



Legal Aid of North West Texas

EQUAL JUSTICE VOLUNTEER PROGRAM

2010 ANNUAL WORK PLAN

ADOPTED BY THE

LANWT BOARD OF DIRECTORS

December 12, 2009

"EQUAL JUSTICE UNDER LAW"

Over 50 years of civil legal aid to the low-income community in North & West Texas



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“Injustice anywhere is a threat to justice everywhere.”
Martin Luther King, Jr.

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Legal Aid of NorthWest Texas 2010 Private Attorney Involvement Work Plan

“JUSTICE FOR ALL... A PROMISE”

I. INTRODUCTION

Legal Aid of NorthWest Texas (LANWT) has an **Equal Justice Volunteer Program (EJVP)** staffed by a full-time Coordinator in each of its branch offices located in Abilene/Brownwood, Amarillo, Denton, Fort Worth/Weatherford, Lubbock, McKinney, Midland, Odessa, Plainview, San Angelo, Waxahachie, and Wichita Falls. The **Dallas Volunteer Attorney Program (DVAP)** is a joint project of the Dallas Bar Association and Legal Aid of NorthWest Texas and is staffed by a full-time Managing Attorney, two mentoring attorneys, eight paralegals, a recruiter, data entry clerk, and legal secretary. Both EJVP and DVAP operate under the Legal Services Corporation (LSC) Private Attorney Involvement (PAI) Regulations 45 CFR Part 1614, Texas Access to Justice Foundation (TAJF), and operational policies established by LANWT.

All 15 branch office EJVP PAI Plans were utilized to develop LANWT’s program-wide 2010 PAI Plan as required by the Legal Services Corporation PAI Regulations 45 CFR Part 1614.4. Our plan places emphasis on “promoting volunteer services” by working with community partners in a coordinated and integrated manner to help ensure effective and efficient use of resources to address unmet civil legal needs of low-income individuals and families.

LANWT’s 2010 EJVP PAI Plan demonstrates how the branch office Coordinators will continue existing pro bono services and create new delivery methods designed to increase client services through volunteer participation. The primary focus in 2010 is to increase pro bono case acceptances by at least 10 percent. The plan also addresses using various delivery models as recruitment tools, working closely with community partners to ensure effective and efficient use of resources, and ensuring that eligible clients have equitable access to legal services, including self-help, legal education, advice, brief services, and representation in court.

Engaging private, corporate, and government attorneys will make it possible for LANWT’s PAI Program to maintain and establish new collaborative partnerships to provide a broad range of free civil legal assistance to people who have no means of hiring an attorney.

II. PROGRAM OVERSIGHT

To help obtain on-going input in the development of the local PAI program, a Pro Bono Advisory Board has been created in each of the branch office locations. The Dallas Bar Association’s Community Services Fund (CSF) Board provides oversight and support for the Dallas Volunteer Attorney Program. The local pro bono advisory board members play an important role by providing continuous input and feedback to promote volunteer involvement that will maximize the delivery of legal aid in a collaborative effort.

Each branch office EJVP has a full-time Coordinator and DVAP has a Managing Attorney responsible for developing a PAI program tailored to enhance pro bono services through volunteer participation. The branch office Managing Attorney provides daily supervision for the EJVP Coordinator and case maintenance oversight on pro bono cases. The Director of Pro Bono & Bar Relations manages LANWT’s program-wide pro bono effort to ensure compliance with the LSC PAI Regulations and other grantor conditions, oversees

administration of the PAI Program, and provides technical assistance on program development. LANWT's oversight protocol will continue to engage input and feedback from stakeholders toward building a stronger delivery system that addresses the legal needs of our client population.

III. CASE PRIORITIES

The PAI Program uses the same priorities adopted annually by LANWT Board of Directors in compliance with LSC Regulations 45 CFR 1620. Applicants who meet the eligibility guidelines receive pro bono civil legal assistance for various problems: domestic violence; government benefits including social security and unemployment compensation; consumer law such as unfair sales practices, contract disputes, bankruptcy; housing issues from tenant-landlord disputes to real estate; employment law involving individual rights; and other family law matters that involve issues affecting the elderly, children, education, probate, wills, and community economic development

IV. 2010 GOALS AND OBJECTIVES

Each branch office EJVP Coordinator and the DVAP's Managing Attorney developed their 2010 Goals and Objectives pertinent to their geographic service area, which are highlighted in the Appendix-*Attachment #1*. The Dallas Bar Association Strategic Planning Committee revised DVAP's 2009 Strategic Plan that has as its vision: "To create a pro bono program through which all Dallas attorneys support legal services to the poor and ensure equal access to justice." DVAP's Long Range Strategic Plan (revised July 2009) is in the Appendix-*Attachment #2*.

LANWT's PAI 2010 "program-wide" goals and objective strategies were developed from each of the local branch office work plan. As a result of the Coordinators' input, our 2010 Goals are:

- Enhancing client services through Pro Bono participation;
- Conducting Recruitment/Retention outreach efforts to increase pro bono participation;
- Implementing Community Legal Education Client-Centered Workshops;
- Maintaining current partnerships and establishing new collaborative relationships;
- Recruiting the Judiciary to support and promote pro bono participation;

GOAL 1: Enhancing client services through Pro Bono Participation.

To address the legal needs of our client population, especially in our rural counties, pro bono services are critical to helping people eligible for legal assistance obtain access to the judicial system. To attract attorneys and lay volunteers, our program will offer a variety of pro bono opportunities that give volunteers a choice of participation levels which will garner a **long-term commitment to actively participate** in our branch office Equal Justice Volunteer Programs.

OBJECTIVES TO ACCOMPLISH GOAL:

- Use a combination of pro bono panels and reduced fee contracts in rural areas to provide assistance to clients who meet our case priorities and income eligibility guidelines. We will continue to use local and state electronic listserv networks to post pro bono case opportunities on the internet. This referral method will give attorneys outside of our service areas the opportunity to do pro bono work with LANWT. As of September 30, 2009, volunteer attorneys closed 2,731 cases. We project that our case acceptances will increase by at least ten (10%) percent by December 31, 2010.

- Continue our existing 63 monthly and quarterly legal clinics, which consist of 47 general clinics, 11 specialized clinics, and five pro se clinics. As of September 30, 2009, LANWT's PAI Program held a combined total of 613 evening and Saturday clinics. It is projected that 711 clinics will be conducted by December 31, 2009.
- Establish 11 NEW legal clinics in an effort to expand services in areas identified by the Coordinators as underserved segments of the client population. By December 31, 2009, the new clinics will be established in:
 - Amarillo – General Clinics in Dumas, Borger, and Dalhart Counties;
 - Fort Worth – General Clinics in Granbury, Lake Como, and Mosier Valley;
 - Midland – General Clinic in Big Lake in collaboration with Friends for Hope;
 - Waxahachie – Workers' Comp Clinic in Ennis County, and a Wills Clinic;
 - Wichita Falls – First Step Shelter Clinic.
- Continue DVAP's Judges' Pro Bono Panel in collaboration with the Pro Bono Activities Committee, which will maintain the relationship with law firm managing partners, encourage pro bono participation in targeted firms, and open the door for DVAP to make pro bono opportunities presentations to law firm members.
- Foster a stronger partnership with the local pro bono advisory boards to better market the need for volunteer services, examine current delivery methods to determine what does and does not work, determine and help resolve challenges faced by the pro bono program, and evaluate pro bono opportunities to increase client services and support benefits for private attorneys who accept pro bono cases.
- Continue to develop our existing network of volunteers who do pro bono work, which include:
 - **Judges** who volunteer at evening legal clinic programs by proving-up pro se and agreed divorce cases, serve on CLE seminar planning teams, act as presenters at substantive law training events, and participate on local pro bono advisory boards.
 - **Private Attorneys, Corporate Counsels and Government Attorneys**, who staff our legal clinics, accept pro bono civil law cases, act as mentors, are presenters at CLE training events, serve on speaker's panels, provide classes for pro se litigants, act as mediators and co-counselors, and participate on our branch office pro bono advisory boards.
 - **Paralegals, Legal Assistants, and Legal Secretaries** who conduct intake eligibility screening at our community legal clinics, draft pleadings under the volunteer attorney's supervision, conduct legal research and perform administrative functions.
 - **Court Clerks** who file Original Petitions/Waiver of Citations, conform/certify Final Divorce Decrees at our monthly Agreed Divorce Clinic and prove-up hearings.
 - **Court Reporters** who donate services for depositions on pro bono cases, render assistance at night court and law firm prove-up hearings.
 - **Law and Paralegal Students, Community Advocates and other professionals** who provide technical support to pro bono attorneys, perform intake screening at legal clinics, conduct legal research, and carry out case management administrative tasks.
 - **Librarians** who assist with keeping our law libraries updated, dispose of outdated materials, and organize legal documents for easy access by our volunteer lawyers.

GOAL 2: Conducting Recruitment/Retention outreach efforts to increase pro bono participation.

