

# FINAL REPORT

JUDICIAL COUNCIL LIVECHAT PILOT PROJECT

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## EXECUTIVE SUMMARY

The Judicial Council of California conducted an 11-month pilot program to develop and test a LiveChat feature on the California Courts' Self-Help Center Website. LiveChat connected users in real time with a live agent trained to answer questions about Name Change cases and assist them with document completion. The service was offered for 21 weeks over a six-month period. Findings and results include the following:

### *Who used LiveChat?*

- More than one-third of users overall wanted information about a case in Los Angeles County.
- Users from 10 California counties accounted for nearly 80% of users overall. Excluding Los Angeles, users from the other nine counties were split equally between Southern California and Bay Area counties.
- Most users accessed LiveChat from a desktop computer in the mornings and early afternoons, and asked questions about a Name Change case for themselves.

### *What topics did users have questions about?*

- Most users had general questions about the Name Change process, wanting to know the process, time frame, and cost.
- A significant number of users had questions about local filing and hearing information, including information about which court they could file in and the address of their court.

### *How efficient and effective were LiveChat interactions?*

- Users interacted with the chat agent for about 16 minutes, exchanging 16 messages on average. The agent was able to interact with up to three – and occasionally up to five – users at once, from all over California and beyond.
- One agent was able to interact with roughly 96% of users during each three-hour shift, serving an average of 21 users per shift.
- Nearly 99% of users who rated LiveChat gave the service a positive rating. About 28% of users overall voluntarily rated their experience.

### *What implications does this have for LiveChat programs going forward?*

- LiveChat could be used as a triage tool by self-help centers to assist users who cannot travel to a courthouse, those who may not be ready to or need to file a court case, and users who can quickly be referred to another service.
- LiveChat services were well-received and highly rated by users, and records of all interactions were instantly available for monitoring for quality.
- LiveChat services are economical and relatively efficient, allowing trained agents to assist three to five users at once with only a computer and an internet connection.

## PROJECT DESCRIPTION AND SCOPE

The California Courts' Self-Help Center Website provides legal information to California court customers seeking assistance with civil cases in one of California's 58 counties. In addition to general information, an online document assembly program is available for customers preparing to file a Name Change case in California. A LiveChat feature – connecting users in real time with a live, trained agent - was identified as a service that could enhance users' experiences with the website and assist them with document completion. Name Change cases were identified as relatively narrow in scope and thus an ideal choice for this pilot.

The initial scope allowed for project development and nine weeks of LiveChat services connecting users with an agent. Additional funding was secured during the pendency of the initial project period that allowed LiveChat pilot to continue for an additional 12 weeks. The information in this report covers activities for the entire 11-month period that the pilot project was funded.

### *Purpose*

The purpose of this pilot project was to:

- 1) Review existing LiveChat legal programs in other jurisdictions to assist with project planning;
- 2) Develop and refine written content and standard protocols to address inquiries about both statewide and local processes for Name Change cases;
- 3) Initiate and pilot a LiveChat program for 21 weeks;
- 4) Collect program usage and evaluation data and monitor for quality and consistency; and
- 5) Report findings and recommendations for program sustainability and replicability.

### *Project Team and Staffing*

The Project Team included the following individuals:

- Project Manager            Bonnie Hough, Managing Attorney  
Center for Families, Children and the Courts (CFCC), Judicial Council
- Project Supervisor        Karen Cannata, Supervising Analyst, Judicial Council
- Subject Matter Expert     Diana Glick, Attorney, Judicial Council
- Contract Attorney        Suma Mathai
- Web Business Analyst     Mel Wong, Judicial Council

## Judicial Council LiveChat Pilot Project: Final Report

The core Working Group, which met weekly during the ramp-up and live phases of the project, consisted of the Project Supervisor, the Attorney, and the Contract Attorney.

### *Budget*

The primary costs for the project were the LiveChat software, Contract Attorney time, and Judicial Council staff time (in-kind, not included below). A breakdown of budgeted costs is as follows:

ITEM	DESCRIPTION	SUBTOTAL	TOTAL
Zendesk software	LiveChat program software with one-year licenses for two agents and one administrator	\$4,684.44	\$4,684.44
Contract Attorney (Hourly rate: \$100)	Deliverable 1: Summary of existing programs and recommendations	\$2,600	\$39,000
	Deliverable 2: Chat content, language access protocol	\$2,500	
	Deliverable 3: Project plan	\$2,500	
	Deliverable 4: Pre-launch logistics, initiation of LiveChats for nine-week period, collection and evaluation of chat data, report of chats, recommendation for staffing and design based on findings	\$11,000	
	Deliverable 5: Articles (30) addressing common questions	\$2,900	
	Deliverable 6: Summary of pilot results and recommendations	\$2,500	
	Deliverable 7: Collection and evaluation of chat data	\$3,000	
	Deliverable 8: Operation of LiveChat pilot for additional twelve-week period, final report	\$12,000	
<b>TOTAL COST</b>			<b>\$43,684.44</b>

## PROJECT IMPLEMENTATION

*Preliminary Research*LiveChat Research

As part of the initial research phase of the project, the Working Group met with staff from Pro Bono Net and Law Help Interactive New York, which has been offering LiveChat to court customers in New York via remote volunteers. The Contract Attorney also met with Self-Help staff from Contra Costa and San Mateo counties, and reviewed written materials from other LiveChat programs, including those in New York and Montana. A summary of the initial background research conducted for this pilot project is attached as [Appendix A](#).

Local Court Outreach

Outreach and follow-up were conducted with 58 local court self-help centers and other departments to gather information about local procedures and documents available to assist users. This included an initial email that was sent to a Self-Help Manager or appropriate contact person in each county, and in some cases follow-up emails or phone calls. Courts were provided with a brief project description and asked what self-help services were offered at their court and any court-specific information their users should be aware of. Data received from local courts was collected into a shared document (roughly 20 pages) available to the Project Team and updated throughout the project as new information became available.

User Survey and Website Analytics

A short user survey was developed by the Project Team and posted on the California Courts' Self-Help Center Website Name Change pages for several weeks. The survey collected information about users' main goals for visiting the website and asked whether and when they would use LiveChat. Data was collected from 182 respondents, the results were used in the subsequent development of content and project design.

Respondents generally fell into two categories: those visiting the website to gather information, and those there to get and complete Name Change forms. Over 70% of respondents reported that they would use LiveChat if it was available on the website. Nearly 40% said they would be able to use the service between 9am and 12pm, while 43% preferred various afternoon times between 12pm and 5pm. Based on this data, the Project Team offered LiveChat services each Monday, Wednesday, and Thursday morning from 9am to 12pm during the initial nine-week pilot period. As the project was extended to provide an additional 12 weeks of LiveChat services, three-hour shifts were scheduled on Mondays, Tuesdays, and Wednesdays at various times (9am to 12pm, 12pm to 3pm, 3pm to 6pm, and 5pm to 8pm).

In addition to the User Survey, Judicial Council staff provided website analytics data collected from visitors to the California Courts' Self-Help Center Website Name Change pages to help predict which local jurisdictions users were mostly likely to have questions about. Generally, this data showed that the majority of website visitors were requesting information about the most populous counties in Southern California, including Los Angeles, San Diego, and Orange Counties.

## *Timeline and Tasks*

After the initial research was conducted, the Contract Attorney developed both a Project Plan and substantive content for review and approval by the Project Team. The Project Plan included a Timeline for the entire pilot project, which was adjusted during the pendency of the project. Generally, the eleven-month project was conducted from May 2018 to March 2019, as outlined below. The initial Project Plan (without the initial Timeline) is attached as [Appendix B](#). An updated, detailed Timeline is attached as [Appendix C](#).

Month 1	Research and Project Planning
Month 2	Pre-project Data Collection, Software Procurement and Content Development
Months 3 & 4	Initial software training and programming
Month 5	Beta-testing and LiveChat
Month 6	LiveChat and Data Collection
Month 7	LiveChat, Data Collection, Completion of Chat Report and Content Articles
Month 8	Compilation of Summary Report
Months 9 & 10	LiveChat and Data Collection
Month 11	LiveChat and Data Collection; Submission of Final Report

## Zendesk

The Zendesk Suite, including a chat application, was researched by Judicial Council staff prior to the beginning of the pilot period, and was determined to be the best fit for the project based on cost and functionality. The Judicial Council was responsible for procurement and initial programming. Zendesk pricing is subscription-based, with the total cost dependent on the number of agents and specific products licensed. Set-up and deployment were relatively straightforward. The Web Business Analyst modified the website to enable display of the Chat widget, handled the few technical issues that arose, and executed programming to allow or test features that could not be set by agents. The Chat program is web-based, so agents were able to access the program by simply logging into the designated web address; no software downloads were required. Within the Chat program, the Contract Attorney and Supervising Analyst used Zendesk setup options to establish online hours, set a limit on the number of chats, and to configure the design and initial messaging to users.

A few key Zendesk features set by the Project Team included the following:

- Chats were always user-initiated; though the agent could view active visitors on the website, the Project Team made a decision that the agent should not initiate contact with the user
- Once a user initiated a chat by entering a first name, email address, and a question, they would receive an automatic response from the system, prior to the agent responding, that advised them that an agent would be with them shortly and giving them instructions on how to have a chat transcript emailed to them
- Returning users were not recognized by Zendesk (this required additional programming)
- The agent ended the chat only if the chatter was not responsive for 10 minutes or more and all other chats were terminated by the user; the system did not automatically terminate chats

- The user was required to provide an email address to initiate a chat, but the address was intended to be used only if the agent needed to follow-up with the chatter (which did not happen during the pilot phase), or if the user indicated that they would be willing to be contacted for evaluative purposes

### Personally Identifying Information

Users were asked to provide only their first name, but users often provided their first and last or full name. They also provided, on occasion, full names of other parties. Zendesk does store this data in a Chat History page, which is available to agents who are logged in to the program. The Contract Attorney removed any names provided by the user, other than the first name from the History page, either during or shortly after each chat session. The same information was captured in chat transcripts, which were redacted prior to sharing outside the immediate Working Group.

