



Our Priorities

Priority Strategy	Who
A1. Support disciplinary rules committee in their efforts to revise rules to streamline the process and to address transparency and implement appropriate recommendations.	Bob Kauffman
A2. Publicize outcome of successful UPL cases to better inform public.	UPL
B1. Promote increased state and federal funding for criminal and civil legal access programs.	ACL
B4. Encourage the incorporation of the importance of access to justice as part of CLE in general.	Sections, Nicki Vaughan
B5. Promote and develop additional access to justice initiatives in addition to the recommendations of the Civil Legal Services Task Force.	Bob, Pat
C1. Develop recommended programs and services to better enhance members' professional and personal lives.	Jeff Kuester, Wellness Taskforce, LAP
C2. Educate members about services and resources that can enhance their professional practice.	Communications
C5. Recommend an approach for adapting to changes in the delivery of legal services.	TBD
D2. Improve communications with the public about the disciplinary system and its outcomes.	TBD
E1. Work with the Sections to increase awareness, visibility and value of Section CLEs.	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 updates on any objectives for which information is available.
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.

Regulation of Practice

We believe that an effective disciplinary process is important to both the profession and the public. **Therefore**, in order to improve and promote our ability to discipline ourselves and to make the system more effective and efficient, **we will**:

- Continue to review the entire disciplinary process and implement recommended improvements;
- Support adequate funding and resources to carry out these recommendations; and
- Develop a non-disciplinary system for intervention with respect to mentally impaired lawyers.

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 serve people in areas with unmet legal needs;
- Continuing to explore private and public funding options; and
- Encouraging members to provide pro bono services and contribute to legal services organizations.

Lawyer Wellness

We believe that 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**:

- Promote health and wellness among our members and staff;
- Increase awareness of existing Bar programs, such as the Lawyer Assistance Program, Law Practice Management and Suicide Prevention, 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.

Integrating New Delivery Methods

We believe that the delivery of legal services is changing and more people are relying on self-help services.

Therefore we will assist our members and the public to adapt to the changing climate for the practice of law by:

- Informing the public of the benefits of using lawyers and the risks of some alternatives;
- Embracing technology and other delivery methods; and
- Integrating the effective use of technology.

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 Critical Success Factors and Barriers

Our Strategies

Priority

A. Regulation of Practice

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

		Base	1 st Year	3 rd Year
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: • Bi-annual survey of the public • Bi-annual survey of members	NA	Baseline	20% ↑ base
		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

B. Access

Increase access to justice for all.

1	Decrease the number of people annually with legal needs that are not being served (those unqualified /unable to serve due to lack of resources), as measured by numbers provided by GLSP and ALAS.	TBD	10% ↓ base	20% ↓ base
	Increase the number of members annually served by GLSP and ALAS.	TBD	10% ↑ base	20% ↑ base
2	Increase the number of hours volunteer lawyers provide annually on pro bono matters as measured by reporting and/or member surveys. Increase the number of lawyers annually who provide pro bono service as measured by reporting and/or member surveys.	TBD	10% ↑ base	20% ↑ base
		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: • Increased member funding for access programs • Increased member participation in funding access programs • Increased public funding for access programs • Increased legislative funding for access programs	TBD	10% ↑ base	20% ↑ base
		8%	12%	16%
		TBD	5% ↑ base	10% ↑ base
		TBD	5% ↑ base	10% ↑ base

C. Member Services

Enhance the professional and personal lives of lawyers.

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

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 - • Identified by the Communications Department. • Originated by the Communications Department.	TBD	10% ↑ base	15% ↑ base
		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

E. Lawyer Competency

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

1	Increase # of section-sponsored CLE's and the % of section members who annually attend them.	TBD	5% ↑ base	10% ↑ base
2	Improve technology training and provide CLE credit.	TBD	+1	+2
3	Increase # of members who utilize LPM resources.	TBD	5% ↑ base	10% ↑ base
4	Increase % of CLEs that contain a wellness component.	TBD	10% ↑ base	20% ↑ base
5	Require all Section-sponsored CLEs to have one hour of ethics for every 6-hours of instruction.	TBD	5% ↓ base	10% ↓ base

CSFs & Barriers

- 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

CSFs & Barriers

- 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 awareness of the problem by the public, legislature and lawyers

CSFs & Barriers

- 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

CSFs & Barriers

- 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)

CSFs & Barriers

- 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

A1 Support disciplinary rules committee in their efforts to revise rules to streamline the process and to address transparency and implement appropriate recommendations.

A2 Publicize outcome of successful UPL cases to inform the public and increase public awareness of UPL.

A3 Develop a non-disciplinary system for intervention with respect to mentally impaired lawyers.

B1 Promote increased state and federal funding for criminal and civil legal access programs.

B2 Encourage reporting of annual pro bono hours.

B3 Establish Bar-supported self-help legal resources in each circuit to increase access to information.

B4 Encourage the incorporation of the importance of access to justice as part of CLE in general.

B5 Promote and develop additional access to justice initiatives in addition to the recommendations of the Civil Legal Services Task Force.

C1 Develop recommended programs and services to better enhance members' professional and personal lives.

C2 Educate members about services and resources which can enhance their professional practice.

C3 Educate future lawyers about expectations of being lawyers.

C4 Encourage wellness programming to improve work/life balance.

C5 Recommend an approach for adapting to changes in the delivery of legal services.

D1 Promote the positive role of lawyers and the value of the legal system through various media

D2 Improve communications with the public about the disciplinary system and its outcomes.

E1 Work with the Sections to increase awareness, visibility and value of Section CLEs.

E2 Educate members thru CLE how to avoid common ethical complaints.

**Additional sub-strategies appear in the Appendix document)*