

# **Knowledge Management**

**What it is, why it matters, and (Google)  
options for making what you know  
findable**

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January 13, 2010

# Center for Access to Justice & Technology



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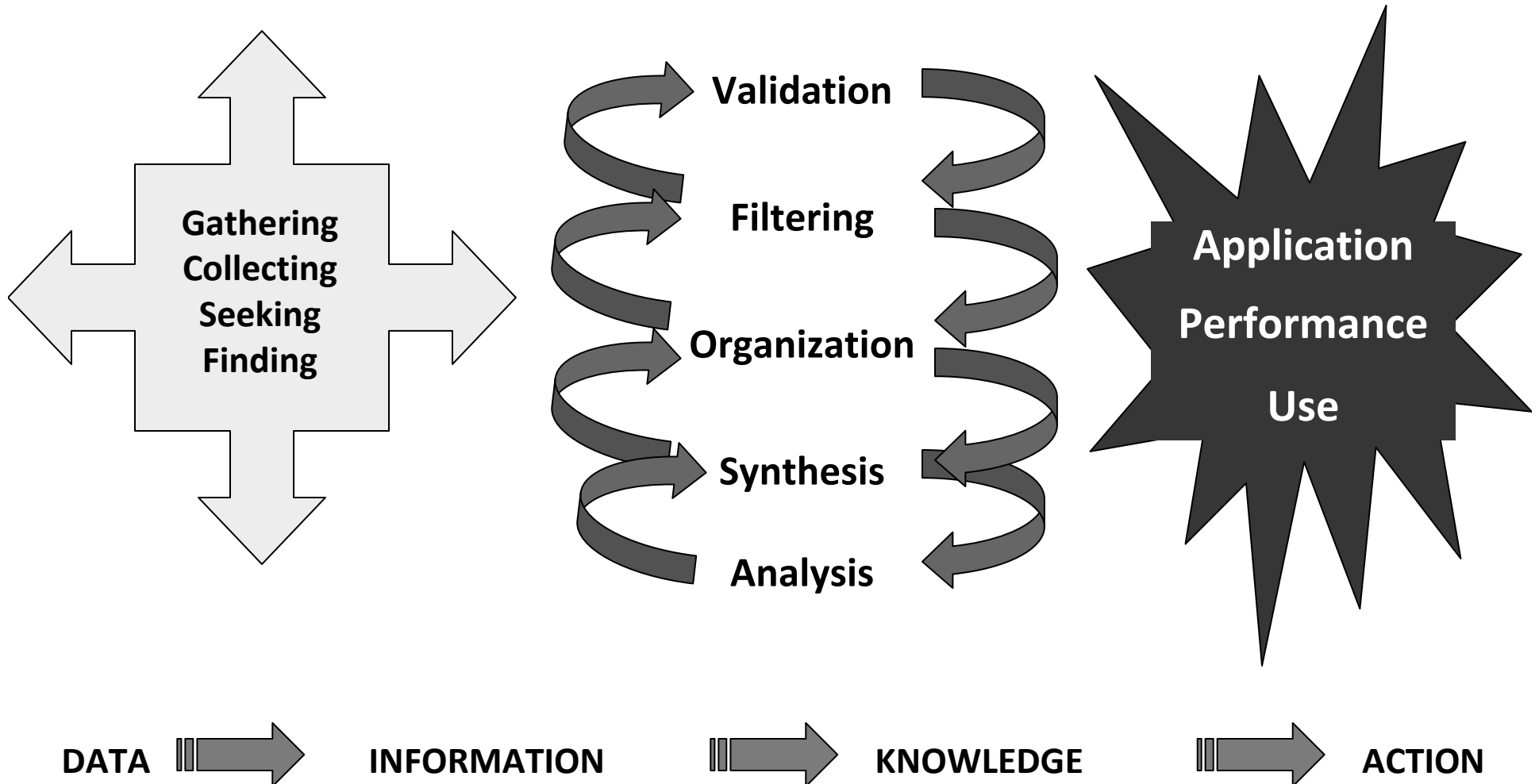
# Knowledge Management

## Early Definitions

- It is ... knowledge creation, capture, organization, access, and application.

Richard Hunter, VP Gartner Group  
Quoted in Infoworld 2/22/99 p. 69

# 3 Stages of Knowledge Work



# Knowledge Management: What is it?

- It is more a discipline that includes tacit knowledge that resides in individual workers as well as explicit knowledge that is documented.”

Richard Hunter, VP Gartner Group

Quoted in Infoworld 2/22/99 p. 69

# Knowledge Management: Some Included Technologies

- Data Mining
- Expert Systems
- Document Management
- Groupware
- Workflow
- Distance Learning
- Document Assembly

# Knowledge Management: Some Newer Included Technologies

Web 2.0

Blogs

Wikis

Social Media- i.e. Facebook, et al

Enterprise Search

Recommind

Autonomy's Universal Search

Google's Search Appliance!!



## Bryan Cave's Zones

- **NoZone**<sup>®</sup> is a widely acclaimed, interactive, web-based application that teaches supervisors and employees how to recognize and prevent harassment of all types.
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Orrick's Start-Up Tool Kit is a comprehensive set of resources designed to aid start-ups and their founders on the journey from the "garage" to the global marketplace.

Use our Start-Up Tool Kit to memorialize agreements with co-founders or potential investors, understand the terms and terminology of key legal documents, and network and learn business strategy and the latest industry news.



### Term Sheet Creator

Create drafts of start-up and venture financing documents ranging from your company's founding to a preferred stock financing.



### Start-Up Forms Library

Use this reference source for the key legal documents you will need to start and grow your company.



## Term Sheet Creator

### Term Sheet Creator



From your company's founding to a preferred stock financing, Orrick's Term Sheet Creator allows you to create drafts of start-up and venture financing documents based on your responses to a series of interactive questions.

Below are the types of term sheets you can create:

#### Founders Term Sheet (Browser Compatibility: IE6+)

- For founders of start-up companies
- Creates a term sheet for the founders round
- Creates an answer file that can be used by your lawyers to organize your start-up company quickly and efficiently when you are ready

#### Bridge Financing Term Sheet (Browser Compatibility: IE6+)

- For start-up or venture-backed companies
- Creates a term sheet for an interim financing prior to the next equity financing
- Creates an answer file that can be used by your lawyers to draft your deal documents quickly and efficiently when you are ready

#### Preferred Stock Financing Term Sheet (Browser Compatibility: IE6+)

- For start-up or venture-backed companies
- Creates a term sheet for a preferred stock financing
- Creates an answer file that can be used by your lawyers to draft your deal documents quickly and efficiently when you are ready

2004 Access to Justice & Technology Seminar, Professor Staudt  
<http://www.kentlaw.edu/classes/rstaudt/access2justice2004seminar/>



Term Sheet Creator > Interview

Founders Term Sheet

User Guide [Icons] Help

Interview Outline

- TSC Additional Terms and C
- Company Information
- Director Information
- Officer Information
- Stockholder Information
- Misc Filings Information
- Company Contact Person

Company Information

Company Name  
[Text Input Field]

Address Line 1 [Text Input Field] Address Line 2 [Text Input Field]

City [Text Input Field] State/Province [Dropdown] Postal Code [Text Input Field]

County [Text Input Field] Country [Dropdown]

Phone [Text Input Field] Fax [Text Input Field]

Company Website [Text Input Field]

State of Incorporation [Dropdown] End of Fiscal Year [Text Input Field: December 31st] Bank [Dropdown]

Does the Company want to have a Seal Stamp?  
 Yes  
 No

# Seyfarth Shaw -- Lean Six Sigma

- **Six Sigma goals: To integrate the SeyfarthLean** approach throughout the firm, so that each person is asking: “Can I do this better?” Also, to achieve a point at which each attorney is asking, “Am I adding value, as defined by the client, to the delivery of my services?” To make sure that we are asking the client what they want and then delivering it in the most efficient, cost-effective way possible.
- **Number of projects: 57 process maps in existence** in addition to more than 30 internal projects
- **Financial benefit/savings: Client savings of 15 percent to 50 percent**

# Seyfarth Shaw -- Lean Six Sigma

- Six Sigma is a business process improvement methodology, which was introduced in the early 1980s. Born in the manufacturing departments of Motorola and championed by Jack Welch, former General Electric CEO, Six Sigma has become well-known across many industries.
- The Six Sigma “DMAIC” process (define, measure, analyze, improve, control) is a staged approach to evaluate existing processes falling below specification and needing incremental or greater improvement.
- Seyfarth built--Web based process management; workflow charts; decision points on all engagements; process sheets; activity based cost model

# Stages of Large Law Document Centered KM

**Document  
Management  
Systems**

**West KM  
And  
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**Universal  
Search**





# Document Management Systems

- Central control of word processing, file storage, and printing
- Version control- team document preparation
- Virtual work product case file
  
- KM Drawbacks of Document Management Systems
  - Huge volume of documents and versions
  - Inadequate search tools
  - Little or no metadata and classification

# LexisNexis and West KM Products

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- O.C.G.A. 9-11-56 (1,754)
- Blackston v. Shook Fletcher Insulation Co., 764 F.2d 1480 

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 Doc No.: 129396 - Last Modified: Oct-24-2000 - [M Laura Lopez](#)  - [A.C.&S.](#)  -  
 Class: Court Papers > Motions > Summary Judgment
2.   [Plaintiff's Response to Various Defendants' Motions for Summary Judgment and/or Motions to Dismiss](#)



ide set forth by the Fourth Circuit in *Lohrmann v. Pittsburgh Corning Corp.*, 782 F.2d 1156 (4th Cir. 1986). The Court in *Lohrmann* stated as follows:

**Pittsburgh Corning**

- Company
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Appellants would have us adopt the rule that a company's asbestos-containing product was at the workplace to whether that product contributed to the . . . law of substantial causation. . . judgment . . . would depend upon the presence of a specific product or minimum contact.

that a company's asbestos-containing product was at the workplace to whether that product contributed to the . . . law of substantial causation. . . judgment . . . would depend upon the presence of a specific product or minimum contact.

