Long Range Planning Committee Agenda

NOTICE IS HEREBY GIVEN by the Washington State Bar Association, pursuant to RCW 42.30.080, that the Long Range Planning Committee meeting will be held on:

December 10, 2020 – 4:00 PM to 5:00 PM

Link to access the Zoom meeting:  
https://wsba.zoom.us/j/97265070336?pwd=RW1mQnJVNU53eUNVQ0xCekNxYjVLDz09  
Zoom Conference Call Lines: LOCAL OPTION: (253) 215-8782 | | TOLL-FREE OPTION: (888) 788-0099  
Meeting ID: 972 6507 0336 | | Passcode: 899993

1. Overview/History of the Long Range Planning Committee
2. Review three subgroups  
   a. Review and Revise Charter  
   b. Strategic Goals from September Board of Governor’s Retreat  
   c. Develop a process for gathering stakeholder feedback and finalize goals
3. Finalize when and how this group will meet to get work done
CHARTER
Long-Range Planning Committee (LRPC)
Adopted by the WSBA Board of Governors on September 10, 1999 and
Presented to the Board of Governors on December 05, 2003

As part of WSBA’s 1999 Long-Range Strategic Plan (LRSP), the Board recognizes that to maintain vitality, continuity and a focus on multi-year initiatives, the long-range planning process needs to be incorporated into the fabric of WSBA’s planning both fiscally and programmatically. The Long-Range Planning Committee (LRPC) is created and charged with overseeing WSBA’s ongoing planning and plan implementation process within the following guidelines.

1. While the LRPC will oversee the overall process, each goal or parts of goals may be delegated to a specified committee, task force or other identified group. These groups, with the assistance of the LRPC and assigned WSBA staff liaison, will work to develop the strategies and an implementation plan for each goal. Each group charged with implementation should, in some way, be represented on the LRPC. The Executive Director will report progress on each strategic goal at least annually to the Board of Governors.

2. The LRPC should formally review the LRSP each spring before the initiation of the coming year’s budget planning cycle and make recommendations to the Board for programs and initiatives that support WSBA’s strategic direction. The LRPC may also suggest revisions to the plan or suggest further discussion of specified programs.

3. A portion of the WSBA annual planning day in July should focus on the LRSP and budget for both the 3-5 year range and the coming fiscal year.

4. Every three years, the LRSP should conduct a more in-depth review of the plan. This review may include member surveys or focus groups, staff interviews, trend assessments, fiscal and program sunset reviews, and other assessment and evaluation techniques.

5. The Board should continue “listening sessions” with members. Summaries to be posted on the website, and included in the Board meeting materials. The Long-Range Planning Committee (LRPC) will review these summaries to determine whether a new issue is emerging and/or the LRSP needs modification.

6. The LRSP shall be the Board’s mechanism for monitoring developing trends and changes.
Membership of the LRPC

The LRPC will include, at a minimum, three governors (one from each year class), the WSBA President and/or President-elect, an immediately past governor, the immediately past president and a WYLD board member or officer. The Executive Director or designee will be ex-official members of the LRPC. The President may appoint others as appropriate, subject to Board approval to assure diversity of interests and representation form the Budget & Audit Committee.

Adopted: 08-10-99
Revised: 12-05-03
MEMO

To: Governor Stephens and Governor Swegle

From: Ana LaNasa-Selvidge, Strategy and Operations Manager

Date: January 28, 2020

Re: Long Range Strategic Planning Committee History

Below is a brief timeline of the Long Range Strategic Planning Committee (LRSP) and WSBA Strategic Plans. I have also attached a few key documents for your review.

1998 – The BOG adopted the 1999-2003 *Raising the Bar Strategic Plan*. This was the first strategic plan for WSBA. In each successive year, the plan was reviewed and an operational plan, derived from the LRSP for the coming year, was adopted.

2003 – The BOG adopted the 2003-2006 *A Blue Print for Change Strategic Plan*.

2007 – The BOG adopted the 2008-2011 Strategic Goals and Guiding Principles. At the same time WSBA underwent an intensive and systemic program review that was part of the 2008-2011 Strategic Goals.

2010 – The BOG adopted the 2011-2013 Strategic Goals and an Operational Priorities document took place of the Operational Plan. This plan was an internal document that guided how the strategic goals were implemented every fiscal year.


2019 – The LRSP Committee went on a hiatus and no updated strategic goals were adopted.

**WSBA STRATEGIC GOALS**

For historical context, below are the strategic goals for the most recent and current cycles.

<table>
<thead>
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<th>2008-2011</th>
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<tr>
<td>• WSBA engaging in a systematic review of all its programming.</td>
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<tr>
<td>• WSBA strengthening its connection with its membership.</td>
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<td>• BOG improving its relationship with the WSBA staff.</td>
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| 2011-2013 |
The WSBA should use existing programs, and should implement new programs, to improve our members’ level of satisfaction with their lives and with the practice of law. In order to implement this goal, WSBA will work to:

- Enhance the culture of service within WSBA membership.
- Provide more assistance to lawyers with the business of law practice.
- Provide more assistance to lawyers in avoiding or dealing with the stress of law practice.
- Conduct a detailed study of the composition of the legal profession and retention rates within the profession in the state of Washington.

### 2013-2015

- Prepare and equip members with problem-solving skills for the changing profession.
- Foster community with and among members and the public.
- Promote equitable conditions for members from historically underrepresented backgrounds to enter, stay, and thrive in the profession.
- Support member transitions across the life of their practice.

### 2016-2018

- Equip members with skills for the changing profession.
- Promote equitable conditions for members from historically marginalized or underrepresented backgrounds to enter, stay, and thrive in the profession.
- Explore and pursue regulatory innovation and advocate to enhance the public’s access to legal services.

