
INITIATIVE 1 – ATTORNEY BILLING RATE

TO: COMMISSION
FROM: JWA
SUBJECT: INITIATIVE 1
DATE: 7/5/2022
CC: INTERESTED PARTIES

Initiative 1 – Attorney Billing Rate: Provides funding to increase the billing rate for assigned counsel to \$150 effective July 1, 2023, based on the five-year historical average billing history.

General Fund	2023-24	2024-25
All Other	<u>\$ 21,457,780.00</u>	<u>\$ 21,457,780.00</u>
Total	\$ 21,457,780.00	\$ 21,457,780.00

Staff recommend that the hourly rate for assigned counsel be increased to \$150 per hour effective July 1, 2023, and that the projected total cost for assigned counsel services be based on the five-year average of total hours worked by assigned counsel while serving consumers of indigent legal services.

Using those assumptions, the total cost for assigned counsel would be \$40,213,966.00 per year, and the increase over FY2022 assigned counsel vouchers would be \$21,457,780. (Note that for vouchers submitting in FY2022, attorney-hours cost MCILS \$60 or \$80 per hour, depending on when the work was performed.)

The following table sets out the hours and billings for the five immediate previous fiscal years, together with the projected cost for those hours had the billing rate been \$150 per hour:

	Billed	Hours	Projected
FY 2022	\$ 18,756,186.00	256,939	\$ 38,540,850.00
FY 2021	\$ 14,622,901.00	243,715	\$ 36,557,252.50
FY 2020	\$ 15,738,226.00	262,304	\$ 39,345,565.00
FY 2019	\$ 17,363,481.00	289,391	\$ 43,408,702.50
FY 2018	\$ 17,286,984.00	288,116	\$ 43,217,460.00
		268,093	\$ 40,213,966.00

Staff recommend the following additional assumptions:

1. Where the MCILS caseload standard project suggests that many attorneys serving consumers of indigent legal services are either at or over any reasonably anticipated caseload limit, the Commission should not assume that assigned counsel hours will decrease in relation to any staff attorneys added through public defender programs.

PROJECTED STAFF COSTS

TO: COMMISSION

FROM: JWA

SUBJECT: STAFF COSTS

DATE: 7/7/2022

CC:

Commissioners, the tables set out in this memorandum show the basis for the projected staff costs we are using to develop budget initiatives. These numbers are accurate for the 2022 legislative session. We have not yet received the data that we need to update the numbers and may not receive that data on a timeframe that will allow us to prepare the budget. We believe that these numbers are sufficiently precise to allow us to make informed budget projections. We also believe that to the extent that any initiative is authorized there will be a lag in hiring. That lag will provide vacancy savings that we project will exceed any cost increase from 2022 to 2023.

Table of ancillary costs:

Ancillary Costs	per person cost year 1	per person cost year 2
Bar dues	\$265	\$265
Case management software	\$433	\$433
Cell phone	\$378	\$378
Eyeglass reimbursement	\$150	\$150
Legal research subscription	\$672	\$672
Monitor, mouse, keyboard*	\$600	
Office furniture*	\$2,480	
Office supplies	\$750	\$750
OIT/TELCO	\$2,638	\$2,638
TELCO installation costs*	\$320	
Service center (Payroll processing)	\$563	\$563
Subscriptions (rule and statute books)	\$70	\$70
Total cost per person	\$9,319	\$5,919
*denotes first-year only cost		

Table of total position costs:

Position	Unit Cost (salary/benefits @ step 3 + ancillary costs) Year 1	Unit Cost (salary/benefits @ step 4 + ancillary costs) Year 2	Step 3 (6%)	Step 4 (6%)	Step 8 (6%)
District Defender <i>Elected DA</i> <i>Grade 90</i>	\$182,919	\$186,999	108,123	\$113,547	\$134,117
			65,477	\$67,533	\$75,332
			\$173,600	\$181,080	\$209,449
Assistant Public Defender II <i>ADA Grade 38</i>	\$168,925	\$172,279	97,981	\$102,875	\$121,329
			61,625	\$63,485	\$70,480
			159,606	\$166,360	\$191,809
Assistant Public Defender I <i>ADA Grade 30</i>	\$137,183	\$139,137	74,963	\$78,842	\$93,130
			52,901	\$54,376	\$59,791
			127,864	\$133,218	\$152,921
Investigator	\$101,393	\$101,397	49,012	\$51,482	\$60,852
			43,062	\$43,996	\$47,551
			92,074	\$95,478	\$108,403
Social Worker	\$108,874	\$108,937	54,436	\$56,949	\$67,157
			45,119	\$46,069	\$49,945
			99,555	\$103,018	\$117,102
Paralegal	\$93,210	\$92,019	43,081	\$44,757	\$52,849
			40,810	\$41,343	\$44,524
			83,891	\$86,100	\$97,373
Office Manager	\$102,641	\$102,493	49,963	\$52,274	\$62,329
			43,359	\$44,300	\$48,108
			93,322	\$96,574	\$110,437
Legal Secretary	\$100,096	\$98,815	\$47,611	\$49,969	\$59,616
			\$43,166	\$42,927	\$46,654
			\$90,777	\$92,896	\$106,270

INITIATIVE 2 – PUBLIC DEFENDER OFFICE (NORTH)

TO: COMMISSION

FROM: JWA

SUBJECT: INITIATIVE 2 – PUBLIC DEFENDER OFFICE (NORTH)

DATE: 7/8/2022

This initiative represents one of the two public defender offices the Commission authorized staff to propose for the Commission budget. The staff costs include payroll, benefits, and ancillary costs, as set out in the Projected Staff Costs memorandum. NB: The anticipated cost for the physical office is an estimate, as we were not able to identify an appropriate proposed location in Aroostook County.

	2023-2024	2024-2025
<u>Unit Costs</u>		
District Defender	\$ 182,919.00	\$ 186,999.00
Asst DD II	\$ 168,925.00	\$ 172,279.00
Asst DD I	\$ 137,183.00	\$ 139,137.00
Office Manager	\$ 102,641.00	\$ 102,493.00
Paralegal	\$ 93,210.00	\$ 92,019.00
Social Worker	\$ 108,874.00	\$ 108,937.00
Investigator	\$ 101,393.00	\$ 101,397.00
 <u>Extended Costs</u>		
District Defender 1	\$ 182,919.00	\$ 186,999.00
Asst DD II 5	\$ 844,625.00	\$ 861,395.00
Asst DD I 5	\$ 685,915.00	\$ 695,685.00
Office Manager 1	\$ 102,641.00	\$ 102,493.00
Paralegal 3	\$ 279,630.00	\$ 276,057.00
Social Worker 4	\$ 435,496.00	\$ 435,748.00
Investigator 4	\$ 405,572.00	\$ 405,588.00
 <u>Total Staff Cost</u>		
	\$ 2,936,798.00	\$ 2,963,965.00
Office Space (Est)	\$ 75,000.00	\$ 75,000.00
Miscellaneous	\$ 20,000.00	\$ 20,000.00
 <u>Total</u>		
	\$ 3,031,798.00	\$ 3,058,965.00

INITIATIVE 3 – PUBLIC DEFENDER OFFICE (CENTRAL)

TO: COMMISSION

FROM: JWA

SUBJECT: INITIATIVE 3 – PUBLIC DEFENDER OFFICE (CENTRAL)

DATE: 7/8/2022

This initiative represents one of the two public defender offices the Commission authorized staff to propose for the Commission budget. The staff costs include payroll, benefits, and ancillary costs, as set out in the Projected Staff Costs memorandum. NB: The anticipated cost for the physical office is an estimate, as we were not able to identify an appropriate proposed location in Kennebec or Androscoggin County.

