Monday
TAB 1
Setting Up a Solo or Small Firm Practice - What You’ll Need to Get Going

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Solo and Small Firm Facts

• Largest demographic of American lawyers
• Created from necessity
• Created by choice
• Competitive with larger firms when operating with appropriate skills and tools
Start Up Considerations/Steps

- Mission Statement
- Business Plan
- Marketing Plan
- Business Licensing
- Choice of Entity
- Financial Accounts

- Facilities
- Insurance Coverage
- Personnel
- Technology Systems
- Policies and Procedures
Mission Statement

- Set statement for individual lawyer and firm
- Visualize ideal clients and firm situations
- Look at where you want to be in 2-5-10-20 years
- Keep statement short and easy to read and understand
- Include statement on firm marketing materials and branding
- Additional Resource - *How to Take Control of Your Practice by Creating Vision and Mission Statements* by Allison Shields
Business Plan

• **Write the plan out** to include every aspect of the practice
• Include marketing plan components
• Include clear financials and do a cash flow projection for first few months of practice
• Create a plan from ABA’s *The Lawyer’s Guide to Creating a Business Plan*
Marketing Plan

• Write out plan and set a marketing budget
• Consider needs for advertising
  • Traditional Advertising
    • Business Cards
    • Firm Brochures
    • Radio and Television Advertising
  • Online Advertising
    • Firm Websites
    • Social Media Channels
    • Legal Directories
• Networking Tips
  • Natural outreach
  • Managing referrals
Business Licensing

• Check local and state licensing requirements
• Calendar reminders to check for fees and status annually
• Keep list of helpful contacts and informational websites for assistance with licensing needs
• Check local chambers of commerce and related entities for marketing opportunities after licensing
Choice of Entity

• Determine statutory options
• Consult with tax professionals for applicable tax considerations
• Review liability options for each proposed entity
• Consult with another lawyer for additional entity selection information
Financial Accounts

• Business/Operating Accounts
• Trust (IOLTA) Accounts
  • Account Set Up and Management
  • Client Transactions and Ledgers
• Reporting Requirements
• Monthly Reconciliation Procedures
• Annual Business Needs and Taxes
• Suitable Software and Management Systems
• Working with Accountants
Facilities

• Physical Office
  • Parking and Access

• Options and Location Considerations
  • Leasing Office Space
  • Shared Space
  • Purchasing Office Space

• Virtual Office
Insurance Coverage

- Professional Liability
  - Key Man
  - Riders for Contract Lawyers
- Worker’s Compensation
- Cyber Protection
- Premises Liability
- Automobile
- Personal Lines
  - Life
  - Medical
  - Dental
  - Vision
  - Short-Term Disability
  - Long-Term Disability
Personnel

- Staffing Options
  - Partners
  - Associates
  - Paralegals
  - Receptionists
  - Legal Assistants
  - Office Managers and Administrators
  - Marketing Staff
  - General Support Clerks

- Compensation Models
- Work Assignment and Feedback
- Evaluation and Review
- Discipline
Technology Systems

- Hardware Configurations
- Devices and Peripherals
  - Phones
  - Copiers
  - Scanners
- Cloud Considerations
- Software Options
  - Operating System
  - Communications
  - Practice Management
- Time Billing and Accounting
- Litigation Support
- Legal Research
- Apps
  - Business
  - Productivity
  - Just for Fun
Policies and Procedures

- **Written manuals**
  - Typical personnel policies
  - Specialized policies
  - Operational procedures
  - Job descriptions
- Firm forms and drafting templates
- Acknowledgement by staff
- Review by employment lawyer
Setting Up a Solo or Small Firm Practice - What You’ll Need to Get Going

There are more small firm lawyers in America than any other demographic. When the law firm is looked at as a business, the lawyer is deemed a small business owner. As a business owner, many of the general business principles become applicable in the way the practice is managed. In fact, a successful attorney is often thought to be a good business manager. Practice management involves the daily management of the affairs of the law firm as it operates as a business.

When attempting to define practice management several ideas regarding business come to mind. Some of the more popular concepts for practice management include management, finance, marketing and technology. For instance, these concepts have been adopted as the cornerstone concepts of the American Bar Association’s Law Practice Division. When a lawyer fine tunes her skills in these areas they are enhancing their skills in the area of practice management. Because the practice of law is a professional service industry it is governed much differently than regular businesses. So, the ethical standards and levels of professionalism that must be maintained by lawyers will impact each area of practice management.

So what does every small law office need in terms of practice management? What skills are required when it comes to managing the small law office? Outlined here are some key skills and concepts that when mastered makes a lawyer a better manager of her practice.

**Business Skills**

Many lawyers or future lawyers have no idea how to run a business. The skills that are needed to keep the doors of a practice open, at least from the business standpoint, are the same skills required of any business owner. There has to be a continuing profit from the services that are being provided after the expenses of providing the service have been paid. The simple economic equation of Revenue = Income – Expenses is the simple way to describe profitability. This is true for law practices just as it is for any businesses. As previously, mentioned however, because the practice of law is a profession simply turning a profit does not mean a lawyer can not go out of business for ethical or professional infractions, i.e. commingling trust funds or committing felonies.

Some of the key business skills for small firm lawyers are:

1) Understanding profitability and how to manage cash flow concerns – Small law office practitioners should develop a budget or at least understand what costs are involved in running the law practice. Does the firm have enough money to keep the lights on, pay the secretary, pay the firms’ taxes and generate a salary for the practicing attorney? Can the attorney reorganize expenses so as to create a situation that would allow for reserves to be put in place to keep a stable income stream for the practicing attorney? Does the local bank find the firm’s financial situation stable enough to warrant lines of
credits or commercial loans for financing the practice? Can the firm generate enough income to pay off its debts?

2) Understanding the economics of supply and demand and responding with an appropriate business and marketing plan – Do the practice areas the firm focuses on generate enough business for the economic survival of the firm? Has a marketing evaluation been performed to see if the firm is providing needed services? Is the market place too saturated in the areas of practice that the firm wants to focus making it difficult to generate a profit in those areas? Has the firm invested in appropriate, income-generating, and ethical advertising? Are the business and marketing plans in writing?

3) Understanding business ownership and the responsibilities of managing human resources and facilities – Do the small law firm owners know how to supervise and manage people? How can staff turnover be dealt with over time so that workers are happier and more loyal to the firm? Have disaster recovery plans been made to address office emergencies?

By developing the general business skills mentioned here and generating appropriate policies and procedures, a lawyer in small office begins to become a better practice manager.

**Technology Tools and Skills**

In becoming a better practice manager, the small law office owner should pay very careful attention to the role technology plays in the practice of law. Without the appropriate technology, a small law firm owner’s practice can be left behind in terms of its ability to compete with other firms. From an economic standpoint, the ill-equipped law firm will continue to waste time and money with systems and procedures that do not allow for working on more matters in a more profitable or productive manner.

The most basic of computer skills is typing. If you do not know how to type, take lessons at a local technical college or trade school or purchase Mavis Beacon Teaches Typing, [www.mavisbeacon.com](http://www.mavisbeacon.com).

Small firm lawyers have their own set of software and hardware needs. Here is a listing of what should be present in a small, well-managed practice:

1) **Office Suite Applications**

   Word processing a given in law firms of any size. Word and WordPerfect are still the main applications for word processing. While WordPerfect may still be considered the best application for law firms, more law firms are using Word now than WordPerfect. The other applications in the suite can also provide benefits to handling information in a law firm. Spreadsheet, relational database, address book and presentation software tools are found in both Microsoft Office and Corel’s WordPerfect Office Suite. In fact, these suites are often a part of the software bundled on computers being sold
2) Practice Management Software

With prices ranging from $495 and up for the first user, these must-have law office applications are probably now found in about 30% of law firms. There are still many firms that do not know the value of a practice or case management software system.

A major element of case management systems is that they handle a firm’s matters or cases in such a way that the actual file is being mirrored in an electronic format on the computer. All elements of a legal matter is entered. For instance, a matter record in one of these programs might consist of the following fields:

- matter name
- matter number
- parties to the matter
- contact information for the parties (name, address, telephone number, fax number, e-mail address)
- appointments
- time entries
- tasks (both completed and those to be done)
- documents
- e-mails related to the matter

Information from the matter record is integrated with the case management system calendar. This part of the system handles the firm’s docketing needs as appointments and tasks are entered and accessed by everyone in the firm. Group scheduling, repeating appointments, pop-up reminders, and multiple calendar views are standard for these systems.

Practice management systems also integrate and handle firm contacts. Names, addresses, telephone numbers, e-mail addresses and the like are all stored and maintained in the system. Case managers usually allow for the categorization of contacts so that the information can be put to use in advanced document assembly and management functions. For instance, these systems make it easy for firms to create and send letters to a list of the firm’s active clients.

Practice management systems contain several features that handle major front office work processes. In fact, these programs have grown over the years, and as the features have expanded, these case management systems have morphed into a larger category of management systems – “practice management systems.” Practice management includes basic case management and advanced integration of features for document...
generation (creating merged documents with the word processor, document management (organization, storage and indexing capabilities for integrated documents), and client/customer relationship management features.

For small law offices, some of the best programs to choose from are:

Amicus Attorney – www.amicusattorney.com
ABACUS Law – www.abacuslaw.com
PCLaw – www.pclaw.com
Practice Master – www.practicemaster.com
TimeMatters – www.timematters.com

Another system that is often included in this list is ProLaw Ready – www.prolawready.com. There are also several other systems that classify themselves as case management software programs suitable for solo and small firm practitioners. And there are also some practice area specific case managers, like Needles, www.needleslaw.com, for personal injury firms and Immigration Pro for immigration practices. With this number of products, you must do your homework before shopping!

Cloud options have made the practice management decision change in the last 2 or 3 years. These practice management systems are becoming more robust and have built-in billing and sometimes accounting.

See if any of these answer your needs:

ActionStep
Clio
Cosmolex
Firm Manager
MyCase
RocketMatter

3) Time and Billing Software/Accounting Software

Time billing and accounting software programs of today make life a lot easier for the entire firm when it comes to tracking time and generating bills. You begin with a place to input time entries or time slips. This interface usually requires you to identify the person tracking the time (timekeeper), the matter/case for which the time is being tracked (client), the amount of time or the amount of the expense being incurred on behalf of the client, and a description of the work or expense item. At the time of billing the program collects the appropriate slips and allows you to generate a billing statement for your clients.
When you shop for a time and billing program determine what you will need in terms of accounting. Why? Well, first of all you should have an automated accounting system if at all possible. With the current state of legal technology software, you can even have it both ways with the latest integrated time/billing and accounting packages.

So, what should you look for in the time and billing/accounting packages? Start with the reports. Make sure your software offers these four basic financial reports to start:

- A/R Listing (who owes you and how long they have owed you)
- Productivity by Timekeeper (how much time is billed by each timekeeper)
- Profitability (how much is collected vs. billed)
- Fee Allocation (how a fee is allocated amongst multiple timekeepers)

Beyond essential reports, here are some specific time and billing (and time and billing and accounting) products to consider in a small law office:

**Timeslips**
This is the most popular time and billing product in the legal industry. While it does not handle general ledger accounting, it is still considered the best product for tracking time and generating bills from those entries. Check out [www.timeslips.com](http://www.timeslips.com) for more information.

**PCLaw**
A leading integrated time and billing and accounting package for law firms, PCLaw allows for easy time tracking and billing and general firm accounting. Learn more at [www.pclaw.com](http://www.pclaw.com).

**TABS3**
A long time favorite for mid-sized firms, TABS is a leading time and billing and general ledger accounting program for law firms. The system is part of a set of products that make bill generation and accounting very easy for law firms. More information is available at [www.tabs3.com](http://www.tabs3.com).

Other software applications that are often found in law firms include Quicken, QuickBooks, QuickBooks Pro, and Peachtree. These accounting solutions are not legal specific, but if properly customized, can also be very helpful in tracking time, generating invoices, and managing the bottom line for lawyers.

As with cloud practice management, the time billing and accounting functions are in the cloud, too. See products like:

**Time and Billing**
- Time59
- TimeSolv
4) Legal Research

Research is essential to the practice of law. Research today is mostly performed online, but many small law offices are still relying on books for performing legal research. The main legal publishers, LexisNexis and WestLaw, are now facing fierce competition from other vendors. Fastcase, Google Scholar, LoisLaw Connect, VersusLaw and Casemaker, which is available for free to Nebraska attorneys all provide legal research options for solos and small firms.

5) Internet Access

Whether Internet access is made available via high-speed Broadband cable access or via dedicated lines, this technology is essential in the modern law office. The Internet provides access to Internet e-mail, a blessing or a curse; and Internet search engines help navigate the world’s largest repository of information.

6) Security

While the access to the Internet is important for staying in contact with others via e-mail and for doing legal research perhaps, there needs to be a level of security maintained by law offices to protect the data flowing in and out of the office. For small law offices, security can come in the form of anti-virus software, firewalls, spam blockers, malware detectors and the like. Norton AntiVirus, www.symantec.com, and McAfee, www.mcafee.com are two of the popular security program providers for small office products with prices starting around $60 per year, but there are hundreds of programs to look at in terms of security including free downloads like Avast.
At the heart of security is the idea that every effort has been made to protect the valuable information found on the firm’s computers and any information flowing in and out of the office from other parties. Seek assistance on security products and services from your local IT consultant or computer administration person – called the “computer guy/person”.