IC  
d

To support a reasonable inference of substantial causation from circumstantial evidence, there must be evidence of exposure to a specific product on a regular basis over some extended period of time in proximity to where the Plaintiff actually worked.

We have spoken to the question of sufficiency of circumstantial evidence required to support a finding of causal connection and have concluded that there must be evidence of a reasonable and rational nature upon which a jury can make the necessary inference that there is a causal connection between a Defendant's action and a Plaintiff's injury.

*Id.* at 1162, 1163 [Shepardize®](#) . (emphasis supplied).

Discovery has revealed in the present case that no causal connections exist between Mr. Wazir's injury and John Crane Inc.'s products and, therefore, summary judgment must be granted. Plaintiff has produced no evidence that he sustained harmful asbestos exposure to a John Crane Inc. product. Pursuant to O.C.G.A. §9-11-56 Plaintiff may not rely on what may be produced at trial in opposing a motion for summary judgment. See 9-11-56(e); *SEC v. Spence & Green Chemical Co.*, 612 F.2d 896, 901 (5th Cir. 1980), *cert. denied*, 499 U.S. 1082 (1981) [Shepardize®](#); *Gossett v. Du-ra-kei Corp.*, 569 F.2d 869, 873 (5th Cir. 1978). Nor may they rely on an opposing affidavit that does not specify the affiant's personal knowledge that Plaintiff had an asbestos exposure in relation to this Defendant's product. *Blackston v. Shook & Fletcher Insulation Co.*, 764 F.2d 1480 (11th Cir. 1985). Therefore, in the absence of any evidence of harmful exposure, Defendant John Crane Inc. is entitled to summary judgment as a matter of law.

In his deposition, Plaintiff failed to identify a single location during his entire work history in which he worked with or in the vicinity of John Crane Inc.'s products. Because of the absence of any evidence of exposure, John Crane Inc. is entitled to summary judgment as a matter of law.

## Document Guide

### Entities

### Company

[CSX](#)  
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### Employee

[Ollie M. Harton](#)

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Blackston v. Shook & Fletcher Insulation Co., 764 F.2d 1480, 1985 U.S. App. LEXIS 20282, CCH Prod. Liab. Rep. 1985)

### SHEPARD'S SUMMARY

#### Unrestricted *Shepard's* Summary

No subsequent appellate history.

#### Citing References:

[▲](#) Cautionary Analyses: [Criticized \(1\)](#), [Distinguished \(4\)](#)  
Positive Analyses: [Followed \(6\)](#)  
Neutral Analyses: [Concurring Opinion \(2\)](#), [Dissenting Op. \(2\)](#), [Explained \(3\)](#), [Harmonized \(1\)](#), [Quest...](#)  
Other Sources: [Law Reviews \(20\)](#), [Treatises \(9\)](#), [Court Documents \(380\)](#)

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1.   **Legal Definition of Motion For Summary Judgment**

The 'Lectric Law Library's Lexicon On \* Motion For Summary Judgment \* MOTION FOR SUMMARY JUDGMENT - A request made by the defendant...must present some evidence on every material issue f which he will bear the burden of proof at trial...

2.   **American Civil Liberties Union : ACLU of Alaska v. State - Motion for Sumr Judgment**

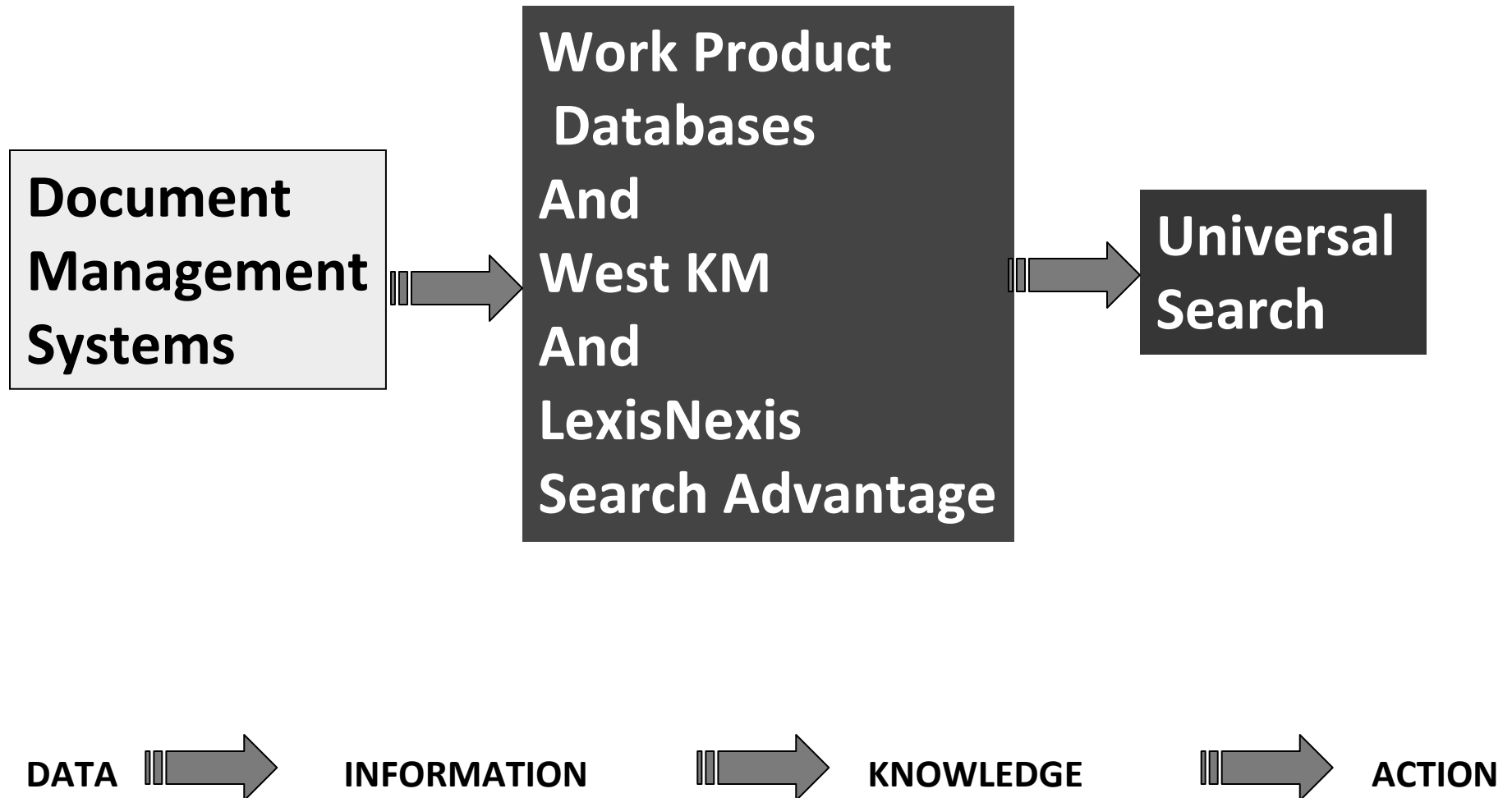
...Decriminalization ACLU of Alaska v. State - Motion for Summary Judgment (6/30/2006) File Attach click here for more info Description: The...browser) If you need the viewer for this file format, go to: Adol

3.   **Summary judgment - Wikipedia, the free encyclopedia**

In order to defeat a motion for summary judgment, the non-moving party only has to ... For example, one side on a summary judgment motion can produce the ...en.wikipedia.org/wiki/Summary\_judgm 38k - Cached - Similar pages



# Stages of Large Law KM



# Knowledge Management is about Information Convergence and Collaboration

- To conceive of knowledge as a collection of information seems to rob the concept of its life. Knowledge resides in the user and not in the collection. It is how the user reacts to a collection of information that matters...

Churchman 1971

# Large Law KM Obstacles- Trust

David Maister

- When a firm's prevailing atmosphere is one of **competition, not collaboration**, partners rarely make sacrifices for the good of the firm.
- There is **low tolerance for ceding power** or influence to practice group or firm leadership.
- [O]bjective formula-based compensation systems entice partners into **gaming the system through hoarding work** and bickering over origination credits.
- Most important, **absence of trust** may be a significant contributing factor to the **extremely short-term orientations** of many law firms. Investments of time or money that don't yield immediate results are rarely made.