	2023-2024	2024-2025
<u>Unit Costs</u>		
District Defender	\$ 182,919.00	\$ 186,999.00
Asst DD II	\$ 168,925.00	\$ 172,279.00
Asst DD I	\$ 137,183.00	\$ 139,137.00
Office Manager	\$ 102,641.00	\$ 102,493.00
Paralegal	\$ 93,210.00	\$ 92,019.00
Social Worker	\$ 108,874.00	\$ 108,937.00
Investigator	\$ 101,393.00	\$ 101,397.00
 <u>Extended Costs</u>		
District Defender 1	\$ 182,919.00	\$ 186,999.00
Asst DD II 5	\$ 844,625.00	\$ 861,395.00
Asst DD I 5	\$ 685,915.00	\$ 695,685.00
Office Manager 1	\$ 102,641.00	\$ 102,493.00
Paralegal 3	\$ 279,630.00	\$ 276,057.00
Social Worker 4	\$ 435,496.00	\$ 435,748.00
Investigator 4	\$ 405,572.00	\$ 405,588.00
 <u>Total Staff Cost</u>		
	\$ 2,936,798.00	\$ 2,963,965.00
Office Space (Est)	\$ 75,000.00	\$ 75,000.00
Miscellaneous	\$ 20,000.00	\$ 20,000.00
 <u>Total</u>		
	\$ 3,031,798.00	\$ 3,058,965.00

INITIATIVES 4 AND 5 – APPELLATE AND PCR UNITS

TO: COMMISSION

FROM: JWA

SUBJECT: INITIATIVES 4 AND 5 – APPELLATE AND PCR UNITS

DATE: 7/8/2022

CC:

Staff recommend renewing the request for internal appellate and PCR counsel. Because CPR counsel will be called on to review the work of appellate counsel, those units should be separate. Staff anticipate that these units would be housed in Augusta, and do not anticipate that rented space will be a requirement.

Appellate Defender Unit

	2023-2024	2024-2025
<u>Unit Costs</u>		
Appellate Defender	\$ 182,919.00	\$ 186,999.00
Asst AD II	\$ 168,925.00	\$ 172,279.00
Asst AD I	\$ 137,183.00	\$ 139,137.00
Office Manager	\$ 102,641.00	\$ 102,493.00
<u>Extended Costs</u>		
District Defender	1 \$ 182,919.00	\$ 186,999.00
Asst DD II	2 \$ 337,850.00	\$ 344,558.00
Asst DD I	2 \$ 274,366.00	\$ 278,274.00
Office Manager	1 \$ 102,641.00	\$ 102,493.00
<u>Total</u>	\$ 897,776.00	\$ 912,324.00

Post-Conviction Defender Unit

	2023-2024	2024-2025
<u>Unit Costs</u>		
PCR Unit Head	\$ 182,919.00	\$ 186,999.00
Asst PCR-C II	\$ 168,925.00	\$ 172,279.00
Asst PCR-C I	\$ 137,183.00	\$ 139,137.00
Office Manager	\$ 102,641.00	\$ 102,493.00
Paralegal	\$ 93,210.00	\$ 92,019.00
Investigator	\$ 101,393.00	\$ 101,397.00
 <u>Extended Costs</u>		
District Defender	1 \$ 182,919.00	\$ 186,999.00
Asst DD II	2 \$ 337,850.00	\$ 344,558.00
Asst DD I	2 \$ 274,366.00	\$ 278,274.00
Office Manager	1 \$ 102,641.00	\$ 102,493.00
Paralegal	3 \$ 279,630.00	\$ 276,057.00
Investigator	2 \$ 202,786.00	\$ 202,794.00
 <u>Total</u>	 \$ 1,380,192.00	 \$ 1,391,175.00

INITIATIVES 6 AND 7 – T&S AND ASSIGNMENT STAFF

TO: COMMISSION

FROM: JWA

SUBJECT: INITIATIVES 6 AND 7 – TRAINING AND SUPERVISION AND
ASSIGNMENT STAFF

DATE: 7/8/2022

CC:

Staff recommend renewing the request for field supervision staff to promote training, mentorship, support and oversight for assigned and employed counsel. Staff recommend ten attorney members of that team, working with the assistance and support of an office manager.

Staff also recommend that MCILS move to assume responsibility for more consistent screening, and for early assignment of counsel to alleviate issues related to the LOD programs. Assignment staff will also be able to provide legal information to consumers of indigent legal services. Staff recommend a staff of 10 paralegals for that role, supervised by an attorney.

Training and Supervision Staff:

	2023-24	2024-2025
<u>Unit Costs</u>		
Asst SS II	\$ 168,925.00	\$ 172,279.00
Ass SS I	\$ 137,183.00	\$ 139,137.00
Office Manager	\$ 102,641.00	\$ 102,493.00
 <u>Extended Costs</u>		
Asst SS II	5 \$ 844,625.00	\$ 861,395.00
Ass SS I	5 \$ 685,915.00	\$ 695,685.00
Office Manager	1 \$ 102,641.00	\$ 102,493.00
 <u>Total</u>	 \$ 1,633,181.00	 \$ 1,659,573.00

Assignment and Screening Staff:

	2023-24	2024-25
<u>Unit Costs</u>		
Paralegal	\$ 93,210.00	\$ 92,019.00
Asst DD 1	\$ 137,183.00	\$ 139,137.00
<u>Extended Costs</u>		
Paralegal	10 \$ 932,100.00	\$ 920,190.00
Asst DD 1	1 \$ 137,183.00	\$ 139,137.00
<u>Total</u>	\$ 1,069,283.00	\$ 1,059,327.00

INITIATIVE 8 – TRAINING BUDGET

TO: COMMISSION
FROM: JWA
SUBJECT: INITIATIVE 8 – TRAINING BUDGET
DATE: 7/7/2022
CC:

During the last budget cycle, MCILS staff asked the legislature to appropriate a budget to pay for facilities, food, and honoraria in support of training for MCILS counsel. While the Judiciary Committee supported that initiative, the initiative did not survive the appropriations process, and was not part of the package passed off the table. Staff recommend renewing that initiative.

