

Succeeding With Document Automation

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IDENTIFYING CANDIDATES FOR DOCUMENT AUTOMATION

Sometimes candidates for Document Automation drop in your lap from a technically savvy attorney or administrative staff. Other times it comes at a client request. Here are the key elements which characterize every Document Automation candidate:

1. **Consistent, Repeatable Process:** Any document automation candidate should meet the following criteria: consistency, measurability and repeatability. The same goes for the resulting document(s). A simple flowchart should help identify process is more than fill in the blanks.
2. **Time Efficiencies:** A successful candidate eliminates extraneous communications, read “drafting sessions” and extensive research. The process should lead the interviewee through the whole process with clear explanations and information in the most expedient manner.
3. **Economic and Other Benefit:** Why automate if a) it doesn’t make money; b) save money or c) increase client stickiness? Whether it is a standard document utilized by a client (DAAS) or the onboarding process for new attorneys and staff, if there is no economic benefit, stop!
4. **Morale Boost:** By and large, automation candidates are frustrated by the existing drafting process, and recognize that a portion of time goes to non-value added activities. Making the process more efficient will increase moral and allow legal professionals to work on more enjoyable and important tasks.
5. **Elegant Simplicity:** There are two sides to this coin – don’t make the user spend hours reading and don’t design a maze on the UI.



HOW TO PLAN, STRUCTURE, AND CARRY OUT A DOCUMENT AUTOMATION PROJECT OR INITIATIVE

1. **Project Planning:**
 - A. **Find Project Sponsor:** Engage a Partner/Director sponsor for the project who can enlist/encourage associate/staff involvement as Subject Matter Experts (SME) and testers. The Sponsor’s critical task is generating project buzz during practice/departmental group meetings and targeted announcements. If the associates/staff know the importance and value of the project to the partners, they willingly volunteer to join the project.
 - B. **Map the Process:** Document generation is typically only one step in a larger process. Map the current process first because making document generation faster may not help at all if the process is broken, bottlenecked, etc. Look for potential efficiencies, repetitive tasks and information, and targets for

streamlining. Create a visual so that the whole team has common understanding as well as contributes ideas. The whole process has to be examined first. If your budget doesn't allow for this analysis, make sure everyone knows that it may affect the outcome if it is not undertaken at some point.

- C. **Establish Business Case with Benchmarks:** Understand the business case with benchmarks to measure your progress – and be able to articulate it.
 - i. **Develop business case.** What is the value add? What problems will this project solve (pain points)?
 - ii. **Identify KPIs.** Determine how much time document generation takes pre-automation and who is doing it. What are the hard and soft costs? (Not always obvious savings -- less time, work done at lower level, less mistakes made, less time in proof, higher client satisfaction b/c quicker turn-around, more consistent product).
 - iii. **Other Data Source:** Can the data be pulled from another source – Is information duplicative of other sources or within the process?
 - iv. What information is critical for completion of the goal and what is superfluous?
- D. **Know the End Product:** Is this an initial draft, final document or analysis tool? Is it client-facing or internal?

2. Team and Project Structure:

- A. **Stakeholder Group:** Typical stakeholders include, e.g., other partners/PG leaders, marketing lead, paralegals, client reps.
 - i. **Communication:** Compile a list of stakeholders and determine if they want to be kept in the loop as the project progresses. If they do, weekly updates via email are advisable or a project site with an alert to all interested stakeholders.
 - ii. **Learn Stakeholder expectations:**
 - a. Increase productivity/decrease drafting time
 - b. Improve accuracy/reduce doc review time or information gathering.
 - c. Move to flat fee billing or cost elimination
 - d. Delegate complex drafting
 - e. Improve profitability
 - f. Eliminate redundant data entry

- g. Well-structured and Branded documents¹
- h. Consolidate documents (for example, you have a single will, married will, and a pour-over will, these versions should be folded into one template)
- i. Produce internal first draft or client ready documents
- j. Client Collaboration (share system with client)
- k. Associate training

