



Five Year Strategic Plan

2012 – 2017

April 2012

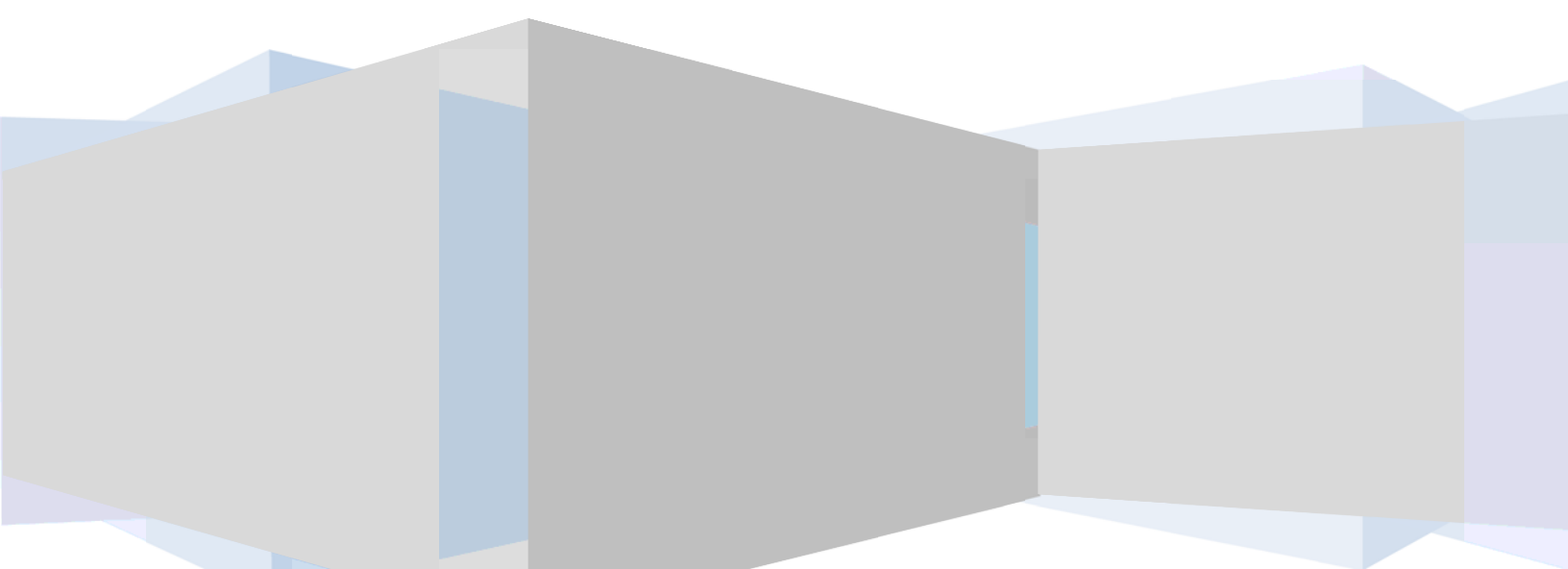


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INTRODUCTION

This Strategic Plan represents the Bar’s work plan for the next 5 years. It was created through extensive stakeholder engagement, including numerous exercises with Bar members to accurately identify the future direction of the Bar. The importance of planning cannot be overstated. It allows the membership to identify the roadmap for the Bar. Without a plan, operations drift without direction from administration to administration. Most importantly, it outlines the values of the Bar and explains what we want to see the Bar become. While many topics were discussed over a long period of time in various forums, there were common themes throughout most discussions that bear particular attention.

- The Bar needs more private member and Samoan member participation.
- The Bar needs to host more events that attorneys can participate in.
- The Bar needs to provide CLEs to its members.

By combining these themes with historical documents, statutes, and the Bar Constitution, a general framework for the goals was created. These were then refined through comments and exercises (see Methodology section for more information). The Bar has outlined five priority goals for the next 5 years:

1. Ensure access to justice;
2. Provide continuing legal education;
3. Improve professional responsibility;
4. Increase member participation; and
5. Promote the rule of law.

Each one of these goals includes measurable objectives, and strategic actions to help achieve those objectives. Each strategy includes notes on implementation and the suggested assignees for that action. These are outlined in the Goals section of this document. These goals and objectives are not exhaustive, and only reflect the current priorities. They should be added to and reviewed on a regular basis, and include periodic measures of their successful implementation. It was also recognized that in order to be successful, the Bar must improve administration of the Bar through the following actions:

- Locate a permanent office space. This plan lays out ambitious tasks for the Bar in the coming years. In order to be successful, there must be a permanent and steady place of business from which to operate.
- Hire an Executive Director to handle the regular administrative needs of the Bar. The Bar can work with the South Pacific Lawyers Association for assistance in this matter, including funding. The Director will help administer the Bar’s needs and ensure that the officers’ and the members requests’ are carried out.
- Digitize the Bar records. Over the years, natural disasters have repeatedly destroyed Bar records. Only through digitization, and storing information on “the cloud,” can the Bar be assured that its records will survive.
- Maintain communication with the members and the public. This requires regular updates, and occasional upgrades to ASBAR.org. It may also include emails, newsletters, or other forms of communication.