According to the **State Bar of Texas Attorney Membership Statistical Report** dated October 1, 2009, there were **20,839 attorneys in LANWT's 114-counties eligible** to perform pro bono services; of this number, there were **7,609 (37%) attorneys enrolled in LANWT's PAI program**. Of the attorneys enrolled, **1,674 (22%) actively** participated in the pro bono program. Of the "active" attorneys, **515 were new attorneys**. Additionally, there were **1,733 lay volunteers** enrolled to perform pro bono support services. Of the lay volunteers enrolled, **598 (35%) actively** participated in our pro bono programs.

With the new pro bono projects planned and our existing programs, it is projected that volunteer participation will increase by at least 5% program-wide. We will continue to provide volunteer orientation and support services to help retain and attract new volunteers. To help promote the pro bono effort, we will continue to solicit volunteer feedback to obtain innovative ideas to foster the continued growth of our program and do whatever is needed to ensure volunteers are supported by program resources.

OBJECTIVES TO ACCOMPLISH GOAL:

- Each branch office Coordinator will implement various methods to market the local pro bono effort, including making personal contacts, engaging law firm participation, utilizing the local bar publication to highlight pro bono work, attending bar meetings to make appeals for pro bono participation, and placing PSA's in the local Community Cable Network and Radio stations.
- Each branch office Coordinator will continue utilizing our Virtual Case Referral listserv (Project VCR) of attorneys interested in accepting cases through e-mail. Project VCR is a modified version of the Dallas Volunteer Attorney Program. DVAP has been using this referral model for several years and has been very successful in getting attorneys to accept pro bono cases. This referral method reduces the search time for volunteer attorneys and gives attorneys an opportunity to select the case(s) they prefer.
- Each branch office will implement a Continuing Legal Education (CLE) "live" or video training as a method to recruit and retain volunteer attorneys. The CLE program will be accredited by the State Bar of Texas for participatory and ethics credits. Planned 2010 CLE opportunities are:
 - **Weekly "live" Substantive Law Seminars** held by the Dallas Bar Association to recruit attorneys to do pro bono work with DVAP. In 2009, DVAP's leadership agreed that attorneys from our other service areas could attend the Bar's trainings and would be required to accept a pro bono case from the PAI Program where their office is located.
 - **Monthly CLE Substantive Law Video** showings will be held in Amarillo, Lubbock, McKinney, Plainview, San Angelo, and Wichita Falls by using the State Bar of Texas Professional Development videotapes provided at no cost by Texas Lawyers Care. Participating attorneys will be required to accept at least two pro bono referrals for obtaining the "free" MCLE credits.
 - **The Fort Worth EJVP will implement a "live" two-day Advanced Family Law Seminar** in collaboration with the Texas Wesleyan University School of Law by October 2010. This training event will be open to all attorneys within LANWT's service area. Attorneys attending this event will be required to accept two pro bono cases from the branch office PAI program where their office is located.
- Continue to utilize the **TexasLawyersHelp.org** website to post pro bono case opportunities. This website has links to the **State Bar of Texas Family Law Section** (sbotfam.org), the **Texas**

Academy of Family Law Specialist (tafls.org) and the **Texas Young Lawyers Association** (tyla.org) that provides an opportunity for attorney recruitment. These state-wide networks increase the potential of recruiting attorneys willing to do pro bono work in our service area. Our Program is also listed on the **Texas Legal Service Center's Pro Bono Coordinator's pro bono link** where attorneys interested in doing pro bono work are referred to our program.

- The Texas Lawyers Care (TLC) **“Pro Bono Perks”** designed to attract volunteer attorneys to do pro bono work on the local level will be utilized as a tool to recruit and retain attorneys to do pro bono work with LANWT. TLC's Pro Bono Perks consist of:
 - Free Membership in the State Bar of Texas Pro Bono College to attorneys who contribute a minimum of 75 hours of pro bono work annually.
 - Free tuition scholarships to seminars sponsored by the State Bar CLE Department in exchange for accepting two pro bono cases within a twelve month period.
 - A Mentor/Mentee Program where an attorney can earn up to five CLE participatory credits hours by providing technical assistance and co-counseling to the less experienced attorneys.
 - Access to websites for bar publications, practice manuals, and training materials to assist attorneys who accept pro bono referrals.
- Each branch office will conduct an annual recognition event to honor volunteers for pro bono services. Articles to spotlight volunteer pro bono services will continue to be submitted for publication in the Texas Lawyers Care LegalFront and in local bar newsletters. We will also feature outstanding pro bono work in the EJVP Quarterly Newsletter.
- Continue to assist volunteer attorneys to help guarantee that high quality and cost-efficient legal services are provided to our clients. To help support attorneys willing to accept a pro bono case, we will offer:
 - malpractice insurance at no cost,
 - sample pleadings/forms,
 - volunteer law students and paralegals to provide technical support,
 - reimbursement of litigation and out-of-pocket expenses,
 - case maintenance, time records to track donated hours, and
 - use of program's resources such as Lexis Nexis, and equipment to help offset costs related to pro bono representation.

GOAL: Implementing Community Legal Education Client-Centered Workshops and Outreach

Community Legal Education Workshops and outreach activities held in collaboration with public service providers are utilized as a proactive delivery model to educate low income citizens and non-profit organization representatives on civil law matters of interest to the client community. Bilingual volunteer attorneys as well as LANWT's staff attorneys are recruited to conduct workshops in Spanish in communities where there is a high population of Spanish speaking residents. Through September 30, 2009, the branch office Coordinators conducted 63 community outreach workshops and activities that had 3,573 attendees. This outreach effort is used as a vehicle to distribute materials regarding legal services provided by LANWT and its EJV Program to potential clients and to public service providers.

OBJECTIVES TO ACCOMPLISH GOAL:

- Use the CLE outreach workshops as a mechanism to continuously provide information to the client community and public service providers regarding the availability of legal aid through LANWT's staff and pro bono programs.
- Increase awareness of civil law matters within our priority guidelines by recruiting private and government attorneys and agency representatives that provide services to low-income people to act as presenters at community legal education workshops in areas targeted by the branch office Coordinators.
- Participate in Community Health and Information Fairs sponsored by the local police departments and other service providers to enable our staff to reach a broad range of potential clients who might not be aware of civil legal services offered by Legal Aid of NorthWest Texas.
- Develop PSA announcements in English and Spanish to publicize CLE workshops and activities through the local Cable TV community bulletin board, local community newspapers, and radio stations as well as create flyers for distribution at community centers, client groups, and social service agencies.
- Create a comprehensive referral network of public service providers where eligible clients can be referred to obtain needed assistance with legal or social matters as a result of attending the CLE workshops.

GOAL: Maintaining current partnerships and establishing new collaborative relationships.

The success of LANWT's EJVP is built on collaborative partnerships which allow for combining resources that focus on reducing barriers, coordinating and improving a broad range of services needed by the people we serve. In a majority of our rural counties, LANWT and its PAI Program are the only providers of "free" civil legal services to the client population eligible for assistance. In 2010, we will focus on building a stronger relationship with our current partners and creating new opportunities with service providers interested in connecting with LANWT to expand pro bono services to eligible clients.

OBJECTIVES TO ACCOMPLISH GOAL:

With Bar Associations

- Currently, there are **47 local majority and specialty Bar Associations** that co-sponsor our legal clinics, substantive law CLE seminars, provide time on their meeting agenda for recruitment appeals, utilize bar publications to announce pro bono events, and assist with volunteer attorney recruitment efforts. By involving key stakeholders on the local levels, we create a continuous forum for input and feedback to promote program growth. Our Bar partners provide an opportunity to recruit new and seasoned attorneys willing to share their expertise to expand pro bono services to eligible clients. A listing of our Bar Partners is in the Appendix-*Attachment #3*.
- In 2010, all of our PAI programs will continue to seek support and co-sponsorship for Pro Bono Awards Recognition Events from the local bar associations, which in the past have supported our events either co-sponsoring an awards activity or holding a special awards presentation during the bar's annual meeting. Our award events spotlight private attorneys, lay advocates, and community Our award events spotlight private attorneys, lay advocates, and community leaders who contributed their time and talent in the delivery of pro bono legal services to our clients.

- The Dallas Bar Association (DBA) 2009 Campaign raised \$540,000.00 and of this amount, **\$207,000.00** was given to LANWT to benefit the Dallas Volunteer Attorney Program (DVAP). In addition to this revenue, the DBA paid the salaries for full time staff placed at DVAP which included the Managing Attorney, a Recruiter, five Paralegals, and a Data Entry Clerk. The 2010 Campaign Goal is underway.
- The Tarrant County Bar Association (TCBA) has a voluntary \$25 dues check-off for Legal Aid on its annual membership renewal form. **In 2009**, the Tarrant County Bar Association (TCBA) raised **\$7,000.00**. It is anticipated that the 2010 campaign contributions will increase by at least ten percent over the revenue contributed in 2009.