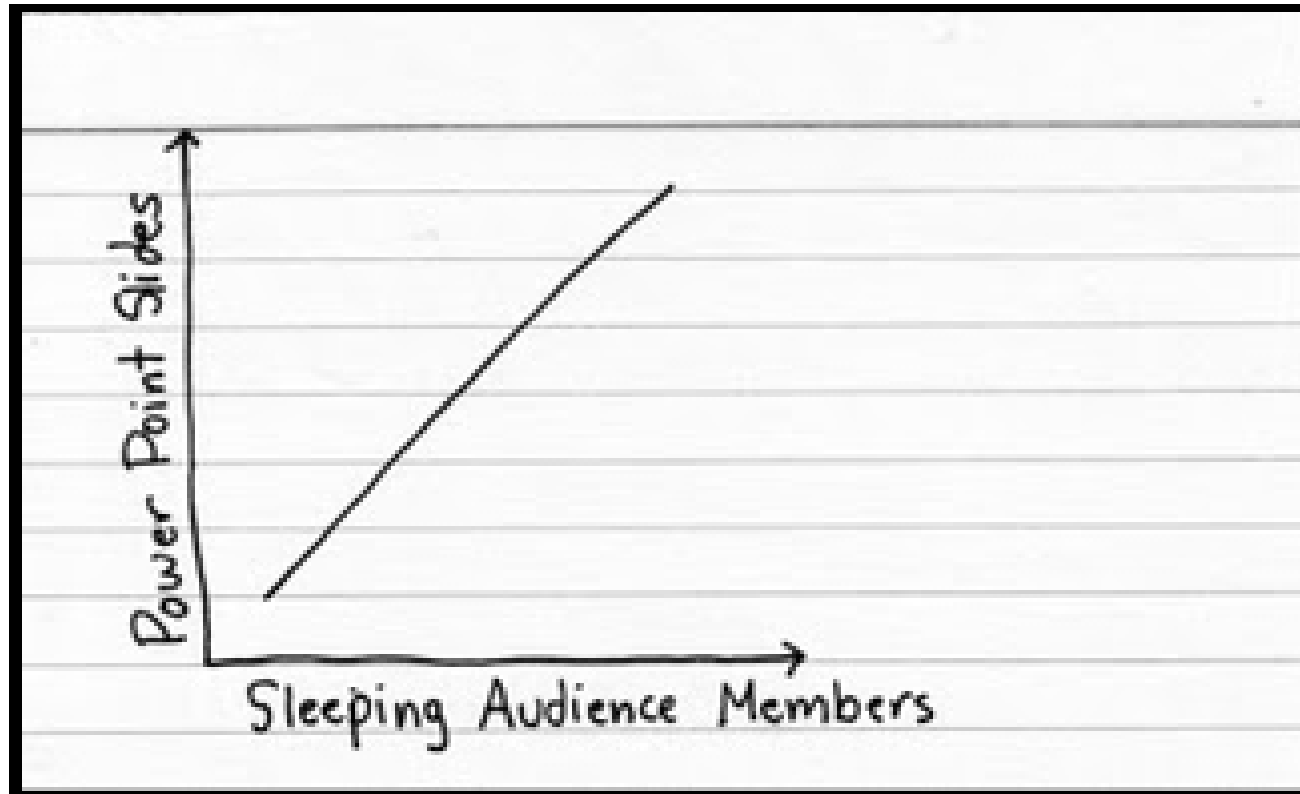
# Lessons for Legal Aid

- Findability
- Process Management
- Shared Expertise Systems
- Client Facing Efficiencies
- More?

# **Knowledge Management**

**What it is, why it matters, and  
(Google) options for making what  
you know findable**

... and as the tenth bullet states:



Jessica Hagy

# Knowledge as a **hard copy** concept



# Knowledge as a **digital** concept

Creation

Organization

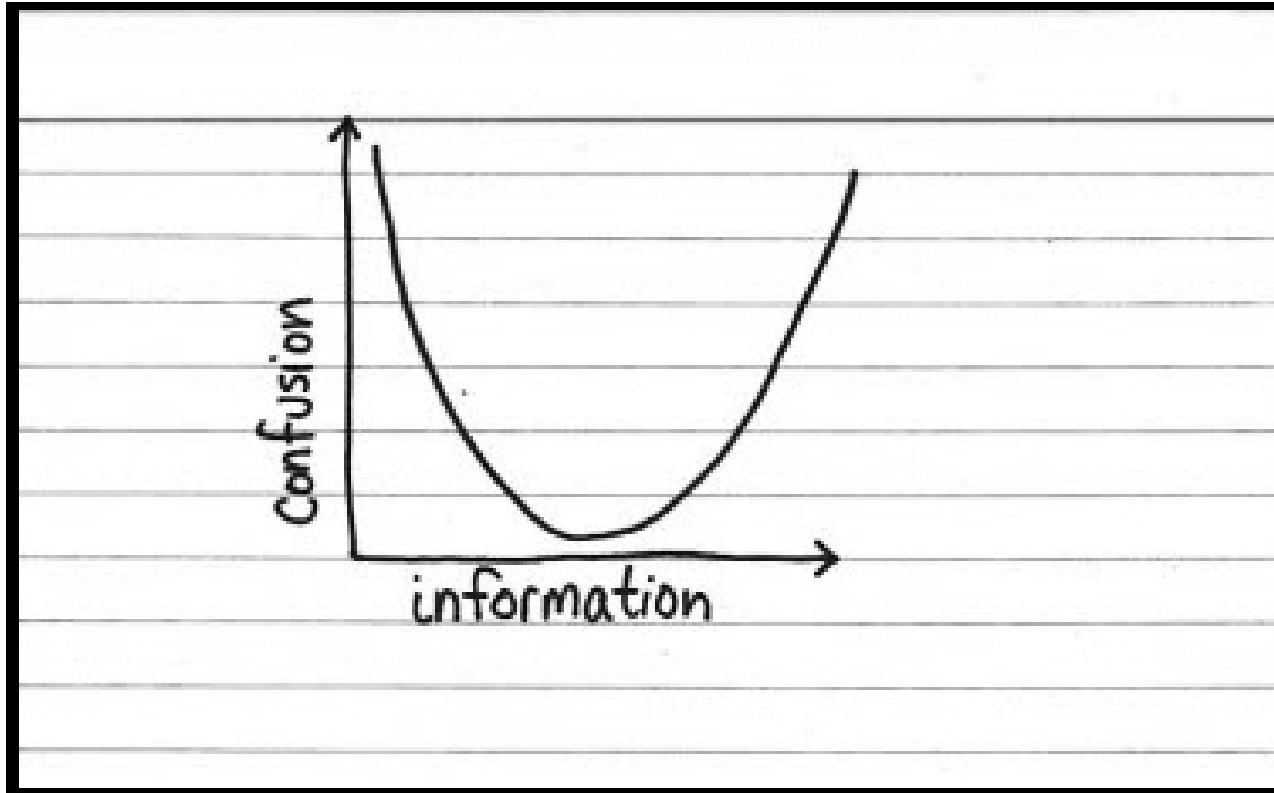
Use

Sharing

**Findability**



Needles and haystacks and such...



Jessica Hagy

We now pause briefly for a poem...

# **“The Unknown”**

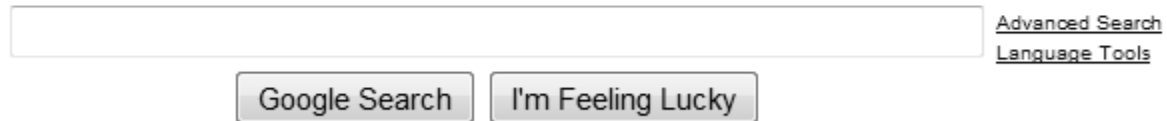
by Donald Rumsfeld

As we know,  
There are known knowns.  
There are things we know we know.  
We also know  
There are known unknowns.  
That is to say  
We know there are some things  
We do not know.  
But there are also unknown unknowns,  
The ones we don't know  
We don't know.

Donald Rumsfeld, U.S. Dept. of Defense  
News briefing (February 12, 2002)

# Web search **paradigms**

It's not just about the search box...

The Google logo is centered on the page, rendered in its classic serif font with a slight shadow effect.A screenshot of the Google search interface. It features a long, empty search input box. Below the box are two buttons: "Google Search" and "I'm Feeling Lucky". To the right of the search box, there are two links: "Advanced Search" and "Language Tools".

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Google Search I'm Feeling Lucky

# Web search **paradigms**

**Navigational...** you want to know *where* - i.e.,  
tell me where a particular site or document is  
located

# Web search **paradigms**

**Navigational...** you want to know *where* - i.e., tell me where a particular site or document is located.

**Informational...** you want to know *who or what* - i.e., acquire static information on a web page or in a document

Andrei Broder

# Web search **paradigms**

**Navigational...** you want to know *where* - i.e., tell me where a particular site or document is located.

**Informational...** you want to know *who or what* - i.e., acquire static information on a web page or in a document.

**Transactional...** you want to know *how* – i.e., take a web search result and perform an activity or process the information dynamically, to a particular purpose

Andrei Broder

# Other web search **paradigms**

exploratory search

crowd sourcing

real-time search

**known-item search**

**vertical search (filtering)**



# Vertical search (filtering)



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# **Impact** of search paradigms

Search concepts have changed how we...

**perceive** “information”

**locate** information

**access** that information

**use** information

**share** information

Is it all about “search”?

“I’m gonna **search** like it’s 1999”

Google becomes a **verb**

Web content goes crazy **social**

The **cloud** emerges as an application platform

**Sharing** of documents breaks out

# The pervasiveness of Google

**The New York Times**

## Media & Advertising

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The morning before I went to visit Google, I searched my Gmail to find my schedule and plugged it into my Google Calendar before pumping the address into Google Maps. I checked Google News to make sure that I was up to date on the latest headlines and made a file of questions in Google Docs and then hit the road, driving down from the Bay Area to see the basket where I store all those eggs at a cost of exactly nothing.

When I told Mr. Schmidt I was worried about Google's dominant presence in my digital life, he said: "It's a legitimate concern. But the question is, how are we doing? Are our products working for you?"