7) Networking

When a small law office has more than one computer, then that office needs to network the computers together in order to share information and resources. It is also much easier to plan the necessary daily backup of computer data for the firm. (Law offices should backup their data every day!)

The basic “peer to peer” networking is generally sufficient for two to five computers if the office doesn’t want to harness the power of the cloud outright. This network should typically be “hard wired” with CAT5/6 (IT categorization standard Category 5 or 6) or above cabling. Beyond five computers and in some firms with fewer workstations, the firm should look to install a dedicated server. Also consideration should be given to installing hubs and routers for managing data flow on the network.

Wireless technology for networking is common, but it should only be used in very special circumstances, and is not recommended for use with the practice management and time billing and accounting applications that are run locally on hardwired networks. Make sure that you review all hardware requirements for any systems you want to include on your office’s network.

Being able to use these technology tools is also a required part of practice management. Training everyone how to use these tools is essential to saving time and becoming more efficient in the law office. However, training is often dismissed as a necessary evil that can be avoided by the key members of the staff in law offices. This is a mistake, and it would be wise to not only invest in training, but to make a written technology plan and budget for your small law office to keep up with the latest tools and stay on top of the ever present technology upgrade cycle. Most technology will require upgrading every two to three years. Good practice managers understand that they must invest time and money in technology tools and skills.

**Client Relations (Customer Service) Skills**

Know how to get and retain clients is the heart of client relations. Small firm practitioners must have well-hewn customer service skills in order to have good client relations. The skills required to “take care” of your clients are quite often based upon good communication skills. Good lawyers/practice managers know that it is important to know how to listen to and talk to
their clients. Not returning client phone calls is one of the main complaints against attorneys. Learning to enhance the way you communicate with your clients can immensely improve the quality and delivery of your legal services.

The practice management answer for client communication lies in with your systems and procedures. By closely evaluating your communication systems and procedures and making some appropriate adjustments, you can tackle the problem of not returning calls and other client relations problems too. These solutions may even improve your interoffice communications and relations. Begin by looking at the ways you "communicate" with your clients.

You "communicate" with clients:

- Over the telephone
- Via voice mail
- In person
- Via mail
- Via e-mail (sometimes via fax)
- Via billing statements
- Via client newsletters, firm brochures, websites and other marketing materials

Next, examine your systems and procedures in each of these areas to make your communication with clients more effective. Ask, is the system adequate and up to date? Is this the most effective system for your firm’s needs? Are your firm’s written policies and procedures efficient when actually implemented in your law firm?

Finally, make any necessary changes or modification to your firm's systems and procedures. You should continue to go through this process as time progresses to make sure you continue to build your skills in the client relations area.

How do you know if your clients like the way you have worked for and with them? You have to ask. Use client satisfaction surveys and feedback forms to determine the level and quality of your firm’s interactions and service to your former and existing clients. You can build these items into your marketing plan and use the information you receive in client responses for setting strategic planning goals in both the long and short term.

Professionalism and Ethics

Regardless of what skills you develop in the business, technology, and client relations areas, you must operate your small law office in an ethical and professional manner. Not doing so, can and will result in discipline against you! The Nebraska Rules of Professional Conduct are in place to direct your behavior as you practice law. Your professional obligations with regards to client interaction and representation are published. You must read your handbook! Also, encourage your staff members to do the same.
Appendix A – Business Planning Resources
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Creating a Business Plan

Everyone in business should have a business plan, not just the people seeking venture capital.

Your business plan will be the "road map" of your enterprise. It will show you how to get where you want to go. To develop a good plan, you need to write down the answers to quite a few questions.

To get you thinking, let's jump twenty years into the future. Describe your life. Are you still working or are you retired? Are you worth a lot of money? If so, how is your wealth distributed? Stocks? Bonds? Equity in your business? Other businesses? Are you an independent consultant or do you have a company? How large is your practice/company? What is your annual revenue (in today's dollars)? How many hours per week do you work? Do you work on weekends? Do you travel? And most importantly, are you happy?

Tough questions? Maybe. But they need to be answered honestly and realistically. I know that life can hit you with some unwelcome surprises that might change the way you want things to be. It is because of these changes, however, that you should re-evaluate your plan every two years -- about as often as you replace a pair of daily-wear shoes.

After defining your long range goals, break them down into ten year and five year goals. Make sure they are consistent with your twenty year plan. The next step is to determine what you need to do to achieve your goals.

Here are some short-term questions you should think about: Do you want more customers or steady customers? What is your competition doing? Will advertising help increase your profit? If so, what kind of advertising and what media should be used? Think of your own questions.

Your specific marketing strategies will depend on your individual goals (once you have an idea of where you want to take your business). Put your answers down on paper! Organize your thoughts, questions, and concerns. If you have financial data, use it. You don't have to take your plan to the bank, but by recording your income and expenditure you will have a benchmark to use when you review your goals and accomplishments. Business plans often follow a general format. You can modify this one to suit your exact needs.

1. Executive Summary
2. Company Profile including mission statement that describes your business and why you are in it
3. Competitive Analysis
4. Marketing Strategy
5. Staff Qualifications
6. Financial Information
7. Appendices containing any additional information you would like to include
Review your plan for consistency. Is it coherent? Is it realistic? This is your guide to your business. It will help you get what you want. Keep it updated. Change it as your goals change or as the market changes. Remember, a little planning will take you a long way.
General Guidelines For Developing Your Business Plan

One of the questions that many entrepreneurs ask is "How do I find someone to write my business plan?" The best answer is to look in the mirror. Although it is always good to have someone with business planning expertise review your completed plan, you will do much better writing the bulk of it yourself. By writing it yourself, you will become an expert in your own business. You will know all of the industry trends, all about your customers, and all about your business as a whole, including the things that you don’t wish to include in your business plan. If you let someone else write your business plan for you, you miss out on a tremendous learning opportunity. Although it will be somewhat time consuming, if you’re interested in success, it’s well worth the time you will spend.

When you actually sit down to begin developing your business plan, there are some general guidelines that you can use to make the entire process easier for you. Be sure to refer back to these on a regular basis. By doing so, you will save yourself a lot of time and rework.

To develop an effective business plan, make sure you:

- Use a typewritten 8 1/2" x 11" format. Use a loose-leaf binder to package the plan and to facilitate any revisions.
- Begin with a cover sheet that includes the name, location, and telephone number of the business, and the name of the person who wrote the business plan.
- Keep it short and crisp without compromising the description of the venture.
- Keep it simple.
- Organize it appropriately with a table of contents, logically arranged sections, and appendices.
- Identify a target market and demonstrate evidence of marketability.
- Demonstrate the benefits of your product or service to the user or customer.
- Orient the plan toward the future. Attempt to develop forecasts of developing trends and use these forecasts to help you describe what you intend to do - not only what has been done - over the next three to five years.
- Do not be too optimistic in estimating sales potential. Develop scenarios that will describe the best case, worst case, and most likely case. Base sales estimates on market analysis, not on production facilities. You can then develop production needs from that
information rather than vice versa.

- **Highlight current and potential problems and demonstrate how they will be overcome.** By identifying problems ahead of time, you will also enhance your credibility with investors and lenders.

- **Demonstrate that you have an effective management team;** that not only does it have necessary business skills to manage the venture, but also that it can work effectively as a team.

From the Small Business Administration

www.sba.gov
Cash Flow Projections - Bookkeeping/Recordkeeping

Every small business owner needs to understand finance and financial statements. We are not necessarily referring to the Wall Street world of high finance. We mean basic accounting principles and practices that are necessary to keep your business operating.

There is a strong correlation between these two facts: Only 40% of new firms survive six or more years, and many business owners understand only the most rudimentary elements of accounting. Two key reasons most often cited for business failure are:

1. Poor or improper management practices
2. Inappropriate financial controls

While the preparation of financial statements is commonly thought of as a necessary evil to meet Internal Revenue Service (IRS) requirements, or to prove the credit worthiness of a business to a banking official, they also serve several useful functions for the small business owner. Aside from the external requirements of banks, creditors and government agencies, timely and accurate financial information provides valuable internal benefits -- an accurate picture of the profitability, safety and liquidity of the firm.

Understanding financial statements is essential to understanding the financial position of your business. The owner/manager can plan more effectively and avoid problems.

It is important that every business owner or manager be able to read and interpret the information presented in financial statements, even if they do not choose to perform the actual function themselves. For this, a reasonable understanding of the sources of data and the concepts used in processing and presenting such data are needed. Even if an outside party is hired to perform the accounting function, the owner/manager should exercise certain controls and review the data produced. Remember, you, the business owner -- not your accountant, bear the ultimate responsibility for complete and accurate financial statements.

There is a wealth of information available for those who wish to gain a more thorough understanding of these topics. State Economic Development Agencies, Local Chambers of Commerce, Colleges and Universities, Small Business Development Centers and the Small Business Administration (SBA) have several programs available. These programs often provide free or low-cost options where special attention is given to the unique circumstances of the small business owner. Consult your telephone directory under U.S. Government for your local SBA office or call the Small Business Answer Desk at 1-800-8-ASK-SBA.

CASH FLOW PROJECTIONS

Cash is the money that flows through business in a continuous cycle without being tied up in other assets. It is often referred to as a liquid asset because it is available to spend. The term "cash" refers to cash, checking accounts and any other monies that are readily available. Cash and profits are "not" the same. Profit measures the income (revenues minus expenses) of the business over a specified period of time. Cash serves several purposes. First, it is used in meeting normal obligations (such as paying bills). Second, it is held as a precautionary measure for unforeseen problems. Third, it is held for investment purposes.
A business needs to have enough cash available to meet its obligations as they come due. Employees and creditors expect to be paid on time. Some firms retain excessive amounts of cash in anticipation of unexpected emergencies, however, idle cash would be better invested in generating additional income for the business.

Proper "cash management" involves a delicate balance of allowing the company to meet the cash demands of the business, yet avoid retaining unnecessarily large cash balances.

Business receipts tend to fluctuate within the course of a year; many small businesses have seasonal sales. Similarly, cash disbursements often fluctuate from one month to another -- tax payments, additional inventory purchases and other significant expenditures can often leave a business "strapped for cash" and unable to meet its normal obligations. To avoid this situation, it is necessary to plan a cash budget based on projections.

Cash flow patterns can be estimated more easily when the owner understands the operating cycle of the business. Normally, decreases in cash occur as purchases are made to increase inventory. This inventory is then sold for cash or on credit. A firm's cash balance increases when cash is taken in or accounts receivables are collected.

The small business owner should prepare a cash budget showing the amount and timing of cash receipts and cash disbursements on a daily, weekly or monthly basis. Fixed expenses such as rent, salaries, and loan payments are known while variable expenses such as utilities and inventory purchases can be estimated from past experience. While this does involve some "guesswork" for a new business, thoughtful planning should result in reasonably accurate predictions. Trade associations, local chambers of commerce and other organizations concerned with small businesses can assist in estimating income and costs for your particular industry or business.

Typically, a small business should prepare a projected monthly cash budget for at least one year and quarterly estimates for several years in advance. Formats used to prepare a cash budget vary depending on a particular firm's requirements. Examples can be obtained in SBA publications or at your local library. Regardless of which format is selected, there are five basic elements involved in completing a cash flow projection:

1. Determining an adequate cash balance: The most reliable method of deciding the proper cash balance is based on past experience. Previous records should indicate the amount of cash necessary to pay all monthly obligations plus additional monies needed to cover any unexpected expenses. In lieu of past records, industry averages tailored to your particular business needs along with other available information must be used to make informed estimates.

2. Forecasting sales: The central factor in determining an accurate picture of a firm's cash position lies in the sales forecast. Sales affect both the firm's inflow and outflow of cash. For many businesses, sales provide the major source of cash. Similarly, as sales are made, inventory must be replenished, depleting cash reserves. Economic swings, fluctuations in demand, competition and other factors can affect sales patterns. Many financial experts recommend creating three estimates -- an optimistic, a pessimistic and a most likely sales forecast.

3. Forecasting cash receipts: This should include income that the business expects to receive from all sources over the projected period. Since sales constitute a major source of cash, the sales forecast will be instrumental in predicting cash receipts. If a firm sells goods and services on credit, the owner must consider the delay between the timing of a sales transaction and the actual collection of the proceeds. By determining the business' percentage of cash and credit sales and the payment patterns of credit customers, the business owner can make reasonable predictions of when credit sales will be converted to cash. Some businesses may also receive cash from other sources such as interest income, dividends and rental income.
4. Forecasting cash disbursements: Most business owners have a clear picture of the firm’s pattern of cash disbursements. Payments such as rent, insurance and loan repayments are fixed amounts due on specific dates. Although each firm is different, several payment categories are standard including salaries and wages, interest, rent, utilities, inventory purchases, overhead expenses, and taxes. The astute owner, particularly for a new business, will plan assuming that payments will be higher than anticipated.

5. Estimating the end-of-month cash balance: To determine this figure, the business owner must begin with the cash balance at the beginning of the month. The end of the month balance is obtained by adding projected cash receipts and subtracting cash disbursements. A positive amount indicates a cash surplus while a negative amount indicates a shortage. This figure should be used to predict the timing and necessity to borrow funds or to plan for the investment of surplus cash.