Training

Initiative: Provides funds for MCILS to provide up to 4, 2-day in-person trainings per year, including the costs of facilities, food and honoraria for expert trainings.

GENERAL FUND

All Other	\$300,000
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Estimate for the facilities and food for four, two-day in-person trainings per year is \$250,000.

Honoraria for expert teachers is estimated at \$50,000 per year.

Option: Offer training as hybrid or fully remote, and locate in-person training in different locations so easy for attorneys located around the State to attend at in-person without traveling far or spending the night.

INITIATIVE 9 – SPECIALIST CONTRACTS

TO: COMMISSION
FROM: JWA
SUBJECT: INITIATIVE 9 – SPECIALIST
DATE: 7/7/2022

During the last budget cycle, MCILS staff asked the legislature to appropriate a budget to pay for contracts with specific service providers. While the Judiciary Committee supported that initiative, the initiative did not survive the appropriations process, and was not part of the package passed off the table. Staff recommend renewing that initiative.

Contracts to specialists

Initiative: Provides funds and authority for MCILS to contract with attorneys and other providers and subject matter experts to support indigent legal services by providing targeted support concerning diversion and mitigation, appellate assistance, mentoring of new attorneys and serving co-counsel or lead counsel with a new attorney

GENERAL FUND

All Other	\$240,000
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MCILS would like to contract with attorneys, and potentially other providers such as social workers and subject matter experts, to support indigent legal services. To begin trial that process, MCILS hopes to contract with four attorneys who are already otherwise eligible to provide indigent legal services. When those attorneys are providing direct support for specific clients in specific cases, the expectation is that they would bill for that time through the MCILS case management system, as they would in the ordinary course. Those attorneys will have time that cannot be billed to a specific case, however. MCILS seeks an appropriation and authority to enter into those contracts, subject to the RFP and procurement process. MCILS would begin with the following four specialties and would permit up to one-third time to support these services.

Diversion and mitigation specialist	\$60,000
Appellate assistance	\$60,000
Mentoring new lawyers	\$60,000
Available co-counsel/counsel with new attorney	\$60,000

INITIATIVE 10 – INTERNSHIPS

TO: COMMISISON

FROM: JWA

SUBJECT: MCILS INTERNSHIP PROGRAM

DATE: 7/7/2022

CC:

Staff propose that MCILS develop an internship program to help promote the development of new legal talent the serve consumers of indigent legal services. The need for this program is informed by our observation that few new attorneys are able to join our program. During a recent meeting with summer students at the Cumberland Legal Aid Clinic, we learned that those interested in pursuing criminal law were leaving Maine to practice due to the lack of on-boarding resources. This program is intended to help alleviate that issue by providing students with training and experience in criminal or child protective law, and by promoting relationships among the members of the young bar and the existing bar.

Staff propose that interns be paid \$25 per hour. Summer interns would work a 40-hour week. School year interns would work up to 20 hours per week and be paid for actual time work. Student interns would work directly with practitioners learning and providing appropriate clerk-level services in support of consumers. Interns would also engage in group sessions with MCILS internal staff for education and teambuilding.

The projected cost is \$186,000, as set out in the following table:

<u>Hourly Rate</u>	\$25
<u>Summer Interns</u>	
Weekly Hours	40
Working Weeks	12
Cost per intern	\$12,000
Summer Interns	6
Extended Summer Cost	\$72,000
<u>School Year Interns</u>	
Weekly Hours	20
Working Weeks	38
Cost per intern	\$19,000
School Year Interns	6
Extended School Year Cost	\$114,000
Extended Summer Cost	\$ 72,000.00
Extended School Year Cost	\$ 114,000.00
Program Cost	\$ 186,000.00

INITIATIVE 11 – LOAN MITIGATION

TO: COMMISSION

FROM: JWA

SUBJECT: INITIATIVE 11 – LOAN MITIGATION

DATE: 7/8/2022

CC:

Staff recommend that the Commission adopt or endorse a loan mitigation program for assigned counsel, to provide a step toward parity with employed attorneys. One option is attached. The proposed bill was created through the Judiciary Committee with input from the Finance Authority of Maine.

Staff recommend MCILS request an initial appropriation of \$500,000 to that program.

Committee: JUD
Drafter: RO
File Name:
LR (item)#:
New Title?:
Add Emergency?:
Date: ~~July 8, 2022~~~~March 23, 2022~~~~March 22, 2022~~

Amendment for JUD
Loan Repayment Program

New Title: An Act To Create the Maine Indigent Legal Services Attorney Loan Repayment Program

Amend the bill be striking out everything after the enacting clause and before the summary and inserting the following:

Sec. 1. ~~20-AXX~~ MRSA is enacted to read:

MAINE INDIGENT LEGAL SERVICES ATTORNEY LOAN REPAYMENT PROGRAM

§1. Definitions

As used in this chapter, unless the context otherwise indicates, the following terms have the following meanings.

1. Assigned counsel. “Assigned counsel” has the same meaning as in Title 4, section 1802, subsection 1.

2. Authority. “Authority” means the Finance Authority of Maine.

3. Commission. “Commission” means the Maine Commission on Indigent Legal Services established under Title 4, section 1801.

4. Contract counsel. “Contract counsel” has the same meaning as in Title 4, section 1802, subsection 3.

5. Executive Director. “Executive Director” means the executive director of the Maine Commission on Indigent Legal Services.

6. Fund. “Fund” means the Maine Indigent Legal Services Attorney Loan Repayment Fund established under section 3.

7. Indigent legal services attorney. “Indigent Legal Services Attorney” means an

attorney acting as assigned counsel or contract counsel with the Maine Commission on Indigent Legal Services.

8. Indigent legal services. “Indigent legal services” has the same meaning as in Title 4, section 1802, subsection 4.

9. Program. “Program” means the Maine Indigent Legal Services Attorney Loan Repayment Program established under section 2, subsection 1.

§2. Maine Indigent Legal Services Attorney Loan Repayment Program

1. Establishment. The Maine Indigent Legal Services Attorney Loan Repayment Program, referred to in this chapter as “the program”, is established for the purpose of attracting and retaining qualified attorneys to provide indigent legal services within the State. The authority shall administer the program.

2. Eligibility. For an applicant to participate in the program established under subsection 1, the applicant must, at a minimum:

A. Be licensed to practice law in the State of Maine and be in good standing with the Maine Board of Overseers of the Bar;

B. Be (in good standing) on the roster of attorneys eligible to receive assignments maintained by the commission;

C. Possess an outstanding student loan (relating to a law degree or any student loan?); and

D. Sign a statement of intent in a form acceptable to the authority to work a minimum number of hours, as determined by the authority in consultation with the executive director, as an indigent legal services attorney per year for a minimum of 3 years after acceptance into the program.