**How Good (or Not Evil) Is Google?**  
David Carr, New York Times (June 21, 2009)

# Is it all about Google?

Google has ~**70%** of the search engine market

Google offers **50+** web applications

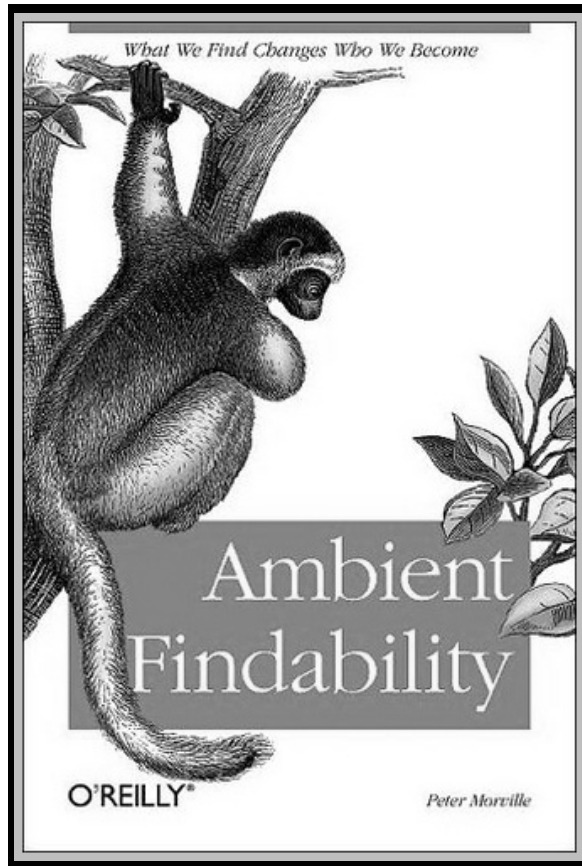
A year ago, **1.75 million** companies were using Google Apps, increasing at a rate of **3,000** a day

Seriously, is it all about Google?

No...

It's about **“findability”**

# What is **findability**?



Peter Morville

## **find·a·bil·a·ty** *n*

- a. the quality of being **locatable** or **navigable**
  
- b. the degree to which a particular object is **easy to discover** or locate
  
- c. the degree to which a **system or environment supports** navigation and retrieval

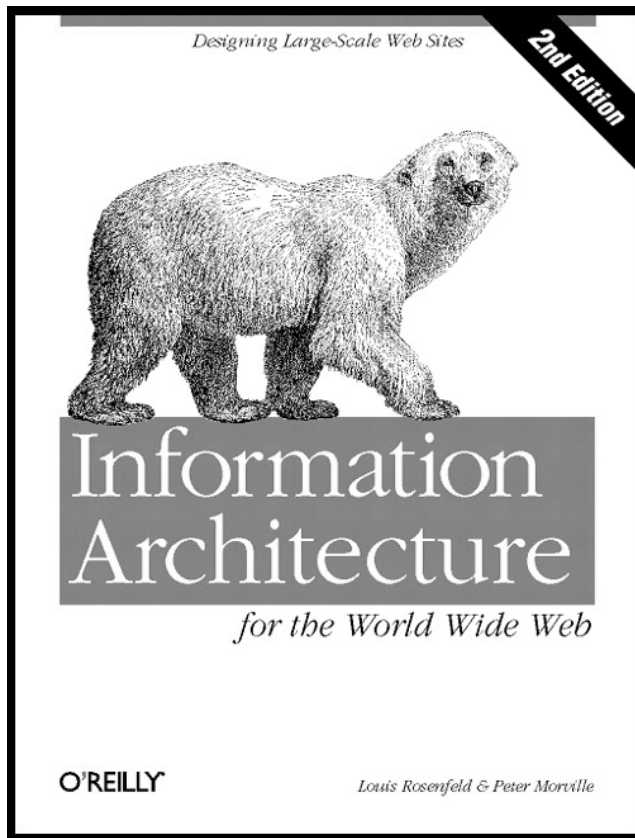


# Information as a **value**



Peter Morville

# What about **information architecture**?



**Peter Morville**

- **structural design** of shared information environments
- combination of **organization, labeling, search, and navigation systems** in web sites and intranets
- art and science of **shaping information** products and experiences **to support usability and findability**

# Complaints about IA design

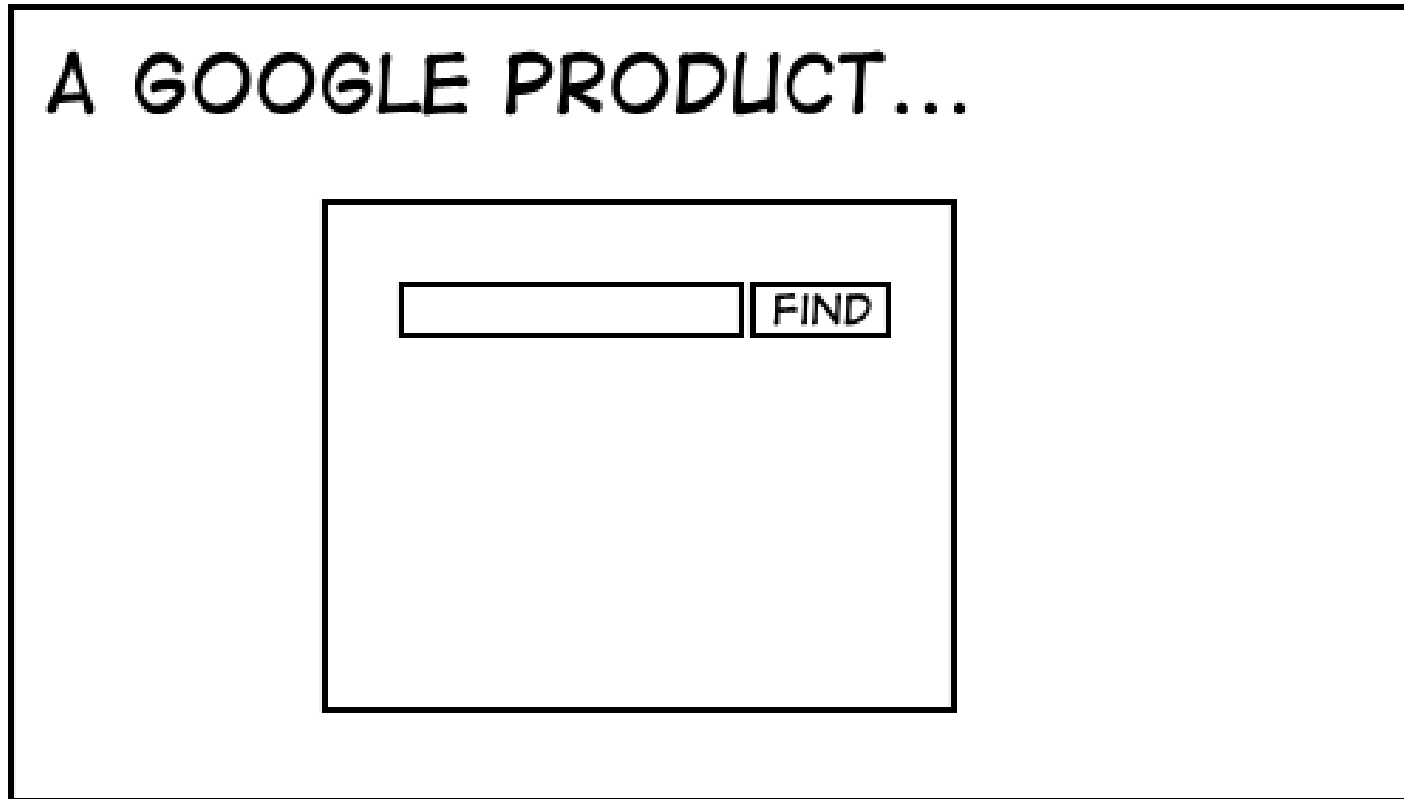
- design and layout damages **usability** and credibility
- users do not trust **accuracy or currency** of content
- **difficulty of submitting content** discourages use
- users **cannot find** the information they need

