To sustain and improve its programs and activities, and to further implement its mission, the King County Bar Association will pursue the following goals and action steps in upcoming years.

### KCBA 2017–2021 Strategic Plan

**Approved by the Board of Trustees on May 17, 2017**

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#### JUDICIAL SYSTEM GOALS

Working with the judiciary, KCBA will seek excellence in the administration of justice by implementing the following action steps:

- Expand opportunities for increasing interaction among judges, the bar association, and the members;
- Consider modifications to programs and activities to increase opportunities for judges to participate;
- Expand publicity for judicial surveys and ratings and the related public benefit;
- Assess methods to increase utilization of the judicial conferencing program; and
- Consider programs for education of judicial candidates.

Cover photos, clockwise from top left:
Judge Donna Tucker, Judge Susan Craighead, Judge Ricardo Martinez, Judge Karen Donohue, Judge James Verellen, and KCBA President Kathryn Battuello, 2016 Bench Bar Conference; Minority law students, 2016 Bar Scholars Reception; Bar leaders Mary Sakaguchi and Sara Wahl, with KCBA Past President Kim Tran, 2017 Annual Dinner; New admittees taking oath of attorney, 2017 Swearing In Ceremony.

King County Superior Court Judges Palmer Robinson, Susan Amini, John Erlick, William Downing, Beth Andrus, Hollis Hill, Johanna Bender, Ken Schubert, Jeffrey Ramsdell, and Laura Inveen, 2016 Swearing In Ceremony.
SERVICE TO MEMBERS GOALS

KCBA will retain and attract a diverse membership and help its members achieve professional excellence and success by implementing the following action steps:

- Promote active engagement of members;
- Increase presence in North, East, and South King County;
- Provide activities which appeal to younger lawyers;
- Explore ways to increase involvement by attorneys employed by corporations and public entities;
- Increase opportunities for members to interact socially with other lawyers and judges;
- Devise and publicize a plan to foster greater participation by attorneys who self-identify with those groups historically discriminated against and underrepresented in the legal profession;
- Partner with minority and specialty bar associations for programs and activities;
- Obtain input from the members regarding desired programs and activities;
- Evaluate Continuing Legal Education programs in light of recent regulatory and technological changes;
- Evaluate Lawyer Referral Service, including possible online access and expansion to alternative dispute resolution;
- Evaluate Washington Lawyer Practice Manual;
- Review committees, sections, and programs on a periodic basis to gauge their effectiveness, and implement necessary steps to ensure they perform a function important to the members;
- Study the effect of changing demographics on membership prospects and revenue;
- Improve KCBA’s technology to facilitate virtual involvement by members not able to participate in activities in person; and
- Analyze possible changes in membership classifications.
PRO BONO & PUBLIC AFFAIRS GOALS

KCBA will benefit the community at large by implementing the following action steps:

- Take an active role in efforts to increase access to justice locally and statewide;
- Increase the number of pro bono volunteer lawyers to facilitate an increase in clients served by KCBA pro bono programs;
- Expand publicity for KCBA pro bono services and other programs that benefit the public;
- Coordinate with community organizations, minority bar associations, and the Public Law Library of King County regarding provision of legal services for under-served communities;
- Provide educational outreach to the public and attorneys on current topics (e.g., immigration);
- Investigate methods by which the Association can seek to implement policies and decisions adopted by the Board of Trustees, such as increasing staff, building coalition partners, or engaging a lobbyist; and
- Assess potential opportunities to educate the public about the legal and judicial systems, including through such activities as Law Day projects.

For more information, visit www.kcba.org/strategicplan.

INFRASTRUCTURE GOALS

KCBA will maintain a sustainable organization to effectively carry out its programs by implementing the following action steps:

- Consider adding resources (staff or consultant) for more effective marketing and communications;
- Improve technological functionality to ensure effective and efficient operations;
- Evaluate financial and non-financial benefits and conditions of employment of KCBA staff to ensure KCBA recruits and retains a highly effective staff;
- Assess leadership development and succession planning for staff, board, and committee and section leaders;
- Assess organizational relationship between KCBA and the King County Bar Foundation;
- Evaluate the desired level of financial reserves;
- Develop investment strategy for reserve funds; and
- Explore re-branding of all communications (paper, website, social media).