3. Application. An application to the program must be made directly to the authority at a time and in a format to be determined by the authority.

4. Loan repayment. The authority shall repay the loan of an applicant who is eligible under subsection 2 in the amount of ~~up to \$50,000~~ up to \$16,666.66 per year or \$50,000 in the aggregate.

§3. Maine Indigent Legal Services Attorney Loan Repayment Fund

The Maine Indigent Legal Services Attorney Loan Repayment Fund is established in the authority as a nonlapsing, interest-earning, revolving fund to carry out the purposes of this chapter. The authority may receive, invest and expend on behalf of the fund money from gifts, grants, bequests and donations in addition to money appropriated or allocated by the State.

Money in the fund must be used for the designated purposes of the fund and for the payment of administrative costs incurred by the authority for the operation of the program. Any unexpended balance in the fund carries forward for continued use under this chapter.

§4. Rules

The authority shall adopt rules to carry out the purposes of this chapter. In developing rules, the authority may ~~shall~~ consult with the executive director or the commission. Rules adopted pursuant to this section are routine technical rules as defined in Title 5, chapter 375, subchapter 2-A.

Sec. 2. Appropriations and allocations. The following appropriations and allocations are made.

SUMMARY

This amendment establishes the Maine Indigent Legal Services Attorney Loan Repayment Program in the Finance Authority of Maine. The program will provide student loan repayment in an amount up to \$50,000 to eligible attorneys who agree to work a minimum number of hours a year, for at least ~~3~~ 2 years, as an indigent legal services attorney with the Maine Indigent Legal Services Commission. The amendment establishes a fund for the program.

Andrus, Justin

From: Andrus, Justin
Sent: Thursday, July 7, 2022 11:24 AM
To: MCILS
Cc: Hudson, Megan
Subject: Initiative 12: Technology Upgrades
Attachments: ME_MCILS_dD7UpgradeProposal.pdf

Commissioners, Initiative 12 on the Draft MCILS Master Budget Worksheet is for “Technology Upgrades.”

The most important technology upgrade we need to undertake is rolling our case management system forward from the existing Defender Data deployment to the current production distribution. The JusticeWorks upgrade proposal is attached. The proposed cost is \$186,625. The master budget sheet has been revised downward from the draft of July 5th to accurately reflect the anticipated cost.

—
Justin W. Andrus
Executive Director
Maine Commission on Indigent Legal Services
(207) 287-3254
Justin.andrus@maine.gov

JUSTICE WORKS

**MAINE COMMISSION ON INDIGENT LEGAL SERVICES
DEFENDERDATA™ CASE MANAGEMENT SYSTEM
SYSTEM UPGRADE PROPOSAL**

Proposal Date: APRIL 21, 2022

OVERVIEW

Justice Works is pleased to submit this proposal for services to support Maine Commission on Indigent Legal Services in achieving its goals for improving system efficiencies, information access, and data collection standards.

We are pleased to have the opportunity to implement your defenderData™ Case Management System. Our goal throughout this process is to provide the base system and necessary enhancements to meet MCILS's system requirements, improve user efficiency by implementing new features and to further enhance available security features to control user access to case information.

Please note that Justice Works is the sole-source provider of the defenderData™ Case Management System.

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Project Deliverables

Below is a high-level list of project deliverables (please see Appendix A for an itemized breakdown of system requirements):

Deliverable	Description
Database Configuration	Convert existing system data format into latest version of defenderData encoding and standards, and add encryption at rest as required.
defenderData Standard Feature Set	Implementation of the core set of features for defenderData with minimal customization. These include client centric case management features screens and workflows, scheduling screens, time entry screens, expense entry screens, searching screens, and reporting.
Project Tailored Workflows and Screens	All project custom features that were published in the requirements. Some project meetings will be necessary to discuss the scope and add more detail to the requirements during project implementation.
Merge Fields	A feature that allows specified data fields stored in defenderData to be projected into document templates. MCILS will be responsible for converting their existing documents to use defenderData merge fields.
Custom Business Rules	Rules that will be integrated into the UI or business logic layers of the system that will enhance user experience and reduce data entry error. This is intended for MCILS to replace the current process of running reports to cleanse data in their current system.
Business Intelligence and Reporting Features	Existing reports to be migrated to latest version of defenderData, estimated 48 reports.
Documents	No new document features were identified, however can be discussed in scoping and requirement meetings.
Enhancements and Data Integrations	Integrations with 3 rd party systems such as Court Information Systems. Importing data from XML files provided by courts or other agencies.

Project Specific Risks

1. We will be working with third parties such as Court Information Systems for data integrations. This could cause project delays as we cannot control the timeline of the third-party development source.
2. Some requirements may have been forgotten or missed in the published requirements. This could cause project delays and additional costs if the requirements are large enough. Project change requests will be used and agreed upon by both parties involved.

Deliverable Category Resource Allocation by Hours

Category	Hours
defenderData Standard Feature Set	560
Project Tailored Workflows and Screens	156
Merge Fields	58
Custom Business Rules	58
Reports	429
Documents	0
Enhancements and Data Integrations	231
Total	1,493

Timeline for Execution

Key project dates are outlined below. Dates are best estimates and are subject to change until a contract is executed.