B. **Subject Matter Expert (SME):**

- i. **Identification:** Determine who will be point person with language or substantive questions. It's helpful if the Sponsor assigns the SME. Avoid working with someone who isn't authorized to make language decisions because then they'll have to ask someone else and it can add a lot of time to the project while they wait on answers².
- ii. **Time:** If possible, find out how much time the SME can allocate to the project on an ongoing basis (for example, 6 hours per week). Providing a guide/expectation on how much time would be required is helpful especially in the decision-making process for the SME.
- iii. **Incentivize Participation:** Credit For Time Spent or other recognition. Encourage administration to give the SME credit for time spent or at least not penalize them for the non-billable time they will spend in pursuit of this project. No one will want to work on a project they feel they're being financially punished for.
- iv. **Help Text/Narrative:** Ask the SME up front to start thinking about the drafting decisions that must be made with each type of document and the factors one should consider when making the choice (for example, under what circumstances should a drafter consider making the marital trust a QTIP?). Ideally, you will be able to add their narrative as help text for users of the system – and that narrative becomes an excellent training tool for attorneys new to the practice.
- v. **Be flexible with SME.** SMEs will all approach the project in different ways – some will dive in and map the form for you, some need you to sit with them and talk it through.

¹ Using the term broadly here. This document is an ACME document because it is so well formatted, structured and language identifiable.

² Some firms have KM lawyers while others might have staff attorneys embedded in the practice group.

- C. **Automation Team:** Determine who will handle the automation of the project.
 - i. A Consultant
 - ii. A Grass-roots individual (lawyer/paralegal) in the practice group
 - iii. Someone in IT/IS
 - iv. Someone in KM
 - v. Internal automation team
- D. **Best Product Solution:** What solution will provide the best result?

3. Template Development:

- A. **Determine if Forms Exist:** Some practice groups already have developed forms with insert text ([Settlor], [Trustee], [TrustName]) and optional provisions identified that are shared with the practice group. If this is not the case, forms will have to be developed.
- B. **Determine Who Will Develop the Forms:**
 - i. The SME; or
 - ii. The Automation Team.
- C. **Obtain Samples:** Need samples of all main variants of documents both foundational (the sources of dupe and revise) as well as final forms. For example, there may be 7 main derivations of a revocable trust. You need to see all 7 so you can determine the differences between them in language and structure.
- D. **Obtain Any Checklists or Client Intake Sheets That Exist:** Ask for any of these that may already exist. They're very helpful for understanding the flow and raw data that is currently being captured.
- E. **You're Not Trying To Code Every Possible Document:** Try to limit the initial set of documents to those used most often which will provide the biggest value. There may be many extraneous or seldom used documents that technically fall under the umbrella of what you're building, but they'll provide little initial value and extend the project. Those types of documents can always be added later.
- F. **You're Not Trying To Code For Every Possible Fact Pattern (80/20 rule):** You can code for 100% of fact patterns, but doing so often isn't worth it because of how infrequently those fact patterns are encountered – and because you will lose efficiency with an over complicated questionnaire. A user can always custom draft a provision post-assembly. Try to build something that addresses 80% of fact patterns typically encountered.
- G. **Phasing:** The Stakeholders usually have big ideas. Collect all their great ideas. Then consider starting small and working your way up to a complex document or document set by breaking the project up into phases, with a live release at each

phase. Scale the first phase back to just the basics (perhaps 30-50% of the project) and then add on functionality after it goes live in 1 or 2 more phases.

