

Our Priorities

Priority Strategy	Who
A1. Develop a lobbying plan to increase state and federal funding for legal access programs	ACL
A4. Develop a 1-hour access to justice presentation and consider requiring attorneys to view	Sections, Nicki Vaughan
A5. Establish a permanent Access to Justice commission	Marc Howard, Phyllis Holmen, Harold Daniel
B1. Hire investigators/assistants and consider compensating special masters to reduce the time it takes to investigate and prosecute a disciplinary case	Disciplinary Rules/Board
B2. Support discipline/rules committee in their efforts to revise rules	Bob Kauffman
B4. Publicize outcome of successful UPL cases to better inform public	UPL
C1. Develop/recommend programs and services to better enhance lawyers' lives	Jeff Kuester, Wellness Taskforce, LAP
C2. Educate members about services and resources and how they enhance their lives	Communications
E1. Provide more support to sections to increase awareness and visibility of section and CLE events	Sections, Communications

When	Our Monitoring Plan
Executive Committee	Are we doing what we said we were going to do? The Executive Committee will review the strategic plan at each meeting to ensure continued progress.
Quarterly	Are we getting the results we want to get? The Board will review each priority strategy and <i>updates on any objectives for which information is available.</i>
Annually	What adjustments do we need to make to our targets and our priorities? The plan will be updated and an annual report provided at the annual meeting.

Our Vision

Lawyers Serving the Public and the Justice System

Our Mission

The purposes of the State Bar of Georgia are:

- To foster among the members of the bar of this State the principles of duty and service to the public
- To improve the administration of justice
- To advance the science of law

Our Positioning Statements

Positioning statements describe how the organization will respond to key trends impacting its success.

Access to Justice

We believe that there is a lack of access to justice for many people and that we, as a profession, have an obligation to provide and promote access. **Therefore, we will** analyze options the Bar can utilize to provide funding and delivery of services to achieve access by:

- Enhancing the use of technology to expand and serve areas where there are fewer lawyers
- Effectively using our grassroots and legislative programs to explore private and public funding options
- Encouraging members to provide pro bono services
- Finding ways to get lawyers to contribute more money to legal services

Disciplinary Process

We believe the disciplinary process is perceived as inefficient and ineffective by both the profession and the public. **Therefore** in order to promote confidence in our ability to discipline ourselves and increase efficiency in the system, **we will**:

- Continue the efforts of the Disciplinary Rules and Procedures Committee to have a complete review of our entire disciplinary process and implement recommendations of that committee
- Support an increase in funding and support to the OGC to carry out these recommendations
- Consider placing disbarment orders on our website in a more prominent area as a public service

Lawyer Wellness

We believe too many lawyers are experiencing high levels of stress and are unhealthy and unhappy, adversely affecting their personal lives and their effectiveness as lawyers. **Therefore we will**:

- Develop a health and wellness program for our members and staff
- Increase awareness of existing Bar programs, such as the Lawyer Assistance Program and Law Practice Management, to help lawyers recognize when they (or others) are in need of help;
- Develop a progressive diversion and non disciplinary system for intervention with respect to aging and impaired lawyers;
- Develop more CLEs on work/life balance; and
- Consider a mandatory one-hour CLE on overall wellness issues

Adapting to Self-Help

We believe people are turning away from lawyers in favor of self-help which might be inadequate and harmful. **Therefore we will** increase efforts to adapt to the changing climate for the practice of law by:

- Informing the public of the risk of alternative legal services
- Adapting to technology and other delivery methods
- Integrating the effective use of technology
- Considering offering forms, with the recommendation to use a lawyer
- Working with the Legislature in the regulation of alternative legal services to ensure protection of the public

The Importance of Our Role

We believe that we need to promote the importance of a mandatory Bar and its programs to both the public and our members. **Therefore, we will** educate the public about the State Bar of Georgia and what we do, and provide and/or eliminate programs as appropriate/relevant for a mandatory bar/members.

