Arkansas Access to Justice Commission

2011-2013 Strategic Priorities
Introduction

The Arkansas Access to Justice Commission undertook its very first strategic planning session in June of 2007, three years after appointment of the Commission’s first members. The day-long session resulted in the identification of ten strategic priorities for the Commission to pursue from 2007 to 2010. Those priorities included the following (listed in order): (1) Establish a Legislative Committee; (2) obtain a state general revenue appropriation; (3) reorganize the Commission committees; (4) provide education for judges and clerks with regard to needs of self-represented litigants; (5) educate the state legislature; (6) educate lawyers regarding self-represented litigants to overcome market resistance; (7) provide technology sustainability; (8) education campaign for the bar and courts; (9) pro bono recruitment and campaign; and (10) establish additional self-help centers for self-represented litigants.

This ambitious plan was undertaken through the leadership of the inaugural members of the Commission, chaired by Chuck Goldner, and staff of the Arkansas Legal Services Partnership. In these three years, the Commission saw significant accomplishments, including the achievement of a number of the strategic priorities developed in 2007. Among the accomplishments were the addition of two new committees, Education and Legislative; the completion of a survey of circuit judges regarding issues related to self-represented litigants; development of www.EqualJusticeWatch.org, which served as an educational tool for state legislators and their constituents regarding how poverty affects access to the court system; the launch of the Arkansas Automated Document project on the ALSP website; the securing of additional state legislative funding through Act 475 of 2009, a filing fee increase that generates approximately $513,000 per year for legal aid; the undertaking of a statewide fundraising campaign, which raised over $300,000 in its first year and over $370,000 in its second year; the creation of a nonprofit entity, the Arkansas Access to Justice Foundation, to coordinate statewide fundraising efforts; the hiring of the Commission’s first full-time Executive Director, a position funded by the Arkansas Supreme Court through attorney license fees; and the hosting of a statewide conference, which brought together members of the bench, bar, and public to highlight how poverty hinders access to justice in Arkansas.

The expansion of available staff resources has been matched by growth in the responsibilities with the addition of the Arkansas Access to Justice Foundation and the Arkansas IOLTA Foundation to the Commission staff’s charge. The strategic priorities set forth in this document represent a prioritized approach to fulfilling the Commission’s mission and goals with the limited resources available.

Mission and Goals

When the Commission was created in 2003 by per curiam order of the Arkansas Supreme Court, the Court articulated the Commission’s mission: to provide equal access to justice in civil cases to all Arkansans. The Court outlined eight key goals for the Commission to strive to achieve: (1) develop an objective and accurate understanding of the problems Arkansans face in using our legal system to obtain justice in civil cases; (2) devise a strategic plan for statewide
delivery of civil legal services to all Arkansans; (3) review and report on the efficient allocation and application of the available resources; (4) educate the people of Arkansas about the importance of equal access to justice and of the problems many Arkansans face in gaining effective access to or civil justice system; (5) encourage a strong and consistent commitment to providing equal access to justice among the leaders of our state; (6) suggest innovations that will increase effective access to the civil justice system for all Arkansans; (7) provide technical and other support to the efforts of the legislature, courts, and other government agencies to improve access to justice for the people of Arkansas; and (8) develop stable, long-term funding and other resources to support access to civil justice.

The mission and goals provided by the Court continue to direct the Commission’s overall focus, as well as its day-to-day work. The current strategic priorities are intended to further the Commission’s mission by identifying the four goals that represent areas of greatest need with respect to access to justice in Arkansas; by identifying five strategic priorities for the Commission to work toward achieving over the next three years; and by outlining specific, measurable action steps for each strategic priority.

The Process

The Arkansas Access to Justice Commission convened on January 21, 2011 for a day-long session during which Commission members met to review accomplishments since 2007 and to develop strategic priorities for the next three years. The meeting took place at the Arkansas Bar Center and was led by recently-retired Director of the Arkansas Legal Services Partnership (ALSP), Ron Lanoue.

Prior to the planning meeting, staff distributed to Commission members a survey that listed the eight goals established by the Supreme Court’s 2003 per curiam order and ten priorities identified by Commission in its 2007 strategic planning meeting. The survey asked Commissioners to rate the items in each subset in order of perceived importance. Thirteen of the nineteen current Commissioners participated in this survey, with a relatively even distribution across the four Commissioner types (Governor, Bar, and Supreme Court-appointed as well as ex officio). A full copy of the survey can be found in Appendix A. The Commissioners also received a copy of the 2007 strategic planning meeting summary, which outlined the original goals/priorities as well as detailed future desired directions for the Commission’s five committees. That summary is attached as Appendix B. A list of the Commission’s accomplishments between 2007 and 2010 was also distributed, and is attached as Appendix C.