Cash flow projections, along with other financial statements, are often used by potential creditors to determine a businesses ability to repay loans in a timely fashion. Here is a sample cash flow projection.

 OGILVIE CORPORATION
 Cash Projections 2005

<table>
<thead>
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<th>Cash on Hand (Begin. of Month)</th>
<th>$20,000.00</th>
<th>$21,765.00</th>
<th>$20,015.00</th>
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</thead>
<tbody>
<tr>
<td><strong>Cash Receipts:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash Sales</td>
<td>60,000.00</td>
<td>30,000.00</td>
<td>90,000.00</td>
</tr>
<tr>
<td>Credit Sale Payments</td>
<td>30,000.00</td>
<td>30,000.00</td>
<td>90,000.00</td>
</tr>
<tr>
<td>Interest</td>
<td>1,500.00</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>------------</td>
<td>------------</td>
<td>------------</td>
</tr>
<tr>
<td><strong>Total Cash Receipts</strong></td>
<td>111,500.00</td>
<td>101,765.00</td>
<td>150,015.00</td>
</tr>
<tr>
<td><strong>Cash Disbursements:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Purchases (Inventory)</td>
<td>60,000.00</td>
<td>70,000.00</td>
<td>90,000.00</td>
</tr>
<tr>
<td>Mortgage Payments</td>
<td>12,500.00</td>
<td>12,500.00</td>
<td>12,500.00</td>
</tr>
<tr>
<td>Salaries &amp; Wages</td>
<td>7,500.00</td>
<td>6,000.00</td>
<td>10,000.00</td>
</tr>
<tr>
<td>Payroll Expenses</td>
<td>1,300.00</td>
<td>800.00</td>
<td>1,500.00</td>
</tr>
<tr>
<td>Professional Fees</td>
<td>300.00</td>
<td>-</td>
<td>500.00</td>
</tr>
<tr>
<td>Repairs &amp; Maintenance</td>
<td>4,700.00</td>
<td>500.00</td>
<td>750.00</td>
</tr>
<tr>
<td>Supplies</td>
<td>1,500.00</td>
<td>-</td>
<td>1.00</td>
</tr>
<tr>
<td>Utilities</td>
<td>950.00</td>
<td>1,256.00</td>
<td>1,325.00</td>
</tr>
<tr>
<td>Telephone</td>
<td>675.00</td>
<td>700.00</td>
<td>570.00</td>
</tr>
<tr>
<td>Capital Addition</td>
<td>-</td>
<td>20,000.00</td>
<td>-</td>
</tr>
<tr>
<td>Miscellaneous Expense</td>
<td>310.00</td>
<td>-</td>
<td>80.00</td>
</tr>
<tr>
<td></td>
<td>------------</td>
<td>------------</td>
<td>------------</td>
</tr>
<tr>
<td><strong>Total Cash Disbursements</strong></td>
<td>89,735.00</td>
<td>111,750.00</td>
<td>118,225.00</td>
</tr>
</tbody>
</table>

**End of Month Balance:**

| Cash (Beginning of Month) | 20,000.00 | 21,765.00 | 20,015.00 |
|+ Cash Receipts            | 91,500.00 | 80,000.00 | 130,000.00 |
Cash Disbursements | 89,735.00 | 111,750.00 | 118,225.00
----------------- | ------------ | ------------ | ------------
= Cash (End of Month) | 21,765.00 | (9,985.00) | 31,790.00
Borrowing | - | 30,000.00 | -
----------------- | ------------ | ------------ | ------------
Cash End of Month (After Borrowing) | 21,765.00 | 20,015.00 | 31,790.00
----------------- | ------------ | ------------ | ------------

BASIC FINANCIAL STATEMENTS

The Accounting Equation: Every system is built around the accounting equation which expresses the basic relationship between a business' assets and liabilities, or what a business owns and what it owes.

Assets = Liabilities + Equity

An asset is anything the business owns which has value. Some typical examples include cash, accounts receivable and buildings. A liability is anything the business owes. These are debts to creditors such as accounts payable, wages payable or bank loans. Current liabilities are those that must be paid within one year while long-term liabilities are not due for a year or longer. The short-term and long-term distinctions are also used to describe assets. Equity represents the owner’s investment in the business and is often described as the difference between assets and liabilities. This can be better understood by a simple algebraic manipulation of the above formula.

Assets - Liabilities = Equity. Below are some examples of assets, liabilities and equity.

<table>
<thead>
<tr>
<th>Typical Assets</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asset</td>
</tr>
<tr>
<td>-------</td>
</tr>
<tr>
<td>Cash</td>
</tr>
<tr>
<td>Petty cash</td>
</tr>
<tr>
<td>Cash in bank</td>
</tr>
<tr>
<td>Cash investments</td>
</tr>
<tr>
<td>Accounts Receivable</td>
</tr>
<tr>
<td>Inventory</td>
</tr>
<tr>
<td>Raw materials</td>
</tr>
<tr>
<td>Work-in-process</td>
</tr>
<tr>
<td>Finished goods</td>
</tr>
<tr>
<td>Fixed Assets</td>
</tr>
<tr>
<td>Buildings</td>
</tr>
<tr>
<td>Machinery</td>
</tr>
<tr>
<td>Equipment</td>
</tr>
<tr>
<td>Typical Liabilities</td>
</tr>
<tr>
<td>Liability</td>
</tr>
<tr>
<td>-------</td>
</tr>
</tbody>
</table>


Short-term Payables
(obligations due in less than one year)
Accounts payable
Taxes payable
Wages payable
Short-term notes payable

Long-term Payables
(obligations due in more than one year)
Mortgage payable
Bank loan payable
Notes payable
Deferred taxes payable

Typical Equity

<table>
<thead>
<tr>
<th>Equity</th>
<th>Includes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital Stock</td>
<td>Common stock</td>
</tr>
<tr>
<td></td>
<td>Preferred stock</td>
</tr>
<tr>
<td></td>
<td>Paid in surplus</td>
</tr>
<tr>
<td>Retained Earnings</td>
<td>Current year profit/loss</td>
</tr>
<tr>
<td></td>
<td>Cumulative profit or loss from prior years</td>
</tr>
</tbody>
</table>

THE BALANCE SHEET

The balance sheet presents a summary of the firm’s assets liabilities, and equity (or net worth) on any given date. Its two main sections show:

1. what assets the business owns; and
2. what claims creditors and owner(s) have against those assets.

The balance sheet is based on the fundamental accounting equation mentioned earlier and can be broken down into three basic sections: assets, liabilities, and equity. Both the assets and liabilities sections are further divided into short-term and long-term categories.

The first section of the balance sheet presents the total value of everything the business owns. Short-term assets include cash and items that can be converted to cash within one year such as accounts receivable and inventory. Long-term or fixed assets, such as buildings and equipment, are key in the production of income.

The second section lists liabilities or any claims against the assets held by the business. In our example, a building with a net worth of $200,000 is listed as an asset while a mortgage payable (on that building) of $150,000 is listed as a liability.
Again a distinction is made between short-term and long-term liabilities. Those short-term items must be paid within one year while long-term liabilities are generally paid over a period of several years.

The final portion of the balance sheet shows the value of the owner's or stockholders' investment in the business. This often includes the owner's initial investment, plus any earnings that have been retained by the business, less any losses that have been sustained by the business. The form that equity takes on the balance sheet -- owner's equity or stockholders' equity -- is determined by the legal form of ownership: sole proprietorship partnership, limited liability partnership, corporation, S corporation, professional corporation.

The balance sheet represents a "point in time" and is generally prepared at the end of each month, quarter, and year.

OGILVIE CORPORATION
Balance Sheet
As of December 31, 2005

ASSETS

Current Assets:
Cash in Bank $32,000.00
Accounts Receivable $104,000.00
Inventory $279,000.00
Prepaid Expenses $8,450.00
----------------
Total Current Assets $423,450.00
----------------

Fixed Assets:
Land $40,000.00
Buildings $200,000.00
Machinery & Equipment $125,500.00
Office Equipment $25,000.00
Furniture & Fixtures $15,000.00
Less: Accumulated Depreciation

Total Fixed Assets $355,500.00

TOTAL ASSETS $778,950.00

LIABILITIES

Current Liabilities:
Accounts Payable $100,000.00
Notes Payable $21,000.00
Interest Payable $11,500.00
Wages Payable $10,000.00
Payroll Taxes Payable $27,500.00

Total Current Liabilities $170,000.00

Long-term Liabilities:
Mortgage Payable $150,000.00
Bank Note Payable $175,000.00

Total Long-term Liabilities $325,000.00

TOTAL LIABILITIES $495,000.00

Shareholder’s Equity:
Common Stock $100,000.00
Retained Earnings $183,950.00

Total Shareholder’s Equity $283,950.00

TOTAL LIABILITIES AND EQUITY $778,950.00

THE INCOME STATEMENT

The income statement, also referred to as the profit and loss statement, compares expenses against revenue (or income over a period of time to show the firm’s net profit or loss. A year-end financial statement will show the profitability of a firm during its fiscal year by detailing all income received for the year less all expenses paid. The income statement follows this general formula:

Sales - (minus) Cost of Goods Sold

= (equals) Gross Profit (Margin)

- (minus) Expenses

= (equals) Net Income Before Taxes
As discussed previously, sales often provide a firm's major source of income. The cost of sales, which represents the costs of purchasing inventory or materials, must be deducted from the total income produced by these sales. This is how the gross profit figure is obtained. Operating expenses such as rent utilities, salaries, advertising and professional fees are then deducted from gross profit to arrive at net income or pre-tax profits. Of course provisions must be made for income taxes before arriving at net profits. A sample income statement is shown below.

OGILVIE CORPORATION  
Statement of Income  
Period Ending  
December 31, 2005

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>$100,000.00</td>
</tr>
<tr>
<td>Cost of Goods Sold</td>
<td>$600,000.00</td>
</tr>
<tr>
<td>Gross Margin</td>
<td>$500,000.00</td>
</tr>
<tr>
<td>Salaries</td>
<td>$100,000.00</td>
</tr>
<tr>
<td>Payroll Taxes</td>
<td>$10,000.00</td>
</tr>
<tr>
<td>Interest Expense</td>
<td>$22,750.00</td>
</tr>
<tr>
<td>Professional Fees</td>
<td>$10,000.00</td>
</tr>
<tr>
<td>Insurance</td>
<td>$12,000.00</td>
</tr>
<tr>
<td>Office Supplies</td>
<td>$6,000.00</td>
</tr>
<tr>
<td>Advertising</td>
<td>$8,700.00</td>
</tr>
<tr>
<td>Taxes &amp; Licenses</td>
<td>$2,500.00</td>
</tr>
<tr>
<td>Utilities</td>
<td>$6,500.00</td>
</tr>
<tr>
<td>Telephone</td>
<td>$4,800.00</td>
</tr>
<tr>
<td>Depreciation</td>
<td>$10,000.00</td>
</tr>
<tr>
<td>Total Operating Expenses</td>
<td>$193,250.00</td>
</tr>
<tr>
<td>NET INCOME</td>
<td>$306,750.00</td>
</tr>
</tbody>
</table>

BUSINESS MANAGEMENT (BOOKKEEPING/RECORDKEEPING)

Accurate and complete financial statements begin with accurate and complete records. The small business owner may design his or her own accounting/record keeping system with the help of an accountant or purchase one of
many standardized systems (computerized or manual) available. Whatever accounting system the owner chooses, it should have the following characteristics:

1. It must be simple to use
2. It must be easy to understand
3. It must be reliable
4. It must be accurate
5. It must be consistent
6. It must be designed to provide timely information

The business checkbook is one of the most important records since all deposits and checks are recorded there. A file of supporting documents should be kept for each check and invoices should be marked "paid" to avoid duplicate payment. Business and personal funds should be kept separate.

Payroll records should include the following information on each employee: name and address, social security number, number of exemptions, date pay period ends, hours worked, rate of pay total wages, deductions, net pay, and check number. In addition records must be established for accounts payable, accounts receivable, inventory and other functions. In setting up business and financial records there are several key decisions that must be made:

Tax Year: the available options are a calendar year ending December 31 or a fiscal year, 12 months ending on the last day of any month (except December). In some cases a combination of these two methods can be used.

Accounting Method: Under the cash method, income and expenses are recorded when they are actually received or paid. With the accrual method, income and expenses are recorded when they are earned or incurred.

Bookkeeping Method: Each transaction must be recorded. With a single-entry system the transaction is recorded only once. This method is often easiest for the new or small business owner and can be accomplished with one of several business checking account systems available. A double-entry system involves the use of journals and ledgers and can be rather confusing for the novice.

The following financial checklist summarizes the financial information every business manager should have readily available.

**Daily**

- Amount of cash on hand
- Bank balance
- Daily summary of sales and cash receipts
- Corrections of all errors in recording collections on accounts
- A record of all monies paid out, by cash or check

**Weekly**

- Accounts receivable status
- Accounts payable status
- Payroll status
- Status of taxes and reports to state and federal governments
Monthly

- A record of all monthly account transactions
- A profit and loss statement for the month (usually 10-15 days after the close of the month)
- A balance sheet to accompany the profit and loss statement
- A reconciled bank statement
- The balanced petty cash account
- Records that show all federal tax deposits for withheld income, Social Security, and Medicare; and state and local taxes paid
- Aged accounts receivable (follow up all bad and slow accounts)
- Records that show that inventory control is "worked" to remove slow-moving dead stock and to order fast-moving new stock

This may seem like "information overload," but the above records provide a minimum of things, for most businesses, that must be addressed on a constant basis. They also provide a foundation for quarterly, annual, and other periodic reports.

