ABA General Practice, Solo & Small Firm Division
AMERICAN BAR ASSOCIATION

A service of the ABA General Practice, Solo & Small Firm Division

Technology eReport

ABA Defending Liberty Pursuing Justice

NOV 2009
Vol. 8, No. 4

- **Home**
- **Features**
- **Columns**
- **About GPSolo**
- **Feedback**
- **Download** 📄
- **Past Issues**

Features

- ### Is Your Website OK Today? »
  Attracting clients and making favorable impressions.

- ### SaaS Security: Can You Trust Your Data in the Cloud? »
  How to pick the right SaaS provider, come rain or shine.

- ### Setting Up a Web-Based Virtual Law Office »
  Practical and ethical considerations to address when moving online.

Columns

- ### MacNotes »
  Snow Leopard: snow job, or great new OS?

- ### SurvivingEmail »
  Email sig files, social networks, and getting seen.

- ### Sites for Sore Eyes »
  Where to go to learn about Windows 7.

- ### TechNotes »
  Is Skype all hype, or is it a helpful tool?

- ### ProductNotes »

Casio EX-FC100 camera, Novatel MiFi 2200 USB modem, Google Wave, and PBworks.

- ## DivisionNotes »

  Midyear Meeting events and an upcoming teleconference.

About GPSolo

Primary sponsor of the GPSolo Division.

- ## Learn the Benefits of GPSolo Membership »

  - Award-Winning Periodicals
  - Special Member Discounts
  - Practice Area Committees
  - Continuing Legal Education
  - Networking Opportunities
  - Leadership Opportunities
  - **Not a Member Yet? Join Now »**

- ## Visit GPSolo's Homepage »

  The one-stop website for solos, small firmers, and general practitioners — featuring news and articles about the profession as it affects you! **More »**

Feedback

- ## Say It! »

  Share your feedback with the editors. We want to know what you think of *Technology eReport.*

- ## Write It! »

  Contribute to *Technology eReport* by writing an article or product review.

Technology eReport is distributed automatically to members of the ABA General Practice, Solo and Small Firm Division.

© Copyright 2009 American Bar Association.

A service of the ABA General Practice, Solo & Small Firm Division

Technology eReport

**NOV 2009
Vol. 8, No. 4**

- **Home**
- **Features**
- **Columns**
- **About GPSolo**
- **Feedback**

- **Download**
- **Past Issues**

Features

- ### Is Your Website OK Today? »
  Attracting clients and making favorable impressions.

- ### SaaS Security: Can You Trust Your Data in the Cloud? »
  How to pick the right SaaS provider, come rain or shine.

- ### Setting Up a Web-Based Virtual Law Office »
  Practical and ethical considerations to address when moving online.

Is Your Website OK Today?

By Mister Thorne

You have a solo practice, or you're a partner with a small firm, and you've been asked to give a presentation to an audience chock-full of potential clients. This is a great opportunity.

You decide what to say; you create attractive PowerPoint slides to accompany your talk; you practice your presentation, and then you show up looking sharp, because you want to make the best impression.

Shift gears, and consider your law firm's website or your blog. It is a presentation, right? And—if it's doing you a bit of good—it attracts potential clients: the people who visit your site because they need a lawyer who does what you do, or because your firm appeared on the first page of a Google search, or because someone recommended you.

If your website or blog attracts potential clients, that's where they get their first

impression of you and your firm. And, if you think first impressions are very important, you perform regular maintenance on the site so it's always representing you in fine fashion.

What follows is a description of things you should check before you open your site to visitors, and then what you should check regularly to keep it looking good and working well.

Prerelease Testing

If you have a small site with just a few pages and it's not going to be revised for some time, you can do all the tests on your own and it won't take very long—a few hours at most, but only *if* you know your way around computers. (If you don't, get someone who does.)

Let's say you have a more extensive site. Let's say your brand new firm spent tens of thousands of dollars on a site, and you want to open it as soon as possible. You want to make sure it's ready for visitors—that it will leave them with a positive impression of you and your firm—but you don't have a lot of time to devote to the effort.

Fine. Just spend a few minutes to see if your site is ready to be opened to the public, including all those potential clients out there.

At the very least, **validate** the site (i.e., make sure it conforms to standards). If you can validate the site, then it looks good to, and works well for, all visitors, including all those who use a different browser or operating system than you, or who use their iPhones or Blackberries to visit websites.

A potential client who finds your site and isn't favorably impressed by it probably won't contact you.

Site Validation Tools

You simply *must* validate your site. If you don't, you can't be sure that it will look OK to others —visitors using different browsers, operating systems, and fonts than you, as well as those using PDAs or cell phones to search for an attorney.

Your site might look just fine to you, but it could look like an experiment gone wrong to a potential client. If you can't afford to leave potential clients with the impression that you don't take care, then you must validate your site, or have someone do that for you.

Here's how:

1. First, validate the HTML. Visit the HTML Validation Service and enter the URL of your site. The validator will report any errors it finds. You *must* fix those errors (or have them fixed for you).

2. Then, validate the CSS. Visit the CSS Validation Service and enter the URL of your site. Once again, the validator will report any errors it finds. Fix them, or have them fixed.

Don't open the site to the public until you can validate it.

Testing for Mobility

You want your site to look OK to all visitors, and that means you've got to make sure it works well with different browsers and operating systems, and it looks OK to visitors using PDAs and mobile phones.

There are a variety of tools you can use to test your site on a wide range of popular portable devices. If you're a busy attorney with neither the time nor inclination to run a bunch of tests, have a professional handle this.

Then again, if you have a Blackberry, take at least a few minutes to review the site on it. If you don't have an iPhone or a phone running Windows, ask a friend who does to take a look at the site for you.

Testing for Usability

Have you ever visited a website, and then found yourself frustrated because it won't let you do something simple, or it displays some cryptic error message when you click a link, or it looks helter skelter?

Sure you have. Were you favorably impressed? Of course not.

If you want your site to do your firm as much good as it can, then you simply *have* to test usability before you start accepting visitors. If you can't find the time to make sure people can actually *use* your site and feel good about it, then you're not ready visitors.

Before you open your site to the public, ask people you trust (e.g., friends, associates, Twitter followers) to review it and to tell you what they think of it. If they say it's an ugly site that isn't informative and it's not a pleasure to visit,

don't open it to the public.

It's better to have no site than one that makes you or your firm look less than competent and professional.

Testing for Durability

The only way to make sure that your site doesn't do something foolish is to test everything that visitors will see and touch, and that means reviewing every page, link, and control.

Again, if your site is very simple, you can do this in less than an hour, if you know your way around computers, that is. If you don't, or if your site is far from simple, you'll need to rely on automated tests.

Are you familiar with the *Firefox* browser? If not, get a copy of it and get a copy of a plug-in called *iMacros*. If you know your way around computers, you can create a macro to test every element of the site automatically.

Maintenance Testing

Your site might be just a few static pages that never change, but it lives in an environment that is continuously changing. So, even if it looked and worked just fine when it went public last year, it might not be working at all right now.

A website requires regular review, at the least, if it's to make a positive impression on visitors, day after day after day.

Reviewing Logs and Reports

Your firm's website is, most likely, hosted by a commercial Web hosting service, and that service provides regular reports about the site, including:

- Activity and error logs that give detailed information about everything that happens at the site.

- Site statistics are reports that provide graphical interpretations (e.g., is your site attracting more visitors this month than last month) of what's in the logs.

The logs and reports provide valuable information about the site.

Your site's error logs should be monitored very regularly; that way, if something goes wrong with the site, you can tend to it right away.

If you have neither the time nor inclination for reviewing logs and reports, find someone who can do it for you, and tell you in plain English when there's a problem at the site, or some unusual activity, or how many visitors the site gets per day.

Here are some things you should know about logs and reports:

- A site's activity log lists each interaction with each visitor, including when it occurred and what the result was.

- A site's error log lists each error, when it occurred, and what interaction caused it.

- The reports generated from these logs let you:

  - Track all visitors, see which pages they viewed, and for how long.

  - See how the number of visitors to the site—and what they do at the site—changes over time.

  - See if someone is trying to take control of your site.

  - See which search terms, articles, or blog posts are attracting the most visitors.

  - Know which other sites or blogs have links to yours and how often visitors come to your site because of what others are saying about you and your firm.

  - Know who is visiting your site—other firms and their attorneys, journalists, search engines, lawyers looking for work, and those looking for key contacts.

Checking the Site's Popularity

If you want your site to attract clients, you want it to be popular. You want lots of potential clients to know of you or your firm, or to find you when they need a lawyer like you, and that's not going to happen if your site isn't popular.

Here's a good way to keep up on your site's (or your blog's) popularity:

- Alexa is a service that tracks the popularity of websites. Just visit Alexa (www. alexa.com) and enter the URL of your site in the search field. Alexa responds with a numeric ranking: the lower the number, the more popular the site. Go there now and enter the URLs of some websites, including yours, and see how your site ranks.

- Technorati is to blogs what Alexa is to websites. If you have a blog, use Technorati (http://technorati.com/) to compare your blog to some others to see how it ranks. As with Alexa rankings, the lower the number, the more popular the blog.

You should check your site's popularity at least once each year. If you have a blog, check its popularity each month. And then do what you reasonably can to make it more popular.

Searching for the Site

Do a Google search on the name of your firm and study the results. Visit the sites of each of the top ten results.

- How does Google describe your firm?

- Is there another firm (or attorney) that people might confuse with yours (or with you)?

- Was there even one result that ranked higher than your firm's website? What was it, and why did it rank so highly?

- Do you object to any of the results? Is some porn site showing up in the listings for some reason? If so, take action.

Here's another good test, but it might take a while to review the results. The test is this: ask Google to search for keywords that potential clients might use to find an attorney like you.

If you're a criminal lawyer in Chicago, search for three terms at once—Chicago criminal lawyer. Then dig through the results to find your firm. Would a potential client dig that far to find you? What could you do to get your firm listed on the first page of results?

Searching the Site

Here's a good test of any substantial website, and it can be done in just a few minutes.

See what happens when you search for different terms within the site. If the site has a search function, exercise it. Enter your name and see the results. Enter some terms that potential clients use to find you and your firm.

Looking for the Unknown

Suppose a potential client is searching for an attorney like you—one who handles wills and estates and is located in or near San Francisco—and one of the top results is an article you wrote last year. The potential client wants to see it, but can't. When he clicks the link to it, a page appears in its place advising that the article can't be found.

What does that page say? Is it friendly, or is it incomprehensible?