Peter Morville

**Usability:** Not as simple as it looks

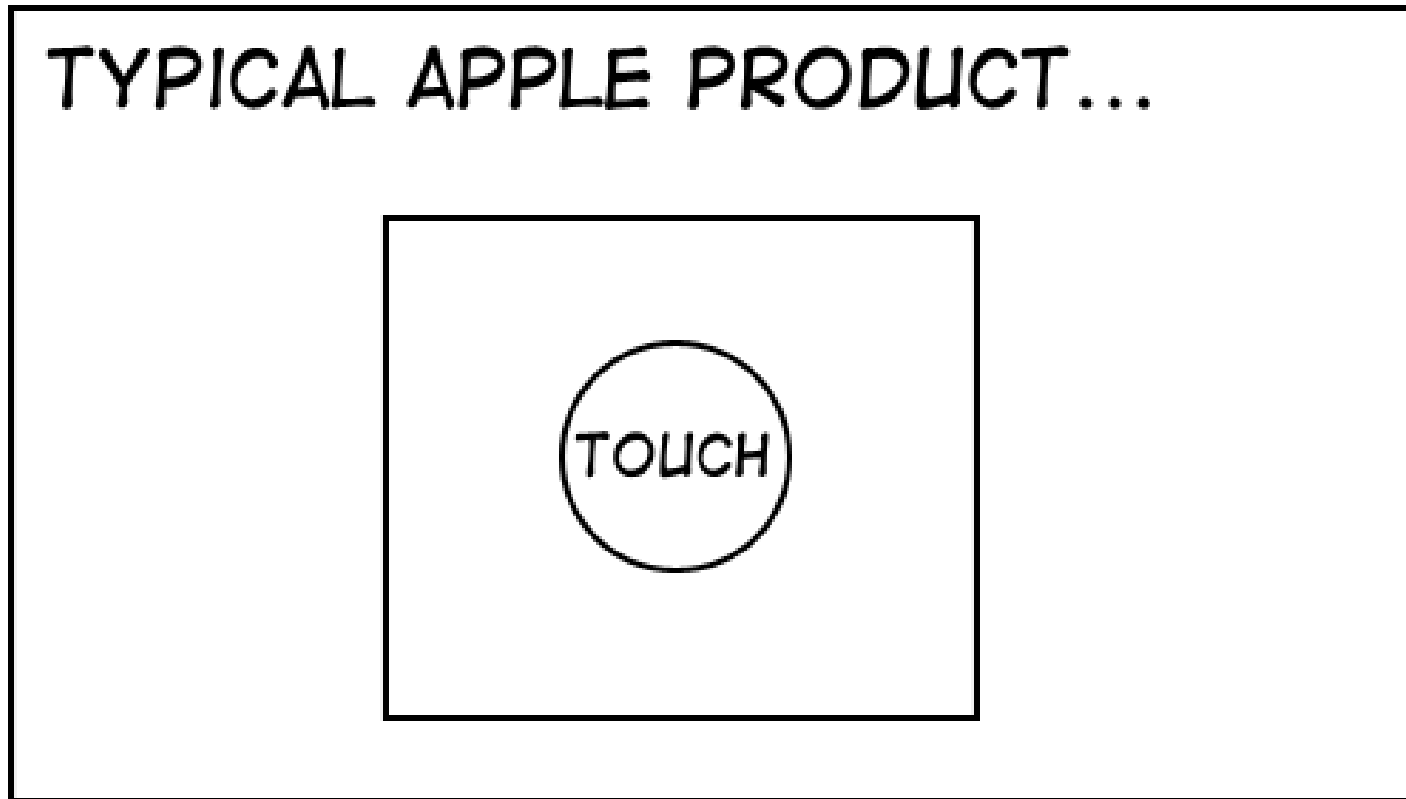
“design and layout  
damages **usability**”

# Usability: Not as simple as it looks



Eric Burke

# Usability: Not as simple as it looks



Eric Burke

# Usability: Not as simple as it looks

**YOUR COMPANY'S APP...**

FIRST NAME: <input type="text"/>	TYPE CD: <input type="text"/>	4 - K
LAST NAME: <input type="text"/>	TQP STAT: <input type="checkbox"/> <input type="checkbox"/>	AA2-
SSN: <input type="text"/> <input type="text"/> <input type="text"/>	VER: <input type="text"/> <input type="text"/>	DK9B
ID: <input type="text"/>	FT/PT: <input checked="" type="checkbox"/>	KKA?
PHONE 1: <input type="text"/> <input type="text"/> <input type="text"/> ...	CAT CD: <input type="text"/>	CN3
PHONE 2: <input type="text"/> <input type="text"/> <input type="text"/> ●	CITY: <input type="text"/>	AA-9
ADDR 1: <input type="text"/>	STATE: <input type="text"/>	NEW
ACCT #: <input type="text"/>	ZIP: <input type="text"/> ...	DEL
	ORD #: ● ○ ○ ? ●	

OKAY   APPLY   SAVE   UNDO   HELP   DELETE   EDIT

SELECT   BROWSE   ERRORS

Eric Burke

# Usability: visual hierarchy



Luke Wroblewski



# Usability: no clear hierarchy



Luke Wroblewski


# Enterprise **Findability** = IA + KM + Search

- In a portal space, IA is top-down: **traditional, controlled** methods of structure and organization
- In a collaboration space, IA is **emergent**: learn by observing and harnessing user patterns and metrics
- enterprise **search is the bridge** across portal, intranet and collaboration space, web sites and (CMS) databases
- Success requires **supportive culture and incentives**

Peter Morville

# Our shared portal

LSNC Portal Pika... Gmail GCalendar GDocs GSites | SPN... LSNC Web... Westlaw Upload » S:\ ?

 **LSNC Shared Portal**  Search LSNC

Pika Search +/-

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### Language Access and Public Transit

December 29, 2009 | posted by Jodie Berger

For those of you who always were curious: This **new Q and A from FTA** explains the Title VI compliance requirements of public transit service providers. Language access issues are specifically addressed in questions 6, 7, 9 and 10.

**No Comments »**

### ABA publishes legal guide for the seriously ill

December 28, 2009 | posted by Brian Laylor

The 52-page **Legal Guide for the Seriously Ill** has been published by the American Bar Association Commission on Law and Aging. The guide "is designed for both the seriously ill individual and those caring for someone who is seriously ill. The guide explains 'Seven Key Steps' in a brief, clear way while offering additional tips and resources for readers looking for more detailed information and guidance." Read more about this project in the **press release**.

Tags: **aba, health**

**No Comments »**

### Legal Guide for the Seriously Ill

Seven Key Steps to Get Your Affairs in Order

### Last 7 LSNC Web Posts +/-

#### Upcoming Events

Jan 14

- Reasonable Accommodation Requests and Fair Housing for Clients with Mental Health Disabilities

Jan 18

- Holiday - Martin Luther King, Jr. Day

Jan 20

- Court Furlough Closure

Jan 21

- CCLS - Defending Against Foreclosure Rescue Scams - PLI

Jan 25

- Welfare Task Force

### Filter by Tag

ada affordable housing all staff auburn case handling case info chico crc csr

# Our shared portal

The screenshot displays the LSNC Portal interface. At the top, there is a navigation bar with links for LSNC Portal, Pika..., Gmail, GCalendar, GDocs, GSites | SPN..., LSNC Web..., and Westlaw. A search bar is located on the right side of the navigation bar. Below the navigation bar, there is a main content area with a sidebar on the right. The main content area features a news article titled "ABA publishes legal guide for the seriously ill" with a sub-headline "Seven Key Steps to Get Your Affairs in Order". The article is dated December 28, 2009, and is posted by Brian Laylor. The sidebar on the right contains a section for "Last 7 LSNC Web Posts +/-" with a sub-section for "Upcoming Events" listing dates from Jan 14 to Jan 25. Below the events, there is a "Filter by Tag" section with various tags like "affordable housing", "all staff", "auburn case", "handling", "case info", "chico", "crc", and "csr".

LSNC Portal Pika... Gmail GCalendar GDocs GSites | SPN... LSNC Web... Westlaw Upload » S:\ ?

Add New... Pika Records More Options

- Client Intake
- OSR Data
- Time Slip
- Pop-up Timer
- Calendar Item
- Tickler Item

My Open Cases  
My Closed Cases  
Incomplete Intakes  
All Open Cases  
My Time Slips  
My Day Calendar  
My Week Calendar  
Advanced Calendar

Pay-period Report  
All Pika Reports  
Pika Search Filters  
Search Contacts  
Sitemap

LSNC Calendar +/-

Search LSNC

Pika Search +/-

Language

December 28, 2009 | posted by Brian Laylor

For those with VI completion specific

No Comments

## ABA publishes legal guide for the seriously ill

December 28, 2009 | posted by Brian Laylor

The 52-page **Legal Guide for the Seriously Ill** has been published by the American Bar Association Commission on Law and Aging. The guide "is designed for both the seriously ill individual and those caring for someone who is seriously ill. The guide explains 'Seven Key Steps' in a brief, clear way while offering additional tips and resources for readers looking for more detailed information and guidance." Read more about this project in the **press release**.

Tags: **aba**, **health**

No Comments »

### Legal Guide for the Seriously Ill

Seven Key Steps to Get Your Affairs in Order

### Last 7 LSNC Web Posts +/-

#### Upcoming Events

- Jan 14
  - Reasonable Accommodation Requests and Fair Housing for Clients with Mental Health Disabilities
- Jan 18
  - Holiday - Martin Luther King, Jr. Day
- Jan 20
  - Court Furlough Closure
- Jan 21
  - CCLS - Defending Against Foreclosure Rescue Scams - PLI
- Jan 25
  - Welfare Task Force

#### Filter by Tag

ada affordable housing all staff auburn case handling case info chico crc csr

# Our shared CMS

The screenshot displays the Pika 4.0 CMS interface. At the top, there is a navigation bar with links for LSNC Portal, Pika..., Gmail, GCalendar, GDocs, GSites | SPN..., LSNC Web..., and Westlaw. On the right side of this bar are buttons for 'Upload » S:\' and a help icon '?'. Below the navigation bar, the main header area contains the 'Pika 4.0' logo, a search bar labeled 'Search Pika', and the text 'Pika Home > Site Map' on the left and 'You are logged in as blawlor.' on the right.

The main content area is organized into several sections:

- Calendar**
  - Day View
  - Week View
  - Four-Week View
  - Advanced Calendar Filters
  - New Calendar Item
  - New Tickler Item
- Cases | OSR Data**
  - All Cases
  - All Pending Intakes
  - My Open Cases
  - My Closed Cases
  - New Client Intake
  - New Eligibility Intake
  - New OSR Data
- Search...**
  - Pika Search Filters
  - Contact Information
- Time Keeping**
  - New Time Slip
  - Pop-up Timer
- User Account**
  - Account Preferences
  - Change Account Password
- Reports**
  - Daily Intake Report
  - LSC Age | Race Report
  - LSC CSR Report
  - LSC OSR Report
  - Mega Report
  - Pay-Period Time Report
  - Quick Docket Report
  - Time Report
  - case\_print-form.php
  - case\_print304
- System Screens**
  - Case Numbering
  - Forms and Folders
  - Menus and Special Tables
  - Pro Bono Attorneys
  - Reset Counters
  - Security Levels
  - System Settings
  - User Accounts
  - ZIP Codes

At the bottom of the page, a footer message reads: 'Team Gizmo, at your service'.

