METHODOLOGY
The membership survey was administered electronically beginning in February 2014. A notice and invitation to participate was included in the dues statement received by members in early March. Members were also sent an email with the link to complete the survey. The survey was closed in April 2014. A total of 519 responses were received, yielding an 11% response rate.

The survey was designed jointly by the State Bar of Montana and the ABA Division for Bar Services. The data collection and analysis were handled by the ABA Division for Bar Services.

The State Bar of Montana previously conducted membership surveys in 2004 and 2010. Some of the same questions were asked for comparison purposes in the 2010 and 2014 surveys. Where applicable and/or noteworthy, the differences in responses are noted in the summary below and can be found throughout the survey report.

SUMMARY AND HIGHLIGHTS

I. DEMOGRAPHICS (p. 6)
- Thirty-five percent of respondents have been members of the bar for less than six years.
- Eight-eight percent of respondents have offices in Montana.
- Fifty percent of respondents are male; 48% are female.
- Forty-one percent of respondents are under 40 years of age; 42% are over 50.

II. CURRENT POSITION AND PRACTICE SETTING (p. 8)
- Fifty-seven percent of respondents are in a private practice setting.
- Thirty-six percent of responding private practitioners are solo practitioners; 16% are in firms of 20+ attorneys.
III. ECONOMICS OF LAW (p. 9)

- Nineteen percent of respondents devote more than 50 hours a week to the practice of law compared to 21% in 2010.
- Forty-three percent of respondents indicate their primary source of income is an hourly rate. Thirty-five percent receive their primary income from a salary paid by a government agency, business or other institution.
- Twenty-one percent of respondents indicated they charged an hourly rate between $101-$150, down from 31% in 2010. Thirty-five percent of respondents charge an hourly rate between $151-$200, the same as in 2010. The percentage of members charging an hourly rate of $201-$250 rose from 15% in 2010 to 23% in 2014.
- Fifty-two percent of respondents indicated the economic circumstances of their practice were unchanged compared to last year (54% in 2010 and 36% in 2004). Thirty-two percent indicated they were better (23% in 2010 and 29% in 2004) and 17% indicated they were worse (22% in 2010 and 11% in 2004).

The top five substantive areas respondents indicated devoting 20% or more of their time to were:
1. Litigation – 30%
2. Family law, divorce, adoptions, mental health and juvenile matters – 25%
3. Criminal law – 23%
4. Administrative law and governmental agency matters – 21%
5. Estate planning, probate and trusts – 19%

IV. BENEFITS AND SERVICES (p. 13)

State Bar activities – importance and success

Respondents were asked to rate on a scale of 1-5 the importance of State Bar activities to them and their satisfaction with the success of the State Bar in providing those activities.

The activities rated highest in importance (top five) include:

1. Fosters a positive reputation for the profession – 4.18 (4.15 in 2010)
2. Provides me with information on my area of practice – keeping me current – 3.89 (3.77 in 2010)
3. Develops positive relationships between the bench and the bar – 3.88 (3.72 in 2010)
4. Provides support for pro bono and legal services to the poor – 3.84 (3.81 in 2010)
5. Provides me with networking opportunities – 3.51 (3.17 in 2010)

These ratings mirror what we see in bar associations across the country. Fostering a positive reputation for the legal profession and providing members with information to assist in their practice are consistently rated as top concerns for bar members.

The activities rated highest in success of bar providing include:

1. Fosters a positive reputation for the profession – 3.65 (3.48 in 2010)
2. Provides support for pro bono and legal services to the poor – 3.50 (3.43 in 2010)
3. Develops positive relationships between the bench and bar – 3.50 (3.33 in 2010)
4. Provides me with information on my area of practice – keeping me current – 3.25 (3.05 in 2010)
5. Provides me with networking opportunities – 3.21 (3.02 in 2010)

The mean rating for the success of the bar in offering each of the activities listed increased since 2010, although the importance means are higher than the success means for each activity.
State Bar benefits and services satisfaction and awareness
Respondents were asked to rate their satisfaction with State Bar benefits and services. The highest rated programs are:

1. Lawyer Directory and Deskbook 4.32 (4.22 in 2010)
2. CLE - 4.06 (3.91 in 2010)
3. *The Montana Lawyer* magazine 4.03 (3.83 in 2010)
4. Lawyer assistance program – 4.02 (3.44 in 2010)
5. Ethics hotline – 3.99 (3.39 in 2010)
   New Lawyers’ workshop – 3.99 (3.53 in 2010)

The lowest rated programs are:

1. Discounts on products and services – 3.58 (2.81 in 2010)
2. State Bar-sponsored health plan – 3.59 (n/a in 2010)
3. Lawyer referral and information service – 3.69 (3.15 in 2010)
4. Access to pro bono and public service activities – 3.70 (3.24 in 2010)
5. Section services/activities – 3.71 (3.05 in 2010)

Satisfaction levels for all benefits and services rated have increased since 2010, with fee arbitration, section activities/services, and the ethics hotline showing the biggest increases.

The benefits and services with the lowest awareness levels are the State Bar-sponsored health plan (72% awareness), fee arbitration (72% awareness), and discounts on products and services (74% awareness). The bar website (100% awareness), CLE (99% awareness), the Deskbook (99% awareness), and the *Montana Lawyer* (98% awareness) all have extremely high awareness levels among members.

V. ANNUAL MEETING (p. 19)
- Fifty-four percent of respondents have attended an Annual Meeting.
- Most frequently cited reasons for not attending included “time constraints”, “costs”, and “conflicts with work schedule.”

VI. LAWYER REFERRAL SERVICE AND MODEST MEANS (p. 20)
- Seventy-six percent of respondents have never participated in the State Bar’s lawyer referral service. This varies only slightly from the 78% reporting in 2010 that they had never participated.
- The most frequently cited reason for not participating was “It’s not applicable to my work” (47%)
- The level of satisfaction with the lawyer referral service was 3.51, up from 3.25 in 2010. (On a scale of 1-5 with 5 being the highest).
- Eighty-four percent of respondents have never participated in the modest means program.

VII. CLE (p. 21)
- Sixty-nine percent of respondents have attended a State Bar-sponsored CLE program within the last year, down from 74% in 2010.
- Thirty-six percent have participated in a State Bar-sponsored online, telephone, webinar or videoconference CLE in the past year, up from 23% in 2010.
- Twenty-five percent prefer online presentations, up from 15% in 2010.
VIII. PRO BONO OPPORTUNITIES (p. 23)
Respondents were asked to indicate in which pro bono opportunities available through the State Bar they would be most inclined to participate. The top three opportunities cited were:

1. Pro bono clinics (36% yes, 27% maybe)
2. Family law training (32% yes, 20% maybe)
3. Landlord/tenant training (32% yes, 26% maybe)

Other areas cited included estate planning, elder law, and disability law.

The issues posing the most constraints to providing pro bono work included “time allocation” (64%) and “financial restraints” (33%).

IX. ROAD SHOW (p. 24)
- Forty‐seven‐percent of respondents have attended a Road Show. The most frequently cited reason for not attending was not being aware of program.

X. VALUE FOR DUES DOLLAR (p. 25)
- Fifty percent of respondents pay their own dues; 46% have their dues paid by employer.
- On a scale of 1‐5 (5 being the highest), respondents rated the value they received for their dues dollar at 3.48, down from 3.73 in 2010.

XI. COMMUNICATIONS (p. 26)
- As in 2010, email updates and The Montana Lawyer magazine were rated the most effective means of communication with members by a large margin over other methods.
- Thirty‐eight percent of respondents receive the majority of their information about the State Bar from The Montana Lawyer magazine, down from 49% in 2010. Another 39% receive the majority from email notices, a large jump from 18% in 2010.

XII. WEBSITE (p. 29)
- Most frequently utilized areas of the website are the CLE calendar, rules, and classified ads.
- The areas of the website with the lowest awareness levels are legal research (48% unaware) and local bar newsletters (45% unaware).

XIII. SOCIAL NETWORKING (p. 30)
- Sixty‐two percent of respondents participate in social networking sites, up from 50% in 2010.
- Facebook is used professionally by 17% of respondents.
- Twitter is used professionally by 33% of respondents.
- LinkedIn is the social media platform most frequently utilized for professional purposes (93%).

XIV. THE MONTANA LAWYER MAGAZINE (p. 31)
- Seventy‐three percent of respondents frequently read the print version of the publication, down from 82% in 2010 and 19% occasionally read the print version, up from 14% in 2010.
- Four percent frequently read the publication online, the same percentage as in 2010. Fourteen percent occasionally read the online version, up from 11% in 2010.
- Eighty‐four percent prefer the print version, down from 90% in 2010. Most frequently cited reasons were “I like to have a hard copy.” (57%) and “I was not aware of the online version.” (26%).
The items rated most beneficial in the magazine included:

1. Substantive law articles
2. State Bar news
3. Upcoming events including CLE
4. Practice updates

DIGITAL DELIVERY
- Fifty-three percent of respondents would prefer to receive State Bar publications (legal manuals and CLE materials) digitally, up from 47% in 2010. The preferred method of delivery is downloadable materials from website (74%).

XV. STATE BAR STAFF (p. 35)
- Seventy-eight percent of respondents indicated they had contact State Bar staff within the past year.
- They rated their satisfaction with their interactions with staff at 4.59 (on a scale of 1-5 with 5 being the highest).

XVI. YOUR CONCERNS (p. 36)
- Thirty-seven percent of respondents indicated they were satisfied in the professional life (38% in 2010). Thirty-three percent indicated the practice becomes more rewarding as time passes, up from 30% in 2010. Fourteen percent indicated it becomes less rewarding, down from 19% in 2010.
- Ninety-one percent indicated they were adapting well to the increased prevalence of technology in the practice of law.
- Forty percent of respondents sometimes examine metadata in materials receive if relevant and 38% never examine metadata. Twelve percent are not familiar with metadata.