Here's a quick way to find out how your site handles a page-not-found error:

- Visit your firm's site.

- In the URL field, specify some page in your site's domain that doesn't exist.*

- Review the results.

* Suppose the domain for the site is www.mylawfirm.com. In that case, change the URL in the browser's URL field to something like this: http://www.mylawfirm.com/abc. That tells the browser to load a page titled **abc** at your firm's site.

Assuming there's not such a page at the site, an error page appears. Is that error page helpful, or useless?

If it's useless, turn it into something helpful.

Backing Up the Site

If your site never changes, you don't need to back it up regularly. But if your site is a blog that changes every week, you need to keep a current copy of it in reserve. That way, if the site gets wiped out, you can get it back up and running

in short order.

Things can go wrong, and there's a chance that all the contents of your blog or site could be erased. Hackers might attack your site, or attack its host. Depending on your host, all your data could be lost in a fire or a flood.

Regular backups are great security against all sorts of unexpected events.

Reviewing the Site's Content

If your site never changes, you don't need regular content reviews. But if it lists upcoming events, recent articles, or discusses current events, content reviews are a great way to make sure your site always makes you look good.

Some tips:

- Check anything that's date sensitive, and make sure it's up to date.

- Find a page with a fair amount of copy at the site. Highlight the text, copy it, and paste it into Microsoft Word. Then check the spelling and the grammar and—yes, indeed—the readability statistics. If your potential clients are regular people rather than lawyers, the Flesch-Kincaid level of your copy shouldn't exceed tenth grade.

- If you post timely pieces like client alerts and newsletters, review the tops of them. Are the dates of publication clearly visible? If not, people might assume that what you wrote last year is what you believe is news today.

- If the site has a disclaimer, make sure it's appropriate. If the disclaimer includes anything like this—"you may view, store, print, reproduce, copy, and distribute any pages within this website for noncommercial use within your organization only"—then it's not appropriate; it's silly.

- Review the content on different devices. What looks fine on a great big office monitor might not look so fine on a cell phone.

A Few More Quick Tests

Just a few more things you should check every so often:

- Make sure there's a way for visitors (such as potential clients) to contact the site's webmaster, and that there's a webmaster who can respond. Find your webmaster's email address, send a message, and see if anyone responds. If not, your site doesn't give the impression that you're serious about customer

service.

- If you provide a form for potential clients to enter information about their legal issues, be a potential client. Make up some issue and see how long it takes you to complete the form. Could the process be improved (from a potential client's perspective, not yours)? How long does it take to get a response?

- Review your bio. If it says you got your J.D. in 1898, rather than 1998, correct it right away, else you'll leave the impression that you don't pay attention to detail.

- Review the site's activity and error logs on occasion. Look for patterns and unusual activity.

- Visit the site on occasion. If you want the site to attract clients, give it the attention it deserves.

If you paid for ad space in a magazine, you'd want to see a copy of the magazine to be sure the ad really appears as it should, right?

Well, you paid for a website. Don't you want to see if you got what you paid for? Don't you want to know it looks the way it did, or the way it's supposed to?

Then visit it regularly, and critically. And ask yourself what you might do to make it more effective.

Don't neglect it—not if you want it to attract clients.

Mister Thorne is a freelance legal editor and writer in San Francisco. He can be reached at mister.thorne@comcast.net.

A service of the ABA General Practice, Solo & Small Firm Division

Technology eReport

**NOV 2009
Vol. 8, No. 4**

- **Home**
- **Features**
- **Columns**
- **About GPSolo**
- **Feedback**

- **Download** 📄
- **Past Issues**

Features

- ### Is Your Website OK Today? »
  Attracting clients and making favorable impressions.

- ### SaaS Security: Can You Trust Your Data in the Cloud? »
  How to pick the right SaaS provider, come rain or shine.

- ### Setting Up a Web-Based Virtual Law Office »
  Practical and ethical considerations to address when moving online.

SaaS Security: Can You Trust Your Data in the Cloud?

By Jack Newton

The shift from desktop- and server-based software to what is alternately referred to as "Software-as-a-Service" (SaaS) or "the cloud" is one of the most significant transitions to occur in computing in the last 20 years. Although the benefits offered by SaaS are numerous, there are risks and legal implications of this paradigm shift that should be understood and mitigated by all lawyers considering moving their data into the cloud.

For solos and small firms, the benefits of moving traditional desktop- and server-based applications to the cloud are clear. Cloud-based services typically eliminate large up-front licensing and server costs, offer drastically reduced consulting and installation fees, and eliminate the "upgrade treadmill" typically associated with traditional desktop- and server-based software. Cloud-based services also offer the advantages of "anywhere accessibility," intuitive ease-of-use, and compatibility with both Windows and Mac operating environments.

WEST.

Primary sponsor of the GPSolo Division.

Though all software, both desktop and Web-based, is subject to certain risks, issues relating to security, privacy, confidentiality, and data availability gain special relevance with cloud-based services, especially in the context of law practices. Though most bar associations don't yet provide direct guidance or ethics opinions on the usage of cloud-based services, they do advise their members to select a cloud-based provider with due concern for the maintenance of client confidentiality and data security.

For a typical solo or small firm, conducting this due diligence in a buzz-word and acronym-laden field can be daunting. For this reason, this article will endeavor to provide both an introduction to the relevant technologies, as well as assessment criteria for the evaluation of any cloud-based service. If you adopt the best practices outlined below, your data is likely to be *more* secure in "the cloud" than it would be stored on your laptop or on a server in your office.

Data Security

Data security covers four primary areas: encryption, server security, client security, and password security.

Encryption

Secure sockets layer (SSL) is an industry-standard encryption technology that enables sufficient security for activities like online banking and e-commerce. SSL ensures that all communications between your computer and the cloud-based server are encrypted. SSL is an extremely powerful technology, as it allows for completely secure communications even over public, untrusted networks, such as a public Wi-Fi connection, in an airport, or at Starbucks. Properly encrypted Web browsers use some variant of a "lock" icon to indicate that the website is using an SSL connection—look for that lock prior to inputting any confidential data into a website.

Server Security

Although SSL helps secure communications between your computer and the cloud, you also need to know the servers you're communicating with are properly secured against hackers and other threats. Though it is hard for the average Web user to assess a cloud-based provider's server security, there are services from companies such as McAfee that perform regular security audits on SaaS providers to ensure that server security. Ask for evidence of a third-party security audit from McAfee or another reputable provider before entrusting your

data to a cloud-based service.

Client Security

Though SaaS provides the advantage of handling server-level security and backup through a trusted third-party service provider, one often-overlooked part of the security equation is the security of the desktop or laptop from which you are accessing the SaaS application. SaaS doesn't obviate the need to ensure your desktop or laptop is properly secured with a firewall, antivirus software, and the latest security updates for your operating system and Web browser. For Windows users, Google Pack (www.pack.google.com) offers free antivirus, antispyware, and Google's own Web browser, Chrome.

To ensure data stored on your desktop or laptop remains private even if your machine is stolen, you may want to look at installing TrueCrypt (http://www.truecrypt.org) a free, open-source tool which will encrypt the entire contents of your hard drive.

Password Security

Finally, looking at security also encompasses password security. The best SSL encryption and client/server security can all be undone by the choice of a weak password. Be sure to choose a secure password for any website you're using, and try to avoid using the same password for more than one website. A great free password generator and manager is PasswordSafe (http://www.passwordsafe.com).

Data Privacy

The following questions provide a summary of some important considerations when evaluating a cloud-based provider:

What is the SaaS provider's privacy policy? Policies should be clearly stated, and disclose how information supplied to the service is housed, protected, shared, manipulated, or disposed of.

Who owns the data? When entrusting your practice data to a SaaS solution, it's critical to understand the impact of the company's privacy policy on your ethical requirements as a legal practitioner.

How can the data be used? When it comes to confidential client information, the privacy policy generally outlines how the SaaS provider can (or can't) use the

data you enter into the application. In general, all information you enter into a SaaS application should be treated as confidential, private information that can't be used by the SaaS provider. Furthermore, the SaaS provider should only be permitted to view any of your private information with your explicit consent (say, for example, to troubleshoot a technical issue).

Although in many cases this seems to be the only obvious and fair way of treating private data, there have been some high-profile cases of very popular websites imposing less-than-fair privacy policies on their users. For example, Facebook recently caused a virtual firestorm with an update to its privacy policies that apparently granted the company perpetual control over content posted by its users.

Data Availability

The importance of a cloud-based provider's data availability strategy cannot be overstated. Although catastrophic data loss (such as that which occurred recently at Danger, a division of Microsoft) understandably justifies concern over entrusting important data to the cloud, in the vast majority of cases SaaS providers are going to extraordinary lengths to ensure the quality and persistence of their customer's information. Backups should be performed multiple times per day at regular intervals, tested for validity, and geographically distributed to ensure protection from natural or localized catastrophe. Provided such measures are in place, SaaS applications can arguably provide a much higher level of data availability than desktop applications, simply by virtue of the fact that the core function of the SaaS provider is to ensure the uninterrupted provision of the service.

In asking a SaaS provider about its data availability strategy, you are essentially getting an answer to a very important question: "What are you doing to ensure that my data remains available, even in the event of a natural or human-induced disaster, or if you go out of business?"

The types of disasters that need to be contemplated in a data availability strategy are numerous—natural disasters could range from a lightning bolt that causes a simple power outage at one data center to an earthquake that wipes out power for an entire region. Human-induced disasters could include a simple network misconfiguration to a situation where the SaaS provider must shut down for any number of business-continuity-related issues.

Although many of these scenarios are extremely unlikely, the value of the data that is being stored should motivate a comprehensive contingency plan to

mitigate the risk associated with the spectrum of potential disaster scenarios. Luckily, there is a broad range of extremely effective technologies and techniques available to both SaaS providers and end-users to ensure that your data is safe and secure. These include:

Geographic Redundancy: If a SaaS application's data are all hosted in a single data center, this means there is a single point of failure that could, potentially, make the entire application unavailable. Geographic redundancy, or georedundancy, leverages several geographically distributed data centers. The impact of an outage at one data center can thus be minimized by automatic backup provided by additional data centers.

SaaS Provider Backups: At minimum, the SaaS provider should be performing daily backups of all data and storing this backup in a secure, offsite location. Ideally, backups should be performed several times per day, and replicated to multiple, secure offsite locations.

User Backups: As a risk-mitigating precaution, making regular backups of your data from the SaaS provider is a good strategy. Additionally, some bar associations require their members to retain on-premises copies of their practice's data. Ensure your SaaS provider allows for a full export of your data from their system.