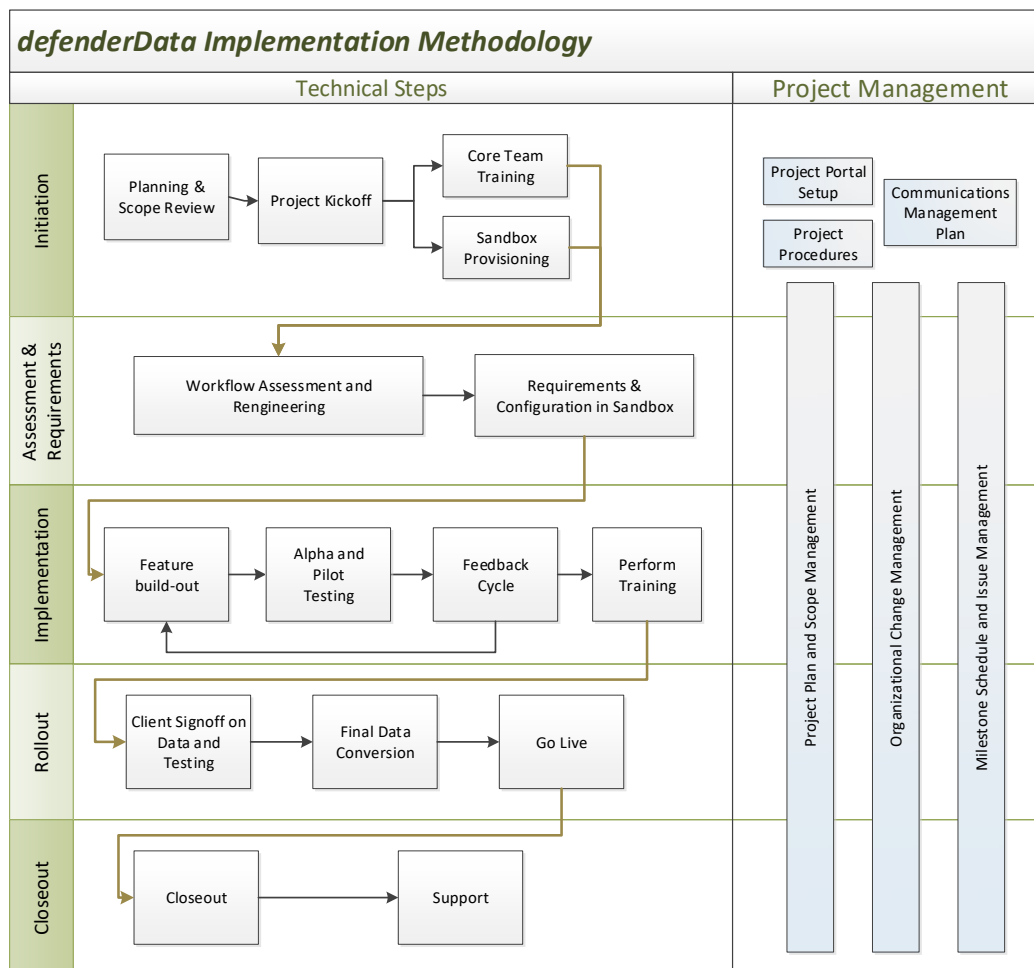
Description	Date
Proposal Accepted By	06/30/2022
Project Kickoff	03/01/2023
Start of Development	03/01/2023
Prototyped	07/10/2023
Alpha Testing	07/10/2023
Beta Testing	08/14/2023
Code Freeze	08/14/2023
Final Deliverable Signoff	10/02/2023
Project Launch	12/04/2023
Project Close	01/08/2024

IMPLEMENTATION STRATEGY

The following plans and suggested timelines are very preliminary pending further discussion with your internal project team. We have performed many successful implementations and have learned that no two projects are the same. As such, we anticipate changes to these plans as further communication and information come to light.

Overview of the Implementation Methodology

Justice Works prioritizes establishing a beta or “sandbox” installation of defenderData available as early as possible. This allows the team to use the actual product in design and configuration sessions, applying the changes as identified. The Client project team will be able to work with the system early and often during this process. We have found that this interactive and agile approach results in a faster and successful implementation. An overview of the implementation approach is depicted below.



Project Phase Summary

<p>Initiation</p>	<p>During initiation, the leadership team will review and confirm the project scope, identify key stakeholders and the steering committee, establish project procedures, settle logistics for site visits, and conduct a full team kickoff meeting.</p> <p>During the initiation, our technical team will be establishing the hosting environment and starting preliminary data conversion activities to provide realistic data content for the assessment phase.</p>
<p>Planning, Assessment & Requirements</p>	<p>This phase manages ongoing analysis of workflows and alternatives to determine and document different methods in which defenderData can be customized to meet the client needs. A model workflow is refined with each division and case type to identify needs, exceptions, and nuances in system requirements. The sandbox is used to continually refine the configuration with each group. During each step of this process, the team will start with the system requirements grid and expand it into a working requirements list. This will become the Work Breakdown Structure (WBS) for later phases.</p> <p>Existing processes are evaluated for streamlining opportunities prior to mapping them to system features.</p>
<p>Execution / Implementation</p>	<p>This phase executes the design and development of any enhancements, configuration of settings and workflow, and the ongoing development of data conversion and data interface programs. System and user acceptance testing will use scenarios and the Work Breakdown Structure (WBS) from the assessment phase to validate the system.</p>
<p>Rollout</p>	<p>During the rollout, a final data conversion is implemented, legacy case management sources are locked down, and the client's new case management system goes live. User training sessions continue throughout this period.</p>
<p>Closeout</p>	<p>The final phase, closeout, completes the administrative closure of the project. System support is activated as soon as the system has gone live.</p>

Project Implementation Plan

Project Overview

The MCILS seeks to implement a Case Management System suitable to handling the needs of the Public Defender Office. Justice Works proposes customizing and enhancing our defenderData product to meet the current and future needs of the MCILS Case Management System.

Purpose, Scope, and Objectives

- Purpose
 - The purpose of this project is to design, develop, and implement an upgrade to the Case Management System to support MCILS in many of its goals and initiatives.
- Scope
 - To provide a Case Management System (CMS) including software, IT infrastructure support and services, including installation, support, maintenance, and training.
- Objectives
 - To ensure a timely and smooth transition to latest version of defenderData.

Assumptions, Constraints, and Risks

1) Assumptions

- a) Based on an initial evaluation of the project requirements and Justice Works' experience, it is assumed that the project can be completed within 12 months or less after project kickoff.
- b) Primary work effort areas required to complete the project include customizations to the defenderData CMS system for screen layout, workflow configuration, reporting and administrative functions.
- c) Bandwidth necessary to access defenderData services in our Utah hosting center will be available.
- d) Monies in current contract are sufficient to cover all requirements.
- e) Pilots will run smoothly which will allow for enough time to adjust before final rollout.

2) Constraints

- a) The CMS must be implemented by a date to be determined.
- b) defenderData will be capable of hosting the data presently contained in the current CMS.
- c) CMS must meet all the requirements set out by MCILS.
- d) MCILS will be prepared to establish a pilot team of users to work with Justice Works to finalize preparations prior to final rollout.

3) Risks

Project Risks	Monitoring or Mitigation Approach
Users may not have sufficient time to adequately review the new system during the development/test/pilot phases.	Generate reports detailing the amount of system activity each test user has. Work with MCILS management to help users set aside time for system review.

Project Risks	Monitoring or Mitigation Approach
<p>Poor internet performance in some locations may affect usability of the system.</p>	<p>Identify sites with higher latency and determine if upgrades are possible. Instruct sites with poor performance on alternatives to the dD Windows platform that will perform better on slower connections (i.e. web/mobile versions of dD)</p>
<p>If the feedback and results of the pilot bring to light additional requirements or excessive defects, the overall project schedule could be compromised.</p>	<p>Depending on time constraints and severity of issues, identify features that can be phased in after initial launch as part of the ongoing maintenance services.</p>
<p>The new Software-as-a-Service (SaaS) product is unfamiliar technology for the users.</p>	<p>Introductory training will be provided to relevant stakeholders and consulting services will be acquired to provide practical guidance on an as needed basis.</p>

Project Management Process

1) Initiation and Planning Activities

a) Estimation Method

- i) Estimates are all provided based on the top-down approach established by Justice Works' considerable experience in deploying case management systems.