In addition to financial statements and records, the small business owner may need to retain additional records for proper business management. These may include records of inventory insurance, maintenance and general office information and procedures. Again, the systems set up should be simple and reliable while taking any other requirements (i.e., legal) into consideration.

There are many computer programs on the market designed to address the record keeping needs of small business. A large software company recently created a new Windows-based accounting computer program that doesn't require the user to know anything about accounting. Small business represents a lucrative market therefore, as competition for these customers increases, you will probably see more of these products.

A warning to the computer-illiterate! Before you make a substantial investment in computer hardware and/or software be sure that you have consulted with a reputable source to ensure the system you purchase will meet your needs without requiring too much time or additional investment. It is also a good idea to consider the business' future information needs.
Appendix B – Client Relations Forms
HOW DID WE TREAT YOU

Thank you for choosing ________ (firm name)________ to assist you with your legal problem. We appreciated the opportunity to serve you. To help us to improve, we invite all clients to complete and return this questionnaire. By answering the questions, you will help everyone at ________________(firm name)_________________ better serve our clients in the future.

You need not sign the completed questionnaire. Simply return it to the firm in the enclosed business envelope. Thank you for your help.

1. When did you first come to our office with the legal problem?  (approximately) ___________________________

2. Why did you choose our firm to represent you?

3. What was the type of case?

4. What attorney(s) represented you?

5. Had the firm represented you before?  Yes  No

   a. What attorney(s)? ___________________________

6. Did we return your telephone calls within a reasonable time?  Yes  No

7. Please describe how you were treated by our staff:

   Courteously  Casually  Indifferently  Poorly

   If not courteously, please explain:

8. When you had an opportunity, how long did you wait in the reception area before seeing an attorney?

   under 10 minutes  10-15 minutes  15-20 minutes

   20-30 minutes  over 30 minutes

9. How often did this occur? ____________________________________________
10. Did your lawyer or legal assistant regularly inform you of the progress of your case?

11. Were you informed during the first visit, the basis on which you would be billed for services?

12. In your opinion, was the fee charged reasonable?

If no, why not?

13. Would you recommend this firm to others?

a. If yes, why?

b. If no, why?

14. Please rate the overall quality of the services provided by our law firm.

Excellent    Very Good    Good    Fair    Poor

Thank you. Please feel free to add any comments you feel would be helpful to us.
SAMPLE CLIENT ENGAGEMENT LETTER

RE:[Subject]

Dear [Name]:

The purpose of this letter is to confirm, based on our conversation of [date], that [insert firm name] will represent you in [describe matter]. We will provide the following services: [list services to be provided]

Attached for your use is information on our billing and reporting procedures. Our fee is [insert dollars per hour] for services performed by lawyers of this firm and [insert dollars per hour] for services performed by our non-lawyer staff. You will also be billed for expenses incurred on your behalf.

Our expectations of you are: [list any expectations concerning payment of bills, responses to requests for information, etc.]

Your primary contact for this matter will be [insert lawyer's name]. If you have any questions about your case, you should contact him/her directly.

This firm has not been engaged to provide the following services: [list services that are outside the scope of the representation]

In an effort to provide you with an estimate of the total costs involved in pursuing this matter, an estimate of fees and expenses is provided below. Please keep in mind that this is only an estimate and that, depending upon the time required and the complexity of the action, actual costs may exceed this estimate. [Provide a realistic, worst-case estimate of fees and expenses]

While it is impossible to predict how long it will take to conclude this matter, a general time frame is provided below. Again, this is only an estimate, and the actual time required to conclude this matter may be greater than expected. [Provide a realistic, worst-case estimate of time to be spent on case]

I have enclosed for your information and records, a copy of the initial interview form. If any of the information on this form is incorrect, please notify [insert primary contact's name] immediately.

If you have any questions about this information, please call [insert primary contact's name]. On behalf of the firm, we are happy to represent you in this matter.

Very truly yours,
Sample Client Speed Letter

DATE: ______________________________________

RE: _______________________________________

Dear ________________________________________:

I hope you will excuse the informality of this letter. By the use of forms such as this, our office hopes to handle your case in a more efficient and expeditious manner. If, at any time, you have any questions about your case or any other legal matter, please do not hesitate to give me a call. IN THE MEANIME, IF YOU CHANGE YOUR TELEPHONE NUMBER OR ADDRESS, IT IS IMPERATIVE THAT YOU KEEP OUR OFFICE ADVISED!

Please find enclosed a copy of a pleading that has been filed in this cause. I believe that you will find this self-explanatory, and it REQUIRES NO ACTION ON YOUR PART, but if you have any questions about it, please let me know.

Please find enclosed with this correspondence a copy of a letter or other documents received by this office regarding your case. I believe that this letter is self-explanatory and REQUIRES NO ACTION ON YOUR PART at this time, but if you wish to discuss it with me, please give me a call.

Please find enclosed with this correspondence a copy of a letter or other documents received by this office regarding your case. I believe that this document requires action and would appreciate it if you would CONTACT ME AS SOON AS POSSIBLE.

Please find enclosed with this letter a document relating to your case that you should review carefully. Please sign where indicated and RETURN TO THIS OFFICE in the enclosed envelope AS SOON AS POSSIBLE.

There have been new developments in your case that I believe that we need to discuss. Please give the office a call and make an appointment to see me at the earliest possible date. THIS IS VERY IMPORTANT C DO NOT DELAY!

Please find enclosed an Order that I have drafted pursuant to our agreement or pursuant to the instructions of the Court. PLEASE SIGN THE ORDER AND RETURN IT TO ME in the enclosed envelope for entry in the cause. I will send you an attested copy.

A hearing relating to your case has been set for ________________________________ (time) at ________________________________ (location).

YOU MUST ATTEND THIS HEARING. Please govern yourself accordingly.

YOU DO NOT NEED TO ATTEND THIS HEARING.

Yours very truly,
TAB 2
10 Common Management Problems and 5+ Solutions for Solos and Small Firms

Natalie Kelly
Director, Law Practice Management Program
State Bar of Georgia

August 10, 2015
University of Nebraska College of Law, Lincoln
10 Common Management Problems and 5+ Solutions for Solos and Small Firms

10 Problems for Solos and Small Firms

- Staying organized – misplaced files/documents
- Keeping in touch with clients regularly
- Calendaring and tickling effectively
- Properly supervising staff
- Staying abreast of Bar Rules changes

10 Problems for Solos and Small Firms

- Keeping up with technology and its fast-paced changes
- Managing email and other inboxes
- Working a marketing plan effectively
- Generating bills and collecting efficiently
- Managing trust funds accounts properly
Solution – Practice Management Software Program

- Matter – full-service records with documents, communication and time entry tracking
- Calendar – task and appointment management with advanced tickling system capabilities
- Contacts – interrelated contacts with tracking by groups and categories
- Links – integrations with billing and accounting and email (Microsoft Outlook) systems

Solution – Time Billing and Accounting Technology

- One-button billing with customized templates
- Easy time and expense entry and reporting
- Legal-specific chart of accounts for general ledger tracking
- Reconciliation and monthly reporting functionality


- Easy access to “firm-level” information and processes
- Ensures consistency from firm mission statement to basic procedures
- Aids in cutting down on orientation and training time for new hires or temporary workers
- May need to be reviewed or recommended by employment lawyer
New area of focus for firms seeking to become more efficient
Offshoot of paperless office movements
Found in advanced functionality of practice management and other programs like Adobe Acrobat
Advance automation from adding macros and abbreviation services

Another revived area of interest for firms
Newer tools make it easier to build and store data for reuse in assemblies
Probably also contribute to renewed interest in Workflow Checklists, too

Right-clicking still works well
Working with abbreviations and text expansion products
Mobility and remote access needs to be secured
Don't overlook power of voice recognition
Learn new functions of systems you've used for a long time
Solution – Bar Services/Website

- Your State Bar’s Website - www.nebar.com
- Bar Rules & Member Directory
- Program Services and Information
- Access to Casemaker

Thank You!

NatalieK@gabar.org
404-527-8770 or 800-334-6865 Ext.8770
@NatalieRKelly
Natalie Robinson Kelly
TAB 3
Positive Balance -
Financial Management Techniques

Natalie Kelly
Director, Law Practice Management Program
State Bar of Georgia

August 10, 2015
University of Nebraska College of Law, Lincoln
Positive Balance - Financial Management Techniques

Outlined below are some general financial management tips and resources to help boost your bottom line. We’ll call this information, “The Basics.”

Basic Financial Procedures

Whether performed by bookkeeping staff, yourself, or an outside accountant or bookkeeper, you can not operate a law firm without conducting most, if not all, of the following procedures. Of course, for many of these steps you can set your own firm policy regarding how the step will be accomplished. For instance, for generating bills, your policy may be to bill monthly on the 5th of the month for all clients. Look closely at how you handle these procedures in your firm to make sure they are being carried out properly.

1. Maintain an operating account.
2. Maintain a trust account.
3. Track time on all matters.
4. Generate bills.
5. Process payments.
6. Pay firm bills.
7. Reconcile firm’s operating and trust accounts.
9. Send financial information to accountant for tax purposes.

Basic Software Systems

Basic systems for financial management come in the form of software these days. There are some firms that are still doing things by hand (yuck!), but most firms have software programs to
handle financial matters. These programs cover time and billing, and general ledger accounting for law firms.

Time and Billing

You should use an automated time and billing system. Period. The basic feature sets for time and billing programs are quite user friendly and allow for easy time tracking and bill generation. The programs have a place to input time entries or time slips. The programs usually require you to identify the person tracking the time (timekeeper), the matter/case for which the time is being tracked (client), the amount of time or the amount of the expense being incurred on behalf of the client, and a description of the work or expense item. At the time of billing, the program collects the appropriate slips and allows you to generate a billing statement for your clients based on the settings you have entered regarding the format of the bill and the billing arrangement.

When payments are received, they are entered into the program to offset existing, and even future, invoices so that you have an up to the minute account of what clients owe. Most systems allow flexibility in setting up clients’ payment arrangements, charging interest on past due amounts, and the formatting of the bill. You can also account for all of the funds that are held in trust for your clients, and even generate bank deposit slips. Writing checks is not available in every time and billing program, but rather is a standard feature for the integrated time and billing and accounting systems that are discussed below. Reports can be generated
for virtually everything that is input into the system. Below also is a list of the basic reports you should be using to help properly manage your firm’s finances.

Note: An “automated time and billing system” is NOT one where the attorney goes back through a file and “recalls” what was done, and then has the staff “prepare” the bill by typing these entries out and manually calculating what the client owes. Automated systems DO replace manual client ledger card systems.

General Ledger Accounting

Beyond tracking transactions and work done on behalf of clients, the law firm also needs to be aware of the firm’s bottom line. In order to get this information, the firm will need to utilize a general ledger accounting system. And, is this an automated system, too? Yes, it is. Well, it should be. The integrated system will give the firm information on all financial transactions (both for the client and for the firm) in one place and provide a breakout of income and expenses categorized with a chart of accounts. (Fun stuff!) How much money does the firm have on hand? How much money did the firm make? How much does the firm spend in office supplies? All of these firm money questions are answered with the help of the general ledger accounting system.
Integrated Time and Billing and General Ledger Accounting

General ledger accounting features are found in integrated time and billing/accounting packages. These integrated programs combine what the automated time and billing and general ledger accounting programs do into one program. As mentioned above, check writing is a standard feature of these programs. Checks can be written and then charged (allocated) back to the appropriate client or firm expense account. Payroll and tax reporting are also standard parts of these programs. When all is said and done, the money in the bank, what clients owe you (accounts receivable), and what you owe everyone else (accounts payable) is put into the system. These programs, when used properly, give you the firm’s bottom line.

Some legal-specific financial management products covering time billing and accounting for solo and small firms are:

- Timeslips – [www.timeslips.com](http://www.timeslips.com) (Time and Billing only)
- PC Law – [www.pclaw.com](http://www.pclaw.com) (Integrated system)
- TABS 3 - [www.tabs3.com](http://www.tabs3.com) (Integrated system)

Mid-sized firms (read 10–25 timekeepers) might want to look at:

- CMS Open – [www.cmsopen.com](http://www.cmsopen.com)
- Elite – [www.elite.com](http://www.elite.com)
- Juris – [www.juris.com](http://www.juris.com)
- ProLaw – [www.prolaw.com](http://www.prolaw.com)

Large firms should check with their internal IT departments for finding the appropriate enterprise solution. With larger firms, remote ASP web-based solutions seem to be popular.
Other financial management software applications that are found in law firms include Quicken, Quickbooks, and Peachtree. These accounting solutions are not legal specific, but when properly customized, are also very helpful in tracking time, generating invoices, and managing the bottom line.

Cloud-based time tracking, billing and accounting programs are plentiful. Here is a short list.

**Time and Billing**
- Time59
- TimeSolv
- Bill4Time

**Practice Managers with Billing**
- Clio
- Cosmolex
- MyCase
- RocketMatter

**Accounting**
- QuickBooks Online
- Xero

With mobile work, lawyers also have shown a need for transaction processing via credit and debit cards. Services like Square and the other accounting programs allow for card processing. Lawyers should look to reputable merchant account servicers to make sure they can manage the proper handling of trust funds for lawyers’ trust accounts. One of the key players in this space is LawPay.

