



**2016-2018
STRATEGIC PLAN**

MISSION

To promote justice, professional excellence and respect for the law, foster the dignity and integrity of the profession, provide law-related services to the community, and serve the needs of our members.

Approved April 21, 2016



OUTCOME 1: The West Michigan legal community is informed about and engaged with the GRBA.

- Success Measures:** Increased retention of first-year free members by TBD%
 Maintain retention at current (96%) levels
 1% growth of paying members in 2016, 2017 and 2018
 Increased percentage of members who are solos/small firm practitioners
 Increased participation from young/new lawyers and lawyers in outlying areas

Diversity Measures: Increased diversity of membership across race and gender by TBD%; board leadership reflects the diversity of the community

Strategy A: Create a more compelling message about the benefits of engagement

Strategy B: Conduct targeted outreach to young lawyer free members; young lawyers, generally; solo practitioners; and lawyers on the outskirts of Grand Rapids

Strategy A: Create a more compelling message about the benefits of engagement and participation				
ACTION STEPS	2016	2017	2018	RESPONSIBILITY
1. Better articulate the benefits of involvement Suggestions included: <ul style="list-style-type: none"> Review marketing materials and update as needed Consider video montage with interviews and targeted message Accentuate business development and educational opportunities Emphasize GRBA as an outlet for community engagement with the GR legal community Affirm the benefits of personal relationships with colleagues i.e. lawyers to share client referrals, tips and advice 	X	X		Membership/Recruitment Committee Membership/Retention Committee 1 st Year Committee Association Staff
2. Offer an award that recognizes the talents of young lawyers	X	X	X	1 st Year Committee Association Staff



OUTCOME 1: The West Michigan legal community is informed about and engaged with the GRBA.

Strategy B: Conduct targeted outreach to specific lawyer groups (young lawyer, free members, solo practitioners etc.) living outside of Grand Rapids				
ACTION STEPS	2016	2017	2018	RESPONSIBILITY
1. Assign a bar member as point of contact for the first year <ul style="list-style-type: none"> • Pair young lawyer with senior lawyer • Revisit/review membership structure and dues 	X			1 st Year Committee Membership/Recruitment Committee Membership/Retention Committee Association Staff
2. Connect new members with committees, special projects	X			1 st Year Committee Section Leadership Executive Committee Association Staff
3. Create a new member event with the board		X		1 st Year Committee Association Staff
4. Create a Legal Lounge to foster informal social interaction		X		Program Planning & Development Cmte. Executive Committee Association Staff
5. Create events (social and educational) for outlying lawyers	X	X	X	Social Interaction Committee Program Planning & Development Cmte. 1 st Year Committee CLE Committee Sections
6. Create a new section for in-house or nontraditional practices		X		Section Liaison Association Staff



OUTCOME 2: The Grand Rapids Bar Association is the preeminent resource for West Michigan lawyers.

- Success Measures:** Increased market share by TBD%
 Increased numbers of CLE section programs offered by TBD%
 Increased attendance at those programs by TBD%
 Increased participation from solos, young lawyers and attorneys in outlying areas
- Diversity Measures:** Programs we offered were relevant to the particular needs of women and minorities. Outcomes will be measured by increased participation by those groups
- Strategy A:** Continue to develop resources that benefit a broad spectrum of members
Strategy B: Create additional resources for target groups: young lawyers, solo/small firms and lawyers outside of Grand Rapids

Strategy A: Continue to develop resources that benefit a broad spectrum of members				
ACTION STEPS	2016	2017	2018	RESPONSIBILITY
1. Continue to support and bolster sections and their CLE Suggestions included: <ul style="list-style-type: none"> • Increase the number of CLEs/section programs required per quarter • Each section determines % of attendance that equals success • Firm and judicial ambassadors (local judges, officers and trustees, section and committee chairs) promote bar participation 	X	X	X	Section Leadership Section Liaison Executive Board CLE Committee Association Staff
2. Create mentoring opportunities for lawyers/members of all ages Suggestions included: <ul style="list-style-type: none"> • Create an archive of the best local videos of lawyers in court • Create partner or small group mentor programs • Expand marketing efforts to include website, membership applications 		X	X	Section Leadership 1 st Year Committee Membership/Retention Committee Association Staff
3. Continue to ensure that there are programs that speak to the particular needs of women and minorities <ul style="list-style-type: none"> • Partner with affiliate bars such as WLAM, Floyd Skinner etc. 	X	X	X	Program Planning & Development Cmte. Section Leadership CLE Committee Association Staff
4. Continue to enhance/increase section substantive programs <ul style="list-style-type: none"> • Assist section leaders to identify topics, speakers and activities • Explore activities, topics and speakers used by local and national bar associations 	X	X	X	Section Leadership Section Liaison Staff Liaison