### Criteria for Strategic Goals:

- The goal should be something that WSBA either has not been doing or something that WSBA has been doing, but that the resources devoted to that activity should be dramatically increased to take that activity to a much higher level.
- The goal should be achievable and measurable.
- The goal should be a goal in and of itself and not a means to another.
Washington State Bar Association
LONG-RANGE STRATEGIC PLAN

1999-2003

Raising the Bar
Washington State Bar Association  
LONG-RANGE STRATEGIC PLAN  
1999-2003  

Raising the Bar  

The goals in this Long-Range Strategic Plan were developed from member input and were unanimously adopted by the Board of Governors on September 10, 1999. After a year of development, the strategies to reach these goals were adopted in June 2000. Each year the WSBA will develop its operational plan for the coming year. The operational plan will highlight planned annual actions for each strategy and is an annual supplement to this long-range plan.  

WSBA  

Plan Adopted September 10, 1999 by Unanimous Vote of the WSBA Board of Governors Strategies Adopted June 23, 2000 by Unanimous Vote of the WSBA Board of Governors
The mission of the Washington State Bar Association is to promote justice and serve its members and the public.

Purposes

In general, the Washington State Bar Association strives to:

1. Promote independence of the judiciary and the bar.
2. Promote an effective legal system, accessible to all.
3. Provide services to its members.
4. Foster and maintain high standards of competence, professionalism, and ethics among its members.
5. Foster collegiality among its members and good will between the bar and the public.
6. Promote diversity and equality in the courts, the legal profession, and the bar.
7. Administer admissions to the bar and discipline of its members in a manner that protects the public and respects the rights of the applicant or member.
8. Administer programs of legal education.
9. Promote understanding of and respect for our legal system and the law.
10. Operate a well managed and financially sound association, with a positive work environment for its employees.
11. Serve as a statewide voice to the public and the branches of government on matters relating to these purposes and the activities of the association.
Core Concepts

The WSBA adopts the following core concepts in carrying out its mission and purposes. The WSBA will be:

- open and accessible;
- progressive and responsive to its members;
- diverse and inclusive, in which all members feel fairly and equally treated;
- relevant to lawyers' practices;
- a statewide voice for lawyers on issues of concern;
- a leader, a champion of justice;
- financially stable;
- a good value for the money;
- well-run, well managed;
- responsible, accountable, timely, and fair in its role to protect the public.

Leadership Statement

The Board of Governors has considered input from the members in the form of town meetings, member surveys, stakeholder comments, and the courts in developing our values and this long-range plan. Five issues warrant a new strategic focus; another six remain important for maintaining ongoing momentum. Other issues, while important, are less strategic and can be addressed in the ongoing work of the Board and WSBA. Some issues on the original inventories had to be deferred to the future because of resources and priorities. Full details of all issues appear in the appendix, with detailed descriptions of the process and supporting documents.
STRATEGIC GOALS

A. Strategic Goals with a New Focus
1. The WSBA will provide and improve services and benefits to members statewide in response to their needs and desires.

2. The WSBA will conduct a public legal education program to broaden public knowledge about the law, the rule of law, and the role of lawyers and judges in the justice system.

3. The WSBA will improve the professional development of new lawyers.

4. The WSBA will promote civility and professionalism in the practice of law.

5. The WSBA will address in an appropriate way members' current concerns about external influences and market pressures that impact the delivery of legal and law-related services, such as the unlicensed practice of law and multidisciplinary practice.

B. Strategic Goals with Ongoing Focus
6. The WSBA's regulatory services will be responsible, accountable, timely, and fair.

7. The WSBA will continue to provide leadership and support to programs and initiatives for the benefit of access to justice.

8. The WSBA will be a leader in using and promoting technology for the benefit of its members, the courts, and the bar.

9. The WSBA will support the independence of the judiciary and appropriate court improvements.

10. The WSBA will continue to promote diversity and equality in the courts, the legal profession, and the bar.

11. The WSBA will be fiscally responsible.

C. Operational Plan

Each year, the WSBA will adopt its next year's Operational Plan.
CRITICAL STRATEGIC GOALS
DESCRIPTIONS AND ANTICIPATED OUTCOMES

In the following section, each strategic goal is described, along with the anticipated outcome of the goal. WSBA strategies and objectives for achieving the goals are documented in the accompanying Operational Plan.

Strategic New Focus Goal #1
The WSBA will provide and improve services and benefits to members statewide in response to their needs and desires.

Description
We heard that members are not always aware what WSBA programs and services are currently available. Others request more specific benefits and services. This goal is to add to and improve the array of services and benefits available to all members that will assist them in their practice, finances, and personal and professional lives.

Outcomes
- All members see WSBA services as valuable and relevant; all constituencies are served.
- All members know what services the WSBA offers, and perceive them to be of high quality and conveniently available.
- The WSBA regularly solicits, receives, and considers member feedback.
- Members believe that WSBA services improve their quality of life and practice.

Strategies
1. Develop effective ways of informing our members of what services are available, using a variety of media.

2. Develop a systematic process for monitoring member service needs, and developing new products and programs.
3. Make services more directly helpful and accessible to members.

4. Develop systems to recognize members and increase the sense of community within the organization.

Strategic New Focus Goal #2

The WSBA will conduct a public legal education program to broaden public knowledge about the law, the rule of law, and the role of lawyers and judges in the justice system.

Description

Lawyers in Washington are deeply concerned about the public's perceptions about the law, the rule of law, and the role of lawyers and judges. Citizen understanding of how the justice system works, the nature of legal representation, the rule of law, and the constitutional balance of powers is fundamental to preserving our republic. Research shows that public comprehension of these principles is the most effective way to improve the public's trust and confidence in the justice system and the role of lawyers in it.

Outcomes

- The general public has a basic understanding of their government and their system of laws.
- There is higher juror reporting yield.
- There is greater voter participation in judicial elections.
- K-12 curriculum will reflect subjects such as: the Constitution, the rule of law, the role of jurors, and the role of lawyers and the judiciary.
- Legal services funding has generalized support.
- The law and those working in the legal system have increased respect.

Strategies

1. Support the work of the Public Legal Education Council.

2. Educate the public about the legal system and how to work with lawyers effectively.
3. Improve the WSBA’s message to the public about the good lawyers do.