The plan is laid out in the following document as a roadmap and guidance for the Bar for the next 5 years.



Sean Morrison

President, American Samoa Bar Association

METHODOLOGY

In strategic planning, the process is often more important than the resulting document. The Bar's planning process went through many stages over many months.

The process began with an on-line survey shared with all Bar members. The survey provided a good sample size with over a third of the Bar participating. The survey was designed to look at a number of areas, including (1) demographics and practice questions; (2) past Bar performance; (3) future Bar goals; and (4) branding. Answers to these questions were used to compile a framework for discussion in later stages (see Appendix C).

On February 11, 2012, the Bar held a strategic planning retreat at the Fagatogo Marketplace. During the retreat, the results from the survey were presented. Members undertook systematic discussion of the Bar and its future. A SWOT analysis was conducted (see Appendix A) followed by a Strategic Alternatives exercise (see Appendix B).

The results of the retreat were then written and compiled into a draft strategic plan, consisting solely of goals, objectives, and actions. This plan was shared, and comments were solicited at the February Bar meeting and online. The plan was revised based on comments and represented to the Bar at the March meeting for final comments and revisions. Final comments were compiled and instituted into the final draft.

GOAL: ENSURE ACCESS TO JUSTICE

TAUTUA represents the Samoan tradition of service. For the Bar Association, this translates to serving the public and those in need of legal assistance. The Bar seeks to improve access to justice for the people of American Samoa through supporting services that provide legal services to those in need and hosting legal seminars, outreach efforts, and by providing general legal education to the public.

OBJECTIVE 1: INTRODUCE MEDIATION PROCESS TO AMERICAN SAMOA

MEASURE: NUMBER OF CASES RESOLVED THROUGH MEDIATION

ACTION: CREATE MEDIATION CERTIFICATION PROCESS

Mediation Committee

- Determine whether Bar based or Court based.
- Any certification must be recognized by ASG agencies and the Court.

ACTION: PROVIDE MEDIATION TRAINING

Mediation Committee

ACTION: CREATE MINIMUM STANDARDS FOR MEDIATORS

Mediation Committee

OBJECTIVE 2: CREATE LEGAL ORGANIZATIONS THAT PROVIDE ACCESS JUSTICE

MEASURE: NUMBER OF FUNCTIONAL LEGAL ORGANIZATIONS IN REGULAR OPERATION

ACTION: OPEN THE BAR JUSTICE FOUNDATION

Bar Justice Foundation Board with help from Bar Officers

- Budget in about \$875 to file for 501(c)(3).
- Help in preparation, completion, and payment of 501(c)(3).
- Assist Board in any way possible in establishment.
- Complete 501(c)(3) by September 2012.
- Begin search for grant opportunities, so that applications can go out by September 2012.
- In grants, seek out funding for supplies, events, studies, and Executive Director.
- Create establishment plan by October 2012 to assist with the grant applications.

ACTION: PROMOTE THE LEGAL AID CLINIC

Legal Aid Board with help from Bar Officers

ACTION: ENHANCE THE FRIEND OF THE COURT OFFICE

Legal Aid Board with help from Bar Officers

OBJECTIVE 3: PROVIDE PRO SE AND EDUCATION MATERIALS TO THE PUBLIC

MEASURE: NUMBER OF PUBLICALLY AVAILABLE FORMS AND PAMPHLETS.

ACTION: CREATE “18 IN AMSAM” PAMPHLET.

Bar Officers

ACTION: CREATE “CLIENT BILL OF RIGHTS” PAMPHLET.

Ethics Committee

ACTION: PUBLISH DISTRICT COURT FORMS.

Bar Officers in collaboration with the District Court

- Judge Ward has worked on these in the past.
- Determine if there are High Court forms that could be published.

ACTION: CREATE AND PUBLISH SIMPLE PRO SE DIVORCE FORMS.

Volunteer Members

ACTION: CREATE AND PUBLISH SIMPLE PRO SE ADOPTION FORMS.

Volunteer Members

ACTION: CREATE AND PUBLISH SIMPLE PRO SE NAME CHANGE FORMS.

Volunteer Members

OBJECTIVE 4: PUBLISH THE LAWS OF AMERICAN SAMOA

MEASURE: NUMBER OF LAWS THAT ARE UP-TO-DATE

ACTION: ENSURE THAT THE ADMINISTRATIVE CODE IS UPDATED.