2) Staffing Strategy

- a) Staffing for the project will be managed internally by Justice Works. Throughout the project plan, those employees of Justice Works responsible for meeting the delivery timeline are named. It is not anticipated that any additional contract/consultants will be necessary to meet the deliverable schedule.

3) Project Team Training

- a) The project team will need to become familiar with defenderData (the CMS itself), as well as the Justice Works issue tracker. The issue tracker will be used to track and prioritize enhancements, customizations, and defects within the CMS. It is anticipated that this training can be done as part of our weekly status meetings.
- b) defenderData training will also be provided to members of the project team during the weekly status meetings, however more detailed system administrator training will be provided through the formal training plan.

4) Project Schedule Development

- a) The schedule is broken down into these four primary phases:
 - i) Initiation Phase
 - ii) Planning Phase
 - iii) Execution Phase
 - iv) Closeout Phase

5) Project Monitoring and Control

- a) Throughout the course of the project, metrics will be used to monitor project performance and health. Weekly project team meetings will be held to address deviations from the project plan.

6) Requirements Control

a) Requirements Gathering

- i) Justice Works will perform an initial system review to identify any other areas within defenderData that will need alteration to preserve existing functionality while also delivering on the enhancements and requirements desired by the user community.

b) Requirements Management

- i) Change requests will be used during the project and will be agreed upon by both parties. Change requests can affect the timeline and cost of the project.

7) Tools, Methods & Techniques

- a) Requirements and issues will be prioritized and tracked within the Justice Works issue tracker web tool. During weekly status meetings, progress on individual tasks will be reviewed and priorities adjusted as needed. Ultimately, MCILS will have control over the priorities assigned to each task, and Justice Works will communicate timeline, work effort estimates and work progress within the issue tracker.

8) Schedule Control

- a) The Justice Works issue tracker will maintain a granular listing of individual development tasks. This will be a key tool to track and record communication between developers, project management, and end-users regarding enhancements, defects, and customization requests. Priorities and progress on active items in the issue tracker will be reviewed weekly to adjust for estimate variations and changes in priorities.

9) Cost Control

- a) System change requests will be reviewed by both parties and agreed upon before any changes to the cost of the project take place.

10) Communications and Reporting

- a) Throughout system development and implementation: The primary communication medium for the project will be via weekly teleconference meetings with the project team to review and update the issue tracker and the project schedule regarding project performance, status, and risks.
- b) After implementation: Communication to end-users will be handled via a news bulletin that will display at the time of login to the system when changes have been posted.

Project Management Team

	Physical Address: 1216 West Legacy Crossing Suite 200 Centerville, UT 84014	Technical Team: 888-696-9357 support@justiceworks.com Finance/Legal: 866-387-6260 sales@justiceworks.com
Hasan Gulenc	Director of Web Development	Hasan@justiceworks.com
Tony Hayward	Application Development Manager	Tony@justiceworks.com
Ian Ericson	Web Development Manager	ian@justiceworks.com
Sheldon Mills	Team Lead	Sheldon@justiceworks.com
Abe Raigne	Project Manager	Abe@justiceworks.com

Training Plan

Training sessions will be conducted by Justice Works staff during the pilot phase of the defenderData case management system implementation. During the execution phase, Justice Works staff will conduct training sessions for targeted end-users.

This plan document details the methods and tools which will be used to conduct training sessions during each phase. Trainees will receive instruction in all areas of the system, including but not limited to:

- Software installation and login
- Browser-based/mobile device access
- Case management
- Document management
- Event scheduling and calendaring
- Connections with external systems
- Administrative tools
- Account maintenance and security

Training Objectives

1) Primary

- a) A primary objective of all training sessions will be to ensure that all administrators and end-users receive quality and comprehensive instruction. At the end of each session trainees should find that the course has met or exceeded all their expectations and that all questions were answered accurately.

2) Secondary

- a) The secondary objective of training will be to provide all of the necessary post-training reference material, including:
 - i) User manuals
 - ii) Recorded tutorials
 - iii) Recorded training webinars
 - iv) Written responses to Frequently Asked Questions (FAQs)

Roles and Responsibilities

Justice Works

- Schedule and conduct all pilot phase training sessions
- Schedule and conduct all training sessions during the execution phase

Maine Commission on Indigent Legal Services

- Review and approve all user manuals and training materials
- Assist Justice Works with coordinating and scheduling all end-user training sessions
- Verify that all end-users have had an opportunity to receive training

Training Database

A mock database will be created containing fictitious data for the purpose of training the system.

Pilot Phase Training

The pilot training session will be conducted using the GoToWebinar online meeting system for Maine Commission on Indigent Legal Services staff and the users selected for pilot phase access. This webinar will be held on a date to be determined later.

The webinar will be scheduled for a duration of 1 to 2 hours. The webinar will also be recorded in Microsoft mp4 format. A link to the recording will be provided to attendees for future review and to anyone who was unable to attend.

Execution Phase Training

All training sessions will be conducted using the GoToWebinar online meeting system for Maine Commission on Indigent Legal Services staff. Training sessions will be broken out by functional area of the system including:

- Software installation and login
- Browser-based/mobile device access
- Case management
- Document management
- Event scheduling and calendaring
- Connections with external systems
- Administrative tools
- Account maintenance and security

Multiple opportunities to attend training webinars will be communicated to office staff so that they can work the training into their schedules. Separate training sessions will be held for the Public and Alternate Defender staff.

Pilot Acceptance

A key artifact that will be generated to support project acceptance will be the pilot survey which will be defined in cooperation with all team members. The survey will be utilized to gather feedback from users to determine if the system is ready for full-scale rollout. The survey will address such issues as performance, stability, and completeness for effectively managing cases.

Once the system has been deployed, a final survey will be submitted to all users requesting feedback. The feedback provided will be used in ongoing improvements and modifications to the system based on the ongoing service agreement.

Project Closeout

Once the execution phase for this project has been completed, and the system has been deployed to all users, the following closeout steps will take place:

- The ongoing support of the system will transition to the ongoing service agreement wherein additional reporting, custom development, and training will be performed.
- Any remaining payments due for the development phase of the project will be paid at the time of project closeout.
- Ongoing review of the system performance and user feedback may be performed quarterly for the 1st year after implementation and annually thereafter.

Test and Change Management Plan

Test Plan Overview

Software Quality Assurance (SQA) will be conducted throughout all implementation phases of the defenderData system by Justice Works staff, Maine Commission on Indigent Legal Services staff and pilot phase participants. Feedback on issues and errors will also be provided by Maine Commission on Indigent Legal Services.