OUTCOME 2: The Grand Rapids Bar Association is the preeminent resource for West Michigan lawyers.

Strategy B: Create additional resources for target groups: young lawyers, solos/small firms and lawyers outside of Grand Rapids				
ACTION STEPS	2016	2017	2018	RESPONSIBILITY
1. Create more resources and training for young lawyers <ul style="list-style-type: none"> • Launch collaborative space/legal lounge • Create a Local Practice Tips program • Pairing of senior and young lawyers 	X	X X	X X	Program Planning & Development Cmte. 1st Year Committee CLE Committee Association Staff
2. Create additional resources for solos/small firms <ul style="list-style-type: none"> • Launch incubator program • Workshops/Bootcamps for solos/smalls (in partnership with sections) 		X	X	Program Committee CLE Committee Sections Membership & Marketing Coordinator Executive Director
3. Create additional resources for lawyers outside of Grand Rapids <ul style="list-style-type: none"> • Offer education programs outside of the city • Offer podcast programs 	X X	X	X	Program Committee Technology Committee Membership & Marketing Coordinator
4. Segment outlying attorneys and firms to communicate/market program offerings/information	X			Membership Committee Membership & Marketing Coordinator Executive Assistant Executive Director
5. Continue to enhance/increase section substantive programs <ul style="list-style-type: none"> • Assist section leaders to identify topics, speakers and activities • Explore activities, topics and speakers used by local and national bar associations 	X	X	X	Section Leadership Section Liaison Staff Liaison



OUTCOME 3: The GRBA has the capacity to effectively carry out its mission.

- Success Measures: Budgetary resources are aligned with the essential initiatives of the GRBA
 Increased program and activity participation
 Recruitment and retention of key personnel
 Social media channels are established with metrics to measure use and engagement
- Diversity Measures: Board membership reflects the diversity of the community
- Strategy A: Maximize technology to increase member engagement
 Strategy B: Better understand the GRBA’s current and future membership prospects
 Strategy C: Explore the opportunity to obtain new space
 Strategy D: Increase the GRBA’s revenue diversity

Strategy A: Maximize technology in order to increase member engagement				
ACTION STEPS	2016	2017	2018	RESPONSIBILITY
1. Manage technology changes, social media and web presence				Membership/Technology Cmte. Association Staff
• Ensure adequate staffing and training	X	X	X	
• Develop a technology and social media plan for member engagement		X		
• Form subcommittee to develop technology plan	X		X	
• Implementation of plan		X		

Strategy B: Better understand the GRBA’s current and future membership prospects				
ACTION STEPS	2016	2017	2018	RESPONSIBILITY



OUTCOME 3: The GRBA has the capacity to effectively carry out its mission.

1. Analyze the impact and causes of a shrinking lawyer population and a potentially declining membership (retirement, lower graduation rates, and lower number of graduates going into practice and those leaving the practice in our bar)	X			Membership/Recruitment Cmte. Membership/Retention Cmte. Program Planning & Development Cmte. Association Staff
ACTION STEPS (CON'T.)	2016	2017	2018	RESPONSIBILITY
2. Develop recommendations and plan for addressing the outcomes		X		Membership/Recruitment Cmte. Membership/Retention Cmte. Program Planning & Development Cmte. Association Staff
3. Establish consistency in reporting membership figures <ul style="list-style-type: none"> Establish standardize report measuring quantity of paying members and non-paying members 	X			Membership/Retention Committee Association Staff

Strategy C: Explore the opportunity to obtain new space				
ACTION STEPS	2016	2017	2018	RESPONSIBILITY
1. Ensure facilities meet our evolving goals	X			Executive Committee Program Planning & Develop Cmte. Membership/Technology Cmte. Association Staff
2. Analyze technological solutions to maximize space (member reservation system)	X			Executive Committee Program Planning & Develop Cmte. Membership/Technology Cmte. Association Staff



OUTCOME 3: The GRBA has the capacity to effectively carry out its mission.