### Scripted Content

The initial scripted content was developed by the Contract Attorney based on data provided in the initial User Survey and the Project Team's projections of information users might ask for. This included general information about forms, case processes, and local court information, as well as an initial disclaimer and other "conversational" chat content. The Project Supervisor and Attorney reviewed the content for form and accuracy. Once approved, the content was transferred to the LiveChat software. Scripted "shortcuts" were relatively short (just a few sentences) and allowed the agent to easily and quickly provide consistent answers to commonly asked questions. Shortcuts included basic information and, where appropriate, links to information on the California Courts' Self-Help Center website, local courts' websites, and other government websites. New shortcuts were proposed, and others edited as new information become available, and reviewed by the Attorney regularly. In all, 153 shortcuts were programmed into ZenDesk and available for use by agents.

### Testing

Prior to the program going live, the Contract Attorney conducted beta-testing for two weeks with "friendly" testers recruited from Judicial Council staff members. The Contract Attorney was then available as a live agent handling three (3) three-hour shifts per week for nine weeks. Generally, either the Project Supervisor or the Attorney was also available during those shifts in case questions arose. As two agent licenses were available, a Project Team member could log on concurrently with the Contract Attorney and chat internally with the Contract Attorney or to chat with directly with users.

### Chat Format

During live chat shifts, the live agent (in most cases, the Contract Attorney) would chat with up to five users at a time. Chats were initiated only by users, and generally followed the same format: initial disclaimer (legal information only), data query (county and case type), question and answer session, and request for feedback. In some instances where users requested information for which a script had not been developed, the live agent was able to keep the user online while she searched online or called a local court or agency to find the information. Any new information gathered was collected in a master content document, and often scripted for Project Team approval.

## Additional Content

After the close of the initial LiveChat nine-week live period, the Contract Attorney developed additional content articles, initially designed to be available for a ChatBot feature. These articles are slightly longer in form than the LiveChat scripted responses and provide answers to questions frequently asked by LiveChat users.

### *Data Collection and Quality Assurance*

During the content development and live chat phases of the project, the core Working Group – consisting of the Project Supervisor, Attorney, and Contract Attorney- initially met by phone weekly to discuss updates, challenges, legal questions, and potential changes to content or services. During the second part of the pilot, Working Group calls were conducted once every other week. These calls were also supplemented by periodic emails. Additionally, the Working Group maintained a shared Google Drive with data collection documents and content documents to ensure that updated and accurate information was available to all.

User data was collected on the following data points (among others):

- California county the user wanted information about
- Whether the service was being accessed from a desktop or mobile device
- The user's primary issue (as coded by the agent)
- Who would be changing their name (their relationship to the user)
- The total length of time of the chat conversation
- The number of messages exchanged between the user and the agent
- Optional user feedback (rating good/bad and/or narrative feedback)

Immediately following each three-hour shift, the Contract Attorney entered relevant user and chat data into a shared data collection document. This data was reviewed weekly by the Project Supervisor and discussed during weekly Working Group calls. In addition, on a daily basis the Contract Attorney aggregated chat transcripts into a shared document, averaging about 30 pages per three-hour shift. These transcripts were reviewed weekly by the Judicial Council Attorney, a subject-matter expert, and suggested changes to chat responses were discussed at Working Group calls or via email.

The data collection document and transcripts, with last names and email addresses removed, were shared with the Judicial Council Digital Services Team and Web Team.

PILOT PROJECT RESULTS AND FINDINGS

*Staffing and Design*

One chat agent was able to handle virtually all requests for assistance during the LiveChat pilot periods; only 4.2% of chats were missed due to high volume. While the chat agent did, at times, handle up to five chat conversations at one time, handling up to three chats allowed the agent to provide the best information and customer service with minimal waiting time for the user.

Three-hour shifts, recommended by LiveChat programs in other jurisdictions, worked well and should be continued. The data collected was very instructive and assisted the LiveChat team in adjusting and preparing pre-scripted responses to users. However, data collection was very time-consuming as the functionality of Zendesk Chat’s data analysis is limited. For each three-hour shift, data collection as designed took anywhere from 15 to 90 additional minutes. Going forward, targeting discrete data points and upgrading the Zendesk Chat software to allow increased functionality for data analysis may be economical, depending on the proposed hours and cost of staffing.

*Data Overview*

A total of 1352 user-initiated chats were recorded during the 21-week LiveChat pilot period. Summary data is included below. The chat agent conversed with up to five chat users simultaneously, and chat conversations continued until the user ended the chat or failed to respond to or initiate chats for more than 10 minutes.

<b>Total Number of Chats over 21 Week Pilot Period</b>	<b>1352</b>
<b>Average Number of Users per Week</b>	<b>64</b>
<b>Average Number of Users per Shift (3 hours)</b>	<b>21.5</b>
<b>Average Number of Users per Hour</b>	<b>7</b>

Of the 1352 user-initiated chats, a number were excluded from some of the summary data below. These include:

- 46 Dropped Chats, defined as user-initiated chats that were ended by the user immediately after the chat agent engaged them in the chat (3% of total chats)
- 57 Missed Chats, defined as user-initiated chats that the chat agent was unable to respond to due to concurrent engagement with other chat users (4% of total chats)
- Two to four chats had missing data or data incompatible with analysis (<1% of total chats)

*Location of Users*

Over the 21-week pilot period, location data was available for 1330 users. Users from 10 counties accounted for the vast majority (79%) of recorded chats with location data. Los Angeles County users made up 35% of overall users, nearly as many as the next three counties combined. Not surprisingly, the prevalence of users from the top 10 counties closely mirrors the overall population of California counties, with the exception of Alameda County, whose residents accessed LiveChat at a much higher rate than expected. Relevant summary data is listed below in Figure 1, and in [Appendix D](#).

The majority of chat users (57%) had questions about Name Change cases in Southern California counties (Los Angeles, San Diego, Orange, Riverside, and San Bernardino counties). Users from Bay Area counties (Alameda, Santa Clara, Contra Costa, and San Francisco counties) accounted for 22% of chat users.

A significant number of chat users (2.5%) resided outside of California (including some from outside of the United States).

Of the remaining 48 California counties:

- Seven counties had between 11 and 26 users (San Mateo, Ventura, San Joaquin, Sonoma, Fresno, Placer, and Monterey counties)
- 28 counties had 10 or fewer users utilizing LiveChat
- 13 counties had no users utilizing LiveChat at all

About 70% of users accessed the LiveChat window on the website on a desktop computer, while remaining 30% accessed LiveChat on a mobile device such as a cellular phone or tablet. [Appendix D](#) includes a chart summarizing the ten counties with the greatest number of users and whether they were using LiveChat via a desktop or mobile device.

**Days and Times of Usage**

The LiveChat service was offered on Monday, Wednesday, and Thursday from 9am to 12pm during the initial nine-week period. These days and times were chosen based on web analytics from the California Courts’ Self-Help Center Name Change web pages, as well as the results of a user survey posted for several weeks on the website prior to the LiveChat pilot. Services were utilized consistently regardless of day of the week.

During the 12-week LiveChat period offered from January 7, 2019 to March 27, 2019, the Working Group offered LiveChat services at various times to determine when users were most likely to use the service. The service was initially offered on Monday from 9am to 12pm (morning), Tuesday from 12pm to 3pm (afternoon), and Wednesday from 5pm to 8pm (evening). Based on the low volume of users accessing the service from 5pm to 8pm, the Working Group adjusted the Wednesday operating hours to 3pm to 6pm (late afternoon), which were offered for a total of nine weeks.

During the initial nine-week period when LiveChat was offered in 2018, services were utilized consistently regardless of day of the week (all services were offered only in the mornings). While the percentage of users

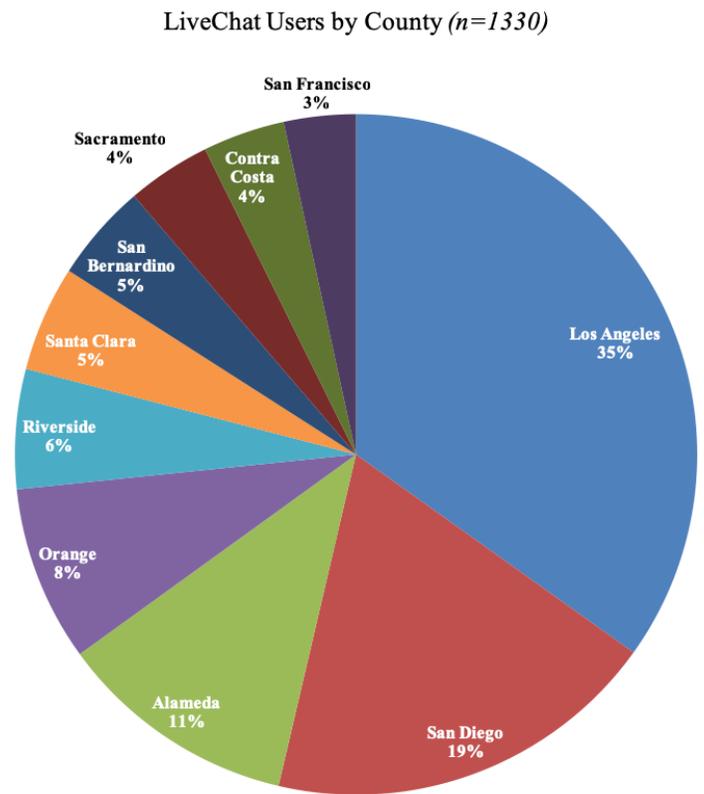


Figure 1

accessing LiveChat in the mornings remained roughly 32-33%, they were slightly more likely to use LiveChat in the afternoons (38%) than in the late afternoons (30%).