This document describes the appropriate SQA strategies, processes, workflows, and methodologies used to plan, organize, execute, and manage testing of the defenderData case management system.

The test scope includes the following:

- Testing of all functional, application performance, security and requirements listed in the design specification documents.
- End-to-end testing and testing of interfaces with all external systems which interact with the defenderData system.

1) Quality Objectives

a) Primary

- i) The primary objectives of testing application systems are to assure that the system meets the full requirements, satisfies the test case scenarios, and maintain the quality of the product. At the end of the project development cycle, the client should find that the project has met or exceeded all their expectations as detailed in the project specifications.
- ii) Any changes, additions or deletions to the requirements documents, functional specification or design specification will be tested at the highest level of quality and documented within the Justice Works tracker application.

b) Secondary

- i) The secondary objectives of testing application systems are to identify and expose all issues and associated risks, communicate all known issues to the project team, and ensure that all issues are addressed in an appropriate manner before release. These objectives require careful and methodical testing of the application to first ensure all areas of the system are scrutinized and, consequently, all issues found are dealt with appropriately.

2) Roles and Responsibilities

a) Justice Works

- i) Develop the system/application.
- ii) Develop test cases in collaboration with Maine Commission on Indigent Legal Services.
- iii) Conduct unit, system, regression, and integration testing.
- iv) Support user acceptance testing during the pilot phases.

b) Maine Commission on Indigent Legal Services

- i) Review and provide feedback on test cases and product requirement specifications during all stages of development.
- ii) Users participating in the pilot will provide feedback on experiences, issues and errors encountered using an online, web-based tracking system provided by Justice Works.
- iii) Maine Commission on Indigent Legal Services will review the issue tracker with Justice Works to prioritize each entry before reporting back to users.

4) Test Execution

The pilot period of the defenderData implementation is the single most critical phase of the entire project. During the pilot, several users will perform a subset of their day-to-day operations within dD. Analysis of the results from the pilot may determine when the final implementation will occur.

In preparation for user acceptance testing during the pilot phases, the Justice Works team will complete unit, system and integration testing which meets all requirements (including quality requirements) based on design and functionality specifications.

- i) User acceptance testing will be conducted by pilot users.
- ii) Test results will be reported in the Justice Works tracker application by SQA staff and pilot users participating in the pilot phases.
- iii) Test cases are developed by Justice Works with approval by the SQA manager and Maine Commission on Indigent Legal Services team.
- iv) The SQA team will train, support, and provide appropriate guidance to pilot users.

5) Test Methodologies

The purpose of the various testing methodologies is to achieve the following:

- i) Define testing strategies for each area and sub-area to include all the functional and quality (non-functional) requirements.
- ii) Divide product specifications into testable areas and sub-areas.
- iii) Define bug-tracking procedures.
- iv) Identify testing risks.
- v) Identify required resources.
- vi) Establish a testing schedule with respect to software updates as well as basic user interface customizations.

Usability Testing

The purpose of usability testing is to observe and report the experiences of users who are not familiar with the system or are using the system for the first time. The primary objective is to identify areas where users commonly have difficulty which may otherwise go undiscovered by the QA team.

Usability testing will be performed by pilot phase participants. Participants will provide the project team with their evaluation of the impact the user experience will have on the project.

Unit Testing

Unit Testing is conducted by Justice Works software development staff during the code development process to ensure that proper functionality and code coverage has been achieved by each developer during coding and in preparation for acceptance into iterations testing.

The following are the example areas of the project which must be unit-tested and signed-off before being passed on to regression Testing:

- Databases, Stored Procedures, Functions, Triggers, Tables, and Indexes
- .OCX, .DLL, .EXE and other binary formatted executables

Performance Testing

Client and server-side performance will be monitored by Justice Works staff throughout the development phase to isolate any areas where the system is not performing within expected boundaries in respect to the total concurrent users. These tests will also be conducted under high CPU usage as well as high latency conditions to identify areas of the system which are most adversely affected when the system (server-side) is under load or when low-bandwidth connections are used (client-side).

Regression Testing

During the repeated cycles of identifying bugs and taking receipt of new builds (containing bug fix code changes), there are several processes which are common to this phase across all projects. These include the various types of tests: functionality, performance, stress, configuration, etc. There is also the process of communicating results from testing and ensuring that new iterations contain stable fixes (regression).

Final Release Testing

The purpose of this test phase is to verify that the product is ready for distribution, acceptable to the customer and addresses any potential operational or workflow issues. Once all priority 0 (critical) and 1 (high) issues are resolved during previous iterations testing phases, bug fixes during the final release phase will be focused on minor and trivial issues (priority 2, 3, 4 and 5). The SQA team will also continue the process of verifying the stability of the application through regression testing (existing known bugs as well as existing test cases).

The milestone target of this phase is to establish that the system has reached a level of functionality and stability appropriate for day-to-day usage.

6) Item Tracking – Change Management

All enhancements, customizations, reports, and defects should be logged using the Justice Works tracker system. All tracker items will be visible to members of the MCILS and Justice Works teams. Each team member will have access to create, update, comment on or include attachments for individual tracker items. When status updates are made to each item, team members will receive an email notification.

Justice Works tracker URL: <http://yankee.defenderdata.com/tracker>

The following Priority levels will be tracked:

- 0 – critical
- 1 – high
- 2 – med
- 3 – low
- 4 – next release
- 5 – later release

The following item Categories will be tracked:

- Customization
- Data Conversion
- Defect
- Duplicate
- Enhancement
- Question
- Report
- Task
- Ticket

- Cosmetic

The below screen capture displays the “add new item” screen.

Firefox
Justice Works Support - Add New Item

justiceWORKS items search queries reports go to ID search text advanced logoff settings about help

add new item

Description:

Presets: use / save

Project: **dD Windows**

Organization: **US - ODS**

Category: **customization**

Priority: **1 - high**

Assigned to: **[not assigned]**

Status: **new**

Date Requested: [select]

Date Due: [select]

Estimated Hours:

Actual Hours:

Billed: **no**

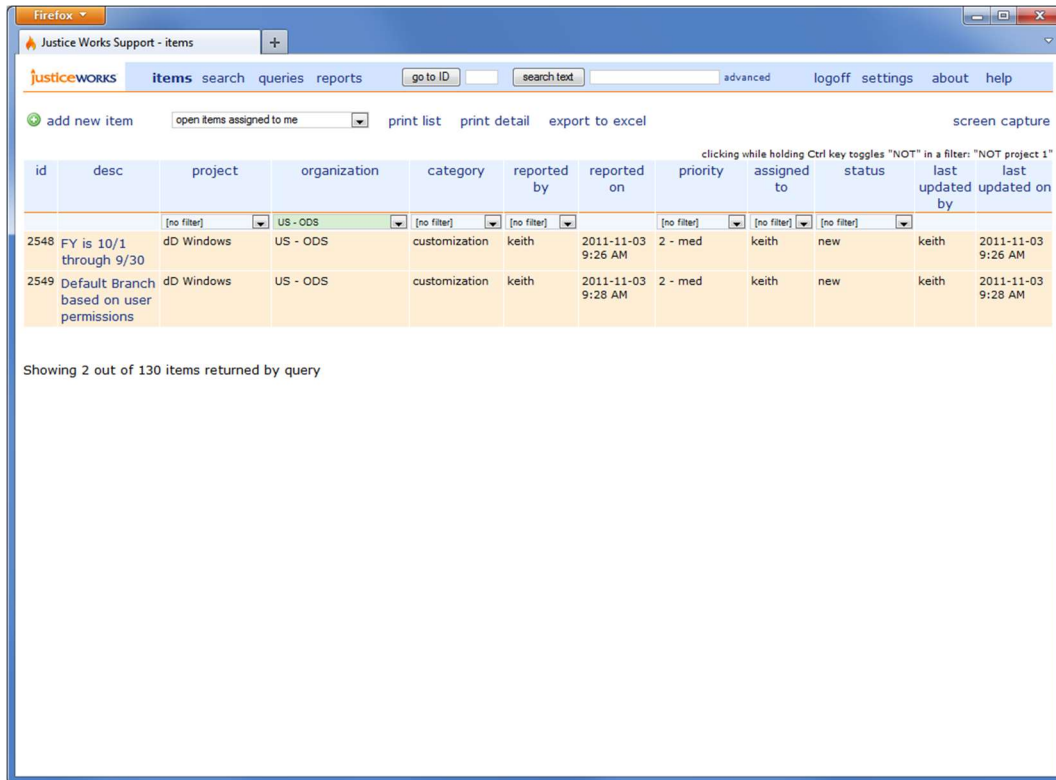
Dev Notes:

[+] [-] Comment: Entering "bugid=999" in comment creates link to id 999

Comment visible to internal users only

Create

Users may use a set of filters to find and sort all items in the Tracker:



After login, users can select “settings” to configure their password and email notification preferences.

7) Tracker Review

Review meetings will be held throughout all phases of the development cycle. Scheduling of meetings will be the responsibility of the Project Managers. Tracker reviews will be held on a regular basis throughout the project schedule.

The Product Managers, SQA Lead, and Lead Developers should all be involved in these review meetings. The Justice Works tracker system will be utilized for prioritization and collaboration on all items under review. The purpose of review meetings is to determine the type of resolution for each item and to prioritize and determine a schedule for all pending items. Development will then assign the items to the appropriate person for completion.

8) Testing Completeness

Testing will be considered complete when the following conditions have been met:

- When the Maine Commission on Indigent Legal Services and Justice Works teams agree that testing is complete, the app is stable, and the application meets functional requirements.
- Test cases in all areas have passed.
- All priority 0 and 1 bugs have been resolved and closed.
- Each test area has been signed off as completed by the SQA team lead.
- Ad hoc testing in all areas has been completed.

ON-GOING SERVICE AND SUPPORT

The transition from the development and pilot phases of the project into the final release will continue with much of the same processes already established in previous phases. Any outstanding, low priority issues in the Justice Works tracker system will continue to receive development and testing attention with changes to the system occurring periodically.

Our Support Technicians are available between standard business hours, 6 am and 6 pm Mountain Time (8 am - 8 pm Eastern Time).

We want to also clarify that our support services are not limited to troubleshooting and defect repairs in the software. Ongoing changes to business logic, screen interfaces, and reports are provided as an included part of our support offering.

Service Level Agreement

Option 1: Revision 1.0

The agreement covers the provision and support of defenderData, which provides access to Justice Works' servers for access to legal case information.

This agreement remains as valid until revised, and will be reviewed annually, with further reviews in the case of a breach of this agreement. There is a section for mutually endorsed minor changes at the end of this document.

Service Description

defenderData consists of software and supporting infrastructure for end-user personal computers running the Windows operating systems.

Service Support Hours

Customers can expect support for the service to be available during all regular business hours.

Regular hours: Monday - Friday, 6:00 A.M. to 6:00 P.M. Mountain time (8:00 A.M. to 8:00 P.M. Eastern time).

Support cannot be expected on weekends or on all holidays that the federal government observes.

If these detailed service times are found to be unacceptable, the Customer may request an SLA review for re-evaluation.

Customer Support

The point of contact for users will be through the Support Group.

Internal Issue Tracker Web: <http://yankee.defenderdata.com/tracker/>

Phone: 888-696-9357

E-mail: support@justiceworks.com

Outside of normal operating hours, the following e-mail will be monitored:

support@justiceworks.com

If all Support Group agents are unavailable, an effort to return all messages (with a telephone call) within 30 minutes will be made.

Service Availability

Required availability for these services is 99 percent uptime, not counting planned maintenance times.

The 99 percent availability metric will be measured by a rolling 6-month period.

Change Management Procedures

Any proposed changes by the Customer must be submitted through the Support Group for review. A notice of acceptance/denial and reason for such must be within five business days. Emergency changes will be dealt with immediately by the Support Manager.

Service Reviews

Reviews of the service may be conducted by Service Level Management in conjunction with the Customer at least annually, as well as after a major outage or change.

PRICING

The following table details the pricing for delivery of the services outlined in this proposal. This pricing is valid for 60 days from the date of this proposal:

Services Cost	Hours	Price
dD7 system upgrade and customizations	1493	\$186,625
Total	1493	\$186,625

PAYMENT TERMS

Implementation Services Costs

\$125.00 an hour for 1493 hours for a total of \$186,625 (discounted hourly rate from current rate of \$150/hour)

dD7 Upgrade

50% upon Project Start: \$93,312.5

50% upon Final Delivery: \$93,312.5

Ongoing usage fees - dD7 Cost Per Case

Price Per Case: \$3.50

DATA OWNERSHIP

All data remains the property of Maine Commission on Indigent Legal Services. Justice Works holds no ownership interest in the data at any point and will not disclose the information to any party without written consent of Maine Commission on Indigent Legal Services. A backup copy of the data can be requested at any time and the Maine Commission on Indigent Legal Services would only be billed for the time taken to gather and deliver the data.

CONCLUSION

We look forward to working with Maine Commission on Indigent Legal Services and supporting your efforts to improve your Case Management capabilities. We are confident that we can meet the challenges ahead and stand ready to partner with you in delivering an effective solution. If you have questions on this proposal, feel free to contact me at your convenience by email at carl@justiceworks.com or by phone at 801-294-2848.

ACCEPTANCE

Maine Commission on Indigent Legal Services

Date

Carl Richey
Founder, CEO
Justice Works, LLC

Date