizations (Fall 2005).
- Developed a curriculum for training of librarians, computer lab personnel, and legal aid providers on the use of TexasLawHelp.org and other client friendly online legal resources in helping legal aid clients (July-August 2005). Also included training curriculum for use of program site tool by partner organizations interested in developing a website.

Online Legal Resources Class	Web Template Training
<ol style="list-style-type: none"> <li>1. Introduction to Legal Aid in Texas               <ol style="list-style-type: none"> <li>a. Overview</li> <li>b. Requirements for legal assistance</li> <li>c. Options for other types of Legal Assistance</li> </ol> </li> <li>2. Using Resources on <a href="http://TexasLawHelp.org">TexasLawHelp.org</a> <ol style="list-style-type: none"> <li>a. Concept and information offered</li> <li>b. Structure of site</li> <li>c. Finding local help</li> </ol> </li> <li>3. Online Legal Resources</li> </ol>	<ol style="list-style-type: none"> <li>1. Internet basics and the anatomy of a Web page.               <ol style="list-style-type: none"> <li>a. Internet Addressing</li> <li>b. Images, HTML and color</li> </ol> </li> <li>2. Working with the template and building your new Web site               <ol style="list-style-type: none"> <li>a. Using ActivEdit</li> <li>b. Editing page types</li> <li>c. Creating pages</li> </ol> </li> <li>3. Introduction to Usability and e - Marketing</li> </ol>

- Created a Training and Support website for librarians and other information providers, [www.texaslawhelp.org/training](http://www.texaslawhelp.org/training) (Fall 2005).
- Executed media outreach to local communities regarding TexasLawHelp.org in conjunction with the local trainings for each of the cities listed in item no. 14 (press packets, press releases, media advisory, etc.).
- Conducted local trainings of librarians, computer lab personnel, and legal aid providers on the use of TexasLawHelp.org and other client friendly online legal resources in the following Texas cities:
  - Amarillo, Abilene, Lubbock, and Odessa (Oct. 2005)
  - Wichita Falls, Dallas, Nacogdoches, and Longview (Nov. 2005)
  - Brownsville, Harlingen and McAllen (Jan. 2006)
  - El Paso, Corpus Christi, Laredo, Eagle Pass, Waco, Austin, and Houston (Feb. 2006)
  - Beaumont, Galveston and San Antonio (Mar. 2006)
- Created training video for librarians and TexasLawHelp.org visitors. This training video will allow for cost effective ongoing training of librarians and other in the use of TexasLawHelp.org.
- Doing ongoing promotion of site to end users through distribution of brochures through libraries, social service providers, and legal aid providers. To date, over 23,000 English brochures and over 25,000 Spanish brochures have been delivered to 211 libraries (Fall 2005 – present).
- Distribute training video to 306 Texas libraries (Fall 2006).
- Recruited twenty three volunteers that helped develop content.
- Add over 400 new resources to TexasLawHelp (Spring 2005 – present).
- Added over 100 new pieces of original content written specifically for TexasLawHelp (Spring 2005-Fall 2006).

For a complete list of goals accomplished, see Attachment E, “Implementation of TexasLawHelp.org Improvement Plan.”

#### **IV. Partnerships**

1. *Partners’ assistance in the design, implementation and content of the site.* The assistance of a variety of partners over the last 5 years has played a key role in the design, implementation and content of both the client and advocate sites. The initial design of both sites was decided upon by our Stakeholder Committee. They decided upon the URL for both sites, the tagline, initial topics and subtopics, and what channels to implement for the client site and what tools to implement for the advocate site. The Stakeholder Committee has also been involved in the ongoing implementation of these sites and has assisted with content development, identifying and prioritizing content to develop.

##### Key Partnerships

- Texas Lawyers Care (TLC), a state support organization for legal services organizations (both LSC and non-LSC) that is operated through the Texas State Bar. TLC has provided support by committing staff time for a variety of activities. TLC staff conducted the initial survey of legal services organizations in Texas for input into the TexasLawHelp “Find a Lawyer” channel. TLC has also provided ongoing exposure to other potential partners

through its work with pro bono organizations around the state and through its work with the Texas Access to Justice Commission, which it staffs.