Bar Officers

- Options include:
 - i. MOU with Lt. Governor’s office to send all updated regulations to the Bar.
 - ii. File suit against Lt. Governor for mandamus.

ACTION: FORMULATE A STATUTE REQUIRING DIGITAL PUBLICATION OF LAWS.

Law Reform Committee

ACTION: CREATE MOU WITH FONO TO PUBLISH NEWLY ENACTED LAWS ON ASBAR.ORG.

Bar Officers and Law Reform Committee

ACTION: POST UNPUBLISHED CASES ONLINE AS SLIP-OPS.

Bar Officers with help from Volunteer Members

ACTION: UPDATE AMERICAN SAMOA REPORTS.

Bar Officers through the High Court

- Work with Court to ensure progress continues.
- Identify obstacles and solutions.
- Obtain funding where necessary, including old funding from the Bar Justice Foundation.

ACTION: COMPILE ASCA IN SAMOAN.

Volunteer Members or Hired Researcher

- Obtain original statutes in Samoan from Fono.
- Compilation through volunteers, or identify funding source.
- Post code on ASBAR.org with language switch option.

OBJECTIVE 5: INCREASE PUBLIC OUTREACH

MEASURE: NUMBER OF OUTREACH EVENTS; NUMBER OF PUBLIC REACHED

ACTION: BUILD RELATIONSHIPS WITH THE MEDIA

Bar Officers

- The media can provide an excellent avenue to share the Bar message as they tend to be very friendly to the Bar.
- Build a list of media outlets and contacts for regular distribution of Bar messages.
- Create standard press release package, including one-pager on the Bar, other pertinent documents, and the release.
- Seek out press donated air time and advertising opportunities (ex: KHJ provides the Bar free “slide” advertising on their TV channel).

ACTION: MOCK TRIALS

Mock Trial Committee

- Work with ASCC’s Criminal Justice division.

ACTION: PRESENTATIONS AND PANELS

Outreach Committee

- Identify partner organizations that can assist with topic and resources.

ACTION: LAW DAY CELEBRATION

Bar Officers

ACTION: ANNUAL LAW CONFERENCE

Bar Officers

ACTION: TEACHERS’ WORKSHOP

Outreach Committee

- Build a civics and law curriculum for use in K-12 schools in the territory.
- Hold a teachers workshop which trains local teachers in the lesson plan.
- Provide curriculum materials to the teachers for use in class room.

OBJECTIVE 6: PROVIDE PRO BONO SERVICES

MEASURE: NUMBER OF CLINICS; NUMBER OF PUBLIC HELPED

ACTION: HOLD REGULAR CLINIC.

Bar Officers with participation by Volunteer Members

ACTION: ESTABLISH ASBA GUIDANCE ON PRO BONO FOR GOVERNMENT ATTORNEYS.

Volunteer Members

ACTION: CREATE PRO BONO REFERRAL SERVICE THROUGH ASBAR.ORG.

Bar Officers with Webmaster

- Establish module for ASBAR.org allowing for legal help questions to be submitted.
- Create system that randomly assigns questions to participating attorneys.
- This system should be built in conjunction with a regular lawyer referral service.

OBJECTIVE 7: PROMOTE THE EFFICIENT ADMINISTRATION OF JUSTICE

MEASURE: NUMBER OF OBSTACLES REMOVED

ACTION: WORK WITH COURT TO ESTABLISH REMOTE CONFERENCING FOR SMALL MATTERS.

Bar Officers

ACTION: WORK WITH COURT TO INSTALL E-FILING SERVICE FOR ATTORNEYS.

Bar Officers

ACTION: HELP COURT INSTALL WIRELESS NETWORK IN THE COURTROOMS.

Bar Officers

ACTION: WORK WITH COURT TO ESTABLISH A MEDIATION SYSTEM FOR THE TERRITORY.

Mediation Committee

- Review and propose new mediation rules to the High Court.
- Work with Court to establish mediator certification, and recognize certification from other jurisdictions.
- Ensure that mediation can occur even outside the court system.

OBJECTIVE 8: BUILD LOCAL CAPACITY

MEASURE: RATIO OF ON-ISLAND PRIVATE ATTORNEYS TO THE POPULATION

ACTION: CONTINUE SCHOLARSHIP PROGRAM

Outreach (Scholarship) Committee

- Identify other sources of funding to make a larger scholarship.

ACTION: CONDUCT MOCK TRIAL PROGRAM

Mock Trial Committee

- Get kids interested in the legal profession in college as they decide their future careers.

GOAL: PROVIDE LEGAL EDUCATION

A’OA’O is the persistent pursuit of education and learning. The law is fluid and ever-changing. Therefore, it is incumbent for all attorneys to continually improve their understanding of the law through regular education and training. The Bar must be the centerpiece for this education and will strive to ensure that all members are well versed and up to date in the law, legal changes, and are reminded of their ethical responsibilities.