Overall, actual usage data corresponded fairly closely with pre-LiveChat survey responses, which indicated that website users thought they would use LiveChat most in the mornings and afternoons. Data comparing users from different counties across different times of day may be helpful for individual counties considering offering a LiveChat service; a summary chart is offered in [Appendix D](#).

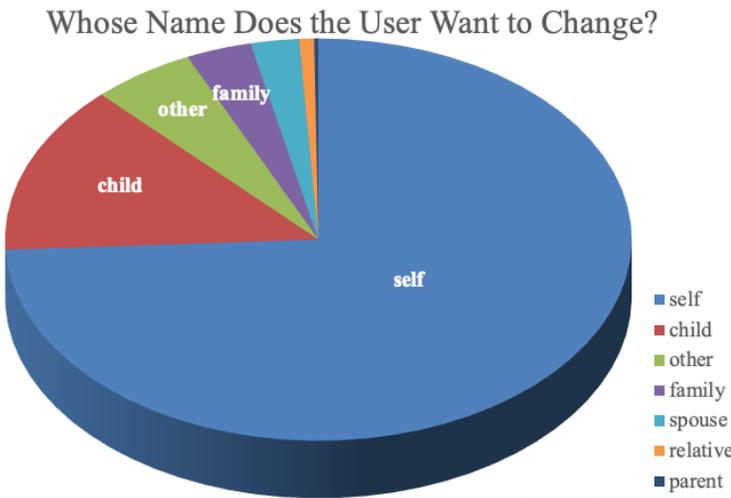


Figure 2

**Proposed Petitioner**

The majority of LiveChat users had questions about a Name Change case for themselves (73%) or a child (16%). Those inquiring about non-relatives (“other”) included attorneys, paralegals, and staff at California agencies assisting litigants. The remainder had questions about Name Changes for a family member (such as a spouse, relative, or family group).

**Primary Issues**

Based on the content of users’ chat conversations, the chat agent and Judicial Council staff determined

what the users’ primary issues or concerns were. A significant number of users asked general questions in order to understand the entire Name Change case process or requested information about their local court. Others wanted to learn how to change their name subsequent to a marriage (either to change to a spouse’s last name or revert back to a former name) without divorcing; to revert back to a former name after a divorce; to change a child’s name; or to get a copy of a Name Change Decree. Interestingly, many users indicated that they were seeking evidence of their name change – whether done by affidavit, marriage, court order in a state court, or as part of the naturalization process – to comply with new Real ID requirements. Charts showing a breakdown of users’ primary issues and primary issues by county are attached as [Appendix E](#) and [Appendix F](#).

**Length of Chats**

Users exchanged an average of 16 messages with the chat agent and engaged with the chat agent for an average of about 16 minutes. The majority of chats ranged from between 10 and 20 minutes. While pre-scripted information programmed into Zendesk contributed greatly to the speed with which the chat agent could respond to queries, even discrete questions often required clarification or follow-up questions, particularly for those users with questions about changing their name to conform to their gender, those seeking to gain an understanding of the entire Name Change process, and those seeking local court filing and/or hearing information. A chart showing chat length by time and number of messages exchanged, compared by the user’s primary issue, is available in [Appendix G](#).

## *User Feedback*

Users of the LiveChat service had several options to provide feedback on the service. At any time during the chat or prior to closing the chat window, the user could rate the LiveChat service by clicking on a simple “Thumbs Up” or “Thumbs Down” icon (the only features available on Zendesk Chat). If they chose to rate the service, they could also include additional, optional comments. Users could also provide comments and feedback during the chat conversation with the live agent. A sampling of comments provided by chat users about the LiveChat service is included as [Appendix H](#).

Of the 1249 users with completed chats, 28% provided a rating for their service; 98.6% rated their chat with a “Thumbs Up” and 1.4% rated their chat with a “Thumbs Down.”

During the first six weeks of the pilot, whenever possible, the chat agent also asked users if they would be willing to be contacted to provide information about their LiveChat. After that, whenever possible the chat agent provided users with the option of completing an online Qualtrics survey.

The Qualtrics survey took users to an external site where they had the opportunity to answer five questions on a five-point Likert-type scale. The survey was completed by 268 users out of 1,232 users who could have responded, a 22% response rate. The responses were overwhelmingly positive in response to questions about how easy it was to use LiveChat, how well the agent understood their issue, and their trust in the agent. Charts detailing users’ responses to these survey questions are included in [Appendix I](#).

## *General Findings*

Overall, the LiveChat service was consistently utilized and well-received by website users. The majority of users needed information about Name Change cases in Southern California (Los Angeles, San Diego, Orange, Riverside and San Bernardino Counties) and the Bay Area (Alameda, Santa Clara, Sacramento, Contra Costa, and San Francisco Counties). While the Project Team initially planned for a significant number of questions about forms completion, the top three issues users requested information about were: 1) understanding the entire process, 2) local court filing and hearing information, and 3) changing a married name (no divorce planned or pending). Recommendations for ways to ensure users have access to this information in the future is detailed below.

## RECOMMENDATIONS

### *Continuation of LiveChat Service*

LiveChat appears to be an effective tool to provide legal information to users seeking Name Change information on the California Courts' Self-Help Center Website. Though somewhat limited in data analysis functionality, Zendesk software is relatively inexpensive and reliable. Its online platform allows chat agents to take shifts from all over the state, so long as they have access to a computer and an internet connection. To the extent additional funding is available to continue the project, offering three-hour shifts during regular working hours would likely reach the maximum number of users.

In the long-term, the Judicial Council may want to consider four avenues for expanding LiveChat.

#### 1) Full-Time Staffing for Name Change

LawHelpNY's LiveHelp service offers a model for a primarily volunteer-staffed LiveChat service, offered five days a week. Overseen by Pro Bono Net staff and run by one part-time employee, volunteers (all working remotely) cover three-hour shifts. As New York has a 50-hour pro bono requirement prior to admission to the bar, many of the volunteers are law students or graduates seeking to fulfill this requirement. Though California does not have a similar requirement at this time, volunteers could be trained at law schools and clinics around the state. These shifts also present a convenient way for attorneys seeking pro bono hours to volunteer. Additional information about LawHelpNY's LiveHelp service is available in [Appendix A](#).

Initial funding and staff time would be needed to develop a volunteer training program and manual, design staffing, purchase scheduling software and additional LiveChat agent licenses, plan for data collection and team meetings, and recruiting and hiring staff to run the program.

#### 2) Staffing with Local Court Personnel

As questions about local forms and procedures are a primary concern for Name Change users accessing LiveChat, one option to consider would be to purchase one or more additional agent licenses and invite personnel from local courts to either staff or be "on call" for pre-scheduled shifts.

Zendesk functionality allows more than one agent to be available at the same time to users seeking to chat with a live agent. The program also allows the agents to chat privately with each other, and to transfer users from one agent to another. This would allow users from certain counties to anticipate when they might be able to get local questions answered and log on during certain times or days.

For instance, a Self-Help Center staff member from a Los Angeles area center (an attorney, paralegal, JusticeCorps student, or volunteer) could be scheduled for a regular shift. A "primary" agent would respond to user chats during the scheduled shift as usual, while the local agent would be available online. If a local question arises, the primary agent could then transfer the chat to the local agent and assist other users.

Using this option with personnel from the five to ten counties with the most users could ensure that users are getting the best and most up-to-date local information that they seek and could give local courts an opportunity to gain familiarity with a LiveChat program without the initial setup or financial investment.

### 3) Expansion to Other Areas of Law

A third option to consider is funding additional pilot projects to expand LiveChat to other areas of law for which the California Courts' Self-Help Center Website already provides support. Name Change may have been an ideal area of law to begin with as it is relatively discrete, with a fairly straightforward process and few court forms. Other areas of law may need a much larger initial investment of time, planning, and funds before launch, but could greatly assist litigants seeking basic legal information.

### 4) Assist interested counties in starting local LiveChat programs

Finally, even if the Judicial Council is unable to move forward with a LiveChat service on the California Courts' Self-Help Website, it can assist individual counties that may be considering LiveChat services. Given the wealth of information gathered as part of this pilot project, the Judicial Council could assist with counties with project initiation and implementation by providing training and technical assistance, as well as sharing materials (project plans, budgets, research, pre-scripted responses, and other materials) and best practices.

### ***Collecting and Maintaining Local Court Information***

One weighty concern for the LiveChat service offering local information is how, when, and by whom any local information will be maintained and updated. For this pilot, an initial request for information was sent via email by the Contract Attorney to court staff in all 58 counties; though most courts responded with information, several were unable to. It is recommended that regular opportunities to update local information about Name Change (or any other area of law) be tied to an existing reporting requirement by the Judicial Council if LiveChat is to be continued.

### ***ChatBot and Knowledge Center***

The initial Project Plan anticipated that the content developed and refined through the LiveChat pilot could be used to initiate an automated ChatBot feature on the website. ChatBots generally allow users to interact with the system as if they were chatting with a live agent and are programmed to recognize frequently used words and phrases to generate content that may be helpful to the user. During the pilot, it was discovered that Zendesk would be releasing an enhanced product to support ChatBot near the end of the project (released February 2019). Because this component seemed critical to the success of a ChatBot service, it was determined that this feature would not be deployed. Instead, the LiveChat team is working closely with the Information Technology Advisory Committee Intelligent Chat Workstream to share findings and collaborate on future ChatBot technology.

In preparation for the launch of ChatBot, long-form articles were written to address frequently asked questions. These included information about local counties that provided information about local forms, filing, or other processes that could assist users in their county. Though ChatBot may not be available for the foreseeable

future, that information could be maintained and available to all users, either on the California Courts' Self-Help Center Website or elsewhere. Courts with local information listed could be directed to the site at regular intervals to review their content and provide updates to a Judicial Council staff member as needed.

### ***Language Access***

The initial Project Plan anticipated supporting both English and Spanish language users. A significant amount of content was developed for this project. That content was constantly refined and expanded by the Project Team during live chats, team meetings, and transcript reviews. Given the limited resources allocated to this initial pilot, translation of the content was not viable and LiveChat was offered only in English on the English language version of the website.