Data Escrow: Although SaaS- and user-level backups provide an extremely high level of protection against data loss, other scenarios, such as the SaaS provider going out of business, should be assessed. Though in many cases this is an extremely unlikely scenario, it is one lawyers have the fiduciary duty to plan contingencies against.

To help address this concern, at Clio we've established a data escrow policy that is included with subscribership. On a regular basis, we securely archive our data to a completely independent and bonded third party. The data will be held in escrow so that, in the event of an extended service interruption, users taking advantage of our data escrow service can securely retrieve their data from an organization completely independent of Clio.

These measures, taken together, make data availability one of the most compelling advantages of SaaS over traditional desktop applications. To achieve an equivalent level of data availability with desktop applications would be cost-prohibitive and technically challenging, whereas cloud-based providers can leverage economies of scale to make this kind of infrastructure available to users for a low monthly cost. For attorneys in geographic locations exposed to a high

risk of natural disasters such as hurricanes or earthquakes, SaaS can provide a compelling solution to the problem of data availability, as the cloud-based application will remain accessible even if your offices are inaccessible or damaged.

With the adoption of the above best practices and risk-minimization strategies, your data can be trusted to SaaS and "the cloud" with an extremely high degree of privacy, security, and availability.

Jack Newton is president and founder of Themis Solutions, Inc., which created Clio, a SaaS product for solo and small firm attorneys. He can be reached at jack@goclio.com.

© Copyright 2009, American Bar Association.

A service of the ABA General Practice, Solo & Small Firm Division

Technology eReport

- **Home**
- **Features**
- **Columns**
- **About GPSolo**
- **Feedback**

- **Download** 📄
- **Past Issues**

Features

- ### Is Your Website OK Today? »
  Attracting clients and making favorable impressions.

- ### SaaS Security: Can You Trust Your Data in the Cloud? »
  How to pick the right SaaS provider, come rain or shine.

- ### Setting Up a Web-Based Virtual Law Office »
  Practical and ethical considerations to address when moving online.

Setting Up a Web-Based Virtual Law Office

By Stephanie Kimbro

Consumers are actively seeking more affordable and convenient access to legal services over the Internet. Due to the cost of traditional legal services, they are turning to cutting and pasting together sample online legal documents or purchasing cheap legal forms online without the benefit of attorney review. The economic recession has further hastened this trend. To address consumer demand, more attorneys are opening web-based virtual law offices (VLOs) or adding a VLO to an existing traditional law firm structure to deliver legal services to clients online.

There are different ways to define and structure a virtual law practice. Simply put, a virtual law practice is a professional law practice where an attorney is able to work with clients over the Internet through a secure portal from the establishment of the attorney/client relationship through to the payment of and final rendering of legal services. The technology used to create and maintain a

VLO is a software as a service (SaaS) hosted system, often referred to as practicing law "in the cloud." To set up a virtual law practice, an attorney should be aware of a number of practical and ethical considerations discussed below.

Decide on a VLO Structure

Before deciding what technology to use to form a VLO, an attorney should decide on a management structure for the practice by considering the following:

1. Will you be providing unbundled legal services to online clients, working with an existing client base offering full-service representation, or a combination of both?

2. Do you want to provide strictly transactional legal services, such as wills and advance directives or small business setup documents? Or do you want to communicate with clients online through more interactive discussions and provide other forms of legal services?

3. Will your firm be a multijurisdictional solo practice, or will you be working with other attorneys online to combine resources across jurisdictions?

4. What law practice management tools are most critical for the VLO? What administrative tasks do you need to handle through your VLO, and will you need to integrate your existing law office software into the VLO?

5. Would you like to collaborate with other attorneys or virtual assistants online through your VLO or will access be limited to online clients?

Choose the Technology to Deliver Legal Services Online

After deciding how to structure the VLO, carefully choose the technology. Consider how quickly you learn new systems and whether you can set and abide by your own security practices for the daily use of a VLO to protect your clients (and yourself from malpractice). Run a cost analysis of what the product is providing, including the following: 1) how much the technology may save in time and law office resources and overhead, and 2) how the product helps to generate additional or new client revenue. Most SaaS products charge a monthly fee, which includes support, updates, maintenance, and backup of your law office data. Also, take into consideration the costs that your practice might spend purchasing regular updates to installed software or for IT consultants to handle maintenance, updates, security, and other IT issues.

Some legal SaaS products on the market include DirectLaw, Clio, Lexbe, Rocket Matter, LawRD, and VLOTech, which was recently acquired by Total Attorneys. Some of these products do not provide the ability to deliver legal services to the

public online, but do provide law practice management tools, such as time and billing, contact and client management, and other tools online. Attorneys should choose the product that makes the most sense based on the management structure chosen for the virtual law practice.

Attorneys may also create their own VLOs using piecemeal applications. For example, some attorneys will use Basecamp by 37signals to work with clients online, whereas others may use GoToMeeting conferencing. Although using these technologies piecemeal may cost less in the short term, the risks should be considered. An attorney's practice requires a higher level of security and confidentiality for client data than many other professions for which these applications were developed. Because of the unique risks that virtual law practice has for attorneys, it may be safer for an attorney considering opening a VLO to first understand these concerns before attempting to add piecemeal technologies to their traditional law office model. Many of the products created by SaaS companies specifically for the legal profession will have these ethics and malpractice checks in place already as well as have policies and procedures for data return and retention, confidentiality, and security that are better suited to the professional requirements of a law office.

Research the Hosting Company

After choosing a product to form a VLO, conduct due diligence on the company providing the service. The following are some examples of issues to consider.

1. What are the data return and retention policies of the company for the law office data?

2. Who has access to your law office data? What is their policy on confidentiality?

3. How are backups handled and how often? What are the export features or is there an offline version of the software or way to get a hard copy of your law office data for in-house backup (if you need it).

4. What are the server locations, and is there georedundancy?

5. What is the response time for support? Is the customer service of the company satisfactory?

Understand the Ongoing Ethics Issues Involved in Operating a VLO

Before opening a virtual law practice, it is critical to understand the unique ethics and malpractice concerns that may arise. These will depend on the

structure of the virtual law practice that the attorney has created. Start by reviewing any ethics or advisory opinions from your state bar related to the topic.

Some key ethics and malpractice issues to be aware of when operating a VLO include the following:

1. Avoid the unauthorized practice of law in other jurisdictions. Make sure your system has a jurisdiction check. Make it clear throughout your VLO to the viewing public exactly which state(s) laws you are licensed to practice.

2. Run a thorough conflict of interest cross-check between your online clients and your in-person clients if you are operating a practice that will work with both.

3. Pay attention to the advertising rules with regards to your VLO site as well as any other online or traditional advertising methods. Regulations regarding online advertising are being reviewed and updated by many state bars at this time.

4. There will be even more unique issues for the multijurisdictional virtual law firms involving more than one or two attorneys. Make sure that you understand how each state's bar regulations will work within the single VLO structure. Watch out for residency requirements and IOLTA compliance issues among others.

5. Make sure that the VLO clearly establishes the online attorney/client relationship through a clickwrap or other form of electronic engagement letter. Clearly define the scope of online legal representation so that clients understand the nature of limited legal services.

6. Protect the confidentiality of your client's data on the VLO by securing any mobile devices and by abiding by a daily set of best practices for use of the technology.

7. If you are accepting online payments for legal services in your VLO, make sure that your merchant account service understands your state bar's trust accounting and IOLTA requirements.

Enjoy the Benefits of a VLO

There are multiple benefits for an attorney practicing law on a VLO. The technology streamlines the attorney's productivity and makes the management of clients and the business aspect of running law office more efficient. A virtual law practice greatly reduces the amount of office waste and need for paper that a typical law office generates. Aside from the ecological benefits of reduced waste, the cost to operate this form of law practice remains minimal and reduces overall office overhead. These benefits will extend out to clients and will in turn

help to build an online client base through recurring clients and referrals.

Of equal importance, operating a VLO allows for flexible work hours for the attorney and may be used to create a better work/life balance for legal professionals. For example, the technology may be used to take a couple months or a year off from a traditional law firm to care for an elderly parent, ill spouse, or child without sacrificing a legal career. Access to a Web-based virtual law office is 24/7 for both the attorneys and the clients so both may communicate on the VLO when it is most convenient for them.

The technology used to delivery legal services online is revolutionizing the way that the profession approaches law practice management. Consumers expect their legal professionals to provide secure services online just as they receive other professional services over the Internet, such as banking, investing, and other sensitive business transactions. Attorneys wanting to stay on top of their profession would be wise to understand and embrace this complementary method of using technology to practice law. In doing so, the legal professional may take a more active role in setting high standards for the use of technology to deliver legal services online.

Stephanie Kimbro operates a Web-based virtual law office in North Carolina and is the recipient of the 2009 ABA Keane Award for Excellence in ELawyering. She is the cofounder of Virtual Law Office Technology, LLC (VLOTech), which was acquired by Total Attorneys in October 2009. Kimbro has presented CLEs for the North Carolina Bar Association on virtual law practice and teaches a course for Solo Practice University regarding ethics and technology issues in virtual law practice. She has authored an ebook, Practicing Law Online: Creating a Web-Based Virtual Law Office, *and is currently writing a book on virtual law practice for the ABA. She can be reached at* slk@kimbrolaw.com.

General Practice, Solo & Small Firm Division
AMERICAN BAR ASSOCIATION

A service of the ABA General Practice, Solo & Small Firm Division

Technology eReport

ABA
Defending Liberty
Pursuing Justice

NOV 2009
Vol. 8, No. 4

- **Home**
- **Features**
- **Columns**
- **About GPSolo**
- **Feedback**

- **Download** 📄
- **Past Issues**

Columns

- **MacNotes**
  Snow Leopard: snow job, or great new OS?

- **SurvivingEmail »**
  Email sig files, social networks, and getting seen.

- **Sites for Sore Eyes »**
  Where to go to learn about Windows 7.

- **TechNotes »**
  Is Skype all hype, or is it a helpful tool?

- **ProductNotes »**
  Casio EX-FC100 camera, Novatel MiFi 2200 USB modem, Google Wave, and PBworks.

- **DivisionNotes »**
  Midyear Meeting events and an upcoming teleconference.