The planning meeting began with a discussion of the Commission’s accomplishments between 2004 and 2010, as well as pending projects. The current committee structure was also reviewed.

The Commission next reviewed a PowerPoint presentation summarizing the results of the survey that they completed in preparation for the meeting. A copy of the presentation is attached as Appendix D.
Of the eight goals reviewed, Commissioners responding to the survey collectively ranked four of these goals as the desired primary areas of focus for the coming three years: (1) develop stable, long-term funding and other resources to support access to civil justice; (2) devise a strategic plan for statewide delivery of civil legal services to all Arkansans; (3) encourage a strong and consistent commitment to providing equal access to justice among the leaders of our state; and (4) suggest innovations that will increase effective access to the civil justice system for all Arkansans.

Commissioners responding to the survey also ranked the ten priorities identified during the 2007 strategic planning session in order of importance. Of the ten priorities, Commissioners identified the following four as having the greatest importance for and relevance to the Commission’s continued work: (1) obtain a state revenue general appropriation; (2) educate the legislature; (3) establish additional self-help centers; and (4) pro bono recruitment.

With these in mind, the Commission undertook a brainstorming session in which individual Commissioners suggested ideas for achieving the goals and priorities identified as having the greatest importance. Ideas were listed on easel pad paper and posted on the wall. Each Commissioner was assigned five “points” that he or she used to vote for the ideas developed. The five ideas that received the greatest number of points were then identified as the Commission’s major strategic priorities. With the exception of one, all priorities corresponded to existing committees of the Commission. They were as follows: (1) Expand pro se self-help centers (Court Assistance); (2) formalize the resource development efforts of the Commission through the possible restructuring of the Legal Services Committee and the addition of a dedicated resource development staff position that would support the efforts of the Commission, the AATJ Foundation, ALSP, and the IOLTA Foundation; (3) develop an “eHarmony approach” to pro bono by developing a system for matching private attorney needs and interests with legal service needs (Pro Bono); (4) undertake a media/PR initiative to educate the bench, bar, and general public about the importance of access to justice (Education); (5) plan and execute another set of town hall meetings in each congressional district (Legislative).

Commissioners then undertook a brainstorming session to identify specific action steps for each of the five strategic priorities identified. These ideas were categorized by priority and provided to each committee for review and discussion.

Individual committee work on the action steps was then undertaken at the next regularly scheduled Commission meeting on April 1, 2011. At that meeting, the Commission voted unanimously to repurpose the Legal Services Committee so that it would be the Resource Development Committee. Individual breakout sessions for each committee were held, during which each committee refined the actions steps, assigned time frames, and identified parties responsible for implementing those steps. Draft grids outlining the action items are attached as Appendix E. These action items will be further developed by the individual committees during the course of the next two years. An executive summary of the initial proposed action items appears below.
Strategic Priorities and Implementing Steps

Strategic Priority #1: Expand Pro Se Self Help Centers

- Continue maintenance, upkeep, and development of automated packets
- Coordinate with newly-formed Arkansas Bar Association Forms Committee to assist in avoiding duplication of resources and to ensure pro se access to hard copies of forms
- Strengthen partnerships, collaboration, and fund development
- Coordinate with AOC’s Automation Committee and provide input regarding roll out of public access terminals in courts that implement e-filing to determine feasibility of providing access to online legal resources and staff support
- Outreach Workshops/Training for library staff.
- Continue work on civil right to counsel initiative.

Strategic Priority #2: Formalize Resource Development Efforts of the Commission, AATJ Foundation, ALSP, and IOLTA Foundation

- Identify funding for fundraising consulting services.
- Talk to various foundations concerning grants and endowments
- Begin working on a Cy Pres campaign
- Talk to the IOLTA Board about statutory change permitting unclaimed funds in IOLTA accounts to go to the IOLTA Foundation instead of escheating to the state
- Revisit the possibility of establishing pro hac vice fees
- Contact national interfaith groups about possible funding for endowment campaign and for specific projects

Strategic Priority #3: Develop an “eHarmony” approach to pro bono service by developing a system for matching private attorney needs and interests with legal service needs.

- Expand distribution of the Pro Bono Alerts prepared by Vince Morris
- Write and prepare an application for smartphones to receive pro bono opportunity alerts in the areas of interest of attorneys with the ability to accept an opportunity by telephone.
- Design an L-Harmony pro bono preference form for use in presentations and that may be completed electronically online. The form will include areas of law, types of cases, and geographical preferences.
- Work with the Domestic Relations Section of the Arkansas Bar Association (and/or another bar association section) to establish a panel of resource attorneys who can provide information concerning the handling of cases in that area of practice. In conjunction with the establishment of the panel, work out a procedure whereby the persons serving on the panel can receive pro bono credit for providing the information through a time entry system.
Strategic Priority #4: Undertake a media/PR initiative to educate the bench, bar, and general public about the importance of access to justice.

- Plan and implement policy-oriented conference
- Make contacts within the local media
- Research the logistics for the production of an updated DVD
- Look into applications for social media the AATJ website/newsletter
- Work toward increasing the Commission’s presence among the Bar and judges.

Strategic Priority #5: Plan and execute another set of town hall meetings in each congressional district; Contact federal delegation concerning 2012 budget.

- Prepare talking points and sample correspondence regarding anticipated cuts to FY2012 budget; coordinate contacts with congressional delegation during August recess
- See who the Commission knows and can contact for help setting up 2012 Town Hall Meetings
- Contact persons identified to explain the what and why of the town hall meetings and request help in making additional contacts.
- Contact identified person(s) to make formal request for Town Hall meeting
- Coordinate all logistics for each town hall meeting
- Aggregate poverty info by congressional district
- Identify and invite agency reps, clients, court staff, legal aid, and local bar leaders to each town hall meeting
AATJ Strategic Planning Survey

Response Summary

Total Started Survey: 13
Total Completed Survey: 13 (100%)

1. Name (Optional)

- **Most Important**
  - Skipped question

- **Least Important**
  - Answered question

2. Listed below are the eight goals set forth in the Arkansas Supreme Court's December 2003 per curiam order granting the Arkansas Bar Association's petition to create the Arkansas Access to Justice Commission. At various times the Commission has put emphasis on many of these goals. Please rank these goals in order (1 highest to 8 lowest) according to what you think the Commission should be concentrating on over the next 3 years.

<table>
<thead>
<tr>
<th>Most Important</th>
<th>Least Important</th>
<th>Rating Average</th>
<th>Response Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop an objective and accurate understanding of the problems Arkansans face in using our legal system to obtain justice in civil cases.</td>
<td>30.8% (4)</td>
<td>23.1% (3)</td>
<td>13</td>
</tr>
<tr>
<td>Devise a strategic plan for statewide delivery of legal services to all Arkansans.</td>
<td>15.4% (2)</td>
<td>15.4% (2)</td>
<td>13</td>
</tr>
<tr>
<td>Review and report on the efficient allocation and application of available resources.</td>
<td>7.7% (1)</td>
<td>7.7% (1)</td>
<td>13</td>
</tr>
<tr>
<td>Educate the people of Arkansas about the importance of equal access to justice and of the problems that many Arkansans face in gaining effective access to our civil justice system.</td>
<td>7.7% (1)</td>
<td>23.1% (3)</td>
<td>13</td>
</tr>
<tr>
<td>Encourage a strong and consistent commitment to providing equal access to justice among the leaders of our state.</td>
<td>7.7% (1)</td>
<td>23.1% (3)</td>
<td>13</td>
</tr>
<tr>
<td>Suggest innovations that will increase effective access to the civil justice system for all Arkansans.</td>
<td>0.0% (0)</td>
<td>30.8% (4)</td>
<td>13</td>
</tr>
<tr>
<td>Provide technical and other support to the efforts of the legislature, courts, and other government agencies to improve access to justice for the people of Arkansas.</td>
<td>0.0% (0)</td>
<td>30.8% (4)</td>
<td>13</td>
</tr>
</tbody>
</table>
3. Listed below are the Ten Strategic Priorities outlined by the Arkansas Access to Justice Commission during the 2007 strategic planning session. At various times the Commission has put emphasis on many of these priorities. Please rank these goals in order (1 highest to 10 lowest) according to what you think the Commission should be concentrating on over the next 3 years.