**Strategic New Focus Goal #3**

The WSBA will improve the professional development of new lawyers.

**Description**

Members are concerned about the lack of practical experience of newer lawyers. More and more lawyers graduating from law school enter a small firm or solo practice with little or no mentoring in business or technical skills or professionalism training. There are gaps between law school, admission standards, and the practice of law.

**Outcomes**

- There is a formal mechanism for the integration of new lawyers into the profession and the WSBA.
- New lawyers feel more competent in their practice.
- New lawyers feel they have help addressing practical and substantive legal questions.
- The WSBA has an ongoing open exchange of ideas and concerns with the law schools.

**Strategies**

1. Work in collaboration with the YLD and law schools to develop programs that provide education in professionalism, client service, and business management to prepare students for a successful legal career before they are admitted into the WSBA.

2. Explore options in modifying the bar exam to address professionalism and practical skills.

3. Determine how to smooth the transition from law school to the WSBA.

4. Develop programs specifically designed to fulfill the educational and support needs of new lawyers once they have joined the WSBA.

5. Determine how the WSBA might be able to help new lawyers reduce or better manage law school debt.
6. Determine appropriate roles for new lawyers in WSBA leadership.

7. Develop concrete programs and services for new lawyers.

**Strategic New Focus Goal #4**

The WSBA will promote civility and professionalism in the practice of law.

**Description**

Across the state, there is concern that the legal profession has become fragmented, and lawyers in it are under great stress. Members do not feel united. Members want the WSBA to lead the way in restoring collegiality, professionalism, and respect for each other.

**Outcomes**

- The WSBA has standards for professionalism and civility.
- Lawyers’ personal satisfaction with practicing law improves.
- Unprofessional and uncivil conduct is not tolerated or allowed to influence case outcomes.

**Strategies**

1. Educate the general WSBA membership and coordinate with Goal #3 about the need for civility and professionalism.

2. Create civility and professionalism “best practices.”

3. Implement a program to promote civility in the legal profession.

**Strategic New Focus Goal #5**

The WSBA will address in an appropriate way members’ current concerns about external influences and market pressures that impact the delivery of legal and law-related services, such as the unlicensed practice of law and multidisciplinary practice.
Description

Current market issues that concern members include the unlicensed practice of law and multidisciplinary practice. Members feel that change forced by external factors will continue to impact the legal profession beyond these issues of current concern. They want the WSBA to proactively address external pressures to protect consumers' rights in the changing marketplace, and, at the same time, to maintain high standards for legal services.

Outcomes

- The WSBA has criteria for framing an issue, formulating a position, deciding strategy, and taking possible action.
- Members recognize and support the WSBA's role in convening the discussion and focusing the issue.
- The WSBA protects consumer rights by maintaining high-quality legal services.

Strategies

1. Develop a process for framing an issue, formulating a position, deciding a strategy, and taking recommended action on emerging issues.

2. Follow adopted Board process and Board direction on actions relating to multidisciplinary practice and the unlicensed practice of law.


Strategic Ongoing Focus Goal #6

The WSBA's regulatory services will be responsible, accountable, timely, and fair.

Description

Members complained about the length of time it takes to resolve grievances. Mistakes have occurred in the licensing process. Although there have been improvements, there is a need for continued improvement.
Outcomes

- Procedures are followed that protect the public and the rights of all participants.
- The Rules of Lawyer Discipline are understandable, comprehensive, and enforceable.
- Timelines for all regulatory matters are met without backlog or delay.
- Licensing and Mandatory Continuing Legal Education reporting are 100% accurate.

Strategies

1. Achieve and maintain aspirational timeline for discipline.
2. Improve license renewal and the MCLE reporting process.
3. Implement electronic interchange with members for feedback, licensing, and MCLÉ.
4. Assure that all regulatory services are efficient.

Strategic Ongoing Focus Goal # 7

The WSBA will continue to provide leadership and support to programs and initiatives for the benefit of access to justice.

Description

Members believe that the WSBA has made great strides in addressing access to justice issues over the past several years. It should continue to provide leadership and initiative to improve access to justice for all citizens.

Outcomes

- Funding is secured for civil legal services and indigent defense.
- Availability of representation to persons of modest means is expanded.
- Donations of time and funds to legal and pro bono work are increased.
Strategies

1. Secure adequate funding for civil legal services.

2. Support the Access to Justice Board and its committees with staff and resources.

3. Implement initiatives to increase donations of time and money to the civil equal justice network in Washington state.


Strategic Ongoing Focus Goal #8

The WSBA will be a leader in using and promoting technology for the benefit of its members, the courts, and the bar.

Description

In 1991, the WSBA Long-Range Planning Task Force Report recommended that the WSBA "should ensure that the State’s lawyers and judges lead the way in making use of new information technology." The WSBA intends to be a catalyst and bridge-builder with other stakeholders in the justice system in making the best use of technology to increase access to justice, realize efficiencies, decrease the costs of our justice system, and provide information to the public.

Outcomes

- Access and communication are provided at the lowest cost.
- The WSBA uses technology to improve efficiency and efficacy of all bar programs.
- Geography is no longer a barrier to full participation and information-sharing on issue discussion and bar activity.
- The WSBA is (and is perceived as) a technology resource.
- The WSBA has state-of-the-art technology infrastructure and facilities.
• All legal research aids are available in the public domain and through the WSBA website.
• WSBA leadership joins with the court in setting standards on technology in the legal system.

Strategies
1. Develop technology training and advising capacity for members.
2. Facilitate electronic interchanges with members for communication, meeting participation, and core functions and e-commerce.
3. Become a “hub” of legal Internet resources.
4. Maintain WSBA technology at state-of-the-art.

Strategic Ongoing Focus Goal #9
The WSBA will support the independence of the judiciary and appropriate court improvements.

Description
Members are concerned about the erosion of the independence of the judiciary. There is also a strong call for the WSBA, working with others, to improve the public’s trust and confidence in and understanding of the justice system.