Benefits:

- i. More manageable;
 - ii. Easier for SME to review and test;
 - iii. It goes live faster (speeds up ROI); and
 - iv. Once the first phase is live, users can give feedback and request changes. This increases lawyer involved – they can share their changes as they work on billable work, instead of working on a huge project and waiting longer for it to become live.
- H. **Decide if Inserted Templates Are Appropriate:** If you have sections of text/code that are identical in multiple templates, you might want to consider using inserted templates. However, this can make the template more difficult to edit later because you cannot see all of the language at once (inserted templates are typically one line item in the parent template and you can't see their language unless you separately edit the insert).
- I. **Combine Instruments:** A great way to ensure that common language remains consistent across instruments and that the templates are easier to edit later is to combine similar instruments into a single template. For example, there may currently be a Will form that pours over to a trust, one that distributes the property directly, one for a married couple with children, one for a single person with no children, one that contains a testamentary trust, etc. Those Will forms will likely share a lot of language. By running redlines between the various forms, one could determine their differences and combine them into a single Will template that produces any variant based upon how questions are answered/data is entered during the assembly process. Thereafter, there's only one Will template to update and all common language is present only once.
- J. **Document Markup and Optional Clause Insertion:** Before any coding is done, work with the SME to make sure your starting point documents contain the following:
- i. Changeable text is consistently identified.
 - ii. All optional provisions within the document are inserted into the locations they would appear.
 - iii. The beginning and end of optional language is identified as well as the test under which the optional language will be included.
 - iv. Help text or narrative for the end-user is gathered for use in the interview or document generation questionnaire.

- K. **Formatting Issues:**
- i. **Formatting:** It's important that the templates are set up properly so that the documents generated do not contain formatting problems. I recommend doing a complete clean and reformat with firm styles rather than fixing an existing source document. The resulting documents should be easy to edit, even by someone who doesn't understand very much about word processing. In Microsoft Word, this means properly using styles, multi-level auto-paragraph numbered outlines (list styles), automatic paragraph spacing, paragraph cross references that can be updated, and automatic tables of contents and authority.
 - ii. **Fix Outline Rule Violations:** It's common to see a single numbered paragraph under a heading or random changes in numbering schemes. Those things can be fixed at this point.
 - iii. **Create Consistency:** To the extent that the subject documents don't comply with firm formatting standards or are inconsistently formatted compared to one another, now is the time to fix that.
- L. **Budgets and Timelines:** After the documents have been identified, it is typically possible for an experienced document automation expert to come up with a total number of hours necessary to complete the project and a budget. From that, estimated budgets can be calculated. If an outside developer is being used, you may want to request a not-to-exceed budget cap.
- M. **Setting Up The Interview or Identifying Required Data:** During this process, you need to come up with all of the questions that must be asked and answered to get exactly the document one wants under changing fact patterns. Most lawyers have never thought about their documents in this way or at least have never attempted to write down all of the questions.
- i. **Identify Common Fact Patterns:** Ask the SME to identify the most common fact patterns for any complex documents. These will be used during testing and will help identify suitable documents for an initial release.
 - ii. **Default Answers:** Ask the SME to let you know if the answer to any question is almost always a particular thing and consider setting it as a default answer. This can speed up the assembly process considerably. For example an arbitration clause may be optional but is almost always included. If that's the case, then default the question's response to TRUE.
 - iii. **Assume No Preexisting Knowledge On the Part of the User:** A good template can walk even an inexperienced user through a complex document assembly. In order to do this, attempt to build templates that assume a user knows nothing. Where possible, don't allow the users to make invalid selections. If they make a mistake, give them an error

message (for example, the estate is being distributed by percentage but the percentages entered don't add up to 100).

- iv. **Add In Help/Advisory Text:** If the automation tool you're using allows it, provide help when decisions have to be made. What factors must be considered when making this choice?
- v. **Identify Questions That May Intentionally Be Unanswered During Assembly:** In some cases, it's common for a user not to know the answer to a question in the interview (like date of execution). It's also common for a question or data input to validly remain blank (like a party's middle name as there may not be one). You want to know what those things are so that you can code for them and avoid producing errors in the resulting documents.
- vi. **Identify The Common Areas Where Lawyers Custom Draft:** If you know where users are likely to make up something that isn't in the standard list of options, you can code for it like this:

DISTRIBUTION UPON DEATH OF ALL BENEFICIARIES:

Default Provision options: _____

All to Settlor's heirs at law

One-half/one-half heirs at law

Multiple named individuals or charity(ies) - percentages

Custom draft language

Finish this sentence:

"If, at the time of termination of any trust, there is no living beneficiary to whom the trust property will be distributed, then the Trustee will distribute the remaining trust property _____."