# Our shared intranet

The screenshot shows the LSNC Shared Private Network intranet. At the top, there is a navigation bar with links for Mail, Calendar, Documents, Sites, Groups, and more. The user's email, training@lsnc.net, and links for My sites, Help, and Sign out are also visible. A search bar is located on the right side of the header. The main content area is titled "LSNC | Shared Private Network" and features a breadcrumb trail: Home > Advocate Resources >. The primary heading is "Housing: Select Pleading and Practice Examples". Below this, there are three columns of content. The first column is titled "Unlawful Detainer" and lists several legal documents, including a Defendant's Points and Authorities in Support of Motion for Award of Reasonable Attorneys Fees (client redacted), a Memorandum of Points and Authorities in Support of Defendants' Demurrer (Cara), a Disqualification of a Judge (outline re peremptory challenge under C.C.P. § 170.6), a Motion for Peremptory Disqualification - Declaration in Support (under C.C.P. § 170.6), an Ex Parte Application for Clarification and/or Reconsideration of Partial Denial of Application for Application for Waiver of Court Fees and Costs (Cara), and a Notice of Motion and Motion to Compel Responses to Form Interrogatories and to Compel Responses to Inspection Demands - Points and Authorities in Support of Motion for Award of Reasonable Attorneys Fees (client redacted). The second column is titled "Fair Housing | Persons with Disabilities" and includes a Complaint for Monetary, Declaratory, and Injunctive Relief (Zangari) (fair housing, disability). The third column is titled "Housing Element" and lists a Placer County 2008 Draft Housing Element (housing element comments) and an Application for Amicus Status - Placer Superior Court (SilverBend) (in support of county defense to approval of affordable housing). Below these columns are sections for "Low Income Tax Credit" (Memorandum of Points and Authorities in Support of Defendants' Demurrer (Cara) (low-income tax rental, good cause eviction requirement)) and "Mobile Home". On the right side, there is a "Navigation" sidebar with links to Home, L SNC Core Program Personnel, L SNC Special Program Personnel, L SNC Forms, Administrative | Office Management, and Advocate Resources. Under Advocate Resources, there is a link to "Housing: Select Pleading and Practice Examples" and other resources like Welfare: Select Pleading and Practice Examples, Federal Court Access Articles, Foreclosure Toolkit for Advocates Assisting Homeowners and Tenants, Housing Eviction Brochures, Impact Cases | Projects, Indigent Health Care (Beilenson) Materials, LAAC Legal Services Directory, and LAAC Train. A Translate button is also present at the bottom of the sidebar.

Mail Calendar Documents Sites Groups more ▾ training@lsnc.net | My sites | Help | Sign out

## LSNC | Shared Private Network

Home > Advocate Resources >

### Housing: Select Pleading and Practice Examples

#### Unlawful Detainer

- [Defendant's Points and Authorities in Support of Motion for Award of Reasonable Attorneys Fees](#) (client redacted)
- [Memorandum of Points and Authorities in Support of Defendants' Demurrer](#) (Cara)
- [Disqualification of a Judge](#) (outline re peremptory challenge under C.C.P. § 170.6)
- [Motion for Peremptory Disqualification - Declaration in Support](#) (under C.C.P. § 170.6)
- [Ex Parte Application for Clarification and/or Reconsideration of Partial Denial of Application for Application for Waiver of Court Fees and Costs](#) (Cara)
- [Notice of Motion and Motion to Compel Responses to Form Interrogatories and to Compel Responses to Inspection Demands - Points and Authorities in Support of Motion for Award of Reasonable Attorneys Fees](#) (client redacted)

#### Fair Housing | Persons with Disabilities

- [Complaint for Monetary, Declaratory, and Injunctive Relief](#) (Zangari) (fair housing, disability)

#### Housing Element

- [Placer County 2008 Draft Housing Element](#) (housing element comments)
- [Application for Amicus Status - Placer Superior Court](#) (SilverBend) (in support of county defense to approval of affordable housing)

#### Low Income Tax Credit

- [Memorandum of Points and Authorities in Support of Defendants' Demurrer](#) (Cara) (low-income tax rental, good cause eviction requirement)

#### Mobile Home

#### Navigation

- Home
- L SNC Core Program Personnel
- L SNC Special Program Personnel
- L SNC Forms
- Administrative | Office Management
- ▾ Advocate Resources
  - Housing: Select Pleading and Practice Examples**
  - Welfare: Select Pleading and Practice Examples
  - Federal Court Access Articles
  - Foreclosure Toolkit for Advocates Assisting Homeowners and Tenants
  - Housing Eviction Brochures
  - Impact Cases | Projects
  - Indigent Health Care (Beilenson) Materials
  - LAAC Legal Services Directory
  - LAAC Train [Translate](#)

# Our shared intranet

Mail [Calendar](#) [Documents](#) [Sites](#) [Groups](#) [more](#) ▼
training@lsnc.net | [My sites](#) | [Help](#) | [Sign out](#)

## LSNC | Shared Private Network

Search this site ▼

[Home](#) > [Advocate Resources](#) > [Impact Cases](#) | [Projects](#) >

### Ombudsman Services of Northern California v. Coleman

**Contact information:** For further information about these documents and other issues related to this case, contact:

- Joan Parks, OSNC Program Manager ~ (916) 375-3307 ~ [jparks@osnc.net](mailto:jparks@osnc.net)
- Brian Lawlor, Regional Counsel ~ (916) 551-2119 ~ [blawlor@lsnc.net](mailto:blawlor@lsnc.net)
- Colin Bailey, Staff Attorney ~ (916) 551-2138 ~ [cbailey@lsnc.net](mailto:cbailey@lsnc.net)

<input type="checkbox"/>	Brian Lawlor re Extended Stay Motion (02-27-07).wpd <a href="#">Download</a>	8k	<a href="#">v. 3</a>	May 18, 2009 2:44 PM Brian Lawlor
<input type="checkbox"/>	FINAL Brian Lawlor Declaration re Meet and Confer (11-09-06).wpd <a href="#">Download</a>	8k	<a href="#">v. 3</a>	May 18, 2009 2:44 PM Brian Lawlor
<input type="checkbox"/>	FINAL Joan Parks Declaration re Staples (11-08-06).wpd <a href="#">Download</a>	14k	<a href="#">v. 3</a>	May 18, 2009 2:44 PM Brian Lawlor
<input type="checkbox"/>	FINAL Joan Parks Supplemental Declaration for Writ.wpd <a href="#">Download</a>	13k	<a href="#">v. 4</a>	May 18, 2009 2:45 PM Brian Lawlor

**Navigation**

- [Home](#)
- [LSNC Core Program Personnel](#)
- [LSNC Special Program Personnel](#)
- ▶ [LSNC Forms](#)
- ▶ [Administrative | Office Management](#)
- ▶ [Advocate Resources](#)
- ▶ [Development | Fundraising](#)
- ▶ [Finance Department | Human Resources](#)
- ▶ [Legal Services Regulations | Policies](#)
- ▶ [MCLE Resources](#)
- ▶ [Password-Protected Accounts](#)
- ▶ [Technology Resources](#)
- [Sitemap](#)

# Our shared document repository

The screenshot shows a web interface for a document repository. At the top, there is a navigation bar with links for Mail, Calendar, Documents, Sites, Groups, and more. The user's email, training@lsnc.net, and links for My sites, Help, and Sign out are also visible. A search bar is located in the top right corner. The main heading is "Shared Document Repository". Below this, there is a section titled "Share your best work with everyone at LSNC" with instructions on how to upload documents. A tip suggests adding a description or keywords for better searchability. A grid of category buttons is provided, including Administrative Law, Housing, ADR | Mediation | Arbitration, Human Resources | Personnel, Attorneys, Income Maintenance | Welfare, Civil Practice | Procedure, Individual Civil Rights, and Consumer | Finance, Juvenile. On the right side, there is a sidebar with a Home menu, a "How to name files" section with instructions on using underscores, and sections for "Recent Trainings" and "Recent site activity" with links to specific documents.

Mail [Calendar](#) [Documents](#) [Sites](#) [Groups](#) [more](#) ▼ training@lsnc.net | [My sites](#) | [Help](#) | [Sign out](#)

## Shared Document Repository

### Share your best work with everyone at LSNC

You are only a few clicks away from adding a document: (1) **click on the category page** where you want upload the document (some pages have subcategories); (2) **click on the "Add file" button** and navigate to the location of your file, or just drag-n-drop the file into the "Add a file from" dialog box) (3) **click the "Upload" button**. That's all there is to it!

**Tip:** Add a brief "description" (or a few "keywords") to make it easier for others to search for the file.

<a href="#">Administrative Law</a>	<a href="#">Housing</a>
<a href="#">ADR   Mediation   Arbitration</a>	<a href="#">Human Resources   Personnel</a>
<a href="#">Attorneys</a>	<a href="#">Income Maintenance   Welfare</a>
<a href="#">Civil Practice   Procedure</a>	<a href="#">Individual Civil Rights</a>
<a href="#">Consumer   Finance</a>	<a href="#">Juvenile</a>

**Home**  
[Sitemap](#)

**How to name files**  
Make it easier for others to understand and search for your uploaded files by following **file-naming "best practices."**  
*Please* use underscores and not spaces when naming files!