Outcomes
• Members of the public believe that they have had a positive experience in court.
• Public respect and confidence in the judicial system are increased.
• The independence of the judiciary is respected by the legislative and executive branches.
• Adequate funding for courts and court facilities is provided.
• Public and political leaders understand the critical need for judicial independence.
Strategies

1. Actively work for court improvements and funding.

2. Educate legislators, public officials, and the public about the importance of an independent judiciary; and surface these principals whenever this independence appears threatened.

Strategic Ongoing Focus Goal #10

The WSBA will continue to promote diversity and equality in the courts, the legal profession, and the bar.

Description

The legal profession and the bar have learned that there are a wide variety of views within the membership regarding the meaning of diversity in the profession. “Diversity” is not limited to gender, race, or ethnicity, but includes, among other factors, geography, religion, sexual orientation, and area of practice. An increasingly diverse population mandates that the judiciary and the profession become more diverse and inclusive.

Outcomes

- The Board of Governors reflects the diversity of its members.
- All members are and feel equally treated and served.
- The judiciary and legal profession reflect the diversity of the population.
- The law is equally applied and is perceived to be fairly applied to all.
- The WSBA has programs to reach out to specialty groups to understand and address their needs and concerns.

Strategies

1. Focus on, educate, and find effective ways to communicate to members and the public the importance of diversity in the profession and on the bench.

2. Demonstrate interest and commitment of WSBA leadership through attending meetings, maintaining dialogue, and supporting minority member participation.
3. Encourage meaningful participation of minorities in the WSBA and WSBA leadership.

4. Institutionalize diversity concerns and action plans.

**Strategic Ongoing Focus Goal #11**

The WSBA will be fiscally responsible.

**Description**

Members want license fees kept as low as possible, and believe that the current programs and services funded by license fees are reasonable and useful. In the annual budget process, the WSBA will review the mix of programs and functions supported by license fees, and pursue other possible revenue sources for new programs and services.

**Outcomes**

- The WSBA has an efficient means of revenue collection and management.
- Members understand and approve the WSBA's fiscal policies.
- The WSBA's expenditures are closely associated with the goals and initiatives of the entire organization.
- The budget is balanced and has appropriate reserves.
- The WSBA is audited annually by an independent public accounting firm.
- The WSBA has a sound system of internal controls.

**Strategies**

1. Maximize efficiency, effectiveness, accuracy of, and customer satisfaction related to all accounting processes with particular emphasis on improvements in license revenue tracking.

2. Effectively communicate and increase the visibility of WSBA financial information to members.

3. Research options for increasing non-license revenue.
**ISSUES DEFERRED TO THE FUTURE**

Additional goals were identified, but because of resources and priorities were deferred to the future. These issues include: reviewing the WSBA mission and purposes; reevaluating the selection and service requirements of the presidency; altering the meeting pattern and membership of the Board of Governors; examining the standing committee structure; implementing mandatory liability insurance; enhancing and leveraging its relationship with the ABA; and maintaining a facility outside of Seattle.

**INSTITUTIONALIZING LONG-RANGE PLANNING**

The WSBA Board of Governors has adopted a resolution in support of the long-range planning process. This resolution names the membership, duties, and processes of the Long-Range Planning Committee that will assure that the Long-Range Strategic Plan is a dynamic yet governing guideline for the WSBA for the years starting in 2000 and into the future. The resolution is in the appendix.

**METHODOLOGY**

The Board of Governors chose to develop a long-range strategic plan based on member input. With this decision and Board concurrence, a consultant was engaged to assist the Long-Range Strategic Planning Committee with the long-range planning process. The three primary methods of member input were agreed upon: a broad member survey, local “town meetings,” and stakeholder interviews. Details about this methodology appear in the appendix.

More than 1,000 members offered their assessment of the WSBA and their suggestions for the future WSBA. This input was summarized, discussed, and prioritized by the Long-Range
Strategic Planning Committee and the Board of Governors in three all-day meetings. This process resulted in the list of eleven strategic issues divided into “Focus” and “Ongoing” goals. Other issues were categorized as “short term,” “administrative,” or “deferred.” The eleven strategic issues were then defined, and outcome statements were developed. Specific strategies and action plans for achieving the stated outcomes were developed by many WSBA boards, committees, and specially developed work groups. A companion document to this Long-Range Strategic Plan, the Operational Plan, will be developed annually.

**Effective Date**

The Long-Range Strategic plan, “Raising the Bar,” was unanimously adopted by the WSBA Board of Governors on September 10, 1999, together with the plan to make long-range planning an ongoing process. Strategies associated with each goal were unanimously adopted on June 23, 2000. A separate document, the “2000-2001 Operational Plan,” was adopted on August 4, 2000.
To: Board of Governors  
From: Long-range Planning Committee (LRPC)  
Date: April 11, 2003  
Re: Revised Long-range Strategic Plan (LRSP)

The original Long-range Strategic Plan was developed in 1998-1999 and planned to cover 1999-2003. In each successive year, the plan was reviewed and an operational plan, derived from the LRSP for the coming year, was adopted.

Last year’s Long-range Planning Committee recommended a 2002-2003 Operational Plan refined at the Summer 2002 retreat and the Board of Governors adopted it in October 2002. The LRPC then held a second retreat in December 2002 to focus on possible revisions to the LRSP itself.

The input from the December 2002 retreat was used to create the new LRSP, "A Blueprint for Change, 2003-2006" and valid concepts from the old LRSP were incorporated into the new plan.

"A Blueprint for Change, 2003-2006" is presented to the Board for adoption of the new Goals. Retreat summaries and unfinished action items from the 2002-2003 Operational Plan are shown only as examples of possible strategies (ways of achieving the goal) and action items (specific action plans under each strategy). This "example material" is a mix of strategies, action plans and observations from the retreat that the LRPC will work with once the goals have been adopted to develop a plan for the Summer 2003 retreat and a recommended 2003-2004 Operational Plan.