With Law Firms

- Throughout our service area, we have established an excellent working relationship with law firms that support the pro bono effort by encouraging associates to accept cases, staff our legal clinics, act as mentors to the less experienced attorneys, and contribute to our fundraising campaigns. In 2010, each of our branch office pro bono programs will focus more time on recruiting more law firms to encourage its associates to do pro bono work.
- DVAP will continue its collaborations with Jones Day and Weil, Gotshal & Manges LLP through the Lend-a-Lawyer program, which is designed to place an associate at DVAP for three months to handle pro bono cases as a full-time staff attorney while the firm pays the associate as if he/she were working at the firm. In 2010, DVAP will reach out to Haynes and Boone, Akin Gump and other law firms that have expressed interest in the Lend-a-Lawyer program. DVAP will travel to the prospective law firms to make a presentation about the benefits of the Lend-a-Lawyer program and the impact that the project has had on increasing client services. It is estimated that the firms value its associate's pro bono participation at approximately \$50,000 per year.
- The Fort Worth Equal Justice Volunteer Program will continue its partnership with McDonald Sanders to accept pro bono cases and with Cantey Hanger to reinstate its pro bono project. It is anticipated that by June 2010, these two law firms' associates will be actively engaged in providing pro bono services to eligible clients.
- The McKinney Equal Justice Volunteer Program will continue to recruit attorneys from the Law Firms of Hunton-Williams in Dallas, Strasburg & Price in Frisco, and Steed-Flagg in Rockwall to staff the legal clinic program and to accept pro bono cases.
- The Midland Equal Justice Volunteer Program will continue to utilize attorneys from Lynch, Chappell & Allsup PC, Cotton Bledsoe Tighe & Dawson, and Stubbeman McRae Sealy Laughlin & Browder, Inc. to staff the evening legal clinic programs in Midland, Big Springs, and Big Lake.

With Corporate Counsel Legal Departments

- **Dallas DVAP** will continue its partnerships with:
 - Affiliated Computer Services (ACS), which staffs the Garland and East Clinics and take cases.
 - Citibank associates who accept pro bono cases.
 - IBM, which staffs the Garland Clinic.
 - JP Morgan Chase, which staffs the East Clinic and takes cases.
 - Bank of America associates who staff Garland and provide a probate mentor who assists other volunteer attorneys who need guidance.

- **Fort Worth EJVP** will increase recruitment efforts with the American Airlines' Legal Department, which encourages its corporate counsel to participate in the Tarrant County Legal Clinics. In 2009, five attorneys volunteered at the clinics and took cases.
- **McKinney EJVP** will continue its partnership with the JC Penney Corporate Legal Department, which staffs the Plano monthly legal clinic; the Electronic Data System (EDS) Corporate Legal Department, which staffs the Allen legal clinic every other month; and the Frito Lay Corporate Legal Department, which co-sponsors the Plano Collin County clinic located at the Salvation Army. The Legal Departments send attorneys and non-attorneys to staff the clinics.
- We will seek to establish a program-wide Corporate Counsel Committee charged to explore options to engage corporate counsel in pro bono services in our other branch offices as well as nurture our current partnerships. Due to the success of our existing corporate counsel collaborations, it is anticipated that delivery approaches can be replicated to expand opportunities for corporate lawyers to do pro bono work in our other branch offices. Since all of our branch offices have video conferencing capability, it is envisioned that corporate attorneys interested in doing pro bono work in our rural counties can participate on our VCR e-mail listserv. We can also use our video conferencing technology to arrange client and attorney interviews.

With Law Schools

- The branch office PAI programs have successfully integrated law student pro bono services by giving them an opportunity to work directly with a diverse client population as well as networking with volunteer attorneys and lay advocates. In 2010, our program will continue its partnerships with SMU Dedman School of Law in Dallas, Texas Wesleyan University School of Law in Fort Worth, and Texas Tech University School of Law in Lubbock. Law students are an important untapped resource that will be used to increase client services and hopefully engage future pro bono attorneys. The desired outcomes for 2010 include increasing pro bono opportunities for law students, developing culture within the law school community, and enhancing our relationship between LANWT and the three law schools in our service area.
- The Fort Worth EJVP Program partnered with Texas Wesleyan Law School that provided space and printing of a training manual to implement a two-day Family Law Seminar held April 30-May 2, 2009. As a result of this seminar, 22 private attorneys agreed to accept at least two pro bono cases. Plans are currently underway with Texas Wesleyan Law School to host a two-day Advanced Family Law Seminar in 2010. This activity will be used as a recruitment tool to engage attorneys to accept pro bono cases.
- The Lubbock EJVP Program and Texas Tech University School of Law Clinical Program Divorce Night Court Clinic, under the leadership of Professors Wendy Ross and Larry Spain, will be in its 4th year of operation. Texas Tech law students interview applicants and gather information necessary to prepare a divorce petition and other related documents. Cases may be accepted if the applicant resides in Lubbock County and if there are no children, little to no property, and no abuse. This partnership gives law students "hands on experience" in the area of Family Law as well as provides an opportunity to increase legal assistance to eligible clients who normally fall through the cracks of justice.
- For the past five years, the Family Law Section of the State Bar of Texas has selected a rural county in our service area to host a Pro Bono Family Law Seminar designed to recruit attorneys to do pro bono work. On July 24, 2009, a seminar was held in Stephenville-Earth County. As a result, 40 attorneys attended the seminar and we received commitments to accept 72 pro bono cases from attorneys in Erath, Tarrant, Dallas, Jack, and Wise counties. It is anticipated that a rural county will

be selected by the SBOT Family Law Section to implement a seminar in one of our underserved counties.

With Public and Private Community Organizations

- LANWT's PAI Program has a combined total of **288** collaborative partnerships with crisis centers, social service agencies, law enforcement, community groups, housing crisis centers, government agencies, churches and a host of other organizations. Our partnerships facilitate the sharing of resources to help low-income people. In 2010, all of our branch offices will continue to utilize our partners as a vehicle to continuously market legal services available through LANWT.
- As of September 30, 2009, there were **113** organizations and businesses that provided in-kind donations valued at \$91,644, which included free space, office furniture, equipment, supplies, news media publications, and other donated services to house our 63 community clinics. In 2010, the branch office Coordinators will continue to foster the supportive relationship with our partners in an effort to off-set some of our operational expenses. We will continue to seek in-kind donations to sponsor pro bono activities and awards recognition events.

GOAL: Recruiting the Judiciary to support and promote pro bono participation.

In some of LANWT's service areas, the local judiciary does not have a history of actively supporting pro bono efforts for various reasons. It has been demonstrated in many legal services programs that judicial involvement can increase pro bono participation. Just like lawyers, judges too hold the key to "access to justice for the poor" by promoting and supporting pro bono participation.

OBJECTIVES TO ACCOMPLISH GOAL:

- Support from the bench lends credibility and strength to a pro bono program. In 2010, we will increase awareness and support of the pro bono effort by recruiting Administrative Law Judges, District Judges, Municipal Judges, County Court Judges, and Justices of the Peace to:
 - act as presenters at CLE seminars designed to recruit attorneys to do pro bono work;
 - participate on local pro bono advisory boards and special project committees;
 - serve on design teams to help develop a curriculum designed for attorney recruitment;
 - be keynote speakers at pro bono awards events and other program sponsored activities;
 - write PR articles on the need for volunteer attorneys to represent pro bono clients.
- Continue to recruit District Judges to volunteer at our Agreed Divorce and Pro Se legal clinics to prove-up cases in the Dallas and Fort Worth service areas.
- Highlight Judges who do pro bono work with the branch office PAI Programs in LANWT's EJVP Quarterly Newsletter, Texas Lawyers Care LegalFront newsletter, and local Bar Association publications, as a method to educate of the need and importance of pro bono work.
- The Dallas Volunteer Attorney Program will continue to work in collaboration with the DBA Pro Bono Activities Committee where a panel of Judges targets law firm managing partners to encourage their associates to do pro bono work with DVAP. This activity opens the door for DVAP to make presentations at targeted law firms. In 2010, a meeting will be held with DVAP's Managing attorney and EJVP Coordinators in urban areas where there is a high volume of law firms to replicate this judiciary pro bono model.

V. PROGRAM EFFICIENCY AND MEASURING PROGRAM EFFECTIVENESS

Program Efficiency:

LANWT has uniform intake procedures which include standardized applications and questionnaires, case status letters, and outreach brochures that explain our services in layman's language. All of our documents are produced in English and Spanish. LANWT's PAI Programs operate under the same policy requirements as the staff program. In addition, we have an EJVP Financial Procedure Manual to ensure program accountability pursuant to the LSC PAI Regulations Part 1614.3(e) that sets forth a separate account system for PAI expenditures.

The PAI program also uses the same RealLegal Practice Manager Database as the staff program, which has systematic quality control mechanisms for case management, oversight, electronic case files, timekeeping, and communication through e-mail. The EJVP Programs operate under our standardized Financial Management Procedure Manual to ensure proper tracking of PAI expenditures.

Case follow-up is conducted 30 days after the initial opening and every 90 days thereafter. Upon case completion, the volunteer attorney is required to submit a copy of the final document and the number of hours contributed on the case. A case closure "thank you" letter is sent to the attorney with the number of volunteer hours contributed on the case. A closure letter and Satisfaction Questionnaire are sent to the client to evaluate the quality of services received from the volunteer attorney and from LANWT. This process allows us to monitor program efficiency and effectiveness from the clients' perspective.

An important component of program efficiency is to offer training opportunities to the EJVP Coordinators to enhance their knowledge and professional skills in developing and maintaining a pro bono program. The following activities are included in the 2010 PAI budget:

- Funds to implement spring and fall Coordinators' meetings to use as a tool for program development, train on administrative matters, address issues that affect the entire PAI program, and share recruitment/retention ideas which can be replicated in other branch office areas.
- Funds to pay for Coordinators' attendance at Texas Lawyers Care semi-annual statewide Pro Bono Coordinators Retreat. **All expenses are reimbursed to LANWT by TLC 30-days after the retreats.** This is a significant training opportunity that focuses on program development, recruitment/retention techniques, and innovative pro bono delivery models that state-wide PAI Coordinators are using to attract pro bono participation.
- Funds to pay the \$30 National Association of Pro Bono Professionals (NAPBPro) membership fee for each Coordinator. This is a national support organization for pro bono program managers in collaboration of the American Bar Association Center for Pro Bono. **Pedro (Pete) Fierro is the 2010 NAPBPro President Elect and Ellena Simmons serves on NAPBPro's Executive Committee.**
- Funds for selected EJVP Coordinators to attend the 2010 annual American Bar Association and National Legal Aid & Defenders Association Equal Justice Conference, which provides training sessions specifically designed to enhance the skills of pro bono managers in the areas of interpersonal development, program/project planning, new trends for volunteer recruitment and retention.

Measuring Program Effectiveness:

LANWT's Equal Justice Volunteer Program will be measured by the goals set forth in our 2010 annual work plan, the number of pro bono cases accepted and completed, new volunteer recruitment, volunteer participation in our legal clinic programs and other pro bono activities. Our project partners will be encouraged to provide an annual evaluation of our EJVP. This feedback will allow us to identify and address problem areas pertaining to the delivery of legal services to eligible clients.

It is equally important to measure the success of our EJVP from the client's perspective. Our Client Satisfaction Questionnaire is mailed with our closing letters to all clients that receive assistance through the PAI program. The questionnaire gives each client an opportunity to comment on services provided by the PAI staff and volunteer attorneys. Based on the clients' responses, we will be able to effectively monitor our pro bono program to ensure that our volunteer attorneys who accept pro bono or reduced fee referrals provide quality legal services.

It is important to measure our success by educating the client community about the availability of legal services both through LANWT's Equal Justice Volunteer Program and the Staff Program. Potential clients must know where and how to apply for civil legal assistance. Likewise, it is equally important that public service providers are educated about LANWT's mission and services. This outreach process establishes the program's credibility, promotes appropriate referrals between organizations, builds support among key stakeholders, and provides an avenue for collaborative partnerships. Outreach to community organizations also assists in building a strong network of public service providers that generate a comprehensive referral system for eligible clients.

VI. MARKET VALUE OF VOLUNTEER SERVICES

As a result of the demands for legal assistance from eligible clients, LANWT **depends highly** on pro bono participation to help close the justice gap experienced by poor people. Private, corporate, and government attorneys have made a significant impact increasing pro bono legal services to low income people; however, the "**ultimate value**" is when volunteers produce successful outcomes for our clients.

Over the years, LANWT has built a foundation that successfully integrated its Equal Justice Volunteer Program with the Staff Program to maximize civil legal services to people who meet our eligibility guidelines. From January 1, 2009 to September 30, 2009, the PAI Program opened 2,358 new cases and closed 2,731 cases. An additional 605 individuals were eligible for legal assistance but were denied simply because there was no attorney available to accept the cases.

LANWT utilizes the average hourly rate of \$150 as established by the State Bar of Texas and the Texas Access to Justice Foundation to determine the fair market value of an attorney's time. Lay volunteer's time is valued at \$20 per hour based on the fair market rate of \$40/hour. **As of August 31, 2009, volunteers collectively donated a total of 28,000.13 hours valued at \$2,939,130.00.** Volunteer attorneys donated 18,300.98 hours valued at \$2,745,147.00 and lay professionals donated 9,699.15 hours valued at \$193,983.00.

In 2010, the EJVP Coordinators and Director of Pro Bono and Bar Relations will aggressively work to recruit attorneys and develop partnerships to increase pro bono participation. We will continue to utilize all forums mentioned in this plan to recruit attorneys and lay professional to do pro bono work.

APPENDIX

ATTACHMENT # 1

BRANCH OFFICE EQUAL JUSTICE PROGRAM 2010 GOALS AND OBJECTIVES

ATTACHMENT # 2

DALLAS VOLUNTEER ATTORNEY PROGRAM LONG RANGE STRATEGIC PLAN
Revised July 2009

ATTACHMENT # 2

BAR ASSOCIATION PARTNERSHIPS

ATTACHMENT # 1

BRANCH OFFICE EQUAL JUSTICE PROGRAM 2010 GOALS AND OBJECTIVES

ABILENE/BROWNWOOD
AMARILLO
DALLAS
DENTON
FORT WORTH/WEATHERFORD
LUBBOCK
McKINNEY
MIDLAND
ODESSA
PLAINVIEW
SAN ANGELO
WAXAHACHIE
WICHITA FALLS

Equal Justice Volunteer Program 2010 GOALS AND OBJECTIVES

ABILENE:

Goal: Increase attorney participation.

Objective: Refer cases to attorneys who are not currently enrolled in our pro bono panel. This will be accomplished by contacting attorneys by e-mail or regular correspondence. Projected date: December 2010.

Goal: Increase the number of pro bono hours contributed by attorney volunteers by increasing the case referrals.

Objective: This will be accomplished by increasing the number of cases referred to the EJV Program at the staffing sessions. Projected date: December 2010.

Goal: Hold a recognition event at a regularly schedule Abilene Bar Association meeting or at a Christmas Appreciation Party for the volunteers.

Objective: Coordinate the recognition event with the Abilene Bar Association. Projected date: December 2010.

Goal: Offer more CLE scholarships to our volunteers.

Objective: Contact individual volunteers and let them know about the program. Projected date: December 2010.

AMARILLO:

Goal: Encourage more local firms to sponsor legal clinics in the Amarillo and surrounding areas. Ongoing

Objective: Will contact and re-contact private attorneys in order to get more involvement for clinic sponsorships.

Goal: Continue attending the bar luncheons to get more involved with all events the bar may be hosting in order to get more attorneys to participate with LANWT.

Objective: EJV Program will attend the Amarillo Area Bar Association, Young Lawyers Association, and other specialty bar meeting luncheons in an effort to recruit attorneys to accept pro bono cases and staff the legal clinics.

Goal: Continue holding monthly legal clinics/workshops in the client community.

Objective: To provide continuing legal education workshops as a method for addressing legal matters of interest in the client community as well as hosting evening clinics as alternative intake site for applicants who cannot attend regular scheduled intake day at LANWT's office.

Goal: Continue working close with the bar association on going, in an attempt to recruit new attorneys and to inform them of any events LANWT will be hosting.

Objective: EJVP will review the Bar association's Newsletter for new attorneys in order to attempt to recruit new attorneys. And also, the EJVP will provide the newsletter with articles regarding LANWT and events as well as asking for more attorney participation.

Goal: Hold more specialty clinics as needed in the community.

Objective: Continue holding more specialty clinics, such as Bankruptcy, Wills, and other clinics as identified by clients and client groups on a quarterly basis.

Goal: Contact law firms to recruit attorneys to take pro bono cases and to assist at legal clinics.

Objective: Continue to visit and re-visit law firms, small and large, in hopes of not only recruiting new attorneys and lay advocates to assist by taking cases and/or assisting at clinics, but in hopes that the large firms can begin sponsoring quarterly legal clinics **on an ongoing basis.**

Goal: Plan a fundraising event to host an annual pro bono awards event for attorneys and lay volunteers.

Objective: Implement at least one fundraising activity by December 31, 2010 to help off-set expenses for an annual pro bono awards event to recognize volunteers for their donated services.

Goal: Continue contacting more attorneys on my list who are signed up to accept pro bono cases, but have not taken any recently and/or to speak at workshops hosted by LANWT. This is an on going activity.

Objective: EJVP will contact attorneys on list who are currently not participating in attempts to get them to take cases and/or assist at the clinics.

Goal: Seek to get more participation and sponsorship by other churches and/or community centers in order to hold more workshops/clinics.

Objective: To contact local churches and community centers or social agencies to see if they would sponsor a workshop/clinic by allowing us to hold such events at their site at no cost to LANWT by **January, 2010.**

Goal: Attend community health fairs as a collaborative effort with other service providers.

Objective: Participate in public service providers health fairs held in rural counties to utilize as an opportunity to conduct outreach activities in the client community and distribute information regarding civil legal services available through the local legal aid office and at EJVP monthly legal clinics. Participation at health fairs will be implemented through-out 2010.

DALLAS-DVAP:

Goal: Further support and enhance the cooperative and collaborative efforts already in place with the Dallas Bar Association and its specialty sections and specialty bars. Ongoing.

Objective: DVAP staff will attend meetings of the DBA Probate Section Pro Bono Committee and the DBA Family Law Section Pro Bono Committee.

Goal: Further support and enhance the cooperative and collaborative efforts already in place with the Housing Crisis Center and other area legal and public service providers. Ongoing.

Objective: DVAP staff will continue to assist with providing volunteers to staff the weekly Housing Crisis Center clinics.

Objective: DVAP is exploring setting up a clinic for veterans in cooperation with various firms as well as a clinic at Friendship West Baptist Church.

Goal: Continue the recruitment, training and retention of minority and bi-lingual or multi-lingual attorneys to assist those minority and ethnic constituencies in the low-income community. Ongoing.

Objective: DVAP staff will recruit additional volunteer attorneys through various DBA minority bar activities as well as the annual Dallas Minority Attorney Program.

Goal: Develop new program models or components in specialty areas like estate planning, guardianship and bankruptcy to attract volunteers and support them in the delivery of civil legal services to the low-income

community. To continue improving and expanding the following projects with respective community partners, estate planning, guardianship and bankruptcy. Ongoing.

Objective: DVAP, in association with the DAYL Elder Law Committee, the DBA Probate Section, and the DBA Pro Bono Activities Committee, held a Probate Symposium in September 2009. DVAP staff will continue to explore the possibility of setting up a bankruptcy advice-only clinic.

Goal: Maintain a committed and productive volunteer base by providing mentoring support and recognition opportunities for every volunteer working with DVAP in the pursuit of delivering high quality civil legal services to the low-income community. Ongoing.

Objective: DVAP will hold a Pro Bono Awards ceremony for its volunteers in October 2009 and October 2010.

Objective: To send mentor attorneys Katherine Saldana and Kristen Salas to the Advanced Family Law course in August 2010.

Goal: Raise awareness at targeted community gatherings of the services available through DVAP. Ongoing.

Objective: DVAP staff will participate in various community gatherings as outreach events, such as the Sharing Life Community Fair and monthly Wills Clinics located at various Senior Centers throughout the Dallas area.

Goal: Raise awareness among local law firms of our Lend-a-Lawyer program and encourage participation by more firms. Ongoing.

Objective: DVAP staff will network with Haynes and Boone, Akin Gump, and any other law firms which express interest in the Lend-a-Lawyer program. DVAP staff is available to travel to the firm and make a presentation about the benefits of the Lend-a-Lawyer program.

DENTON:

Goal: Recruit more attorneys and encourage those already registered (but have not taken a case recently) to become more active and to provide LANWT events and information for publication in the monthly Bar Association newsletter.

Objective: The Legal Aid office will attend the Bar Association meetings and continue to coordinate the publication of events with the Bar Association Secretary.

Goal: Continue promotion of Project VCR by listing cases to be placed and providing case facts. Ongoing

Objective: To provide volunteer attorneys with a selection of available pro bono cases to choose from.

Goal: Implement legal clinics in an effort to increase legal assistance to eligible clients and enhance volunteer attorney participation.

Objective: Continue the Pro Se Divorce clinic in Denton County. Quarterly

Objective: Continue the legal clinics in our service area. Ongoing

Goal: Continue to meet with Pro Bono Advisory Board. Ongoing

Objective: Schedule quarterly Advisory Board meetings and email agenda to board members.

Goal: Continue to provide internship opportunities for Texas Wesleyan Law, SMU Law and other law school students.

Objective: EJVP Coordinator will attend the annual Equal Justice Day event at Texas Wesleyan Law School.

Goal: Implement periodic Community Legal Education Workshops throughout 2010 beginning in the first quarter.

Objective: Conduct a community education event/clinic in cooperation with the Denton Senior Citizens Center to educate senior citizens on Wills, and other living documents. Spring

Objective: Conduct a community education event in cooperation with the Denton Affordable Housing Corporation to educate consumers on Tenant/Landlord laws. Spring

Goal: Increase the visibility of the EJVP program in the rural counties by making personal visits to attorney's office and other social service providers. Quarterly

Objective: Travel to rural counties to personally visit area attorneys to present Legal aid mission and objectives and answer any questions.

FORT WORTH:

Goal: Streamline clinic program to make more efficient to best serve applicants, and increase recruitment of lay and private attorney volunteers.

Objectives: Compile data from clinic program which includes number of applicants, regularity of clinic, number of volunteers and site locations.

Involve Pro Bono Advisory Board to evaluate and analyze data to determine effectiveness based on safety, number of applicants, legal need, and ability to recruit volunteers.

Discuss and determine if more beneficial to close, consolidate or relocate particular clinics based on analyzed data.

Consider transforming an existing clinic into a pro se civil, or divorce clinic.

If PBAB agrees, meet first with at least two Family Court Judges or one Civil Judge to see if there is any interest or to gauge perception. If at least one Judge shows interest, a proposal will be drafted and presented to the Judge and Pro Bono Advisory Board. Upon approval, the proposal will be presented to the Tarrant County Family Law Bar, and ongoing promotion of clinic will begin.

Goal: Incorporate "One Pro Bono Hour" concept of Tarrant County Probate Bar mission into the existing Will Clinic.

Objectives: Continue to work with current president to compile list of interested members who will be enrolled into the LANWT volunteer data base.

Assign pre-screened client to bar member to assist at Wills clinic. Attorney will interview one client and view documents after drafting. (One client, one hour.)

Attorneys not interested in attending the Saturday clinic will be given opportunity to assist with simple probate matters like Affidavits of Heirship.

Goal: Continue to support the Tarrant County Bar Association's Legalline program of Advice via telephone.

Objective: Keep supply of cards for the service on hand to pass out at legal clinics, community outreach activities and LANWT reception area.

Goal: Continue use of technology to communicate, interact and recruit within the legal community.

Objectives: Continue to monitor and update distribution list of email addresses of attorney and lay volunteers as a

tool to refer pro bono cases, recruit for pro bono cases and staff legal clinics, and share information like invitations, notices and newsletters.

Create “bank” of pro bono cases to update and send to attorneys that will allow them to select own case at will.

Goal: Continue to work with law firms to implement a pro bono project.

Objectives: Continue project with McDonald Sanders to refer pro bono cases, by reminding participating associates of the benefit afforded attorneys accepting pro bono cases through LANWT’s EJVP.

Meet with Philip Vickers, an associate with Cantey Hanger, to revise a pro bono project. A group of associates who have shown interest will be placed on pro bono panel. Types and number of pro bono cases referred will be totally at the discretion of the firm. Legal Aid will continue to offer mentoring, drafting of pleading and malpractice insurance.

Goal: Schedule Pro Bono Awards Event.

Objectives: Collaborate with Resource Development to raise funds or secure sponsors to underwrite costs associated with luncheon.

Continue to nurture support of the Tarrant County Bar Association and FW-TCYLA.

Goal: Schedule Two–Day Family Law Seminar.

Objectives: Continue to work with Texas Wesleyan Law School to secure donated space and printing of training material.

Contact local family law firms to secure monetary donations to defray costs of notices, supplies and food for attendees.

Recruit at least fifty (50) private attorneys to accept three pro bono family law cases each.

Goal: Re-energize involvement of the Parker County and Palo Pinto County Bar Associations.

Objective: Member of EJVP staff will commit to attend Rural Bar Meetings each quarter, or as each association meets, to re-introduce bar members to the mission of Legal Aid. Recruit bar members to staff the legal clinics and accept pro bono and reduced fee cases.

LUBBOCK

Goal: Outreach

Objectives: January through April visit the courthouses and other agencies in some of our more remote counties and visit all other counties by the end of the year.

Attend specialty bar association meetings on a monthly basis.

Goal: New Clinics

Objectives: Start a monthly or bi-monthly evening clinic in Terry County and Hockley County and rotate months. This would probably be held the 2nd Thursday of those months.

Objective: Start a Pro Bono/Reduced Fee Clinic once every six months in Dickens and Borden Counties. Incentive will be to take one Pro Bono case and we will give you one Reduced Fee case.

Goal: Minimum Continuing Legal Education

Objective: Schedule monthly MCLE in-house for volunteer attorneys and staff attorneys. Contact pro bono attorneys to determine what topics they prefer. This would be done by e-mail.

Goal: **Community Education**

Objective: Target schools, public events and senior citizen centers.

Goal: **Public Service Announcements**

Objective: Putting together PSA's in both Spanish and English for radio and television.

McKINNEY

Goal: Establish stronger ties with the Grayson and Hunt County Bar Association attorney members to increase volunteers at the evening legal clinics.

Objective: Staff attorneys will attend the Grayson County Bar meetings on a monthly basis. EJVP coordinator will stay in touch with the current Bar president via e-mail between meetings to request that he e-mail Bar members asking them to volunteer at our monthly intake clinic and to take pro bono cases.

Goal: Increase Hunt County clinic from a quarterly clinic to a bi-monthly clinic.

Objective: Beginning January 25, 2010 the first bi-monthly Hunt County intake clinic will be held followed by bi-monthly clinics for the remainder of the year.

Goal: Continue to hold the scheduled monthly intake clinics in Collin and Grayson Counties.

Objective: Maintain contact with clinic venues for Collin, Grayson and Fannin County.

Goal: Decrease Rockwall County clinic from monthly to bi-monthly.

Objective: Managing Attorney for the McKinney office has notified the Rockwall Bar Association that beginning in 2010 the Rockwall clinic will be decreased from a monthly clinic to a bi-monthly clinic. The first clinic in 2010 will be February 16, 2010 and continue on a bi-monthly basis. The managing attorney based his decision on the lower poverty population of Rockwall County compared to our other counties so to avoid sending a staff attorney to Rockwall on a monthly basis.

Goal: Increase amount of MCLE offered in counties covered by McKinney office.

Objective: Will be getting the DVAP "Family Law Nuts and Bolts" DVD from the Dallas office to offer it in Collin, Fannin, Grayson, Hunt and Rockwall counties.

MILDAND:

Goal: Continue to attend all events of the Midland County Bar Association and Midland County Young Lawyer Association to recruit, retain and reward attorneys to participate with the local Equal Justice Volunteer Program. Ongoing

Objective: The EJVP Coordinator and Staff Attorneys will attend the Bar Association meetings, luncheons and mixers.

Goal: Implement periodic afternoon general clinics throughout 2009 and continuing thru 2010. Clinics are already established in Howard, Martin and Midland Counties.

Objective: The EJVP Coordinator and a LANWT staff representative will go to Big Lake, Texas for the new Friends for Hope Clinics. However, trips to McCamey, Texas and Sterling City, Texas will be organized by November 2009 where LANWT will conduct intakes once per month starting January 2010.

Goal: Conduct MCLE Videotape showings so that the private attorneys can get free CLE and take pro bono cases at the same time.

Objective: The EJVP Coordinator will schedule MCLE Videos to be shown every quarter at the Midland County Law Library in Midland. Target audience private attorneys that do pro bono work and legal secretaries who also need CLE.

Goal: Conduct a Landlord/Tenant Clinic in 1st quarter of 2010.

Objective: The EJVP Coordinator will work with Midland Fairhavens to host the clinic in late 2009 or early 1st quarter in 2010.

Goal: Continue with quarterly Advisory Board meetings. November/December 2009

Objective: EJVP Coordinator will schedule quarterly Advisory Board meetings and contact board members to notify them of meeting time, place, and agenda. There are currently twenty five active members with more being recruited.

Goal: Increase the visibility of the Branch EJV Program in the rural counties by making personal visits to attorneys such as district and county attorneys in rural areas.

Objective: The EJVP Coordinator will continue to work with the local media and contact local media personalities to get LANWT mission statement across about the EJV Program.

ODESSA:

Goal: Implement monthly Legal Clinic in an effort to increase legal assistance to eligible clients and enhance volunteer attorney participation.

Objective: Odessa LANWT Office will continue to hold EJVP evening clinics at the Odessa LANWT Office on the 3rd Tuesday of each month.

Objective: Odessa LANWT Leadership will attend Bar Association meetings to recruit attorneys to do pro bono work and staff the monthly legal clinics.

Goal: Continue the implementation of fundraising projects/events in an effort to generate new revenue for the Odessa Branch Office and its Equal Justice Volunteer Program for program activities.

Objective: Continue to seek assistance from lay volunteer Anna Bernal to coordinate fundraising events under the direct supervision of the Odessa Branch Office Managing Attorney and designated staff. It is projected that at least two fundraising events/activities will be held by the end of 2010.

Goal: Conference with the CEO to seek approval to fill the EJVP Coordinator's vacant position by the 2nd quarter in 2010.

Objective: Schedule a meeting before January 31, 2010 with LANWT's CEO and CFO to determine if funds can be allocated to fill the Coordinator's Position. The Odessa LANWT Office has not employed a full time EJVP Coordinator since September 2007. The Managing Attorney has assumed the administrative duties associated with the EJVP Coordinator position in the interim. Due to budget constraints, the Odessa LANWT office does not have the support staff or attorneys to plan or host any EJVP events, other than the aforementioned EJVP evening clinics.

PLAINVIEW:

Goal: Attend all events of the Plainview Bar Association to recruit attorneys to participate with the local Equal Justice Volunteer Program. Ongoing

Objective: The Legal Aid office will attend the Bar Association meetings.

Goal: Implement periodic Community Legal Education Workshops throughout 2010 beginning February.

Objective: The EJVP Coordinator and a LANWT staff representative will go to Muleshoe, L Littlefield, Dimmitt, to do intakes once per month starting February 2010.

Objective: The EJVP Coordinator will seek space at each County Courthouse to conduct intakes. Courthouse staff will be recruited to help pass out informational brochures and/or flyers regarding intake days and time and services provided by LANWT.

Goal: Conduct MCLE Videotape showings so that the private attorneys can get free CLE and take pro bono cases at the same time. Ongoing

Objective: The EJVP Coordinator will schedule MCLE Videos to be shown every quarter at the Legal Aid office in Plainview. The target audience will be private attorneys that do pro bono work.

Goal: Contact attorneys enrolled to accept pro bono cases, but who have not been recently active. Ongoing

Objective: The EJVP Coordinator will contact enrolled, but inactive attorneys, and try to ascertain a reason for non-activity.

Goal: Implement quarterly Advisory Board meetings. Beginning March 2010

Objective: EJVP Coordinator will schedule quarterly Advisory Board meetings and contact board members to notify them of meeting time, place, and agenda.

Goal: Increase the visibility of the Branch EJV Program in the rural counties by making personal visits to attorneys. Beginning January 2009.

Objective: The EJVP Coordinator will schedule personal visits to area attorneys to present Legal Aid mission and objectives, and answer any pertinent questions.

Goals: Implement an annual Volunteer recognition event.

Objective: Will recruit vendors that provided in-kind donations to support the 2010 volunteer awards event in an effort to maintain the support of providing goods and services to help support volunteer recognition.

SAN ANGELO:

Goal: Increase the number of private attorneys in our service area, both pro bono and reduced fee to accept cases. ONGOING

Objective: The Coordinator will contact new attorneys by phone, personal visit or through e-mail if new attorneys are reported to be in this service area.

Goal: Re-visit existing panel attorneys who are on either panel, but have not accepted a case in the last 12 months to re-recruit them. December 1, 2009

Objective: The Coordinator will contact attorneys already enrolled, but who have not been active and try to get them back to an active status.

Goal: Have quarterly meetings of the Pro Bono Advisory Board in an attempt to get more participation in our program by using the board in that area. December 1, 2009

Objective: The Coordinator will contact members of the current advisory board to schedule a meeting

Goal: Recruit more attorneys to participate in Project VCR by sending out invitation letters to attorneys in our service area not already included on our panel. ONGOING

Objective: The Coordinator will send update notices to attorneys for current e-mails addresses for the Project VCR list of attorneys for case acceptance.

WAXAHACHIE:

Goal: Recruit six new attorneys in 2010.

Objective: To increase our pool of attorneys in the EJVP program.

Goal: Revive the Advisory Boards in both counties in 2010.

Objective: To fill Advisory Boards in Ellis & Kaufman counties with attorneys who actively participate in the program.

Goal: Hold the Judge's Conference in the fall of 2010, budget permitting.

Objective: To provide continuing education credit for our pro bono attorneys and to recruit additional attorneys.

Goal: Participate in the Helping Hands seminar at Cowboy Church – 2010, if Helping Hands' schedule permits.

Objective: To participate in community outreach related to domestic violence.

Goal: Develop a Workers' Comp. advice clinic – Spring 2010 – Ellis County.

Objective: To provide additional services to our clients.

Goal: Reopen the Ennis Clinic – winter 2010.

Objective: To better serve citizens of Ennis, Texas.

Goal: Hold a Wills Clinic – 2010 – Ellis County.

Objective: To provide additional services to our clients and reach a higher number in this county.

WICHITA FALLS:

Goal: Accept as many priority cases in as many of our twelve (12) county service area as possible. Ongoing

Objective: The EJVP Coordinator will recruit private attorneys to take these cases pro bono.

Goal: Maintain and recruit new attorneys to accept pro bono cases and staff legal clinics. Ongoing

Objective: EJVP Coordinator will continue to provide thank you notes for Judge signature, thanking pro bono attorneys for providing free legal assistance to legal aid clients. EJVP Coordinator will also host monthly MCLE videos and an annual live seminar for CLE credits.

Goal: Target general outreach and recruitment efforts in all our twelve (12) county service area. Quarterly
Objective: EJVP will visit with each attorney and give each an appreciation gift.

Goal: Attend health fairs in offering counties. Ongoing

Objective: EJVP Coordinator will sponsor a booth to offer information about LANWT services and how to apply. Flyers and brochures will be available. General public invited.

Goal: Implement community education activities in selected remote counties. Quarterly

Objective: EJVP Coordinator will call local courthouses, schools, community outreach services, etc., and set up an information clinic to speak about LANWT services available. A volunteer attorney will be present to speak on various subjects, such as wills, probate, or general family issues. Walk-ins will be accepted.

Goal: Maintain two monthly legal advice clinics and one weekly advice clinic. Monthly and Weekly

Objective: EJVP Coordinator will continue to sponsor advice clinics in donated spaces. Volunteer attorneys will staff.

Goal: Continue to honor outstanding pro bono attorneys and legal assistants with an award recognition event each year. Ongoing

Objective: EJVP Coordinator will work with local Bar Association to provide special recognition ceremony for honorees. Local businesses will donate prizes for this event.

Goal: Continue to work with all media sources. Ongoing

Objective: EJVP Coordinator will provide media sources with information regarding our events that will be published in local and rural newspapers.

EJVP 2010 Goals/Objectives

ATTACHMENT # 2

DALLAS VOLUNTEER ATTORNEY PROGRAM LONG RANGE STRATEGIC PLAN
Revised July 2009

Strategic Plan

Dallas Volunteer Attorney Program Long Range Planning Goals

VISION

To create a pro bono program through which all Dallas attorneys support legal services to the poor and ensure equal access to justice.

MISSION STATEMENT

The Dallas Volunteer Attorney Program is dedicated to increasing and enhancing pro bono legal services to the poor in Dallas through the **recruitment, training and support of volunteer attorneys.**

2009 Strategic Planning Committee:
Christina Melton Crain, DBA President
Michelle Alden
Art Anthony
Hon. Tena Callahan
Diane P. Couchman
Sally Crawford
Alicia E. Hernandez
Catharine M. Maher
Andrew Musquiz
Chris Reed-Brown
Diane Sumoski
Ike Vanden Eykel

Revision: July 2009

**LONG RANGE PLANNING GOALS OF THE
DALLAS VOLUNTEER ATTORNEY PROGRAM¹**

I.

RECRUITMENT & RETENTION

Increase the number of new volunteers by 5 % per year.
Increase the number of active volunteers by 5 % per year.

II.

MEASURING ACTIVITIES & OUTCOMES

Measure activities and outcomes on a regular basis.

III.

SERVICES TO CLIENTS

Provide effective, efficient, and high quality legal services to our clients.

IV.

PARTNERSHIPS

Develop appropriate partnerships with other agencies to effectively target and serve eligible clients.

V.

COMMUNICATION

Effectively communicate about our program with providers, volunteers, board members, clients and the media.

VI.

PROGRAMMING FOR CLIENTS AND VOLUNTEERS

Develop and implement short and long term plans for effective program operations and service delivery.

VII.

OPERATIONS

Manage internal operations of the program to maximize and efficiently allocate human resources.

VIII.

FUNDRAISING

Review and participate in fundraising activity on an annual basis.

IX.

FISCAL MANAGEMENT

Maintain and preserve a healthy revenue base and manage expenses prudently.

X.

BOARD INVOLVEMENT

Enhance the leadership's knowledge and understanding of DVAP and its active participation in oversight and supportive activities.

¹ The Dallas Volunteer Attorney Program is a joint program of the Dallas Bar Association and Legal Aid of NorthWest Texas. The term "leadership" of the Dallas Volunteer Attorney Program is defined as the boards of the Dallas Bar Association (DBA), DBA Community Service Fund (CSF), and Legal Aid of Northwest Texas (LANWT) and includes all three organizations whenever used in this document unless otherwise stated.

Strategies for Implementation

GOAL I RECRUITMENT & RETENTION

Increase the Number of New Volunteers by 5% per year.
Increase the Number of Active Volunteers by 5% per year.

A. DVAP should constantly strive to increase the number of New Volunteers.
Strategies to accomplish this goal include:

1. Place special focus on recruiting newly-licensed lawyers.
 - (a) Expand law firm recruiting during associate training programs.
 - (b) Target new DBA members through publicity, networking events, and training opportunities.
 - (c) Promote the availability of mentoring and opportunities to gain legal experience.
2. Identify new sources of volunteers
 - (a) DBA Pro Bono Activities Committee
 - (b) Senior or retired lawyers
 - (c) DBA Sections and Committees
 - (d) Corporate Lawyers and corporate legal departments
 - (e) Minority Bar Associations
 - (f) Dallas Association of Young Lawyers
 - (g) Other local bar associations and membership groups(e.g. Federal Bar Association, Dallas Association of Women Lawyers, Inns of Court, etc.)
 - (h) Members of the Judiciary
 - (i) Government Lawyers
 - (j) Legal Professionals and their associations
 - (k) Funding sources with volunteer components
 - (l) Law, college, and high school students and public service students
3. Reevaluate for expansion, elimination and/or modification all current recruiting plans and initiatives.
 - (a) Recruiting Materials (video, brochures, etc)
 - (b) Law Firm Clinics
 - (c) CLE Programs
 - (i) Family Law
 - (ii) Other Civil Law
 - (iii) Pro Bono Opportunities
 - (iv) Free CLE Programs in exchange for taking cases
 - (d) New Lawyers Luncheons
 - (e) Expand or develop cooperative relationships with DBA sections and committees, DAYL, minority bar associations, and other local bar associations.
 - (f) Expand Lend a Lawyer Program
4. Continue to identify, update, and catalog all volunteer opportunities
 - (a) Lawyer and Judge Volunteers
 - (b) Non-Lawyer Volunteers

- (i) Legal Assistants
 - (ii) Trainers
 - (iii) Data Entry Volunteers
 - (iv) Desktop Publishing Volunteers
 - (v) Computer Support
 - (vi) Public Relations Volunteers
 - (vii) Legal Librarians
 - (viii) Court Reporters
 - (ix) Videographers and other audio/visual support
 - (x) Translators
 - (xi) Other experts (handwriting/medical/technical)
5. Create new initiatives to maintain a positive culture of volunteerism.
 6. Continue volunteer recognition events and publicity.
 7. Continue to utilize technology to increase pro bono involvement. Promote mentoring, training, and legal experience opportunities to encourage participation.
 8. Continue to develop new programs and modify existing programs to appeal to volunteer interests and client needs.

B. DVAP Should Enhance Retention of Volunteers.

Strategies to accomplish this goal may include:

1. Evaluate all current strategies aimed at retaining volunteers
 - (a) Monthly CLE Programs
 - (b) Pro Bono Awards Reception
 - (c) Volunteer Week Letters
 - (d) Nomination for local, state and national volunteer and pro bono legal services awards.
 - (e) Thank you Letters from DBA President and clients.
 - (f) Scholarships for volunteers at state-wide training sessions.
 - (g) MCLE credit for volunteer mentor attorneys.
 - (h) Publicity in Headnotes, DBA Online (e.g. DVAP's Finest)
2. Provide and improve programs that combine delivery of services with a networking and/or social component for the volunteers.
3. LANWT Mentoring Services in Substantive -Legal Areas.
4. Periodically survey the active volunteer base to obtain feedback on current programs and ideas for initiating more volunteer-friendly communications, support and/or programs.
5. Consider feasibility of implementing other strategic retention/reward programs for current volunteers.

C. DVAP should develop strategies to activate enrolled but inactive attorneys.

Strategies to accomplish this goal may include:

1. Continue analyzing data on inactive attorneys to create feasible ways to actively target inactive volunteers.
2. Evaluate benefit versus expense of calling or initiating other direct contact with inactive attorneys

- (a) Availability of funding
- (b) Availability of staff to contact volunteers
- 3. Publicizing "new" programs that may appeal to inactive volunteers.
- 4. Enlist active pro bono attorneys to reach out/partner with inactive attorneys.
- 5. Present in-house programs/opportunities to major firms, DBA sections, and minority bar associations.

**GOAL II
MEASURING ACTIVITIES AND OUTCOMES**

Maintain a reliable method of measuring activities and outcomes.

A. DVAP should maintain systems and methods for measuring programs by:

- 1. Continually assessing software needs and acquiring or upgrading software to facilitate statistical reporting, volunteer and case management, volunteer recruiting and retention, and client services.
- 2. Continually assessing all activities which must be measured.
- 3. Continue to work with LANWT to take advantage of its systems and programs for measuring outcomes.

**GOAL III
QUALITY OF SERVICES**

Provide effective, efficient, and high quality services to our clients.