- N. **Dealing With New Fact Patterns or Language:** It's common for the SME to come up with new textual additions or options they'd like to incorporate into the project while it's underway ("Scope Creep"). If this isn't checked, your scope, time frame and estimated costs can go off the rails. Consider adding new ideas to a *wish list* of things to be added *after* the initial project is complete. If the SME is insistent that it must be included now, consider a change order to document the modification and get approval of stakeholders.
- O. **Annotate Your Code:** While coding the templates, make sure you annotate your code where appropriate. Good annotation may include adding explanatory comments to the code and/or using highlighting to connect logic strings (see Exhibit A as an example).

4. How The Work Is Completed:

- A. **Solo:** Code templates solo based upon the document markup. For simple documents or documents for which the markup is comprehensive, this is preferable. However, try to never proceed based upon an assumption.
- B. **Collaborative:** Code templates collaboratively via web meeting or in person with subject matter expert. With particularly complex documents, this is sometimes the *only* way to expeditiously move the project forward. Some coding simply doesn't need input from the SME; but when it does, you will move much faster if questions by the developer are immediately answered rather than being emailed and waited on.

5. Testing:

- A. **Focus Group Demos:** You can often identify errors and lack of clarity of the interview with a couple focus group demos. This eliminates a lot of potential reworking when you go to beta and pilot.
- B. **Find Beta Testers:** Ideally, you will locate one or more persons who will agree to spend some time running fact patterns through your templates before they're released. Of course, they would be obliged to let you know what glitches they encounter so you can fix them before the system is released.
- C. **Don't Keep Reusing the Same Answer Set When Testing:** Many times, testers of a template set will keep using the same answer set over and over, changing little things each time. This is convenient but it conceals errors. For example, a common error in document assembly occurs when the template was expecting a question to be answered but it was not. If you are using a recycled data set, the question may have been previously answered, but wasn't even presented under the new fact pattern. For example, in a revocable trust template, no questions should be asked about disposition of the Marital Trust if the client is unmarried. The interview may reflect that (no questions about a Marital Trust are presented if the user indicates the client to be unmarried), but the code in the template must *also* reflect that or an unanswered question error will appear in the text of the document. The user would say, "The trust I generated contains some error about the marital trust but my client is single so I don't even know why that's showing up!"
- D. **You Only Get One Chance To Make A First Impression:** If you release the project and users immediately get errors in the documents when they start using the system, you'll lose their confidence and it may be hard (impossible) to recover from that. You must be supremely confident that your templates will successfully handle the previously identified most common fact patterns flawlessly before any of the stakeholders see the project demonstrated or the project goes into production.

6. **Training:** Once the project goes live, conduct a few training sessions for the users to show them how to use the system. Ideally, create a short user's manual on how to initiate an assembly, move through the interview/questionnaire and generate a document. If responses to questions can be saved and used again, how are the responses saved or captured?
7. **Follow Up With Users:** Users who are unhappy with the system may never say a word to you, but will complain to other users or stakeholders. If you want to know how users feel about the system, you better ask them early and often. You can't fix what you don't know about.
8. **Revisit The Benchmarks:** Measure again how long it takes to complete the documents and compare against your initial measure before the project was commenced. How has profitability and efficiency improved? What else has been improved as a result of the project? Make sure the stakeholders are aware of the improvements.
9. **Revisit The Wish List:** If you compiled a wish list during development, set a date after release of the project to revisit the wish list with the SME.