OBJECTIVE 1: REVIEW CLE REQUIREMENT RULE

MEASURE: RULE ON THE BOOKS REGARDING CLE REQUIREMENTS

ACTION: CREATE RECOMMENDATIONS ON CLE REQUIREMENTS

CLE Committee

- Review need and possibility of implementing an ASBA CLE requirement.
- Provide recommendations to the Bar, including draft High Court Rules if necessary.

OBJECTIVE 2: PROVIDE CLES FOR MEMBERS

MEASURE: NUMBER OF CLE EVENTS AND NUMBER OF CLE CREDITS

ACTION: PROMOTE JUDGE WARD’S BROWN BAG LUNCHES

CLE Committee

ACTION: HOLD ANNUAL LAW CONFERENCE

CLE Committee

ACTION: SHARE WEB AND VIDEO CLES THROUGH ASBAR.ORG

CLE Committee and Webmaster

ACTION: COMPILE EVENT DOCUMENTS FOR OFF-ISLAND BARS

CLE Committee

OBJECTIVE 3: CERTIFY CLES

MEASURE: CERTIFICATION PROCEDURE AND RULES

ACTION: CREATE CERTIFICATION PROCESS AND STANDARDS.

CLE Committee

- Identify off-island requirements for documents.
- Compile rules and policy for certification.
- Certify CLEs done in American Samoa for credit off-island.

GOAL: IMPROVE PROFESSIONAL RESPONSIBILITY

FAAMAONI is to speak the truth and project honesty. Much trust is placed in attorneys and those in the legal profession, and that trust demands professional responsibility. The Bar and its members are committed to upholding the highest ethical ideals of the profession. To that end, the Bar will work towards improving the disciplinary system and provide tools to assist attorneys stay within the bounds of their ethical responsibilities.

OBJECTIVE 1: REFORM THE PRESENT DISCIPLINE SYSTEM

MEASURE: NEW RULES ON PROFESSIONAL RESPONSIBILITY

ACTION: CREATE A STANDARD OPERATING PROCEDURE FOR ETHICAL COMPLAINTS.

Ethics Committee

- This procedure should be created in conjunction with the court.
- Easy to understand forms and guidance must be available for the public and attorneys.

ACTION: RECOMMEND HIGH COURT RULE REVISIONS TO IMPROVE THE DISCIPLINE SYSTEM.

Ethics Committee

- The Bar recognizes that the High Court disciplinary rules are confusing and require revision.
- Have ethics committee review and revise the rules and procedures in such a way as to provide a clear and just disciplinary system tailored for the territory.

ACTION: SEEK ASSISTANCE FROM THE ABA TO REVIEW THE AMERICAN SAMOA DISCIPLINE SYSTEM.

Bar Officers

- The ABA provides services that send a team of experts to review disciplinary systems.
- Identify sources of funding to invite this service.

OBJECTIVE 2: INCREASE ETHICAL LITERACY AMONG THE PUBLIC

MEASURE: CREATION OF DOCUMENTS

ACTION: CREATE A CLIENT BILL OF RIGHTS AND EDUCATE THE PUBLIC.

Ethics Committee

- Create and publish a “Client Bill of Rights” pamphlet.
- Provide outreach events, including media, on the rights of clients and the procedure for ethical complaints.

ACTION: CREATE A STANDARD COMPLAINT FORM FOR PUBLIC USE.

Ethics Committee

OBJECTIVE 3: PROVIDE TOOLS ON ETHICS TO THE MEMBERSHIP

MEASURE: NUMBER OF AVAILABLE DOCUMENTS AND DECISIONS

ACTION: PROMOTE USE OF THE ABA’S ETHICSEARCH HOTLINE.

Ethics Committee

ACTION: ENCOURAGE CHIEF JUSTICE TO ISSUE WRITTEN DECISIONS ON ETHICAL ISSUES THAT COME BEFORE HIM FOR DISCIPLINE.

Ethics Committee

- Work with the Court to ensure that ethical decisions are written.
- Provide decisions online through ASBAR.org to members.

ACTION: PROVIDE A REPORT ON THE DIFFERENCES BETWEEN THE ABA MODEL RULES AND THE ACTUAL FACTS ON THE GROUND HERE IN AMERICAN SAMOA.

Ethics Committee

ACTION: THE ETHICS COMMITTEE WILL OFFER ANONYMOUS ETHICAL OPINIONS BASED ON MEMBER REQUEST.

Ethics Committee

ACTION: PROVIDE CLES ON PROFESSIONAL RESPONSIBILITY IN AMERICAN SAMOA.