Our Goals

Our Objectives

NA – Not available
TBD – To be determined

Our Strategies

Priority

A. Access

Increase access to justice for all.

		Base	1 st Year	3 rd Year
1	Decrease the number of people annually with legal needs that can't be served as measured by numbers provided by GLSP and ALAS.	TBD	10% ↓ base	20% ↓ base
	Increase the number of people annually served by GLSP and ALAS.	TBD	10% ↑ base	20% ↑ base
2	Increase the number of hours lawyers provide annually on pro bono matters as measured by mandatory reporting and/or annual surveys.	TBD	10% ↑ base	20% ↑ base
	Increase the number of lawyers annually who provide pro bono service as measured by mandatory reporting and/or annual member surveys.	TBD	10% ↑ base	20% ↑ base
3	Increase the awareness and availability of court or bar provided self-help legal resources in courthouses/public libraries throughout the state as measured by the numbers received from court and library personnel.	TBD	5% ↑ base	10% ↑ base
4	Increase awareness of the importance of access to justice issues through educational and lobbying efforts aimed at bar members, the public and the legislature, as measured by:	TBD	10% ↑ base	20% ↑ base
	• Increased member funding for access programs			
	• Increased member participation in funding access programs	8%	12%	16%
	• Increased public funding for access programs	TBD	5% ↑ base	10% ↑ base
	• Increased legislative funding for access programs	TBD	5% ↑ base	10% ↑ base

Barriers & CSFs

- Significant funding for servicing needs
- Adequate # of service providers committed to pro bono
- Appropriate means of communicating availability of services
- Willingness to house resources
- High participation in CLE and learning
- Higher awareness of the value of receiving higher education
- Lack of concern for others by bar members
- Lack of awareness of the problem by the public, legislature and lawyers

A1	Develop an annual lobbying plan to increase state and federal funding for legal access programs.
A2	Implement mandatory reporting of annual pro bono hours to encourage more volunteers.
A3	Establish Court or Bar based self-help legal resources in each circuit to increase access to information.
A4	Develop a one-hour access to justice presentation and require that it be used for every lawyer's professionalism CLE credit in 2017 to improve awareness and increase lawyer funding for program.
A5	Establish a permanent access to justice commission with the Supreme Court of Georgia to promote and develop access to justice initiatives.

B. Discipline

Provide a highly efficient, expedient, and fair disciplinary process, and enforce the rules and regulations concerning the unauthorized practice of law.

1	Decrease the median amount of time between the receipt of a grievance and resolution of the grievance.	TBD	100% of base	90% of base
2	Increase the public's and lawyers' perception that the disciplinary system is fair as measured by:	NA	Baseline	20% ↑ base
	• Bi-annual survey of the public			
	• Bi-annual survey of members	NA	Baseline	20% ↑ base
3	Decrease the number of grievances filed annually.	1997 Filed FY '14-'15	5% ↓ base	10% ↓ base
4	Limit the unauthorized practice of law as measured by the # of identified UPL cases filed annually	TBD	5% ↑ base	10% ↑ base
5	Increase % of identified UPL cases resolved annually	TBD	5% ↑ base	10% ↑ base

Barriers & CSFs

- Adequate staffing for investigations
- High awareness of disciplinary process
- Lack of transparency in discipline process
- Lack of effective education for lawyers about the nature of grievance
- Lack of adherence to the law
- Lack of lawyers to serve people
- Lack of enforcement of rules

B1	Hire investigators and assistants and/or pay special masters to reduce the time it takes to investigate and prosecute a disciplinary case.
B2	Support disciplinary rules committee in their efforts to revise rules to streamline the process and to address transparency.
B3	Educate members thru CLE on how to avoid the most common ethical complaints.
B4	Publicize outcome of successful UPL cases to inform the public and increase public awareness of UPL.

C. Member Services

Enhance the professional and personal lives of lawyers.