NECESSARY SKILLS AND PROCESSES TO ENSURE SUCCESS OF THE PROJECT

1. **Sponsor**
 - A. Influencer
 - B. Someone who can generate "buzz"
 - C. Decision maker
2. **Subject Matter Expert**
 - A. Knowledge of the subject matter or practice area
 - B. Authority to make language decisions and changes
 - C. Document identification, consolidation & markup
 - D. Availability
3. **Developer**
 - A. Able to communicate with SMEs and Sponsors effectively (oral and written)
 - B. Highly organized
 - C. Project management
 - D. Process mapping
 - E. Mastery of word processor & automation tool
 - F. Document identification, consolidation & markup
 - G. Experience building out decision trees, knowing what questions to ask
 - H. Benchmarking current production methods

- I. Building interview or data gathering method
- J. Testing again and again, and yet again.
- K. Training users how to use the system
- L. Follow-up with users
- M. Re-measure time required, compare against benchmark
- N. High pain threshold (kidding, not kidding)



HOW TO MANAGE DEMAND FOR AUTOMATED DOCUMENTS AND GROWTH OF THE PROJECT

1. **Fix Processes, Speed Up Drafting, Win Fans:** Look at the whole process (not just the drafting) and consider what can be done to improve it at the same time drafting is made more efficient. If users are happy and talking about it, you'll build grass-roots support for expansion of the existing project and the addition of new projects.
2. **Limit Number of Documents In Initial Launch:** Start with core set of documents that are most often used. Additional or extraneous documents can be added later. The goal is to get a template set into production as quickly as possible so you can start getting an ROI and building enthusiasm for expansion. See previous discussion of this issue.
3. **Change Log:** It's not uncommon for template sets to be tweaked endlessly by the SME or others. It's a good idea to keep a log of changes requested and made to the templates.
4. **Save Template Versions.** A stakeholder or SME may ask that something is removed from a template. I recommend saving versions of the template because *sometimes* they change their minds again and want it back. I also recommend that you do not delete any variables, that way you can go back to the prior version(s) and just pull the provision back in.
5. **Avoid Scope Creep:** As previously mentioned, new ideas that come up during development can be added to a *wish list*. If the new idea must be incorporated into the project, we recommend a change order of some type which is authorized by the stakeholders.



STRATEGIES FOR ONGOING ENGAGEMENT AND ADOPTION BY ATTORNEYS.

1. **Demonstrate The Improvements:** By taking before and after snapshots of the whole process, improvements in efficiency and profitability can be measured. Make sure stakeholders are aware of the improvements. Use concrete examples such as it took 12 hours and now is completed in 3; collected client data on initial draft rather than multiple contacts.
2. **Follow Up With Users and Stakeholders:** Never stop checking in with users and stakeholders to make sure the system is doing what they asked for and the documents are correct.

3. **Help Them Overcome the Addiction To Billing Hours:** If document automation is done correctly, attorneys would lose money if they charged by the hour. Sometimes the transition to flat fee or other hybrid billing approach is hard for lawyers to swallow. You can help them by crunching the numbers. A super-efficient drafting process combined with a flat fee can easily render effective hourly rates of over \$1,000/hour.
4. **Case Study:** Write up and distribute a case study on any success stories you've had.
5. **If Document Automation Isn't Being Used, Analyze the (In)Efficiency of Current Methods:** Proactively answer the "why" by looking at how documents are currently generated.
 - A. Attorneys may be unaware of the bottlenecks in a process because they're not responsible for every step.
 - B. Attorneys may be unaware how long something *should* take. They only know how long something *does* take.
 - C. Attorneys tend to assume that legal assistants are experts with the word processor although this is often inaccurate.
 - D. Attorneys may not appreciate how much faster and accurate document assembly is compared to other methods of drafting are such as:
 - i. Dictation & transcription
 - ii. Finding an old document, saving it as a new file name and manually making changes to it so that it works for the next client



