

**FIVE YEAR STRATEGIC PLAN FOR THE
TEXAS ACCESS TO JUSTICE COMMISSION**

(adopted October 4, 2004)

- I. Develop and implement a statewide endowment program to ensure stable funding for legal aid providers.
 - A. Establish a Blue Ribbon Committee to work on the endowment campaign.
 - B. Formulate a strategy for accomplishing the endowment statewide.
 - C. Develop a marketing plan for the endowment campaign strategy.
 - D. Establish a mechanism to contact and solicit funds for the endowment campaign.
 - E. Establish appropriate lawyer recognition for significant donor contributions to the endowment.
 - F. Initiate the actual campaign to solicit funds no later than September 1, 2005.
 - G. Establish a goal for amount to be raised in five years.

- II. Develop and Implement a *Cy Pres* Strategy.
 - A. Appoint a special committee to work out a strategy for *cy pres* contributions to the endowment.
 - B. Develop a training program for educating and informing both the judiciary and the legal profession on the *cy pres* concept.
 - C. Ensure that *cy pres* awards are solicited for the statewide endowment campaign.


- III. Develop a corporate counsel strategy.
 - A. Petition the Supreme Court to create a permanent corporate counsel position on the Commission.
 - B. Appoint a Commission committee of corporate counsel for the purpose of developing specific programs to promote both funding for legal aid and volunteer efforts by corporate counsel staff in furtherance of the legal aid effort.
 - C. Coordinate corporate counsel efforts on behalf of the Commission with similar efforts in local communities.

- D. Establish an annual giving campaign for corporations doing business in Texas.
 - E. Provide ongoing input to the Commission for the statewide endowment campaign, expansion of volunteer legal services to the poor and the overall legislative program.
- IV. Expand delivery of legal services to the underserved areas of the state.
- A. Request Texas Supreme Court to establish a task force to facilitate expansion of legal services to the poor in underserved areas of the state. This task force will be comprised of members of key groups, such as: Texas Young Lawyers Association, Texas Trial Lawyers Association, Texas Association of Defense Counsel, Corporate Counsel Association, Litigation Section of SBOT, Family Law Section of SBOT, LSC providers, judiciary, Texas Access to Justice Commission, and others.
 - B. The Task Force will develop recommendations for the Commission designed to facilitate coordination with existing legal service providers and to provide a basis for introducing increased pro bono service in the underserved areas of the state.
- V. Develop a legislative strategy.
- A. Set up a special committee under the auspices of the Commission to develop a strategy for legislation affecting legal aid to low-income Texans.
 - B. Devise a program for better educating legislators on the needs of low-income Texans and establishing working relationships with legislators.
 - C. Formulate or assist in the formulation of legislation, in consultation with the State Bar of Texas Board of Directors, designed to enhance delivery of legal services to the poor.
 - D. Formulate methods to seek to remove impediments to, and to encourage participation of, government lawyers in the provision of pro bono services to low-income Texans.
- VI. Develop programs with law schools to provide scholarships to qualified students who will commit to a minimum of three years' service with a legal aid provider.
- A. Set up a fully funded annual law school scholarship for a very qualified applicant on the condition that the scholarship recipient commit to practice law full time for a minimum of three years with a recognized legal service provider.

- B. In conjunction with the scholarship, set up a fellowship program to fund the salary of the graduating student for at least a portion of the three (3) year legal service commitment.
 - C. Establish an advisory committee of representatives of all Texas law schools to assist the Commission in developing programs that will expand the delivery of legal services in Texas.
- VII. Establish quality CLE and training to legal aid lawyers.
- A. Establish a family law clinic at the Annual Poverty Law Conference to enhance skills of legal aid lawyers.
 - B. Set up an annual trial academy under the auspices of the American College of Trial Lawyers to provide hands-on, in-depth education, training and mentoring on trial techniques to legal aid lawyers.
 - C. Continue to develop other CLE programs that will enhance the legal knowledge and skills of legal service lawyers and thereby, further enhance the quality of legal representation.
- VIII. Refine a program for communications about legal aid to the legal community in consultation with legal services providers.
- A. Work out a program with *Texas Bar Journal* to feature a legal aid individual, program, or a particular story with a human interest appeal in each issue of the journal.
 - B. Continue to utilize press releases to focus on the efforts of local bars, local firms and local lawyers in providing legal assistance to the poor in communities throughout Texas.
 - C. Continue quarterly bulletins to all local bars and the judiciary advising of the ongoing efforts to enhance delivery of legal services throughout the state, featuring new, unique or creative programs at work in the different regions of the state.
 - D. Refine Marketing Plan to assist the Commission with the goals of the strategic plan, including the endowment campaign.
 - E. Emphasize the urgent need of the support and involvement of the judiciary in legal services matters.
- IX. Develop a go forward technology strategy

- A. Survey all legal service providers for the types of technology platforms in use and evaluate each for possible use in other areas of the state.
- B. Use technology to assist the Commission with the goals of the strategic plan.
- C. Identify alternative technology platforms for the delivery of legal services to the low-income Texans, particularly low income Texans in underserved areas, that are extremely efficient and highly leveraged.
- D. Test the best technology platform(s) and basic delivery concepts.
- E. Make recommendations to the Commission as to the design, cost, and implementation plan and deployment strategy.

This document embodies the overall strategic objectives and underlying initiatives of the Texas Access to Justice Commission for the next five years as adopted by the Commission at its meeting in Austin, Texas on October 4, 2004.



Chair, Texas Access to Justice Commission