CLE Committee and Ethics Committee

OBJECTIVE 4: IMPROVE JUDICIAL ETHICS

MEASURE: CREATION OF SURVEY

ACTION: SEEK ASSISTANCE FROM THE ABA TO CREATE A BI-ANNUAL JUDICIAL SURVEY.

Bar Officers

ACTION: INCLUDE THE JUDICIAL DISCIPLINARY SYSTEM IN ANY REVIEW OF THE DISCIPLINARY PROCEDURES FOR THE TERRITORY, INCLUDING PROPOSED RULE CHANGES.

Ethics Committee

ACTION: REACH OUT TO THE DEPARTMENT OF INTERIOR TO ESTABLISH A JUDICIAL DISCIPLINARY PROCESS TAILORED FOR AMERICAN SAMOA.

Bar Officers and Ethics Committee

ACTION: CREATE A BAR CONDUCT COMMISSION TO PERIODICALLY REVIEW JUDICIAL CONDUCT AND COMPLAINTS.

Bar Officers and Ethics Committee

GOAL: INCREASE MEMBER PARTICIPATION

LOTO GATASI is the spirit of fraternity amongst the members. The Bar must serve its members by bringing them together. We are a small Bar with very limited resources. That is why it is vital that members participate and offer their services to the Bar activities. It is also the Bar's responsibility to build that spirit of camaraderie in a profession that thrives on adversity. Membership should not only be about service; it should be fun.

OBJECTIVE 1: INCREASE PRIVATE ATTORNEY PARTICIPATION

MEASURE: REGULAR ATTENDANCE AT MEETINGS AND EVENTS

ACTION: ENSURE REGULAR COMMUNICATION OF BAR EVENTS AND NEWS. SEEK NEW AVENUES OF SHARING INFORMATION.

Bar Officers

ACTION: INCREASE PRIVATE BAR MEMBERS PARTICIPATION.

Bar Officers

ACTION: REVIEW THE CONCEPT OF A DUES SCALE BASED ON MEETING PARTICIPATION.

Constitution and Bylaws Committee

ACTION: REACH OUT AND MAKE PERSONAL APPEALS TO INDIVIDUALS.

Bar Officers

ACTION: REVIEW QUORUM REQUIREMENT.

Constitution and Bylaws Committee

OBJECTIVE 2: INCREASE OFF-ISLAND MEMBER PARTICIPATION

MEASURE: INCREASED OFF-ISLAND MEMBER PARTICIPATION

ACTION: PROVIDE SKYPE ACCESS TO BAR MEETINGS.

Bar Officers with help from Webmaster

ACTION: INVITE OFF-ISLAND MEMBERS TO PARTICIPATE IN COMMITTEES THAT DO NOT REQUIRE REGULAR PRESENCE, LIKE LAW REFORM OR ETHICS REVIEWS.

Bar Officers

ACTION: INVITE OFF-ISLAND MEMBERS TO PRESENT CLES, BOTH ON-ISLAND AND OFF THROUGH THE INTERNET.

CLE Committee

ACTION: REACH OUT TO OFF-ISLAND MEMBERS TO ENLIST THEIR PRO BONO TIME TO ACCOMPLISH BAR GOALS.

Bar Officers

OBJECTIVE 3: OFFER SOCIAL EVENTS TO INCREASE FELLOWSHIP

MEASURE: NUMBER OF EVENTS AND ATTENDANCE

ACTION: CONTINUE THE CHRISTMAS PARTY.

Bar Officers

ACTION: ESTABLISH A BAR JUSTICE AWARD.

Bar Officers

ACTION: IDENTIFY OPPORTUNITIES THROUGHOUT THE YEAR TO INVITE MEMBERS TO SOCIAL GATHERINGS.

Bar Officers

ACTION: ESTABLISH MENTORING PROGRAM THAT BRINGS TOGETHER LONG-TERM AND NEW ATTORNEYS.

Bar Officers

OBJECTIVE 4: IMPROVE BENCH-BAR RELATIONS

MEASURE: NUMBER OF EVENTS INVOLVING THE JUDICIARY

ACTION: INVITE THE JUDICIARY TO THE CHRISTMAS PARTY.

Bar Officers

ACTION: INVITE JUSTICES AND JUDGES TO BAR EVENTS AND CLES.

Bar Officers

GOAL: PROMOTE THE RULE OF LAW

TULAFONO is the law. The rule of law is fundamentally about the supremacy of the law. It is about equality in the eyes of the law, accountability to the law, fair application of the law, the sound separation of powers, participation in decision making, and procedural and legal transparency. There is significant room for improvement of the rule of law in American Samoa. The Bar is dedicated to promoting these concepts throughout the justice system and the territory.

OBJECTIVE 1: PUSH FOR IMPORTANT LAW REFORMS

MEASURE: NUMBER OF REFORMS ADOPTED AS LAW

ACTION: LOBBY FOR TITLES 46 AND 13 REVISIONS.