<table>
<thead>
<tr>
<th>Most Important</th>
<th>Least Important</th>
<th>Rating Average</th>
<th>Response Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Establish a legislative committee</td>
<td>7.7% (1)</td>
<td>7.7% (1)</td>
<td>23.1% (3)</td>
</tr>
<tr>
<td>Obtain a state general revenue appropriation</td>
<td>46.2% (6)</td>
<td>15.4% (2)</td>
<td>7.7% (1)</td>
</tr>
<tr>
<td>Reorganize the Commission committees</td>
<td>7.7% (1)</td>
<td>0.0% (0)</td>
<td>15.4% (2)</td>
</tr>
<tr>
<td>Pro Se - Provide Education for Judges and Clerks</td>
<td>7.7% (1)</td>
<td>0.0% (0)</td>
<td>0.0% (0)</td>
</tr>
<tr>
<td>Educate the legislature</td>
<td>7.7% (1)</td>
<td>15.4% (2)</td>
<td>23.1% (3)</td>
</tr>
<tr>
<td>Pro Se - Educate lawyers to overcome market resistance</td>
<td>0.0% (0)</td>
<td>0.0% (0)</td>
<td>7.7% (1)</td>
</tr>
<tr>
<td>Provide technology sustainability</td>
<td>0.0% (0)</td>
<td>7.7% (1)</td>
<td>7.7% (1)</td>
</tr>
<tr>
<td>Education campaign for the Bar and courts</td>
<td>0.0% (0)</td>
<td>15.4% (2)</td>
<td>0.0% (0)</td>
</tr>
<tr>
<td>Pro Bono - Recruitment campaign</td>
<td>15.4% (2)</td>
<td>7.7% (1)</td>
<td>15.4% (2)</td>
</tr>
<tr>
<td>Pro Se - Establish additional self help centers</td>
<td>7.7% (1)</td>
<td>30.8% (4)</td>
<td>7.7% (1)</td>
</tr>
</tbody>
</table>

Other (please specify) | 1

answered question | 13
skipped question | 0
COMPOSITE REPORT OF THE AUGUST COMMITTEE MEETINGS 
FOLLOWING THE JUNE 20, 2007 COMMISSION 
STRATEGIC PLANNING MEETING

BACKGROUND
The Arkansas Access to Justice Commission conducted its first strategic planning review since its creation in October 2004. The all day session took place at the Arkansas Bar Association and was led by Dean Charles Goldner, Chair of the Commission and Justice Deborah Hankinson a former member of the Texas Supreme Court and now a recognized leader of the access to justice movement as head of the American Bar Association’s Standing Committee on Legal Aid & Indigent Defendants [SCLAID]. A result of this meeting was the determination of ten priorities for the next three to five years of Commission work which are provided as Attachment I to this report.

During the month of August each of the Commission’s three working committees [Legal Services, Pro Bono, Court Assistance-Pro Se] met to consider and suggest ways the ten priorities might be implemented. The materials provided the committees included (1) the Ten Priorities, (2) a summary sheet showing the interrelationships among the ten priorities, and (3) a thirteen page document for development of the work plan for each priority in which all of the comments from the June 29 planning meeting were arranged under the priority to which the comment pertained. The meeting agendas asked each committee to select the critical components for each of the ten priorities and offer any additional ideas they thought pertinent regarding the components they selected. The materials packet is provided here as Attachment II and the Minutes of each committee appear as Attachments III, IV and V.

What follows is the composite results of those decisions on a work plan taken by each committee arranged under each of the Ten Priorities.

Composite Results by Priority – Determining Commission Structure 
From the Legal Services Committee

1. Court Assistance
2. Pro Bono
3. Legal Services Support [changed name]
4. Legislative
5. Education/Outreach
From the Pro Bono Committee
Standing committees –
1. Legislative
2. Pro Bono
3. Court Assistance
4. Legal Services
5. Education

Potential Ad hoc committees -
IOLTA

From the Pro Se [Court Assistance] Committee
1. Court Assistance
2. Pro Bono
3. Legal Services
4. Legislative
5. Education/Outreach

All three committees recommended inclusion of non-Commission members on some committees always with the chair being a Commissioner. Specific suggestions in this regard were:
1. Recruit people based on the Commission’s specific needs for expertise
2. Identify time commitments in advance
3. Would serve as a future Commissioner recruitment tool