**Recent Trainings**  
[2009 All Staff - Poverty Advocacy in the Great Recession](#)

**Recent site activity**  
[Human Resources | Personnel](#) attachment from Brian Lawlor  
[2009 All Staff: Poverty Advocacy in the Great Recession](#) edited by Cathy Ferrell



# Our shared document repository

The screenshot shows a web interface for a 'Shared Document Repository'. At the top, there is a navigation bar with links for 'Mail', 'Calendar', 'Documents', 'Sites', 'Groups', and 'more'. On the right side of the navigation bar, there is an email address 'training@lsnc.net' and links for 'My sites', 'Help', and 'Sign out'. Below the navigation bar is a search bar with the text 'Search this site'. The main heading is 'Shared Document Repository'. Below the heading, there is a breadcrumb trail 'Home >' and a section titled 'Income Maintenance | Welfare'. Under this section, there is a paragraph explaining subcategories: 'Subcategories: To make it easier for others to locate your file, consider uploading it to one of these more specific subcategories:'. Below this paragraph is a grid of subcategory buttons: 'CalWORKs | TANF', 'Child Care', 'Food Stamps | SNAP', 'General Assistance', 'Refugee Cash Assistance', 'Social Security Disabled (SSDI)', 'Social Security Non-Disabled', 'Supplemental Security Income (SSI)', 'Unemployment Insurance', and 'Veterans Benefits'. Below the grid, there is a text prompt: 'Simply click the "Add file" button below to upload your file.' On the right side of the page, there is a sidebar with several sections: 'Home Sitemap', 'How to name files' (with instructions to use underscores and not spaces), 'Recent Trainings' (with a link to '2009 All Staff - Poverty Advocacy in the Great Recession'), and 'Recent site activity' (with a link to 'CalWORKs | TANF' and a list of recent attachments). At the bottom right of the sidebar, there is a 'Translate' button.

Mail [Calendar](#) [Documents](#) [Sites](#) [Groups](#) [more](#) ▼ training@lsnc.net | [My sites](#) | [Help](#) | [Sign out](#)

## Shared Document Repository

[Home](#) >

### Income Maintenance | Welfare

**Subcategories:** To make it easier for others to locate your file, consider uploading it to one of these more specific subcategories:

<a href="#">CalWORKs   TANF</a>	<a href="#">Refugee Cash Assistance</a>	<a href="#">Supplemental Security Income (SSI)</a>
<a href="#">Child Care</a>	<a href="#">Social Security Disabled (SSDI)</a>	<a href="#">Unemployment Insurance</a>
<a href="#">Food Stamps   SNAP</a>	<a href="#">Social Security Non-Disabled</a>	<a href="#">Veterans Benefits</a>
<a href="#">General Assistance</a>		

Simply click the "Add file" button below to upload your file.

Home  
Sitemap

#### How to name files

Make it easier for others to understand and search for your uploaded files by following [file-naming "best practices."](#)

*Please* use underscores and not spaces when naming files!

#### Recent Trainings

[2009 All Staff - Poverty Advocacy in the Great Recession](#)

#### Recent site activity

[CalWORKs | TANF](#)  
attachment from Brian Lawlor  
attachment removed by Fleur Lee  
attachment from Fleur Lee

[Administrative Law](#) [Translate](#)

# Our shared document repository

The screenshot shows a web interface for a shared document repository. At the top, there are navigation links: Mail, Calendar, Documents, Sites, Groups, and more. The user's email is training@lsnc.net, and there are links for My sites, Help, and Sign out. A search bar is present with the text "Search this site". The main heading is "Shared Document Repository". Below this, there is a breadcrumb trail: Home > Income Maintenance | Welfare >. The current page title is "CalWORKs | TANF". A message says "Simply click the 'Add file' button below to upload your file." A table lists four documents with columns for file name, size, version, date, and user. The first document is "ACL 06-60\_12-21-06.pdf" (1691k, v.1, Jan 8, 2010 2:04 PM, Fleur Lee) with "View" and "Download" links. The second is "Adame\_eqitable\_estoppel\_hearing\_brief.doc" (34k, v.1, Jan 8, 2010 2:05 PM, Fleur Lee) with a "Download" link. The third is "Advocate\_Resource\_Guide\_on\_Implementing\_Recent\_Changes\_to\_CalWORKs\_(DRA\_and\_AB\_1808)\_ (9.21.06).pdf" (105k, v.1, Jan 8, 2010 2:05 PM, Fleur Lee) with "View" and "Download" links. The fourth is "Allen\_CalWORKS\_food\_stamps\_position\_statement\_brief.wpd" (14k, v.1, Jan 8, 2010 2:05 PM, Fleur Lee) with a "Download" link. On the right side, there are sections: "Home Sitemap", "How to name files" (with instructions to use underscores and not spaces), "Recent Trainings" (with a link to "2009 All Staff - Poverty Advocacy in the Great Recession"), and "Recent site activity" (with a link to "CalWORKs | TANF" and a "Translate" button).

training@lsnc.net | My sites | Help | Sign out

## Shared Document Repository

Home > Income Maintenance | Welfare >

### CalWORKs | TANF

Simply click the "Add file" button below to upload your file.

	ACL 06-60_12-21-06.pdf	1691k	<a href="#">v.1</a>	Jan 8, 2010 2:04 PM	Fleur Lee
	<a href="#">View</a> <a href="#">Download</a>				
	Adame_eqitable_estoppel_hearing_brief.doc	34k	<a href="#">v.1</a>	Jan 8, 2010 2:05 PM	Fleur Lee
	<a href="#">Download</a>				
	Advocate_Resource_Guide_on_Implementing_Recent_Changes_to_CalWORKs_(DRA_and_AB_1808)_ (9.21.06).pdf	105k	<a href="#">v.1</a>	Jan 8, 2010 2:05 PM	Fleur Lee
	<a href="#">View</a> <a href="#">Download</a>				
	Allen_CalWORKS_food_stamps_position_statement_brief.wpd	14k	<a href="#">v.1</a>	Jan 8, 2010 2:05 PM	Fleur Lee
	<a href="#">Download</a>				

Home  
Sitemap

#### How to name files

Make it easier for others to understand and search for your uploaded files by following **file-naming "best practices."**

*Please* use underscores and not spaces when naming files!

#### Recent Trainings

[2009 All Staff - Poverty Advocacy in the Great Recession](#)

#### Recent site activity

[CalWORKs | TANF](#)  
attachment from Brian Lawlor  
attachment removed by Fleur Lee  
attachment from Fleur Lee

[Administrative Law](#) [Translate](#)

# Our shared document repository

The screenshot shows a web application interface for a document repository. At the top, there is a navigation menu with links for Mail, Calendar, Documents, Sites, Groups, and more. On the right, there is contact information (training@lsnc.net) and links for My sites, Help, and Sign out. A search bar is located in the top right corner. The main content area is titled 'Shared Document Repository' and features a breadcrumb trail: Home > Trainings >. The primary heading is '2009 All Staff: Poverty Advocacy in the Great Recession'. Below this, there are three columns of document listings. The left column includes 'Keynote: The Great Recession' by Gary Dymski and 'Taking Stock in the Great Recession' by Bill Kennedy, Gary Dymski, and Julie Aguilar Rogado. The middle column features 'Strategies for Addressing Homelessness' by Mona Tawatao, Valerie Feldman, Darryll Alvey, and Julie Aguilar Rogado. The right column lists 'Framing in Legal Services Advocacy' by Bill Kennedy, Emily Fisher, and Colin Bailey. A sidebar on the right contains a Home Sitemap, a section on 'How to name files' with instructions on using underscores, 'Recent Trainings' listing the current event, and 'Recent site activity' mentioning a personnel attachment and another document edit. A Translate button is visible at the bottom right of the sidebar.

Mail [Calendar](#) [Documents](#) [Sites](#) [Groups](#) [more](#) ▼ training@lsnc.net | [My sites](#) | [Help](#) | [Sign out](#)

## Shared Document Repository

Search this site

[Home](#) > [Trainings](#) >

### 2009 All Staff: Poverty Advocacy in the Great Recession

**Keynote: The Great Recession**  
Gary Dymski, Director, U.C. Center - Sacramento

- [Three questions about California's economic, banking, & financial-structure crisis](#) - Gary Dymski (October 2009) (89 slides)

**Taking Stock in the Great Recession**  
Bill Kennedy, Managing Attorney, Sacramento  
Gary Dymski, Director, U.C. Center - Sacramento  
Julie Aguilar Rogado, Deputy Director, Executive

- [Taking Stock in the Great Recession](#) (35 slides)
- [Behavioral Theory: Can Mayor Bloomberg pay poor people to do the "right" thing?](#) - Dana Goldstein (August 24, 2009)

**Strategies for Addressing Homelessness**  
Mona Tawatao, Regional Counsel, Executive / Sacramento  
Valerie Feldman, Staff Attorney, Sacramento  
Darryll Alvey, Managing Attorney, Shasta / Redding  
Julie Aguilar Rogado, Deputy Director, Executive

- [Strategies to Address Homelessness: Agenda](#) (October 6, 2009)
- [Homelessness Fact Sheet - LSNC service area](#) (October 2009)

**Framing in Legal Services Advocacy**  
Bill Kennedy, Managing Attorney, Sacramento  
Emily Fisher, Staff Attorney, Butte / Chico  
Colin Bailey, Staff Attorney, Sacramento

Home  
Sitemap

**How to name files**  
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*Please* use underscores and not spaces when naming files!