Respondents were asked to indicate their level of concern (on a scale of 1-5 with 5 being the highest level of concern) with several issues and their impact on the profession and their practice. The issues rated highest include:

1. Lack of public understanding and confidence in the judicial system – 4.09 (3.99 in 2010)
2. Public perception of the profession – 3.84 (3.69 in 2010)
3. Availability of legal services to Montana’s low-income population – 3.71 (3.54 in 2010)
4. Increased client expectations about value of services rendered – 3.05 (2.88 in 2010)

Respondents were asked to indicate their level of concern (on a scale of 1-5 with 5 being the highest level of concern) with several issues and their impact on them and their practice. The issues rated highest include:

1. Keeping current in the law – 3.94 (3.95 in 2010)
2. Balancing work and personal life/family – 3.92 (3.86 in 2010)
3. Earning a living – 3.76 (3.73 in 2010)
4. Providing good service to my clients with limited time – 3.53 (3.49 in 2010)
5. Keeping up with and using technology – 3.48 (3.59 in 2010)
I. DEMOGRAPHICS

1. How long have you been a member of the State Bar of Montana?

   **Length of bar membership**

   - Less than one year: 11%
   - 1-5 years: 24%
   - 6-10 years: 13%
   - 11-15 years: 11%
   - 16-20 years: 8%
   - 21-30 years: 19%
   - 31+ years: 13%

2. Where is your office located?

   **Office location**

   - In the state of Montana: 88%
   - In a state other than Montana: 12%

3. Please indicate the size of the city where your office is located:

   **Size of city where office located**

   - Under 1,000: 2%
   - 1,000 - 4,999: 10%
   - 5,000 - 9,999: 4%
   - 10,000 - 29,999: 9%
   - 30,000 - 59,999: 31%
   - Above 60,000: 44%
4. Please indicate your gender:

- Male: 50%
- Female: 48%
- Prefer not to answer: 2%

5. What is your current age?

- Under 30: 11%
- 31-40: 30%
- 41-50: 17%
- 51-60: 24%
- 61-70: 16%
- Over 70: 2%

6. What is your race?

- White: 91%
- American Indian or Alaska Native: 2%
- Hispanic or Latino: 1%
- Two or more races: 1%
- Black or African American: 0%
- Native Hawaiian or Pacific Islander: 0%
- Asian: 0%
II. CURRENT POSITION AND PRACTICE SETTING

7. Which of the following BEST describes your current employment setting?

<table>
<thead>
<tr>
<th>Employment Setting</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Private practice of law</td>
<td>57%</td>
</tr>
<tr>
<td>Government</td>
<td>22%</td>
</tr>
<tr>
<td>Non-profit organization</td>
<td>6%</td>
</tr>
<tr>
<td>Judiciary</td>
<td>5%</td>
</tr>
<tr>
<td>Other</td>
<td>4%</td>
</tr>
<tr>
<td>For-profit corporation or business (in-house counsel)</td>
<td>2%</td>
</tr>
<tr>
<td>Retired</td>
<td>2%</td>
</tr>
<tr>
<td>Law school</td>
<td>1%</td>
</tr>
<tr>
<td>Currently unemployed</td>
<td>1%</td>
</tr>
<tr>
<td>For-profit corporation or business (non-legal)</td>
<td>1%</td>
</tr>
</tbody>
</table>

8. Which of the following BEST describes your current position in private practice?

<table>
<thead>
<tr>
<th>Employment position</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Partner or shareholder in firm</td>
<td>31%</td>
</tr>
<tr>
<td>Sole practitioner alone</td>
<td>29%</td>
</tr>
<tr>
<td>Associate in firm</td>
<td>27%</td>
</tr>
<tr>
<td>Sole practitioner sharing office space with other lawyers</td>
<td>7%</td>
</tr>
<tr>
<td>Other salaried employee in law firm</td>
<td>3%</td>
</tr>
<tr>
<td>Other</td>
<td>3%</td>
</tr>
</tbody>
</table>

9. What is the size of your firm?

- Solo practice: 36%
- 2-5 attorneys: 26%
- 6-10 attorneys: 14%
- 11-20 attorneys: 9%
- 20+ attorneys: 16%
III. ECONOMICS OF LAW

10. Please identify from the list below those substantive fields to which you devote 20% or more of your time. Please check all that apply.

<table>
<thead>
<tr>
<th>Substantive field</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Litigation</td>
<td>30%</td>
</tr>
<tr>
<td>Family law, divorce, adoptions, mental health and juvenile</td>
<td>25%</td>
</tr>
<tr>
<td>Criminal law</td>
<td>23%</td>
</tr>
<tr>
<td>Administrative law and governmental agency matters</td>
<td>21%</td>
</tr>
<tr>
<td>Estate planning, probate and trusts</td>
<td>19%</td>
</tr>
<tr>
<td>Business law and corporate law</td>
<td>18%</td>
</tr>
<tr>
<td>Torts</td>
<td>15%</td>
</tr>
<tr>
<td>Real estate: commercial and development</td>
<td>13%</td>
</tr>
<tr>
<td>Labor and employment law</td>
<td>12%</td>
</tr>
<tr>
<td>Insurance law</td>
<td>10%</td>
</tr>
<tr>
<td>Commercial law and contracts for corporate transactions</td>
<td>9%</td>
</tr>
<tr>
<td>Real estate: residential and residential landlord-tenant</td>
<td>8%</td>
</tr>
<tr>
<td>Commercial law</td>
<td>8%</td>
</tr>
<tr>
<td>Environmental and natural resources law</td>
<td>8%</td>
</tr>
<tr>
<td>Bankruptcy</td>
<td>7%</td>
</tr>
<tr>
<td>Constitutional law</td>
<td>6%</td>
</tr>
<tr>
<td>Appellate law</td>
<td>6%</td>
</tr>
<tr>
<td>Alternative dispute resolution</td>
<td>6%</td>
</tr>
<tr>
<td>Taxation</td>
<td>6%</td>
</tr>
<tr>
<td>Elder law</td>
<td>6%</td>
</tr>
<tr>
<td>Native American/Indian law</td>
<td>6%</td>
</tr>
<tr>
<td>Construction law</td>
<td>5%</td>
</tr>
<tr>
<td>Civil rights and liberties</td>
<td>5%</td>
</tr>
<tr>
<td>Health law</td>
<td>5%</td>
</tr>
<tr>
<td>Public contracts law: procurement</td>
<td>5%</td>
</tr>
<tr>
<td>Consumer law/consumer protection</td>
<td>4%</td>
</tr>
<tr>
<td>Land use planning and zoning law</td>
<td>4%</td>
</tr>
<tr>
<td>Banking</td>
<td>4%</td>
</tr>
<tr>
<td>Education law</td>
<td>4%</td>
</tr>
<tr>
<td>Water law</td>
<td>4%</td>
</tr>
<tr>
<td>Intellectual property</td>
<td>3%</td>
</tr>
<tr>
<td>Workers' compensation</td>
<td>2%</td>
</tr>
<tr>
<td>Housing law</td>
<td>2%</td>
</tr>
<tr>
<td>Ethics</td>
<td>2%</td>
</tr>
<tr>
<td>Social Security Disability law</td>
<td>1%</td>
</tr>
<tr>
<td>Public utilities and other regulated industries</td>
<td>1%</td>
</tr>
<tr>
<td>Immigration law</td>
<td>1%</td>
</tr>
<tr>
<td>Pensions and employee benefits</td>
<td>1%</td>
</tr>
</tbody>
</table>
11. How many hours per week do you devote to the practice of law?

<table>
<thead>
<tr>
<th>Hours worked per week 2010-2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 30</td>
</tr>
<tr>
<td>30 - 40</td>
</tr>
<tr>
<td>41 - 50</td>
</tr>
<tr>
<td>51 - 60</td>
</tr>
<tr>
<td>61 - 70</td>
</tr>
<tr>
<td>More than 70</td>
</tr>
</tbody>
</table>

12. What is the primary source of your legal income?\(^1\)

<table>
<thead>
<tr>
<th>Primary source of legal income 2010-2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hourly rate</td>
</tr>
<tr>
<td>Salary paid by government agency, business or other institution</td>
</tr>
<tr>
<td>Fixed rate for services</td>
</tr>
<tr>
<td>Contingency</td>
</tr>
<tr>
<td>Fixed salary paid by firm</td>
</tr>
<tr>
<td>Other:</td>
</tr>
</tbody>
</table>

\(^1\) “Fixed salary paid by firm” was not included as a multiple-choice option in the 2010 survey.
13. If you charge an hourly rate, what is the typical rate?

**Average hourly rate 2010-2014**

<table>
<thead>
<tr>
<th>Hourly Rate</th>
<th>2010</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than $80</td>
<td>6%</td>
<td>9%</td>
</tr>
<tr>
<td>$80 - $100</td>
<td>4%</td>
<td>4%</td>
</tr>
<tr>
<td>$101 - $150</td>
<td></td>
<td>20%</td>
</tr>
<tr>
<td>$151 - $200</td>
<td>31%</td>
<td>35%</td>
</tr>
<tr>
<td>$201 - $250</td>
<td>15%</td>
<td>23%</td>
</tr>
<tr>
<td>More than $250</td>
<td>7%</td>
<td>9%</td>
</tr>
</tbody>
</table>

14. What was your approximate gross salary in 2013 from the practice of law?

**Gross salary 2009-2013**

<table>
<thead>
<tr>
<th>Salary Range</th>
<th>2009</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than $30,000</td>
<td>13%</td>
<td>15%</td>
</tr>
<tr>
<td>$30,001 - $50,000</td>
<td>18%</td>
<td>18%</td>
</tr>
<tr>
<td>$50,001 - $70,000</td>
<td>20%</td>
<td>22%</td>
</tr>
<tr>
<td>$70,001 - $100,000</td>
<td>19%</td>
<td>22%</td>
</tr>
<tr>
<td>$100,001 - $150,000</td>
<td>12%</td>
<td>14%</td>
</tr>
<tr>
<td>$150,001 - $250,000</td>
<td>8%</td>
<td>7%</td>
</tr>
<tr>
<td>More than $250,000</td>
<td>4%</td>
<td>4%</td>
</tr>
</tbody>
</table>
15. Compared to last year, on the whole, are the economic circumstances of your law practice:

**Economic circumstances of law practice 2010-2014**

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Much better</td>
<td>3%</td>
<td>4%</td>
</tr>
<tr>
<td>Better</td>
<td>20%</td>
<td>28%</td>
</tr>
<tr>
<td>No change</td>
<td>54%</td>
<td>52%</td>
</tr>
<tr>
<td>Worse</td>
<td>19%</td>
<td>15%</td>
</tr>
<tr>
<td>Much worse</td>
<td>3%</td>
<td>2%</td>
</tr>
</tbody>
</table>

2010 Mean: 3.01  
2014 Mean: 3.16

16. Are you covered by professional liability insurance?  

2010 – 69%  
2014 – 72%
IV. BENEFITS AND SERVICES

17. Please rate on a scale of 1-5 (5 is highest rating; 1 is lowest) how important you believe the following activities of the State Bar are. Also indicate how successful the State Bar has been in providing each.