Composite Results of Objectives for Each Committee - Legislative
• Job one is securing more funding for legal services
• ATJC package must be lined out before January 2008
• Determine the best option for getting funding
• Legal aid must become part of the general revenue stream of the state
• Separate funding should be sought to support the Commission staff
• Develop targeted content pieces to educate legislators re: low income Arkansans
• Determine who legislators listen to in their districts and educate them
• Establish an “Access to Justice Day” for the legislature
• Create a political action subcommittee or the full committee serves as such
• Include county government people on this committee
• Target lawyer-legislators
• Commissioners convene their local legislators to present ATJC package
• ATJC package submitted to other organizations such as the circuit judges and bar for inclusion in their legislative packages
• ATJC should get on 2007-2008 interim committee meeting agendas
• Hire a lobbyist for the Commission [Rep. Bond was suggested]
• Gather intelligence now on legislators who would support and defeat Commission proposals
Composite Results of Objectives for Each Committee – *Education/Outreach*

- Develop an long-term marketing/communications plan including press strategies [perhaps a monthly press release on topics such as percent of judges that turn away pro se, unbundling/market increase, Commission DVD]
- Develop a “small business” fold out card that showed need, accomplishments & gaps
- Send a packet on legal aid to every judge in Arkansas [district and circuit]
- Create a legal aid poster for judges, clerks, librarians and legal aid’s community partners
- The Commission should be a presence at every judicial and legal conference in Arkansas
- Conduct pro se divorce clinics across the state [judges, clerks, lawyers]
- Speakers Bureau of commissioners for County Bar Associations, Rotary Clubs and other community groups.
- Educating all Commission “audiences” is best done in a coordinated fashion under one umbrella
  1. Lawyers
  2. Judges
  3. Clerks
  4. Legislators
- Produce an ATJC Annual Report to the state for purposes of educating all our audiences
  1. Include the number and imputed value of pro bono volunteerism
  2. Include the financial support provided by attorneys
- In educating the legislators be clear that their support is really for their constituents
- Produce two times a year a full blown printed newsletter
- Blanket low-income assistance service providers with information about legal aid and request their support with the legislature in 2009
- Better education of judges regarding pro se and how to manage such litigants
- Provide CLE courses on pro se in the courtroom
- Help to clerks regarding what is permissible and not-permissible in advising pro se litigants
- Continue forms and information for pro se litigants on the ALSP website
- Renew Town Hall Meetings but with legislators [ideally senators] as hosts of the meetings to be conducted in off years from meetings of the General Assembly
- Develop and conduct a statewide Access to Justice Conference

Other Suggestions for Education Committee

- Establish a Corporate Counsel subcommittee
  1. To educate this subset of lawyers
  2. To provide additional legal aid funding
- Strengthen Commission relationship with other poverty based community organizations.
Composite Results of Objectives for Each Committee – Legal Services
The Legal Services Committee recommended changing its name to Legal Services Support Committee rather than abandoning the committee for the following reasons:
1. The legal services/legal aid name carried weight
2. Legal services operations should always have the ear of the Commission
3. The committee was instrumental in putting together the DVD
4. A priority for this committee should maintaining and enhancing technology

Composite Results of Objectives for Each Committee – Pro Se
- Evaluate every training program we conduct to keep a pulse on needs and for future contacts
- Educating judges, clerks, and others on pro se assistance resources [Judge Brown suggested one ethics hour on pro se be included in next May’s District Judges meeting.]
- Need to address market resistance by providing lawyer education
- Expand Self-help centers
- Continue standardization of forms
- Unbundling of services
- Review of local court rules (those that turn away pro se litigants).

Composite Results of Objectives for Each Committee – Pro Bono
1. Providing pro bono case priorities on the docket
2. Emeritus rule change (allowing inactive attorneys - teachers or retired - to do pro bono cases)
3. Better publicize pro bono malpractice benefit and free poverty law training
4. Pro bono awareness training for law students each year
5. Recruitment campaigns throughout the state
   - Conduct a survey to determine pro bono hours
6. Support lawyers voluntary reporting of pro bono hours
Report imputed value of volunteer services, especially for the legislature
ARKANSAS ACCESS TO JUSTICE COMMISSION
2007-2010 ACCOMPLISHMENTS

2007

✓ Commission’s committee structure was reorganized; Legislative and Education Committees were formed and added to existing committees (Court Assistance/Pro Se, Pro Bono, Legal Services)

2008

✓ Commission completed its second survey of circuit judges asking them to describe and quantify the issues they encounter with self-represented litigants and to suggest ways to bring greater efficiencies into the civil justice system