If funding becomes available and the project continues, it is recommended that the content (scripted responses and articles) be translated into Spanish and the LiveChat function be made available on the Spanish version of the website, if a Spanish language agent is available for staffing.

### ***Final Considerations***

This LiveChat pilot project was designed to begin with Name Change cases because they are relatively narrow in scope. Name Change cases require a limited number of court forms, involve a fairly straightforward case process, and generally do not involve adversarial parties. Name Change is also unique in that it is the only area of law for which the California Courts' Self-Help Center Website offers direct access to a document assembly program through Law Help Interactive.

Self-help centers in California offer assistance in areas of law that are not nearly as straightforward as Name Changes. Family law cases, for instance, may require many different court forms and fees, take completely different paths depending on the involvement of the other party or parties, and may span many months or even years. LiveChat could not take the place of the comprehensive services offered at self-help centers around California – in fact, many LiveChat users were directed to their nearest self-help center for further assistance – but a LiveChat service could be a helpful tool in the spectrum of services offered to self-represented litigants.

LiveChat could be a valuable triage tool for self-help centers – particularly those experiencing high user volume – to assist users who cannot travel to a courthouse due to time or travel challenges, those seeking basic information who may not be ready to or need to file a court case, and users who can quickly be referred to another service, such as an appropriate government agency, different courthouse, or legal services provider.

During this pilot, LiveChat users were primarily seeking general information about the Name Change process and information about their local court. A LiveChat service offering basic information could help court users find information they may not easily be able to navigate to on the California Court's Self-Help Website or their county court's website, and divert them from coming in to a busy self-help center.

LiveChat services are economical and relatively efficient, particularly if staffed by trained volunteers. Software licenses are relatively inexpensive and can be shared by multiple agents logging in for different shifts. Trained agents can log in and operate the Live Chat service from virtually anywhere with no special equipment needed,

other than a computer and an internet connection. LiveChat agents can assist three to five users simultaneously. Repetitive answers can be scripted, and more complicated chats can be transferred to more seasoned agents or flagged for follow up. Finally, quality can be monitored closely, as all interactions are available for review.

Finally, LiveChat services were consistently utilized and well-received by users. Almost 30% of users voluntarily provided feedback on the LiveChat service, and nearly all of that feedback was positive.

While significant challenges may remain for self-help centers considering implementing LiveChat services – including staffing, training, and evaluating agents, and maintaining a complete and up-to-date cache of information – hopefully the information collected through this pilot project can serve as a starting point for them.

**APPENDIX A: Summary and Recommendations for *LiveChat*, Review of *Pro Bono Net* Materials****INTRODUCTION**

Live chat programs for legal information are designed to provide increased access to the courts. They are now available in numerous states throughout the country, often complementing online document assembly programs. New York's LawHelpNY program uses LiveHelp software to connect court users accessing the New York CourtHelp website with live agents who can provide legal information about family law cases. The program is coordinated and managed by Pro Bono Net (PBN), a national nonprofit dedicated to increasing access to justice, through their online platform Law Help Interactive (LHI), an initiative developed to make implementing online document assembly programs easier.

New York's LiveHelp chat service (LiveHelp) went live in April 2017 and has grown into a robust program. They have a dedicated staff member managing the project, a pool of LiveHelp operators, and have developed materials to assist with training and implementation. These materials, along with information from LawHelpNY staff, can be instructive here for California's first *LiveChat* pilot program (LiveChat). Highlights from these materials and discussions are provided below, along with implications and recommendations for implementing LiveChat in California.

**LOGISTICS AND STAFFING*****Program and Staffing Information***

LiveHelp has been operating since April 2017. During their first six months of operation, they fielded roughly 2,500 chats with court users. They are now consistently fielding about 1,000 chats per month. LHI staff report that court users come from across New York's 62 counties, though the majority come from metro areas, so maintaining information about varying jurisdictions is a challenge. LiveHelp operates Monday through Friday from 9am to 9pm, staffed almost exclusively by volunteer operators.

***Program Coordinator***

LHI employs a part-time (three days per week) LiveHelp Coordinator. The Coordinator is bilingual, and can cover LiveHelp shifts if needed, but her primary job duties are:

- **Responsibility for staffing**: scheduling, supervising, and training volunteers; managing software and user accounts
- **Quality assurance**: fielding questions from volunteers; reviewing logs of chats and following up with volunteers for further training
- **Data collection and analysis**: collecting and analyzing data and statistics from LiveHelp website; tracking and confirming volunteer hours
- **Information management**: updating content, including referral links, legal information, and court information

***Volunteer Program***

LiveHelp volunteer operators are primarily law students and law graduates seeking to fulfill the 50 pro bono hours that are required prior to admission to the New York Bar. Volunteers take their shifts remotely; once

trained and ready to operate LiveHelp, they use their own equipment to log in to a LiveHelp operator “seat” and complete their shift.

From a pool of 77 trained volunteers, each week a group of 30-40 volunteers ensure coverage for the hours of operation. Volunteers sign up for three-hour shifts, with three operators assigned per shift during peak times. LHI staff suggest starting a new program with two operators, one primary operator to answer chat questions and a backup operator in the event that there is a high volume of users.

Volunteers are required to take about five hours of training prior to using LiveHelp trained using different techniques across different platforms, including live content training with the LiveHelp Coordinator, practice sessions with the LiveHelp Coordinator and other volunteers

### *Language Access*

LiveHelp services are available in English and Spanish. Like California’s website, New York’s CourtHelp website is available in English and Spanish, so LiveHelp makes every effort to ensure that at least one of the three volunteers scheduled for each shift speaks and writes in Spanish. LHI staff emphasized that operators must be able not only to speak but also to write clearly and be able to read in Spanish to effectively operate the chat features. LiveHelp is unable to provide support or referrals for other languages at this time.

### *Support*

LawHelpNY is supported by an Advisory Committee, made up of 12 legal aid providers throughout the state of New York. These advisors are able to assist LiveHelp by providing feedback and updated information about changes in the law, forms, court procedures, and court users’ needs.

In addition, the New York’s IOLA program, which provides funding support to legal aid providers in the state in a manner similar to California, requires that applicants provide updated information annually (including referral information) that LiveHelp may then use to update and improve their content and processes.

### *Software*

LiveHelp software licensing is paid per operator “seat” rather than per user, limiting costs to a handful of licenses needed staff LiveHelp at any given point in time. The program’s administrative console can be accessed without utilizing a licensed seat, allowing the project’s coordinator to LiveHelp software to conduct administrative functions, including logging operators out of the individual seats if needed.

LiveHelp is now being used for live chatting with court users and/or legal aid users in several different states, including New York, Montana, and Arkansas. The program includes a True Project Replication component, which is essentially a turnkey service that may be added to a website. Built off the content and best practices of states already using the LiveHelp software, new programs may access the programming and content already developed for use in other states, reducing the initial implementation time. Arkansas LiveHelp reported launching their program within one month of receiving TIG funding due to support from other PBN and other LiveHelp programs.

## CONTENT DEVELOPMENT

Most of the content for live chats is prepared prior to and during program initiation. PBN materials generally describe and provide examples of five categories of content, listed below.

### *Pre-Chat Disclaimers*

These should be short and may include information about the scope of the program (legal information v. advice), a statement regarding privacy and security of information, a policy on users providing personal or sensitive information, and a request for acknowledgment from the user that s/he has understood and agrees to the terms.

### *Conversational Chats*

These pre-composed chats allow operator to engage program users while they may be searching for information or consulting another operator or administrator. Suggested script categories include: advising the user to wait while the operator searches for an answer to their question; responding to users in an active domestic violence situation or in immediate danger; dealing with angry, disrespectful, or threatening users; and disengaging from users who want to continue to engage after assistance has been provided.

### *Content Chats*

Scripts with substantive content should be prepared to address frequently asked questions, and may include legal information, links to content on the host website, and links to external websites. These content chats may also be utilized when a live chat program is offline through a “ChatBot” feature. Using the same feature that a user would access for LiveChat, when a live operator is not available the ChatBot analyzes the user’s question and provides automated content.

The Contra Costa County Virtual Self-Help Center is in the process of implementing a ChatBot function on their website, and shared information about developing their program. ChatBots may use a decision tree function to allow the user to guide themselves to the appropriate content, or the program may use a natural language processor to direct the user to what appears to be the most appropriate content. For example, a decision tree ChatBot may ask the user a question (Do you need information about publication?), then either direct the user to content about that topic, or to another question. A natural language processor may more quickly direct users to the content they are seeking, but may require more extensive programming and testing to be effective.

### *Post-Chat Disclaimers*

These short reminders about the scope of the program and privacy should follow each session.

### *Post-Chat Evaluation*

This optional content may include short questions about satisfaction (Was this helpful? Yes or No), operator driven narrative questions if the user has comments or concerns, or links to lengthier user surveys. In addition to post-chat evaluation surveys, many jurisdictions also used reviews of chat transcripts for evaluative purposes.

## RECOMMENDATIONS

Based on a review of PBN and LiveHelp materials, in conjunction with information from Judicial Council staff, PBN attorneys, and a Contra Costa Self-Help Virtual Attorney, there are several questions to be considered and decisions that can be made prior to the initiation of a live chat program.

### 1. Pre-Live Chat Implementation of a ChatBot Feature

Prior to the implementation of LiveChat pilot with live operators, a ChatBot feature could be implemented if the chosen software program allows it. Allowing a ChatBot feature with evaluation questions to be available to users with minimal content available would allow program staff to gather feedback about what information and links users report as helpful, as well as additional data about the optimal times and days to offer initial LiveChat hours. It may also provide helpful information about how often Spanish language users utilize the feature, and if the times they access the site coincide with English users.