MacNotes
Snow Leopard: Apple's New Big Cat

By Jeffrey Allen

Apple has released the newest iteration of its highly stable, very popular, and clearly best operating system, OS X version 10.6 (aka Snow Leopard.) You can get Snow Leopard at the bricks and mortar Apple store near you, the online Apple store (http://store.apple.com/us), and various other retailers who sell Apple ware (e.g., Best Buy, Fry's). The cost: $29 for a single license and $49 for a family pack (up to 5 users). The catch: Snow Leopard is an upgrade to Leopard, and you need to take your computer to that level to use it. The OS requires a Mac with an Intel processor. If you still have a Mac running on an earlier processor,

you should seriously consider upgrading to a more modern version. The newer versions offer far more computing power, better aesthetics, and better pricing than their predecessors.

Picture courtesy of Apple, Inc.

Apple bills Snow Leopard as an upgrade to its Leopard OS. I think that description (and the relatively low purchase price) fairly reflect the new OS. It represents a tune up to Leopard, but it also adds some significant new features, such as exchange server capabilities that will allow the system to work better in larger network environments.

It will probably take some time before you see the benefit of the most significant enhancement for the new OS: its support of 64-bit software. Once vendors start producing 64-bit code for programs, you should see a marked improvement in processing speed. Until then, not so much. Apple has announced that it has converted its key system applications to 64-bit, so you will see a speed jump there right off the bat.

We are in the process of an evolution from two- to four-core processor computers. Apple designed the new OS to take advantage of the new multicore processors. As we move to the four-core processors, the new system will flex its muscles and help us get optimal performance and considerably greater speed. The significance of this evolution equates to the difference between commuter traffic running on a two-lane road as compared to an eight-lane freeway. A lot more traffic can cover the route in a lot less time. The 32-bit technology we have operated with for some time allows Macs to run on 32GB of RAM, but only address 4GB at a time. The 64-bit systems will enable the computer to address 16 exabytes of memory (16 billion gigabytes). As we move to more cores in the operating system, we will also move to increased memory to facilitate the operations of the multicore systems running 64-bit software.

Apple has had multiple core processors available in its Mac Pro line for some time. The Mac Pro line offers you a choice between a quadcore and an 8-core processor. Apple recently refreshed its iMac line. As a part of that refreshing, Apple announced that it will ship a 27" quad-core processor iMac in November, 2009. I look forward to the experience of trying one of them out with the new OS.

The quadcore iMac will come with 4GB of RAM and the option to upgrade to 8GB for $200 using four 2GB boards to fill the available memory slots. If you want to consider moving up to 16GB at a later time, you may want to spend the extra money it takes to get the 8GB as two 4GB boards (an additional $400 for a total increase of $600). Alternatively, if you have an extra $1400, you can get 16GB right off the bat, filling each of the four memory slots with a 4GB board. Unless you have a screaming need for more than 8GB of RAM, I would go with the $200 upgrade. For the near term, 8GB should prove quite adequate.

One of the new features of the Snow Leopard OS is Grand Central Dispatch. GCD operates as a traffic controller, scaling and shaping the data flow traffic to distribute the work among the number of cores in the processor. It takes up operating resources when the program requires them and releases them to other activities when the program does not need them for what it is doing. By taking this burden off of the programs, the OS helps the programs realize greater operating efficiency, especially if the developer did not invest the effort to make the program multicore capable.

The new OS also features Open CL technology to allow the computer to more efficiently handle graphics and graphic resources. It also allows the computer to make use of the computing power of graphics processors for other activities. Places where you will likely find this benefit appearing in the near term include financial modeling programs and gaming programs.

I installed Snow Leopard over existing Leopard installations on two different generations of iMacs, a MacBook, a MacBook Air, and a MacBook Pro. Each of the installations went smoothly and fairly quickly. I had no problem with any of the installations. After completion of the installation, all of my current versions of programs worked just as they had before the installation. I did have a few older programs that had problems with the new OS, but most of them have been fixed by Snow Leopard compatible updates that were released within the last month. If you upgrade to Snow Leopard, I strongly recommend that you check out your existing software and make sure that you have the most current versions of the programs you need. If you do that, you should have no significant problems from the new OS.

Apple also upgraded the OS for servers. The server version will cost you $499, inclusive of an unlimited number of client licenses. Apple describes it as "a full 64-bit Unix server operating system." Apple claims the new server software will perform twice as fast as the previous version.

Apple has devoted a section of its website to Snow Leopard and its features. You may want to take some time to look through the website to help you decide whether you want to upgrade. You can find the information at http://www.apple.com/macosx/. The site discusses several new features, including:

1. A faster finder, rewritten in Cocoa, to take advantage of 64-bit technology and Grand Central Dispatch.

2. Enhancement of Exposé and Stacks. Expose appears in the dock, allowing you to click and hold the application icon in the dock and see a display of all open windows for the application, allowing you to choose the one you want to work with.
3. Quicker backups with Time Machine.
4. Faster wake up and shut down.

One other feature may prove important to you—the OS installation takes up less space than its predecessors. You will find that particularly useful if you have a smaller hard disk or a flash drive such as Apple has made available for the MacBook Air and other laptops. After installing Snow Leopard on my MacBook Air, I discovered that it had recovered more than a gigabyte of free space that did not exist before that installation.

Along with the release of Snow Leopard, Apple released new versions of several of its core programs. QuickTime X and a new QuickTime player replace earlier versions with a more powerful media technology. It allows both the playback of your own videos and facilitates Internet video streaming, supporting HTTP live streaming. The technology steams both audio and video from the Internet. It launches faster and runs smoothly and quickly. I did notice, however, that some older versions of software depending on QuickTime did not recognize it and told me that they could not run without QuickTime. Upgrades to those programs have solved those problems. I did discover that some of my older videos in .ASF format would not run properly. I had no problem with those in .MOV format. Converting the .ASF-formatted files to .MOV solved that problem.

Safari 4 moved from beta to release in connection with Snow Leopard's release. The release version is not very different from the last beta I saw, but it does show great improvement over version 3. If you have not yet moved to Safari 4, you will want to do so. Apple has written Version 4 in 64-bit code to take advantage of the new OS and operate at greater speed.

Apple also has rewritten its iCal, Mail, and iChat applications in 64-bit code, so that all will work most efficiently with the new OS and also gain operating speed. I have not noticed a significant increase in speed on my iMac, MacBook, or MacBook Pro, all of which have 4GB of memory. I expect to see a more noticeable speed change when I move to an 8GB quadcore iMac later this year.

One final point regarding the new OS—programs written in 64-bit code can have greater complexity than those written in 32-bit code. Apple has enhanced the security features in the software to make hacking more difficult and to limit the accessibility of malware to the computer. As Mac owners have known for some time, the Mac gives less reason for concern about malware than Windows-based computers. With the move to the 64-bit OS and the enhanced security measures Apple has written into it, it appears that advantage will continue into the future.

Jeffrey Allen is the principal in the law firm of Graves & Allen with a general

practice that, since 1973, has emphasized negotiation, structuring, and documentation of real estate acquisitions, loans and other business transactions, receiverships, related litigation, and bankruptcy. Graves & Allen is a small firm in Oakland, California. Mr. Allen also works extensively as an arbitrator and a mediator. He serves as the editor of the Technology eReport and the Technology & Practice Guide issues of GP Solo Magazine. He also serves on the Board of Editors of the ABA Journal. Mr. Allen regularly presents at substantive law and technology-oriented programs for attorneys and writes for several legal trade magazines. In addition to being licensed as an attorney in California, Jeffrey has been admitted as a Solicitor of the Supreme Court of England and Wales. He is an associate professor at California State University of the East Bay and the University of Phoenix. Mr. Allen blogs on technology at www.jallenlawtekblog.com. You can contact Jeffrey via email jallenlawtek@aol.com.

General Practice, Solo
& Small Firm Division
AMERICAN BAR ASSOCIATION

A service of the ABA General Practice, Solo & Small Firm Division

Technology eReport

ABA
Defending Liberty
Pursuing Justice

**NOV 2009
Vol. 8, No. 4**

- **Home**
- **Features**
- **Columns**
- **About GPSolo**
- **Feedback**

- **Download** 📄
- **Past Issues**

Columns

- ### MacNotes »

  Snow Leopard: snow job, or great new OS?

- ### SurvivingEmail

  Email sig files, social networks, and getting seen.

- ### Sites for Sore Eyes »

  Where to go to learn about Windows 7.

- ### TechNotes »

  Is Skype all hype, or is it a helpful tool?

- ### ProductNotes »

  Casio EX-FC100 camera, Novatel MiFi 2200 USB modem, Google Wave, and PBworks.

- ### DivisionNotes »

  Midyear Meeting events and an upcoming teleconference.

SurvivingEmail
From Email Sig File to Social Network: It's in the Link(s)

By Aviva Cuyler

I am honored to be inheriting the *Surviving Email* column from Jennifer Rose. I enjoyed reading Jennifer's sage and often humorous email-centric advice, and will miss her good words here.

For my first column, I thought it might be fun to stare Irony 2.0 in the face by turning to the current golden child of online communications, Twitter, to see what kinds of tips people are offering these days about email. I searched "Email Tip" on Twitter with the idea of listing for you, 140 characters at a time, the best

words of ewisdom I might find.

That's a plan for another day. It turns out that the first tweet I found deserves a column all of its own. And so, from Twitter to you, here goes:

Email Tip: List Your Email Address in Your Signature Contact Information

Probably obvious if you've already done it, but according to Bob Brill, the intellectual property lawyer who "tweeted" this suggestion, it is "applicable to a surprisingly large number of folks."

Agreed. I might go a step further and say: don't stop at an email address. Also include URLs in your signature, pointing recipients to key Web presences like your site, blog, LinkedIn profile, and others.

Q: If I include email and Web addresses in my signature, will that push my site's traffic over the edge and make me one of the most-read online personalities of all time?

A: Unlikely, but that's not the point.

Including this information is an easy courtesy that makes grabbing your email address and contact details for future reference so much easier. (It also allows me to connect with you on LinkedIn or Facebook if I want to get to know you better; or, to read your latest article, blog post, newsletter, client alert, think piece, etc., if I have an interest in "following" you online.)

Q: Can the information contained at the end of my email really be a seed to social networking?

A: Yes, you bet it can.

Many of the small online actions we take have to do with "being available" when opportunity comes knocking. You might have heard the phrase before, as applied to online networking: cast a wide net. This is definitely true in the case of contact-rich signatures because, as we all know for good and bad, email can take on a life of its own after you hit Send. Here's a way to make it good.