2009

✓ Commission developed www.EqualJusticeWatch.org, which served as an educational tool for state legislators and their constituents regarding how poverty affects access to the court system
✓ Commission succeeded in securing additional legislative funding for legal aid with the passage of Act 475 of 2009, which increased circuit court filing fees by $10; this initiative brings in approximately $513,000 a year to legal aid
✓ Commission led a first-ever statewide effort with CALS and LAA to raise funds for legal aid; this “Promise of Justice Campaign” raised just over $300,000 in its first year
✓ Arkansas Supreme Court provided funding for the Commission’s first full-time Executive Director position; first Executive Director Amy Johnson was hired in October 2009
✓ Arkansas Access to Justice Foundation was incorporated and received IRS determination of 501(c)(3) nonprofit status
✓ Commission hosted its first ever “Promise of Justice Conference” in Little Rock, Arkansas, bringing together members of the bench, bar, and public to highlight how poverty hinders access to justice in Arkansas

2010

✓ Presentations made to Arkansas Bar Association members at Annual Meeting, “Best of” CLE in Rogers, and Professional Practicum; four county bar associations (Greene, Jefferson, Texarkana, Phillips); all three Arkansas Inns of Court (Overton, Putman, Woods); W. Harold Flowers Law Society
✓ Successfully coordinated contacts by the Commission, IOLTA Foundation, and Arkansas Bar Association to Arkansas congressional delegation requesting support for amendment of the Dodd-Frank Act to continue unlimited FDIC insurance coverage for IOLTA accounts
✓ Met with Attorney General Dustin McDaniel regarding the Access to Justice Foundation as a potential beneficiary of cy pres funds from consumer case settlements
✓ Drafted proposed amendments to Arkansas Model Rules of Professional Conduct 5.5 and 6.1 to permit attorneys licensed out-of-state to provide pro bono services in Arkansas under the sponsorship of a legal aid provider; draft amendment and petition presented to and approved by Arkansas Bar Association Board of Governors

✓ Arkansas Legal Services Partnership Web site launched in 2004 and updated in 2010 in a statewide effort to help support the Center for Arkansas Legal Services, Legal Aid of Arkansas and pro bono attorneys and broaden access to justice for all Arkansans
  o 2 million page views in 2009 and more than 1,000 online resources
  o Advocate resources include: 63 automated client letters, 36 automated pleadings, 12 pro se packets
  o Live Chat assistance Monday through Friday from 9 a.m. to 5 p.m.

✓ In November 2010, the Stateside Legal Project – produced by Pine Tree Legal Assistance of Maine, ALSP, and the Legal Services Corporation – launched StatesideLegal.org, a user-friendly national Web site designed to provide military members, veterans, and their families with free civil legal information and interactive online tools

Arkansas Access to Justice Foundation Accomplishments
✓ Purchased and implemented donor management software program
✓ Commissioned the development of a new logo and tagline for joint use by the Commission and Foundation
✓ Conducted second annual statewide fundraising campaign, which succeeded in raising a combined total of $370,910 for legal aid.
Goals: Average Ranking
(8 highest to 1 lowest)

- Develop understanding - 4.25
- Devise strategic plan - 5.5
- Review resources - 2.8
- Educate the people - 3.75
- Suggest Innovations - 4.66
- Encourage commitment to access - 4.91
- Develop funding - 6.08
- Provide technical support - 4

Exhibit D
Priorities: Average Ranking
(10 highest to 1 lowest)

- Establish a Legislative Committee - 5.91
- Obtain a state general revenue appropriation - 7.66
- Reorganize the Commission committees - 2.66
- Pro Se - Provide Education for Judges and Clerks - 5.16
- Educate the Legislature - 6.75
- Pro Se - Establish additional self help centers - 6.5
- Pro Bono - Recruitment Campaign - 6.33
- Education campaign for the Bar and courts - 4.91
- Provide technology sustainability - 4.08
- Pro Se - Educate lawyers to overcome market resistance - 5
- Exhibit D
Strategic Priority: Expand pro se self-help centers.

<table>
<thead>
<tr>
<th>Action Step</th>
<th>Responsible Person</th>
<th>Proposed Completion Date</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Continue maintenance, upkeep, and development of automated packets</td>
<td>Staff</td>
<td>Ongoing</td>
<td></td>
</tr>
<tr>
<td>Coordinate with newly-formed Arkansas Bar Association Forms Committee to</td>
<td>Staff</td>
<td>2013</td>
<td></td>
</tr>
<tr>
<td>assist in avoiding duplication of resources and to ensure pro se access</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>to hard copies of forms</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strengthen partnerships, collaboration, and fund development</td>
<td>Staff and Committee Members</td>
<td>Ongoing</td>
<td></td>
</tr>
<tr>
<td>Coordinate with AOC’s Automation Committee and provide input regarding</td>
<td>Staff and Committee Members</td>
<td>2013</td>
<td>Would focus on providing library staff a tour of the Arkansas legal services website and the many resources available to library patrons.</td>
</tr>
<tr>
<td>roll out of public access terminals in courts that implement e-filing to</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>determine feasibility of providing access to online legal resources and</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>staff support</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Outreach Workshops/Training</td>
<td>Staff and Committee Members</td>
<td>Ongoing</td>
<td></td>
</tr>
</tbody>
</table>
Strategic Priority: Formalize the resource development efforts of the Commission through the possible restructuring of the Legal Services Committee and the addition of a dedicated resource development staff position that would support the efforts of the Commission, AATJ Foundation, ALSP, and IOLTA Foundation.