IMPORTANCE - 2014

<table>
<thead>
<tr>
<th>Statement</th>
<th>5 – Extremely important</th>
<th>4</th>
<th>3</th>
<th>2</th>
<th>1 – Extremely unimportant</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fosters a positive reputation for the profession</td>
<td>44%</td>
<td>38%</td>
<td>11%</td>
<td>3%</td>
<td>3%</td>
<td>4.18</td>
</tr>
<tr>
<td>Provides me with information on my area of practice – keeping me current</td>
<td>33%</td>
<td>37%</td>
<td>19%</td>
<td>9%</td>
<td>3%</td>
<td>3.89</td>
</tr>
<tr>
<td>Develops positive relationships between the bench and the bar</td>
<td>30%</td>
<td>41%</td>
<td>20%</td>
<td>7%</td>
<td>3%</td>
<td>3.88</td>
</tr>
<tr>
<td>Provides support for pro bono and legal services to the poor</td>
<td>32%</td>
<td>36%</td>
<td>20%</td>
<td>7%</td>
<td>4%</td>
<td>3.84</td>
</tr>
<tr>
<td>Provides me with networking opportunities</td>
<td>19%</td>
<td>35%</td>
<td>30%</td>
<td>10%</td>
<td>6%</td>
<td>3.51</td>
</tr>
<tr>
<td>Assists me with career development</td>
<td>19%</td>
<td>31%</td>
<td>27%</td>
<td>13%</td>
<td>10%</td>
<td>3.38</td>
</tr>
<tr>
<td>Provides me with services/benefits that save me time and money in my practice</td>
<td>16%</td>
<td>30%</td>
<td>32%</td>
<td>13%</td>
<td>8%</td>
<td>3.34</td>
</tr>
<tr>
<td>Provides me with an opportunity to serve as a leader</td>
<td>11%</td>
<td>24%</td>
<td>34%</td>
<td>18%</td>
<td>14%</td>
<td>2.99</td>
</tr>
</tbody>
</table>

Comparision of importance ratings 2010-2014

Mean based on a scale of 1-5 (5-extremely important to 1-extremely unimportant)
### SUCCESS - 2014

**Statement** | 5 – Extremely successful | 4 | 3 | 2 | 1 – Extremely unsuccessful | Mean
--- | --- | --- | --- | --- | --- | ---
Fosters a positive reputation for the profession | 20% | 40% | 30% | 7% | 3% | 3.65
Provides support for pro bono and legal services to the poor | 14% | 39% | 34% | 9% | 4% | 3.50
Develops positive relationships between the bench and bar | 16% | 35% | 37% | 9% | 3% | 3.50
Provides me with information on my area of practice – keeping me current | 13% | 30% | 33% | 17% | 7% | 3.25
Provides me with networking opportunities | 8% | 30% | 43% | 14% | 6% | 3.21
Provides me with an opportunity to serve as a leader | 13% | 22% | 44% | 14% | 7% | 3.20
Assists me with career development | 6% | 22% | 44% | 20% | 9% | 2.97
Provides me with services/benefits that save me time and money in my practice | 4% | 17% | 46% | 23% | 10% | 2.83

### Comparision of success of bar providing ratings 2010-2014

<table>
<thead>
<tr>
<th>Statement</th>
<th>2010</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fosters a positive reputation for the profession</td>
<td>3.48</td>
<td>3.65</td>
</tr>
<tr>
<td>Provides support for pro bono and legal services to the poor</td>
<td>3.43</td>
<td>3.5</td>
</tr>
<tr>
<td>Develops positive relationships between the bench and bar</td>
<td>3.33</td>
<td>3.5</td>
</tr>
<tr>
<td>Provides me with information on my area of practice – keeping me current</td>
<td>3.05</td>
<td>3.25</td>
</tr>
<tr>
<td>Provides me with networking opportunities</td>
<td>3.02</td>
<td>3.21</td>
</tr>
<tr>
<td>Provides me with an opportunity to serve as a leader</td>
<td>2.97</td>
<td>3.2</td>
</tr>
<tr>
<td>Assists me with career development</td>
<td>2.81</td>
<td>2.97</td>
</tr>
<tr>
<td>Provides me with services/benefits that save me time and money in my practice</td>
<td>2.76</td>
<td>2.83</td>
</tr>
</tbody>
</table>
Comparison of importance ratings vs. success of bar in providing ratings for 2014:

Comparison of means for importance and success of bar in providing 2014

- Provides me with services/benefits that save me time and money in my practice: Importance 2.83, Success 2.99
- Assists me with career development: Importance 2.97, Success 3.38
- Provides me with an opportunity to serve as a leader: Importance 3.2, Success 3.51
- Provides me with networking opportunities: Importance 3.21, Success 3.34
- Provides me with information on my area of practice – keeping me current: Importance 3.25, Success 3.88
- Develops positive relationships between the bench and bar: Importance 3.5, Success 3.89
- Provides support for pro bono and legal services to the poor: Importance 3.5, Success 3.84
- Fosters a positive reputation for the profession: Importance 3.65, Success 4.18

Legend:
- Red: Success
- Blue: Importance
18. Please indicate your awareness, utilization, and satisfaction (if applicable with the following State Bar benefits and services.)

<table>
<thead>
<tr>
<th>Service/Benefit</th>
<th>Satisfaction</th>
<th>Awareness</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>5 – Extremely satisfied</td>
<td>4</td>
</tr>
<tr>
<td>Lawyer Directory and Deskbook</td>
<td>45%</td>
<td>43%</td>
</tr>
<tr>
<td>CLE</td>
<td>31%</td>
<td>48%</td>
</tr>
<tr>
<td><em>The Montana Lawyer</em> magazine</td>
<td>27%</td>
<td>53%</td>
</tr>
<tr>
<td>Lawyer Assistance Program</td>
<td>37%</td>
<td>33%</td>
</tr>
<tr>
<td>Ethics hotline</td>
<td>41%</td>
<td>29%</td>
</tr>
<tr>
<td>New Lawyers’ workshop</td>
<td>33%</td>
<td>41%</td>
</tr>
<tr>
<td>Bar Web site</td>
<td>22%</td>
<td>54%</td>
</tr>
<tr>
<td>Fee arbitration</td>
<td>31%</td>
<td>38%</td>
</tr>
<tr>
<td>Section services/activities</td>
<td>18%</td>
<td>41%</td>
</tr>
<tr>
<td>Access to pro bono and public service activities</td>
<td>17%</td>
<td>42%</td>
</tr>
<tr>
<td>Lawyer referral and information service</td>
<td>21%</td>
<td>39%</td>
</tr>
<tr>
<td>State Bar-sponsored health plan</td>
<td>27%</td>
<td>27%</td>
</tr>
<tr>
<td>Discounts on products and services</td>
<td>18%</td>
<td>26%</td>
</tr>
</tbody>
</table>
19. Please enter any additional comments about the benefits/services of the State Bar:

SEE APPENDIX – PAGE 41

20. Please complete the following statements: I wish the bar would:

SEE APPENDIX – PAGE 44
V. ANNUAL MEETING

21. Have you ever attended the State Bar’s annual meeting?
Fifty-four percent responded answered “Yes” in both 2010 and 2014.

22. If not, why?

Other reasons (26%):
- New member (23)
- Not relevant (10)
- Don’t see benefit/lack of interest (9)
- Other resources for professional development (5)
- Exclusivity – Seems exclusive (2)
- No opportunity (2)
- Employer restriction – Not approved by employer to attend.
VI. LAWYER REFERRAL SERVICE AND MODEST MEANS

23. Have you participated in the State Bar’s Lawyer Referral Service?

<table>
<thead>
<tr>
<th>Participate in lawyer referral service</th>
<th>2010</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>7%</td>
<td>9%</td>
</tr>
<tr>
<td>No, have never participated</td>
<td>78%</td>
<td>76%</td>
</tr>
<tr>
<td>No, not currently, but have participated in the past</td>
<td>15%</td>
<td>14%</td>
</tr>
</tbody>
</table>

24. If you do not participate in the Lawyer Referral Service, why not?

<table>
<thead>
<tr>
<th>Reasons for not participating in Lawyer Referral Service</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>It’s not applicable to my work</td>
<td>47%</td>
</tr>
<tr>
<td>Concern that the referrals are primarily pro bono</td>
<td>10%</td>
</tr>
<tr>
<td>I have philosophical differences with the program</td>
<td>1%</td>
</tr>
<tr>
<td>Application cost</td>
<td>4%</td>
</tr>
<tr>
<td>Already too busy - don’t need the additional business</td>
<td>25%</td>
</tr>
<tr>
<td>Retired or semi-retired</td>
<td>2%</td>
</tr>
<tr>
<td>Located out of state</td>
<td>7%</td>
</tr>
<tr>
<td>Don’t carry liability insurance</td>
<td>7%</td>
</tr>
<tr>
<td>Unaware of Lawyer Referral Service</td>
<td>7%</td>
</tr>
</tbody>
</table>

Other reasons:
- Low-quality or low-yield referrals (11) - Referrals are pro bono or not profitable.
- Do volunteer or pro bono work elsewhere (9)
- Not applicable to status or practice (11) – Inactive, government attorneys, judiciary, etc.
- New lawyer or member (5)
- Not needed (3)
- Employer-based decision to participate (2)
- Conflicts of interest (2)

25. Please rate your level of satisfaction with the Lawyer Referral Service from 1-5 (5 is the highest level of satisfaction; 1 is the lowest).