- Texas Access to Justice Commission was created by the Texas Supreme Court to be the coordinating body for the delivery of legal services throughout Texas. The Texas Statewide Website Project has been adopted as a strategy by the Commission for assisting in the delivering of legal services to the poor. The support of the Commission has been important in getting support and establishing other partnerships.
- The Texas Equal Access to Justice Foundation funds legal services to the poor in the Texas. The Foundation has provided staff support both on the stakeholder committee and support for TexasLawHelp marketing efforts.
- The three LSC funded organizations in Texas have all provided support for the project, both on the stakeholder committee, as major content providers on both the client and advocate websites, and through the participation of the pro bono arms of their organizations in the pro bono case placement service on the advocate site.

*Extraordinary Partnership: The Partnership for Legal Access*

In 2004, The Partnership for Legal Access (PLA) Collaborative Community Network was created in 2004 to combine the skills and expertise of the partners:

1. Travis County Law Library – A public law library in Austin, Texas. The law library is experienced in providing legal information and forms to low-income county residents. The law library serves as the fiscal agent for the grant and employs the web librarian and web attorney/tech writer to develop content.
2. The Texas Legal Services Center (TLSC) – A non-profit legal aid organization serving low-income Texans. TLSC was a partner in the creation of [www.TexasLawHelp.org](http://www.TexasLawHelp.org) and provides support and content to the site.
3. The Texas Equal Access to Justice Foundation (TEAJF) – A non-profit created by the Texas Supreme Court to support legal aid providers throughout Texas. TEAJF is responsible for all grant advertising and outreach, including classroom instruction to public librarians, computer lab personnel, and legal aid providers. TEAJF employs two outreach coordinators and a communications manager (.15).

The partners signed a Memorandum of Agreement and Collaborative Agreement August 2, 2005, to further specify the duties and responsibilities of each CCN partner.

Three other organizations, the Texas State Library, Legal Aid of North West Texas, and Texas Lawyers Care, made such significant contributions to the grant project in time, staff help, or content that they can be considered partners and collaborative community members.

2. *Increased access:* TEAJF has increased access from the inception of the project through assistance with marketing the client site, both to the legal services community and to libraries and social service organizations. TEAJF has provided expert support through its marketing director, who developed the initial marketing plan and materials for the site. TEAJF continues to

provide support for marketing of the client site by distributing outreach materials to libraries and other Internet access providers.

The Travis County Law Library has greatly increased access to the site through its development of self-help resources. The Library became a partner largely to address the needs of its own clients for self-help materials. Having created a number of family law forms for use in Travis County, the Library adopted these for statewide use and went on to create a number of new self-help resources for TexasLawHelp.

Other legal services providers have increased access by providing original client education and self help materials in areas such as: family law, consumer law, landlord/tenant law, elder law and immigration law. Major contributors include: Legal Aid of NorthWest Texas, Texas RioGrande Legal Aid, Texas Legal Services Center, and the Political Asylum Project of Austin.

On the advocate side, major partners in marketing the site include the State Bar of Texas, which has included links to both the client and advocate site on its highly trafficked award winning site, and the Texas Young Lawyers Association (TYLA), which has helped raise awareness of the site and its efforts on pro bono through its e-newsletter and by building its own practice area on TexasLawyersHelp for TYLA members who are providing pro bono legal services to the poor.

## **V. Factors affecting ability to implement the SWWS and accomplish project goals, and the strategies to address these challenges**

-Lack of Buy-In: From its inception, the Project has faced major challenges, the most significant of which has been lack of buy-in from the legal services community here in Texas. Initially, there was even active resistance to the idea of trying to assist persons wishing to assist on a pro se basis. Many thought that the scarce resources being spent by LSC on this and other projects would be better spent on basic field services. This lack of buy-in has stunted “institutional” support among legal services providers in the sense that active participation in the project has not been an organizational priority for most legal service providers.\*

Lack of buy-in has been an even larger problem for the advocate site. While support for the concept of a statewide advocate site has been widely expressed, those expressions of support have not translated into active participation in the site. The advocate site, even more so than the client site, needs widespread support from the legal services community, both from organizations and individual advocates. Part of the problem is the degree of intra-organizational information sharing, which has become quite high. Unfortunately, the degree to which organizations develop expertise/information and share that information internally correlates with the lack participation in this and other statewide information networks for legal services. For example, for many years Texas has had a statewide listserv for legal aid advocates that has been highly underutilized for inter-organizational information sharing. Indeed, the listserv as well as the advocate site have largely become one-way information conduits between a few state level support providers such as TLC, TEAJF and TLSC and field programs. The challenge remains to convince the justice

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\* All LSC-funded organizations participate in the project through the Stakeholder Committee, as well as a number of non LSC-funded legal service providers.

community at large that such information sharing is a worthwhile endeavor. Unfortunately, thanks to the spectacular failures of similar efforts in the past such as HandsNet, gaining traction will be difficult. Eventually, substantial staff resources will have to be devoted to content development for the advocate site if it is to have a chance to develop. The question is whether and when this “field of dreams” is built users will actually come to the site and eventually participate in its ongoing development. TLSC’s experience with trying to develop such distributed information sharing projects in the past such as the statewide brief bank, which TLSC has operated for many years and is now defunct, is not encouraging. More often than not, users of these projects, which need to be collaborative, only take from and do not contribute to the project.