If you participate on a public list serve, your email contributions are likely archived online and, as a consequence, they are potential fodder for Google. It is not unreasonable to assume that someone might discover you this way (for example, by stumbling upon that smart series of email messages you wrote last spring in your favorite consumer bankruptcy forum—now archived for general

reference). Even if you participate in a "private" email group or list serve, you can count on your messages being forwarded, when appropriate, by other members to their colleagues and friends. Such email passes through my inbox regularly.

A well-placed link to your LinkedIn profile (or blog, or phone number, or website) can serve you well at times like these. ("This person knows what they're talking about; could be useful contact for me." Click.)

Also, it's not especially, ahem, *forward thinking* simply to anticipate that colleagues and clients will forward email you send them directly, whenever it makes sense or is appropriate to do so. Such is the nature of the world we live in. ("Look at this ERISA info from Jackie—I think you'll find it very interesting.")

The point? Every email you send is, by virtue of online habits, also an opportunity to get noticed. Granted, each email is a small opportunity, but if you consider how many messages you send out on a daily basis—well, the numbers start adding up. Take advantage of this. Include links to "further reading" and/ or easy contact at the end of every email. It's as simple as that.

[On-topic digression: the above considerations about archived list serve conversations also clarify, for me, why there's incredible value in participating in such forums in the first place. In my line of work, I believe wholeheartedly that a lawyer's written word is a terrific showcase of legal expertise. You could do worse than joining a few list serves like Solosez, or email groups—and when you do, write your email not only for other members; also write for the archive. It's part of your digital footprint; one way to expand your professional network or even find a new client.]

Upgrade With LinkedIn

Consider using LinkedIn's terrific email signature tool—it allows you to create a mini LinkedIn profile on the go. Here's how:

1. Visit LinkedIn's Create Email Signature page

2. Select your design, color, and style from the variety available.

3. Fill out all the fields you want to include in your signature (which are, after name and email address, optional: work phone, pager, fax number; instant messenger information; work mailing address; an image or corporate logo; website address; company tagline; and so forth).

4. Click to save the information (bottom of the page, a link titled "Click here for instructions"—which will be different, depending on your email client).

5. Choose your email client on the resulting page, and grab the appropriate .sig file code for your email client.

One value of the LinkedIn-enabled signature (besides the fact that it looks elegant) is that it includes a link to "See who we know in common." File under: passive, constant networking via email.

Imagine sending an email to a prospective client who, thanks to your signature, can now see with a single click how the two of you might know each other or otherwise "share" people in common. This is what puts the "social" in social networking—and it really doesn't take much to incorporate into your online, public, professional persona.

I'm always meeting new people by email; I love the convenience of now being able to see how our worlds intersect with the single click of an email link.

As you probably know, most email clients offer the ability to create signatures. In fact, many allow for multiple signatures, so you can choose different information for different recipient types (e.g. clients, friends, opposing counsel).

The term is '.sig file" because usually this is what you are creating: a file that contains whatever you choose to include in your signature. Because so many of us in the legal profession use Outlook, here are two links to help with that client:

1. How to Create an Email Signature in Outlook (About.com)

2. Create a signature for messages (Microsoft.com)

The process is somewhat similar (and fairly self-explanatory) regardless of which email client you use.

- In Google Mail, click the "Settings" link in the top right of the page.

- In Yahoo! Mail, click "Options" in the top right of page, then choose "Signature" in the resulting menu.

- In Mac Mail, choose "Mail" then select "Options" from the drop-down menu.

Aviva Cuyler is the founder and CEO of legal content and marketing site www. jdsupra.com. Send email signature files to aviva@jdsupra.com.

Technology eReport

A service of the ABA General Practice, Solo & Small Firm Division

nov 2009
Vol. 8, No. 4

- **Home**
- **Features**
- **Columns**
- **About GPSolo**
- **Feedback**

- **Download** 📄
- **Past Issues**

Columns

- **MacNotes »**

  Snow Leopard: snow job, or great new OS?

- **SurvivingEmail »**

  Email sig files, social networks, and getting seen.

- **Sites for Sore Eyes »**

  Where to go to learn about Windows 7.

- **TechNotes »**

  Is Skype all hype, or is it a helpful tool?

- **ProductNotes »**

  Casio EX-FC100 camera, Novatel MiFi 2200 USB modem, Google Wave, and PBworks.

- **DivisionNotes »**

  Midyear Meeting events and an upcoming teleconference.

SitesForSoreEyes
Windows 7: Ready or Not?

By Jim Calloway and Courtney Kennaday

It's here, it's here, it's finally here! After swearing up and down to Vista users that it would find a way to make it up to them for the pain they caused, Microsoft has released Windows 7. The question now is: should you make the move (and when)?

Even if mentally you couldn't be more ready for Windows 7, the question remains as to whether your current PC is up to the challenge. There's also the big

Primary sponsor of the GPSolo Division.

question of your current operating system. Are you in Vista Home or Vista Business? Or are you still using Windows XP? Which edition of Windows 7 should you pick? Is your computer 32-bit or 64-bit . . . and what does that even mean? It's almost never simple with our friends at Microsoft.

Let's take that last question first: 64-bit editions of Windows 7 are designed to take advantage of the enhanced abilities of newer computers with 64-bit processors. How do you know which processor your computer has? Microsoft has come up with a Windows 7 Upgrade Advisor to assess your computer. Upgrade Advisor scans your PC and then makes recommendations about what to do before you upgrade. No matter which version of Windows you currently use, Vista or XP, you should download the Upgrade Advisor as your first step.

The Upgrade Advisor will alert you to the familiar Microsoft "Gotcha's" as well, such as the fact that you cannot upgrade to a version that is less than the version of Vista that you have installed. So if you retired an office computer to home use and it has Vista Business installed, you cannot upgrade to Windows 7 Home Premium—you'll need to order either 7 Professional or 7 Ultimate.

If you discover that your PC is ready for Windows 7 (we've been told that if your computer is Vista compatible it will run Windows 7 fine), your next step is choose which edition is right for you. The 'Which one is right for you?' site features a comparison chart will help you decide which edition to buy (and a link to purchase online). Upgrade prices range from $119.99 to $219.99, but as always, we say shop around online for the best deal.

Before we go any further, we should point out that experts agree that it is simpler to purchase Windows 7 on a new PC than to try to load it on your old PC with XP running. Moving from XP to Windows 7 will require a custom (clean) installation—you won't be able to keep all your software and settings in place. Vista users will have an easier time upgrading but could still have issues depending on which version of Windows 7 they choose and which version of Vista they use currently. One good article to read before buying anything is 10 things you should know about moving from Windows XP to Windows 7 from TechRepublic.

Another article you should read before buying is Seven things to know about Windows 7, on CNN Tech. This article makes a pretty good case why lawyers will likely want at least the Professional version rather than Home Premium (automatic data backup to a network) and why laptop users may opt for

Ultimate (because it comes with BitLocker encryption).

We can't say that Microsoft hasn't presented a lot of resources online for people making the transition to Windows 7. For example, let's say you have Vista. Microsoft has put together a Getting Ready for Windows 7 guide with categories of questions and answers. There's also a massive 140-page downloadable PDF Windows 7 Product Guide. For IT professionals, there is an entire Windows 7 Technical Library Roadmap complete with upgrade and migration guides.

One of the cool features in Windows 7 is something called XP mode. It is meant to make it easy to install and run Windows XP software within Windows 7. In order to tell if your computer hardware can support this mode, check out this helpful article from TechRepublic. It's a little complicated, so if you're not comfortable with a lot of technojargon, you might leave this alone.

If you're reasonably content with your current operating system and you wonder if it's worth the trouble to switch, Microsoft has previews of some of the new features in Windows 7 that might make it worthwhile. There's also a side-by-side comparison chart of XP, Vista, and Windows 7 features.

It wouldn't be a Microsoft operating system rollout without reviews. Ars Technica posted an informative 15-page article, complete with a history of the Windows platform. PC Magazine called Windows 7 a winner, "mostly." Like other reviewers, the author noted that the upgrade is a complex process, and a clean install is required.

An Oklahoma judge tells Jim that purchasing the PCMovers Upgrade Assistant from Laplink was well worth the modest purchase price to help get all of his applications working on the new operating system.

If you've already made the jump to Windows 7 and have questions or issues, check out the Windows 7 Solution Center. As always, if you have questions and you can't find the answer in our sites, go to your favorite search engine and search for your question. Chances are, you're not alone. Good luck and happy upgrading!

Jim Calloway is the director of the Oklahoma Bar Association Management Assistance Program. He served as chair of the ABA TECHSHOW 2005. Calloway publishes the weblog, Jim Calloway's Law Practice Tips, at http:// jimcalloway.typepad.com, and was coauthor of the book, Winning Alternatives to the Billable Hour. He serves on the GPSolo Division Technology Board. Courtney Kennaday is the director of the Practice Management Assistance

Program of the South Carolina Bar, where she advises bar members on practice management and law office technology. She also publishes the weblog, SC Small Firm.com, at *http://www.scsmallfirm.com.*

A service of the ABA General Practice, Solo & Small Firm Division

Technology eReport

NOV 2009
Vol. 8, No. 4

- **Home**
- **Features**
- **Columns**
- **About GPSolo**
- **Feedback**

- **Download** 📄
- **Past Issues**

Columns

- **MacNotes »**

  Snow Leopard: snow job, or great new OS?

- **SurvivingEmail »**

  Email sig files, social networks, and getting seen.

- **Sites for Sore Eyes »**

  Where to go to learn about Windows 7.

- **TechNotes »**

  Is Skype all hype, or is it a helpful tool?

- **ProductNotes »**

  Casio EX-FC100 camera, Novatel MiFi 2200 USB modem, Google Wave, and PBworks.

- **DivisionNotes »**

- Midyear Meeting events and an upcoming teleconference.

-

TechNotes
The Hype About Skype

By Brett Burney

Skype is a quirky little service that you might be tempted to dismiss as something that's too "techie" to use.

The fact is, Skype is a fantastic, free communication tool. I'll explore the basic setup and operation of Skype in this column, but know that Skype offers a lot more than what's covered here.

Voices Over the Internet

For a basic definition, Skype allows you to make voice calls over the Internet. A voice call can be between two computers that have Skype installed, or it can be from your computer (with Skype) to a regular phone number (cell phone or landline).

You'll hear Skype referred to as "Voice over Internet Protocol" or VoIP. That simply means that your voice is traveling over the same networks that support the Internet—the Internet Protocol. The same Internet that delivers www.cnn.com to your Web browser can also carry your digitized voice.

Skype, however, is *not* intended to be a complete replacement for your "regular" telephone (cell or landline). Some lawyers have successfully switched over to Skype to save costs, but the technology is not quite mature enough to comfortably replace office phones.