ACTION REQUESTED
1. Adoption of the introduction and goals in "A Blueprint for Change 2003-2006"
The following represents a proposed **WSBA Long-range Strategic Plan: a Blue Print for Change, 2003-2006**. It incorporates the goals and action items defined at the December 5, 2002 Long-range Planning Retreat Part II: "Bridging to the Future", eliminates previous goals and action items which have been fully institutionalized or recognized as administrative, and carries forward other goals. After the 2003-2006 goals are approved by the Board of Governors, the LRSP will develop strategies for each goal. The LRPC will then work with sections, committees and the BOG at the annual retreat on an Operational Plan for 2003-2004.

### Highlights of Changes to Goals

1. Simplify the core concept statement.

2. Simplify the leadership statement.

3. Eliminate the distinction between new and ongoing goals - they are all equal goals.

4. Eliminate goals that are now administratively institutionalized as core responsibilities (old goals 6-regulatory services and 11-fiscal responsibility).

5. Eliminate a separate Goal 8 (Technology) and incorporate technology objectives within each goal - technology is not a goal in itself as much as a means to an end.

6. Combine new lawyer development with ongoing professionalism and civility (old Goals 3 & 4).

7. Incorporate old Goal 9 (Independence of the Judiciary and Court Improvements) into new Goal 2 ("Promote the Rule of Law and the Integrity and Effectiveness of the Justice System").

8. Add a new goal about criminal and juvenile access to justice

9. Simplify and streamline the narrative.

10. Incorporate all thoughts and action recommendations from Retreat Part II: Bridging to the Future.

11. Carry forward unfinished goals and action items.
LONG-RANGE STRATEGIC PLAN

2003-2006

A Blueprint for Change

Adopted _____________ by the WSBA Board of Governors

(Date)
A BLUE PRINT FOR CHANGE, 2003 - 2006
Reconstructed Long-Range Strategic Plan
(As Amended and Edited by the LRPC on March ___., 2003)

Core Commitments
The WSBA commits to the following fundamental responsibilities.
• Financially stable, well-run and well-managed
• Fair and effective admission to the practice
• Responsible, accountable, timely and fair in its role to protect the public and
to regulate the practice of law

Leadership Statement
The Board of Governors will consider ongoing input from members in the form of
town meetings, member surveys, stakeholder comments, and the courts in
developing its values and the long-range strategic plan as well as the annual
operational plan.

Goals
NOTE: Italized comments will be removed from the adopted version.

1. The WSBA will foster communication with/and among members and
provide value to their professional lives.
Reworded based on December Retreat

2. The WSBA as the voice of the profession, will exert leadership on issues
affecting the rule of law and the integrity and effectiveness of the justice
system.
Combines old goals 2 and 9

3. The WSBA will promote civility and professionalism in the practice of law
and the professional development of new lawyers.
Combines old goals 3 and 4 and demonstrates the continuum of
professionalism and professional development

4. The WSBA will assist members in balancing their business, professional
and personal lives.
New from December Retreat

5. The WSBA will help members address changing conditions of practicing
law.
Broadened and reworded old goal 5
6. The WSBA will explore and promote just and effective methods for
resolving disputes.
*New from December Retreat*

7. The WSBA will be a leader in assuring equal civil access to justice.
*Parallels old goal 7*

8. The WSBA will advocate for effective criminal and juvenile access to
justice.
*New goal*

9. The WSBA will promote diversity, equality and cultural competence in the
courts, legal profession and the bar.
*Parallels old goal 10- new words to reflect new sensitivities*

**GOAL 1:** The WSBA will foster communication with and among
members and provide value to their professional lives.

**Samples of suggested strategies and action items:**

A. Continue holding listening sessions with members.

B. Foster internal communications among the Board, sections
committees and other bar leaders.

C. Communicate guidelines for moving issues among the Board,
sections and other organizations.

D. Measure and discuss the meaning of changing demographics.

E. The WSBA will develop an institutional capacity to focus on future
ideas and issues in the profession and the practice of law.

F. Assist members to understand and cope with change.

G. The WSBA will develop an outreach plan to minority and specialty
bars and members.

H. Encourage the appointment of a liaison from specialty areas to the
BOG and identify a governor as a liaison to the specialty and
minority bars.

I. Develop a sense of community among members.

J. Consider adding a citizen member(s) to the Board of Governors.
K. Develop distance learning opportunities for LOMAP assistance.

**GOAL 2:** The WSBA will be the voice of the profession and will exert leadership on issues affecting the rule of law and the integrity and effectiveness of the justice system.

**Samples of suggested strategies and action items:**

A. Support the Council on Public Legal Education.

B. Support the independence of the Judiciary.

C. Partner with the Supreme Court, Board of Judicial Administration and judicial and law related associations to improve court structure and procedures.

D. Promote respect for the bill of rights and resist incursions to civil rights protections: right to counsel and due process.

E. Work to preserve the core values of the profession: attorney client confidentiality, etc.

F. Work for adequate funding of the courts.

G. Engender respect for the legal system and preservation of societal values and freedoms.

H. Be good stewards of the rule of law.

**GOAL 3:** The WSBA will promote civility and professionalism in the practice of law and the professional development of new lawyers.

**Samples of suggested strategies and action items:**

A. Work with law schools to evaluate whether legal education addresses the current needs of students, new lawyers and society and supports preparation for practice.
   1. Consider measures such as clerkships, internships and/or apprenticeships
   2. Business training
   3. Practical experience
   4. Include client counseling and listening skills
   5. Experiment with the residency model
6. Explore mutual interests with students who want experience and need credit or income because of debt
7. Explore mutual interests with law schools who need tuition and can't afford internship programs
8. Explore mutual interests with law firms and agencies that want a recruitment pool; want to get work done and need ideas and new blood as well as diversity

B. Reexamine the admission process
   1. Consider conditional admission
   2. Consider eliminating or modifying the bar exam for graduates of schools whose curricula includes desired experiences

C. Foster professional development of new lawyers
   1. Pilot in partnership with WYLD - more WSBA/WYLD joint committees and projects
   2. Offer mentoring programs
   3. Make law office management resources readily available
   4. "Bridging the Gap" mandatory continuing legal education
   5. Offer business training
   6. Increase practical experiences
   7. Include training on client counseling and listening skills

D. Promote professionalism in the practice of law
   1. Present more programs on how to be a professional
   2. Communicate and inspire a "professional" orientation
   3. Promote programs on dealing with clients
   4. Feature new practice areas and methods

E. Study and make recommendations to lessen the negative consequences of the cost of legal education and the resulting law school debt.