HOW DOCUMENT AUTOMATION CAN BE INTEGRATED WITH OTHER SYSTEMS, PROCESSES, AND WORKFLOWS

1. **Fix Processes:** Again, if the process is broken, then automating the document generation may not make any material improvements overall.
2. **Linking to Databases:** Most good document automation tools can be connected to ODBC³ compliant databases, Outlook and many case/matter management systems.
 - A. **Considerations:**
 - i. **Data Structure:** If you're going to link to a database, then you will want to structure your templates to match the data structure within the database. For example, if the database holds a client name as five fields (prefix, first, middle, last & suffix), then you may want to structure your variables the

³ "ODBC" stands for Open Database Connectivity - see <http://bit.ly/2zTXd6y>

same way because you won't be able to link 5 db fields to one template field if you set up client name as a single text field.

- ii. **Custom Fields:** Once you've identified what data inputs will be required to generate a document, there may need to be some communication with the db designer so that there's a home for that data inside the db.
- iii. **You May Not Need To Pull Every Field From The Database:** For example, I may only want to pull party names from a database and require the user to enter the rest of the data necessary to generate a document during the assembly process.

3. Workflows:

- A. **Client Surveys:** Solutions can be used to collect important information from the client about matters, but which may be used for analysis rather than to generate a document from a template
- B. **Client Questionnaires:** Sending a client questionnaire to the client to complete, the system shoots off an email to the attorney when the client has completed the questionnaire, then the attorney can use the client questionnaire data to generate the documents, review them and then send the documents out to the client via the system or email.

HOW TO AVOID PROJECT PITFALLS AND OVERCOME CHALLENGES

1. **Don't Let It Stall:** Keep following up on the language you need to finish a template. Don't let your questions remain unanswered for days and weeks.
2. **Sell It As A Training Tool:** Sometimes lawyers push back and aren't really interested in doing a complete brain dump into a drafting system. "What will they need me for after this?" can play into it. I would redirect that by presenting this as a fantastic training tool for new people (which it definitely can be). It's a way to pass on a legacy to others at the firm.
3. **Sell It As A Way For Lawyers To Be More Self-Reliant:** Many brilliant lawyers can't get documents the final mile because they don't know how to control the word processor. With the ever declining ratio of support staff to lawyers, it's not uncommon for lawyers to have to wait until a legal assistant can get to their documents in the queue of other lawyers' work. With document automation, even a terrible typist with no knowledge of Word will be able to generate perfectly formatted documents with no outside support. Further, if the document is set up correctly from a Word perspective, it will respond appropriately to editing and the formatting won't go sideways on them. Lawyers may not want to routinely draft their own documents with no administrative support, but it's comforting to know that in a pinch, it's possible. Some lawyers will simply find it faster and easier to do it themselves and not use administrative support at all.

4. **Study Up:** If I'm automating an area of law I'm not familiar with, I might sign up for an online CLE class on the subject. I also like to ask the SME to pretend I'm a new client. Explain to me in lay terms how this process works.
5. **When Lawyers Agree to Disagree:** It's fairly common for lawyers practicing the same area of law in the same firm to disagree on language and phraseology. Ideally, they'd agree, but sometimes you just can't get there. Thankfully, you can always include or exclude language based upon a "Who is the drafting attorney?" multiple choice question. You still end up with one template, but it contains all of the disagreed upon language.



OTHER LESSONS LEARNED FROM IMPLEMENTATIONS

1. **Testing Materials for SME:** You want to make it as easy as possible for the SME to review and give feedback so they can continue to move forward on the project. I give the SME's the following to conduct their testing:
 - A. A document version of the online questionnaire with guidance so the SME can edit the questions and guidance in the Word document
 - B. A copy of the template(s) so the SME can edit the text on the Word document (I try to make the variables and mark-up as legible as possible so the SME can see what is going on in the coding)
 - C. I email the online questionnaire link for the test template directly to the SME so they can quickly access the online questionnaire
 - D. A printout of the answer sets so they can test different scenarios
 - E. When it is a complex project or I know the SME is really busy or going to be a problem child, I will conduct a live "working session" to review and work on the changes in a screen share meeting.