Rather, Skype should be viewed as one of several communication "tools" at your disposal. When you need to contact someone, you choose to do so through face-to-face conversation, email, instant message, text message, phone call, or a formal letter. Skype is merely another option in your communication toolbox.

Download and Load Up

The Skype software is a free download available from www.skype.com. You'll need the software to use the Skype service.

Next you'll need to sign up for a free Skype account with a valid email address.

Your first main task is to decide exactly how you will speak and hear through Skype. If you're on a laptop, there's a good bet that you have a built in microphone and speakers. If you're on a desktop computer, you'll need to manually add a pair of speakers and a microphone.

A better move is to get a USB headset that's basically a pair of headphones with a microphone attached. Skype recommends certain headsets, but any USB headset should work just fine (I use the Logitech Premium Notebook Headset).

The built-in microphone and speakers on a laptop will work just fine, but a headset offers more privacy. You'll also want your caller to hear you clearly without a lot of background noise, and a headset is the best method to provide a better Skype experience.

When you add a headset, you'll need to go into Skype's audio settings to make the switch. If you're on a laptop, you'll normally find that your built-in microphone and speakers are selected by default in the drop-down list, and you can easily switch them to the USB headset.

To test everything, you can make a free "Skype Test Call" where you'll hear the friendly "Skype lady." You'll be able to record a short message that gets played back so that you can ensure everything is working properly.

Partial Pay-to-Play

A "Skype-to-Skype" call is free. When you call another computer that has Skype installed, the call is completely free. You can talk as long as you want. And if you have a video camera built into your laptop or plugged into your desktop, you can upgrade your conversation to free videoconferencing.

When you want to use Skype to call a regular phone number (known as "SkypeOut"), you'll have to start paying. You can either buy a bucket of Skype credits, or you can purchase a subscription.

Buying Skype credits gives you a balance that gets whittled down every time you make a call. The price per minute varies with the location you're calling from and to. Calls in the United States cost 2 cents per minute. Skype has a list of call rates on its website.

Credits are great if you rarely use Skype, but if you intend to use the service more often, a monthly subscription is a better way to go. For as little as $2.95 a month, you can enjoy unlimited calls to landlines located in the United States and Canada.

As a bonus, Skype allows you to call toll-free numbers completely free. I regularly use Skype to call a customer service hotline instead of picking up my office phone. I also use Skype when I join an online webinar where I'm viewing a PowerPoint presentation on the screen, and listening to the presenter through Skype on my headset or computer speakers.

But That's Not All!

Skype isn't just for voice calls. It can handle video conferencing, instant messaging, sending files, and now even screen sharing.

Instant messaging can be a great way to take care of a quick conversation. You

can ask your question, get an answer, and continue working without taking the distraction of talking to someone on the phone.

But if you're in the middle of an instant message session, Skype will allow you to turn that conversation into a voice call with a click of the mouse.

Skype will also allow you to send files to another person you're calling through Skype (this obviously doesn't work when calling a regular phone). I use Skype to send pictures of the kids to the grandparents while we're videovisiting over Skype.

What It's Not

I've already cautioned that Skype is no replacement for your office phone, although it does an excellent job of supplementing your current phone service. For example, Skype is an excellent way to communicate when you're on the road with your laptop. Sure you have your cell phone, but Skype allows you to set up an impromptu videoconference.

Skype cannot make emergency calls. Skype is also *not* a fax service as some people tend to think.

Also, keep in mind that Skype is primarily a free service, so don't expect stellar customer service. The Skype website has an excellent support section that answers just about every question imaginable, but don't expect much more than that.

Lastly, many people are hesitant about Skype because they don't want to be bothered with other phone calls and messages. The great thing about Skype is that you can set your "status" to say you're not available, or that you're away from the computer. That helps to make sure Skype doesn't become a distraction through the day, and you can just turn the service on when you need to use it.

Brett Burney is Principal of Burney Consultants LLC (www.burneyconsultants.com) where he focuses his time on bridging the gap between the legal and technical frontiers of electronic discovery. You can email Brett at burney@burneyconsultants.com and visit his blog at www.ediscoveryinfo.com.

© Copyright 2009, American Bar Association.

General Practice, Solo & Small Firm Division
AMERICAN BAR ASSOCIATION

A service of the ABA General Practice, Solo & Small Firm Division

Technology eReport

ABA
Defending Liberty
Pursuing Justice

NOV 2009
Vol. 8, No. 4

- **Home**
- **Features**
- **Columns**
- **About GPSolo**
- **Feedback**

- **Download** 📄

- **Past Issues**

WEST®
Primary sponsor of the GPSolo Division.

Columns

- **MacNotes »**
  Snow Leopard: snow job, or great new OS?

- **SurvivingEmail »**
  Email sig files, social networks, and getting seen.

- **Sites for Sore Eyes »**
  Where to go to learn about Windows 7.

- **TechNotes »**
  Is Skype all hype, or is it a helpful tool?

- **ProductNotes »**
  Casio EX-FC100 camera, Novatel MiFi 2200 USB modem, Google Wave, and PBworks.

- **DivisionNotes »**
  Midyear Meeting events and an upcoming teleconference.

ProductNotes

» Casio EX-FC100 Camera
» Novatel MiFi 2200
» Google Wave
» PBworks

Casio EX-FC100 Camera

Reviewed by Jeffrey Allen

If you find yourself in the market for a small, lightweight, pocketable, versatile, and reasonably priced digital camera that feels like a lightweight, but works like a heavyweight, take a look at the Casio Exilim EX-FC100.

The FC100 lists for about $300. You can find it for less online. I have seen it for as little as $228 online. You get to choose between black or silver.

The FC100 has the ability to take excellent still photos and high-speed bursts of shots at up to 30 fps (frames per second). It can also record movies, providing both high-definition and high-speed video. The HD movies record at 1280 x 720 pixels and 30 FPS. They play back at 720 P. The high-speed video can take in information at a cool 1,000 FPS.

The camera also comes equipped with automatic face detection to increase the likelihood of proper focus and exposure. It also has a special night mode to enhance your shots in less-than-ideal lighting. The FC100 also comes with a built-in flash unit. Power for the FC100 comes from its rechargeable lithium-ion battery. e FC100 records still images as JPEG and movies as AVI format, Motion JPEG, and IMA-ADPCM (monaural).

The camera's other features include high-speed antishake, 5X optical zoom with shift stabilization that combines with a 4X digital zoom to give you up to 20X. For those of you who cannot wait to share your videos, it also has a YouTube capture mode designed to facilitate easy uploading to YouTube. You view the 9.1 megapixel images on a bright, sharp 2.7" LCD display. The FC100 stores images on separately available SD cards and SDHC memory cards.

You can view the FC100's complete specifications and feature list at the Casio website.

I tried the FC100 indoors and outdoors. I found it easy to use and largely intuitive. The camera, which weighs a little more than five ounces, became a favorite travel companion and took excellent pictures and quite decent movies.

The FC100 makes prosumer features available on a consumer-priced camera. It has a collection of features that will attract the experienced photographer, but also works as a simple point-and-shoot for the beginner. It is one of the best all-around pocket cameras I have seen.

Novatel MiFi 2200

Reviewed by Jeffrey Allen

I am a big fan of cellular broadband technology for computers. I have used the technology since shortly after it first came out. Originally, the hardware that I used consisted of a PCMCIA card that fit in the slot of my computer. It worked with both Mac and Windows (although, in those days, many worked only with Windows). In those days, PCMCIA slots were common in laptops.

More recently, we have seen some computers (such as the Mac) switch to Express 34 cards that had a smaller size and worked at least as well as the PCMCIA card. Most laptops had one or the other; some had both. If you had more than one computer and they did not have the same type of slot, you had to have more than one account if you wanted both to access the Internet from just about wherever you found yourself. Eventually some adapters came out to let an Express 34 card work in a PCMCIA slot, but they proved less than ideal.

The increasing popularity of smaller and lighter laptop and netbook computers resulted in manufacturers looking for ways to cut size, weight, and price on their computers. As a result, more and more computers came out without card slots, making it impossible to use them with PCMCIA cards or Express 34 cards.

The next evolution came in the form of USB modems that allowed you to use the account with any computer having a USB port. As almost every laptop made in the last several years has had at least one USB port, we at last achieved universality allowing the use of these devices with virtually any computer (laptop or desktop) and also allowing the use of these devices with multiple computers (one at a time) on a single account.

Recently, Novatel (www.novatelwireless.com) released the MiFi 2200, which works as a tethered USB modem or as a wireless hotspot on the Verizon or the Sprint networks. Aside from the convenience of a wireless connection wherever you might find yourself (well, almost anywhere), you also get the advantage of connectability for up to five devices. True, the bandwidth does tend to stretch a bit thin as you get closer to five; but it will accept multiple connections, which, among other things, allows me to use it for both my laptop and my iPhone at the same time.

I have not tried the MiFi on the Sprint network, only on the Verizon network. It gives me performance comparable to the USB modem it replaced. Check it out at your local Verizon store or look at it online. It works with CDMA 1xEV-DO Rev. A/0 and reports data speeds of up to 3.1 Mbps for download and up to 1.8 Mbps for upload. The device is only 3.5" x 2.32" x .35" and weighs 2.08 ounces. It works wirelessly on the 8012.11b/g standards. You can power it from an AC adaptor, a USB connection to your laptop, or through the removable lithium-ion battery that holds a charge sufficient for about 4 hours' use. The price you will pay depends on your carrier and the data plan. You should be able to get it for around $50–$100. Monthly service plans vary among providers. I pay around $60 per month for my plan from Verizon.

Because I travel quite a bit, I more than make up the cost of the account in savings by not paying $9.95 or more a

day for hotel-provided broadband. Even if I did not make up the entire cost, I would want it for the freedom of access that it provides as I have used it in other attorneys' offices, at home, when my cable Internet service goes out, and in court.

Jeffrey Allen is the principal in the law firm of Graves & Allen with a general practice that, since 1973, has emphasized negotiation, structuring, and documentation of real estate acquisitions, loans and other business transactions, receiverships, related litigation, and bankruptcy. Graves & Allen is a small firm in Oakland, California. Mr. Allen also works extensively as an arbitrator and a mediator. He serves as the editor of the Technology eReport and the Technology & Practice Guide issues of GPSOLO Magazine. He regularly presents at substantive law and technology-oriented programs for lawyers and writes for several legal trade magazines. In addition to being licensed as an attorney in California, Jeffrey has been admitted as a Solicitor of the Supreme Court of England and Wales. He holds faculty positions at California State University of the East Bay and the University of Phoenix. You can contact Jeffrey via email at jallenlawtek@aol.com. Mr. Allen blogs on technology and the law at www.jallenlawtekblog.com.