   2010 mean satisfaction level: 3.25
   2014 mean satisfaction level: 3.51

26. Do you participate in the State Bar’s Modest Means program?

<table>
<thead>
<tr>
<th>Participate in Modest Means program</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>9%</td>
</tr>
<tr>
<td>No, have never participated</td>
<td>84%</td>
</tr>
<tr>
<td>No, not currently, but have participated in the past</td>
<td>7%</td>
</tr>
</tbody>
</table>
VII. CLE

27. How many live state-bar sponsored CLE programs did you attend in person in the past year?

Number of live state-bar sponsored CLE programs attended 2010-2014

- None: 26% (2010), 31% (2014)
- 1-3: 69% (2010), 63% (2014)
- 4-7: 4% (2010), 5% (2014)
- More than 7: 1% (2010), 1% (2014)

28. How many online, telephone, webinar or videoconference state-bar sponsored CLE programs did you participate in last year?

Number of online, telephone or webinar state-bar sponsored CLE programs attended 2010-2014

- None: 77% (2010), 64% (2014)
- 1-3: 22% (2010), 32% (2014)
- 4-7: 1% (2010), 3% (2014)
- More than 7: 0% (2010), 1% (2014)
29. Do you prefer to obtain CLE credits through online presentations or at live seminars?

![Graph showing the preference between live seminars and online/other for the years 2010 to 2014.]

30. If you did not participate in a State Bar CLE program (either in person or online) in the past year, what primary factors prevented your participation?

<table>
<thead>
<tr>
<th>Reasons for not participating in state bar CLE</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Obtained all CLE credits from other sources</td>
<td>60%</td>
</tr>
<tr>
<td>Fees</td>
<td>17%</td>
</tr>
<tr>
<td>Program topic</td>
<td>14%</td>
</tr>
<tr>
<td>Quality of faculty</td>
<td>6%</td>
</tr>
<tr>
<td>Time away from office to attend</td>
<td>13%</td>
</tr>
<tr>
<td>Location</td>
<td>13%</td>
</tr>
<tr>
<td>Scheduling conflicts</td>
<td>8%</td>
</tr>
<tr>
<td>Practice out of state</td>
<td>21%</td>
</tr>
</tbody>
</table>
VIII. PRO BONO OPPORTUNITIES

31. In which of the following pro bono opportunities available through the State Bar would you be inclined to participate?

<table>
<thead>
<tr>
<th>Pro Bono Opportunity</th>
<th>Yes</th>
<th>No</th>
<th>Maybe</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pro bono clinics</td>
<td>36%</td>
<td>37%</td>
<td>27%</td>
</tr>
<tr>
<td>Family law training</td>
<td>32%</td>
<td>48%</td>
<td>20%</td>
</tr>
<tr>
<td>Landlord/tenant training</td>
<td>32%</td>
<td>43%</td>
<td>26%</td>
</tr>
<tr>
<td>Consumer issues</td>
<td>23%</td>
<td>48%</td>
<td>30%</td>
</tr>
<tr>
<td>Bankruptcy</td>
<td>16%</td>
<td>65%</td>
<td>18%</td>
</tr>
</tbody>
</table>

32. In what other areas would you like to see the State Bar offer pro bono opportunities?
- Estate planning (10)
- Elder law (9)
- Disability law/SSI (3)
- Indian Law (3)
- Nonprofit organizations (3)
- Adoptions (2)
- Small business development (2)
- Veterans’ issues (2)
- Affordable Care Act
- Orders of protection assistance
- Civil law training
- Commercial transactions
- Consumer-related issues
- Criminal law
- End of life planning
- Evictions
- Expungement of criminal records
- Oil boom issues
- Mediation
- Family law
- Tax

33. Which, if any, of the following issues pose special constraints to your practice in pro bono work:

<table>
<thead>
<tr>
<th>Restrictions to pro bono work</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Restrictions imposed by government agency employment rule</td>
<td>20%</td>
</tr>
<tr>
<td>Professional liability insurance</td>
<td>15%</td>
</tr>
<tr>
<td>Training needs</td>
<td>21%</td>
</tr>
<tr>
<td>Time allocation</td>
<td>64%</td>
</tr>
<tr>
<td>Financial restraints</td>
<td>33%</td>
</tr>
<tr>
<td>Lack of opportunities to provide pro bono work in my area of practice</td>
<td>18%</td>
</tr>
</tbody>
</table>
IX. ROAD SHOW

34. Have you attended the State Bar’s Road Show?
47% - Yes

35. If not, why?
- Unaware (84)
- Reside out-of-state (28)
- Schedule conflicts (17)
- Time constraints (16)
- No interest (15)
- Not applicable or relevant to practice (13)
- Location (other than out-of state) (9)
- New lawyer (8)
- Cost (2)
X. VALUE FOR DUES DOLLAR

36. Who pays your annual dues?

37. Taking into account the array of public and professional services that the State Bar provides, how satisfied are you with the value you receive for your dues dollar (5 is highest level of satisfaction; 1 is lowest)?

2010 Mean: 3.73
2014 Mean: 3.48
XI. COMMUNICATIONS

38. What is the most effective way to share information with you about State Bar programs, services and events that you may be interested in?

2014

<table>
<thead>
<tr>
<th>Communication Method</th>
<th>Very Effective</th>
<th>Somewhat Effective</th>
<th>Neither Effective nor Ineffective</th>
<th>Somewhat Ineffective</th>
<th>Very Ineffective</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Email updates (Bar Brief, Tech Briefs, etc.)</td>
<td>62%</td>
<td>31%</td>
<td>5%</td>
<td>1%</td>
<td>1%</td>
<td>4.53</td>
</tr>
<tr>
<td>The Montana Lawyer magazine</td>
<td>45%</td>
<td>42%</td>
<td>8%</td>
<td>4%</td>
<td>.4%</td>
<td>4.28</td>
</tr>
<tr>
<td>Website</td>
<td>35%</td>
<td>48%</td>
<td>17%</td>
<td>7%</td>
<td>2%</td>
<td>3.88</td>
</tr>
<tr>
<td>Personal contact from a colleague</td>
<td>26%</td>
<td>35%</td>
<td>30%</td>
<td>4%</td>
<td>5%</td>
<td>3.73</td>
</tr>
<tr>
<td>Letter, postcard by regular mail</td>
<td>23%</td>
<td>37%</td>
<td>21%</td>
<td>13%</td>
<td>5%</td>
<td>3.60</td>
</tr>
<tr>
<td>Section or committee communications</td>
<td>15%</td>
<td>38%</td>
<td>30%</td>
<td>11%</td>
<td>7%</td>
<td>3.45</td>
</tr>
<tr>
<td>Social networking site (Facebook)</td>
<td>6%</td>
<td>19%</td>
<td>32%</td>
<td>19%</td>
<td>24%</td>
<td>2.64</td>
</tr>
</tbody>
</table>

Comparison of means (2010-2014)

Comparison of means for effective communications methods
2010-2014

- **Email updates**: Mean 4.51 (2010), Mean 4.53 (2014)
- **The Montana Lawyer magazine**: Mean 4.28 (2010), Mean 4.28 (2014)
- **Letter, postcard by regular mail**: Mean 3.75 (2010), Mean 3.60 (2014)
- **Web site**: Mean 3.74 (2010), Mean 3.88 (2014)
- **Personal contact from a colleague**: Mean 3.56 (2010), Mean 3.73 (2014)
- **Section or committee communications**: Mean 3.13 (2010), Mean 3.45 (2014)
- **Social networking site (Facebook)**: Mean 2.13 (2010), Mean 2.64 (2014)
39. How do you receive the majority of your information about State Bar resources and services?

<table>
<thead>
<tr>
<th>Method of Receiving Communications</th>
<th>2010</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Montana Lawyer magazine</td>
<td>1%</td>
<td>1%</td>
</tr>
<tr>
<td>By calling the State Bar office</td>
<td>22%</td>
<td>23%</td>
</tr>
<tr>
<td>Website (<a href="http://www.montanabar.org">www.montanabar.org</a>)</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Mailings</td>
<td>10%</td>
<td>7%</td>
</tr>
<tr>
<td>Email notices</td>
<td>18%</td>
<td>18%</td>
</tr>
<tr>
<td>Social media</td>
<td>0%</td>
<td>0%</td>
</tr>
</tbody>
</table>

Reasons that communications method is a somewhat or very ineffective way to share information:

**Email updates**
- Too many emails in a day to read these. (3)
- They go into spam folder and are immediately trashed. (2)
- I tend to locate information on my own.
- Often delete without reading if busy.

**Website**
- Don’t access often or at all (24) – Reasons include not thinking about it, no time, etc.
- Navigation is difficult (6)
- Only access when need specific information (3)
- Outdated, needs updates (2)
- CLE is sometimes out-of-date
- Forget login and password

**The Montana Lawyer magazine**
- Not enough time to read (4)
- Don’t read (2)
- Don’t receive (2)
- Prefer paperless communications, more timely (2)
- Content – Editorial content is not great.