1	Increase % of lawyers indicating our services and resources have:	NA	Base	10% ↑ base
	• Enhanced their professional lives	NA	Base	10% ↑ base
	• Enhanced their personal lives	NA	Base	10% ↑ base
2	Increase number of people participating in the following key programs who indicate a professional and personal enhancement:	TBD	5% ↑ base	10% ↑ base
	• LPM			
	• CLEs	TBD	5% ↑ base	10% ↑ base
	• LAP	TBD	5% ↑ base	10% ↑ base
	• Wellness	NA	Base	10% ↑ base
3	Increase satisfaction with being a lawyer.	NA	Base	5% ↑ base
4	Decrease # of known lawyer suicides annually.	NA	Base	5% ↓ base

Barriers & CSFs

- High awareness of service availability and the benefits
- Better coordination with law schools on setting expectations for our lawyers
- Better awareness of the reality of practicing and balancing life
- High stress, life imbalance, over extension
- Lack of perspective on expectations
- Lack of control over the practice
- Unwillingness to talk about weaknesses

C1	Develop recommended programs and services to better enhance members lives including developing a progressive diversion and non-disciplinary process for wellness intervention. <i>(Additional sub-strategies, C1.1 & C1.2, appear in the Appendix document)</i>
C2	Educate members about services and resources and how they enhance their lives.
C3	Implement programs to educate future lawyers about expectations of being lawyers.
C4	Implement a requirement for one-hour of wellness CLE to improve work/life balance.

D. Reputation

Promote positive perception of the legal system and the legal profession.

1	Increase % of public with a positive view of the legal system as measured by a bi-annual survey.	TBD	5% ↑ base	10% ↑ base
2	Increase the positive perception of the legal profession through the media as measured by the number of positive exposures -	TBD	10% ↑ base	15% ↑ base
	• Identified by the Communications Department.			
	• Originated by the Communications Department.	TBD	10% ↑ base	15% ↑ base
3	Increase % of Bar members who have a positive view of the State Bar as measured by an annual survey of Bar members.	TBD	5% ↑ base	10% ↑ base
4	Increase the public's awareness that the State Bar is diligently and proactively prosecuting lawyers who violate the public trust as measured by bi-annual surveys of members of the public.	TBD	5% ↑ base	10% ↑ base

Barriers & CSFs

- More competent lawyers
- Perception that we are adequately policing our own
- High awareness of our good work
- High awareness of the perception lawyers' actions have on the public's perception
- Lawyers behaving badly
- Low public perception of lawyers
- Perceived bias that we are self-serving in addressing this
- Lack of ability to be open about disciplinary matters (confidentially)

D1	Utilize non-lawyers (i.e., unbiased third parties) to promote the role of lawyers and the value of the legal system.
D2	Develop public relations campaign about disciplinary system to promote public confidence in our self-governing systems.

E. Lawyer Competency

Provide effective practice tools and educational resources to improve lawyer competency and ensure continued competence.

1	Increase section membership annually among members	TBD	5% ↑ base	10% ↑ base
2	Increase % of section members who annually attend section-designed CLEs	TBD	5% ↑ base	10% ↑ base
3	Increase # of section sponsored and developed CLEs	TBD	+1	+2
4	Increase # of members who utilize LPM resources	TBD	5% ↑ base	10% ↑ base
5	Increase % of CLEs that contain a wellness component	TBD	10% ↑ base	20% ↑ base
6	Reduce the number of malpractice cases	TBD	5% ↓ base	10% ↓ base

Barriers & CSFs

- High participation in CLE and learning
- Higher awareness of the value of receiving higher education
- Lack of evaluation of learning
- Low expectation of value
- Know it all attitude
- Inability to accurately measure competency

E1	Provide more State Bar support to sections to increase more awareness and visibility and value of section events/CLE. <i>(Additional sub-strategies, E1.1 & E1.2, appear in the Appendix document)</i>
-----------	--