### 2. Define Scope and Posture of LiveChat Responses

In developing content and “canned responses” to live chat questions, LawHelpNY and other programs had to make decisions about how engaged live chat operators would be with users, how much personal information they would receive, and the breadth of service and referrals they would provide. These necessarily affect how much time individual chat sessions will take, as well as the depth of background research and continuous updating of information that will be required. Some programs use primarily canned scripts and articles to answer questions, and then use live chat to direct users to appropriate information on the site itself or to easily accessed referrals. Others, including LawHelpNY’s LiveHelp, chose deliberately to train operators to be fully engaged with individual users. This program uses canned responses only as a starting point, and prefers individualized and engaged responses to enhance the user experience. They are able to use their staff and support network to continue to keep local information updated. In addition, some programs limited information and links in chats to information completely within the control of the program (only information already on LawHelpNY, for example), while others chose to link only to government sites and/or legal services partners.

It will take significant staff or volunteer time to continually update changes to laws, forms, and local procedures. Deciding how in-depth the research should go, both in responding to individual users and overall for maintaining data for the program, will help with planning for the program.

### 3. Develop a Content Protocol

The volume of information that needs to be referenced for a live chat program means that updating information to ensure information is correct and current without any broken links may be time-consuming. PBN suggests that best practice for a live chat program is to develop a Content Protocol, outlining how content is reviewed and updated, including who will be responsible, what will be updated, and how often it will be reviewed.

## 4. Staffing considerations

LawHelpNY has very effectively used volunteers to staff their live chat program. Because of their 50 hour pro bono requirement for licensure, they appear to have a ready population of law students and attorneys seeking out volunteer opportunities. In California, while that requirement is not in place, other possibilities for volunteer LiveChat operators include JusticeCorps students or Fellows, law students seeking to fulfill a school-based pro bono requirement or seeking legal experience, or attorneys seeking pro bono opportunities that they may access remotely and for short periods of time. Utilizing a large pool of volunteers may also increase language access for non-English speaking users, if bilingual volunteers can be recruited and trained as operators.

Other programs favor court or legal aid staff as operators or “specialists,” as they are available regularly during business hours, have specialized knowledge, and can troubleshoot and make changes or suggestions for the program more easily than volunteers. The cost, however, may make the program exponentially more expensive depending on the number of hours the program will be offered.

## 4. Network of collaborators

Based on LawHelpNY’s experience with their Advisory Council, recruiting a network of collaborative agencies that can assist with generating new content, fielding questions about local procedures, provide referral information, and acting as subject matter experts. Particularly as the program expands beyond Name Change cases to other areas of substantive law, a network may help to keep the program current and robust. These may include Self-Help Center managers, Qualified Legal Service Providers, law libraries, and others.

## RESOURCES

The following resources were reviewed in preparation for the *LiveChat* pilot program, and were obtained from *Pro Bono Net (PBN)*, the *Statewide Website Support Site (SWEB)*, PBN attorney Mirenda Meghelli, LawHelpNY program director Quisquella Addison, Contra Costa attorney Kelley Stieler, and Judicial Council staff Karen Cannata and Diana Glick.

- Considerations before using LiveHelp – 2007 Eve Ricaurte
- LiveHelp Presentation from 2010 TIG Conference (presenters from PBN, Montana, Arkansas, Orange County, LSNTAP) – Montana LiveChat
- LiveHelp Manager Tips
- LiveHelp Manager Toolkit – 2008 Pro Bono Net
- LiveHelp Navigator User Guide – Montana Legal Services
- Recruitment and Supervision Tips
- Sample Pre-Chat Surveys
- Sample Canned Responses
- Showcase of SWEBs
- Press Release
- LiveHelp Excerpts
- Evaluation of live chat applications (focus group)
- Name Change usage report
- Name Change statistics
- SWEB Site (Statewide Website Support Site) / Resource Site for LHI/probono.ne

## APPENDIX B: PROJECT PLAN

Project Name: Judicial Council *LiveChat* Pilot Project

Date: May 30, 2018

Prepared By: Suma Mathai, Contract Attorney

## SUMMARY AND SCOPE OF PROJECT

The California Courts' Self-Help Center website includes legal information and an online document assembly program for users seeking assistance with Name Change cases. A LiveChat feature has been identified as a valuable service that may enhance users' experiences with the website. This pilot project will allow the Judicial Council of California to develop resources and protocols so that a LiveChat service can be sustained by Judicial Council staff after its completion, and potentially replicated for other substantive legal areas on the website.

A Contract Attorney, working in collaboration with Judicial Council staff, will be staffing the project. The project's scope is limited to project development, short-term live chat coverage, and legal analysis to develop recommendations and resources, due to funding constraints.

### Project Goals and Objectives

- Review existing LiveChat legal programs to assist with project planning
- Develop and refine written content and standard protocols for the LiveChat program
- Initiate and pilot the LiveChat program for at least nine (9) weeks
- Collect program usage and evaluation data
- Report findings and recommendations for program sustainability and replicability

### Statement of Work

This effort includes the following:

- Project planning
- Content development
- Pre-launch logistics
  - Software programming and training
  - Content approval and translation
  - Beta testing
- ChatBot Implementation (automated responses without a live agent; anticipated launch 8/13)
- LiveChat Implementation (real-time communication with a live agent; anticipated launch 8/27)
- Evaluation and Adjustments
- Assessment and Review; Final Report

This effort does not include the following:

- Marketing
- Development of a volunteer program

**Constraints**

The following limitations and constraints have been identified for this project:

- This project is unable to support LiveChat users writing in languages other than English and Spanish
- The hours of availability of a live chat agent/operator will be limited and will not extend through the end of the project (January 4, 2019) under the current contract

**Assumptions**

The following assumptions were made when developing this Project Plan:

- The Judicial Council will procure Zendesk software (or their choice of LiveChat software)
- Estimated projected dates in the Project Schedule and Workplan (below) are based on procurement of LiveChat Software; delay in procurement may delay later scheduled tasks
- The Judicial Council will be responsible for translation of approved chat content, as well as changes to the California Courts’ Self-Help Center website
- The Contract Attorney will staff the LiveChat pilot for a nine week period as follows: one three-hour shift per day, three to four days per week, or as directed by the Project Supervisor
- The Project Team will periodically review chat usage and evaluation data, and may make adjustments to content, hours, or the Project Plan with approval of the Project Manager.

**PROJECT TEAM**

The Project Team includes the following individuals:

- |                          |  |
|--------------------------|--|
| 1. Project Manager       | Bonnie Hough, Managing Attorney<br>Center for Families, Children and the Courts (CFCC), Judicial Council |
| 2. Project Supervisor    | Karen Cannata, Supervising Analyst, Judicial Council   |
| 3. Subject Matter Expert | Diana Glick, Attorney, Judicial Council  |
| 4. Contract Attorney     | Suma Mathai  |
| 5. Web Business Analyst  | Mel Wong, Judicial Council   |

**PROJECT DOCUMENTATION**

Several deliverables will be generated during the pilot phase. Most deliverables will be stored on a shared network drive and possibly in a SharePoint or Slack account if these are determined to be effective tools for document management. Other deliverables involve the written content for the LiveChats. These may be stored in Zendesk rather than duplicated on network drives. The final data storage solution will be documented after Zendesk use has begun and the Project Team determines the best approach. Project deliverables can and should be shared with internal and external teams working on similar projects. Similarly, the Project Team will maintain a clearinghouse of materials gathered from other organizations as reference and to share with others.

A challenge with this project is the collection and maintenance of local county-specific information. This can be as simple as courthouse locations or far more complex, involving issues such as local rules, local forms or publication requirements. Through this pilot, the Project Team will gather and synthesize local information, assuming that the local courts agree with this approach, so that it can be provided as needed to Live Chat users. Further, the Team will need to develop a maintenance strategy to ensure that the local information is current, in an effort to minimize “survey” type outreach to the local courts.

## COMMUNICATION PLAN

### **Preliminary Research**

Collecting data about California counties’ Self-Help Centers and court procedures, as well as similar LiveChat programs outside of California, will help to secure the project’s success. The Contract Attorney will communicate with LiveChat service providers to collect data and best practices for LiveChat programs. As of June 2018, these include staff from Pro Bono Net and Law Help Interactive New York (currently offering LiveChat), as well as Self-Help staff from Contra Costa and San Mateo counties (currently developing LiveChat programs). Project materials have been gathered from and shared with these programs, under the direction of the Project Supervisor. Additionally, under the supervision of the Project Supervisor, the Contract Attorney will conduct outreach to Family Law Facilitators and/or Self-Help Attorneys from California counties.

### **Internal Project Communication**

The Project Supervisor will be responsible for establishing regular team meetings. The Contract Attorney will communicate primarily with the Project Supervisor regarding the project, including scheduled phone meetings (preferably weekly, based on availability) and email communications as needed. The Subject Matter Expert may join phone meetings when available to discuss substantive legal issues and language access for users. The Contract Attorney may communicate directly with the Web Business Analyst during the LiveChat pre-launch phase to discuss software and website logistics. All contract deliverables will be submitted by the Contract Attorney directly to the Project Supervisor via email, unless otherwise directed.

### **Agency Communication**

The Project Supervisor will be responsible for ensuring that the Project Manager and CFCC management are provided with status reports on the project. The Project Manager will provide guidance on communication with Executive Office and other divisions.

## LANGUAGE ACCESS

LiveChat services will be available, to the extent possible, in English and Spanish. All approved chat content will be translated from English to Spanish by a Judicial Council designee. Once the LiveChat software becomes available and the Contract Attorney is trained, the Project Team can better assess the software’s auto-language detection features and review the need for a bilingual (Spanish/English) LiveChat agent.

As the California Courts' Self-Help Center website is currently available only in English and Spanish, the Project Team is currently unable to provide live agent support in other languages for this pilot project. Data regarding users and language access during the pilot period will inform the final report and recommendations for future program design and staffing.

### QUALITY ASSURANCE

The Contract Attorney will work in collaboration with, and under the supervision of, the Project Supervisor. All chat content, reports, and high visibility communications will be submitted to the Project Supervisor for approval prior to distribution.