**Personal contact from a colleague**
- Seems inefficient and/or not practical (17)
- Have little or no contact with other attorneys (12)
- Too busy for interruptions (3)
Letters or postcards sent by regular mail
- Mail service is costly, waste of paper and postage (13)
- Prefer to receive communications digitally. Easier to read, organize (12)
- Mail clutter – get lost in shuffle of too much mail received (11)
- Timeliness – don’t read them in a timely manner or they are received late (5)
- Junk mail/trash – send all mail directly to trash; view as junk mail (9)

Section or committee communications
- Don’t belong to any sections or committees (36)
- Communications are very infrequent or nonexistent (14)

Social networking site
- Don’t participate in social networking (50)
- Only use social networking for personal use (14)
- Unaware of state bar social networking sites or activities (17)
XII. WEBSITE

40. Please indicate your awareness and utilization of the following features of the website.

<table>
<thead>
<tr>
<th>Website area</th>
<th>Aware, but have never visited</th>
<th>Aware, but rarely visit</th>
<th>Aware and visit often</th>
<th>Not aware</th>
</tr>
</thead>
<tbody>
<tr>
<td>CLE calendar</td>
<td>11%</td>
<td>48%</td>
<td>34%</td>
<td>7%</td>
</tr>
<tr>
<td>Rules</td>
<td>13%</td>
<td>50%</td>
<td>28%</td>
<td>9%</td>
</tr>
<tr>
<td>Classified ads</td>
<td>21%</td>
<td>45%</td>
<td>20%</td>
<td>14%</td>
</tr>
<tr>
<td>Ethics opinions</td>
<td>15%</td>
<td>51%</td>
<td>19%</td>
<td>15%</td>
</tr>
<tr>
<td>Bookstore</td>
<td>28%</td>
<td>45%</td>
<td>5%</td>
<td>23%</td>
</tr>
<tr>
<td>Bar section pages</td>
<td>20%</td>
<td>47%</td>
<td>8%</td>
<td>24%</td>
</tr>
<tr>
<td>Today’s Top Legal News articles</td>
<td>20%</td>
<td>42%</td>
<td>14%</td>
<td>24%</td>
</tr>
<tr>
<td>On-demand CLE</td>
<td>25%</td>
<td>42%</td>
<td>9%</td>
<td>24%</td>
</tr>
<tr>
<td>Local bar newsletters</td>
<td>18%</td>
<td>30%</td>
<td>7%</td>
<td>45%</td>
</tr>
<tr>
<td>Legal research</td>
<td>17%</td>
<td>28%</td>
<td>8%</td>
<td>48%</td>
</tr>
</tbody>
</table>
XIII. SOCIAL NETWORKING

41. Do you participate in any social networking sites?
2010 – 50% answered “yes”
2014 – 62% answered “yes”

42. Please indicate your reasons for participating in each of the following sites:

<table>
<thead>
<tr>
<th>Social Networking Site</th>
<th>Personal</th>
<th>Professional</th>
<th>Both</th>
</tr>
</thead>
<tbody>
<tr>
<td>Facebook</td>
<td>82%</td>
<td>2%</td>
<td>15%</td>
</tr>
<tr>
<td>LinkedIn</td>
<td>7%</td>
<td>79%</td>
<td>15%</td>
</tr>
<tr>
<td>Twitter</td>
<td>66%</td>
<td>16%</td>
<td>17%</td>
</tr>
</tbody>
</table>

Other:
- Instagram (5)
- Google+ (4)
- Blog
XIV. THE MONTANA LAWYER MAGAZINE

43. How often do you read the print and online versions of *The Montana Lawyer* magazine?

**Readership of the print version of The Montana Lawyer 2010-2014**

- **Frequently**: 82% (2010), 73% (2014)
- **Occasionally**: 14% (2010), 19% (2014)
- **Rarely**: 2% (2010), 5% (2014)
- **Never**: 2% (2010), 3% (2014)

**Readership of online version of The Montana Lawyer 2010-2014**

- **Frequently**: 4% (2010), 4% (2014)
- **Occasionally**: 11% (2010), 14% (2014)
- **Rarely**: 23% (2010), 22% (2014)
- **Never**: 62% (2010), 60% (2014)
44. Do you prefer to read the online or the print version of The Montana Lawyer?

![Print/online preference 2010-2014](image)

45. What prevents you from preferring the online version of The Montana Lawyer?

<table>
<thead>
<tr>
<th>Reasons for preferring hard copy</th>
<th>2010</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>I like to have a hard copy</td>
<td>64%</td>
<td>57%</td>
</tr>
<tr>
<td>I was not aware of the online version</td>
<td>23%</td>
<td>26%</td>
</tr>
<tr>
<td>Online version is too difficult to print</td>
<td>1%</td>
<td>n/a</td>
</tr>
<tr>
<td>I don’t like the options for digital</td>
<td>n/a</td>
<td>3%</td>
</tr>
<tr>
<td>Other, please specify:</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Other reasons:
- Spend too much time on computer. Nice to have break and look at paper occasionally. (13)
- Portability – easy to travel with, take anywhere (12)
- Hard copy is convenient/more obvious, delivered to me. Don’t think about reading unless I get hard copy. (6)
- Would prefer digital if emailed to me. Forget about it. (6)
- Poor internet connection (2)

46. Please indicate on a scale of 1-5 (with 5 being very beneficial and 1 being not at all beneficial) how beneficial you feel the following items/columns in The Montana Lawyer magazine are:

<table>
<thead>
<tr>
<th>The Montana Lawyer item</th>
<th>5 – Very beneficial</th>
<th>4</th>
<th>3</th>
<th>2</th>
<th>1 – Not at all beneficial</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Substantive law articles</td>
<td>47%</td>
<td>40%</td>
<td>11%</td>
<td>1%</td>
<td>0%</td>
<td>4.32</td>
</tr>
<tr>
<td>State Bar news</td>
<td>49%</td>
<td>35%</td>
<td>13%</td>
<td>2%</td>
<td>1%</td>
<td>4.30</td>
</tr>
<tr>
<td>Upcoming events including CLE</td>
<td>47%</td>
<td>39%</td>
<td>12%</td>
<td>2%</td>
<td>0%</td>
<td>4.30</td>
</tr>
<tr>
<td>Practice updates</td>
<td>35%</td>
<td>44%</td>
<td>18%</td>
<td>2%</td>
<td>1%</td>
<td>4.10</td>
</tr>
<tr>
<td>Section or committee news</td>
<td>25%</td>
<td>37%</td>
<td>29%</td>
<td>7%</td>
<td>2%</td>
<td>3.77</td>
</tr>
<tr>
<td>Classifieds</td>
<td>23%</td>
<td>32%</td>
<td>30%</td>
<td>11%</td>
<td>3%</td>
<td>3.62</td>
</tr>
<tr>
<td>Personal articles on members, judges</td>
<td>20%</td>
<td>37%</td>
<td>31%</td>
<td>10%</td>
<td>3%</td>
<td>3.61</td>
</tr>
<tr>
<td>President’s message</td>
<td>13%</td>
<td>32%</td>
<td>34%</td>
<td>15%</td>
<td>7%</td>
<td>3.28</td>
</tr>
</tbody>
</table>
47. What other topics would you like to see addressed in The Montana Lawyer? What suggestions do you have for improving the magazine?

- Digital – provide in an electronic format that is pushed-out (email notices) (6)
- Add color (4)
- Case law updates (3)
- Ethics (3)
- Indian Law (3)
- Judicial perspective, view from the bench (3)
- Improve layout and design (3)
- Practice-area specific articles (3)
- More items relating to access to justice and importance of pro bono (2)
- Bar member features (2)
- Grammar/writing tips (2)
- Legislative updates (2)
- Practice management tips (2)
- Local bar news (2)
- Paralegal articles (2)
- More section news (2)
- More substantive articles (2)
- Technology column (2)
- Delivery sooner
- Editing/proofing improvements
- Attorney fees
- Montana bar history
- Invite law school professors to contribute articles.
- New lawyers section
- Seek input from outside circles
- Discontinue President’s Message
- Planning for retirement
- Reviews of software, electronic aids
- Trial court case news
- Volunteer opportunities
- Work/life balance
48. Rather then receiving State Bar publications – like legal manuals and CLE materials – in printed form, would you prefer receiving them digitally (on CD, memory stick, or download from web)?

![Digital vs. print 2010-2014](image)

49. If you prefer digital, what delivery method do you prefer?

<table>
<thead>
<tr>
<th>Delivery method</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Download from website</td>
<td>73%</td>
</tr>
<tr>
<td>From your preferred mobile app store (Apple, Google Play, Amazon, etc.)</td>
<td>10%</td>
</tr>
<tr>
<td>Other</td>
<td>16%</td>
</tr>
</tbody>
</table>

**Other preferred methods:**
- Email with links if applicable (35)
- Flash or thumb drive (3)
- Dropbox
XV. STATE BAR STAFF

50. How often did you contact the State Bar staff within the last year?

<table>
<thead>
<tr>
<th>Staff contact</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Never</td>
<td>22%</td>
</tr>
<tr>
<td>Once or twice</td>
<td>54%</td>
</tr>
<tr>
<td>Three times or more</td>
<td>24%</td>
</tr>
</tbody>
</table>

51. How satisfied were you with your interaction with State Bar staff? Please rate on a scale of 1-5 with 5 being extremely satisfied and 1 being extremely unsatisfied.

2010 Satisfaction with bar staff mean: 4.54
2014 Satisfaction with bar staff mean: 4.59
XVI. YOUR CONCERNS

52. Has the practice of law become more or less rewarding or fulfilling to you personally over the years?

![Graph showing satisfaction with practice of law 2010-2014](image)

53. Are you adapting well to the increased prevalence of technology in the practice of law?

91% - Yes

54. If not, why not? What challenges are you facing as a result of the increased prevalence of technology?

- Too old-fashioned, I think! Plus, most of my technology uses are self-taught.
- I really don’t know much about computers and technology and I haven’t taken the time to catch up and learn.
- It’s less efficient because I’m doing more correspondence/pleadings myself instead of my secretary.
- I don’t like being tied to gadgets; I prefer to manage my own time as opposed to being constantly "on".
- Hard to find time to keep up with new technology.
- Marketing myself is more difficult because I do not use social media. Also I can do research with Westlaw but I do not know how to incorporate the result in a brief without dictating. I guess that since I have practiced for 30 years and started before the advent of computers that I have not had the time to learn how to use the new technologies.
- Too much of it too fast with expectations that I will keep up that I fear I cannot meet and possible mistakes and malpractice.
- Less tolerance for small offices.
- Overwhelming.
- Cost of upgrading technology. In addition, at this point, I do not utilize the technology available as a law clerk--since it is not applicable.
- Time! I avoid social media and yet I hear at CLEs that if I don’t utilize those, I could be guilty of malpractice.
- The e-filing requirements of the court systems can be difficult to use if you are not set up properly. I believe it has created court systems only for the elite or those firms with substantial resources.
- No time to do the research, billable time issues and client demands.
• The learning curve for software.
• IT staff always want to change things to justify themselves, never asking what I want.
• Keeping hardware and software current.
• I feel like it causes an enormous additional expenditure of time, in learning the technology plus the added layers of stuff.
• Taking the time to learn and then utilize/practice.
• Need to get trained more, but no time.
• Uncomfortable with technology. Didn't go to law school to engage in a game of "who knows the technology better."
• I am not involved in much litigation, but e discovery is intimidating.
• Finding time to focus on learning about what is available through technology and how to use it.
• Lack education in the area.
• I am adapting but slowly; hard to get up to speed on new programs while practicing at the same time.
• It moves so fast. Just when you think you have learned a process it changes. When you do figure something out or get where you wanted to go you can't figure out what you did right.