**Basic Financial Reports**
Regardless of which software program you implement for financial management, you need to make sure the program provides these basic reports:

- **Accounts Receivable** – list of past due accounts by client. Use this report to determine how much is owed to the firm and for your collections process.

- **Productivity** - list of how much has been billed by timekeeper. This report is sometimes used to track firm goals for billable hours, and even for compensation when used with the profitability report.

- **Profitability** – list of what amounts have actually been collected by the firm vs. what has been billed. This gives a true picture of firm revenue by timekeepers, and is often the basis of compensation systems for attorneys.

- **Fee Allocation** – list of what portion of a collected fee is attributable to a timekeeper. This report is also used to determine attorney compensation. Originating and responsible attorneys may sometimes receive certain percentages of collected fee amounts based on their work on cases.

- **Financial Statements (Profit/Loss)** – list of income vs. expenses. This report gives a picture of how much money the firm is making or losing over a certain period. Detailed journals show what is coming in and what is going out of the firm.

### Basic Firm Budgeting

You should also set up a budget for your firm operations. While this is often done at the business planning stages of a law practice, many firms don’t realize how they can benefit from budgets well into the life of a practice. How would you like to see where the firm is spending the most money, or how you can make more money personally? If your software does not include budgeting features, you can set up a simple budget on your own. Here’s how:

Using a spreadsheet, or if you must, a table in a word processor, list all of the expenditures you expect to have over a specified period:
<table>
<thead>
<tr>
<th>EXPENSE</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Insurance</td>
<td>$ 5,600</td>
</tr>
<tr>
<td>Bar Dues</td>
<td>$ 300</td>
</tr>
<tr>
<td>Salaries/Draws</td>
<td>$246,000</td>
</tr>
<tr>
<td>Office Supplies</td>
<td>$ 8,500</td>
</tr>
<tr>
<td>TOTAL EXPENSES</td>
<td>$260,400</td>
</tr>
</tbody>
</table>

Then list your projections for income. Remember, budgeting is a guessing process. Well, at least, educated guessing. List income projections like this:

<table>
<thead>
<tr>
<th>INCOME</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Fee Income</td>
<td>$289,000</td>
</tr>
<tr>
<td>Partner Contributions</td>
<td>$7,500</td>
</tr>
<tr>
<td>TOTAL INCOME</td>
<td>$296,500</td>
</tr>
</tbody>
</table>

By taking the total for projected income and subtracting the expected expenses over a period of time, a simple budget for the firm is created. Also, by tracking the same figures as they are actually incurred, you create a profit and loss statement. In my short example above, the firm makes a profit of $36,100 over the specified period. As this process is perfected over time, you will find that you are able to better monitor, and even influence, the financial direction of the firm.

**Additional Resources**

**Surveys**
Survey of Law Firm Economics
Small Law Firm Economic Surveys

**Books**
The ABA Guide to Lawyer Trust Accounts
Accounting & Finance for Lawyers: Basic Understandings and Practices
Cost Accounting for Law Firms
Financial Statement Analysis and Business Valuation for the Practical Lawyer
Guide to Time and Billing Software for Lawyers
How to Draft Bills Clients Rush to Pay
Improving Accounts Receivable Collection
Law Firm Accounting and Financial Management
Lawyer’s Guide to Spreadsheets
Lawyer’s Quick Guide to Timeslips
Managing for Profit:  Improving or Maintaining Your Bottom Line
Model Chart of Accounts
Results-Oriented Financial Management
Running a Law Practice on a Shoestring
Simplified Accounting Systems and Concepts for Lawyers
Win-Win Billing Strategies

Video
Lawyers’ Trust Accounts: Common Pitfalls and How to Avoid Them

Audiotape
Fundamentals of Financial Management

Reference
Time & Billing Reference Manual for Windows
TAB 4
Introduction to Casemaker

Jim Corbett
Casemaker

August 10, 2015
University of Nebraska College of Law, Lincoln
User Guide

This user guide to Casemaker is designed to familiarize you with its different pages and provide instruction on how to use its various search capabilities, browsing features, organizing components and tools.

Contents:

Pages
The Home Page ......................... page 2
The Overview Page ......................... page 6
The Categories Page ....................... page 7
The Document Page ....................... page 8

How To
Run a Search, Beginning to End .......... page 9
Browse The Library ....................... page 12
Organizing Your Research Using Folders ... page 14
Create, Post, Hide, and Delete Notes ...... page 15
History ..................................... page 16
Set a Client ............................... page 17
Print a Document ......................... page 18
Using Casemaker+ ....................... page 19

Casemaker is available on the web at:
www.casemakerlegal.com

For more assistance in using Casemaker, live customer support is available Monday through Friday, 8 a.m. to 8 p.m. Eastern:
Call: 1-877-659-0801 or
Email: Support@lawriter.net

Need more help? Sign-up for a training webinar by clicking on “webinar” in the “help” tab.

Casemaker supports the following browsers:
IE 8+, Firefox F3+, Safari4+, Chrome 10.
Pages: The Home Page

The home page is where everything begins. Here you can type a new search into the search box, browse through the library, pull up recently viewed cases from your folders, or view your search and document history.

The home page consists of three sections:

1. A Search Bar
   A google-like search engine makes creating a search simple and stress free. page 3

2. My Accounts
   Everything that makes Casemaker yours can be found right here. page 4

3. A Library Browser
   Just want to look through the database? The Library makes it easy. page 5
The Home Page: Search Bar

The search bar is a consistent part of Casemaker's user interface and makes creating a new search, viewing search history, or accessing your folders at anytime during the research a simple process.

The search bar has 3 consistent features.

1. The Search Box
Create a search quickly in the search box. Click on "show advanced search" below the search box and specify the type of search. Search by keyword, citation, party, section, or docket.

Tip: Auto Correct
The Search box is equipped with auto correct capabilities for misspelled citations. E.g. If you put the citation 270ne2d436 in the search box, it will recognize the misspelled citation and correct it to 270 N.E.2d 436

Use the search tips to be more specific in your search. This tool gives phrasing tricks that make your searches more productive.

NOTE: You’ll notice that important features are added to the search bar throughout the search process to make organization faster and easier.

2. A Jurisdiction Drop Down Menu
Select a jurisdiction to search with the drop down menu. The default setting is "All States and related federal." To change this setting:

A. Click on the drop down menu.
B. Check the box beside the state you want to search within.
C. Then select whether you want to also search through "Selected Related Federal" Documents - these include only documents related to the selected jurisdiction’s circuit- or "All Federal" documents.
D. Save your settings at the bottom of the window.

NOTE: Once your jurisdiction is set, Casemaker will remember the selection for your next visit.

3. A Navigation Panel
Located at the very top of the search bar, the navigation panel can return you to the home page, allow you to view your folders, check your history, or get you help. It will also display the name of the client you are currently working for.

For more about using folders, refer to page 14. To learn more about the "client" button see page 17.
The Home Page: My Accounts.

The *My Accounts* on the homepage takes everything that makes Casemaker yours and puts it on the front page.

Easily view and create new custom folders, go back to recent and saved searches, or create an advanced search.

See page 6 to learn how to save a search.
The Home Page: Library

The library is Casemaker’s browsing component. It gives access to the database without requiring a search.

The library section is broken into three separate libraries:

1. All Content
2. Federal Materials
3. State Materials

Each of these three libraries contains core categories or "books" that can be selected and browsed.

See page 12 to learn how to browse the library in more detail.

Note: You will always be able to narrow down the content in the browser. This means no matter how much the content is filtered, Casemaker will always have a result for you.

*Your Tools* is a subscription-based package of premium products called Casemaker+. They can be viewed in the “All Content” section of the library.

If you have a subscription that covers Casemaker+, the boxes beside these tools will be checked when you log in.

See page 19 for more information about Casemaker+ and to learn how each tool works.
Pages: The Overview Page

This is the first page encountered after creating a search. It is broken into two columns:

The Left Column

1. Results are categorized in books. They are listed by the number of pulled documents they contain for the search.

2. The numbers coincide with the number of documents under each book.

NOTE: This column can be collapsed using the black tab to make more room for viewing results.

The Right Column

1. Numbered results contain important meta data such as citation, court, date decided and party names.

2. Two results from each book.

3. Text excerpts below the meta data display four contextually relevant occurrences of the search terms.

- These are highlighted with the search terms for easy recognition.

Special Tabs and Icons

1. Save a selected document to your folder from this page:

   A. Select your folder, or create a new folder from the search bar.

   B. Click, drag and drop the title of the result into the folder.

   C. Or, click on the check box beside the document then click on the folder icon to select the folder you wish to save the document in.

2. To access your folders from this page

   - Select the *My Folders* tab from the Navigation Panel.

NOTE: To save the search, click on *save search* below the jurisdiction drop-down. Even though a confirmation doesn’t appear, your search is saved in the *saved searches* tab on the homepage.
Pages: Categories Page

The categories page displays the content of a single book selected from the overview page. The layout is similar to the results page, but the features are different.

The Left Column
Allows you to:

1. To make a search within the results. E.G. To run a search for only the cases in which the defendant was found guilty, type "guilty" into the "search within the results box" or, if you want to filter the results to coincide with a certain date, use the Date Decided box.

2. Keep track of where you are in a search and return to a previous book by selecting the check box again.

3. Apply filters to the results simply by checking the box next to anyone of the facets on the left.

The Right Column

1. Choose how you want the results to be displayed with the "sort by" drop down menu.* You can sort by:
   - Relevance (default)
   - Date Decided
   - Most Cited

2. Shows the number of times the case has been cited in the whole database.

Icons (from left to right):

1. The page icon eliminates text excerpts from the titles.

2. The printer icon will send the selected results to print.

3. The mail icon will email the selected results directly to a personal email.

4. The folders icon saves the selected results directly to a folder.

5. The floppy disk icon downloads the selected results to your hard drive.

The "thumbs up" icons coincide with how the case was viewed by later courts.

This is a subscription based premium product called "CaseCheck+". See page 19 to learn more about this and other premium products.
Pages: The Document Page

The Document page contains features that help you determine a document’s importance to your case and organize any useful information. The tool bar gives you access to all these features.

The Tool Bar

1. Return to the results page at any time.
2. Move through multiple documents without leaving the document page.
3. Jump to the place where your search term appears.
4. Skip to specific pages within the document.
5. Post notes to the document.

The Notes Feature

The Notes feature allows you to write comments and post them directly to the document that is being viewed. See page 15 to learn how.

<table>
<thead>
<tr>
<th>Citing References</th>
<th>Digest</th>
<th>Negative Treatment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Formerly known as CaseCheck in Casemaker 2.2. Citing References is able to display the cases that cite the selected case.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Digest: Coming Soon! In the near future if you have subscribed to either CasemakerDigest or Casemaker+ and the case has a digest summary, you’ll be able to access the summary here.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Negative Treatment: Formerly known as CaseCheck, Negative treatment is now part of the functionality of CaseCheck+. To learn more about this tool see page 19.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The icons are consistent with those of the previous page. Here you are able to:
1. Print
2. Email
3. Save to a folder
4. And download the document that is being viewed.
How To: Run a Search from Scratch

Note: Since the search bar is a consistent component of the interface, a search can be run from any page inside Casemaker.

Set the Search Parameters

If you’re logging into Casemaker for the first time, you will need to set a jurisdiction for the search. Once set, Casemaker will remember the selection for your next visit.

To set the jurisdiction:

1. Select the jurisdiction drop down menu in the search bar.

2. Select the individual state, states or federal jurisdictions you want Casemaker to search.

Note: once a state is selected, the default for federal materials is “Select Related Federal.” This means that the results from the search will include related federal documents such as Federal Court of Appeals for the related circuit.

3. Save the selections at the bottom right of the window.

Set the type of search

Click on “show advanced search” to set the type of search you want to create.

You can search by keyword, citation, party, section, or docket number.

Create a Search

Once the search type is set, create the search in the search box.

NOTE: The quality of your results is not inhibited by your ability to provide proper punctuation in a citation. Auto Correct is built into the search box so you always get good results.

Use the "Search Tips" button directly under the search button to find specific phrasing to maximize the search relevancy.
How To: Run a Search from Scratch (continued)

View Search Results on the Overview Page

The overview page displays the two most relevant results for each core library in the database. To make things easier, a list of the libraries is shown on the left side.

1. Scroll down the page to get a feel for the content.
2. Click on a document’s title to open the document page.
3. Select a book from the left to look deeper into its content.

View Results on the Categories Page

The categories page displays the content of a single book.

On the categories page:
1. Locate the thumbs up or down icon to see how the document was viewed by later courts.
   Note: icons are a part of Casemaker+, sold separately.
2. Select a document to view by clicking on its title.
3. Narrow the results further by adding a filter from the left column.
   To do so: type the information into the appropriate filter box and click “GO.”
   Filters are:
   1. Search Within Results
   2. Jurisdiction
   3. Courts
   4. Cite
   5. Docket Number
   6. Case Name
   7. Judge
   8. Attorney
   9. Date Decided
4. Narrow the results further by searching within the results.
   For example, to see only cases where the defendant was found guilty type “guilty” into the “search within results” box.
How To: Run a Search from Scratch (continued)

View the Document

After running a search and filtering through the results, hopefully you’ve found what you’re looking for. If not, add more filters to your results. If so, to view a document, click on it’s title. This will bring you to the document page.