Bar Officers and Law Reform Committee

- Seek out “criminal justice champions” in the Fono that could help sponsor bills.
- Do more public outreach of the changes and how they benefit the territory.

ACTION: REVIEW AND REVISE THE PROPERTY LAWS.

Law Reform Committee

ACTION: REVIEW AND REVISE THE BUSINESS LAWS.

Law Reform Committee

ACTION: REVIEW BILLS BEFORE THE FONO FOR COMMENT.

Law Reform Committee

- Create MOU with Fono to share proposed bills with the Bar as they are introduced.
- Establish relationships with committee chairs for potential testimony on bills.

ACTION: REVIEW AND REVISE THE ADMINISTRATIVE CODE.

Law Reform Committee

OBJECTIVE 2: ADVANCE LEGAL LITERACY AMONG THE PUBLIC

MEASURE: NUMBER OF PRESENTATIONS AND TRAININGS; PARTICIPATION

ACTION: ENHANCE OUTREACH COMMITTEE TO REGULARLY TRAIN THE PUBLIC IN LEGAL ISSUES.

Bar Officers

ACTION: PROVIDE LEGAL ISSUE PRESENTATIONS TO THE VILLAGES.

Outreach Committee

ACTION: PROVIDE LEGAL TRAINING TO POLICE OFFICERS.

Outreach Committee

ACTION: BEGIN A VILLAGE COURT PILOT PROJECT, PARTNERING WITH SAMOAN AFFAIRS.

Outreach Committee

OBJECTIVE 3: INCREASE ACCOUNTABILITY FOR PUBLIC OFFICIALS

MEASURE: STUDY PUBLISHED

ACTION: CONDUCT A STUDY AND ISSUE A REPORT ON ACCOUNTABILITY AT THE GOVERNMENT AND VILLAGE LEVELS.

Bar Officers

- Identify funding source for such a study.
- Identify researcher with the expertise in this type of work.

OBJECTIVE 4: ENSURE EQUALITY IN THE COURTROOM

MEASURE: NUMBER OF CERTIFIED TRANSLATORS ON THE ISLAND

ACTION: CREATE TRANSLATION COMMITTEE TO ESTABLISH TRANSLATION SERVICES IN THE TERRITORY.

Bar Officers

ACTION: CREATE AN ASBA TRANSLATOR CERTIFICATION OR WORK WITH COURT TO CREATE COURT CERTIFICATION.

Translation Committee

ACTION: CREATE RECOMMENDATIONS ON TRANSLATOR REQUIREMENTS.

Translation Committee

ACTION: CONDUCT A STUDY ON EQUALITY IN SENTENCING IN AMERICAN SAMOA.

Bar Officers

- Identify funding source for such a study.
- Identify researcher with the expertise in this type of work.

IMPLEMENTATION

The Bar Officers will be tasked with implementation of this plan. The goal of the plan is to implement these strategies within the next five years. The Bar must include regular reviews of plan progress if the plan is to succeed. Therefore, it is recommended that Bar meeting agendas include a strategic plan review and report as a regular topic of discussion, and should be a main point of discussion in the annual report.

The first step towards implementation must be an identification of priorities by the officers. Each administration may have a different idea of priorities for their year in office, and should implement strategies accordingly. Implementation of this plan is not something that the Bar officers can accomplish alone. These strategies can only be successful with cooperation from members, and sustained partnerships with other organizations, particularly the Court.

APPENDIX A: SWOT ANALYSIS

The Bar completed a SWOT (strengths, weaknesses, opportunities, threats) analysis. The SWOT tool is used to identify opportunities that can be exploited, and threats that can be mitigated. The analysis used both the results from the Bar survey and further suggestions from Bar participants.

STRENGTHS

WEAKNESSES

<ul style="list-style-type: none"> Christmas Party Legal Resources ABA membership Communication to members Website Scholarship CLE turnout Reputation in the Community Adequate funding Legal expertise 	<ul style="list-style-type: none"> Member participation Legal updates Lack of CLEs Bench/Bar relationship Public’s education Not enough funding to expand Not enough communication High attorney/member turn-over Accountability of members and judges Lost records No office
<ul style="list-style-type: none"> Can do more CLEs ABA and SPLA partnerships and resources Advanced technology Upgraded website Cross-training among attorneys Independent resources that can be shared Other organizations willing to work with us People want legal assistance and advice 	<ul style="list-style-type: none"> Increasing turn-over Loss of private bar Lack of published law Decreasing money Loss of respect between bar members Increasing temp attorney influence Further Bench/Bar strain