-Lack of resources: In a number of ways, the project has suffered from a lack of different types of resources. Initially, the client site suffered greatly from a lack of original client education resources that were needed to address specific client questions. This was largely attributable to the fact that for the most part the legal services community Texas lacked a real commitment to educating clients. Many states have been able to easily transition client education materials from print to their client websites. This was something that Texas was able to do. Initially, the majority of substantive client content consisted of links to other websites.

To this day there is also a lack of resources in terms of volunteers. Volunteer participation, particularly in the area of content development, is crucial to these projects, especially as content grows, as maintaining the relevancy and accuracy of the content becomes an issue.

To date, Texas has addressed this lack of buy-in and resources largely through workarounds. On the client side, the formation of the Partnership for Legal Access, which coincided with the awarding of an 18 month grant from the Texas Education Agency to the Travis County Law Library and TEAJF to market and develop content for TexasLawHelp.org, addressed both these challenges. Creating new content targeted to known legal needs and marketing that content to known providers of Internet access, created a groundswell of grassroots support for the site, which has increased buy-in from the legal services community.

On the advocate side, this has been addressed through strategic partnerships with the Bar, pro bono organizations and other partners. However, these partnerships have failed to produce the sort of grassroots support that the client site has experienced. In the future, this will be addressed through dedicated project staff who will work to increase buy-in and foster participation by both organizations and individual advocates.

An additional strategy to address the problem of non-use by advocates will be to conduct a more comprehensive survey of legal services advocates using the statewide listserv. The purpose of the survey will be to try to determine more definitively what resources advocates would like to have on the site and would use if they had access to. Hopefully, the survey will help pinpoint potential sources for desired resources.

With regards to use of the advocate site by pro bono organizations and users, the main challenge to increasing usage is getting more content in terms of case postings and supportive resources from pro bono organizations. Pro bono members of the site will frequent the site if there is

content. Unfortunately, many established pro bono organizations do not see the utility in the new case postings tool, since most cases are placed through email or telephone contact. While the new case postings tool has good potential to bring in new volunteers, many of the established organizations are skeptical about this as many of these organizations have had relatively flat numbers of volunteers for a number of years.

The other challenge is that many pro bono organizations are loathe to place supportive materials they normally give to volunteers such as pleadings or substantive outlines or manuals on the Internet, despite the fact that the materials would be in the password protected area of the site. Normally, volunteers do not get these materials until they have actually accepted a case whereas on TexasLawyersHelp, we have normally given access to library materials to pro bono members as long as the attorney merely agrees to accept a case in the future.

The best strategy for dealing with this problem will be to find the right pro bono organizations to spearhead this effort in terms of placing cases and support materials. The hope is that once other organizations see others having success through the site, they will want to participate as well. Project staff will be working with partners, particularly Texas Lawyers Care, which provides support to pro bono organizations throughout the state, to work to increase participation by identifying pro bono organizations that may particularly benefit from using the site.

**VI. Financial and in-kind support for the Web site**

1. Financial and in-kind resources <sup>†</sup> devoted to the Website:	2. Entity that provided the resource:
\$360,000	Partnership for Legal Access: 18 month TEA Grant—recipients were: Travis County Law Library, TEAJF, Texas Legal Services Center and Texas Lawyers Care
\$80,000 (financial and in-kind)	Texas Lawyers Care
\$63,000 (financial and in-kind)	Texas Legal Services Center
\$25,000 (in-kind)	Legal Aid of NorthWest Texas
\$10,000 (in-kind)	Texas RioGrande Legal Aid
\$5,000 (in-kind)	Political Asylum Project of Austin
\$5,000 (in-kind)	TEAJF
<b>Total Support over &amp; above TIG Grants</b>	
<b>\$548,000</b>	

3. Expenses paid and activities supported:

- \$360,000--Partnership for Legal Access:
  - \$120,000 for two full-time outreach coordinators to conduct statewide outreach activities.
  - \$95,000 for full-time attorney content developer
  - \$50,000 for half-time web-developer
  - \$21,000 for 25% FTE grant manager
  - \$14,000 for 15% marketing director
  - \$16,000 marketing expenses
  - \$8,000 for travel
  - \$3,000 for stipends to content contributors
  - \$10,000 for training of grant personnel
  - Balance of capital additions (computer hardware and software), supplies & materials, and overhead
- \$80,000—Texas Lawyers Care
  - \$60,000 for four years of Pro Bono Net Service fees
  - \$12,000 in kind staff support (since 2003)
  - \$8,000 full time temporary data entry person for initial entry of data into the “Find A Lawyer” channel
- \$75,000—LSC TIG Grant (1<sup>st</sup> year and renewal)
  - \$50,000 1<sup>st</sup> year grant
    - \$10,000 1<sup>st</sup> year Pro Bono Net service fee
    - \$32,000 for Content Coordinator
    - \$5,000 for English to Spanish translation of legal education materials

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<sup>†</sup> Dollar values for in-kind resources are *estimated* dollar values of the in-kind resources contributed.

- \$3,000 for administrative oversight expenses for Legal Aid of NorthWest Texas
  - \$25,000 renewal grant
    - \$25,000 for Content Coordinator
- \$63,000—Texas Legal Services Center (TLSC)
  - \$40,000 subsidizing Content Coordinator Position since inception of project
  - \$3,200 for part-time summer law clerk to develop content (Summer 2004)
  - \$1,800 for part-time data entry person to update information in the “Find A Lawyer” channel
  - \$10,000 for English to Spanish translation of TLSC legal education materials
  - \$5,000 in kind donation of legal education materials
  - \$3,000 for marketing of client website
- \$25,000 (in-kind)--Legal Aid of NorthWest Texas
  - Donation of legal education materials
- \$10,000 (in-kind)--Texas RioGrande Legal Aid
  - Donation of legal education materials
- \$5,000 (in-kind) Political Asylum Project of Austin
  - Donation of legal education materials
- \$5,000 (in-kind) TEAJF
  - Creation and distribution of TexasLawHelp.org marketing materials

**Total resources expended: LSC Grants, financial & in-kind contributions \$623,000**

## **VII. Major lessons and recommendations**

### **1. Most significant lessons learned:**

- *Resource intensive nature of project:* While it is possible to build a successful Statewide Website Project with only TIG Grant resources, the likelihood of success without other significant resources is greatly diminished. Both in the beginning and as the project grows, the need for resources, i.e., dedicated staffing, has increased greatly. Resources are also needed to be able to effectively market the sites.
- *Need buy-in from influential partners:* When the project first started the grantees assumed that the legal service community would get behind the project. While there was nominal support from a number of influential partners such as TEAJF, there wasn't the sort of leadership that there is now.
- *Demands for resources may not be what you think:* Organizations within the legal services community can have a myopic view of what the unmet legal needs are. You need to carefully listen to your users to be able build relevant resources.
- *Building a better mousetrap won't sell the project:* A significant lesson was learned from the cold reception by pro bono organizations to the new cases tool, which was presented by Pro Bono Net as a “killer” app with widespread acceptance. It was widely assumed that pro bono organizations in Texas would welcome a new way to reach out to potential volunteers but this was not the case. Most all of the pro bono organizations have had significant reservations about using the tool. After significant outreach efforts only minimal inroads in

this regard have been made. At the end of the day, as wonderful as your site may be it won't sell itself.

## **2. Recommendations for other grantees:**

- Seek other funding and in-kind support as soon as possible. You will need support for marketing and other activities beyond what LSC funding can provide, which really only covers minimal staffing for the project. Funding for additional project staff should be a top priority.
- Find partners that can open doors. Developing the right partnerships early can help you get the buy-in that you need to make your project a success. Influential partners are much more likely to be able to solicit institutional support, which is essential to the recruitment and retention of the volunteers you will need to help work on the project.
- Get feedback early and often. User surveys and other methods of soliciting feedback offer valuable insight into the needs of your users and can help you direct your resource development efforts.
- Partner with libraries. Libraries have been among our most valuable partners. They are still one of the most used Internet access points by low-income persons so they can tremendously increase access to and visibility of the sites, particularly the client site. Libraries can also offer a tremendous amount of feedback regarding the types of legal questions that pro se clients are seeking assistance with.
- Partner with state and local bar associations. Aside from being a particularly influential partner, bar associations are often looking for service projects and may be able to provide content. Moreover, most bar associations have pro bono efforts that they want to promote, which may present partnership opportunities on the pro bono area of the advocate site.