The document page offers some of the best features Casemaker has to offer. Here you can:

1. See if the case has been cited in other cases.

2. If you are using Casemaker+, you will have access to the digest summary and be able to immediately see any negative treatment the case has received.

3. Skip to specific pages of the case.

4. Create and post notes directly to the case.

5. If you want to do something specific with the case, the document page has icons on the right side of the window that allow you to:

   A. Print
   B. Email
   C. Save to a folder
   D. And download the document that is being viewed
How To: Browsing The Library

The library component allows a systematic browse of Casemaker’s databases. Before browsing, it is important to know that no matter how many selections you make, Casemaker will always have content to show you. This means that you will never be left with a blank screen.

As briefly described on page 5, the library is broken down into similar core categories that you find in the jurisdiction drop down tab on the search bar (page 3), or the overview page inside a search (page 6).

In the library, these core categories will be referred to as "books" and their subsequent subcategories as "sections."

The "All Content" Library

We’ll examine the process behind browsing the library titled “All Content,” and look under the book titled “Statutes.”

Notice that immediately after clicking on any section in the “All Content” book, Casemaker asks you to specify the jurisdiction. This request only appears under sections in the “All Content” book. The other books: “Federal Materials” and “State Materials,” are already broken down into these jurisdictions.

Keeping with our example, Casemaker gives two jurisdiction options:

1. All Federal (in our case, clicking on this option would ask Casemaker to look up All Federal Statutes).

2. Individual States (All 50 are listed alphabetically; also includes District of Columbia).

By clicking on either Federal or an individual State, you’re asking Casemaker to bring back information pertaining to that specific jurisdiction.

Here we’ll pick Ohio.

- Continued on next page.
How To: Browsing The Library (Continued)

We are now at the first level of content.

Here we find that Casemaker provides a “bread-crumbs” trail to show us the section and the book we are currently viewing.

Next, we have the “table of contents” for the Ohio Statutes. Click on a title to see its content.

The “bread-crumbs” trail now appears both above the search box as before, and below the state name.

Here you are able to view the sections in each chapter. To go back to the previous page, click the back button on your web browser.
How To: Organizing Your Research Using Folders

Using a personalized folder makes it easier to revisit the most relevant content of your case.

Making a Personalized Folder

In order to use a folder, it must be created. This can be done one of two ways.

1. The easiest way to create a folder is by using the drop down menu on the search bar.
   a. Click on “New Folder”
   b. Type a name into the box that appears
   c. Click “OK.”

2. Another way to create a folder is by entering the folders main page.
   a. Click “My Folders” on the navigation panel to get to the folders main page
   b. Click on “New”
   c. Type a name into the box that appears
   d. Click “OK.”

Selecting Your Folder

Once you have created your folder, make it easily accessible by selecting it with the drop down menu on the search bar.

a. Click on the tab.
b. Click on your folder.
   c. Click “OK.”

Now it can be used to organize content while inside the database.

To Save a Single Document to Your Folder
1. Make sure your folder is selected.
2. Click, drag and drop the document’s title into the folder.

To Save Multiple Documents Simultaneously
1. Check the boxes beside the title of the document.
2. Select the Folder icon directly below the folders drop down tab.
3. Select which folder to save to.
4. Click save.

To Delete Documents From Your Folder
You can delete select documents from your folder at any time.
1. Enter the folders main page using the “My Folders” button on the navigation panel.
2. Check the box beside the titles you wish to delete.
3. Click the trash can icon below the search bar.
4. A warning will ask for confirmation. Hit “OK.”

To Delete an Entire Folder
1. Enter the folders main page using the “My Folders” button on the navigation panel.
2. Select the folder you wish to delete.
3. Open the “options” drop down tab.
4. Select “delete.”

CAUTION: Deleting a folder will delete all of its content as well.
How To: Create, Post, Hide, Delete and Print Notes

Posting notes directly to a document nearly eliminates the back and forth between Casemaker and a word processor.

In order to do anything with notes, you must be viewing a document. See page 8 if you want to make sure you’re in the right place.

To Create a Note

1. Select the “Notes” drop down tab from the tool bar on the document’s page.

2. Click “Add Note”

3. Write your note in the pop up window

The pop up window can contain a maximum of 255 characters. The counter on the bottom of the window counts the number of characters in the note. If the counter turns red, the note has exceeded the maximum number and the note will not save.

4. Save your note. NOTE: Once you save your note, it will appear below the document title.

To Hide a Posted Note

1. Select the “Notes” drop down tab from the tool bar on the document’s page.

2. Click “Hide Notes”

To Edit a Posted Note

1. Click on the pen icon located on the far right of the note.

2. Make the edit on the pop up window that appears.

3. Save the change by clicking on the “Save” button at the bottom of the window.

To Delete a Posted Note

1. Click on the “x” icon located next to the pen icon on the far right of the note.

2. A warning message will ask for a confirmation. Click “OK.”

Caution: Deleting a note is a permanent action. Once you delete, you cannot get it back.
How To: The History

The history feature automatically keeps track of your most recently run searches and viewed documents.

There are a few ways to access the history.

1. Click the “History” button on the navigation panel.

2. Or, access recent searches directly from the “My Accounts” section of the homepage.

Under the “history” button on the navigation panel, the history is organized into two categories.

1. Recent Searches
2. Recent Documents

Both pages carry a similar design which contains the description of the case viewed or the search that was created, while also giving the date, the time, and the Client ID -if a client was selected before creating the search.
How To: Set a Client

If you are working for a specific client, the client feature is a convenient way of keeping track of the hours spent, searches made, and documents viewed for that client. Each time you log into Casemaker, you will have to set the client if you want Casemaker to keep track. This is simple to do.

Setting up a client

1. Click on “Client” on the navigation panel of the search bar.

   If you already have clients added, click on the drop down menu under the term “Client Name” and select the client. Then, click continue.

2. If you do not have any clients added or would like to add a new client, click “Add,” enter the client name in the pop up, and click “OK.”

3. Set a unique “Matter Number.” This allows you to work on more than one case for a specific client, without having to enter a different name.

4. Once the two fields are filled, click “Continue” and you will be returned to the home page.

Once you have selected a client, the client’s name will appear on the navigation panel in place of “Client.” From this point on, Casemaker will keep track of the time you spend under that client.

When you are done working for a selected client and want to view the report of hours worked, you will need to sign out of Casemaker. The report will come up after you have signed out and will offer the option to print the report, sign back into Casemaker, or go back to your state bar’s website.
**How To: Print a Document**

**From the Overview and categories page**

You’ll find the print icon directly underneath the folder drop down tab on the top right of every page. The only exception is the homepage.

**NOTE:** While the icons are the same on every page, the print options vary depending on the page being viewed.

On the overview page (the first page in a search) and the categories page (the second page in a search) clicking the print icon brings up a pop up window with a few specific options for these pages:

1. *List of items* will print a list of the documents as they appear on the screen.

2. *Documents* will print each document in the list in the order that they appear.

No matter where the print options are being viewed, there’s always an option to print a cover page with personalized comments.

**From the Document Page**

The print icon on the document page gives the same options under *The Basics* tab. But also adds an option to print only pages that contain *hit terms.* With this selected, only the pages with your search terms will print.

Under the *options* tab there are several more options.

*Page Layout* will print the document with two columns per page.

*Notes* will print the document with any posted notes.

*Content to Append* will add to the document any relevant material to the selected document.

After selecting from the options, click *print* to print the document.

Under the *options* tab there are two options:

1. *Term Highlighting* will print the list of items or documents with the search terms highlighted.

2. *Display Hyperlinks* will print the list of items or documents with Hyperlinks highlighted.
Casemaker+ is a package of premium products designed to enhance Casemaker’s capabilities, as well as provide new services to the user. This package is subscription based and does not come built into Casemaker. If you have subscribed to Casemaker+, the boxes beside each tool will have a check mark when you login.

To find out how you can subscribe to Casemaker+ visit www.casemakerlegal.com.

How the Tools Work

1. CaseCheck+/ Negative Treatment

CaseCheck+ works like Shepherd’s® and KeyCite® at a fraction of the cost.

CaseCheck+ validates your research and identifies whether or not your case law citations are still good law. CaseCheck+ returns both positive and negative treatments instantly as you research. Link to negative treatments and quickly review the citation history for both state and federal cases.

It works so well with the interface that it doesn’t require extra steps in order to use.

2. CaseCheck+/ Negative Treatment

A thumbs up means that the case is good law.

A thumbs down means it was viewed negatively by a later court.

If a case has had negative treatment, when you enter the document page, the details of the treatment will be shown at the very top of the document.

2. CasemakerDigest

CasemakerDigest provides a first look into the most recent decisions handed down by state and federal courts.

Cases are summarized as soon as they become available and you can easily create your own areas of interest to receive notifications through RSS feed and/or email of the cases most relevant to your practice.

To use with Casemaker: if a case has a CasemakerDigest summary, an orange paper icon will appear below the negative treatment icon (thumbs up/thumbs down). You can either click on the icon to view the summary, or view the summary at the top of the document page once the document is opened.

3. CiteCheck

A personal cite checker for a pleading, brief or other document. Simply upload it in MS word, text or searchable PDF and Casemaker analyzes every citation and provides you with a report of good law, negative treatments, and potential citation format errors.
TAB 5
SOLACE (Support of Lawyers/Legal Personnel - All Concern Encouraged) Program

Michael F. Kinney
Cassem Tierney Adams Gotch & Douglas, Omaha

August 10, 2015
University of Nebraska College of Law, Lincoln
SOLACE/GAP OUTLINE

I. History of Program.
   - Louisiana (2002)
   - Nebraska (2011)
   - Membership Status

II. Purpose of SOLACE.
   - Covers catastrophic or sudden loss or illness
   - Definition of “legal community”
   - Steps involved in qualifying for a SOLACE request
   - What is NOT covered by SOLACE
     - Employment Service
     - Prayer Service

III. Examples of Support Given in Past.

IV. Examples of Assistance that can be Offered in Future.

V. Contact Information.
   
   Liz Neeley, Executive Director, Nebraska State Bar Association, 
   635 South 14th Street, Lincoln, NE 68501; 402.475.7091;  
   lneeley@nebar.com

   Mike Kinney, Cassem, Tierney, Adams, Gotch & Douglas,  
   9290 West Dodge Road, #302, Omaha, NE 68114; 402.390.0300;  
   mkinney@ctagd.com
TAB 6
Work-Life Balance Roundtable - Seeking Zen for the Solo

Natalie Kelly
Director, Law Practice Management Program
State Bar of Georgia

August 10, 2015
University of Nebraska College of Law, Lincoln
Work-Life Balance Roundtable - Seeking Zen for the Solo

Tip #1 – Get Good Clients First
- Good client relations requires good clients
- Look for red flags at the initial interview stage
- Pay attention to your “gut” feelings
- Are you understanding each other?

Tip #2 – Know the Expectations
- Both you and your clients have expectations
- Find out what you both expect
- Let the client know your capabilities
- Where does your time and expertise lie?
- Are your resources adequate?
- Are your clients’ resources adequate?
Tip #3 – Use Written Fee Agreements
- You MUST put your fee agreements in writing and they should be signed
- Cover everything in the agreement
  - Advances for fees and/or costs
  - Billing Procedures and Expectations
  - Communication Procedures and Policies
  - No Guarantees
  - Scope of Services
  - Relatives and Friends

Tip #4 – Use Case Planning
- Learn and Use Case Budgets and Plans
- You and your clients benefit from the plan
- Good planning helps
  - Helps plan the time needed for the matter
  - Helps with intake because you can see prior commitments
  - Helps project cash flow

Tip #5 – Limit Your Practice Areas
- Too difficult to keep up with developments in numerous areas
- Practice is less stressful when you know what you’re doing!
- More profitable practices have tailored systems
- Errors likely to occur with unfamiliar work
Tip #6 – Manage Your Caseload

- Budgeting and planning helps
- Make sure you have time to do what you need to do
- Check your short and long run temperature
- Review caseload regularly
- Too much volume defeats any good system

Tip #7 – Policies & Procedures

- Put all policies and procedures in writing
  - Be aspirational, realistic and flexible where needed
  - Get signed acknowledgement from all personnel
  - Review and discuss regularly
  - Use Crib Sheets for newbies
Tip #8 – Support Staff

- What will they do? (job descriptions)
- What skills are required for their jobs?
- Do you know how to supervise?
- When and how do you evaluate your staff?
- Is staff’s work benefiting your practice and your clients?

Tip #9 – Hire Smart

- Where do you look for appropriate staff?
- Do you know how to conduct a legal and good interview?
- Always check references
- Expect slow down during training period
- Provide training

Tip #10 - When No Support Staff

- Evaluate the decision from an economic standpoint
- Evaluation the decision from a stress-reduction standpoint
- What duties require a law degree to perform?
- What tasks are driving you out of your mind (and don’t require a law degree to perform)?
Tip #11 – Get a Buddy

- Use the “Buddy” System
  - In firms, have procedures for backing up each other
  - Solos should team up with another lawyer for emergency assistance in case of sudden illness, stuck-in-the-airport -1,000 miles away, etc.