Once the LiveChat software is ready for launch, a short period of ChatBot only (automated responses without a live agent) features will be available on the website. The Project Team will review transcripts and usage data to refine and inform content and scheduling. A short period of beta testing will also be utilized, if possible, to assist with training agents and further inform content and scheduling.

Once the LiveChat program is launched and the Contract Attorney is regularly conducting real-time communications with users, the Project Team will establish a regular review and evaluation process, which may include periodic review of usage data and chat transcripts, and the establishment of a ticketing process for chats requiring follow up research or outreach.

Any concerns or complaints raised by users during live chat sessions will be brought to the attention of the Project Supervisor as soon as possible by the Contract Attorney or other agent. Additional stakeholder management plans will be developed prior to the initial launch of the LiveChat live agent hours and, if appropriate, incorporated into the Project Plan.

### STAKEHOLDER MANAGEMENT

The Project Supervisor will be responsible for following protocols so that the Project Manager and CFCC and agency management can determine the appropriate stakeholder management plan. This means that the Project Supervisor will make recommendations for communications to court management and internal department heads based on proper protocols.

Additionally, the Project Supervisor will be responsible for ensuring that roles and responsibilities of team members are clear and that Project Team members are appropriately introduced to both internal and external stakeholders and staff with whom they need to communicate for the project goals to be met, such as those in Information Technology, the Business Office of CFCC, and the Legal Services Office.

Given the volume of outreach needed to reach local courts' Family Law Facilitators and/or Self-Help Managers, the Contract Attorney will communicate directly with appropriate individuals in each of California's 58 counties to gather local data relevant to the project after appropriate outreach to court management. Following the conclusion of the pilot project, full implementation of an ongoing LiveChat project should include a strategy to maintain regularly updated local county-specific information that minimizes regular "survey" requests of local courts personnel.

**RISKS**

Initial project risks may include the following:

Potential Risks	Potential Mitigation
The volume of users accessing LiveChat is higher than the live agent(s) can cover	The Project Team may adjust the number of hours and days LiveChat is offered and/or recruit additional agents
The volume of users accessing LiveChat is lower than expected	The Project Team may adjust the staffing schedule based on reviews of usage data for LiveChat, document assembly, and website users generally
Users need information that the LiveChat agent cannot provide	The Project Team may review and research additional chat content, direct users to local Self-Help Centers or suggest the seek advice of an attorney
Zendesk software does not perform as anticipated	The Project Team will meet to develop a revised Project Plan for piloting LiveChat

**COSTS**

The primary costs for the project are the LiveChat software, Contract Attorney time, and Judicial Council staff time (in-kind). A breakdown of anticipated costs is as follows:

ITEM	DESCRIPTION	SUBTOTAL	TOTAL
Zendesk software	LiveChat program software with licenses for three agents/operators and one administrator	\$4,000	\$4,000
Contract Attorney (Hourly rate: \$100)	Deliverable 1: Summary of existing programs and recommendations	\$2,600	\$24,000
	Deliverable 2: Chat content, language access protocol	\$2,500	
	Deliverable 3: Project plan	\$2,500	
	Deliverable 4: Pre-launch logistics, initiation of LiveChats for 9 week period, collection and evaluation of chat data, report of chats, recommendation for staffing and design based on findings	\$11,000	
	Deliverable 5: ChatBot articles (30) addressing common questions	\$2,900	
	Deliverable 6: Final report with summary and recommendations	\$2,500	
<b>TOTAL COST</b>			<b>\$28,000</b>

APPENDIX C: PROJECT TIMELINE

MONTH	TASK DESCRIPTION	RESPONSIBLE	COMMENTS	
May 2018	Information gathering and project planning	Contract Attorney	Deliverable 1: Summary due 5/22 Deliverable 3: Project Plan due 5/30	✓
June	Outreach to local courts and information gathering for initial content	Contract Attorney		✓
June	Post short visitor survey on Name Change page	Project Supervisor		✓
June	Procure Zendesk software	Project Manager		✓
June	Draft initial chat content	Contract Attorney		✓
July	Review visitor survey data for integration into content and user experience	Project Team		✓
July	Review and finalize draft chat content	Contract Attorney	Deliverable 2: Initial chat content due 7/6	✓
July	Create new administrator and agent accounts on Zendesk	Project Supervisor		✓
July	Agents and administrator download Zendesk software	Project Team		✓
July	Agents and administrator complete tutorials and training on Zendesk	Project Team	<i>Tutorials unavailable</i>	✓
July	Project administrators edit and approve initial chat content	Project Team	<i>Project Manager, Supervisor, Attorney</i>	✓
July	Program Zendesk shortcuts using approved content	Contract Attorney		✓
July	Translate approved content as needed	Attorney	<i>Resources did not allow</i>	✗

## Judicial Council LiveChat Pilot Project: Final Report

MONTH	TASK DESCRIPTION	RESPONSIBLE	COMMENTS	
August	Program Zendesk shortcuts using approved content, as well as flow and user experience	Contract Attorney	Through August 10 <i>and ongoing</i>	✓
August	Team meeting to review LiveChat beta testing Make adjustments to flow or content as needed prior to launch	Working Group	August 23-27	✓
Sept	Recruit friendly beta testers and conduct pre-live testing sessions	Project Supervisor	August 23-24 – <i>delayed; 9/4-9/13</i>	✓
Sept	Embed Zendesk widget on Name Change page(s)	Web Business Analyst	By August 27 – <i>delayed to 9/17</i>	✓
Sept	LiveChat program goes live week of August 27	Contract Attorney	Begin live chats – <i>delayed to 9/17</i>	✓
Sept	Ongoing data collection and analysis Continue content development or updates as needed	Working Group	Weekly	✓
Oct	Ongoing LiveChat hours; ongoing data collection and analysis Continue content development or updates as needed	Working Group	Weekly	✓
Nov	Ongoing LiveChat hours; ongoing data collection and analysis Continue content development or updates as needed	Working Group	Weekly through 10/26 – <i>extended through 11/15</i>	✓
Nov	Draft a report of chats with recommendations for staffing and design based on findings	Contract Attorney	Deliverable 4: Chat report due 10/30 – <i>due date changed to 11/30</i>	✓
Nov	Draft 30 articles to address anticipated common questions	Contract Attorney	Deliverable 5: 30 articles due 11/30	✓
Dec	Project administrators edit and approve initial article content	Project Team	By December 7 – <i>Project Manager, Supervisor, Attorney</i>	✓
Dec	Translate approved content as needed	Attorney	<i>Resources did not allow</i>	✗
Dec	Program offline <i>ChatBot</i> functionality; program content into Zendesk	Web Business Analyst	<i>Delayed pending investigation of functionality</i>	✗
Dec	Go live for offline <i>ChatBot</i>	Web Business Analyst	<i>Delayed pending investigation of functionality</i>	✗

## Judicial Council LiveChat Pilot Project: Final Report

MONTH	TASK DESCRIPTION	RESPONSIBLE	COMMENTS	
Dec	Draft final report	Contract Attorney		✓
Jan 2019	Submit report that provides a summary of the pilot results and recommendations for sustainability	Contract Attorney	Deliverable 6: Report due 1/4/19	✓
Jan	Ongoing LiveChat hours; ongoing data collection and analysis Continue content development or updates as needed	Working Group	Weekly through 3/27/19	✓
Feb	Ongoing LiveChat hours; ongoing data collection and analysis Continue content development or updates as needed	Working Group	Weekly through 3/27/19	✓
March	Ongoing LiveChat hours; ongoing data collection and analysis Continue content development or updates as needed	Working Group	Weekly through 3/27/19	✓
March	Draft and submit final report that provides summary of the pilot results and staffing recommendations	Attorney	Deliverable 7: Ongoing maintenance of LiveChat data and transcript logs Deliverable 8: Final report due 3/31/19	✓

**APPENDIX D: TOP TEN USER JURISDICTIONS**

Chart showing the ten jurisdictions with the greatest number of users, including data about whether they were using LiveChat via a desktop or mobile device. (n=1330)