55. Do you attempt to examine metadata in materials received from any source?

<table>
<thead>
<tr>
<th>Response</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sometimes, if I think it's relevant</td>
<td>40%</td>
</tr>
<tr>
<td>Never</td>
<td>38%</td>
</tr>
<tr>
<td>What is metadata?</td>
<td>12%</td>
</tr>
<tr>
<td>Only if I can get help from support staff</td>
<td>5%</td>
</tr>
<tr>
<td>Always</td>
<td>4%</td>
</tr>
</tbody>
</table>

56. How concerned are you about the following issues and their impact on the profession and your practice? Please rate on a scale of 1-5 with 5=very concerned and 1=not at all concerned.

<table>
<thead>
<tr>
<th>2014</th>
<th>5 - Very Concerned</th>
<th>4</th>
<th>3</th>
<th>2</th>
<th>1 - Not at all concerned</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lack of public understanding and confidence in the judicial system</td>
<td>41%</td>
<td>36%</td>
<td>16%</td>
<td>4%</td>
<td>3%</td>
<td>4.09</td>
</tr>
<tr>
<td>Public perception of the profession</td>
<td>30%</td>
<td>38%</td>
<td>22%</td>
<td>5%</td>
<td>5%</td>
<td>3.84</td>
</tr>
<tr>
<td>Availability of legal services to Montana's low-income population</td>
<td>31%</td>
<td>28%</td>
<td>27%</td>
<td>9%</td>
<td>6%</td>
<td>3.71</td>
</tr>
<tr>
<td>Increased client expectations about value of services rendered</td>
<td>13%</td>
<td>25%</td>
<td>32%</td>
<td>15%</td>
<td>15%</td>
<td>3.05</td>
</tr>
<tr>
<td>Increased competition due to globalization of the practice and legal outsourcing</td>
<td>9%</td>
<td>19%</td>
<td>31%</td>
<td>21%</td>
<td>20%</td>
<td>2.77</td>
</tr>
<tr>
<td>Increased competition due to the availability of online legal information and do-it-yourself tools</td>
<td>11%</td>
<td>18%</td>
<td>26%</td>
<td>23%</td>
<td>21%</td>
<td>2.75</td>
</tr>
</tbody>
</table>
Comparison of mean for concern about issues and impact on profession 2010-2014

- Public perception of the profession: 3.69 (2010) to 3.84 (2014)
- Availability of legal services to Montana’s low-income population: 3.54 (2010) to 3.71 (2014)
- Increased client expectations about value of services rendered: 2.88 (2010) to 3.05 (2014)
- Increased competition due to globalization of the practice and legal outsourcing: 2.54 (2010) to 2.77 (2014)
- Increased competition due to the availability of online legal information and do-it-yourself tools: 2.54 (2010) to 2.75 (2014)

Comparison is done on a scale from 1 to 5, with 1 being the lowest and 5 being the highest concern.

Issues and impact on profession 2010-2014
57. How concerned are you about the following issues and their impact on you and your law practice? Please rate on a scale of 1-5 with 5=very concerned and 1=not at all concerned.

### 2014

<table>
<thead>
<tr>
<th>Issue</th>
<th>5 - Very concerned</th>
<th>4</th>
<th>3</th>
<th>2</th>
<th>1 - Not at all concerned</th>
<th>Does not apply to me or my practice</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Keeping current in the law</td>
<td>35%</td>
<td>38%</td>
<td>19%</td>
<td>4%</td>
<td>2%</td>
<td>2%</td>
<td>3.94</td>
</tr>
<tr>
<td>Balancing work and personal life/family</td>
<td>43%</td>
<td>26%</td>
<td>19%</td>
<td>5%</td>
<td>4%</td>
<td>2%</td>
<td>3.92</td>
</tr>
<tr>
<td>Earning a living</td>
<td>36%</td>
<td>31%</td>
<td>18%</td>
<td>6%</td>
<td>5%</td>
<td>4%</td>
<td>3.76</td>
</tr>
<tr>
<td>Providing good service to my clients with limited time</td>
<td>34%</td>
<td>31%</td>
<td>14%</td>
<td>7%</td>
<td>3%</td>
<td>11%</td>
<td>3.53</td>
</tr>
<tr>
<td>Keeping up with and using technology</td>
<td>21%</td>
<td>35%</td>
<td>25%</td>
<td>10%</td>
<td>7%</td>
<td>2%</td>
<td>3.48</td>
</tr>
<tr>
<td>Relationships with colleagues</td>
<td>17%</td>
<td>38%</td>
<td>27%</td>
<td>8%</td>
<td>7%</td>
<td>3%</td>
<td>3.42</td>
</tr>
<tr>
<td>Career development</td>
<td>17%</td>
<td>33%</td>
<td>25%</td>
<td>9%</td>
<td>8%</td>
<td>7%</td>
<td>3.20</td>
</tr>
<tr>
<td>Job security</td>
<td>18%</td>
<td>34%</td>
<td>22%</td>
<td>13%</td>
<td>15%</td>
<td>8%</td>
<td>2.94</td>
</tr>
<tr>
<td>Finding and keeping good staff</td>
<td>18%</td>
<td>24%</td>
<td>20%</td>
<td>9%</td>
<td>9%</td>
<td>20%</td>
<td>2.75</td>
</tr>
<tr>
<td>The availability of mentoring/training</td>
<td>15%</td>
<td>19%</td>
<td>25%</td>
<td>14%</td>
<td>18%</td>
<td>8%</td>
<td>2.75</td>
</tr>
<tr>
<td>Managing the business aspects of my practice</td>
<td>13%</td>
<td>26%</td>
<td>19%</td>
<td>8%</td>
<td>8%</td>
<td>26%</td>
<td>2.49</td>
</tr>
<tr>
<td>Billable hours</td>
<td>13%</td>
<td>21%</td>
<td>20%</td>
<td>7%</td>
<td>7%</td>
<td>32%</td>
<td>2.31</td>
</tr>
<tr>
<td>Finding clients</td>
<td>14%</td>
<td>17%</td>
<td>18%</td>
<td>8%</td>
<td>14%</td>
<td>28%</td>
<td>2.24</td>
</tr>
</tbody>
</table>
Comparison of means for concern about issues and impact on self and law practice 2010-2014

- Managing the business aspects of my practice: 2010 - 2.18, 2014 - 2.49
- Finding and keeping good staff: 2010 - 2.61, 2014 - 2.75
- Providing good service to my clients with limited time: 2010 - 3.53, 2014 - 3.69
- Balancing work and personal life/family: 2010 - 3.59, 2014 - 3.86
- Keeping up with and using technology: 2010 - 3.48, 2014 - 3.92
- Keeping current in the law: 2010 - 3.95, 2014 - 3.94
- Billable hours: 2010 - 2.11, 2014 - 2.31
- Career development: 2010 - 3.10, 2014 - 3.20
- Earning a living: 2010 - 3.19, 2014 - 3.76
- Job security: 2010 - 2.93, 2014 - 2.94
- The availability of mentoring/ training: 2010 - 2.76, 2014 - 2.75
APPENDIX – Responses to open-ended questions

19. Please enter any additional comments about the benefits/services of the State Bar:

Accolades
- I belong to Montana and New York Bars and consider my home state, Montana Bar, to be the best for all services!!
- The State Bar does a great job.
- I am generally very satisfied with the services provided by the State Bar. As a Montana-sworn lawyer practicing outside the State, the information provided by the BA - especially the website and the Montana Lawyer magazine are very important to me.
- Keep up the good work.
- I am continually impressed by how hard the State Bar works to provide services to a relatively small population in a quite large geographic area. Thank you for all of your efforts!

Bar exam – Please publish bar exam pass rates.

Case Briefs – I really like the Case Briefs!

CLE cost
- Should be more free CLEs directed towards those with limited incomes; $70-100 per CLE credit is prohibitive.
- The CLE programs are quite expensive for my income level and I would certainly pay more up front (even given the relatively high bar dues we pay) if it meant that I could attend a wider variety of CLE programs for "free," including through an online platform.
- The CLE’s have gotten too expensive.

CLE general
- Please make CLE books available online within a suitable time after the CLE.
- More offerings in ethics CLEs that are not repetitive. In trying to get credits I seem to hear the same presentations by Mike Larson. Having ethics embedded in other CLEs would be helpful.
- Great CLEs overall.
- The Family Law section noontime phone CLE’s are overpriced and consistently poor quality--do not plan to continue to use them.

CLE reporting - Submitting credits for CLE is a pain. There has to be a simpler and more efficient method. (4)

Directory – Directory contains outdated contact information.

Ethics hotline – Ethics hotline and the advice of Ms. Brandborg is invaluable.

Indian Law – It would be nice to see more information/articles on the topic of Indian Law and its intersection with many other areas of law.

Insurance
- We switched this year away from the health insurance because it cost twice as much and provide less coverage than the new place available under the ACA. (2)
- The BCBS split for "small firms" doubled the cost of insurance-- I had to go elsewhere.
- Really appreciate the health plan.
- The State Bar-sponsored health plan is not competitive relative to the new Montana Health Co-op Plans.

Labor Law – I would like to see more programs devoted to labor law and employment law.
Lawyer assistance program – I called the LAP for assistance for a colleague and the response was immediate and much appreciated.

Lawyer referral service
- LRIS when I have used it in the past has not provided quality clients with the ability to pay.
- LRIS needs to overhaul website and engage participating attorneys.

Legal research
- I'm really looking forward to the bar providing its members access to this Fastcase program I just learned about.
- It would be great if they would negotiate a price with an online legal research company.

Long-standing members – Based on the dues we pay, would like to see more services offered at reduced rate for bar members over 20 years.

Member participation - The fact that the state bar has been unsuccessful in adding to my practice or my specialties is no doubt as attributable to my circumstances. I just don't think small town lawyers can, or do, participate as much. I really can’t afford to on a time or financial basis.

Mentoring – I think the bar should focus on fostering more mentoring programs for new lawyers. Since Montana often has an economy requiring new lawyers to start up their own practice, helping them find good mentors is key.