Tip #12 – Have a Retirement Plan

- Everybody leaves the practice of law eventually, so plan NOW
- Consider impact on partnerships and other firm arrangements
- Put plan in writing
Tip #13 – Have a Disaster Recovery Plan

- What will you do in the event of a loss?
  - Loss of people?
  - Loss of facilities?
  - Loss of equipment?
- Plan ahead and evaluate the effectiveness of the plan after any disaster.

Tip #14 – Document Your Practice

- What if it's all in your head and you can't come to the office today?
- Document, document, document
- Use Checklists (hard copy or on the computer)
  - If it's computerized, be sure your buddy who will back you up knows how to retrieve it
- Tickle for all events on all cases
  - Hansel and Gretel in the law office

NEW TRAFFIC CALMING AHEAD
Tip #15 – Use Technology Tools
- If I Had a Hammer...
- Work Easier
  - Fax from the desktop
  - Forms/Boilerplate
  - Internet and E-mail
- Not Just Computers!
  - Smart Phones
  - Mobile Devices

Tip #16 – More Technology
- Use what you already have (suites including word processing)
- Buy some more?
  - Voice Recognition
  - Document Assembly
- Use Legal-Specific Applications
  - Case Management
  - Time and Billing
  - Accounting
  - Practice Area/Specialty

Tip #17 – Practice (Case) Management Software
- Contacts
- "To Do" Lists
- Calendars
- Cases
- Integration and Firm-wide Access
Tip #18 – Keep in Touch

- Communication is key
- Always Communicate – EARLY AND OFTEN!!!
  - With clients
  - With other attorneys and the courts
  - With staff
- Use closing letters for new business when the case is done

Tip #19 – Manage Your Phone Calls!!!

- Return Phone Calls Promptly
- The call you least want to return is the one you most NEED to return!
- Use staff when possible and appropriate
- Document your calls
- Use “Client service” letters or email for follow up

Tip #20 – Manage Your Files

- Use file opening and closing checklists
- Have a File Retention Policy
- Have a File Destruction Policy
- Organize your physical client files internally and externally
- Store files centrally
- Paperless and online filing systems need same care
Tip #21 – Calendar/Docket/Tickle

- Two heads are better than one – have a double check system; but use only one gatekeeper
- Don’t forget to look at or ignore your calendar and reminders!
- Make “appointments” to work on case
- Backup, backup, backup!!! (If you only use a manual system, have two calendars)

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Tip #22 – Eat Your Elephants!

- The only way to eat an elephant is one bite at a time!
- Make a “to do” list so you know which bite comes next and how much progress you’re making
- Other uses for “to do” lists
  - You know when you arrive in the morning what you need to do... Therefore,
  - You DON’T need to wake up in the night worrying about what you have to do in the morning
Tip #23 – Time Management Keys

- The Two-Minute Rule
  - If you can do it in two minutes or less, do it immediately!
  - If you CAN’T do it in less than two minutes, put it on your “to do” list and get it off your desk! Out of sight is out of mind.
- Do it, but don’t overdo it!

Tip #24 – Network

- How else are you going to find someone to be your buddy?
- Take advantage of educational and social opportunities
- Offer your assistance and expertise
- Mentor/monitor/sponsor someone who needs your help
- Carry the message...

Tip #25 – Get Help

- Lawyers’ Assistance Program
  - Alcohol and substance abuse
  - Disabilities (Mental or Physical)
- Law Practice Management Resources
  - Practice management and organizational issues
  - Other Professionals
Thank You!

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Natalie Robinson Kelly
Marketing in the Roaring 20’s -
Tips for 2015 and Beyond

Natalie Kelly
Director, Law Practice Management Program
State Bar of Georgia

August 10, 2015
University of Nebraska College of Law, Lincoln
1. **Count your clients** – Keep a client list and know how many open files you have. It’s also good to know how many clients are represented in which areas of practice, too.

2. **Write out your marketing plan** – Do a written plan for firm marketing. There is a software program to help with this.

3. **Get a good website** – You must have a web presence in today’s legal market. Go for as much as you can get from the start. You can use DIY site builders like Weebly to get you started quickly and economically.

4. **Client satisfaction survey** – Send a letter thanking clients for business and asking them how you’ve done. You can use the survey included in the GAP materials or create one online with services like SurveyMonkey.

5. **Client closing letter** – Include a paragraph about what areas you practice and what you can help clients with when sending out your final file closing letter.

6. **Firm brochure** – Create an attractive and useful brochure for sharing what you do and who you are. This paper brochure can give waiting clients something to review and learn about sometimes before they meet you. This is also the base content for your basic website About page, too.

7. **Elevator speech** – Always have a short (20 seconds is probably too long) description of who you are and what you do ready for recitation.

8. **Networking** – Share business cards and information with other lawyers at bar association events and other gatherings. Do not overlook rules about dealing with the public when networking.

9. **Tracking referrals** – Keep a list of folks to send thank you cards to for client referrals. You can keep this list in most practice management programs.


11. **Stationary** – Like business cards, you should use professional-level stationary. You won’t have to invest in expensive papers at first, but keep it looking nice. If you’re paperless, then make sure to snazz up your disclosures and signature blocks!
12. **Firm brand** – Set up a logo or theme that can be carried out in all of your advertising. Use it on everything!

13. **Yellow Pages advertising** – This form of advertising is basically dead, unless you are talking online directories. Think AVVO! If you must do local listings consider small block ads or feature columns. Only get basic listings for Yellow Pages until you have been in practice for at least 3 or 4 years. Established firms can consider more elaborate options, but again I just don’t see any justification for going this route anymore.

14. **Speaking Engagements** – Extend your presence via CLE and other speaking engagements. You can share your experiences in various formats in speeches.

15. **Writing assignments** – Your writing can show up in many places, and you can use the exposure to help advertise who you are and what you do.

16. **Sponsoring Events** - You can strategically sponsor events to give your practice more recognition. Make sure that the events are of a professional nature and will not present concerns for your practice.

17. **Newsletters** – Educational newsletters are still good ways to educate and keep business coming to you. Online versions remain popular, and services like Constant Contact and PeachJar can help build up your audience of followers.

18. **Seminars** – Planning and conducting seminars can invite targeted potential clients to your practice. Again, be sure to follow all of the ethics rules in advertising and dealing with potential clients.

19. **Firm Mission Statement** - Come up with a mission statement for your firm and keep a copy of it in plain sight.

20. **Client Meetings** – Set up meetings with your clients so that you can give and get information from them face-to-face. Don’t forget you can use online collaboration tools for online meetings.

21. **Billing Statements** – Make your bills a marketing tool that keeps in line with your “brand.” Specialized themes and logos can be used on statements, too. The online statements from cloud practice management systems are very clear and easy to read, and with online payment options are easy for clients to make payment, too.
22. **Firings – You and the Client** – Take care when you are being fired and when you are firing clients. Remain professional at all costs, and do your best to preserve the relationship. Never do things your mother would not be proud of – and don’t hold the file hostage!

23. **Staff Marketing** – Keep staff in the loop about the firm’s marketing goals and remind them that they are on the “frontline” when it comes to marketing the firm’s services.

24. **Radio, Billboard and TV Advertising** - Advertising for lawyers has distinct rules. Make sure you know and obey them! You should also make sure that if you use advertising media that is likely to generate a high volume of callers or a large number of contacts that you prepare to return all calls and answer all requests.

25. **Direct Mailers** – Like other forms of advertising for lawyers, you need to make sure you follow the rules when sending out direct mail pieces. Again, know your rules!

26. **Phones and Voicemail** – Use the message on your telephones and voicemail systems to tell potential clients what you do, and not just that you are unavailable. Keep the announcements short, ethical and easy to understand.

27. **Social Media Channels** – Understand what forms of social media you will use to market your practice and double-check your ethical obligations before broadcasting. LinkedIn is still the top channel for professional users with Facebook and Twitter close behind. Blogs are catching up as a marketing force for lawyers and is a very strong platform that can be easily integrated into modern website.

28. **Don’t Discount Word of Mouth** – Word of mouth is generally still a top way to get new business. Make sure you’ve got a good word in other’s mouths about you and your practice.

29. **Manage Your Online Reputation** – Use a proactive plan to keep your online marketing and firm persona in check. There are many online reputation management tools to help you keep track of what’s being said about you online.
30. **Be Where Your Clients Are** – Check to see if you’ve marketed to the areas where your clients and potential clients can be found. This includes joining your clients’ trade associations and social or civic organizations where appropriate.
MARKETING RESOURCES:

**Books**

*101+ Practical Solutions for the Family Lawyer*

*Anatomy of a Law Firm Merger*

*Avoiding Extinction: Reimagining Legal Services for the 21st Century*

*Blogging in One Hour for Lawyers*

*Building Your Practice with Pro Bono for Lawyers*

*Busy Lawyer’s Guide to Success, The*

*Collecting Your Fee: Getting Paid from Intake to Invoice*

*Complete Guide to Marketing Your Law Practice, The*

*Complete Internet Handbook for Lawyers, The*

*Connecting with your Client*

*Dangerous Law Practice Myths, Lies and Stupidity: What You Absolutely Don’t Want To Do When Starting, Growing, or Running Your Law Practice*

*Do-It-Yourself Public Relations: A Success Guide for Lawyers*

*Effective Marketing for Lawyers*

*Effective YELLOW PAGES Advertising for Lawyers: The Complete Guide to Winning Ads*

*End of Lawyers, The? Rethinking the Nature of Legal Services*

*Essential Formbook, The, IV: Disaster Planning and Recovery / Risk Management and Professional Liability Insurance*

*Essential Little Book of Great Lawyering, The*

*Every Relationship Matters*

*Facebook in One Hour for Lawyers*

*Flying Solo*

*Focusing on Clients*

*Getting Started: Basics for a Successful Law Firm*

*Google for Lawyers: Essential Search Tips and Productivity Tools*

*Growing Your Law Practice in Tough Times*

*Hanging Out A Shingle: An Insider’s Guide to Starting Your Own Law Firm*

*How to Build a Law Firm Brand*

*How to Build and Manage a Personal Injury Practice*

*How to Build and Manage a Family Law Practice*
How to Build and Manage an Employment Law Practice
How to Build and Manage an Entertainment Law Practice
How to Build and Manage an Environmental Law Practice
How to Build and Manage an Estates Practice
How to Capture and Keep Clients
How to Draft Bills Clients Rush to Pay
How to Get and Keep Good Clients
How Good Lawyers Survive the Bad Times
How to Start and Build a Law Practice
How to Turn Clicks into Clients: The Ultimate Law Firm Guide for Getting More Clients Through the Internet

Internet Branding for Lawyers: Building the Client Centered Website
Internet Forms and Commentary
Introduction to Law Firm Practice
Job Quest for Lawyers: The Essential Guide to Finding and Landing the Job You Want
Last Frontier, The: Women Lawyers as Rainmakers
Law Firm Associate’s Guide to Personal Marketing and Selling Skills, The
Lawyer’s Field Guide to Effective Business Development, The
Lawyer’s Guide to Building Your Practice with Referrals, The
Lawyer’s Guide to Extranets: Breaking Down Walls, Building Client Connections, The
Lawyer’s Guide to Increasing Revenue, The
Lawyer’s Guide to Marketing on the Internet, The
Lawyer’s Guide to Networking, The
Lawyer’s Guide to Strategic Planning: Defining, Setting, and Achieving Your Firm’s Goals, The
Legal Career Guide, The
Letters for Lawyers
Limited Scope Legal Services: Unbundling and the Self-Help Client
LinkedIn in One Hour for Lawyers
Marketing and Legal Ethics, 3rd Edition: The Boundaries of Promoting Legal Services
Marketing Success Stories: Personal Interviews with 66 Rainmakers
Marketing the Law Firm: Business Development Techniques
Marketing Your Law Firm on the Internet
Marketing Your Practice: A Practical Guide to Client Development
Modern Rules of Business Etiquette, The
MORE Secrets of the Business of Law: Ways to be More Effective, Efficient and Profitable
Road to Independence: 101 Women's Journeys to Starting Their Own Law Firms
Running a Law Practice on a Shoestring
Selling in Your Comfort Zone
Social Media for Lawyers: The Next Frontier
Solo and Small Firm Success
Solo by Choice: How to Be the Lawyer You Always Wanted to Be
Start Your Own Law Practice
Strengthening Your Firm: Strategies for Success
Successful Lawyer, The: Powerful Strategies for Transforming Your Practice
THINK AGAIN! Innovative Approaches to the Business of Law
Through the Client's Eyes
Twitter in One Hour for Lawyers
Virtual Law Practice: How to Deliver Legal Services Online
Women Rainmakers' Best Marketing Tips
Yellow Pages Lawyer Advertising
You & Your Clients

Videotapes
Deadly Dozen, The: Twelve Common Mistakes in Dealing with Clients
Delivering Exceptional Service to Clients
Marketing for Legal Support Staff
One Client at a Time
Starting On Your Own, Parts I & II

CD-ROMS
How to Get & Keep Good Clients Audio Series
Lawyer's Guide to Creating a Business Plan, the: A Step-by-Step Software Package