F. Develop education programs teaching lawyers to use technology for client satisfaction and client recruitment.

G. Offer better support to the 60 percent of new lawyers starting solo practices.

GOAL 4: The WSBA will Assist Members in Balancing their Business, Professional and Personal Lives.

Samples of suggested strategies and action items:
A. Help members cope with change.

B. Educate members, offer workshops and discussion groups on the importance of life skills.

C. Humanize the profession.

D. Increase awareness of "reasonable practice expectations" and commitments to the profession

E. Promote quality-of-life values, mental and physical health — feature ways of achieving a satisfying life in the profession of law.

F. Reconsider and discuss organizational structures and values as they impact lawyer satisfaction with the practice of law such as billable hour requirements.

G. Promote discussion of structures that affect workplace satisfaction.
   1. Full vs. part-time vs. flexible employment
   2. Telecommuting
   3. Family leave
   4. Sabbaticals

H. Evaluate and enrich lawyer assistance program services; provide and develop additional preventative programs.

I. Develop programs that help lawyers cope with the speed of technological changes.

J. Encourage pro bono and community work.

**GOAL 5: The WSBA will help members address changing conditions of practicing law.**

**Samples of suggested strategies and action items:**

A. Examine the Rules of Professional Conduct and Model Rules to assure they fully support changing practices.

B. Develop appropriate MJP and Reciprocity Rules.

C. Support the Practice of Law Board’s efforts to examine new and changed practices of law.
D. Institutionalize a futures assessment concerning trends, technology and change.

E. Help members understand and manage technology - staying current and competent.
   1. Sort out what actually helps and does well for law practice
   2. Avoiding technology for technology sake
   3. Avoid the implication that all high-tech is equal to best practices

F. Add links and indices to helpful technology tools
   1. Forms on-line
   2. Legal information
   3. Lawyer locator

G. Promote clients access to information.

H. Help lawyers recognize and deal with increasing client expectations.

I. Educate the public about how to work with lawyers.

GOAL 6: The WSBA will explore and promote just and effective methods for resolving disputes.

Samples of suggested strategies and action items:

A. Help lawyers better understand and use a broad range of problem resolution techniques.
   - discuss appropriate type of process for the resolution of the disputes by type of dispute and balance of power of the opposing parties.
   - devote a Bar News issue to appropriate dispute resolution and/or alternative dispute resolution.

B. Develop practicum about problem resolution tools.

C. Teach, model and offer support on how technology can augment practices.

D. Increase lawyers' relevancy to clients: train members in, "how can I best serve this client."
   - teach client communication techniques
   - listen to the client to identify real need
   - recognize unrealistic consumer expectations
• develop tools for dealing with the tension between making money and making a difference to the client
• how to allow the client to tell their story
• educate members more on the human dynamics of the attorney-client relationship
• encourage experimentation with such things as house calls, change of business hours and increasing electronic communication
• consider the cost for value for lawyer services
• help lawyers make the legal process more predictable: predictable duration and predictable cost
• how to identify a client’s true needs and how to avoid dysfunctional problem solving
• recommend what is in the client’s best interest, not the attorney’s

E. Encourage the use of technology and technological innovations in client contacts.

F. Encourage and educate members more on limited representation principles.

G. Foster the picture of lawyers as problem solvers, crisis manager, listener and/or helper.

H. Develop public education about consuming legal services and the use of dispute resolution, possible unbundled services and collaborative legal services.

I. Help clients understand the language of lawyers, the courts and the bar.

J. Hold a symposium about streamlining or eliminating the adversarial system where it is cumbersome, expensive and/or does not allow people to tell their story.

K. Consider alternatives for problem solving.
   1. What is appropriate dispute resolution for consumer matters
   2. Using judge investigators, special masters, empowered mediators
   3. Realize that for many disputes, such as family law, the adversarial system is inappropriate and causes too much damage to litigants unless disputes simply can’t be resolved any other way
   4. Segregate dispute types by segment of public affected or served and subject matter dispute
5. Remove incentives or benefits from slowness, cumbersome-ness, or costs of the current process

L. Work with courts on implementing and supporting new techniques

**GOAL 7:** The WSBA will be a Leader in Assuring Civil Equal Access to Justice.

**Samples of suggested strategies and action items:**

A. Secure adequate funding for civil legal services.

B. Use technology to expand access to justice.

C. Implement initiatives to increase donations of time and money for the civil equal justice services in Washington State.

D. Implement initiatives to improve the justice system in Washington State for low and moderate-income people.

E. Investigate and determine how to address indigent criminal access.

F. Investigate and determine how to address juvenile justice access and issues.

G. Recognize access to civil justice as a fundamental right.

H. Offer better practicing orientation - suggest free CLE and mentorships.

I. Take advantage of growing demographics - senior, semi-retired and retired lawyers.

J. Develop non-financial alternatives to access to justice.

K. Support the Technology Bill of Rights; as a general rule and as a set of guidelines.

**Goal 8:** The WSBA will advocate for effective criminal and juvenile access to justice.

**Samples of suggested strategies and action items:**

A. Establish a Panel on Criminal Defense
B. Conduct the Death Penalty Study

GOAL 9: The WSBA will Promote Diversity, Equality and Cultural Competence in the Courts, Legal Profession and the Bar.

