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## **2011-2015 Strategic Plan**

*adopted May 18, 2011 by the Board of Trustees*

The King County Bar Association in 2011 is celebrating one hundred and twenty five years of history with pride of accomplishment, honor for its legacy, and reaffirmation of its mission. From its origins as a bar that disciplined "pestilential agitator" attorneys who became part of a mob action depriving immigrants of due process, to its founding of the first Legal Aid Bureau in the state, to its creation of the region's public defender system, to its creation of a minority law student scholarship program, to its groundbreaking work to lead drug policy reform in the state, the members of this bar have made a difference to the profession and society in metropolitan Seattle.

These successes were not accidental. Rather, they were deliberate, thoughtful, and planned. In all cases, they were the result of years of careful study, vetting of viewpoints, and leadership by forward-thinking attorneys and in more recent times (1966 onward) professional staff.

Replicating these achievements in the 21st Century will not be an easy feat. In many respects, the bar of the 19th & 20th centuries was unique in that it was the only bar association of the day. While the bar of yesterday saw "market share" reaching 80% of all eligible attorneys joining KCBA, today that figure hovers at just 40%. An attorney then relied on his or her local bar exclusively for professional development, networking, and civic activities. Yet an attorney today can expect such opportunities from a plethora of specialty bars (trial lawyers, immigration lawyers, etc.), minority bars (ethnic, gender, sexual orientation, etc.), geographic bars (East & South King County Bar Associations), and the statewide mandatory licensing bar. Additionally many law related groups exist that attract lawyer involvement and leadership: from the local ACLU chapter to the Northwest Immigrants Rights Project, multiple allied organizations have roles for KCBA members to play.

That market share figure should not deter KCBA from advancing its vision: over 5,000 attorneys choose to belong to KCBA, and another 9,000 benefit from our successes. The bar's voice remains well respected by the courts, legislators, and public opinion leaders in the media. As we begin our next 125 years, we owe it to our founders and all who came before us, as well as to those just entering the profession, to embrace our mission and adopt a meaningful strategic plan to guide us over the next several years.

Recent board focus on CLE, membership, pro bono, lawyer referral, diversity, public policy, and infrastructure issues has resulted in a significant amount of findings and recommendations in each of those areas. By combining this work and analyzing it for common themes, the bar can create an overall strategic plan for accomplishment in 2011-2015.

The Board of Trustees adopts the following priorities for the next five years:

### **Priority Area: Infrastructure Needs**

1. Increase outsourcing of technology to achieve service and cost efficiencies  
*(move various systems over five years to the "cloud" and utilize consultants for enhanced technology support/expertise, and invest in new technologies to improve bar efficiencies)*
2. Collaborate with other bars for enhanced technology buying power  
*(reach out to comparable metropolitan bars to create LRS, publications, and other common bar technologies)*
3. Upgrade membership database and phone system  
*(research different platforms for either upgrade of current database system or purchase of new one; replace aging phone system with upgradeable and transferrable technology)*
4. Develop business plan for KCBA-managed production of Bar Bulletin  
*(analyze revenue potential, including from potential WSAJ partnership, and develop expense projections to determine likely value of move from outsourcing and return of lost revenues)*
5. Build WLPM sales and move toward online production  
*(expand success of WLPM to broader attorney, paralegal, and government markets while developing web-based delivery system to save on production costs)*
6. Invest in staff positions for communications, marketing, public affairs, and diversity *(follow traditional metro bar practice of dedicated staff to promote bar internally and externally; utilize college interns as interim measure to complement initial consultant usage; recognize need for ongoing staff support of expanded efforts in public policy and diversity)*
7. Incorporate social media into communications activities  
*(recognize need for post-baby boom generation communication preferences)*
8. Prepare for possible office move.  
*(prepare for likely office move in 2014, including creation of moving fund to avoid reserve fund spending; review space needs including CLE needs)*
9. Build reserve funds.  
*(budget for annual reserve fund contributions rather than leaving to chance --unanticipated surpluses-- for growth in reserves)*
10. Leverage fundraising potential of King County Bar Foundation  
*(support increased culture of giving by association trustees and leaders; recruit senior leaders in profession to serve on foundation board and/or open doors to corporate and private foundation funding opportunities; grow comfort level for "spending money to make money")*
11. Survey benchmarks for staff compensation and benefits on a regular basis  
*(understand nonprofit employment market, including establishment of benchmarks for key positions and develop plan to keep salaries and benefits on par with nonprofit law-related group comparable employers such as WSBA and LFW)*

## **Priority Area: Membership Services**

1. Reach 51% Market Share  
*(develop detailed five year plan to reach this goal with annual benchmarks and course adjustments)*
2. Cultivate involvement of young lawyers and build connections for senior lawyers  
*(foster cradle to grave concept; frequent focus groups with young lawyers to incorporate their needs into bar activities; guide BOLD concept into ultimate parallel division with YLD; engage law students early with YLD)*
3. Articulate vision and benefits for pillars; identify unique needs of solo and small firm attorneys, including those outside downtown core  
*(establish defined benefits/savings that make business sense to firms during a recession, as well as leverage traditional professional responsibility reasons for participation; ensure programming availability for large segment of membership not in large firms; expand opportunities for Eastside and Southend members)*
4. Focus on needs of government, public defender, business, and in house counsel attorneys  
*(re-introduce bar to these groups, exploring special pricing; develop distinctions between KCBA in house counsel section v. Association of Corporate Counsel chapter)*
5. Harness strengths in pro bono, bench liaison, and public policy to build membership  
*(use SWOT analysis results and exploit/magnify strengths to showcase membership value)*
6. Empower diversity committee to lead bar's work including benchmarks  
*(resume leadership role in diversity community with deliberate recruitment of key minority bar leaders into KCBA and execution of ongoing and new program initiatives of interest to minority attorneys; explore focusing on diversity pipeline: student to young lawyer stage)*
7. Recruit more volunteers/staff to support diversity programming and integration into KCBA  
*(encourage more volunteer involvement in diversity work, both minority and majority attorneys, not just in diversity specific programming but throughout bar operations/ leadership; plan to dedicate senior level staffing to diversity efforts)*
8. Revitalize lawyer referral panels including more exclusivity  
*(increase satisfaction by participating attorneys while simultaneously increase quality of legal representation offered thru improved screenings of panel members and potential caps on number of participants)*
9. Invest in targeted LRS marketing, including for attorneys who refer cases  
*(spend resources wisely on strongest sources of referrals and target spending to increase volume of quality prospective clients)*
10. Target CLE offerings to high attendance programs only  
*(focus energies on best-performing programs; invest in A/V (not live) delivery of instruction)*

11. Transition into Meetings and Events structure rather than limit to education only  
*(redeploy resources to support non-CLE events such as MLK, Annual Dinner, etc., freeing up other staff time to focus on other priorities)*

**Priority Area: Pro Bono and Public Policy**

1. Expand training of pro bono volunteers  
*(ensure high quality of representation provided by volunteer attorneys through regular training, including AV availability)*
2. Grow volume of pro bono volunteers  
*(increase numbers of attorneys participating while establishing sufficient staff support for their work)*
3. Establish greater pro bono presence in South End  
*(recognize population shifts from 2010 census and redeploy and/or create new programming for this area; build relations with local governments to financially support this work)*
4. Share KCBA models with sister county pro bono programs  
*(partner with programs statewide whose limited resources result in less well trained pro bono attorneys)*
5. Establish thought leadership on key public policy issue(s)  
*(re-engage drug policy project --2.0-- while identifying new long-term focus for bar's policy work in areas of social justice such as judicial election reform and court funding)*
6. Address emerging public policy issues expeditiously  
*(develop culture of rapid response to current events and lend bar's voice to issues impacting the legal profession and/or access to justice; develop mechanisms to respond)*
7. Focus on local government policy issues while maintaining statewide and national voice  
*(leverage bar's strength in King County to enhance public policy voice; expand into local justice issues at Seattle municipal and large suburban areas; remain engaged with state-level lawmakers and policymakers)*
8. Enhance quality of judicial appointments and feedback for incumbent judicial officers  
*(partner with bench to maintain credibility of bar's screening, evaluation, and conferencing programs for judges; educate public about bar's judicial reviews)*