Articles
10 Marketing Techniques for New and Solo Attorneys in a Small Community
10 Office Startup Tips for New Practitioners
50 Ways for Solo & Small Firms to Market Practice
ABCs of Client Relations
Bills as a Rainmaking Tool to Capture Clients
Developing an Internet Marketing Plan
Effective E-Newsletters Take the Marketing Lead
Effective Management Moves for Lawyers in a Recessed Economy
Five-Minute Marketing Training Course
Five Tips for a Better Running Practice
Five Ways to Stay Cool in your Practice
How to Get Prospects to Visit Your Website
How to Incorporate a Website into Your Marketing Strategy
Is Your Marketing Stuck Inside the Box?
Jumpstart Client Development with Social Media
Keys to Building Up Relationships in a Down Economy
Legal Advertising Do’s and Don’ts for the Beginning Practitioner
Limited-Scope Services Checklist
Making Rain on the Net
Marketing–Creating a Game Plan for Your Contacts
Marketing for the Small Law Firm and Solo Practitioner
Properly Communicating with Your Clients, Parts I-III
Public Relations for Lawyers
Rainmaking for the New and Newly Solo
Rainmaking Marketing Goals
Social Abritrage and Marketing
Starting a Small-Town Law Practice
Successfully Marketing a Solo Practice
The Web – An Effective Technique to Market Your Firm
Using Technology to Market Your Practice
Yearly Marketing Retreat to Assess the Health of Your Marketing Efforts
Your Year End Practice Management Checklist
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Technology Reload - Tips, Tools and Tricks to Gear Up Your Solo or Small Firm Practice

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State Bar of Georgia

August 10, 2015
University of Nebraska College of Law, Lincoln
TECHNOLOGY RELOAD

Tips, Tools and Tricks to Gear Up Your Solo or Small Firm Practice

MICROSOFT SURFACE PRO

- great versatile work tool
- tablet accessibility + reliability of notebook computer
- contends well and top gadget of 2014

MACS IN THE LAW OFFICE

- iPads are not just for consumption anymore
- Office 365 for PC users makes more workable
- Typically the better tablet for courtroom use
- More suitable court apps on this tablet
- Macs remain reliable machines despite being pricier
- MLO and dedicated sites help with software, workflows and other concerns
- easier sell for lawyers who are in the cloud
FILE MANAGEMENT AND RETENTION

- Nebraska rules for retention
- Set up clean systems and procedures for management
- One gatekeeper for intake and initial data entry
- Include conflict checking process with every matter
- Set up consistent file-naming conventions
- Designate storage space and guidelines for file size limits, etc.
- Indicate storage and retention in representation agreement and get approval for cloud storage
- Think of paperless options

EMAIL MANAGEMENT

- Serious clean up sessions at set times
- Or make a game of it at

WWW.BACKUPREVIEW.INFO

- Website offering up-to-date reviews of online backup services
- Listings for MAC and PC options
- Reviews based on business size (small, mid, and enterprise-level best options)
BACKUP SOLUTIONS

FOLLOW UP THEN

- Free and easy email reminder
- Send email to @followupthen.com for reminders

Free & Easy Email Reminder
Clear out your inbox. Shorten your to-do list. Never forget to followup. All with a simple email address:

31March215pm@followupthen.com

HOOTSUITE

Social Media Management, Simplified
Hootsuite is loved by over 10 million people—and trusted by 800 of the Fortune 1000.
NEBRASKA LAW APPS VIA NU

SCHEDULING TOOLS

OUTLOOK ATTACHMENT REMINDER

• Free Outlook plug-in from Code Two
REVIEW OF REPRESENTATION AGREEMENTS

- Look for clear and client-focused language
- Provisions for cloud storage and usage and overall policy of file retention
- Fees and fee range should be clearly defined along with explanations regarding expenses and expectations for payments
- Check your Ethics Opinions for ethical concerns
- Should be signed by client and you

ENGAGEMENT AND NON-ENGAGEMENT LETTERS

- Should be used with every matter from a potential client
- Helps clients and prospective clients understand your relationship or lack of relationship with them and their matter
- Samples available in GAP materials

CLIENT SURVEYS

- Helps gain feedback from clients about your service to them
- Valuable marketing and planning tool
- Sample available in GAP materials
LAWYER'S GUIDE TO CREATING A BUSINESS PLAN

- created specifically for lawyers by top business planning author, Linda Pinson
- annual release of software for creating business plan

OFFICE 365 AND OFFICE FOR IPAD

- option for mobile work life
- Office applications available anywhere via the Internet
- can easily work with Word, Excel and PowerPoint on the iPad
- basic business pricing starts at $5.00 per user per month and requires annual commitment
- for $8.25 per user per month and annual commitment get full, installed Office applications across devices and online storage and sharing

WORKING WITH ACCOUNTANTS

- have them help with setting up firm's chart of accounts and linking to accounting programs used by your office
- get pricing for extending services
- use for year-end and quarterly taxes, payroll services, and for monthly reconciliation and reporting
- know your needs and determine extent of service required
WORKING WITH IT PROFESSIONALS

- Use certified professionals with experience
- Check references and look for insurance and bond coverage
- Ask for the layman’s version of explanations
- Understand pricing and get contracts for work in writing

STAFFING AND HR PRACTICES

- Hire smart
- Fire smart
- Use bonuses and other “carrots” effectively
- Use write-ups and other “sticks” effectively
- Evaluate employee performance and set goals for every session
- Act promptly, and don’t ignore situations

MENTAL HEALTH FOR LAWYERS

- Assess your mental health with online free assessment tools
- Take a short break and plan a long break
- Go on vacation for real by unplugging and disconnecting for just a short while
- Seek out a coach or partner
- Contact Lawyer Assistance Program if needed – (888) 584-6527 (NLAP)
LAW MARKETING PORTAL RESOURCES

- www.lawmarketing.com
- Great resources section on RFPs and other marketing forms and job descriptions

SOCIAL MEDIA MARKETING

- Key to overall marketing plans because Internet is now main way clients find lawyers and this makes "the touch" more important for lawyers
- Have clear plan and track all social media channels actively
- Understand terms of service and privacy policies for providers
- Remember that content is still key
- Make sure you understand the ethics of social media and act accordingly

PRACTICE MANAGEMENT SOFTWARE

- Easy Group Access
- Interplay of Tasks and Appointments
- Robust Tickler and Prioritization
- Master Rolodex
- Contact Sorting by Groups and Categories
- Data and Document Assembly
- Document Assembly
- Email Integration
- Basic Document Management
- Time Tracking
The Programs.

- Canadian-based practice management software system
- designed by a lawyer for keeping track of all aspects of client matter work
- visually appealing and powerful database
- offered in Small Firm and Premium Editions and in the Cloud
- base cost at $499 for first license Small Firm, $999 for Premium, and $45 per user per month for Amicus Cloud
- Premium version billing, Small Firm Edition accounting, and hosted Exchange options for Amicus Cloud

The Cloud.

- visually appealing and powerful database
- offered in Small Firm and Premium Editions and in the Cloud
- base cost at $499 for first license Small Firm, $999 for Premium, and $45 per user per month for Amicus Cloud
- Premium version billing, Small Firm Edition accounting, and hosted Exchange options for Amicus Cloud

AMICUS ATTORNEY
TIMEMATTERS

- LexisNexis practice management software database
- highly customizable forms for data entry
- integration with legal billing systems and Microsoft Outlook
- base cost of $985 for first license including 1st year of Annual Maintenance Plan

PRACTICEMASTER

- practice management software from Software Technology, Inc. based in Lincoln, NE
- strong data drill-down functionality across forms
- integrates directly with TABS3 legal accounting software
- base cost $600 including 1st year of maintenance for basic version
- available in Platinum and Platinum SQL versions

ABACUSLAW

- open-ended practice management database
- strong query and PDF forms assembly functions
- newer legal marketing and consulting and private cloud options will full front and back office support
TIMESLIPS

- long-running legal time and billing program by Sage Software
- single-user license cost starts $519.99
- integrates with accounting and practice management programs

PCLAW

- LexisNexis accounting solution for small and medium-sized law firms
- full general ledger functionality with legal chart of accounts
- practice dashboards for analyzing data about clients, matters and overall firm finances
- base cost of $935 including 1st year of Annual Maintenance Plan

MY CASE

- cloud practice management software
- costs $39 per attorney per month and $29 per paralegal/staffer per month
- one-click integration with QuickBooks and easy payment plan generator
- free 30-day trial
- www.mycase.com
CLIO
- [www.goclio.com](http://www.goclio.com)
- costs $65 per user per month
- billed annually or $72 month-to-month
- Clio Connect for secure client access to matters

ROCKET MATTER
- cloud practice management software
- costs $65 per user per month for first user and $55 per user per month for additional users
- can be billed monthly, quarterly, annually or over 2 years

COSMOLEX
- cloud practice management software with trust accounting
- costs $43 per user per month
- billed annually or $50/month-to-month
- free trial available
ADVOLOGIX

- cloud practice management
- costs $60 per user per month for 5 or more users
- billed annually with 1 year minimum annual contract term
- system implementation with onboarding "success packages"

TABS3

- also from Software Technology, Inc.
- modular options for General Ledger and Trust Accounting
- great drill-down reporting and data review options

CONFLICT CHECKER

- RTG Conflicts stand-alone checker
- $95 for main license and $25 for each additional license
- all users share centralized database
RTG BILLS

- lower-cost basic time and billing system
- www.rtgsoftware.com
- free 45-day trial
- sister to RTG Conflicts product

CLOUD SECURITY VENDOR QUESTIONS

- what kind of encryption do you use while data is stored on your servers?
- what kind of encryption is used during data transmission over private and public networks?
- is data ever “de-encrypted” upon receipt for storage?
- what are the redundancy features of your service (dual processors, UPS generator-supplied power, etc.)?

PRIVATE CLOUD OPTIONS

- work with services providing IT cloud solutions
- ex. ADAR IT
- work with known providers of practice solutions for hosting service
- ex. Amicus Cloud, ( www.amicus-cloud.com) - ABACUS Private Cloud
- Work with dedicated cloud vendor for private solution
- ex. Legal Workspace ( www.Legal.Workspace.com)
VIDEO CONFERENCING AND COLLABORATION TOOLS

- multiple options for online meetings and web conferencing
- Popular tools
  - GoToMeeting
  - Webex
  - Adobe Connect
  - Cisco
  - BlueJeans
- FreeConferenceCall.com

MINDMAPPING TOOLS

- organizing information with related links
- Mindjet and MindMeister or top options
- great for collaboration

WORDRAKE

"In any event, a Sam's Club "lowest level" manager cannot possibly stand in the shoes of, for example, the Store Manager of a hundred-million-dollar Wal-Mart Supercenter."

Write to the point.
MONTHLY MEETING AGENDAS

- not just the new cases in the office
- partners can discuss firm financials and overall management practices
- staff meetings should not be set up as gripe sessions
- focus on advancement for the entire firm
- use training and other skills development techniques

ATTORNEY AT WORK

- email newsletter of daily tips/article to help with practice concerns
- good bookstore and access to consultants

ABA LP DIVISION – LAW PRACTICE TODAY
NEW YEAR’S RESOLUTIONS FOR THE FIRM

- If you didn’t make them, then do them now (or after this program)
- Think ahead based on where you’d want to be as a lawyer and as a firm over the next year, 5 years, etc.
- Do this regularly and check to see how you’ve progressed
- Include your work on resolutions in any strategic planning session or retreat you plan

TEXT MECHANIC

- www.textmechanic.com
- Allows users to paste text into a form that has menus options for manipulating the text in various ways
- Good for quickly working with tricky formatting in text
- Generates output in easy to use formats
POCKET APP/POCKET READER APP

STOREHOUSE – VISUAL STORYTELLING

- allows users to make stories from their photos and videos by adding text captions
- easy social sharing
- available on iPhone and iPad

TIMEHOP APP

- helps with TBT (Throwback Thursday)
- channels your posts from the previous year on the exact day of posting
- available for Android and iOS
- works with posts from Facebook, Twitter, Foursquare, Instagram, Flickr and device camera roll pictures
FLIPBOARD

- Free news feed reader

ZITE

- Another feed reader but mainly pulling magazine content as it learns your interests
- Recently acquired by Flipboard

GREATAPPS.COM
JURY STRIKE APP

- $29.99 iPad app
- Easy entry of data for jury selection
- Most effective for managing voir dire general questions
- Designed by Georgia lawyer, Jennifer Auer Jordan

RUBY RECEPTIONIST

- www.callruby.com
- Live virtual receptionist service
- Recently infused with $38.8 million expansion funding for small businesses

VOICE RECOGNITION AND RECORDING

- Ready for primetime mostly with accuracy
- Easy voice training and set up
- Some top options from Dragon and basic device apps like Siri
- Check out AudioMemos, Notability, and Evernote for note tracking
THE DIGITAL EDGE

- Jim Calloway and Sharon Nelson's monthly podcast
- Latest in legal technology and news
- Reviews of products and services that are useful for modern law offices

ANOTE APP

- Camera app that can replace iPhone's default camera app
- Users can edit photos by adding text and filters to change images
- Allows for easy creation of collages
- Integrates with social media channels for easy sharing
- Only available on iOS 8

CAMU APP

- Camera app that can replace iPhone's default camera app
- Users can edit photos by adding text and filters to change images
- Allows for easy creation of collages
- Integrates with social media channels for easy sharing
- Only available on iOS 8
ABA TECHSHOW

THANKYOU

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