<table>
<thead>
<tr>
<th>Action Step</th>
<th>Responsible Person</th>
<th>Status/Proposed Completion Date</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identify funding for fundraising consulting services.</td>
<td>Amy</td>
<td>August 2011</td>
<td>General campaign and endowment campaign require different skill sets</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>AATJ Foundation is tentatively proposing to use 2011 campaign funds to pay for a consultant to prepare 2012 campaign.</td>
</tr>
<tr>
<td>Determine whether full time employee or outside firm.</td>
<td>Amy/Committee</td>
<td>August 2011</td>
<td>Amy recommends engaging an outside consultant, as this person will be responsible for developing a statewide campaign that involves CALS/VOCALS, LAA, and the Foundation.</td>
</tr>
<tr>
<td>Select individual or firm through RFP/interview process.</td>
<td>Amy/Committee</td>
<td>September 2011?</td>
<td></td>
</tr>
<tr>
<td>Talk to Winthrop Rockefeller Foundation &amp; Freauff</td>
<td>Angela</td>
<td>In process</td>
<td>David Frueuff at the Frueuff</td>
</tr>
<tr>
<td>Foundation</td>
<td>George</td>
<td>In process</td>
<td>Foundation said they might be interested but this year they are making no grants to new organizations. Follow up with him in early in 2012. Follow-up with WRF is pending.</td>
</tr>
<tr>
<td>---------------------------------</td>
<td>-----------------</td>
<td>------------</td>
<td>--------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Walton Foundation (preliminary conversation)</td>
<td>George</td>
<td>In process</td>
<td>IOLTA is tentatively planning to make grants to legal aid in the fall of 2011, once operational support needs are met.</td>
</tr>
<tr>
<td>IOLTA Grant</td>
<td>Amy</td>
<td>In process</td>
<td>Darragh Foundation would be interested in providing a “bridge” grant to fund a statewide legal aid attorney position while AATJ Foundation raises funds to permanently endow position. Once firm plans are made for endowment campaign, application should be submitted.</td>
</tr>
<tr>
<td>Darragh Foundation</td>
<td>Amy</td>
<td>In process</td>
<td>Section regarding cy pres added to website; met with Jim DePriest at AG’s office to reinforce opportunities for cy pres awards</td>
</tr>
<tr>
<td>Cy Pres Campaign</td>
<td>Amy/Sam</td>
<td>In process</td>
<td>Talk to IOLTA Board about statutory change permitting unclaimed funds in IOLTA accounts to go to the IOLTA Foundation instead of escheating to the state</td>
</tr>
<tr>
<td>Exhibit E</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Task</td>
<td>Owner</td>
<td>Status</td>
<td></td>
</tr>
<tr>
<td>----------------------------------------------------------------------</td>
<td>--------</td>
<td>-------------</td>
<td></td>
</tr>
<tr>
<td>Revisit possibility of establishing pro hac vice fees</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contact national interfaith groups about possible funding for endowment campaign and for specific projects</td>
<td>Steve</td>
<td>In process</td>
<td></td>
</tr>
</tbody>
</table>
Strategic Priority: Develop an “eHarmony” approach to pro bono service by developing a system for matching private attorney needs and interests with legal service needs.