Strategy D: Increase the GRBA’s revenue diversity				
ACTION STEPS	2016	2017	2018	RESPONSIBILITY
1. Serve as the go-to organization for training <ul style="list-style-type: none"> • Offer indigent defense training (collaborate with state regarding the requirements) • Negotiate bar membership requirement for court appointed attorneys coupled with mandated participation in GRBA training • Develop ability to offer CLE credits where appropriate • Develop ability to offer podcast or You Tube for a fee 	X	X		CLE Committee Membership/Technology Cmte. Association Staff
2. Review the compendium of non-dues revenue sources included in Appendix 2 and determine if any have promise <ul style="list-style-type: none"> • Consider non-dues revenue opportunities that may be possible with a new space 	X			Program Planning & Development Cmte. Membership Committee Executive Committee Association Staff

Strategy E: Keep Governing Documents Current				
ACTION STEPS	2016	2017	2018	RESPONSIBILITY
1. Form a governance committee to review bylaws, personnel policies and other governing documents.	X	X	X	Executive Committee Association Staff



OUTCOME 4: The GRBA has used its strategic plan effectively.

ACTION STEPS	TIMEFRAME	RESPONSIBILITY
1. Jennifer will deliver the draft planning matrix to the GRBA Officers/Executive Director	January 29, 2016	Jennifer Lewin
2. Executive board meets to approve outcomes and strategies. Working groups meet to develop implementation plan	April 7, 2016	GRBA President Executive Director
3. Identify potential conflicts between proposed plan and governing documents	April 14, 2016	Executive Director
4. Approval of proposed plan, and action items to be pursued and in which year <ul style="list-style-type: none"> • Review priorities and timeframes – quality over quantity. • Look for low resource ideas that can be delegated to an existing committee, • Discussion of substantial action that can be implemented in the next 12 months, 2 years, three years • Discuss budget implications for items that GRBA will pursue 	April 14, 2016	Executive Board Executive Director
5. Resource discussion <ul style="list-style-type: none"> • Do we have the monetary resources? If not, can we redirect funds from other areas or do we need to seek new money? • Do we have adequate staff resources? • Do we have the volunteer resources? • Where are we going to scale back/eliminate/create efficiencies in order to create room to do what we want to do? 	April 14, 2016	Executive Board Executive Director
6. Review action items the GRBA will pursue and in which year <ul style="list-style-type: none"> • Discuss budget implications for items the GRBA will likely tackle • Board moves to approve 2016 – 2018 Strategic Plan 	May 19, 2016	Board of Trustees and Executive Director



OUTCOME 4: The GRBA has used its strategic plan effectively.

ACTION STEPS (CON'T.)	TIMEFRAME	RESPONSIBILITY
7. Identify an individual to shepherd the plan and/or board leaders to lead each goal. <ul style="list-style-type: none"> • These individuals can be liaisons to those involved in implementation and will be responsible for reporting to the board on the progress of the goal 	On-going	GRBA President Executive Director Working group leader(s)
8. Communicate with GRBA members and the community about the bar's priorities <ul style="list-style-type: none"> • President's communications • The board serves as ambassadors of the message • Post strategic plan outline on website 	2016 August/September Newsletter	Board of Trustees and Executive Director Marketing & Membership Coordinator
9. Longer-term <ul style="list-style-type: none"> • Reach out to people who haven't been involved • Keep items from the plan on the board's agenda • Hold a more in-depth check-in on the plan at six months. Assess progress and make adjustments 	Board of Trustees and Executive Director	Board of Trustees Executive Director Working group leaders