Montana Lawyer magazine
- It would be more helpful to be able to search the Montana Lawyer online.
- The MT Lawyer magazine has improved considerably; I like the cases included, in particular.
- The Montana Lawyer has gotten much better over the past year.
- Magazine font and layout is hard to read.
- The magazine smells bad.
- I do appreciate that the Montana Lawyer seems to smell less bad these days.

New lawyers - I have really appreciated the Family Law section's effort to provide information for newer lawyers, but could use even more basic forms and CLE's in that area.

Paralegals – I appreciate the inclusion of the paralegal profession, thank you.

Pro bono
- Willing to do pro bono and modest means but get few referrals.
- I do not view the state bar as being very involved or innovative with respect to pro bono services.

Sections – The bar sections don’t seem to be particularly active, other than maybe the New Lawyers’ section.

Solos – Start a solo/small practice section and you’ll get 70% bar membership in it.

Staff/customer service
- Availability of people who work at the bar is very POOR. You cannot get people on the phone and often email responses are slow.
- The people who work for the Montana State Bar Association are wonderful.
- Nice work, and everyone there is very friendly.
- Staff is dedicated, works hard and follows-up to answer my inquiries

Technology – Provide bulk purchasing of technology.

Unaware or don’t use services
- I would like to do better about taking advantage of what you offer us as lawyers. Don’t think I maximize/use it
to its potential. (2)

- Some of the things you offer I'm sure I just don't pay attention to.
- I think I often forget about some of the resources available simply because of distance and perceived inaccessibility.
- I find that my practice is so busy that I have/make little time to take advantage of much of what the Bar offers.
- There are too many costly services that I just do not need.

**Website**

- I find the website useful, but by the time I get the actual bar news, it’s usually out-of-date.
- Navigation of the website could be easier.
20. Please complete the following statement: I wish the bar would...

**Accolades**
- Keep up the good work. (4)
- Continue to serve as the professional leader it has been for decades.

**Advocacy/political activity**
- Don’t get involved in matters involving political philosophy. As a mandatory bar, we need to stay out of activities where there is a diversity of opinion. (9)
- Be more of an advocate for its members and the profession. (3)
- Advocating for lawyers with the legislature. Perhaps working on bills to protect fees and provide for attorneys who don’t get paid. (2)
- Publish articles in the Montana Lawyer magazine that lean one way or another on a political or moral issue, particularly when there is no clear consensus in Montana.

**Annual meeting**
- Organize the annual meeting differently than the one in 2013. I liked the "old style" much better.
- Stop trying to narrow the locations for the annual State Bar Convention.

**Appellate section** – Create an appellate section.

**Bar exam**
- Push for a national bar exam to facilitate the movement of attorneys from state to state (2).
- Push for reinstatement of an actual MT bar exam.

**Business of law** – don’t encourage members or the public to think of law practice as "a business" or otherwise fail to hold accountable to the public interest the small percentage corporations responsible for a disproportionate amount of economic inequality.

**Change** – don’t constantly support change for the sake of change, making my day to day life more difficult and complicated.

**Client protection** - Be more prudent on giving out funds from the client protection account.

**Communications** - Communicate better about meetings. (2)

**CLE cost**
- Offer more affordable CLEs. (7)
- Lower the cost of CLEs for paralegals, perhaps comparatively with attorney incomes? $25 less for a section paralegal is nice, thank you and don't get me wrong, but the profession generally earns substantially less than an attorney and pays similar registration fees .
- Offer free CLEs.
- Offer an option to pay more upfront for CLEs in return for a guaranteed number of CLE hours that could be attended or free CLE registration for the annual conference.
- Allow judicial law clerks to attend the CLEs free. We are saddled with more debt than ever before and I can't afford to pay the 50% discount rate, but would like to attend the CLEs. Why do you give them free to Judges who make more than double our salary, but not to the law clerks who are the ones writing the opinions and the ones with no money?

**CLE communication/marketing**
- Do a much better job of making CLE brochures as well as indicating what credits apply to what. Some individuals seek credit in other states as well, and these brochures (particularly the State Bar Annual Meeting) are poorly designed.
Send out more information on practice-specific (e.g., taxation) CLEs that one can participate in by phone or videoconference.

Advertise all CLE’s in the state, even those from local bar groups.

**CLE delivery methods**
- Offer more webinar CLEs (2)
- Continue to support CLE opportunities both in person and via teleconference.
- Bring in more sophisticated live CLEs.
- Do live CLE webinars.
- Have more CLEs.
- Provide CLEs that were recognized across state lines without having to petition for credit.
- Eliminate CLE requirement.
- Make more CLE opportunities available through electronic means such as Skype so we can view the CLE even if we cannot get to the location due to weather.

**CLE locations**
- Hold more CLEs in Butte.
- Offer more CLEs close to or in Great Falls. Billings is far for me and CLEs only offered there are expensive for me to attend.
- Have more CLEs held in Missoula.
- Sponsor a CLE in Kalispell.

**CLE requirements/reporting**
- Have CLE reporting online - it looks like you're implementing this. (2)
- Don’t require CLE credits. Given the lack of CLE classes available in MT, requiring CLE credits has little benefit. I am a government lawyer and need ethics credits. I will be attending the ethics CLE at Fairmont, which is completely devoted to law practice management ethics. This CLE will not improve my practice. It is not relevant to my work. I know divorce attorneys who have taken the CLE on federal evidence rules; what good is that?
- Give a CLE requirement exemption if they're not going to offer helpful CLE. Or start offering constitutional law offerings.
- Focus on switching to a 3-year CLE reporting period.
- Be more flexible about CLE credits in terms of in-person v. online, and provide more interactive web seminars.
- Provide standards for CLE offerings and open up additional on-line opportunities and allowable credit as a percentage of the 15 or a higher annual CLE requirement
- Remove the requirement for a post-bar exam Montana specific education day.
- Continue to move to online systems for CLE reporting - would like to be able to check throughout year what CLEs bar knows about.
- Make CLE reporting easier.
- We should be able to enter our attendance online as we go through the year, and login to check how we are progressing.
- Finish the member web site for CLE requirements. I use these for fulfillment of Idaho requirements and it would be easier if I could just print the list as I do to use Idaho credits to comply with Montana requirements.
- Figure out how to make CLE reporting 1/2 way easy! I still haven’t figured out this process :( I wish the bar would have electronic CLE filing and tracking like other states.
- Update its web capabilities to include CLE tracking.
- Don’t post CLE approvals so late and in a PDF. The approved CLE list should be posted more often.

**CLE topics/focus**
- Have more CLE opportunities in the area in which I practice. (2)
- Would have more CLEs directed to legal assistants and paralegals in the government field.
- Offer more CLE opportunities for paralegals and legal assistants in Montana.
• Provide more CLEs directed towards governmental, environmental, or bankruptcy law.
• Have more business and estate planning CLEs.
• Offer more ethics CLE credits.
• Offer more CLEs throughout the year, specifically ones that develop and cultivate the relationships between the bench and the bar.
• Provide better CLE speakers. Often times the topics seem perfect but the speakers either spend too much time on war stories or stray from the topic so the CLE turns out to not be as relevant as anticipated.

CLE miscellaneous
• Continue to offer good affordable CLE’s.
• Continue the roadshow CLE’s in small communities.
• Provide more frequent and varied CLEs.
• Don’t let NBI take over most of the CLE opportunities. Bar CLEs seem better organized, less profit-centered, and more informative.

Court access – Actively defend access to civil courts.

Court orders/opinions – Provide index to district court orders/opinions.

Customer service/staff
• Answer the phone when people call. Respond to email within a reasonable time (6 weeks is too long). Answer questions on issues that the Bar is responsible for.
• Keep Betsy who always has great practical resources.
• Don’t refer callers with a bar-related question to other entities that aren’t in a position to answer authoritatively.
• Don’t make it so difficult to get a response about legislation.
• Don’t need the staff in Helena.
• Never end the support offered to attorneys by state bar staff.

Deskbook
• Have an electronic version of the Deskbook (2)
• More Montana specific deskbooks.
• List in the directory the other states where Montana bar members are licensed to practice.

Dues/fees cost and value
• Lower dues/fees or do not raise. (26)
• Consider a tiered annual license/membership program allowing those with a smaller income to pay a smaller amount. (2)
• Stop increasing fees or at least spread increases over a number of years. It is getting difficult for small firms to pay for bar dues and CLE credits for associates who do not stay long term.
• Charge less for membership or give discounts to attorneys who do significant pro bono or reduced rate work, or who have verifiably low income.
• Recognize that most members do not feel they are getting much benefit for their ever-increasing dues.
• Don’t charge law clerks annual dues.
• Consider quarterly or bi-annual dues payment options.

Electronic/paperless
• Go electronic. Convince the courts to go electronic.
• Don’t waste paper - on line and web site works fine for me.
• Print actual copies of the Magazine but issue E-magazines to save printing and postage costs.
• Stop publishing a paper version of the Montana Lawyer.
Economics/lawyer salaries
- Do more to benefit the financial success of lawyers.
- Work strongly with the University of Montana and all firms who employ associates to raise salaries closer to national levels (they are currently about 1/3 to 1/2 as much). This is the number one problem the State Bar faces. The UM keeps graduating students with massive debt loads that are impossible to service working as an associate in Montana. The result is that as older lawyers (who did not pay six figures for a law degree) stop practicing, younger lawyers are not replacing them and instead are taking their law degrees out of state. Otherwise, young lawyers are staying in Montana and watching their student loan debt increase rather than decrease. This is not a sustainable situation.

Focus/mission
- Don’t worry about developing more programs and policies. (2)
- Don’t try to do everything. Focus and work on what it does best: CLE, networking.
- Don’t try to morph the mission of the bar with each new administration- yes each new bar president has an agenda but I really feel like we lose focus on the core mission of the state bar depending on who the current leaders may be.
- Cut programs, training and services.

Forms
- Develop more topic specific secondary sources (treatises, practice guides, etc.) with forms. Some UofM Professors have put out some pretty good stuff (civ pro, real estate) and some state bar sections (probate).
- Provide, by contracting third party providers, a form book of various documents frequently used by bar members.

Government lawyers
- Pay more attention to the large number of government practitioners in the state. CLEs, Montana Lawyer articles and more rarely ever consider our needs or interests.
- Have more CLEs and activities relevant to attorneys in government practice about personnel management and budgeting.