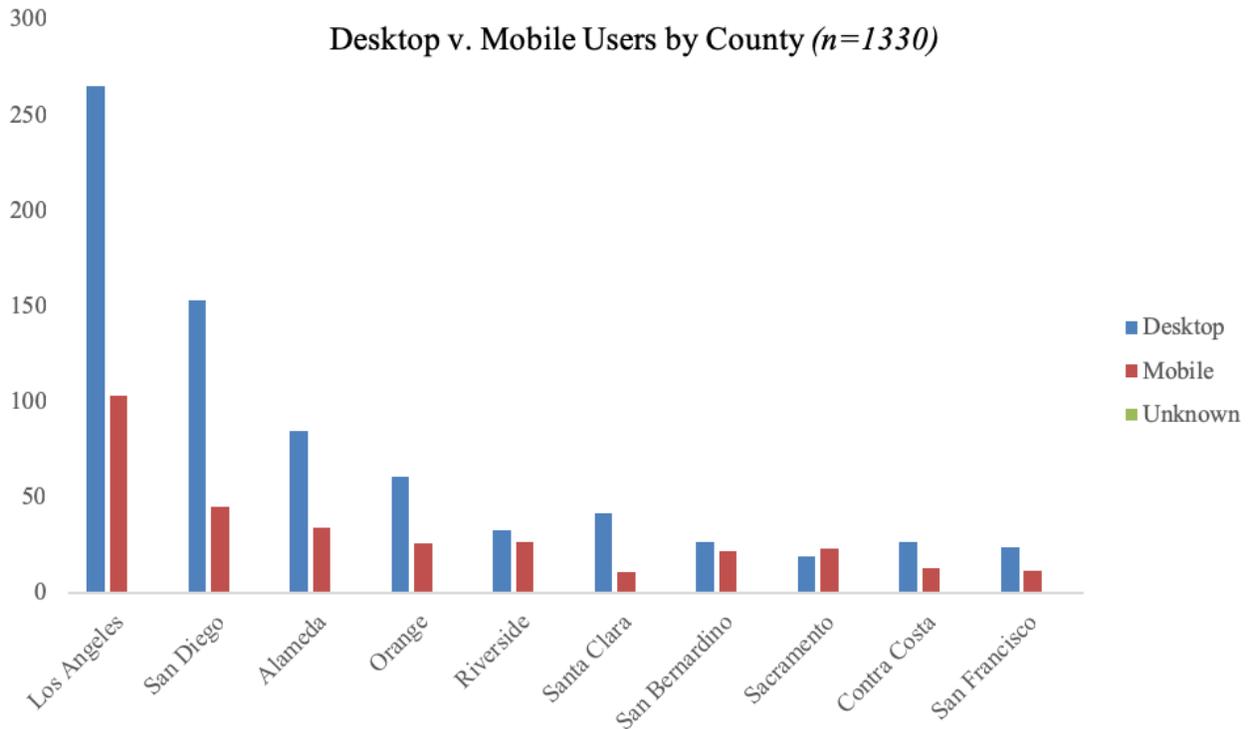
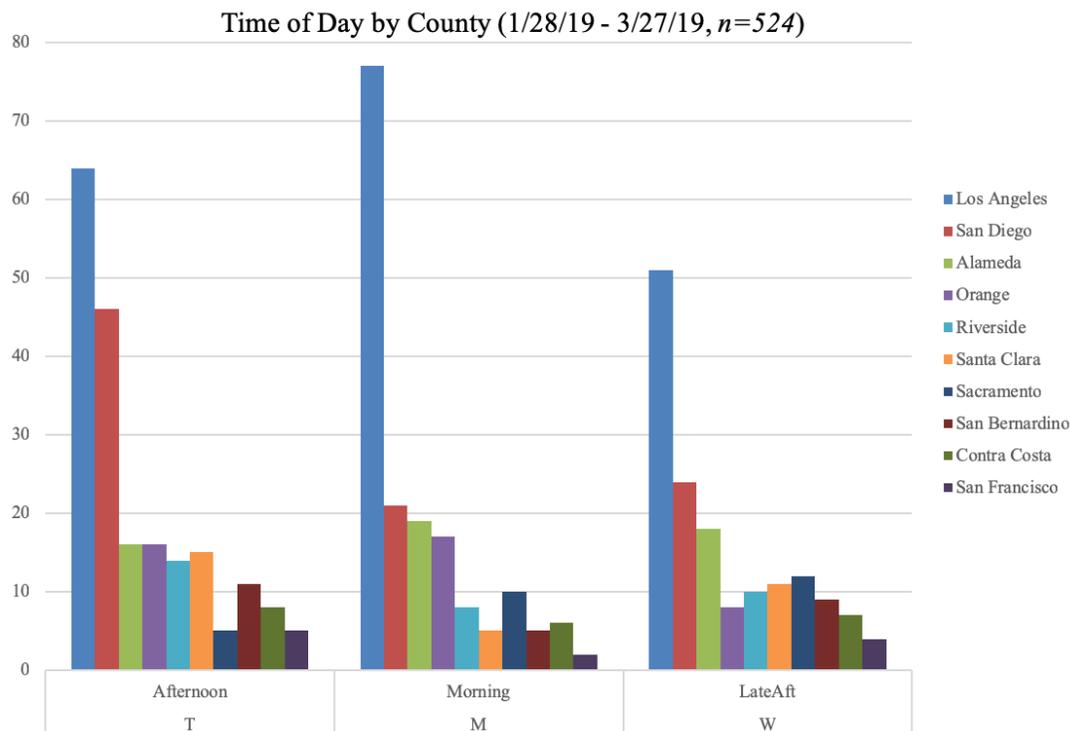
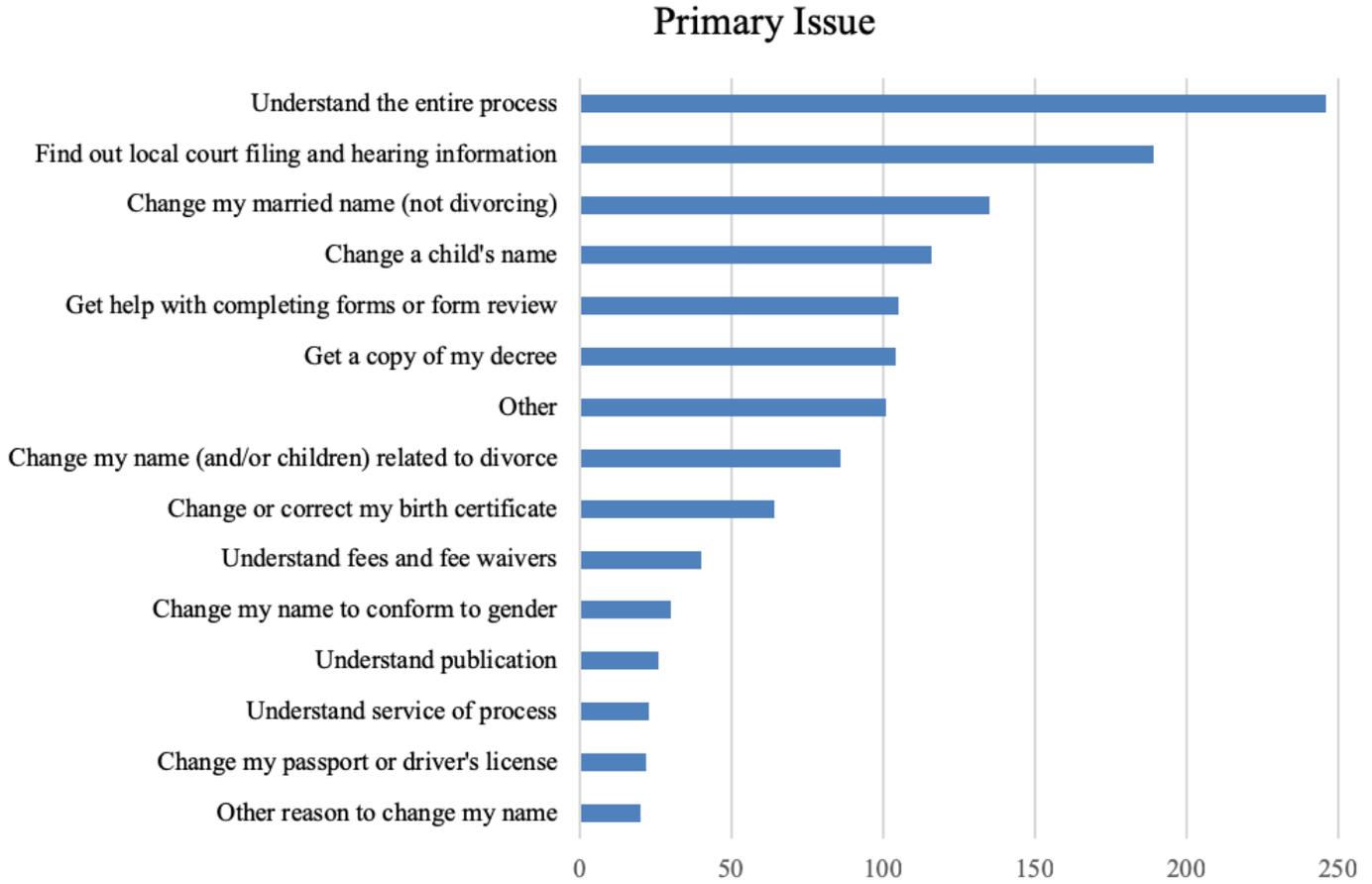


Chart comparing users from the top 10 counties accessing LiveChat during different shifts [9am-12pm/morning, 12pm-3pm/afternoon, and 3pm-6pm/late afternoon] during a nine-week period. (n=524)



APPENDIX E: PRIMARY ISSUES

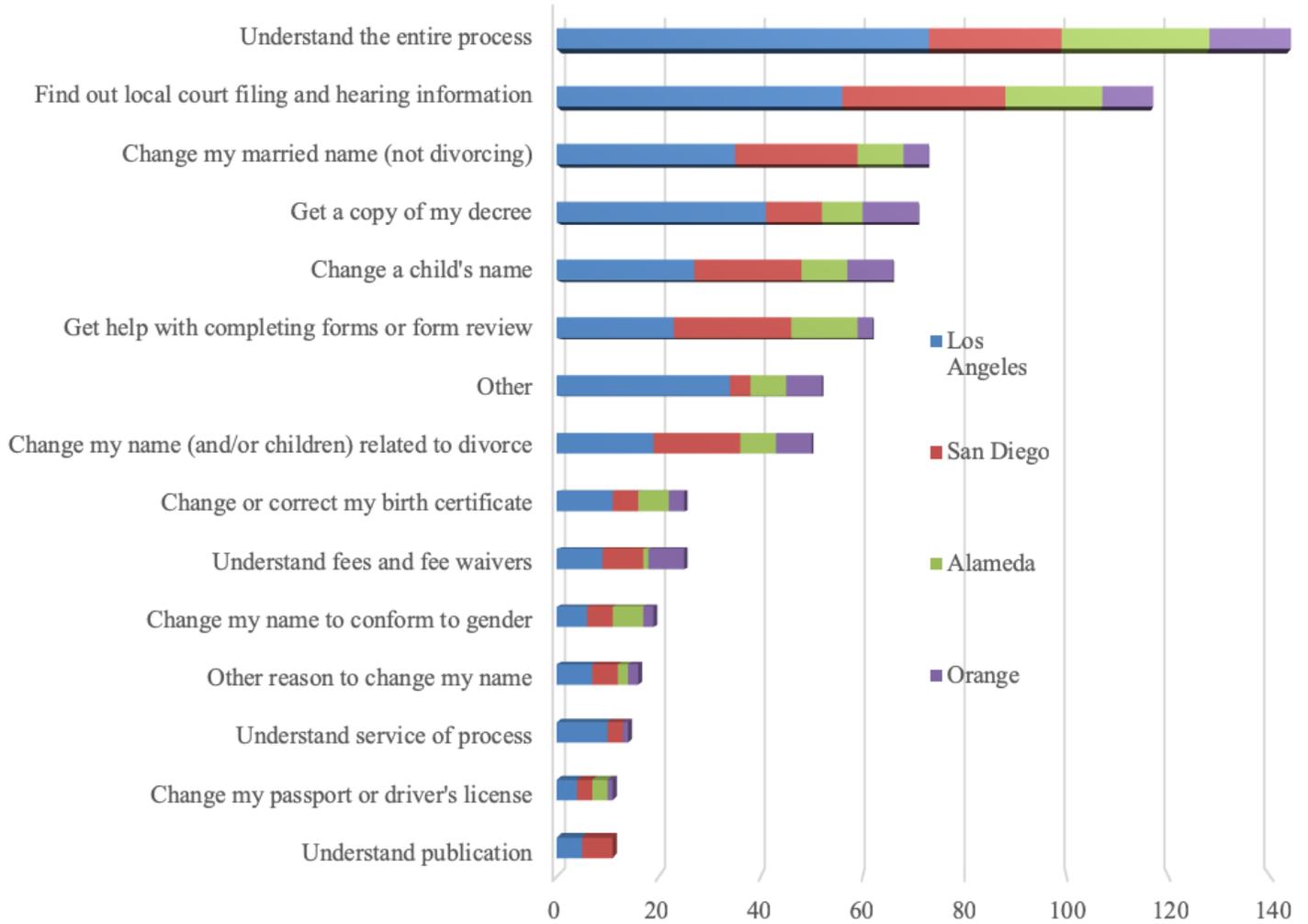
Chart showing users' primary issue (as coded by the chat agent,  $n=1307$ ).