Surf's Up, Hang Ten: Google Wave

By Martha Sperry

A Promising Tool for Professional, Tech-Aware Collaborators

Courtesy of Google, Inc.

Remember your first experience with email? Did it boggle your mind? Did you initially struggle with writing, organizing, and searching messages? Did you wonder how to open, edit, or save an attachment? Is your email now integrated with your calendar, tasks, and notes? Can you effortlessly manage your contact lists and easily correspond with groups?

Email, a wonder in its day, is old hat to most of us now. Enter Google Wave, the next dimension in sharing and collaboration. For those unfamiliar, Google Wave is Google's shiny new brainchild intended to revolutionize our Web interactions. Wave currently is in closed beta, but Google is slowly inviting more users as the service is tweaked and tightened.

Google Wave offers online collaboration and real-time communication. Instead of sending serial email messages, users send "waves"—a cross between a conversation and a living, editable document. Participants can add to, respond to, or edit the wave at the same time and incorporate a variety of media in the course of the conversation. The result is a rich, real-time group sharing experience. So "real-time," you can actually see the participant's answers as they type them!

Feeling like Charlie clutching his precious golden ticket, I jumped into the Wave with both feet. My initial impression? Wave is an engaging mash-up of email, chat, wiki, and collaborative tool, with some very unique features.
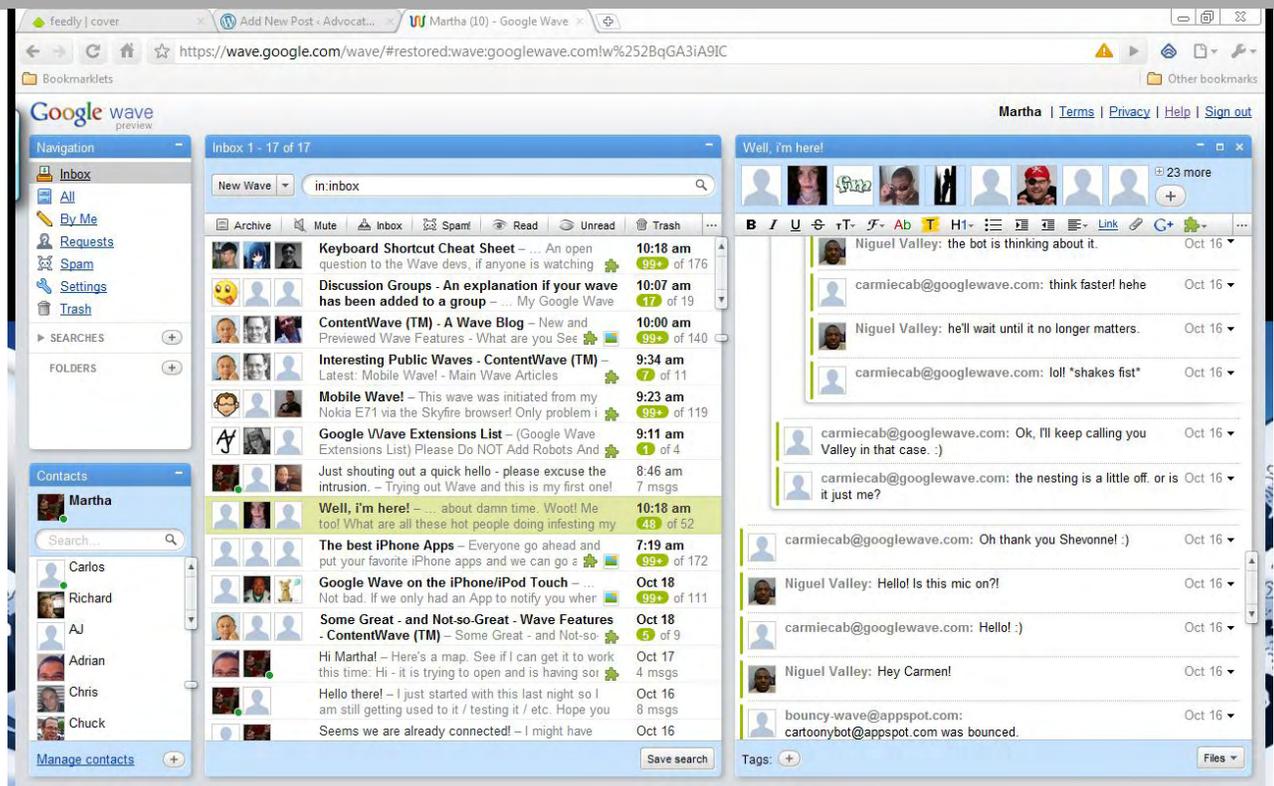
Image of Wave Screen/Inbox

Although the main screen approximates an email inbox with subboxes, the similarity ends there. The top left box, titled "Navigation," contains your "folders," with familiar categories, such as inbox and trash. The bottom-left subbox shows contacts. The subbox in the middle third of the screen shows the waves in which you are participating, and, on the far right, shows the individual wave you have selected to view. Waves you create also show in the far right column, with a tool bar along the top. Adding contacts to your wave is as easy as dragging and dropping them from your contacts box.
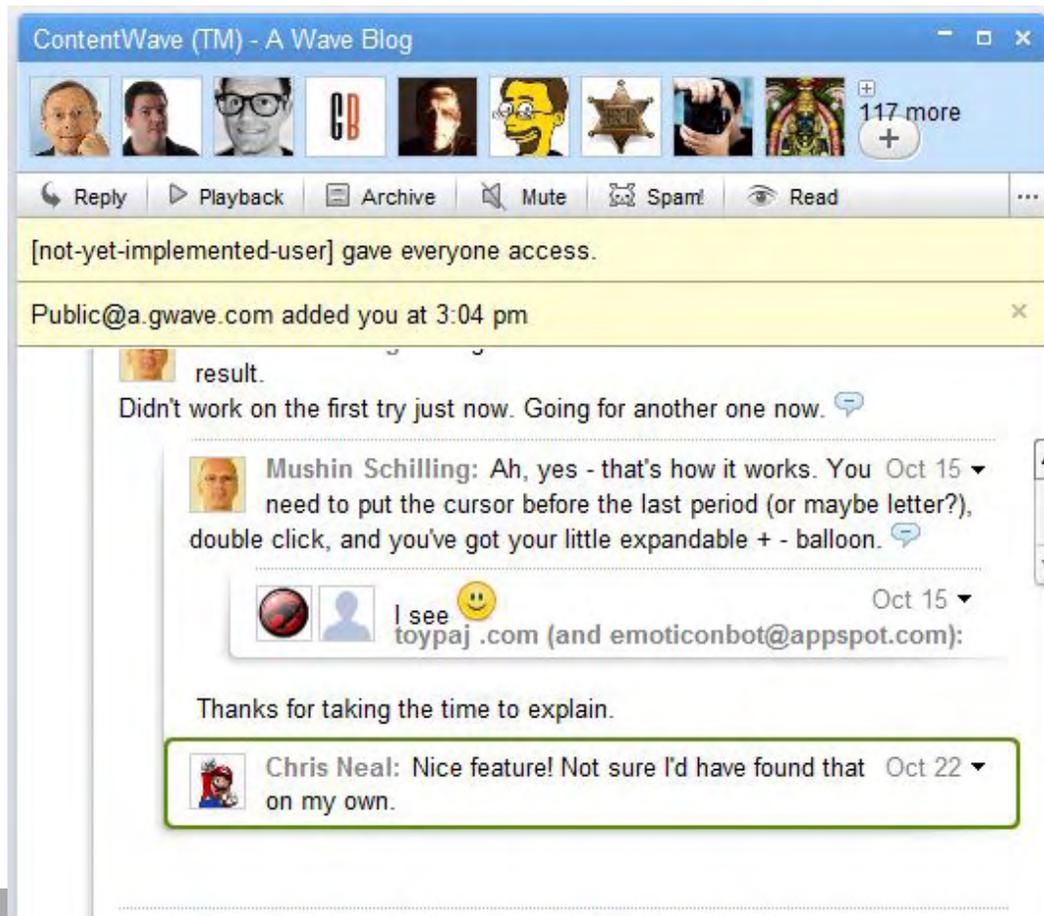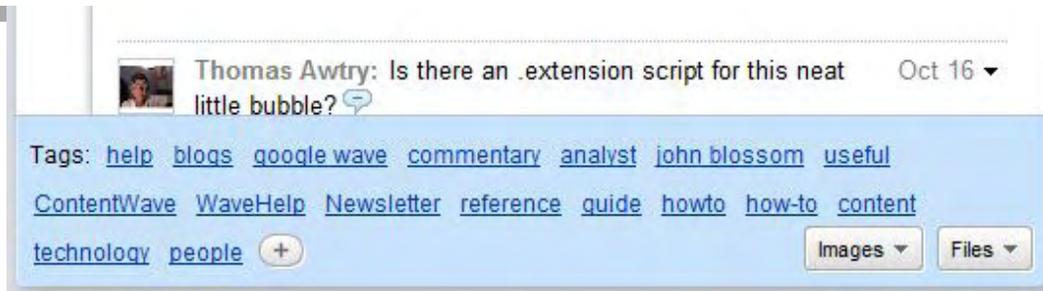
Image of a Public Wave in Read-Only Mode

The inbox can be somewhat overwhelming. As the image shows, waves appear threaded, rather than the "back-and-forth" look of email. The more waves you participate in, the more the pounding surf "crashes" into your inbox, creating the potential for overload.

You *can* control your experience, manipulate waves, and focus on the content you are interested in, however. Numbers bracketed by a green oval mark waves with unread information—the number shows new responses since last viewing. Clicking brings you to the new information. Waves are not sequential in aspect: new responses and edits will show as conversational branches off the portion of the wave to which a user responds. More recent entries may show at any point in a wave.

You can streamline the look of your inbox for the task at hand. Minimize boxes you don't need and maximize boxes you do need.

Waves are tagable and searchable and can be made public or private. Try searching "with:public," and a veritable tsunami of information appears!

The single coolest feature of Wave is the ability to "extensify" your experience. Like adding gadgets to the Firefox browser to customize browsing, adding gadgets, robots, and extensions to waves customizes them to a particular need. The number of gadgets is growing all the time, with public waves dedicated to maintaining tool lists. Wave add-ons allow users to translate cross-cultural conversations, incorporate interactive maps, engage in video chat, and accomplish many other magical tasks.