**Recent Trainings**  
[2009 All Staff - Poverty Advocacy in the Great Recession](#)

**Recent site activity**  
[Human Resources | Personnel](#) attachment from Brian Lawlor  
[2009 All Staff: Poverty Advocacy in the Great Recession](#) edited by Cathy Ferrell [Translate](#)

# Our public web content...

## California Guide to the Food Stamp Program

The authoritative guide for legal services and other poverty law advocates in California

What are Food Stamps?	Who is Eligible?	Applying	Income   Resources
Calculating Benefits	Getting the Benefits	Keeping the Benefits	Work Rules
Special Rules	Underpaid   Overpaid	Fraud Claims	Notices   Hearings

### ARRA Filipino Veteran fund

December 4, 2009 (posted by Jodie Berger)

The American Recovery and Reinvestment Act (ARRA) of 2009 created the "Filipino Veterans Equity Compensation Fund" for certain veterans and the spouses of veterans who served in the military of the Government of the Commonwealth of the Philippines during World War II. The compensation fund offers one time payments of up to \$15,000 to eligible persons. The Act provides that these payments are to be excluded from eligibility determinations of any federally funded/assisted program. **FNS reaffirms this**, stating the payments are fully excluded from eligibility and allotment determinations.

### Quarterly Reporting Waiver denied

December 4, 2009 (posted by Jodie Berger)

FNS has told California to fish or cut bait on eligibility reporting. In a **letter to CDSS**, FNS reviews how California is the *only* state not doing simplified reporting ("SR"), and that SR is FNS' preference. Includes a history of the state's repeated requests to get a waiver to allow Quarterly reporting. "While FNS appreciates California's legal and financial constraints, FNS must balance California's concerns with FNS'

text size - +

Print

:: Site Map ::

Recent Policy Changes

- Maximum Deductions
- Maximum Allotments
- Gross | Net Income
- Elderly | Disabled HH
- Gross | Net Checklist
- Collection Timeframes

Federal Food Stamp Act

Federal FS Regulations

- FNS Admin Notices
- California FS Statutes
- California FS Regulations
- Food Stamp ACLs | ACINs

# The **Findability** Project

How LSNC as an organization identified what it knows and how it went about organizing it so it could be targeted by a **Google Search Appliance (GSA)**.



# Summary of **GSA targets**

1. all Google Sites organizational  
**“intranet” content**

# Summary of **GSA targets**

## 2. Additional Google Sites **special project content**

# Summary of **GSA targets**

3. **peer-reviewed advocate exemplars** of recommended pleadings, memoranda, etc.



## Summary of **GSA targets**

4. comprehensive collection of supporting documents for **all impact cases and projects**

## Summary of **GSA targets**

5. all LSNC **public web content**, including 11 program sites, 6 feeds, and all domain-linked documents

## Summary of **GSA targets**

6. user-generated, high-value text-based documents organized in a **structured taxonomy** in a Google Sites **shared document repository**

# The Findability Project

---

{webdogs 2.0}

Google™ Custom Search

Search



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## The Findability Project Archive

In its original form The Findability Project (TFP) was a public project development site documenting implementation of enterprise search within a non-profit, multiple-office **legal services** work environment. It was the public face of a special technology search project undertaken by **Legal Services of Northern California** (LSNC), a legal services program assisting low-income clients in 23 counties in the upper third of California. Made possible by a grant from the **LSC Technology Initiative Grant Program**, the goal of the project was to implement a **Google Enterprise Search Appliance** as the principal building block of a modest but secure, well structured, fully web accessible knowledge-content system.

The Findability Project was completed in June 2009 and you can download the LSC-approved **TIG final evaluation report**. Upon completion of the project its dedicated website was deactivated and all of its content was then moved to **Webdogs 2.0**, which serves as the web repository for various LSNC technology projects.

**All 42 project posts** have been chronologically integrated here. Other project content has also been migrated to this site, including finalized versions of the project's content taxonomy, document protocols, file-naming conventions, recommendations for organizing individual user directories, configuration of a SharePoint server, and the project's hand-rolled list of CSS selectors selectors for use with the GSA open source XHTML stylesheet:

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<http://www.webdogs.org/the-findability-project-archive/>

# Promoting presumptive sharing

## {webdogs 2.0}

Google™ Custom Search

Search



### Presumptive Shareability

After the first of the year, we'll be cranking up as we complete porting of our existing target documents into our new **taxonomic organization**, resolve some filtering and usability touches we want to integrate into our default **GSA front end**, primp and polish the layout and presentation of the front end, implement a few basic **OneBox** modules, and set in motion what we're now referring to as the "Rolling Thunder Roadshow" to all our eight office locations.

The RTR will be our way to recognize and promote among all our staff the changes in how documents and other files are made easily and intuitively findable, and given a new level of access and usability throughout our non-profit organization. After all, that is the core purpose of enterprise search. And a key element of all this is changing deeply rooted individual notions or assumptions about what can or should be "shareable."

In working on this project within a non-profit environment, we have learned that most employees have an inclination to undershare, not overshare. Not because they are selfish or secretive; rather, because the type of transparent sharing that enterprise search makes possible is foreign to most of them. It is familiar to them to be asked to provide a document to others on request in person, by phone or by email. It is foreign to them to decide in advance that a document they created or have received from someone else should be transparent to the rest of the entire organization. The concepts of creation and possession are severed from the concept of findability.

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<http://www.webdogs.org/2008/12/18/presumptive-shareability/>

What about **CMS data**?

**Yeow!** What happened when we targeted Pika CMS with the GSA

**We had two options:** either make code fixes to Pika's PHP so it would play nice with the GSA, or target the MySQL database directly

“Did I mention...

...not everything is **find-worthy**”



Real / imagined obstacles

**1. financial costs**



Real / imagined obstacles

**2. organizing your organization's "stuff" -**  
the paralysis that comes with issues of  
taxonomy, vocabularies, folksonomies,  
metadata models, etc.

Real / imagined obstacles

**3. integration of document management -**  
the need to address document handling  
protocols and real world practice.

Real / imagined obstacles

4. hidden costs of the **learning curve,**  
**maintenance and nurturance**

Real / imagined obstacles

**5. expectations of practical obscurity:** the good news is, Google finds everything; the bad news is, Google finds everything. *Like, it really finds everything.*

# Google Apps vs. SharePoint

Why LSNC abandoned SharePoint

Why SharePoint Scares Me, by Peter  
Campbell @ Idealware

Sharepoint and Enterprise 2.0: The good, the  
bad, and the ugly, by Dion Hinchcliffe @  
ZDNet

# Rethinking metadata models

Why metadata matters

The problem(s) with metadata

Why metadata may or may not be essential

Rethinking how users “add search value” to documents

# {webdogs 2.0}

Google™ Custom Search

Search



## Schmetadata 2: Judgment Day

Think of it as the Revenge of the Empiricists.

A few days ago my **earlier post about metadata**, with the conclusion that “we don’t need metadata,” caught the attention of **Daniel Tunkelang**. It just so happens that Daniel is the chief scientist at **Endeca**, a prominent enterprise information company. You know, like, he knows what he’s talking about.

Long story short, Daniel **commented** on my post here and then, after I responded, mirrored our discussion in **Does Metadata Matter**, a new thread at **The Noisy Channel**, his blog that hosts vigorous discussions of search design and other enterprise information issues way above my pay grade. Daniel and others there critically but constructively took me to task because of the empirically unsupported general conclusion that metadata is not needed, and the specific failure to make clear the anecdotal basis for our conclusion about metadata on this project. As you can see from the discussion at Daniel’s blog, they killed me on the empirical point. In response, **I better explained there** than I did in my original post why our conclusion about not needing metadata on this project makes sense.

The discussion there ended on Christopher’s **grace note**, something that the **TIG program** and others within the legal services community will appreciate:

I also want to applaud your project which I should have done before, the mission your team has set is very admirable. It’s gratifying to see technology being put to use to help people who may not otherwise be able to have access to the same advances we do.

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<http://www.webdogs.org/2009/03/29/schmetadata-2-judgment-day/>

“As we ramp up the digital content we acquire, **the need for indexing and tracking this content in a meaningful way** has grown exponentially, and it's the elephant in the room every time we capture [and] save content.

“**Automatic metadata creation remains the Holy Grail**, but the technology isn't ready yet to be affordable and mainstream. The way broadcast media handles metadata today doesn't work for this mass market scale: You can't have people dedicated to spending eight hours to index a one hour broadcast. And individuals can't do like Rovi, whose company has hundreds of people dedicated to metadata generation.

“**For metadata to work and work well**, it has to be universal, and be understood in context by different devices, applications, and systems. The consensus that easy and meaningful metadata generation is necessary may be there, but ... as one speaker on the panel noted, ‘For metadata to be useful, everyone needs to agree on it.’ **We're not there yet.**”

Storage Industry Tackles Making Sense of Metadata  
Melissa J. Perenson, PC World (January 6, 2010 )



What are the possibilities?

Q&A

“With just a few circles, arrows, and tart words, Jessica Hagy makes more sense of the human condition than the rest of us combined. I suspect she is a genius.”

—STEPHEN J. DUBNER,  
coauthor of *Freakonomics*

# Indexed

Jessica Hagy

<http://thisisindexed.com/>

# Presenters

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