Inactive members
- Don’t charge so much for inactive status. (3)
- I currently do not hold a legal job but I still need to get CLE’s and pay for bar dues. It would be nice if there was a program that would help individuals like me accomplish those goals when not making a legal salary.

Inclusion
- Finally resolve the gender-bias issues in the profession.
- Be more inclusive of all attorneys.
- Don’t be such a good old boys network.
- Don’t cater to people who "know" people. Some of us are first-timers and don’t have established family or friend connections.

Indian law
- Provide more training/CLE opportunities specific to Indian law. Such as Tribal Housing, Tribal Transportation, Procurement, Employment, Corporations, etc. (2)
- Don’t rely on only a handful of the same people to provide input on Indian law related issues. It seems like we keep getting the same old same old in an era where so many things have changed and are still changing. Reach out to others...bring in some new and cutting edge trainers...reach out to young attorneys.

Insurance
- Provide cheaper group health plan for attorneys and their staff. (3)
• Facilitate a members’ long term care insurance benefit with no medical questions.
• Offer health insurance coverage.
• Keep the health insurance plans.

IOLTA – Don’t require IOLTA to be paid to the bar.

Job assistance - Provide more career/job search oriented networking events or services. (2)

Judges/judiciary - Aid in intervention with runaway judges.

Law school – Don’t go to the law school and conduct presentations and give away silly prizes. That grated on me in law school. Seemed like a poor use of resources.

Lawyer referral service
• Provide more resources for the LRIS and route prospective clients in a more organized manner.
• Improve the LRIS.
• Ease up the requirements for attorney referrals through their website.

Lawyer regulation
• Change/reduce the fee for Disciplinary Counsel Assessment. (3)
• Disbar lawyers more often.
• Police its members and especially its judiciary.
• Restrict itself to enforcing, adjudicating the ethical obligations of MT attorneys.
• Act more promptly on complaints about attorneys from other attorneys. It seems as though things need to become catastrophic before the bar takes action.
• Don’t play softball with ethical violations. 1X with sufficient proof should be enough to be reprimanded.
• Don’t defend out of date attorneys who refuse to gain basic competency in technology.

Leadership
• Stop trying to manage who its leaders are and stop being so incestuous.
• More opportunities for leadership.

Legal updates – Provide more legal updates on Montana cases and forms

Malpractice insurance
• Stopping nicking public service lawyers for malpractice fund when we never touch money; shouldn't the people who are making the money pay for the insurance to ensure they are not stealing from their clients?
• Provide bar sponsored liability insurance.
• Require mandatory minimum malpractice insurance by all licensed attorneys in the state.
• Find a less expensive partner than ALPS for malpractice insurance.

Meetings/events (other than Annual)
• Provide ginger beer at all professionalism committee meetings.
• Have more events (for networking, education, camaraderie)

Member data – Don’t change my contact information without my knowledge/consent. For the past several years, I worked with multiple entities and my mail went to my PO Box. The bar kept changing my mailing address to the address of the small firm where I was of counsel, but not where I wanted to receive mail.

Member involvement - Reach out more to those not currently involved in bar activities and functions. (3)

Member services/benefits
• Continue to remain member-driven and focus on membership services.
• Don’t sponsor credit cards.

Mentoring
• Make the mentorship program more effective - but how do you do that when older lawyers don’t have the time to participate as mentors?
• Provide mentoring services for newer attorneys.
• Provide more mentoring of attorneys returning to the practice of law.
• Provide more mentoring and collaboration opportunities.

Montana-specific
• Produce Montana specific publications. The Massachusetts bar does a great job of publishing Mass specific publications; they even have a book store. For example, I have a Pocket Guide to Massachusetts Evidence that I still use here in Montana. I know that MT does not have the same resources as MA, but a small pocket guide could still be produced and sold here in MT.
• Provide more professional assistance/ resources regarding Montana law, forms, etc.
• Put more pressure on the courts to make the practice of law more uniform across the state.

Networking
• Sponsor social events with lawyers and judges to visit off the record.
• Provide more networking (without charging fees all the time).
• Have more opportunities to be with my fellow attorneys in a social situation.
• Arrange more social events for non-Univ. Montana lawyers; it’s tough to get to know everyone given that I graduated from an out of state school.
• Offer more on-line opportunities for networking; identify and bring together attorneys with the same legal fields of interest through their website.

New lawyers
• Provide more services and activities for new lawyers. (4)
• Provide more resources to the New Lawyers Section. (2)
• Be pro-active in helping produce new attorneys with skills sufficient to open solo practices in all rural locales in Montana. I think that with the aging of our attorney population and a trend toward employed status being favored by young attorneys man opportunities are being ignored and lost.
• Provide more programming/services to new lawyers that are less time consuming than full day CLEs and workshops.
• Don’t require UMSL grads to attend the MT Law Seminar for admission to the bar.
• Don’t charge so many fees for new lawyers. As one of my fellow graduates recently said, "never has a 'congratulations' felt so much like an invoice."

Non-private/non-traditional practice
• Make its work more relevant to non-private practice attorneys.
• Be more outspoken on the need for an adequately funded Public Defender/Appellate Defender system. It seems the State Bar is more focused on practitioners in private practice. The State Bar has remained silent while the Legislature consistently refuses to adequately fund the agency responsible for providing legal representation to those entitled to an attorney at public expense in both criminal and civil matters. Testimony and support from the State Bar would make a difference during legislative hearings.
• Provide more services towards public attorneys, criminal defense, prosecutors and government attorneys. We pay dues but receive less attention than trial lawyers.
• Provide more services to lawyers who are not in traditional private practice.

Other associations
• Become more involved with the ABA.
• Model itself after the Washington State Bar Association. They have terrific services.
Paralegals – Recognize the 15-year contribution the paralegal section has made at the 2014 Annual Meeting.

Peer outreach – Encourage member groups to personally reach out to lawyers who join the group for the first time.

Pro bono
- I understand the necessity of providing for, and the importance of, pro bono services, but do think it has become somewhat all consuming. (4)
- Don’t focus on pro bono services and require it of its members. I give back to my community, the Bar shouldn’t regulate gifts. (3)
- Provide more pro bono services. (2)
- Acknowledge in its pro bono reporting/survey the provision of services to low-income people by public defenders and contract attorneys.
- Help lawyers who take large pro bono cases (family law) by providing them with forms and training to do so.
- Make a stronger benefit to provide pro bono services, requires pro bono hours from private lawyers, encourage public service work, etc.
- REALLY require all lawyers to undertake pro bono representation, i.e., at least 1 case per year per lawyer.

Professionalism - Emphasize the importance of courtesy and civility between lawyers.

Programs/mission
- Reduce the amount of programs it administers to the bare minimum required by the Court.
- Focus only on programs required by the Courts

Publications
- Don’t go back to using the ink for the Montana Lawyer that smells so bad.
- Don’t print black type on gray background in Montana Lawyer, tough to read.
- Don’t publish articles by retired judges and justices -- who needs them. Let’s hear from the people on the bench who call the game.
- Solicit columns and or articles from judges.

Reach/location of events
- Be more involved in Eastern Montana. (3)
- Schedule bar retreats and annual meetings in Eastern Montana.
- Continue to be more visible throughout the state (meetings in various parts of the state)
- Provide better outreach to attorneys outside of Montana, but in the near vicinity (communities on or near the border with Wyoming, North Dakota, Idaho).
- Provide some information for members of the Bar located outside of Montana, on others who may be located in the same area. I know there are a fair number of Montana licensed attorneys working in Denver, and it may be helpful to seek those people out for networking, mentoring, etc.

Reciprocity - Establish reciprocity with other state bars. (6)

Retired lawyers/transition planning
- Eliminate or significantly reduce fees and assessments for retired lawyers, and for public sector lawyers as well.
- Focus on the needs of lawyers that are within 10 years of retirement. Most of us don’t have a clue what that is going to look like. We have devoted most of our energy to our practices and need to figure out what to do with ourselves after we cease practicing law.
- Sponsor ALPS Legal Match.com like SD has to help older lawyers find practice transition.

Road Show – Don’t duplicate Road Show topics from year to year.

Rural lawyers - Find ways to assist and encourage attorneys to move into rural communities to practice law, similar to the projects starting in North Dakota and South Dakota. Despite the high unemployment rate for lawyers nationally, the
few attorneys in eastern Montana keep getting fewer, and the workload just keeps increasing with the oil activity in ND and eastern Montana. Most of the attorneys out here have more work than we can handle. And ultimately it’s the local folks that pay the price for that inadequate access to legal services.

Sections
- Have sections we are members of provide more information about meetings and updates.
- Don’t charge for “section” dues and then not provide any benefits to members of those sections.

Simple – Stay small and simple.

Solos/small firms
- Provide help for solo startups.
- Do a solo small practice section. Most of us do the same thing.
- Provide more Montana specific tips for solo practitioners rather than simply linking to the ABA website.
- Solo members over 5 years are penalized by higher rates for CLE; rates should be the same.

Technology
- Use technology to connect lawyers from different areas of the state more often.
- Focus more on educating attorneys about current trends in technology, including things like electronic filing and discovery.
- Require a technology CLE.
- I would like to see the bar be more proactive in providing tech benefits such as Fastcase membership or commissioning the MCA in a downloadable digital form (ala LawBox).

Webinars/online learning
- Offer more live webinars. (3)
- Provide higher quality technology to increase the interaction opportunities in webinars. (2)

Website
- Improve its website--it’s clunky and old! Awkward to use. Check out other states for better examples.
- Continue to develop the website - it’s great! I love all the links. Very helpful.
- Make its website more user-friendly.
- Continue to upgrade website. It is better all the time.
- Maintain a current website.
- Update the State Bar website news section ON A DAILY BASIS.

Unauthorized practice of law - Go after people practicing law without a license! There are so many paralegals dispensing legal advice, and NOBODY IS DOING ANYTHING ABOUT IT. Please preserve the practice for those of us who’ve earned the right to practice.

Other - lead the nation to remedy economic inequality by reforming systems generally, by, for example, working to eliminate constitutionally protected status for corporations and to greatly increase corporate accountability to the public interest.