Solve challenging Sudoku puzzles together and see who is the best player!

Learn more >>

Ready. Set. Talk! Ribbit brings telephone conference calls to Google Wave.

Learn more >>

Enjoy a collaborative, real-time video chat experience. Share videos, play games, browse together and have fun with this playful gadget!

Learn more >>

Co-create an itinerary: choose points of interest -- including Lonely Planet recommendations, organize, share, print, or export to My Maps!

Learn more >>

The AccuWeather Wave Gadget is the perfect companion for trip planning. Select a location and date, and the gadget will return a forecast.

Collaborate on a map of placemarks, paths, and shapes with other participants. Great for planning events and trips.

Wave Featured Extensions

The downside is that gadget implementation is not as easy as it could be. You must add gadget URLs and/or include robots as a wave participants in each wave you create or edit.

Many complain about Wave's complexity. It is, in fact, complex compared to other services. I'm convinced complexity can be overcome with use. Wave has loads of potential and could be perfect for targeting peer groups and collaborating on a plan, document, project, or strategy. Wave may drastically alter our online communications, particularly if enough of us are willing to invest time and energy to learn Wave's ins and outs. Eventually, Wave, like email, may even seem like old hat, leaving us wondering how we ever lived without it. Or Wave may open the door for better implementations, serving as a catalyst to push communication even further into the future.

Wave is in closed beta for a reason. Google will improve Wave during this stage, working out expected bugs and glitches. I found that downloading a developer's version of Google Chrome and adding Google Gears helped solve much of the buggy-ness.

I also imagine that Google and third-party developers will address concerns raised by users over the last few weeks and may simplify the Wave experience for the masses before public launch. Already, developers have created desktop clients and iPhone applications. For a fantastic overview—a Google Wave 101 if you will—check out this fantastic post by Gina Trapani at Lifehacker.

Overall, I'm impressed with what I've seen and haven't yet been put off by complexity or glitches. I recommend that anyone with a chance to participate give the Wave beta a try. At a minimum, you could collaborate with Google in crafting a promising communications platform to make our work easier and create the next best thing since email.

UPDATE: Developers have been busy! There is now an iPhone application and Mac desktop client for Google Wave called Waveboard and an adobe AIR application called Waver to help you view and manage your Waves outside of the browser. The iPhone application costs 99 cents and nearly duplicates the browser version, but it

does offer a shake feature to refresh waves. It will be interesting to see how developers implement tools around the Wave platform in the future, particularly with the rumored, upcoming launch of a Wave App Store.

Martha Sperry is an attorney in the Boston area with an extensive background in the insurance industry. She currently provides legal consultation to the claims department of a national insurance company. She also serves as principal of the research and writing firm Advantage Advocates, which specializes in creating content for business and consulting on the use of online media and technology for practice enhancement and personal and professional promotion. Ms. Sperry authors the legal research, writing and technology blog Advocate's Studio, at http://advocatesstudio.wordpress.com. Advantage Advocates can be found at http://advantageadvocates. com.

Revolutionizing the Practice of Law: Case Study of the Law Offices of Mark Allison Cobb, P.C.

By Jim Groff

Mark Cobb was in a bind. Mark had built his statewide construction litigation firm, the Law Offices of Mark Allison Cobb, P.C. (based in Thomasville and Atlanta, Georgia), into a thriving practice. But his long-planned six-month sabbatical abroad was approaching, and he wondered how his team would manage when he was thousands of miles away. Mark was pretty sure that at some point, he would need access to his files to answer an important question or resolve a burning issue, and it was going to be a major pain for all concerned to find, copy, pack, and ship any necessary files via international freight.

Like smaller firms, Mark's practice had relied on traditional paper files. Yet this traditional approach was causing problems, even before his sabbatical. "All of our lawyers and staff work primarily from our homes," said Mark. "As a result, we spent a great deal of time passing files and documents back and forth between ourselves via personal meetings, couriers, and mail." Forced by his sabbatical to consider electronic document management solutions, Mark ended up rethinking how his firm practiced law.

Mark evaluated a number of solutions before choosing a hosted collaboration suite from PBworks. PBworks combined the document management Mark was looking for with other collaboration features such as wiki-style group editing, blog-style comments and tagging, and project management tools for better documenting and managing workflow within a firm. In addition, the company offers a solution specifically for law firms and attorneys (Legal Edition), which allows smaller firms like his to use the same collaboration platform as many AmLaw 200 firms.

Because the solution was hosted, Mark's staff didn't have to buy any new hardware and servers and were able to roll out the product without the need for outside IT consulting or professional services. And because PBworks also serves the K–12 educational market, the product is designed to be extremely intuitive and easy to use. This allowed Mark's team to succeed with minimal time devoted to special training sessions. "Everyone seems to have caught on very easily," Mark said. When problems arose, individual users were able to get help within an hour or two via priority email support.

As Mark and his team converted their practice over to the PBworks platform, they found they were able to eliminate nearly all of their usage of paper files, with the exception of those litigation files for the courtroom required to be in paper form. "Frankly, PBworks gave us a virtual office," Mark said. "We can work anywhere, anytime. In fact, our latest hire is an associate currently residing in Washington, D.C." Currently, four people at The Law Offices of Mark Allison Cobb, P.C. are using the PBworks platform, all of whom are spread across three cities in two states.

While Mark and his team expected to reap the benefits of online document management, they found that the other collaboration features added even more value. "It is not an exaggeration to state that PBworks has revolutionized the way we practice law," said Mark. "PBworks has streamlined our entire operation."

One major area of improvement was responsiveness. Unlike the text of paper documents, you can search documents within the PBworks system via a built-in search engine, both via the Web as well as via Blackberry and iPhone. Immediate search and access to files allowed the firm's lawyers and staff to respond to telephone calls more efficiently. PBworks also helped cut down on email overload. "Instead of sending a string of emails back and forth," Mark said, "We simply post comments to one another, and we can easily see when an issue has been addressed." His team is now working on creating a knowledgebase of common forms, which he anticipates will help his team members do their work more efficiently, which will lower costs for their clients.

Mark found that the solution helped him with his management-related activities. The system of automated notifications give him much greater visibility into his team's activity. "PBworks revealed—and allowed us to fix—the fact that I was not effectively managing the workflow of the firm," Mark admitted. "Now as managing partner, I know who is doing what and when." Furthermore, Mark can use PBworks project management tools to design custom templates for handling different types of cases that reflect his firm's standard processes. The custom workspaces created from those templates contain predefined tasks and milestones, which let Mark assign tasks and due dates to specific members of his team and track their progress from a centralized dashboard.

The improved visibility is not limited to Mark as managing partner. All members of the team have much greater access to critical information. For example, the firm's team members used PBworks to consolidate all the client contact lists so that anyone in the firm could access the information at any time, and from any location.

"PBworks has definitely exceeded our expectations," said Mark. "As I've said, it has revolutionized the way we practice law. We are more efficient, and we no longer have any files that get neglected. Every employee, every file, and every project gets managed better than before. Our lawyers and staff are pleased that they have the ability to work from anywhere in the world, and our clients are happy that we we're better equipped to carry out their projects faster and more efficiently. In many respects, we have jumped from a nineteenth-century approach to practicing law all the way into the twenty-first century. And that leap gives us an advantage over our competitors."

Jim Groff is an accomplished startup CEO with more than 25 years of experience successfully guiding companies to a position of market leadership. Prior to joining PBworks, Jim was an SVP at Oracle, which he joined as a result of its acquisition of TimesTen, where Jim was CEO. Prior to TimesTen, Jim held executive positions (including head of its educational business) at Apple Computer, which had acquired Network Innovations Corporation, a company he founded. Jim has a B.S. in Mathematics from MIT, and an MBA from Harvard Business School. He is also the author of several best-selling technical books, including Understanding Unix: A Conceptual Guide, *and* Using SQL.

ABA General Practice, Solo & Small Firm Division
AMERICAN BAR ASSOCIATION

A service of the ABA General Practice, Solo & Small Firm Division

Technology eReport

ABA
Defending Liberty
Pursuing Justice

**NOV 2009
Vol. 8, No. 4**

- **Home**
- **Features**
- **Columns**
- **About GPSolo**
- **Feedback**

- **Download** 📄
- **Past Issues**

Columns

- **MacNotes »**

  Snow Leopard: snow job, or great new OS?

- **SurvivingEmail »**

  Email sig files, social networks, and getting seen.

- **Sites for Sore Eyes »**

  Where to go to learn about Windows 7.

- **TechNotes »**

  Is Skype all hype, or is it a helpful tool?

- **ProductNotes »**

  Casio EX-FC100 camera, Novatel MiFi 2200 USB modem, Google Wave, and PBworks.

- **DivisionNotes**

  Midyear Meeting events and an upcoming teleconference.

DivisionNotes

- Midyear Meeting

- Upcoming Teleconference

Midyear Meeting

At the 2010 ABA Midyear Meeting, GPSolo will be holding several events for you to participate in.

Schedule at a Glance

Upcoming Events

- **2010 ABA Midyear Meeting »**
  February 5 – 7, 2010
  Orlando, FL

Friday

Keithe E. Nelson Memorial Luncheon

CLE – Smart Soloing: Effective Strategies for Diverse Lawyers

Hospitality Suite

Saturday

CLE – The Lawyer's Guide to Negotiation

SoloSez Dinner

Hospitality Suite

Sunday

Solo and Small Firm Lawyers Breakfast Caucus

For more information, visit http://new.abanet.org/divisions/genpractice/Pages/default.aspx.

Upcoming Teleconference

December 2009

The Six Systems Every Law Firm Owner Needs for More Freedom, More Money and More Happy Clients | (CET9TSS) | Thursday, December 10, 2009 | 12:00 p.m. – 1:30 p.m. EST

In this fast-paced presentation, Alexis Martin Neely will guide you through her experience of leaving the big law firm life and starting her own firm with limited financial resources, while she was the breadwinner in her family, had a baby at home, and another was on the way. She'll share the trials, tribulations, and rewards of growing her practice from scratch into a million dollar a year law business in just three years and how every solo and small firm and family law practitioner can follow the proven blueprint for success she developed and has now successfully taught to over 150 other lawyers.

Speaker

Alexis Martin Neely, *Family Law Planning Institute*, Los Angeles, CA
To register, please visit: http://www.abanet.org/cle/programs/t09tss1.html.