APPENDIX F: PRIMARY ISSUE BY COUNTY

Chart showing users' primary issue by county (as coded by the chat agent, n=756).

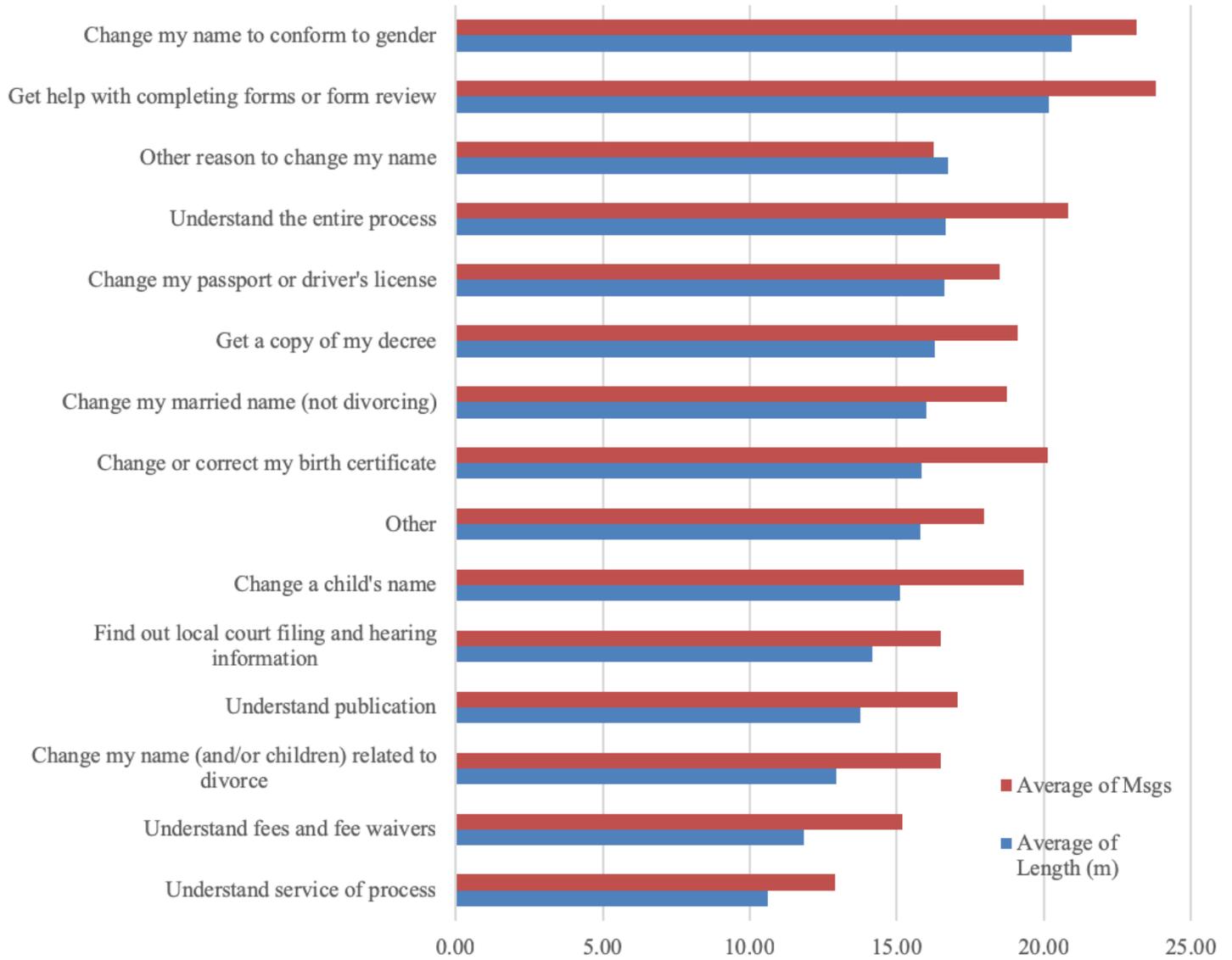
Primary Issue by County (Top 4 only)



APPENDIX G: PRIMARY ISSUE BY TIME

Chart showing users' primary issue by the length of the chat in minutes and the number of messages exchanged between the chat agent and the user (n=1246).

Primary Issue by Length of Chat in Minutes and Number of Messages



## APPENDIX H: SAMPLING OF USER COMMENTS PROVIDED IN THE CHAT WINDOW

Immediately following their chat session, users had the following options to provide feedback: (1) exit the chat window without providing any feedback, (2) provide a positive or negative rating (a “thumbs up” or “thumbs down”), (3) provide comments, or (4) provide both a rating and comments. Below is a sampling of comments focusing on the chat service that were provided within the chat window by users.

"this chat provided me with an essential piece of information that differed from what was available online and made a BIG difference in my ability to properly complete my forms - thank you"

"This service is very helpful. I think it should be permanent."

"Helpful, if disappointing. Apparently records I need for RealID were never kept by the State of CA."

"Please pass on my thanks to the people who want to know if this pilot program is worth keeping. It sure was for me! And I'm happy to be contacted to say so."

"The chat was ok, I waited some time to obtain my answers. The office where I need to get my documents was not found therefore that question was not answered."

"Very helpful, researched to find appropriate answers"

"The chat is an easy way to answer quick question from home. Save me from a trip until the court house just for 4 simple questions. Awesome idea."

"[The chat agent] helped me answer questions I could not figure out just by researching the website. She was very helpful, this is a great service. I very much appreciate being able to get help this way!!

"Very helpful. Great assistance tool!!!!"

"Well done; clarified my understanding and provided some important details I had been unable to locate through the ca court web pages. Bravo!"

"This is a great help! I have no idea what to do at the beginning but after the chat, I understand how to start and what to expect! Excellent help to me."

"I have called 3 different attorneys who never returned my calls. This online chat service for basic questions was very helpful! Thank you."

"I learned a lot and had all my questions about the name change process answered."

"exceptional service! questions answered and local referrals given for follow up needs. I hope this service continues! thank you"

"Great attention to detail. Fast and efficient information was provided to navigate through legal jungle."

"[The chat agent] was very helpful and I think I can finish the forms and get it right."

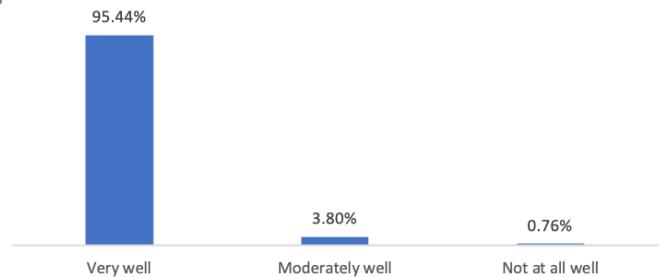
APPENDIX I: USER RESPONSES TO ONLINE SURVEY

Immediately following their chat session, users initiating and completing a chat session on or after October 29, 2018 had the following option to click on a hyperlink to an external survey (created and maintained by the Project Supervisor) and provide feedback on five evaluative questions. A total of 268 responses were submitted, a 22% response rate. Users also had the option to provide additional comments and/or provide contact information if they were willing to be contacted in the future. The charts below summarize responses from the five evaluative questions on the Qualtrics survey.

Q2: How easy was LiveChat to use?



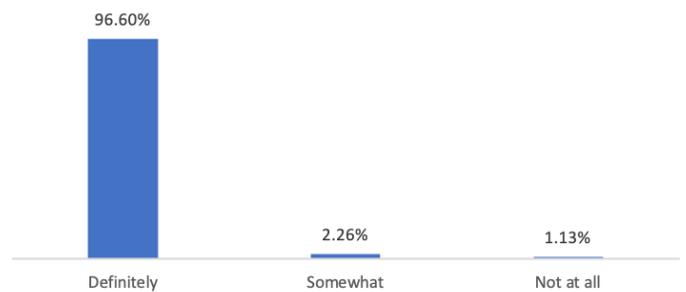
Q3: How well did you feel your LiveChat agent understood your questions?



Q4: Was your LiveChat agent able to respond to all, some, or none of your specific questions?



Q5: Were the answers your LiveChat agent gave easy to understand?



Q6: What is your level of trust with your LiveChat agent?