Samples of suggested strategies and action items:

A. Assure all WSBA written documents are culturally sensitive.

B. Assure representation on all WSBA committees, panels and boards.

C. Maintain active liaison to each minority bar association.

D. Support Glass Ceiling recommendations toward eliminating gender and racial barriers.

E. Enhance inclusiveness and cultural competency throughout the bar.

F. Maintain a profile of the WSBA staff in terms of diversity.

G. Profile/showcase a person or program highlighting a minority member/program regularly on the "Proud to Be" segment of the web site.

H. Groups of 3-4 governors designated as liaisons to minority bar associations.

I. Assure that every committee, board and task force has at least two, preferably three, persons of color and representatives from otherwise "forgotten groups" such as prosecutors.

J. Hold annual BOG Minority Reception and periodic listening sessions.
February 28, 2003

TO: The Board of Governors

FROM: The Long Range Planning Committee

RE: Proposed Changes to WSBA Committees/Boards/Panels
    Process for amending the Long Range and Annual Operational Plans

Recommendations:

1. Require 1-2 letters of recommendation for applications of appointment to Outside Organizations.

2. Sunset the WSBA Consumer Protection Committee.
   The mission of the Consumer Protection Committee is now incorporated in the Practice of Law
   Board. The BOG suggested in 2002 that this committee sunset in 2003.

3. Appoint Vice-Chairs for WSBA Committees for more continuity in leadership.

4. Approve the highlighted changes to the WSBA Committee Policy.

5. Approve changes to the Committee Application Form.

6. Approve the process for amending the Long Range and the Annual Operational Plans.
February 28, 2003

Updated Committee Preference Form for 2003 –2004

Title of form will be changed to:
*WSBA Application for Committee, Board, and Panel appointments and Other Volunteer Opportunities*

1. Remove Consumer Protection and Pro-Bono and Legal Aid Committees
2. Add Legislative Committee
3. Add *Other Volunteer Opportunities* Section to include Lawyer-to-Lawyer Program description and sign-up
4. Indicate terms and approximate number of openings on each committee
5. Require that members provide an e-mail address as a condition of serving on a committee;
6. Add comments about expectations for service on committees
7. Request background materials
8. Request type of practice and whether primarily plaintiff/defense/government (*This information will appear on the 2004-2005 committee application form- forms had already gone to print when this recommendation was added*)
9. Add a phrase suggesting the importance of diversity and requesting an individual profile
10. Continue to allow the second choices – it assists the governors in completing the appointment process; and
11. Retain the current language suggesting that if the member was not appointed to their first or second committee choice they may be considered for other appointments.
Washington State Bar Association  
Board of Governors  
Committees/Boards/panels Policy  

(Effective with 1993-94 Committee Appointments)  
(Amended July 19, 1996; Amended March 28, 1997; Amended February 13, 1999, Amended May 19, 2000, 

1. **Diversity:** The policy of the Board of Governors is that WSBA committees, boards and 
panels should reflect the diversity of the membership of the WSBA. To assist the 
Board in fulfilling this policy, the Committee/Board/Panel Preference Form shall, on a 
voluntary basis, solicit information about the person's race/ethnicity/national origin, 
gender, age, number of years in practice, previous committee assignments, type of 
practice (plaintiff/defense/government), residence, and place of work. 

2. **Size of Committees:** Except as shown below, committees shall consist of fourteen (14) 
funded positions and a maximum of fourteen (14) unfunded positions. 

The following committees/boards/panels shall consist only of funded positions. 

a) The Character and Fitness Committee shall consist of 11 lawyers and 3 
nonlawyers.  

b) The Disciplinary Board shall consist of 10 lawyers and 4 nonlawyers.  

c) The MCLE Board shall consist of 6 lawyers and 1 nonlawyer. 

d) The Lawyers Fund for Client Protection Committee shall consist of 11 
lawyers and at least one nonlawyer. 

e) The Committee of Law Examiners shall consist of a panel not to exceed 
110 lawyers. 

f) The Judicial Recommendation Committee shall consist of 22 lawyers 
and the Legislative Committee shall consist of 33 lawyers. 

g) Adjunct Investigative Panel. 
h) Disciplinary Hearing Officer Panel. 

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1. Rules for Lawyer Discipline 9.3(a)  
2. Rules for Lawyer Discipline 2.3(a)  
3. Admission to Practice Rule 11.3  
4. APR 15  
5. JRC Guidelines I(A)(1)
3. **Committee Selection:** Each Governor shall make two appointments—one funded and one unfunded committee member to most committees. As part of the appointment process, the Governor will consider reports of committee chairs, WSBA staff, and practice information. The President-elect shall have the authority to adjust the number of appointments for unfunded committee positions from appointments provided by members of the Board of Governors if sufficient appointments are not provided.

Although WSBA committees operate under an "open meeting" policy that allows any member of the WSBA or public to attend a meeting, in order to be recognized as a member of a committee an individual must be appointed to either a funded or unfunded position.

4. **Selection of Chair and Vice-Chair:** The President-elect shall recommend committee chairs and Vice Chairs to the Board of Governors for the year in which the President-elect will serve as President. Those recommendations are subject to Board approval. Committee chairs are limited to a single year term, except in unusual circumstances, in which they may be appointed for an additional year. Immediately upon his/her election, the President-elect shall work with current committee chairs to nominate a vice chair in anticipation of the vice chair's service as chair for the next year.

5. **Expenses:** Funded positions shall be reimbursed in accordance with the WSBA Expense Reimbursement Policy as adopted by the Board of Governors. Committees shall be authorized to pay all telephone expenses and expenses for meals provided as part of committee meetings within the committee budget, whether or not the member is funded or unfunded. Unfunded positions will not be reimbursed by the WSBA for any other out-of-pocket expenses incurred in participating on committees.

Reimbursement of travel expenses for out-of-state, funded committee members to attend committee meetings is limited to the approximate cost of in-state travel. Participation in meetings by telephone conference call is encouraged because it saves significant travel time and expense.

6. **Term, Vacancies and Removal:** Except as shown below, committee appointments, both funded and unfunded, shall be for one year terms and may be appointed for two additional years. A member may serve a fourth year if selected to chair the committee. After three years of service, an individual is not eligible for reappointment until three years have elapsed.