OPPORTUNITIES

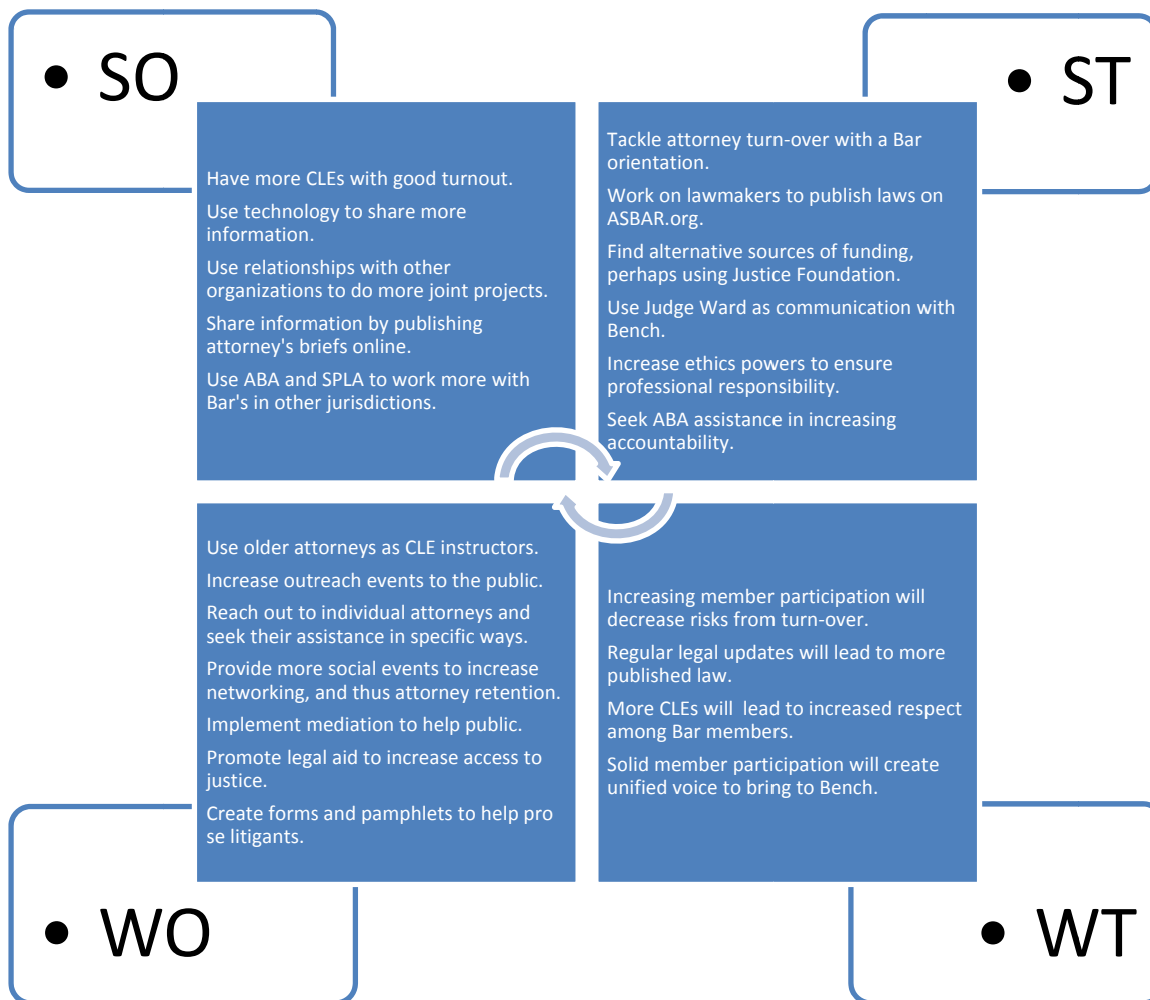
THREATS

APPENDIX B: STRATEGIC ALTERNATIVES

The goal of the Strategic Alternatives exercise is to attempt to answer four questions:

1. How can we use our strengths to take advantage of opportunities (SO)?
2. How can we use our strengths to avoid threats (ST)?
3. How can we use opportunities to overcome weaknesses (WO)?
4. How can we minimize weaknesses to avoid threats (WT)?

With these questions answered, creating measurable objectives with specific actions will be based on tackling the very opportunities and threats identified.



APPENDIX C: SURVEY RESULTS

The Bar surveyed its members under a number of different topics.