A. DVAP should continue to provide effective, efficient, and highquality service to its clients.

Strategies to accomplish this goal may include:

- 1. Expanding training opportunities for volunteers.
- 2. Expanding and improving mentoring services for volunteers through the use of volunteer attorneys, DVAP staff attorneys and LANWT staff attorneys.
- 3. Assessing and improving the monitoring process of open files to ensure timely, appropriate delivery of service.
Assessing and improving communications between DVAP and its clients and DVAP volunteers and their clients.
- 4. Providing technical assistance to volunteers, including regular distribution of forms and materials electronically.
- 5. Improving communication with volunteers.
- 6. Developing innovative programs and volunteer opportunities to match attorneys' specialized skills with client needs.
- 7. Targeting vulnerable client populations and other eligible individuals.
- 8. Utilizing technology such as e-mail, fax and telephone systems to expand efficient services to attorneys and clients.
- 9. Continuing to update and train LANWT staff on the programs and cases DVAP handles to facilitate referrals of appropriate cases from LANWT to DVAP and vice versa.
- 10. Acquiring and training DVAP staff on volunteer management software in addition to further specialized training for staff on the current case management software to provide seamless support and services to clients and volunteers alike.

Participate in LANWT's clients' needs assessment and formulate ways to address underserved client needs and populations of clients.

GOAL IV PARTNERSHIPS

DVAP should develop appropriate partnerships with other agencies to effectively target and serve clients.

Strategies to accomplish this goal may include:

1. Contacting local churches and service providers to the poor to develop relationships and partners in serving the poor.
2. Strengthening relationships with the judiciary and other court personnel.
3. Collaborating with other service providers when combined efforts can increase volunteer opportunities and service delivery. (i.e. Housing Crisis Center, Lawyer Referral Service, etc.)
4. Educate community leaders, including civic, corporate and law firm leaders, and enlist their assistance in publicizing the volunteer needs of DVAP as well as the needs of the low-income families Dallas County.

GOAL V COMMUNICATION

Effectively communicate about our program with providers, volunteers, DVAP leadership, clients and the media.

A. DVAP should communicate effectively about its program to the media, the public and members of the Dallas Bar Association.

Strategies to accomplish this goal may include:

1. Increasing DVAP's visibility among members of the DBA to encourage participation in its volunteer opportunities and/or financial support for its programs.
2. Developing ways to educate the public about DVAP through presentations at churches, civic and community centers.
3. Working with LANWT's community education department to enhance pro bono involvement in educating the poor about their legal rights.
4. Increasing media awareness of the program through press releases and articles in DBA, State Bar of Texas, other local bar association, and LANWT publications.
5. Publicizing and continually updating the DVAP web site.

GOAL VI PROGRAMMING FOR CLIENTS AND VOLUNTEERS

Develop and implement short and long term plans for effective program operations and service delivery.

A. DVAP should seek innovative programs and refine existing programs by:

1. Evaluating and, as needed, modifying the structure, locations, and schedules of the clinics.

2. Refining the Pro Se Clinic to increase volunteers and participation by the judiciary.
3. Identifying emerging issues and the future of the provision of legal services to the poor.
4. Maintaining and expanding availability of juvenile law and truancy classes in community agencies and schools.
5. Continuing to offer services through Conflict, Prohibited Cases and Mediation Panels.
6. Expanding mentoring services available to volunteers through, e.g. senior lawyers and others with experience and time for mentoring.
7. Conducting volunteer-conducted clinics in such subjects as wills, housing, bankruptcy, and child support enforcement/collection.
8. Enhancing lawyer and non-lawyer volunteer assistance to program staff in preparation of pleadings, handling of return cases, and data entry and processing.
9. Enhancing linkages to complementary legal services programs, e.g., Lawyer Referral Service.
10. Build and strengthen the availability of multi-language services to clients.
11. Continually analyze needs and increase representation in areas of greatest need (e.g. benefits, family law, etc.)

GOAL VII OPERATIONS

Manage internal operations of program to maximize and efficiently allocate human resources.

A. Internal operations should be managed to maximize resources and efficiently allocate financial and human resources by:

1. Implementing appropriate technology to maximize efficiency.
2. Enhancing staff knowledge and skills in use of technology through training and support.
3. Exploring the benefits of additional staff to increase volunteer participation and support and maintain existing volunteers.
4. Continuing programs in support of Goal VII., A:
 - a. Administering grants, clinics, programs, volunteers and staff.
 - b. Managing human resources to keep morale high and turnover low.
 - c. Utilizing temporary and contract services when needed to maintain program operations.
 - d. Planning to accommodate staffing changes. Continue to recruit law firm staff to provide non-legal support.

GOAL VIII FUNDRAISING

Review fundraising levels and activity on an annual basis.

- A. DVAP should continue to review and examine all potential sources of revenue and funding that are available in the community and beyond.**

- B. The Community Service Fund should be advised on all potential revenue sources on a regular basis and be ready to examine and implement new efforts to gain financial resources for DVAP.
- C. DVAP and the DBA Board of Directors shall work together to raise the level of participation by the membership of the DBA in the funding of DVAP.
- D. DVAP should look at all sources available to it in order to increase the effectiveness of its fund-raising efforts.

**GOAL IX
FISCAL MANAGEMENT**

Maintain and preserve a healthy revenue base and manage expenses prudently.

- A. Regular review of the financial reserves of DVAP should be undertaken in order to protect the long-term integrity of the DVAP program, including the maintenance of adequate reserves;
- B. The Community Service Fund Board of Directors should be given regular, comprehensive financial reporting and shall recommend periodic changes in the reporting methodology when warranted;
- C. Continue to examine ways to expand legal services to the needy in the Dallas community by using existing resources and utilizing further resources in ways that maximize the benefits to derive from increased funding;
- D. DVAP should continue to examine every aspect of its operation on a regular basis to insure that all expenditures are justified and incurred wisely.

**GOAL X
BOARD INVOLVEMENT**

Enhance the leadership's knowledge and understanding of DVAP and active participation in oversight and supportive activities.

- A. The leadership should become knowledgeable and actively involved in oversight and assistance to DVAP by:
 - 1. Continue to update the written summary of DVAP structure and programs.
 - 2. Assessing the purpose and function of the CSF Board in relation to DVAP.
 - 3. Establishing subcommittees of the leadership to provide assistance and recommendations regarding specific areas of DVAP operations, e.g., technology, training, and recruitment and use of volunteers.
 - 4. Participating as volunteers in one or more DVAP programs to acquire or enhance understanding of DVAP program operation.
 - 5. Enhancing understanding and active support of DVAP programs and objectives by leadership of other bar organizations, e.g., the boards of the Dallas Bar Association, Dallas Asian American Bar Association, Dallas Association of Young Lawyers, Dallas Hispanic Bar Association, and J.L. Turner Legal Association.
 - 6. Conducting a review of DVAP long-range plans and goals at least every three years.

ATTACHMENT # 3

BAR ASSOCIATION PARTNERSHIPS

BAR ASSOCIATION PARTNERSHIPS

ABILENE

- Abilene Bar Association
- Brown County Bar Association

AMARILLO

- Amarillo Area Bar Association

DALLAS

- Dallas Asian-American Bar Association
- Dallas Association of Young Lawyers
- Dallas Bar Association
- Dallas Hispanic Bar Association
- J. L. Turner Legal Association

FORT WORTH

- Arlington Bar Association
- Black Women Lawyers Association of Tarrant County
- Erath County Bar Association
- Fort Worth-Tarrant County Young Lawyers Association
- Johnson County Bar Association
- Mexican American Bar Association
- Northeast Tarrant County Bar Association
- Palo Pinto County Bar Association
- Parker County Bar Association
- Tarrant County Bar Association
- Tarrant County Black Bar Association
- Tarrant County Debtors Bar Association

LUBBOCK

- Lubbock County Bar Association
- Lubbock County Women Lawyers Association
- Lubbock County Young Lawyers Association
- Lubbock Criminal Defense Lawyers
- Mexican American Bar Association
- South Plains Family Law Association
- South Plains Trial Lawyers Association
- West Texas Bankruptcy Bar Association

McKINNEY

- Collin County Bar Association
- Collin County Young Lawyers Association
- Fannin County Bar Association
- Frisco Bar Association
- Grayson County Bar Association
- Grayson County Young Lawyers
- Hunt County Bar Association
- Plano Bar Association
- Rockwall County Bar Association

MIDLAND

- Midland County Bar Association
- Midland County Young Lawyers Association

ODESSA

- Ector County Bar Association
- Ector County Young Lawyers Association

PLAINVIEW

- Plainview Bar Association

SAN ANGELO

- Tom Green County Bar Association

WAXAHACHIE

- Ellis County Bar Association
- Kaufman County Bar Association

WICHITA FALLS

- Wichita County Bar Association

**TO LEARN MORE ABOUT LEGAL AID OF NORTHWEST TEXAS'
EQUAL JUSTICE VOLUNTEER PROGRAM AND/OR
MAKE A FINANCIAL CONTRIBUTION...**

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www.lanwt.org