Any committee member who has two successive unexcused absences shall be removed from the committee. The committee chair shall be responsible for determining excused and unexcused absences and shall advise the Executive Director and/or Staff Liaison of those persons who should be removed.
In the event of the resignation, death or removal of the Chairperson or any member of a committee, the nominating Governor shall recommend a replacement to the President for provisional appointment until Board confirmation at the next meeting to serve the unexpired term.

The following committees shall have more that a one-year term:

3-year Term
Disciplinary Board (RLD 2.3(b)), Special District Counsel (RLD 2.7(a)), Character & Fitness Committee (RLD 9.3(b)), Lawyers Fund for Client Protection (APR 15), MCLE Board (APR 11.3), and Judicial Recommendation Committee (JRC Guidelines I(A)(1))

4-year Term (with Chair approval and completion of mandatory training)
Law Examiners Committee

5-year Term
Disciplinary Hearing Officers (RLD 2.5(d)), Adjunct Investigative Panel, Fee Arbitration Panel, and Mediation Panel

6-year Term
Law Clerk Board

7. **Notice of Appointments:** In addition to the annual committee/board/panel preference application for appointment form that is mailed to all active WSBA members and is available on the WSBA web site, efforts will be made to publicize appointments which become available during the course of the year. If possible, quarterly announcements of upcoming appointments will be sent to local and specialty bar leaders.

8. **Exceptions:** These policies do not apply to WSBA state bar delegates to the ABA House of Delegates who are eligible for reappointment to three consecutive two year terms. Nor do these policies apply to boards or commissions where the WSBA nominates and the appointment is made by another body. This will be used as guideline in making such recommendations.

9. **Open Meetings (per Section VII of the WSBA Bylaws):** The Bar is committed to conducting the regular and special meetings of the Bar, its Board of Governors, and its divisions, committees, task forces, and sections in an open and public manner. Through such openness, the Bar intends to make information available to the people of Washington that will allow them to become informed about matters regarding the provision of legal services and other matters falling under the Bar’s authority. (See WSBA Bylaws for additional information.)

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*Membership on the Judicial Recommendation Committee is subject to annual review by the Board of Governors.*
February 4, 2003

TO: Long Range Planning Committee
FROM: Jerri Ninesling
RE: Letters of Recommendation/Committee Application Process

Currently, WSBA does not request letters of recommendation for appointments to Outside Organizations.

**Recommendation:**

Formalize the application process by requesting a letter of interest, resume, and 1-2 letters of recommendation for members interested in appointment to Outside Organizations. Failure to submit all materials will exclude applicants from the application pool.

WSBA makes appointments to the following Outside Organizations:
ABA House of Delegates
Access to Justice Board
Bench-Bar-Press Committee
Board for Court Education
Court Independence Response Team
Certified Professional Guardian Board
Commission on Judicial Conduct
Defender Association
District and Municipal Court Advisory Committee
District and Municipal Court Judge’s Association
Joint Jury Management Standards Committee
Judicial Information Systems Committee
King County Arbitration Task Force
Legal Foundation of Washington
Limited Practice Officer Board
Northwest Justice Project Board
Office of Public Defense Advisory Committee
Sentencing Guidelines Commission
Statute Law Committee
Washington Pattern Forms Committee
Washington Pattern Jury Instructions Committee
Process for Amending the Strategic Plan or Operational Plan:

Any WSBA group, section, committee or person may suggest amendments to the Long-Range Strategic Plan or current year’s Operational Plan. Suggestions must be in writing, include the rationale for the suggested change, and directed to the Executive Director.

1. Proposed amendment submitted.

2. Proposed amendment review by the Long-Range Planning Committee (LRPC).

3. LRPC may request further information or a possible appearance by the promoter of the amendment, if necessary.

4. LRPC develops recommendations: if an amendment is proposed, it is directed to the Board of Governors, and if an amendment is not approved, the promoter is notified citing the reason.

5. BOG adopted modifications.
Draft WSBA Strategic Goals
September 17, 2020

Goal 1: To provide excellent resources to help all of its members achieve professional excellence and success in the practice of law, in service to their clients and public and to champion justice.
   - By helping the profession move electronic (program, courts, and resources)
   - By advocating reform in the law
   - Restoring a robust member services program

Goal 2: To uphold and elevate the standard of honor, integrity, and public confidence in the legal profession.
   - Collegiality among members, especially new and young legal professionals
   - Re-establishing professionals committee
   - More outreach to the public

Goal 3: To manage the business of the State Bar Association in a prudent, efficient and cost-efficient manner.
   - Facilities
   - Explore cash reserves
   - Assess services to be cost effective

Goal 4: To promote diversity, equity and inclusion in the legal system of Washington and the bar
   - equitable conditions for historically marginalized and underrepresented groups
   - Inside and outside approach - must provide context

Goal 5: to promote access to justice and improve public confidence, trust and respect of members of the public in our legal system and bar association.
   - Court Records Access
   - Design and implement a rural practice program

Goal 6: Around staff (attract and retain staff and improve culture) - could be part of the first goal.

Parking Lot
How will we measure this and know we are achieving those goals?
How do we develop a feedback loop with our members?
Can we do a member survey?

Environmental Scan Discussion Notes
   - General status decrease to rule of law – how can we impose this?
   - How will member license fee and the desire to lower fees connect to these goals, especially since some of these goals/objects will take money to accomplish? (competing goals)
   - Belief by some members that the bar should still be bifurcated, especially with case law lingering around the integrated bar model.
   - Entity regulation – who does this impact our members?
   - Devise culture – how can we move beyond this and rebuild?
Next Steps

- This draft will be sent to the Long Range Strategic Planning Committee to further wordsmith.
- A draft version will be sent out to membership and members of the public to comment on.
- Feedback will be considered and determine where to incorporate.
- A revised draft will come to the board along with an understanding of why the changes were determined important to incorporate. Board will vote.