DEMOGRAPHICS

Earnings

	Annual Income	Government	Private
n=	25	18	4
Median	\$48,000	\$48,000	\$87,500
Average	\$60,600	\$52,444	\$103,750

	On-Island	Government	Private	Per Hour (used more)	Contingency Fee
n=	16	13	3	4	2
Median	\$48,000	\$48,000	\$55,000	\$150	<i>Range</i>
Average	\$57,450	\$54,150	\$71,667	\$170	20% - 33.3%

Time On-Island

n=	20	15	5
55% > 4yrs		47% > 4yrs	80% > 4yrs
45% < 4yrs		53% < 4yrs	20% < 4yrs

BAR PARTICIPATION

	All	On Island	Government	Private
n=	28	17	12	5
Yes (now)	46%	47%	67%	1 in 5 (20%)
Yes (past)	71%	70%	75%	3 in 5 (60%)

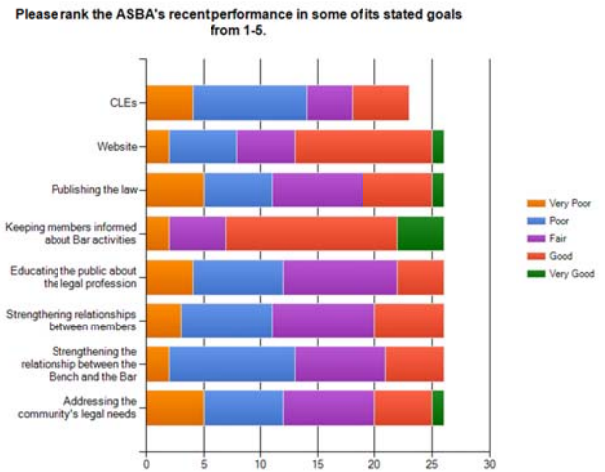
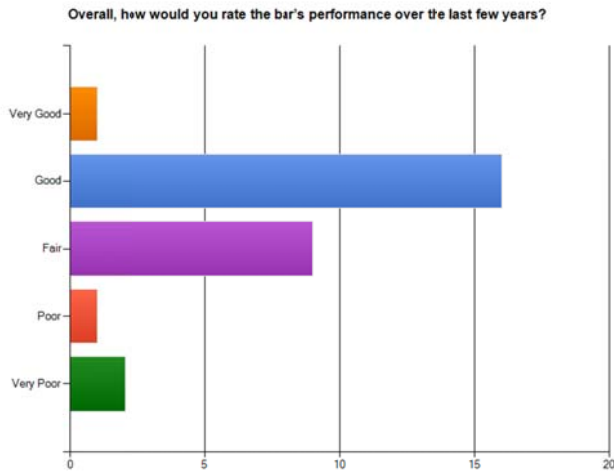
What we do best:

Parties
Communication

What we need to do:

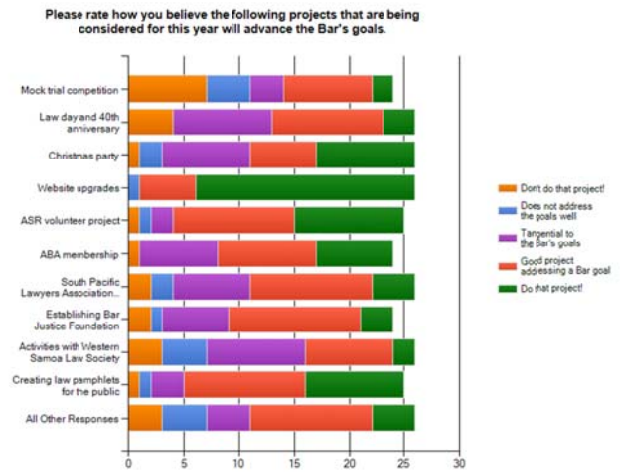
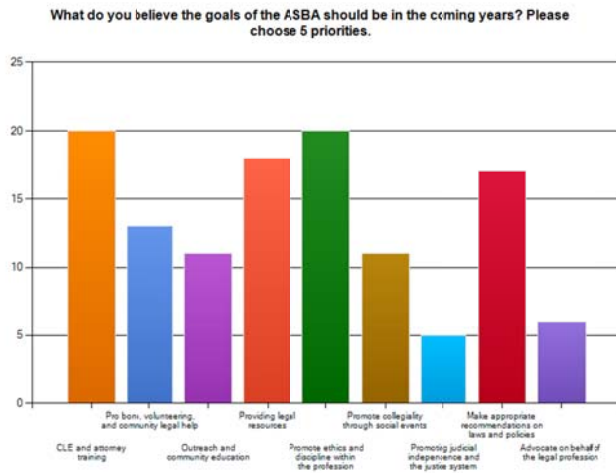
Get People more involved
Easier meetings
Increased CLE

THE BAR'S PERFORMANCE



FUTURE PRIORITIES

The overwhelming response was that the single factor holding the Bar back from its goals was member turn-over and the lack of long-term and Samoan attorney participation.



BRANDING

How are we seen?

By the public: Good Resource and Active help to the community
 By the members: As a valuable resource

Logo n=18
 Positive: 61%
 Negative: 22%
 What logo? 17%

Selling words:
 Resource
 Integrity
 Justice
 Professional
 Ethical