EXHIBIT A

Sample Template Code

«Grantor I or We:Like This», «IF Joint Trust»«C1 Full Name» and «C2 Full Name»«ELSE»«Client Full Name»«END IF», of «Client City», «Client State», hereby transfer to «IF Trustee Short or Long Form = "Long form"»«IF Level 1 Trustee = "Grantor alone"»myself as trustee«ELSE IF Level 1 Trustee = "Grantor and Grantor's spouse"»myself and my «Spouse Husband Wife», «Spouse Full Name», as co-trustees (referred to hereafter as the “trustee”)«ELSE IF Level 1 Trustee = "Grantor’s spouse and co-trustee(s) - any can serve alone" OR Level 1 Trustee = "Grantor's spouse with required co-trustee"»my «Spouse Husband Wife», «Spouse Full Name», «IF Level 1 Number Trustees = 1»and «END IF»«REPEAT Level 1 Trustee Names:a, and b::Level 1 Trustee Filter»«Level 1 Trustee Relationship to Grantor»«Level 1 Trustee Name»«END REPEAT», as co-trustees (referred to hereafter as the “trustee”)«ELSE IF Level 1 Trustee = "Grantor with required co-trustee"»myself «IF Level 1 Number Trustees = 1»and «END IF»«REPEAT Level 1 Trustee Names:a, and b::Level 1 Trustee Filter»«Level 1 Trustee Relationship to Grantor»«Level 1 Trustee Name»«END REPEAT», as co-trustees (referred to hereafter as the “trustee”)«ELSE IF Level 1 Trustee = "Grantor's spouse alone"»my «Spouse Husband Wife», «Spouse Full Name», as trustee«ELSE IF Level 1 Trustee = "C1 alone"»«C1 Full Name» as trustee«ELSE IF Level 1 Trustee = "C2 alone"»«C2 Full Name» as trustee«ELSE IF Level 1 Trustee = "C1 and C2"»ourselves as co-trustees (referred to hereafter as the “trustee”)«ELSE IF Level 1 Trustee = "Sole Trustee"»«REPEAT Level 1 Trustee Names:a, and b::Level 1 Trustee Filter»«Level 1 Trustee Relationship to Grantor»«Level 1 Trustee Name»«END REPEAT», as trustee«ELSE IF Level 1 Trustee = "Sole Trustee From List"»«REPEAT Level 1 Trustee Names:a, and b::Level 1 Trustee Filter First One»«Level 1 Trustee Relationship to Grantor»«Level 1 Trustee Name»«END REPEAT», as trustee«ELSE IF Level 1 Trustee = "Co-Trustees"»«REPEAT Level 1 Trustee Names:a, and b::Level 1 Trustee Filter»«Level 1 Trustee Relationship to Grantor»«IF Level 1 Trustee Relationship to Grantor != "myself"»«Level 1 Trustee Name»«END IF»«END REPEAT», as co-trustees (referred to hereafter as the “trustee”)«ELSE IF Level 1 Trustee = "Co-Trustees From List"»«REPEAT Level 1 Trustee Names:a, and b::Level 1 Trustee Filter First Two»«Level 1 Trustee Relationship to Grantor»«IF Level 1 Trustee Relationship to Grantor != "myself"»«Level 1 Trustee Name»«END IF»«END REPEAT», as co-trustees (referred to hereafter as the “trustee”)«END IF»«ELSE IF Trustee Short or Long Form = "Short form"»«IF Joint Trust»ourselves as co-trustees (referred to hereafter as the “trustee”)«ELSE»myself as trustee«END IF»«END IF», the property described in Schedule A hereto attached, that property and all other property transferred to the trustee, and all investments and reinvestments thereof and all substitutions therefor (referred to as the “trust property”), to be held subject to the following trusts: