The Innovation Imperative

Mark Britton
Founder & CEO
Government and Lawyer Ownership
Government and Lawyer Ownership = HARD
Government and Lawyer Ownership = EXCUSE
SO WHAT DO YOU THINK?
WHAT DIFFERENCE DOES IT MAKE? YOU NEVER LISTEN ANYWAY.

I WAS JUST MAKING CONVERSATION
WHEN YOU MAKE CONVERSATION, YOU HAVE TO LISTEN, TOO!

YOU DO?
What Our Customers Want

• Understanding of legal issues
• Understanding of legal process
• Access to meaningful dispute resolution
• Access to competent advisors
• Timely and efficient processes
• Thoughtful solutions/justice
Report Card

• More than 4 out of 5 low-income litigants go it alone because they feel “priced out” of legal market*
• High-volume state courts at “saturation level” of pro se litigants**
• Pro se bankruptcy filings increasing twice as fast as overall filings**
• 10% of non-prisoner petition federal court filings now pro se***

Sources: *World Justice Project 2012  **ABA, ***USCourts.gov
Report Card

• Only 20% of people have positive perception of lawyers*
• 34% believe lawyers contribute little/nothing to society**
• 35% say lawyers are too expensive*
• 20% say finding right lawyer is too hard*
• 25% of people think hiring lawyer won’t help***

Sources: *Avvo Research; **Pew Research, ***Study by Rebecca Sandefur
Report Card

• Half of moderate- to high-income legal consumers avoiding lawyers*
• 2 million monthly searches for “DIY Legal Help Online”**
• Avvo: 10mm/mos vists + 7.7mm Q&A**
• LegalZoom: Helped 2mm businesses DIY – or at least without a lawyer**

Sources: *World Justice Project 2012  **Avvo Research
KEEP CALM AND EVERYTHING WILL WORK ITSELF OUT
Fear
Fear and Hubris = HARDER
Fear and Hubris = DISRUPT
Maybe what worked in 1890 doesn’t work today
The Innovator's Dilemma
When New Technologies Cause Great Firms to Fail

CLAYTON M. CHRISTENSEN
Disruptive Innovation

• Initially offers a lower performance according to what the mainstream market has historically demanded.

• It provides some new performance attributes, which in turn makes it prosper in a different market.

• As it improves, it eventually displaces the former technology.
Mainstay: Furniture Radio
Disruptor: Transistor Radio
Mainstay: US Autos
Disruptor: Japanese Autos
Mainstay: Courts
Disruptor: Online ADR
Mainstay: Lawyers
OREGON LAW PRACTICE MANAGEMENT

Washington Approves Limited Licensed Legal Technicians

While I understand the premise behind this Order (expanding access to justice, addressing gaps in service to low-income/modest means/pro se litigants), I am still surprised.

New ATT 28 – Limited Practice Rule for Limited License Legal Technicians (LLTs) goes into effect September 1.
Showing Promise
Mohave County Arizona: Kiosks
Kingman to Tuweep:
- Distance: 95 miles
- Time: 1.5 hours
- Nevada, Utah, California, Arizona
Tuweep to Kingman:

- Distance: 320 miles
- Time: 7.5 hours

Route:
- Utah
- Nevada
- California
- Arizona
North Canyon Kiosk

- Talk to court clerk
- Fill + file forms
- Pay fines
- Expanding to video participation in hearings
NY Courts: Long-Distance Protective Orders

- JV with ProBono Net
- Online document assembly
- Filing from DV agencies and shelters
- Less stressful
- 8,000 petitions in 45/62 counties
OLS: Non-profit Legal Services

- Avg. Hourly Fee = $55
- Clients = 1.25x to 4.25x poverty line
- Tax-Exempt
- Public Service Loan Forgiveness Program
- 10 new cases/week
Open Legal Services - Utah

<table>
<thead>
<tr>
<th>Persons in Family Unit</th>
<th>Annual Income</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$14,588</td>
</tr>
<tr>
<td>1</td>
<td>$19,663</td>
</tr>
<tr>
<td>2</td>
<td>$24,738</td>
</tr>
<tr>
<td>3</td>
<td>$29,813</td>
</tr>
<tr>
<td>4</td>
<td>$34,888</td>
</tr>
<tr>
<td>5</td>
<td>$39,963</td>
</tr>
<tr>
<td>6</td>
<td>$45,038</td>
</tr>
<tr>
<td>7</td>
<td>$50,113</td>
</tr>
</tbody>
</table>

| Hourly Rate | $50 | $55 | $60 | $65 | $85 | $105 | $135 |
Avvo: On-Demand Legal Services

- 10mm/mo visits
- 230K Lawyers
- Q&A: 97% resp rate
- 650K/mo contacts

- Advisor: 15 minute resp
- 90+% satisfaction rate
- ABA Louis M. Brown Award for Legal Access
What Our Customers Want

- Understanding of legal issues
- Understanding of legal process
- Access to meaningful dispute resolution
- Access to competent advisors
- Timely and efficient processes
- Thoughtful solutions/justice