<table>
<thead>
<tr>
<th>Action Step</th>
<th>Responsible Person</th>
<th>Proposed Completion Date</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expand distribution of the Pro Bono Alerts prepared by Vince Morris</td>
<td>Vince</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Write and prepare an application for telephones to receive pro bono opportunity alerts in the areas of interest of attorneys with the ability to accept an opportunity by telephone.</td>
<td>Vince</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Design an L-Harmony pro bono preference form for use in presentations and that may be completed electronically online. The form will include areas of law, types of cases, and geographical preferences.</td>
<td>Danyelle Walker Jean Carter Bill Waddell</td>
<td>2011 Arkansas Bar Association Annual Meeting</td>
<td></td>
</tr>
<tr>
<td>Work with the Domestic Relations Section of the Arkansas Bar Association (and/or another bar association section) to establish a panel of resource attorneys who can provide information concerning the handling of cases in that area of practice. In conjunction with the establishment of the panel, work out a procedure whereby the persons serving on the panel can receive pro bono credit for providing the information through a time entry system.</td>
<td>Bill Waddell</td>
<td>2011 Arkansas Bar Association Annual Meeting</td>
<td></td>
</tr>
<tr>
<td>Implement the attached template for the civil right to counsel initiative.</td>
<td>Bill Waddell Lee Richardson Jean Carter</td>
<td>September 30, 2011</td>
<td></td>
</tr>
</tbody>
</table>
Strategic Priority: Undertake a media/PR initiative to educate the bench, bar, and general public about the importance of access to justice.

<table>
<thead>
<tr>
<th>Action Step</th>
<th>Responsible Person</th>
<th>Proposed Completion Date</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conference</td>
<td>George Rose Annabelle</td>
<td></td>
<td>Reply from Justice Stevens received, conference postponed to 2012 to accommodate.</td>
</tr>
<tr>
<td>Social Media</td>
<td>Sam</td>
<td></td>
<td>Completed</td>
</tr>
<tr>
<td>Economic Impact ABA/NLADA EJC</td>
<td>Sam Chuck Amy</td>
<td>End of May</td>
<td></td>
</tr>
<tr>
<td>Email Bob Echols with the ABA about study</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Speak to Jean and Lee to see if there is</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>an LSC study</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Talk to Karen Hutchens about presence in</td>
<td>Annabelle</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bar publicity</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Make contacts with the local media</td>
<td>Nate George Bill (NPR) Al (other radio) Sam (support)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Newsletter Synergy</td>
<td>Sam Kim</td>
<td>Next Committee meeting</td>
<td></td>
</tr>
<tr>
<td>Annual Report</td>
<td>All Staff</td>
<td>Completed</td>
<td></td>
</tr>
<tr>
<td>DVD</td>
<td>All</td>
<td>Long Range</td>
<td></td>
</tr>
<tr>
<td>Saturation days</td>
<td>Staff</td>
<td>Coordinate with Pro Bono Committee for advertising</td>
<td></td>
</tr>
<tr>
<td>Presence among judges</td>
<td>Annabelle</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### ARKANSAS ACCESS TO JUSTICE COMMISSION
### LEGISLATIVE COMMITTEE
### 2011 STRATEGIC PLANNING ACTION STEPS WORKSHEET

#### Strategic Priority: Plan and execute another set of town hall meetings in each congressional district; Contact federal delegation concerning 2012 budget.

<table>
<thead>
<tr>
<th>Action Step</th>
<th>Responsible Person</th>
<th>Proposed Completion Date</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prepare talking points and sample correspondence regarding anticipated cuts to FY2012 budget; coordinate contacts with congressional delegation during August recess</td>
<td>Staff</td>
<td>ASAP</td>
<td></td>
</tr>
<tr>
<td>See who the Commission knows and can contact for help setting up 2012 Town Hall Meetings</td>
<td>Staff</td>
<td>October 1</td>
<td>Do by polling commissioners and committee members?</td>
</tr>
<tr>
<td>Contact persons identified to explain the what and why of the town hall meetings and request help in making additional contacts.</td>
<td>Chuck</td>
<td>October 15 for initial contacts November 15 for those asked to make contact</td>
<td></td>
</tr>
<tr>
<td>Contact identified person(s) to make formal request for Town Hall meeting</td>
<td>Justice Tuck</td>
<td>December 1</td>
<td></td>
</tr>
<tr>
<td>Coordinate all logistics for each town hall meeting</td>
<td>Staff</td>
<td>March 1</td>
<td>Arrange specifics – facility, who will be there, etc…</td>
</tr>
<tr>
<td>Aggregate poverty info by congressional district</td>
<td>Staff</td>
<td>March 1</td>
<td></td>
</tr>
<tr>
<td>Identify and invite agency reps, clients, court staff, legal aid, and local bar leaders to each town hall meeting</td>
<td>Staff w/ help of Jean, Lee, Commissioners, ArkBar Pres.</td>
<td>3 weeks before meeting date. Reminders 1 week before.</td>
<td></td>
</tr>
</tbody>
</table>